

# City of Burlington, Vermont

Annual Financial Report

Year Ended June 30, 2021



2021

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## ACKNOWLEDGMENTS

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 Homer Horowitz

*Cover Photo*  
 Sam Yang

This report also is available online at  
[www.burlingtonvt.gov](http://www.burlingtonvt.gov).



## MAYOR'S MESSAGE



### *Friends and Neighbors,*

2021 was a year of trials, triumphs, and progress as we continued our critical work to address the COVID-19 pandemic and push forward on key Citywide issues. As we transition to the new year, I am energized by the efforts of our residents and the City Team. With renewed focus and diligence, I know

we will continue taking the necessary steps to turn our challenges into opportunities and make Burlington an even better place to live.



I am pleased to share few reflections on areas of the City's focus in 2021: 1) addressing the COVID-19 pandemic, 2) responding to Burlington's housing shortage, and 3) our City's path to success in FY22.

### **COVID-19**

In 2021 we made great strides in our fight against COVID-19. Thanks to Burlingtonians' commitment to public health measures, vaccines have made the majority of us safer than we were at the start of the pandemic. As of February 9, 2022, 93% of Chittenden County residents (age +5) have received at least one shot of an approved COVID-19 vaccination, and 86% of residents (age +5) are fully vaccinated. Additionally, 68% of residents (age +12) have received their COVID-19 booster shot. Each of these vaccination rates is greater than the statewide average, and Burlingtonians should be proud to have played such a key role in this effort which has made us far safer than we were at the start of the year.

While we started 2022 experiencing yet another difficult stage of this pandemic with the Omicron wave, the vaccines continue to be miraculously effective at preventing hospitalization and death and have made COVID risks very low for the great majority of Burlingtonians. While it appears that COVID is a virus that will now always be with us to some extent, and we will continue to plan for possible new variants and other complications from this unpredictable virus,

we must be focused on other challenges as well in the year ahead, many of which have been made worse by the pandemic now entering its third year.

### **American Rescue Plan Act (ARPA)**

This pandemic has been a public health crisis, and it's also been an economic crisis. In March, the federal government passed the American Rescue Plan in order to help the country recover. Burlington received approximately \$27 million in ARPA funding to help the City recover from the pandemic.

So far, the City has committed \$12 million of ARPA funding to close gaps from lost revenues caused by the pandemic; economic recovery; public health and pandemic response; constituent services; police officer retention and recruitment plan; property tax relief; and water resources.

In recent months the Administration has engaged community and the Council on investing our remaining \$15 million of ARPA funding toward community priorities. In November and December 2021, the City received nearly 4,000 responses to a survey about how the City should use these funds. The public's priorities included housing and houselessness; racial equity and health equity investments; pandemic response; community infrastructure; and economic support.



### **Housing Plan**

To address Burlington's housing shortage, my administration recently announced the "Action Plan to Fulfill the Promise of Housing as a Human Right in Burlington," a 10-point plan outlining a strategy to double the rate of housing production and end chronic homelessness in Burlington. The Action Plan is focused on 10 specific initiatives including the investment of at least \$5 million of American Rescue Plan Act (ARPA) funds in housing initiatives, supporting the production of 1,250 total homes (including 312 permanently affordable homes) by the end of 2026, full funding of the Housing Trust Fund in fiscal year 2023, changing restrictive zoning rules to increase housing opportunities citywide, and the creation of a new Special Assistant to End Homelessness.

## MAYOR'S MESSAGE

I came into office after 15 years as an affordable housing developer and determined to expand our housing efforts, and since 2012, we have built more than 1,300 homes here in Burlington including 370 permanently affordable homes. For several years rents stabilized, our extremely low vacancy rates ticked upwards, and the documented number of people living in chronic homelessness dropped significantly.

But over the last two years, new pressures brought on by the pandemic have overwhelmed strides of progress. Production of new homes slowed, demand for Burlington homes skyrocketed, and the livelihood of thousands was disrupted and undermined. Signs of Burlington's housing crisis are all around us. The community is reeling from rent increases and home prices that further restrict who can afford to live here. The scarcity of Burlington homes has greatly increased Burlington home values, resulting in property taxes spiking for many long-time homeowners. Additionally, there are alarming local racial disparities in homeownership rates. Our small businesses are facing greater labor shortages than ever in part because workers cannot afford to live here. And the number of chronically homeless Chittenden County residents has surged from as low as 35 a few years ago to over 160 now.

The path to making good on the promise that decent, stable housing is a human right, is to build more homes throughout not only the City, but the region. This will require accepting change and some new understanding from us all, but succeeding will make Burlington more sustainable, welcoming, and affordable.

### **Climate Change and the Road to Becoming a Net Zero Energy City**

This year's update to our Net Zero Energy Roadmap concluded that the City is on the right path to reach its 2030 Net Zero Energy goal with reduced fossil fuel use and greenhouse gas emissions in both 2019 and 2020. Burlington's Net Zero Energy roadmap is both one of the most ambitious local climate plans anywhere in our country and a feasible, optimistic vision for bringing the climate emergency to an end.

BED has tripled our 2020 strategic electrification targets under Vermont's Renewable Energy Standard thanks to our partnerships with organizations such as CarShare Vermont, as well as BED's enhanced incentives for low- and moderate-income customers — making technologies such as cold climate heat pumps and electric vehicles more affordable and accessible for Burlingtonians.

At a Special Election in December 2021, voters passed a Net Zero Energy Revenue Bond to support numerous investments, including \$17.5 million to support projects that help advance progress toward Burlington's Net Zero Energy goal. The bond allowed the Burlington Electric Department to create new in-

centives and expand existing incentives for strategic electrification by helping more customers make the switch to electric vehicles, heat pumps, and other clean and efficient technologies.

### **Bike Path Rebuilding Complete**

In December, after five months of major construction in Oakledge Park, the final significant segment of Burlington's eight-mile waterfront path has reopened, completing the largest and probably longest park project in the City's history.

At the southern-most entry into Oakledge Park at Austin Drive, the area has been transformed into a true gateway into the park and pause place for visitors with seating, signage, and a kiosk planned for 2022. The now fully renovated Bike Path is one of the best features our City has to offer, and I hope you'll have the opportunity to enjoy this newly opened section — as well as the realigned section west of Union Station — of the path soon.

### **Onward**

2022 has the opportunity to be a transformative year for Burlington. With approximately \$15 million remaining from the American Rescue Plan Act (ARPA), we have the opportunity to make meaningful investments that will be essential to our City's future. I look forward to continuing to work with our City Team and residents to make Burlington more sustainable, affordable, equitable, and welcoming to all. I am grateful to work for and with such devoted City employees and passionate and engaged residents.

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



# THE VOTERS

**SCHOOL COMMISSIONERS** \*

**WARD CLERKS & INSPECTORS OF ELECTION** \*

**MAYOR** ❖  
**AUTHORITY TO:**

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

**CITY COUNCIL** \*

**AUTHORITY TO:**

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

**CITY OFFICERS & DEPARTMENT HEADS** ❖  
 (for list, see page 5)

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

**SUPERINTENDENT** ▲

**PRINCIPALS**

**BOARD OF FINANCE** ▼  
**AUTHORITY TO:**

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

**KEY**

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

## CITY OFFICIALS APPOINTED BY THE MAYOR

Chief of Staff	<b>Jordan Redell</b>
Director of Aviation, Burlington International Airport	<b>Nic Longo (Acting)</b>
Executive Director, Burlington City Arts	<b>Doreen Kraft</b>
City Assessor	<b>John Vickery</b>
City Attorney	<b>Dan Richardson</b>
Assistant City Attorney	<b>Timothy Devlin</b>
Assistant City Attorney	<b>Justin St. James</b>
Assistant City Attorney	<b>Kimberlee J. Sturtevant</b>
Assistant City Attorney	<b>Jared Pellerin</b>
Assistant City Attorney	<b>Hayley McClenahan</b>
Executive Director, Church Street Marketplace	<b>Kara Alnasrawi</b>
Chief Administrative Officer	<b>Katherine Schad</b>
Director, Permitting & Inspections	<b>Bill Ward</b>
Director, Community & Economic Development Office	<b>Brian Pine</b>
General Manager, Burlington Electric Department	<b>Darren Springer</b>
Chief, Burlington Fire Department	<b>Steven Locke</b>
Director, Human Resources	<b>Kerin Durfee</b>
Director, Fletcher Free Library	<b>Mary Danko</b>
Director, Burlington Parks, Recreation & Waterfront	<b>Cindi Wight</b>
Director, Office of City Planning	<b>Meagan Tuttle</b>
Director, Racial Equity, Inclusion and Belonging	<b>Tyeastia Green</b>
Chief, Burlington Police Department	<b>Jon Murad (Acting)</b>
Director, Department of Public Works	<b>Chapin Spencer</b>
City Engineer and Surveyor	<b>Norman J. Baldwin</b>
Director, Emergency Management/Civil Defense	<b>Steven Locke</b>
Harbor Master	<b>Erin Moreau</b>
Superintendent, Cemetery Department	<b>Cindi Wight</b>
Assistant Grand Juror	<b>Kimberlee J. Sturtevant</b>
Assistant Grand Juror	<b>Timothy Devlin</b>
Assistant Grand Juror	<b>Jared Pellerin</b>
Assistant Grand Juror	<b>Justin St. James</b>
City Constable	<b>Theodore Miles</b>
Second Constable	<b>Timothy Devlin</b>
Third Constable	<b>William Ward</b>
Fourth Constable	<b>Justin St. James</b>
Pound Keeper	<b>Matthew Sullivan</b>

# VERMONT LEGISLATORS 2021-2022

## CHITTENDEN COUNTY STATE SENATORS

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

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

**Virginia “Ginny” Lyons (D)**  
241 White Birch Lane  
Williston, VT 05495  
vlyons@leg.state.vt.us  
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**Christopher A. Pearson (P/D)**  
12 Brookes Ave.  
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(802) 860-3933

**Kesha Ram (D)**  
115 State St., Montpelier, VT 05633  
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(802) 828-2228

**Michael Sirotkin (D)**  
80 Bartlett Bay Rd.  
South Burlington, VT 05403  
msirotkin@leg.state.vt.us  
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## BURLINGTON STATE REPRESENTATIVES

*Chittenden 6-01*  
**Robert “Bob” Hooper (D)**  
115 State St.  
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rhooper@leg.state.vt.us  
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**Carol Ode (D)**  
115 State St.  
Montpelier, VT 05603  
COde@leg.state.vt.us  
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*Chittenden 6-02*  
**Emma Mulvaney-Stanak**  
115 State St.  
Montpelier, VT 05633  
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(802) 828-2228

*Chittenden 6-03*  
**Jill Krowinski (D)**  
115 State St.  
Montpelier, VT 05633  
jkrowinski@leg.state.vt.us  
(802) 828-2228

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

*Chittenden 6-04*  
**Brian Cina (P/D)**  
12½ Isham St., Burlington, VT 05401  
BCina@leg.state.vt.us  
(802) 828-2228

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

*Chittenden 6-05*  
**Tiffany Bluemle (D)**  
115 State St., Montpelier, VT 05633  
bluemle@leg.state.vt.us  
(802) 828-2228

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

*Chittenden 6-06*  
**Barbara Rachelson (D)**  
205 Summit St., Burlington, VT 05401  
brachelson@leg.state.vt.us  
(802) 828-2228

*Chittenden 6-07*  
**Hal Colston (D)**  
325 North Street, Winooski, VT 05404  
hcolston@leg.state.vt.us  
(802) 828-2228

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

## MAYORS OF BURLINGTON

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

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



**WARD 1**

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



**WARD 7**

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



**WARD 2**

**Max Tracy**  
City Council President  
mtracy@burlingtonvt.gov  
Progressive, 2022  
35.5 Crombie St.  
Burlington, VT 05401  
(802) 373-1968



**WARD 8**

**Jane Stromberg**  
jstromberg@burlingtonvt.gov  
Progressive, 2022  
238 College St., Apt. 204  
Burlington, VT 05401  
(845) 544-4143



**WARD 3**

**Joe Magee**  
jmagee@burlingtonvt.gov  
Progressive, 2022  
41 North Champlain St.  
Burlington, VT 05401  
(802) 279-5513



**CENTRAL DISTRICT**

**Perri Freeman**  
pfreeman@burlingtonvt.gov  
Progressive, 2023  
37 Bright, Unit 206  
Burlington, VT 05401  
(802) 373-2685



**WARD 4**

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



**EAST DISTRICT**

**Jack Hanson**  
jhanson@burlingtonvt.gov  
Progressive, 2023  
297 College St., Apt. C7  
Burlington, VT 05401  
(802) 557-0605



**WARD 5**

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



**NORTH DISTRICT**

**Mark Barlow**  
fpaulino@burlingtonvt.gov  
Independent, 2023  
25 Holly Ln.  
Burlington, VT 05408  
(802) 549-4433



**WARD 6**

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



**SOUTH DISTRICT**

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



# CITY COUNCIL STANDING COMMITTEES 2021-2022

President of the Council (Max Tracy), is an ex-officio member of all Committees; he will serve as an alternate voting member on any Committee if a conflict of interest arises for a member of the Committee

## Board of Finance

Mayor Weinberger, 865-7272  
Katherine Schad, 557-8157  
Max Tracy, 373-1968  
Ali Dieng, 318-2527  
Karen Paul, 863-3817  
Zoraya Hightower, 391-4333

## Channel 17 Liaison

Karen Paul, 863-3817

## Charter Change

Perri Freeman\*, 373-2685  
Jane Stromberg, 845-544-4143  
Mark Barlow, 549-4433  
Staff Support: Dan Richardson, 865-7121

## Community Development & Neighborhood Revitalization

Sarah Carpenter\*, 658-0474  
Zoraya Hightower, 391-4333  
Joe Magee, 279-8545  
Staff Support: Christine Curtis, 735-7002

## Human Resources

Sarah Carpenter\*, 658-0474  
Chip Mason, 373-8545  
Joan Shannon, 860-7489  
Staff Support: Jesse Anderson, 540-2505

## License

Chip Mason\*, 373-8545  
Jack Hanson, 557-0605  
Joan Shannon, 860-7489  
Staff Support: Lori Olberg, 865-7136

## Ordinance

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

## Parks, Arts, Culture

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

## Public Safety

Karen Paul\*, 863-3817  
Zoraya Hightower, 391-4333  
Jane Stromberg, 845-544-4143  
Staff Support: Jared Pellerin, 865-7121

## Racial Equity, Inclusion, and Belonging

Ali Dieng\*, 318-2527  
Perri Freeman, 373-2685  
Joe Magee, 279-8545  
Staff Support: Vanessa Bonebo

## Transportation/Energy/Utilities

Jack Hanson\*, 557-0605  
Jane Stromberg, 845-544-4143  
Mark Barlow, 549-4433  
Staff Support: Madeline Suender, 735-5324

## Tax Abatement

Sarah Carpenter\*, 658-0474  
Perri Freeman, 373-2685  
Mark Barlow, 549-4433  
Staff Support: Kenneth Nosek, 865-7114

*\* Committee Chair*



# CITY DEPARTMENT INFORMATION

## Office Hours

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

City Hall  
149 Church Street  
Burlington, VT 05401  
[www.burlingtonvt.gov](http://www.burlingtonvt.gov)

## Airport

Burlington International  
Airport  
Box 1, 1200 Airport Drive  
So. Burlington, VT 05403  
863-2874

## Arts

Burlington City Arts  
135 Church Street  
865-7166

## Assessor

City Hall  
865-7114

## Attorney

City Hall  
865-7121

## Church Street Marketplace

131 Church Street  
Suite 209  
863-1648

## Clerk/Treasurer

City Hall  
865-7000

## Community & Economic Development Office

City Hall  
865-7144  
[cedofd@burlingtonvt.gov](mailto:cedofd@burlingtonvt.gov)

## Community Justice Center

200 Church Street  
865-7155

## Electric

585 Pine Street  
865-7300  
[customercarehelp@burlingtonelectric.com](mailto:customercarehelp@burlingtonelectric.com)

## Emergency Management

136 S. Winooski Avenue  
864-4554

## Fire

136 S. Winooski Avenue  
864-4554

## Fletcher Free Library

235 College Street  
863-3403  
[reference@burlingtonvt.gov](mailto:reference@burlingtonvt.gov)  
Reference Desk  
865-7217

## Human Resources

200 Church Street  
540-2505  
Retirement  
495-3548

## Innovation & Technology

City Hall

## Mayor

City Hall  
865-7272  
[mayor@burlingtonvt.gov](mailto:mayor@burlingtonvt.gov)

## Parks, Recreation & Waterfront

130 Gosse Court for  
registration  
645 Pine Street for mail  
864-0123  
Cemetery  
455 North Avenue  
863-2075

## Permitting & Inspections

645 Pine Street  
863-0442

## Office of City Planning

City Hall  
865-7188  
[www.burlingtonvt.gov/cityplanning](http://www.burlingtonvt.gov/cityplanning)

## Police

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

## Public Works

645 Pine Street  
863-9094  
[dpwpinecustomerservice@burlingtonvt.gov](mailto:dpwpinecustomerservice@burlingtonvt.gov)

## Mailing Address:

P. O. Box 849  
Burlington, VT 05402  
Water Resources Division  
235 Penny Lane  
P. O. Box 878  
Burlington, VT 05402  
863-4501  
[waterresources@burlingtonvt.gov](mailto:waterresources@burlingtonvt.gov)

## Racial Equity, Inclusion & Belonging

City Hall  
[reibdepartment@burlingtonvt.gov](mailto:reibdepartment@burlingtonvt.gov)

## School District

150 Colchester Avenue  
865-5332

## REGIONAL OFFICES AND PHONE NUMBERS

### Burlington Housing Authority

65 Main Street  
864-0538

### Green Mountain Transit

15 Industrial Parkway  
864-2282

### Chittenden Solid Waste District

1021 Redmond Road  
Williston, VT 05495  
872-8111

### Winooski Valley Park District

Ethan Allen Homestead  
863-5744

## IMPORTANT DATES FOR THE YEAR 2022

- March 1** . . . . . Town Meeting Day – Annual City Election
- March 12** . . . . . Third quarterly property tax installment due for FY22
- April 1** . . . . . 4:30pm deadline for dog registration
- April 4** . . . . . Organizational Meeting of City Council and swearing-in of  
City Councilors and Mayor
- June 12** . . . . . Fourth and final quarterly property tax installment due for FY22
- July 1** . . . . . Beginning of new Fiscal Year (FY23)
- July 12** . . . . . New tax bills mailed out (approximate date)
- August 9** . . . . . State Primary Election
- August 12** . . . . . First quarter property tax installment due for FY23
- November 8** . . . . . General Election
- November 12** . . . . . Second quarterly property tax installment due for FY23

## CITY OF BURLINGTON HOLIDAYS 2022

- New Year’s Day (observed)** . . . . . Friday, December 31, 2021  
(actual date, Saturday, January 1)
- Martin Luther King, Jr. Day** . . . . . Monday, January 17, 2022
- Presidents’ Day** . . . . . Monday, February 21, 2022
- Town Meeting Day** . . . . . Tuesday, March 1, 2022
- Memorial Day** . . . . . Monday, May 30, 2022
- Independence Day** . . . . . Monday, July 4, 2022
- Bennington Battle Day** . . . . . Tuesday, August 16, 2022
- Labor Day** . . . . . Monday, September 5, 2022
- Indigenous Peoples’ Day** . . . . . Monday, October 10, 2022
- Veterans Day** . . . . . Friday, November 11, 2022
- Thanksgiving Day** . . . . . Thursday, November 24, 2022
- Christmas Day (observed)** . . . . . Monday, December 26, 2022  
(actual date, Sunday, December 25)

**Ward 1**

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

**Ward 2**

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

**Ward 3**

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

**Ward 4**

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

**Ward 5**

**Champlain**  
**Mike Fisher, Clerk,**  
Finance Committee  
Term Ends: 2022  
Tel: 802-355-7822  
Email: mbfisher@bsdvt.org

**Ward 6**

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

**Ward 7**

**Hunt Middle School & CP Smith**  
**Monika Ivancic, Diversity,**  
Equity & Inclusion  
Committee co-chair  
Term Ends: 2022  
Tel: 802-540-0830  
Email: mivancic@bsdvt.org

**Ward 8**

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

**District Central**

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

**District East**

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

**District North**

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

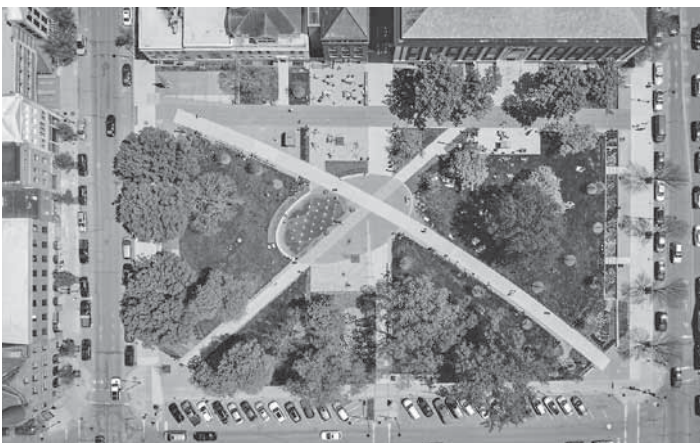
**District South**

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

**Student**

**Representatives to the School Board**

**Rebecca Cunningham**  
Email: cunninggr@bsdvt.org  
**Julia Hondal**  
Email: hondalj@bsdvt.org



# CITY COMMISSIONERS 2021-2022

## Advisory Boards, City Representatives on Regional Boards, Miscellaneous Appointments

Member	Ward	Term	Member	Ward	Term	Member	Ward	Term
<b>ACCESSIBILITY COMMITTEE</b>			<b>POLICE COMMISSION</b>			<b>CITY COUNCIL</b>		
Nate Besio		6/2023	Susan A. Comerford	5	6/2024	Zoraya Hightower	1	4/2022
Gabriel Brunelle		6/2023	Jabulani Gamache	5	6/2022	Max Tracy	2	4/2022
Ned Church		6/2023	Kevin Garrison	7	6/2023	Joseph Magee	3	4/2022
Martha Keenan		6/2021	Melo Grant		6/2023	Sarah E Carpenter	4	4/2022
Vacant		6/2022	Shireen T. Hart	7	6/2022	William "Chip" Mason	5	4/2022
Vacant		6/2021	Yuol Herjok	6	6/2022	Karen Paul	6	4/2022
Vacant		6/2022	Stephanie Seguino	6	6/2022	Ali N Dieng	7	4/2022
Vacant		6/2022				Jane Stromberg	8	4/2022
Vacant		6/2023	<b>TAX APPEALS</b>			Mark Barlow	North	4/2022
Vacant		6/2021	Alan Bjerke	3	6/2024	Perri Freeman	Central	4/2023
Vacant		6/2022	Andrew Champagne	2	6/2023	Jack Hanson	East	4/2023
			Sean Hurley	3	6/2023	Joan Shannon	South	4/2023
			David Maher	4	6/2023			
<b>AIRPORT COMMISSION</b>			Robert Maneely	4	6/2022	<b>CONSERVATION BOARD</b>		
Timothy A. George	7	6/2024	Margaret McGovern	6	6/2023	Hannah Brislin	2	6/2023
William J. Keogh Sr.	5	6/2024	Nathan Virag	6	6/2024	Caryn Connolly	4	6/2025
Jeffrey Munger		6/2023				Ryan Crehan	3	6/2025
Helen Riehle		6/2021	<b>BURLINGTON HOUSING AUTHORITY BOARD</b>			Donald Meals	5	6/2022
Jeffrey L. Schulman	5	6/2022	Cheryl Fatnassi		1/2022	Zoe Richards	5	6/2024
			Michael D. Knauer		1/2024	Rebecca E Roman	1	6/2025
<b>VOTER REGISTRATION</b>			Anthony Lewis		1/2023	Miles Waite	6	6/2023
Kathleen Baldwin	1	6/2023	Dawn L. Moskowitz		1/2021	Vacant		1/2023
Lenore S. F. Broughton	1	6/2024	Vacant		1/2025	Vacant		1/2025
Charles Cashatt	1	6/2025	<b>CEMETERY COMMISSION</b>			<b>DESIGN ADVISORY BOARD</b>		
Martha L Gile	4	6/2025	Rita R. Church	4	6/2023	Matthew J. Bushey	6	6/2022
Larry Granillo	1	6/2023	Jennifer Diaz	7	6/2022	Emily Morse		6/2024
Grace Grundhouser	3	6/2026	Nancy Lee Kirby		6/2024	Karyn Norwood		6/2023
Thea Knight	6	6/2022	Alexandra Millar	4	6/2022	Kathleen Ryan		6/2023
Michelle J. Leffkowitz	3	6/2026	Mary P Stillely Wesley		6/2023	Ronald L. Wanamaker	6	6/2022
Michael F. McGarghan Jr.	7	6/2022				Jay White	3	6/2023
Elisabeth Mickenberg	1	6/2025	<b>CC REGIONAL PLANNING COMMISSION</b>			Vacant		6/2023
James E. Rader		6/2022	Andrew H Montroll	6	6/2023	<b>DEVELOPMENT REVIEW BOARD</b>		
Helen E. Rock	7	6/2022	Max Schindler	4	6/2023	Caitlin Halpert		6/2022
Anna C. Schneider	2	6/2024	<b>CHITTENDEN SOLID WASTE DISTRICT</b>			Geoffrey Hobart Hand	1	6/2022
			Samantha Hurt	7	5/2022	Alexander Larosa	5	6/2024
			Lee Perry		5/2022	Brooks G. McArthur	6	6/2022
<b>BOARD OF ASSESSORS</b>			<b>CHURCH STREET MARKETPLACE</b>			Sean Mckenzie	1	6/2022
Jonathan Chapple-Sokol		3/2023	Sarah E.R. Beal	5	6/2024	Brad L Rabinowitz	5	6/2022
John Vickery		3/2023	Mark Bouchett		6/2022	Leo Sprinzen	2	6/2024
Vacant		3/2023	Becky Holt		6/2023	Chase Taylor	2	6/2024
			Linda Magoon	5	6/2022	Vacant		1/2023
<b>BOARD OF HEALTH</b>			Erik Monsen		6/2023	<b>ELECTRIC LIGHT COMMISSION</b>		
Celia Bird		6/2023	Jeffrey Nick		6/2022	James J Chagnon	4	6/2024
Julie A Hathaway	7	6/2022	Buddy Singh	4	6/2023	Robert A Herendeen	4	6/2022
Patrick Payne	6	6/2024	Cara Tobin		6/2024	Scott Michael Moody	2	6/2023
Jennifer Tomczak		6/2023	Lorre A. Tucker	5	6/2022	Gabrielle Stebbins	5	6/2023
Vacant		6/2023				Bethany Whitaker	1	6/2022
<b>MEDICAL EXAMINERS</b>			<b>FENCE VIEWERS</b>					
Verne Backus		6/2022	Shay Totten	3	6/2022			
Ernesto Cantu		6/2022	Vacant		6/2022			
Christopher Tyler Vogt		6/2022	Vacant		6/2022			
<b>PARKS AND RECREATION</b>								
Abigail Duke	7	6/2022						
Alex Farrell	4	6/2023						
Fauna S. Hurley	3	6/2024						
Harley K Johnson	2	6/2023						
Nathan Lantieri		6/2022						
Andrea S Todd	3	6/2022						
Benjamin Traverse	5	6/2022						

# CITY COMMISSIONERS 2021-2022

Member	Ward	Term
<b>FIRE COMMISSION</b>		
Ashley M. Bond	1	6/2023
Monica Chapman		6/2023
Kevin McLoughlin		6/2022
Jacob B. Perkinson	6	6/2024
Linda A. Sheehy	1	6/2022

<b>FIRE WARDENS</b>		
Christopher A Franzen		6/2022
Jared R. Grenon		6/2022
Derek R. Libby		6/2022
Steven A. Locke		6/2022
Patrick J Murphy		6/2022
Robert J. Plante		6/2022
Matthew Stone		6/2022
Edwin W. Webster		6/2022

<b>GREEN MOUNTAIN TRANSIT BOARD</b>		
Thomas Derenthal		6/2022
Marcie Gallagher	1	6/2023
Megan Polyte	7	6/2023
S. Chapin Spencer	5	6/2022

<b>HOUSING BOARD OF REVIEW</b>		
Charlie Gliserman		6/2023
Evan Litwin	4	6/2024
Elizabeth McGavisk	8	6/2022
Joshua O'Hara	4	6/2022
Olivia Taylor	7	6/2022

<b>LIBRARY BOARD</b>		
Megan Butterfield	8	6/2021
Allie Cashel	2	6/2023
Chol Dhoor		6/2022
Mona Tolba		6/2022
Emily Copeland	7	6/2024
Patrick Halladay	5	6/2024
Catherine A. C. Madachlan	6	6/2023
Amy Mellencamp	6	6/2024
Jessica Nordhaus	5	4/2021
Sally Blanchard-O'Brien	2	6/2022
Mona Tolba		6/2022

Member	Ward	Term
<b>PLANNING COMMISSION</b>		
Bruce D. Baker	6	6/2024
Yves E. Bradley	6	6/2024
Alexander F Friend	1	6/2022
Michael Gaughan	6	6/2024
Emily Annick Lee	8	6/2023
Brynne Martin	5	6/2024
Andrew H Montroll	6	6/2023

<b>PUBLIC WORKS COMMISSION</b>		
James L. Barr	1	6/2023
Pablo Bose	5	6/2022
Brendan Hogan	5	6/2024
Zoe Kennedy	1	6/2024
Daniel Munteanu	1	6/2024
Peggy A. O'Neill-Vivanco	6	6/2022
Solveig J. Overby	2	6/2023
Member	Ward	Term

<b>RETIREMENT BOARD</b>		
Matthew Dow	5	6/2022
Dan Gilligan	3	6/2021
Robert J Hooper	4	6/2022
Munir Kasti	5	6/2021
David W Mount	6	6/2023
Benjamin R O'Brien	8	6/2022
Patrick S Robins	6	6/2024

<b>VEHICLE FOR HIRE BOARD</b>		
Vacant		4/2022
Vacant		4/2022
Vacant		4/2024
Vacant		4/2024
Vacant		4/2024

Member	Ward	Term
<b>WARD OFFICERS</b>		
Sue Alenick	1	4/2023
Barbara Alsop	3	4/2023
Kit Andrews	3	4/2024
Tony Bell	4	4/2022
Amy Bielawski-Branch	7	4/2024
Andrew Champagne	2	4/2023
Wendy Coe	2	4/2023
Susan A Comerford	5	4/2024
Jeffrey G Comstock	7	4/2023
Julia DiPietro	3	4/2022
Elizabeth Dusablon	7	4/2022
Rachel Fisher	5	4/2023
Thomas Fleury	7	4/2023
Charlie Giannoni	3	4/2023
Nathaniel Healy	5	4/2023
Michael Healy	5	4/2023
Kerry Holway	4	4/2023
Lola Jacuzzi	8	4/2023
Lisa K Lax	1	4/2024
Isaac Lee	6	4/2022
Laura McKenna	2	4/2024
Sally Millichamp	4	4/2023
Rebecca Levasseur Oettinger	6	4/2024
Solveig J. Overby	2	4/2022
Keith Pillsbury	8	4/2023
Linda A. Sheehy	1	4/2023
Ann Baldaou Teah	1	4/2022
Keren Turner	4	4/2024
Kirsten Wilson	6	4/2023
Gregory Epler Wood	6	4/2023
Vacant		4/2023
Vacant		4/2023

<b>WINOOSKI VALLEY PARK DISTRICT</b>		
Aaron Keech	3	6/2024



## What are the NPAs?

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

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

From stop signs to major development projects, the NPAs offer you an innovative way to get involved in neighborhood and City infrastructure issues, and

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

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

Regular NPA topics include:

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

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

## NPA Meeting Schedule

NPA	Meeting Day	Meeting Place
Wards 1 & 8 NPA	Second Wednesday of the month, 6:45-9pm	Sharon Bushor Conference Room 1st Floor City Hall
Wards 2 & 3 NPA	Second Thursday of the month Community Dinner: 5:30-6:30 pm. NPA 6:30-8:30pm	Old North End Community Building 20 Allen St., Burlington
Wards 4 & 7 NPA	Fourth Wednesday of the month 6:45-9 pm	Heineberg Community Center 14 Heineberg Rd.
Ward 5 NPA	Third Thursday of the month 6:30-8 pm	Department of Public Works 645 Pine St.
Ward 6 NPA	First Thursday of the month 6:30-8:30 pm	Greek Orthodox Church 600 South Willard Street Parking entrance off of Ledge Road on east side of the rotary

## REGULARLY SCHEDULED COMMISSION MEETINGS

### **Airport Commission**

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

### **Cemetery Commission**

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

### **Burlington City Arts Board of Directors**

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

### **Conservation Board**

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

### **Design Advisory Board**

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

### **Development Review Board**

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

### **Electric Commission**

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

### **Fire Commission**

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

### **Board of Health**

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

### **Burlington Housing Authority**

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

### **Library Commission**

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

### **Parks Commission**

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

### **Planning Commission**

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

### **Police Commission**

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

### **Public Works Commission**

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

### **Retirement Board**

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

### **Voter Registration Board**

1st Tuesday, 6:00 pm  
Burlington Police Department  
1 North Avenue  
Staff: Amy Bovee 865-7019

### **Board of Tax Appeals**

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

### **Green Mountain Transit**

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



# JUSTICES OF THE PEACE

*Justices of the Peace*  
*February 1, 2022 – January 31, 2023*

## **Helaine (Lainey) Rappaport**

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

## **Robert (Bob) Hooper**

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

## **Gail Compton**

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

## **Carmen George**

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Burlington, VT 05408  
Phone: (802) 829-8111  
carmengeorgevt@gmail.com  
[www.officiantvermont.com](http://www.officiantvermont.com)

## **Zoraya Hightower**

294 Hildred Drive  
Burlington, VT 05408  
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## **Theresa “Terry” Lefebvre**

13 Hildred Drive  
Burlington, VT 05401  
Phone: (802) 863-4888

## **Erin Kranichfeld**

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ekranichfeld@gmail.com

## **Jesse Bridges**

147 Home Avenue  
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jesse.lee.bridges@gmail.com



## **Bob Bolyard**

89D North Champlain Street  
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bbolyardvt@gmail.com

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[Diengali9@gmail.com](mailto:Diengali9@gmail.com)

## **Mary Katherine Stone**

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Burlington, VT 05401  
Phone: (205) 535-2142  
[marykatstone@gmail.com](mailto:marykatstone@gmail.com)

## **Abbey Duke**

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Burlington, VT 05408  
Phone: (802) 324-7998  
[abbey@thesnapvt.com](mailto:abbey@thesnapvt.com)

## **Jason Lorber**

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

## **Sue Alenick**

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

## **Andrew Champagne**

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

The Burlington International Airport (BTV) is a critical component to the regional economy and strives to ensure the highest quality of service to its passengers and customers. The Airport serves a wide geographic area across New England, New York, and Canada and continues to provide diverse commercial airline service options to ensure a balanced and competitive market enabling the lowest fares possible. Additionally, the airport serves as a gateway to the aviation business corridor promoting new opportunities for its tenants and stakeholders. Despite challenging industry circumstances, the outlook for the future of BTV looks favorable with many new funding, development, and air service opportunities on the horizon.

## Airport Financials

The FY21 Airport budget is indicative of the strength of the airport's current financial health as well as its ability to remain self-sustaining as a City of Burlington Enterprise Fund. The Airport FY21 Debt Coverage Ratio was 1.37x, exceeding the bond covenant requirement of 1.25x. The Airline agreement allows the airport to increase rates to hit a debt coverage ratio of 1.5x. However, due to the current impact of the coronavirus pandemic, the Airport did not increase the rates charged to the airlines. This partnership with the airlines during their substantial challenges, allowed BTV to retain all airline partners, as well as add additional airline routes. In addition, unrestricted cash decreased primarily due to the repayment of an \$11.1 million in Revenue Anticipation Note proceeds in June.



In May of 2018, Moody's upgraded BTV's revenue bonds from Baa3 to Baa2 with a stable outlook. Additionally, in 2018, Fitch Ratings upgraded the Airport from BBB- to BBB with a stable outlook. On July 14, 2020 and February 22, 2021, Moody's affirmed the Baa2 rating and stable outlook. On April 9, 2020 and August 30, 2020, Fitch affirmed the BBB rating and revised the outlook to negative due to industry uncertainties related to COVID-19. On March 16, 2021 the Airport issued taxable airport revenue refunding bonds 2021 Series A in the amount of \$5,175,000 to partially advance refund \$5,085,000 of the 2012 and 2014 Series A Revenue Bonds. As of June 30, 2021, the Airport had 522 days cash on hand, well surpassing the goal of 200 days.

## Safety Measures

This year has continued to be a challenging one for our Airport community and the entire industry during the COVID-19 pandemic. To ensure our travelers have the cleanest and safest experience possible, we continued implementing additional safety and cleaning measures to keep our passengers and community protected during their travels. BTV will continue to strive towards a safe traveling environment for all of our passengers.



## Coronavirus Impact and Federal Stimulus Grants

Our Airport, like the entire transportation industry, felt the financial impacts of the coronavirus, and as a result our enplanements were lower during Fiscal Year 2021. The pandemic impacted the last quarter of fiscal year 2020 as well as all of fiscal year 2021. Although, the year prior to the pandemic, the Airport was projecting record numbers with a forecasted growth exceeding all prior years. Beginning in January 2021, COVID-19 vaccines became available, which in turn has improved the demand for airline travel. While the return of passengers is exciting to see, the Airport is cautious to ensure a continued healthy financial entity into the future. During these multiple years of decreased passenger numbers compared to FY19, our Federal partners have ensured a solid recovery of the entire aviation industry with multiple stimulus grants. Overall, lower enplanements and flights reduced airport operating revenues nearly \$5 million lower than FY20, a 37% decrease. Parking revenues normally make up 33% of the airport's operating revenues. In FY 2021 parking revenues were only 16% of operating revenues. These revenue decreased \$3.1 million or 65% from FY20. Car Rental and Terminal concession revenues decreased \$1.1 million or 40% from FY20.

The Federal Government recognized the impact the pandemic had on the transportation industry and responded by issuing significant stimulus funds. These grants include the Coronavirus Aid, Relief and Economic Security Acts (CARES ACT) and the Coronavirus Response and Relief Supplemental Appropriation Act (CRRSA grant) to airports. BTV received an \$8.7 million CARES Act grant in May of 2020. In the spring of 2021, the FAA awarded the Airport a \$4.04 million CRRSA grant. As of June 30, 2021, the Airport has received \$12.74 million in stimulus funds. The Airport used \$6.26 million in stimulus grant monies to cover fiscal year 2021 operating expenses. In addition, the Airport received an additional \$7 million in fiscal year 2022, under the American Rescue Grant Program (ARGP). The airport has used this grant money to cover operational expenses, such as payroll, utilities and maintaining equipment. This

grant money has been essential to helping the airport navigate the lower revenues and still maintain full safety and security operations at BTV.

## Airport Projects

The Airport effectively received funding for multiple Federal Aviation Administration (FAA) Airport Improvement Projects (AIP), receiving approximately \$24M with applications submitted for an additional approximate \$9M. More specifically, the Airport received federal funding in FY21 for the following projects:

- Terminal and Airfield Access Control System Rehabilitation (\$1.5M), adding additional technology security upgrades throughout the airport;
- South Terminal Apron Construction projects (2.5M), providing additional locations for airlines to utilize during all operations at the terminal;
- Chamberlin School HVAC Improvements (\$3.5M), allowing our partners at the South Burlington School District to reduce interior noise within the building by installing new Air Conditioning and heating elements;
- Noise Monitoring Program (\$.35M), includes ongoing sound monitoring stations in Winooski, South Burlington and Williston as well as an online portal to track flights and the sound stations;
- Sound Insulation Pilot Program (\$1.3M), creating the first opportunities for neighbors to participate in the sound insulation program by potentially installing new windows and doors reducing interior noise levels;
- Airfield Improvements to increase safety procedures (\$1.1M), including new pavement markings and lighting systems regulated by the FAA;
- Taxiway C Rehabilitation with Raised Guard Lights and Markings and Taxiway K design (\$.9M), providing a rehabilitated taxiway as well as a new taxiway design increasing safety and efficiencies within the airfield;
- Additional South Terminal Apron Construction (\$6.6M), creating better opportunities and space available for a more efficient and safer terminal environment. Over the course of ten years, the airport now has a full rehabilitated terminal apron inclusive of updated stormwater and environmental infrastructure.

The largest project currently being constructed is the Terminal Integration Project, which at its essence will consolidate our existing two Transportation Security Administration checkpoints into a single location; adding efficiencies for the traveling public being screened before a flight but also elevating technology, staffing efficiencies, and public experiences. This 37,000 square foot addition to the existing terminal building will contain a second floor which will contain new seating areas and a new airline gate position for our passengers. This project is currently being constructed and was funded by the FAA with a budget of \$16 million, expected to open in 2022.



## Master Plan

Over the course of over two years, our incredibly talented airport team worked to complete the FAA funded \$1.2 Million Airport Master Plan. This extensive effort defined our forecasted demand, future capacity needs for all sectors at the airport, and funding sources. This 30 year forecasted future allows the airport to access future FAA funding sources to ensure this extensive capital plan moves in a thoughtful and fully funded future. The Master Plan outlines all future projects at the airport including terminal facility requirements, ground transportation network needs, airfield geometry changes and upgrades, new technology advancements in the industry, as well as continued financial stability and funding. The Master Plan brought together not only our aeronautical partners to outline future needs but also our regional, local, and neighborhood partners to ensure a collaborative effort in any future growth at BTV. This Master Plan will become part of BTV's future for many years to come and will ensure a solid takeoff into our future.

## Airport Strength: Our Staff and Partnerships

During these last few years, the Airport industry has experienced unprecedented changes in regulation, financial instability, and unknown forecasted growth. The strength of our aviation and local community truly was bright even during some of the most trying times of the pandemic and the partnerships throughout the airport strengthened significantly. From airlines, aviation/aeronautical tenants, commercial tenants, concessionaires, Air and Army National Guard partners, City of South Burlington partners, and our federal partners with the FAA Airports Division Office and Air Traffic division, the Airport thanks all of these teams and the individuals that help create the collaborative effort needed to sustain a complex airport system.

It is our Airport Team that truly shows the strength of the Airport. I want to thank each member of the Airport team for the unmatched dedication to making this Airport safe, secure, and successful for all. Thank you BTV Team!

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

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



Knowing that it would be unpredictable and look like no other, BCA approached FY21 by prioritizing the following:

- Serving children and families
- Strengthening the creative economy
- Supporting artists
- Advancing racial justice, equity, and inclusion
- Enhancing community wellbeing

In spite of the challenges of the year, BCA programs welcomed 46,363 adults and youth in-person and over 17,000 virtually and supported 451 artists with payments totaling over \$377,000, including musicians and performing artists, visual artists, and teaching artists.

## Events

With an emphasis on pandemic response and economic recovery, the BCA events and marketing teams continued to support City services including mask distribution, Supportive Quarantine, Plant for the People and Open Streets. These activities helped keep citizens safer and supplied with essentials and businesses open with expanded use of outdoor space.

Supporting local artists was the priority of mission-driven activities. BCA's 2020 Summer Concerts were the first in-person performance many artists experienced in months. When renovations on City Hall Park completed in October of 2020, BCA produced a two-day opening weekend event, soon followed by the establishment of a new outdoor artist market featuring European style booths made in collaboration with Generator. Though Highlight was not originally included in the FY21 plan or budget, BCA raised additional funds and presented it as a virtual event to support artists and connect audiences at the darkest time of the year. BCA events ended the fiscal year working closely with the Racial Equity, Inclusion, & Belonging Department, providing technical production assistance for the City's first Juneteenth celebration.



Doreen Kraft  
Director

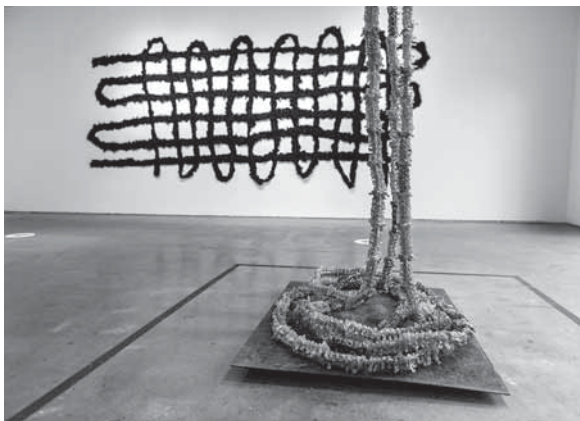
In spite of year's challenges, BCA was able to retain its talented event staff and paid \$93,300 in compensation to 302 performing artists.

## BCA Education

Though capacity was greatly reduced to accommodate physical distancing protocols, BCA operated 8 weeks of summer camp in 2020, hiring health screeners, following state health guidelines, and incorporating national research into daily operations. Of the 124 campers, 48% were Burlington residents and 24% were teen. We awarded 34 scholarships to 28 participants. Artist-in-residence programs in elementary and preschool classrooms were put on hold, but with youth as a priority, BCA programmed activities on remote learning days at its 405 Pine Street



studios throughout the year. Close outreach ensured scholarships continued to support youth participation from the King Street Center. Adult classes did not resume in-person during the fiscal year, but the Clay Studio reopened on a reduced schedule to ensure that artists who depend on the facility could continue to make work.



## Exhibitions

The BCA Center galleries reopened in July 2020 with provocative exhibitions centered on the extreme events of the time. Featuring work by nine Vermont and New England artists and written responses of five community members, *Unprecedented?* explored the psychological, social, and cultural impact of 2020 defined by the ongoing global pandemic and intensifying demand for racial justice. In June of 2021, *Bubble Gum Pop*, a brightly colored exhibition featuring local and international artists originally planned for 2020, was installed in part via collaboration with an artist located in Australia over Zoom.

More than 20,000 visitors attended BCA's galleries in person and another 10,370 explored exhibitions virtually and participated in online workshops and discussions related to exhibition themes. The Artist Market also remained active throughout the summer and through a newly configured outdoor Holiday Market in City Hall Park, supporting 43 artists and bringing 9,124 people to our creative vendors.



## Art in the Hospital

Though volunteers could not visit the UVM Medical Center, 100 Art from the Heart volunteers worked from home and from the BCA Center to create 4,973 art kits and messages of inspiration for hospital patients. The BCA art leasing program brought work by 17 artists to the hospital's walls, bringing joy to patients and caregivers. More than \$30,000 worth of artwork was purchased through BCA exhibitions at the hospital.



## Public Art

FY21 was the year of murals in public art. Eight new public murals were created over the course of the year in partnership with the Racial Equity, Inclusion, & Belonging Department. Projects focused on BIPOC artists' stories, Juneteenth, and uplifting our community's Black youth. Commissioned artists included Christian Tedjasukmana, Monica Wright, Tanya Talamante, Isha Ibrahim, Cynthia Cagle, Lopi LaRoe, Egypt Hagan, and Oh My! Murals. In the spring of 2021, BCA worked with the Community Justice Center, Burlington Police Department, Permitting and Inspections, and the Church Street Marketplace to commission a mural by Juniper Creative at 339 Pine Street, with a goal of replacing tagging with positive messaging about youth and families. BCA also managed the restoration of Gina Carrera's mural on Leahy Way. At the end of the fiscal year, the city passed a 1% for public art ordinance, which requires the city's eligible capital projects to set aside 1% of the budget in a capital public art fund.



### Community Fund Grants

The BCA Community Fund was restored with a focus on supporting community-based artists as they adjusted to new practices in the wake of the pandemic. After a year without grant funding, 14 projects were supported across a range of media and demographics. Examples of funded projects include Bhutanese Nepali Cultural Heritage Dance, Foul Contending Rebels Theater Cooperative's production of William Shakespeare's Hamlet, Greater Burlington Children's Chorus Project Serenade, and Big Heavy World's Commemorative Interactive Vermont Music Mural.

### Financial Statement

The FY21 budget was established with a reduced spending requirement due to pandemic uncertainty. The cancellation of Festival of Fools in 2020, reduced Highlight production, and reduced adult classes all contributed to a reduced budget. Earned revenues for registration, studio use, and facility rentals were down dramatically. Fortunately, some BCA programs qualified for grants through federally funded State COVID-19 recovery sources, and staff expenses directed towards COVID-19 Resource and Recovery activities were eligible for federal reimbursement by the end of the fiscal year. Overall fundraising was also strong as the region recognized the importance of the arts during a difficult time and rallied behind BCA's non-stop efforts to connect community and support artists.





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

In FY2021, the Assessor's Office was approved to have five full-time staff to assist with the citywide reappraisal project. Staffing included a City Assessor, Deputy Assessor, Associate Assessor, Assistant Commercial Appraiser, and Assistant Residential Appraiser. We were not able to fill the approved Assistant Residential Appraiser position. The department administrates the assessed values of 10,437 taxable real estate properties, 262 business personal properties, and 408 non-taxed properties. Real estate property taxes generate approximately 60% of the city's general fund. The Assessor's Office assist with the administration of several payments for service agreements, payment in lieu of taxes (PILOT) agreements, special assessment districts, and two Tax Increment Finance districts. The Tax Increment Finance (TIF) districts pay the debt service for designated public improvements such as parking garages and bike path. Taxable properties outside the TIF district are not obligated to pay the debt service on those public improvements.

### Citywide Reappraisal Project:

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

Since the 2005 reappraisal, property values have increased significantly. Property owners are likely to receive a property value higher than the current property value. **The tax rate will be lowered to**

**offset the new higher property values.** The tax burden is likely to increase mostly for 1 & 2-family homes and homes in the neighborhoods located in the "south end". The market for these types of property and location has outpaced other types of properties over the past 15-years. Additionally, COVID has had some short-term negative market influence on some commercial properties. These commercial properties will be reviewed in future years.

Education tax increased for primary homeowners whom declare a homestead and receive a state payment reduction. The state payment remained the same and did not adjust for the reappraisal increase of property value. The unadjusted state payment adjustment has increased the tax burden for many homeowners. We anticipate that the state payment will adjust relative to the property increase in the following year. This will temper the tax burden for everyone whom receives a state payment on their primary home tax bill.

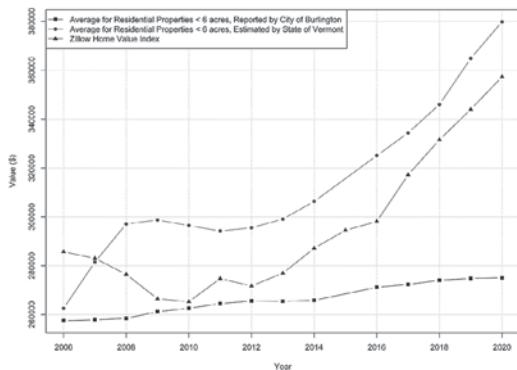
### Facts and Figures:

As of 4/1/2020 for fiscal year 2021, the total grand list increased approximately \$35,500,000 because of the changes to value.

Burlington had approximately 403 fair market transactions this past year of which 265 were single-family homes and 129 were residential condominiums. The number of sale transactions is up from the prior year. The general Common Level of Assessment (CLA) in FY2020, 74.77 this ratio demonstrates the relationship of assessed values to the real estate market.

Residential median 1-family homes value in 2020 was \$370,000 up from \$349,000 in 2019. The median residential condominium sale price was \$250,000.

**Average Burlington Home Value, by Year**



The board of assessors held 1,948 property appeal hearings. The results of the Board of Assessors were; 1,114 properties received no change of value, 834 properties received some adjustment in value. 592 Property appeal requests were made to the board of tax appeals. 63 property owners withdrew their initial request for a revised count of 529.

## ***What a Difference a Day Makes***

Hello residents of Burlington and interested readers of Annual Reports! 2021 brought a number of changes to the Office of City Attorney. City Attorney Eileen Blackwood stepped down from her position in July of this year following nine years of service to the City that oversaw a number of significant achievements including the resolution of Burlington Telecom, development of City Hall park in the face of legal challenges, the advancement of several long-term City projects, including the Champlain Parkway, and the expansion of the City Attorney's office into a professional staff of six attorneys, two paralegals, and an administrative assistant. We fondly wish Eileen the best as she takes some time off before her next endeavor. In August, the Mayor and City Council appointed Daniel Richardson as the successor City Attorney. Dan comes to the City from private practice where he represented municipalities, businesses, and individuals in a number of varied matters across the state. Dan began in September and has greatly enjoyed the opportunity to serve the voters and residents of the City on a number of issues and to lead the City Attorney's Office team of legal professionals. As the largest municipal legal office in the State, Burlington has a lot to be proud of in the work that the City Attorneys offer to the residents, businesses, and visitors to the City.

## **Personnel**

In addition to a change at the top, the past year has marked a number of shifts and advancements in the Office. Justin St. James was promoted to the newly created position of Deputy City Attorney in December. As Deputy Justin is in charge of the City's internal legal administration and will take the place of the City Attorney when the latter is unavailable. Kim Sturtevant was promoted to Director of Litigation. As Director, Kim is in charge of all external litigation involving the City of Burlington, of which there is never a shortage. The 2021 also saw a number of transitions, assistant city attorney Richard Haesler retired and Joy Hovestadt left to pursue graduate work. In their stead, the office welcomed two new attorneys, Jarred Pellerin who joined from the Albany City Attorney's Office and Hayley McClenahan who joined from the Grafton County Attorney's Office in New Hampshire. They join Tim Devlin to form a front-line that has quickly become the legal equivalent of the 1970s Pittsburgh Steelers' famed steel curtain defensive line. Lisa Jones, our senior paralegal was joined this year by Thomas Musinski who has taken the lead on both our public records and livable wage operations. Finally, our Public Records and Information Coordinator, Sara DeGaetano left us in October for Utica, New York. This position was reconfigured into a full-time position solely within the City Attorney's Office and reclassified as a Public Information Officer. This position will have the primary duty of responding to public record requests for various city

offices and employees. As outlined below, 2021 brought a significant number of these requests and the coming years are unlikely to abate from these trends. We hope to report to you next year when this position is filled.



Dan Richardson  
City Attorney

## **Offices**

The year has welcomed the City Attorney's Office in new offices on the first floor of City Hall. We are now located on the north-side of the building next to the Sharon Bushor conference room. Come say hello if you are in the building. Despite these new digs, the Office, like many City facilities has been toggling between in-person and remote work. By and large, the City Attorney staff has been in-person for the second half of this calendar year, and we continue making our presence in City Hall a priority to ensure timely response to any issues or challenges facing the City on the legal front.

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

## **Operating in Times of COVID**

The City Attorney's Office assisted the Clerk/Treasurer's Office in running two complex citywide elections adapting to COVID-19 protocols and a shift to nearly fully absentee voter elections. The Office has provided on-going legal support to City departments navigating COVID regulations and state and federal policies. The City Attorney, working with the City Planner, drafted the Burlington Mask Mandate ordinances, which Darmouth public health practitioner and Rockefeller Center for Public Policy fellow Anne Sosin recommended as a municipal mask model for Vermont and other states. The City Attorney's Office has also assisted City departments and employees in navigating the various employment and personnel issues related to COVID, vaccines, testing, and policies for individuals affected by COVID.

## **Litigation**

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

**15-17 Weston Street NOV** (Dkt. No. 40-3-19 Vtec). Appeal of a notice of violation for more than 4 unrelated, included a challenge to the City's 60 day discontinuance provision for unenforceable violations. Environmental Court held in favor of City holding that the NOV was proper and the 60 day discontinuance provision was valid. Supreme Court affirmed.

**BTC litigation.** The City was involved in three separate but related pieces of litigation involving the proposed Burlington Town Center development and neighboring property owners. These cases involved zoning and permitting issues, civil and constitutional



claims, and other business disputes related to the evolving nature of the project. These challenges were filed by neighboring property owners who had concerns about the project. Prior to resolution, these cases threatened to block development at the BTC site and were a priority for the City to resolve. These cases included:

- **75 Cherry Street Amendment**, Docket No. 21-ENV-00022, Appeal of Zoning Permit 21-0414CA (an amendment to ZP17-0662CA/MA).
- **100 Bank, LLC v. BTC Mall Associates, LLC**, City of Burlington et al., 21-CV-01519, 100 Bank filed suit against the City of Burlington, the Burlington Development Review Board, certain city officials and BTC in Vermont Superior Court, Chittenden Unit, Civil Division, Docket Number 21-CV-01519, seeking injunctive and declaratory relief and alleging a state constitutional and statutory claims.
- **100 Bank, LLC v. BTC Mall Associates, LLC**, City of Burlington et al., 2:21-CV-154 100 Bank filed suit against BTC and the City Parties in the United States District Court for the District of Vermont, Docket number 2:21-CV-154 alleging federal constitutional claims.

All these cases settled through a mediated global settlement in July of 2021. As a result of the settlement, the neighboring properties agreed to drop all pending litigation, permit appeals, and challenges to the project. This resolution clears a legal path for the mixed-used City Place development and reconnected streets to move forward as presently designed.

**Jok v. City of Burlington et al. and Meli v. City of Burlington et al.** These two cases asserting, among other claims, use of excessive force by police officers continued through the fiscal year. Initial discovery has largely concluded, and the parties have sought, through motion practice to resolve some of the outstanding claims. The City remains prepared to find a reasonable resolution to these matter but continues to assert defenses and arguments consistent with the City's rights and responsibilities.

**Trudo v. Burlington Telecom.** Discovery has continued throughout the fiscal year on this case by three former Burlington Telecom employees asserting sex discrimination and related claims against the City and the firm of Dorman and Fawcett, the operators of Burlington Telecom from 2010 until the sale. COVID delays have extended the discovery in this matter, but the City expects that discovery will be completed in the upcoming fiscal year.

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

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

**Luna v. City of Burlington**, a challenge to the City's 2021 Town Meeting Day elections. Plaintiff sought to invalidate six of the seven ballot items approved by voters at the 2021 Town Meeting election based on alleged technical violations of election posting procedures. The challenged provisions included charter changes currently pending in the Vermont Legislature. The Chittenden Superior Court granted City's Motion to Dismiss, which affirmed and adopted the City's position that the election results must be upheld. The case is currently pending before the Vermont Supreme Court, where it has been fully briefed. No oral argument is scheduled, and the City anticipates a decision by the end of February.

**Belter v. City of Burlington**, Plaintiffs are landowners and farmers with property located north of the Burlington International Airport. They filed an action in Chittenden Superior Court seeking damages and injunctive relief for what they allege are years of PFAS pollution from airport firefighting foam administered by the Vermont Air National Guard. The City has been in communication with Plaintiff's counsel and representatives of the Vermont Air National Guard. The litigation is in its early stages, and the City has filed a motion to dismiss on several legal grounds. This matter is likely to continue through the coming fiscal year.

**Barreda v. City of Burlington**, this is the so-called Sears Lane litigation. Plaintiffs are two former occupants of Sear Lane who sought to prevent the City's actions in regard to Sears Lane in October of 2021. The complaint sought injunctive relief, and Plaintiffs also filed for both a temporary Restraining Order and Preliminary Injunction. The Chittenden Superior Court denied all preliminary motions and quashed a series of subpoenas filed by the Plaintiffs in November. In all motions, the City has been successful in asserting its interest and control of the matter. In November, the City also filed a motion to dismiss the entire matter, which remains pending but is likely to be resolved in the next 30 to 60 days.

**Parking Ticket Appeals:**

During FY21, the City received 3,677 online appeals. Of those, 1540 were denied and 584 were dismissed. In 184 cases, fines were reduced, and 1369 were converted to warning tickets. Due to construction in our office, we do not have complete information on appeals submitted manually.

## **Housing Board of Review:**

The Housing Board of Review received 44 requests for hearing; the majority of the requests (44) were from tenants disputing the withholding of their security deposit. Four requests were from property owners appealing or requesting a variance from a Minimum Housing Order. Eleven cases were settled between the parties without a hearing. In 33 cases, the Board issued written decisions. Of those, 2 were appealed to Chittenden Superior Court and subsequently dismissed.

## **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 FY21 fiscal year, the City Attorney's Office received 174 public records requests covering thousands of pages. This was a decrease of about 22% from the previous year. Forty-two (or about 24% 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. Records that are exempted or redacted may include confidential communications; police records that include the names of witnesses to or victims of crimes; official records that contain social security numbers; or similar information. Over the recent years, the City has adopted public record search software to facilitate the City Attorney's ability to search and review public records. With this software and existing protocols, the City Attorney's ability to respond to public records requests is one of the best for a municipality in the state.

## **Early Learning Initiative**

The City Attorney's Office worked to support the Economic Recovery Team's Early Learning Initiative (ELI) to expand and improve affordable and high-quality childcare options in Burlington.

A capacity grant of over \$100,000 was awarded to ONE Arts, Inc. to outfit and open a new childcare center in the Old North End—ONE Arts Community School Burlington. The Attorney's Office worked closely with the ELI Manager to ensure a grant agreement that both ensured permissive use of funds while also supporting ONE Arts in extending affordable and high-quality childcare options for Burlington residents and neighbors. These grant funds created 28 new childcare spots, at least 16 of which are reserved for infants and toddlers. Another 12 preschool

spots create additional economic stability for the program and offer continuity of care as children age into preschool in the same school. Enrollment is active as of December 2021.

The City also contracted with a training partner, 802 Pyramid, to provide the Early Multi-Tiered System of Support training to 40 teachers at First Steps Scholarship Program partner childcare programs. The First Steps Scholarship Program provides subsidies for childcare to families meeting certain income thresholds in the City. Partner programs accept these subsidies and are held to quality standards this training seeks to address. The City Attorney's Office drafted, edited, and assisted in negotiating and executing a final agreement with the training partner that both furthers the goal of partnering with highly-qualified programs and staff while also protecting the City's interests with respect to cost considerations and liability reduction.

## **Background Checks**

The City Attorney's Office consults with the Human Resources Department on all background check reports of applicants for positions where they are required per the City Personnel Policy. ("The City will conduct a criminal record check on applicants for employment or volunteer service ("applicants") working in programs that provide services to vulnerable classes or populations defined to include children, the elderly, and adults with disabilities (see 42 U.S.C. §5119a and 20 V.S.A. §2056c.")

This process involves discussion with Human Resources and the Department head charged with supervising the position of the impact a particular background has on an applicant's suitability for employment with the City, and review of background check results and official court records.

From Summer 2021 to present, the City Attorney's Office has reviewed over 20 applicant background checks and advised on the suitability of hiring such applicants. Additionally, the Office worked with Human Resources to ensure compliance with the Fair Credit Reporting Act by notifying applicants who are unsuccessful due to the results of their background check of their rights to correct their records under the law. This work ensures fairness in the hiring process while maintaining the safety of the City's most vulnerable groups.



Kara Alnasrawi  
Executive Director

## **Pandemic Impacts and our Immediate Response**

The start of the fiscal year found the economy of Burlington straining under the ongoing impacts of the global pandemic. Church Street Marketplace staff quickly realized the obstacles facing restaurants and retailers, both on Church Street and citywide, were immense

and needed a coordinated response.

The Church Street Marketplace and Business Support Team, together with the Department of Public Works, quickly instituted the “Expanded Sidewalk Program,” “Open Streets Program,” and the “Grab and Go Program.” The first two programs effectively increased business owners’ revenue producing space outdoors, allowing them to vend and seat customers in parking spaces, while the “Grab and Go Program” acknowledged the advent of curbside pickup for those unwilling to enter establishments.

In addition, The Church Street Marketplace Commission decided to allow outdoor retail vending 7 days a week, expanded sidewalk cafes, and abated the first two quarters of Marketplace fees. The latter decision was a difficult one and left the department with budget for street maintenance only. The Mayor, Marketplace Commission, and City Council acknowledged the expanded business support role the team had taken on and stepped in to assist personnel compensation coverage, thus allowing Marketplace merchants to have fee relief while also ensuring that the team was available to help support economic activity throughout the City during extraordinary times.

## **Business Support**

In order to facilitate communication and support, the Marketplace staff increased the merchants’ meeting from monthly to weekly. Staff could therefore react more quickly to the evolving situation. We supported businesses in creating and expanding their online presence, increased our marketing efforts to highlight the take-out and curbside options, and closed side streets every weekend to allow businesses to spill out into the street and operate outdoors.

The Business Support and Marketplace teams worked tirelessly during the height of the pandemic to disseminate important information to merchants including how to apply for PPP (payroll protection program) loans, EIDL (Economic Injury Disaster) loans and the myriad of grants from the municipality, state, and federal governments. We also assisted employers who were attempting to assist their workforce in navigating the changing unemployment compensation landscape and kept them informed on how best to keep staff and customers safe when they were open. Business support staff ran webinars with local

experts and sent dozens of newsletters out to assist in explaining and simplifying the changing rules, regulations, and financial assistance.

The team also ran several municipal small business grant programs to help save struggling businesses and managed a grant program to get much needed HEPA ventilation units in all businesses Citywide.

During the long, hard winter, we did see some businesses, especially restaurants, decide to “hibernate” for a few months or pivot to a take-out only model. We are proud to say that we lost very few businesses during these hard months and even welcomed some new-comers to the Marketplace and the City during the pandemic.

It should also be noted that the Marketplace maintenance staff continued to work in our public space throughout the pandemic to provide the street and the community with a clean and safe environment. During some of the longer months of the pandemic, when most of us were home, the maintenance staff worked hard in all elements and under strained conditions to care for our beloved Marketplace installing hand sanitizer stations, COVID-19 informational signage, and making sure we all had a place to put our empty takeout containers.

While the pandemic did not leave us during this past fiscal year, we did have the joy of welcoming back the Jazz Fest to our street in June. This was a highlight for City staff and the community alike. We hope to welcome more events back in the next fiscal year.

As always, it is important to note that the Church Street Marketplace, despite the pandemic, hosted a multitude of groups and individuals in our community who came to engage in free speech and political discourse. It is a point of pride for the Marketplace staff to be able to create a public space that can be used by all and that can support community members communicating with one another.

## **Economic Recovery**

Towards the end of the fiscal year, President Biden signed the American Rescue Plan Act. This generational piece of legislation resulted in the City of Burlington being awarded an unprecedented \$27 million. The Business Support Team has now become the Economic Recovery Team and is tasked with managing the recovery and engaging with businesses and residents to craft policy that will invest these funds in a manner that will have an extensive and long-lasting impact on the community and economy of Burlington.

***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.
- 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/>.

**FY21 Financial Results**

**Moody's Investors Service** issued a report in November 2019 upgrading the City of Burlington's general obligation rating two notches to "Aa3," marking full restoration of the credit rating that the City last held ten years ago. The report noted, "The current management and governance team has a strong record of conservative budget management and proactive policies that have benefitted the city financially, evidenced by the resolution of the Burlington

Telecom litigation and building of a strong reserve position." Recently Moody's reissued a report and left the "Aa3" rating in place noting, "The Aa3 rating reflects a growing and strong reserve position and very strong cash position... This is supported by an expanding tax base which incorporates the city's strength as the economic, higher education, and medical center of the state of Vermont..."



**Katherine Schad**  
Chief Administrative Officer

We are proud to report that the **FY21 Auditor's Management letter** again includes no material or significant findings, only three recommendations for consideration, and two of them note improvement based on last year's letter. This reflects the clear direction from the Mayor and City Council as well as hard work from the entire City team to ensure that stellar financial practices are maintained.

**The general fund unassigned fund balance (also known as "the rainy-day fund")** at the end of FY21 is \$9.1M, meaning despite the pandemic, the balance in this fund gained approximately \$500K.

**FY21 Elections**

One of the critical activities that the C/T office manages includes administering free and fair elections for the City. This year, in collaboration with the City Attorney's Office, the C/T office successfully conducted three elections: the State Primary, the General Election, and the Annual City Election. Because of the ongoing COVID-19 pandemic, election processes shifted dramatically to allow for safe voting practices.

For the August Primary, all voters were mailed a postcard to encourage them to vote absentee rather than in-person. As a result of this mailing, C/T staff issued record-breaking numbers of absentee ballots. In total, 30% of registered voters participated in the election with a total of 11,102 ballots cast. 71% of ballots were cast absentee and 29% were cast by in-person voters.

For the General Election, the State implemented a mail-in ballot system where all active, registered voters were sent a ballot automatically. 60% of registered voters participated in the election with a total of 22,372 ballots cast. 76% of ballots cast were absentee and 24% were cast by in-person voters.

For the March Annual City Election, active registered voters were again mailed ballots automatically. 39% of registered voters participated in the election with a total of 14,571 ballots cast. 79% of ballots cast were absentee and 21% were cast by in person voters.

C/T Staff and volunteer election officials adapted to

the increase in absentee ballots by installing ballot drop boxes around the City for voters to use and by implementing a system to process absentee ballots before Election Day. Election volunteers made significant adjustments to their polling place setup and processes to ensure a safe voting environment for in-person voters. Because of the success of these new processes, the City decided to permanently implement a mail-in ballot system for local elections going forward.

### Licenses and Records

Another important activity managed by the C/T office is issuing licenses, permits, vital records, and land records. During the past year we issued and recorded the following:

- Land Records Documents: 8,390 (up 23% over FY20)
- Property Transfers: 973 (up 15% over FY20)
- Dog Licenses: 852
- Marriage Licenses: 265
- Births Registered: 2,138
- Deaths Registered: 964
- Vital Record Certificates Issued: 1,645
- First Class Liquor Licenses: 116
- Second Class Liquor Licenses: 50
- Third Class Liquor Licenses: 85
- Outside Consumption Permit: 101
- Indoor Entertainment Permit: 63
- Outdoor Entertainment Permit: 23

### Appreciation of FY21 Staff

I am thankful to the entire CT team for their hard work managing the City's finances with integrity and strengthening our structures of local democracy. I especially want to thank:

- Our Payroll Team: Laurie Thompson, Lisa Heald, Betsy Shand, and Mary Fortier, who always ensure City of Burlington employees are accurately paid and receive all the benefits they are entitled to, which is more complicated than it sounds. They also take on numerous special projects, helping whoever needs it.
- Our Banking & Cash Team: Darlene Bayko, Jennifer Blow, Lisa Roach, Sue Bergeron, and Carole Bourneuf, who efficiently process millions of dollars of procurement for the City every year, saving us money and ensuring compliance with our policies along the way.
- Our Accounting & Accounts Receivable Team: Ann Barton, Jason Gow, Andrea Gunther, Jeff Herwood, Laurie Lavallee, Traci Paquette Isham, and Morgan Bayko, who are responsible for collecting most of the money that comes into the city! They are always diligent stewards as they oversee collection and use of tax and rate-payer monies. They also provide careful attention to detail as they ensure accurate financial management and reporting.

- Rich Goodwin and Martha Keenan both of whom work tirelessly across teams to manage projects and provide support across the department and City. They have made important contributions with audits, project accounting, and budgeting.
- Our Clerk Team, Amy Bovee, Lori Olberg, Phil Lallime, Tenzin Chokden, and Holli Bushnell. They all work tirelessly in the C/T office to respond to concerns from Burlingtonians ranging from marriage licenses to property taxes ensuring citizens have the vital records they need. They also run elections, make sure Board of Finance and City Council agendas are compiled and meetings are conducted, and manage liquor and entertainment licenses.
- I'm also thankful to those in other departments and groups who have been valuable partners as we worked together on special projects, including Kerin Durfee, HR Director, and the entire HR team; Justin St. James, Assistant City Attorney; Katie Kinstedt, Assistant Director of CEDO; Kim Bleakley, Central Facilities Manager; and the entire Capital Committee.



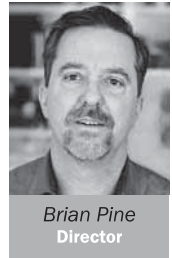
The Community & Economic Development Office (CEDO) mission is to engage with our community to build an equitable, healthy, safe, and vibrant city with opportunities for all. CEDO is the lead City agency for planning and implementing the City's affordable housing, economic development, restorative justice,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

Throughout the 2020-2021 period covered by the annual report, CEDO has been a core part of the City's response to the pandemic and its effects. CEDO staffed the Resource and Recovery Center, in partnership with a number of other city departments, to provide timely responses to any constituent need relating to the impacts of COVID-19. Hundreds of Burlington residents used this resource over the course of the pandemic. CEDO staff also routed tens of thousands of relief dollars from federal, state, and local funds to the businesses and individuals suffering most from this pandemic. Like so many of the families, non-profits, and businesses that CEDO supports, the early months of the pandemic confronted the CEDO team with enormous challenges, and the team rose to the occasion time and time again.

Before sharing highlights of CEDO's efforts, accomplishments, and challenges over the last year, CEDO's leadership changes should be noted here. For the first half of Fiscal Year 2021, CEDO was led by Luke McGowan. Upon Luke's departure in January 2021 to join the administration of President Joe Biden, Katie Kinstedt was named as Acting CEDO Director and served in this role until my appointment took effect on June 7. A huge thanks to Katie for her dedication to our city and exceptional performance while simultaneously fulfilling her roles as Assistant Director of Grants and Finance and Acting CEDO Director for six months.

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

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



Brian Pine  
Director

*Highlights of our activities are described below:*

### HOUSING

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

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

- This year, the City and CEDO prioritized the creation of policies and measures to increase the availability of affordable housing in our community. Notably, as part of the new Neighborhood Activity Center – Cambrian Rise (CR) District – and in support of Cathedral Square Corporation in its mission to develop and steward permanently affordable homes, the City joined in celebrating the opening of a new 70-unit affordable senior housing building on North Avenue. In May 2020, to further increase Burlington's housing stock, the City Council approved an increase in the maximum allowable residential density at Cambrian Rise, from 770 units to 950 units.
- As of June 2021, the Cambrian Rise neighborhood was made up of 305 residences: Liberty House with 64 apartments and 1 condominium, Laurentide has 76 apartments, 68 of which are affordable. The Rise, which has 94 apartments, and Juniper House which was completed in May of 2021 and has 70 apartments, 60 of which are affordable.
- The phased, multi-year build-out of Cambrian Rise continues, and once complete will include a total of 238 new affordable housing units.
- Juniper House, a 70-unit affordable senior housing project developed by the Cathedral Square Corporation, began construction in late 2019. The City has contributed \$700,000 in HOME Investment Partnerships funds and \$388,321 in Burlington Housing Trust Funds. The project was completed and fully leased up in May 2021.

## COMMUNITY AND ECONOMIC DEVELOPMENT

*Other important housing highlights include:*

- The funding for the City's Housing Trust Fund (HTF), which supports the creation of new affordable housing in Burlington, was reduced to previous levels in FY21 to reduce the financial impacts of Covid-19 on Burlington taxpayers. HTF funding assisted seven projects with grants totaling \$123,557. The HTF also assisted five local affordable housing non-profits with capacity grants totaling \$83,250. These funds enable organizations to focus on their core mission rather than fundraising
- Ruggles House, a 15-unit affordable senior housing project owned by the Cathedral Square Corporation, was rehabilitated in late 2020 through 2021. The City was the primary funder of these critical repairs and contributed \$164,500 in HOME Investment Partnerships funds and \$50,000 in Burlington Housing Trust Funds. Ruggles House is a critical resource in our efforts to enable older Burlington residents to age with dignity in their own community.
- CEDO administers Community Development Block Grants (CDBG) and manages those programs in accordance with the laws and regulations. In 2020-2021, CEDO managed fifteen CDBG subgrants to community non-profits including subgrants used to respond to Covid-19 and six CDBG-funded CEDO programs. CDBG-funded agencies provided shelter and services to 490 homeless individuals. While the needs that CDBG funds are intended to address continue to grow, the funds available have remained stagnant or decreased over the last decade.
- CEDO is an active member of the Continuum of Care, the Chittenden County Homeless Alliance (CCHA) and its initiatives to make homelessness brief and rare. CEDO continues to participate on the Executive Committee of the CCHA and act as the Collaborative Applicant, ensuring that funds coming to our community are targeted appropriately and strategically. CEDO assumed the administration of four federal Permanent Supportive Housing CoC grants during 2021, ensuring that these unique vouchers, attached to permanent services, remain available to our community.
- CEDO identified and leveraged funding for a Daytime Warming Center (DWC) during the pandemic Winter of 2020/2021. The Center was successfully operated in partnership with CVOEO at the VFW and welcomed more than 500 individuals experiencing homelessness during its 4-month period of operation, at a time when most other places of warming were unavailable. CEDO and CVOEO applied for ongoing funding to establish a permanent downtown and low barrier Community Resource Center (CRC), where people may receive essential services and be further supported to take the next steps out of homelessness or poverty. The DWC and CRC build on partnerships and leverages ac-

cess to food, healthcare, emergency housing, housing advocacy, and retention services, and economic development services.

- The Administration has long identified the need for a year-round, low barrier shelter in Burlington. During the pandemic the City supported the creation of long term and short term Covid safe shelter. In December 2020, with CEDO support and accessing COVID response funds, ANEW Place purchased the Champlain Inn on Shelburne Road, opening as Burlington's first permanent year-round low-barrier facility and hosting up to 50 guests per night.
- In October of 2020, CEDO won its sixth Lead Hazard Reduction and Healthy Homes grant from the U.S. Department of Housing & Urban Development in the amount of \$3.6 million. Burlington competes with other jurisdictions across the country for this funding. This grant, which started in January of 2021 and has a 42-month period of performance, will allow the City to reduce lead-based paint and other hazards in 110 pre-1978 homes, as well as to provide education and outreach to residents to help keep low-income families safe from lead poisoning.



- With CEDO's support, home sharing and home-based senior services helped 63 residents remain housed and living independently.
- In March 2020, the voters overwhelmingly approved a charter change to increase funding for the Housing Trust Fund from half-cent to one cent per hundred dollars of assessed property value. The tax increase for the HTF was delayed in order to avoid raising taxes during the pandemic. However, the increase is planned to go into effect for the fiscal year that begins on July 1, 2022.
- Emerging from The Neighborhood Project (TNP) report, in early December 2019, the Community Development and Neighborhood Revitalization (CDNR) Committee approved the TNP Implementation Plan (Phase 1), which was accepted by the

City Council later that month. Over the past year, TNP Implementation Plan (Phase 1) continued to place emphasis on one of the three broad strategies recommended in the TNP report, specifically enhancing the quality of life in near-campus neighborhoods. In light of the pandemic, CEDO, in partnership with the UVM's Office of Student and Community Relations (OSCR), continued to work on strengthening the off-campus student ambassador program which undertakes proactive outreach to off-campus students on COVID-19 regulations and welcoming students to Burlington, among other topics. And building on successful quality of life initiatives, small amounts of financial support were provided to OSCR for greenbelt gardening on Isham Street and Hickok Place, to include building and repairing of planter boxes and planting of herbs, vegetables, fruits, and flowers.

### OPPORTUNITY

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

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

With the view to closing the opportunity gap, improving health outcomes, and boosting earnings, Mayor Weinberger launched an Early Learning Initiative (ELI) in September 2017. ELI has been funded with an annual appropriation of \$500,000 to provide scholarships for high quality care to young Burlington children living in poverty and support an increase the total number of high-quality child care slots available within Burlington.

In FY2021, the Early Learning Initiative had the following accomplishments:

- Provided capacity grant for Next Generation to open a childcare center in downtown Burlington, adding 18 new high quality childcare spots.
- Increased total enrollment in the scholarship program from 23 to 35.
- Created the position of ELI Manager within the City's Economic Recovery team as we phase out the City's contract with Let's Grow Kids VT.

- Provided important support to low-income families in the critical area of child care with the dual goals of improving education outcomes for the children and to enable families to gain and maintain employment to support their families.

The Early Learning Initiative is one part of the range of services CEDO provides to help Burlington residents move up the opportunity ladder, from early education to finding a job to starting a company. Other fiscal year 2021 highlights include:

- In May 2021, CEDO launched a new workforce development initiative. Known as 'Moving On, Moving Up,' this job training program aims to train approximately 35 persons from Burlington's underserved populations, including Black, Indigenous, and persons of color, along with immigrants and refugees to become Licensed Nursing Assistants (LNAs). It is anticipated that successful graduates will take up higher-paying skilled technical jobs at the University of Vermont Medical Center (UVMCC) and at assisted living/long-term care facilities such as Cathedral Square and Ethan Allen Residence.
- CEDO disbursed thirty-four micro-grants totaling nearly \$170,000- to low/moderate income and underserved microenterprise owners.
- CEDO also offered 5 free classes around business development in partnership with Entrepreneur Support Organizations. The classes served approximately 35-40 unique entrepreneurs.
- CEDO supported 7 persons from targeted populations including low-income, unemployed, women, and minorities, including immigrants and refugees, in construction and safety training. All seven students received both the OSHA 10 certification and construction credentials (NCCER – National Center for Construction Education and Research). Two-thirds of these trainees are working in the construction industry or manufacturing/warehousing. Since this training program commenced in July 2018, forty-two students have completed the program.
- CEDO continued its support of My Brother's Keeper (MBK) Initiative in Burlington to address opportunity gaps facing BIPOC youth. MBK Burlington focuses on the goals of youth graduating school with accessible college and career pathways. My Brother's and Sister's Keeper initiative programs are internships and affinity groups for BIPOC youth, where students engaged in social and identity development, academic exploration, and professional development. During FY21 due to the pandemic, CEDO did not host in-person internships but were able to support 5 virtual community internships and 29 students of color in BHS MSK/MBK affinity groups.
- Following a 2019 City Council resolution, CEDO provided staffing to support the new Racial Equity,



Inclusion, & Belonging Committee, established to oversee the implementation of the Equity Strategic Plan.

- During 2021, CEDO supported the set-up of the first Burlington Aging Council, created by the City Council to elevate the contributions and voice of older adults, make policy recommendations, and create and maintain a Burlington Plan on Aging.

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

- Construction was completed on City Hall Park continued through the fall, winter, and spring toward a fall 2020 completion date. CEDO maintained an active and supportive role in both of these improvement projects throughout.
- After decades of unsuccessful redevelopment efforts, CEDO staff, working with an amazing team of consultants and contractors, completed the deconstruction and remediation of the Moran Plant site. This work, including the abatement of hazardous building materials and soil, finishes the remediation of the Waterfront Access North area. Construction of the Moran Frame - an open-air park surrounding the historic structure of the Moran Plant, painted a striking red – achieved substantial completion in the fall of 2021 with final lighting and landscaping in the spring of 2022. The completion of this work is a major milestone in the decades long attempt to re-activate the long-abandoned site. This first phase of the Moran Frame will improve public access to the waterfront and integrate the site with surrounding resources, all while saving a piece of history and creating a lasting new legacy in this part of the waterfront.
- CEDO joined the City's Bike Path Relocation team, working not only to accommodate the arrival of Amtrak passenger rail to Burlington's Waterfront but also to realign the railway to the west of the tracks, eliminating the path crossing over railroad tracks at College and King St and streamlining the route. The team's 2020-2021 work included the creation of complex construction and engineering designs in partnership with VT Agency of Transportation and Vermont Rail Systems to concurrently rebuild the bike path and reconfigure the railway between College and King St., ultimately creating a multimodal epicenter that embodies many of the City's goals for transportation, health and wellness, and community connection.
- CEDO Community Works has actively engaged with other City departments around a range of community development opportunities such as working with DPW to advance plans for the next phase of the Great Streets project – enhancing six blocks of Main Street and creating greater connectivity between the Waterfront and Downtown. The planning and outreach effort will occur in 2022-2023, with construction slated for late 2023 or spring of 2024.
- CEDO continued the City's ongoing partnership with the Intervale Center and the Gardener's Supply by offering a renewed lease option for these important City partners to continue to lease City property in the Intervale, where Gardener's Supply and the Intervale Center carry out farming, land management, and land conservation. The land is farmed, managed, and conserved in alignment with City goals. In addition, CEDO continued exploration in conjunction with the Intervale Center for a future community-based food security hub to be located within the Intervale.

### ENGAGEMENT

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

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

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

- In response to the COVID-19 pandemic the City's Trusted Community Voices (TCVs) program community liaisons serve as bridges between their

communities and the City/CEDO to foster more effective, engaging, and supportive relationship and dialogue to improve access to information on city services for traditionally under represented communities. Due to the success of the TVC Community Liaisons' engagement and outreach, two more liaisons were added to the TVC team. Demographic groups now represented are: Nepalese, Somali, Burundi, Arabic, Congolese, and Vietnamese



communities. This past year the TCVs were instrumental in distributing information on services to immigrant and refugee communities around housing assistance, food security, unemployment, the Early Learning Initiative, masks, and COVID-19 safety equipment. The TCV team was also instrumental in the development and design of new multilingual public communications efforts about testing, vaccine sites, and COVID-19 education and updates from the City/State.

- On January 18, 2021, CEDO, in partnership with ECHO, hosted the 9th annual Martin Luther King Jr. Community Celebration. This event provided free virtual admissions to the day's online events for the public to make MLK Day a "day on, not a day off," in which communities engage their citizenry in meaningful engagement and reflection. This year's events included panel discussion on reparations, slam poetry, and musical performances and activity kits for people to pick up to do at home. Each year, CEDO and ECHO Center brings adults and children together to explore and learn of past and current civil rights issues of equity and inclusion to honor Dr. Martin Luther King's legacy and work.
- CEDO continued to provide technical and organizational support for Neighborhood Planning Assemblies (NPAs) but of a much different nature. Remotely assisting Steering Committee members, CEDO provided a Zoom meeting platform, staffing, and training support to an average of 35 NPA Steering Committee members for 40 NPA meet-

ings. Specifically, CEDO provided technical support to ensure that all meetings were videotaped to help increase access, ensured that all NPA agendas and minutes were posted within Vermont's Open Meeting Law requirements and provided professional development workshops for NPA Steering Committee members to facilitate open and equitable public meetings. Citizens selected through the NPAs reviewed all Community Development Block Grant (CDBG) applications and made funding recommendations that were accepted by the Mayor and City Council.

- A Language Access Policy (LAP) was approved by Council in October 2020 which gave the City permission and funding to implement a Language Access Plan to provide translation and interpreter services for the City. Led by CEDO, a city-wide survey went out to all City staff to help assess a baseline of what departments are using for interpreters/translation services and for what programs/services. Internal City staff and external Community-focused groups were conducted with Limited English Proficient participants to gather qualitative data of language service needs. Research and informational meetings with other municipalities were conducted for comparison and understanding on other LAP models. This assessment phase helped determine a budget, which languages to translate, contracts to implement, training tools, and staffing support based on the survey and research data.

## COMMUNITY JUSTICE

CEDO's **Burlington Community Justice Center (CJC)** provides a community-based response to crime and conflict utilizing the principles of restorative justice to mend the harm that crime and conflict cause victims, the community, and offenders. The CJC saw the following accomplishments this past year:

- In 2019, we began offering Court Diversion and Pretrial Services for Chittenden County. In FY21, through the five programs under that contract, we served:
  - 216 people in the Youth Substance Awareness and Safety Program for underage drinking or marijuana possession, helping participants understand the impacts of using substances on themselves and others and lowering the risk of future use, while connecting those identified at high-risk levels to professional substance use clinicians.
  - 43 people in our Tamarack Program, diverting people whose crimes are connected to substance abuse or mental health issues from the court system and rapidly referring them to treatment.
  - 39 people in our Court Diversion panels, diverting them from the court system and working to address and repair the harm they caused.

## COMMUNITY AND ECONOMIC DEVELOPMENT

- 197 people in our Pretrial Services program which assists adults with substance use or mental health treatment needs who are going through the court process and awaiting final case resolution.
- 75 people in our Civil Driving with License Suspended program, helping them regain their licenses and drive legally.
- A collaboration between the CJC and the Burlington Police Department, Parallel Justice for Victims of Crime works to ensure that victims receive the services they need regardless of whether an offender has been caught or prosecuted. In FY21, Parallel Justice contacted 1,666 individual crime victims and was able to speak with 1,489 people, opening over 193 cases to offer assistance and support.
- For those reentering the community after incarceration and who are deemed “high risk” or “high need” by the Department of Corrections, we offer the Circle of Support and Accountability (COSA) program. In FY21, the CJC supported 14 core members in COSA and recruited a team of peers to write a statewide Reentry Handbook that was vetted by the Vermont DOC and distributed to every CJC and reentry coordinator in the state. It was a coordinated effort to create a set of guidelines and protocols that would be followed statewide for all CJC reentry programs.
- The CJC takes direct, pre-charge referrals from the police as well as court-ordered referrals from Probation and Parole for those responsible for crimes to go through restorative processes. This past year, the CJC received 170 new referrals to our Restorative Justice panels and had 7 cases open at the start of the fiscal year. Out of the 92 cases we closed this past year, 71% were successfully closed. Out of the 141 referrals that had a direct victim, 6% participated in person, 29% gave statements, and the remaining 65% were represented by the victim liaison.
- Volunteers contributed over 1,990 hours of time, equating to roughly \$54,000 of in-kind donations (using the value of \$27.20 per hour).

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



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

## **SUPPORTING CUSTOMERS AND COMMUNITY WHILE MAKING PROGRESS TOWARD NET ZERO ENERGY**

### **Launching Net Zero Energy Revenue Bond and Working Toward Our Goal**

Burlington Electric Department (BED) continued to focus in 2021 on making progress toward our city's Net Zero Energy (NZE) goal, while navigating continued pandemic challenges. In January 2021, we announced that we would be able to continue the successful Green Stimulus incentives all year, helping more customers switch to cold-climate heat pumps (CCHPs), electric vehicles (EVs), and other clean technologies that reduce fossil fuel use.

In April 2021, BED joined with Mayor Miro Weinberger to share updated NZE Roadmap data showing that Burlington had cut greenhouse gas emissions by approximately 15 percent between 2018 and 2020, although a portion was due to reduced driving during the pandemic. We noted that continued efforts to reduce vehicle miles traveled through public transit, walking/biking, and remote work options would be critical in avoiding any emissions rebound as the economy more fully reopened.

The pandemic impacted BED's financials, with lower sales to customers (primarily in the commercial sector), disrupted capital projects, and larger than typical arrearages due to customers falling behind on their bills. These impacts led BED to announce our first rate change after 12 years of holding rates steady. To offset the impact for low-income customers, we launched our first-ever customer energy assistance program.

To support additional progress toward our community NZE goal and to invest in key infrastructure and enhance grid reliability, in fall 2021, BED proposed a first-of-its-kind Net Zero Energy Revenue Bond. The bond proposal was announced following Moody's Investors Service's affirming of BED's A3 rating. The \$20 million Revenue Bond would support investments in the grid, technology systems, renewable energy plants, and NZE capital investments, such as new EV charging stations. The bond proposal also would create liquidity, allowing BED to double its funding for customer strategic electrification incentives, and continue and expand our Green Stimulus programs. Critically, the bond also would provide a fiscally-responsible path for investing in climate action and reliability by partially paying for itself through increased electric sales from additional EVs, CCHPs, and other electric technologies. The Revenue Bond was part of a strategy to reduce near-term rate

pressure and help moderate future rate changes.

Burlington voters approved the NZE Revenue Bond in a special election in December 2021, and BED will be putting the funds to work immediately in 2022 to support our customers with new and expanded rebate and incentive programs, and infrastructure investments. The Revenue Bond could prove foundational to our efforts to reduce greenhouse gas emissions and provide a useful model for other public power communities looking to finance important climate investments.



**Darren Springer**  
General Manager

### **Supporting our Customers and Community**

As the pandemic stretched into a second year, BED continued to support our customers by helping them access state arrearage assistance program funds and extending the moratorium on disconnections for non-payment beyond the time mandated by the Public Utility Commission. We also worked with our customers who were behind on their bills to establish payment plans. As always, we encourage Burlingtonians impacted by the pandemic to contact our Customer Care team for assistance at 802.865.7300 or [customercarehelp@burlingtonelectric.com](mailto:customercarehelp@burlingtonelectric.com).

In summer 2020, we reopened our Pine Street facility to customers. While the vast majority of our customers now utilize online or phone communications to conduct business, our Customer Care Team enjoys visiting safely and in-person with customers who travel to our office. Even with a hybrid set-up, the team continues to deliver exceptional customer care by focusing on first-call resolution. Our efforts, once again, have resulted in service to our customers without a single escalation to the Department of Public Service (DPS), for the fourth consecutive year.

### **Burlington Electric Department Sustainability Program**

As we continue working to meet our critical local climate goal, BED's Sustainability Program advances our City's NZE goals through programs, initiatives, and partnerships that support our transition away from fossil fuels in the thermal and ground transportation sectors. Activities in 2021 included:

- Policy – Working in conjunction with the Energy Services team to design policies that support NZE, including new ordinances that require increased energy efficiency in rental properties and renewable heating in major renovation and new construction.
- Public-Private Partnerships – Supporting the Burlington 2030 District (a private sector driven initiative to reduce greenhouse gases from transportation, water, and building energy use by 50 percent by 2030) in securing funding to develop

Property Energy Plans to assist multi-unit dwellings with energy reduction and strategic electrification, and in growing membership to 35 organizations and nearly 10 million square feet of commercial and institutional space.

- Electric Vehicle Outreach – Hosting Burlington EV “Ride and Drive” events for the public, EV demonstrations for City staff, and securing funds to support the electrification of car-share vehicles.
- Interdepartmental Collaboration – Creating a Burlington Historic Buildings’ Path to Net Zero Energy guide for building and homeowners in Burlington in conjunction with the City Department of Permitting and Inspections.
- New Podcast – Supporting customers in their understanding of and transition to NZE, including hosting a new podcast series called Net Zero Energy and featuring community members and BED staff.

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

## Energy Efficiency

BED has developed and administered energy efficiency programs that have achieved success for residential and commercial customers over several decades. Burlington’s electricity consumption in calendar year 2020 (CY20) was approximately 8.6 percent lower than in 1989 (reduced from 12.3 percent to remove COVID-19 impacts) when the efficiency programs began. As both a distribution and energy efficiency utility, BED is in a unique and strong position to offer customers a full suite of efficiency and beneficial electrification solutions.

Through CY20, BED has invested more than \$39 million in efficiency efforts, leveraging another \$37.9 million from customers for a total of \$76.9 million. During CY20, BED saved 3,792 megawatt hours (MWh) of energy from efficiency measures installed, saving a total of 57,340 MWh over their useful life. Energy efficiency investments in Burlington are saving customers approximately \$10.4 million annually on electric bills, including avoided energy and transmission and capacity costs.

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

The new HULA office building (former Blodgett Oven facility) is a strong example of BED’s NZE program efforts. With BED’s assistance, HULA is fully heated

and cooled by an electric ground source heat pump system. The building shell measurements, including insulation and air leakage, as well as the ventilation and lighting systems, greatly exceed energy code requirements.

## 100 Percent Renewable Power Supply

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

Importantly, none of BED’s primary energy-producing resources relies directly on fossil fuels. Therefore, sudden fossil fuel price changes, as occurred entering winter 2021-22, do not materially impact customers. In 2020 (Figure 1), BED’s energy came from all renewable resources (except for 0.16% from BED’s Gas Turbine, which primarily runs for testing purposes, is maintained for reliability reasons, and is slated to convert to biodiesel as part of the NZE Revenue Bond proposal). Purchases from renewable resources exceeded BED’s needs by 8.3 percent. Based on its 100 percent renewability accomplishment, BED again will be exempt from purchasing energy from the Vermont Standard Offer and Ryegate programs for 2021 (significantly more expensive power than BED’s own renewable resources), saving BED approximately \$1 million.

BED sells Class I Renewable Energy Credits (RECs) from some of its resources to benefit its customers and help maintain stable and affordable rates. To maintain its 100 percent renewably sourced generation status, BED offsets REC sales by purchasing RECs from other sources (typically from hydro facilities in New England). After accounting for all REC sales and purchases, BED’s energy mix for CY20 was 100 percent renewable. BED retired or reserved RECs in excess of the energy used by its customers by 2.9 percent. This additional retirement covers energy used by BED at its facilities, public charging stations, and accounts for small system losses incurred on the distribution and transmission systems. The following chart illustrates the renewability of BED’s energy portfolio after REC purchases and sales.

## Renewable Energy Standard

In 2015, the Vermont Legislature passed the Renewable Energy Standard (RES), which sets forth three requirements that began in 2017. First, under Tier 1, Vermont utilities must provide 55 percent of its energy sales from renewable resources (demonstrated by retiring qualifying RECs in that quantity).

2020 BED Energy Supply by Source

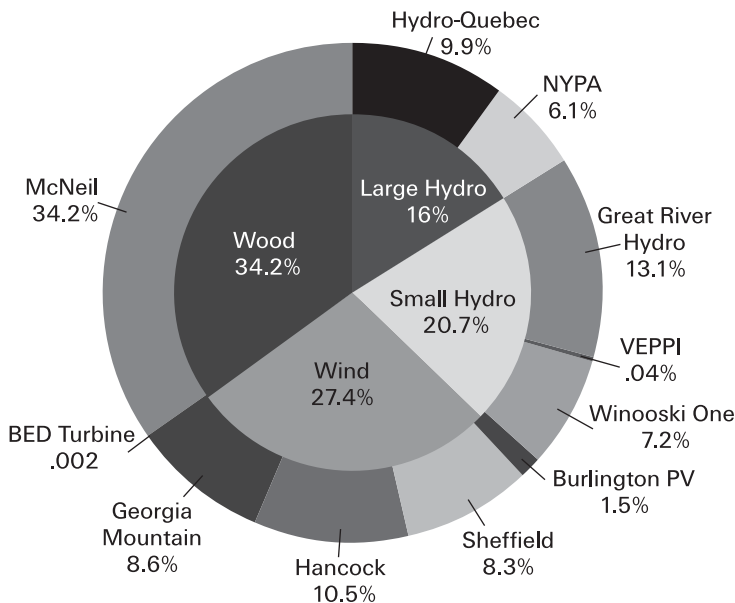


Figure 1 (above): BED’s 2020 energy supply by source - The above chart represents energy supplied and purchased by BED prior to REC sales. BED has no contracts for resources fueled by natural gas, nuclear or coal. 0.16% of generated energy comes from oil used at the BED Gas Turbine. The sourced energy from renewables exceeded sales by 8.3%. Hydro is broken out into Large (>= 100 MW), Medium (>= 30MW and < 100 MW), and Small (< 30 MW).

This requirement increases every three years until 2032 when 75 percent of the energy provided must be from renewable resources. In 2020, BED exceeded the required 59 percent of sales required by the RES Tier 1, and voluntarily retired RECs from resources qualifying for Tier 1 in excess of its total retail sales.

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

Third, under Tier 3, called the Vermont Energy Innovation Program, Vermont utilities offer programs designed to encourage customers to reduce fossil fuel use and emissions, particularly for heating and transportation, by converting to technologies that use renewable electricity. In 2021, BED’s Tier 3 obligation is expected to be 14,829 credits, which BED met and exceeded fully from electrification program activity as follows:

Beginning in June 2020, BED enhanced its program incentives for many Tier 3 measures to assist customers during the pandemic (BED’s Green Stimulus Program). BED has received approval from the Vermont Public Utility Commission to continue these increased incentive levels for the next several years, at least if program activity remains strong. Late 2020 saw a significant growth in program activity due to increased incentives. BED now has exceeded its Tier 3 requirement with program activity for two consecutive years. The graph below shows the acceleration in program activity relative to BED’s Tier 3 obligation in 2017 and 2021. One large custom heating project in 2020 caused that year’s program activity to be higher than in 2021.

**MANAGING BUDGET AND RISKS RESPONSIBLY**

**Safety**

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

In FY21, BED’s Center for Safety Team continued to work diligently to keep all BED employees safe during the pandemic. This included reviewing, interpreting, sharing, and applying the many rules, regulations, recommendations, training, executive orders, and guidance provided by state and federal agencies, especially in the areas of contact tracing and COVID-19 testing.

The Safety Team engaged in the following work: established temporary exterior safety training for employees on site at the McNeil Generating Station; conducted “lessons learned” regarding a fellow utility’s serious pole break accident; reviewed “fall protection” at both McNeil and the Winooski One Hydro Facility; conducted annual pole top rescue training and CPR recertification classes; coordinated the practices and procedures used during the refurbishing of the A-Jet at the Gas Turbine; scheduled foam fire suppression training with the Burlington Fire Department; held confined space refresher courses and forklift recertification; updated and improved our train trestle and railcar unloading procedures; and worked with a third-party contractor to produce a training video about electrical safety practices.

The Environmental group expanded upon chemical monitoring instrumentation to improve reliability and provide real-time data. An overhaul to the cooling system pH control chemical system was designed and installed to provide safe and reliable system operation. Annual emissions inventories and federally mandated relative accuracy test audits were completed, despite difficulties due to COVID-19 restrictions.

Our General Services and Purchasing and Inventory staff helped keep day-to-day operations running smoothly, safely, and securely. Their work never was more evident than during the pandemic as the team kept signs updated on the doors, cleaned and disinfected inside the building, and sourced masks, hand sanitizer, and other PPE items. We also streamlined our cycle counting and obsolete inventory processes and assisted in calculating our FEMA reimbursements for COVID-related expenses. Finally, we secured federal and state funds toward the future purchase of BED’s first-ever all-electric bucket truck.

Within the Risk Management and Compliance area, we completed all surveys, alerts, and data requests from regional and national organizations like the Federal Energy Regulatory Commission (FERC) and the North American Electric Reliability Corporation (NERC) and worked closely with our NERC/FERC compliance consultant and other BED team members as needed. We also finalized our annual Workers’ Compensation audit and helped monitor the closing out of several outstanding insurance engineered recommendations at McNeil.

## Financial Performance

BED maintained its strong overall net position and met its debt coverage requirements for FY21 despite the negative effects of the COVID-19 pandemic on revenues and cash receipts. FY21 year-end net position decreased \$43K or 0.1 percent compared to FY20. Net operating revenues of \$56.027M in FY21 increased by \$440K or 0.8 percent from FY20. Total operating expenses of \$56.482M in FY21 decreased

by \$86K or 0.15 percent from FY20. BED saw significantly decreased purchased power expenses in FY21 due to reduced ISO-New England capacity prices, price and volume reductions associated with the Hancock Wind contract, and excess energy sales from all resources to ISO-New England. Nonoperating revenues of \$2.46M in FY21 increased by \$816K or 50 percent, from FY20, primarily due to increased grant income offset by decreased interest income.

As part of our FY22 budget process, BED developed a five-year financial plan that includes operating, capital, cash flow, debt compliance, and credit rating assumptions to inform decision-making.

In June, BED filed a request to increase electric rates by 7.5 percent, its first such request since 2009. The requested increase, which took effect as a surcharge on customer bills on August 1, 2021, will become permanent upon approval by the Vermont Public Utility Commission. The Vermont Department of Public Service conducted a full review and concluded that BED’s request was reasonable and agreed that a higher increase could have been justified. BED expects conclusion of the rate review process in early 2022. BED continually seeks to reduce rate pressure through aggressive cost control efforts, continuing to moderate power costs, and strong financial management. Even after the rate increase, BED’s residential rate remains approximately 11.5 percent below the average Vermont residential rate, and lower than the average residential rate of every other New England state, and BED’s commercial and industrial rates are well below the New England average.

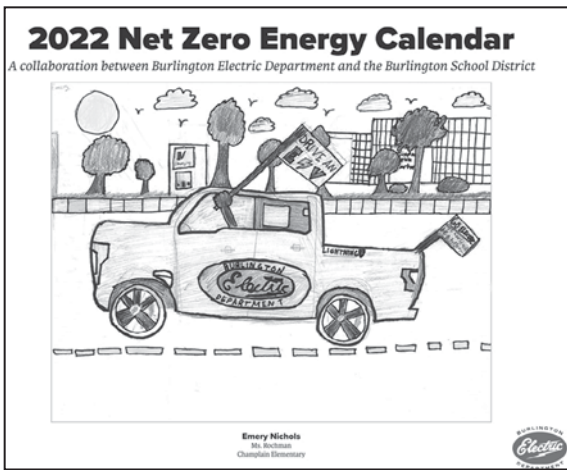
Finally, when Moody’s Investors Service’s affirmed BED’s A3 credit rating with a stable outlook, it cited BED’s 100 percent renewable power supply, Burlington’s diverse local economy, and our recent rate adjustment for the first time in 12 years as positive indicators. An A3 rating, which is a favorable rating in the second tier of “investment grade” ratings, strongly positions BED to benefit from lower interest rates on its borrowing, including on the NZE Revenue Bond, planned for issuance in spring 2022.

## INVESTING IN OUR PEOPLE, PROCESSES, AND TECHNOLOGY

### Workforce Development

BED’s Workforce Development team conducted two employee surveys in 2021 to gather feedback on how well the BED team feels connected and supported by each other and leadership during the pandemic. Survey results have informed BED’s evolving response to pandemic-related constraints.

The team also established an Employee Engagement Committee of staff from across BED charged with offering recommendations to leadership on how to promote a culture of inclusion, innovation, teamwork, and continuous learning. Workforce Development



staff also serve on the City’s Racial Equity Inclusion and Belonging (REIB) team and continue to promote diversity, equity, and belonging at BED.

### Information Technology

In 2021, BED began the first of several planned technology replacement projects, kicking off implementations for a new meter data management system and a new customer portal. Cross-departmental project teams have been deeply engaged in reviewing data, documentation, and processes, with final testing and go-live slated for 2022. The team also made continued infrastructure investments in 2021, including provisioning of a new data center and planned upgrades of our “smart grid” (advanced metering) infrastructure. We are confident that our processes and systems transformations will lead to further employee innovation and engagement, and better serve our customers.

### STRENGTHENING RELIABILITY

#### McNeil Generating Station

After 37 years of producing renewable energy, the McNeil Generating Station continues to contribute to the local economy with approximately 80 wood suppliers bringing sustainably harvested wood chips to the plant six days a week. During FY21, the plant produced 270,338 net MWh of power while using 431,563 tons of wood with a capacity factor of 61.7 percent. The annual capacity factor for McNeil is defined as the ratio of actual output to potential output if it were possible to operate at full capacity continuously for one year.

Unique in the utility space, BED employs four foresters to procure locally sourced wood from well-managed forests, while protecting critical wildlife habitats, wetlands, and waterways. All harvesting in Vermont consumes 50 percent of the annual growth, of which McNeil consumes nine of that 50 percent. The positive result is that 50 percent of annual growth remains on site, increasing the forest cover

available to sequester carbon. Therefore, forests are growing faster than they are being harvested.

The McNeil Waste Wood Yard accepted approximately 5,113 tons of waste wood, including approximately 10 tons of used Christmas trees, all of which was chipped and burned to produce power. In FY21, 10,642 tons of fly ash were recycled from McNeil, a majority of which was used by nearly 80 farms for improving soil and crop production. The fly ash is a source of local organic potassium and quickly raises soil pH while building healthy soils. Additionally, 1,494 tons of bottom ash were recycled, with a significant amount being used by farmers to improve access to their fields. The remainder was recycled by several soil purveyors to enhance topsoil quality for use by local contractors and landscapers.

### Engineering and Operations

BED continues to see strong reliability metrics. During CY20, on average, our customers experienced fewer than two outages (planned or unplanned), and the average outage duration was less than one hour, exceeding state reliability targets.

In FY21, BED continued its efforts to improve distribution system reliability and efficiency. BED replaced infrastructure at various locations around the City and at Burlington International Airport (BTV). Aerial lines were upgraded along the Bike Path between Apletree Point Road and Starr Farm Road, and along Starr Farm Road from the Bike Path to North Avenue. Aging underground primary cables, transformers, and a switch were replaced at BTV. Underground switches were replaced at Pearl and South Prospect Streets and at Church and Cherry Streets. Aerial lines were reconfigured at locations in the South End and near the McNeil substation to prevent outages caused by conductors contacting each other during high winds or other fault conditions. A section of line that was inaccessible to our crews’ bucket trucks was relocated to Manhattan Drive to facilitate ease of access for maintenance and to prevent longer duration outages. BED also implemented several projects throughout the City to replace overloaded transformers, address low voltage conditions, and improve distribution system efficiency.

In FY21, the Engineering Department continued analysis of the NZE projected peak loads on the distribution system and began studying an intermediate load level between the 102.8 MW evaluated in FY20 and the 140 MW ultimate NZE projected peak. Further additions/upgrades to BED’s distribution system have been identified and analysis is ongoing.

#### Thank you!

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





Steven Locke  
Fire Chief

It is hard to believe that another year has passed and we are still in the middle of a worldwide pandemic. While I am not sure how it will be remembered nationally, I do know that within the Burlington Fire Department it will be remembered as a time of flexibility and openness to change. Your fire department members have found ways to adapt to every hurdle they encounter but still ensure the delivery of high quality, professional services.

As we have adapted to this new normal, the department has grown, hiring additional staff for a third ambulance and for dedicated oversight to our medical division. These are both long term initiatives that we have been planning for. We truly appreciate the voter support it took to make this come together. We also constructed a new fixed training prop that had been discussed for years. These are just a couple of the accomplishments we are proud of.

I would like to take the opportunity to thank Mayor Weinberger, the members of the City Council, and the members of the Fire Commission for their support of our Department. The achievements that we have made would not have been possible without their continued support. I would also thank the citizens we serve. It is truly an honor. Finally, I thank the men and women of the Department who have been faced with another challenging year. Day after day these professionals respond to your emergencies with compassion and commitment. Thank you for what you do.

As you read through the remainder of this report please understand that none of these achievements would be possible without a dedicated team. I cannot underscore that enough. Your fire department is a team and one that serves you well.

### Administrative Division

*Deputy Chief Michael LaChance*

This past fiscal year has been another year of looking to the future for the Burlington Fire Department. Thanks to the support of the citizens and administration, we continue to deliver high quality services to the citizens of the City.

To cover the increased staffing of our third ambulance as well as member retirements and resignations, we welcomed 16 new members into the fire department. We also celebrated the promotions of one senior firefighter and eight officers.

Our fleet continues to be maintained at a high level. In August of 2020, we received a new ambulance to replace our current Ambulance 1, a new vehicle for the Fire Marshal's Office, and a new utility vehicle

equipped with a plow. Age is becoming a factor with increased maintenance and down time of four of our older apparatus including Engine 6, Engine 3, Ladder 4, and Ambulance 4. A new Ambulance to replace Ambulance 4 is ordered and expected to arrive in December of 2022. The plan is to begin the process of replacing the other three.

We have begun working toward implementation of an updated records management system. This system will increase efficiencies within the organization by streamlining required reports including incident, vehicle maintenance, fire station maintenance, and member training records.

We continue to maintain the safety of our members by using our personal protective equipment on all emergency medical responses at an increased level. You will still see our members responding to your medical emergency wearing an N95 mask, gloves, and safety glasses, as well as a gown where patient's condition requires. This high level of protection is to the benefit of the citizens as well as our membership.

We appreciate the support that we have received through the difficulties of the pandemic. We look forward to continuing to serve during the upcoming year.

### Operations Division

*Deputy Chief Derek R. Libby*

During 2021, your fire department responded to 8,423 requests for services, an increase of 874 incidents from calendar year 2020. The greatest increase in requests for service was seen in the Rescue and Emergency Medical Service Incidents with 5,501 incidents falling in this category. As the State and community returned to some levels of a new normal, our incident responses also returned to pre-pandemic levels. In calendar year 2019 our incident totals were 8,327 or 96 fewer incidents.

**Table 1: 2021 Incident Response Class**

<b><i>NIFIRS CLASS</i></b>	<b><i>Incident Totals</i></b>
False Alarm & False Call	1255
Fire	118
Good Intent Call	731
Hazardous Condition (No Fire)	116
Overpressure Rupture, Explosion, Overheat(no fire)	8
Rescue & Emergency Medical Service Incident	5501
Service Call	676
Special Incident Type	18
<b><i>Grand Total</i></b>	<b><i>8423</i></b>

The department has experienced a number of operational challenges over the last year and members have gone above and beyond to ensure calls were handled. Many of our members have needed to utilize emergency leave due to COVID-related factors and as a result every member has been forced to repeatedly work extra hours. The challenges continue and we must recognize and support our members and their families.

An exciting improvement within our operations is the addition of a Battalion Chief of Emergency Medical Services (EMS). Over the past years we have recognized the need for greater oversight and someone dedicated to ensuring our EMS delivery provides our customers with the high level of service which they deserve. Through the budget process we successfully added this position, advertised it nationwide, and attracted very qualified candidates. The leadership chose Paramedic Donald Scott, a veteran of the fire/EMS services with over 30 years of experience and retiree from the City of Alexandria VA Fire Department who among other things oversaw the daily EMS operations of five fire stations.

In August we permanently staffed Ambulance 4 which is housed in the New North End of the City. This has increased our capacity to 3 staffed ambulances and reduces our reliance of out of town ambulances to serve our community. The ability to have a staffed ambulance on scene quicker provides for better outcomes for patients, reduces wait times for transport to definitive care, and reduces the amount of time a suppression apparatus is unavailable to respond to another call. We thank the voters for their overwhelming support in this initiative to allow us the honor of meeting your needs.

Operational challenges which we are experiencing include aging emergency vehicles and a radio system which too is aging and more frequently causing issues. Without argument these items are expensive to replace but are essential for the safety of the community and our members. We pride ourselves on being thoughtful stewards of the Department's equipment and truly care for their upkeep.

As we enter 2022 the members of your Fire Department continue to appreciate the out pouring of support we receive and stand ready to answer your call with professionalism, respect, integrity, dedication, and excellence.

## Training and Safety Division

*Battalion Chief Troy Ruggles*

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



During this fiscal year, the fire department has hired sixteen new employees to fill open positions. Eight of them were hired in March in class 21-01 and an additional eight were hired in September for class 21-02. For the first 14 weeks of employment these firefighters are in a Recruit Academy held here at the department with a schedule of 40 hours per week. During this academy the firefighters are instructed on the basics of fire, medical, and rescue skills. This academy helps to ensure new firefighters have the knowledge skills and abilities that is expected of a new firefighter before they begin riding on the apparatus responding to emergencies. In our fall class 21-02 a newly revised curriculum was implemented for this class and those in the future. The adoption of a national fire service curriculum as our baseline along with our own Department Foundational Skills proved to be a successful method of delivery for our newest group of firefighters.

Four more employees have advanced their medical licenses to the Advanced Emergency Medical Technician (AEMT) level of patient care. We have three employees currently enrolled in a rigorous paramedic training and three more who completed their medic classes. Many other personnel within the department

continue to attend the National Fire Academy advancing their knowledge and abilities that are instrumental in mitigation of emergency incidents. In June we completed a confined space rescue class for our members and we continue our regular training of personnel on a daily basis. In October we had the staff of the Howard Center come in and train our members on compassion fatigue and de-escalation training.

A successful part of 2021 saw the creation of our connex container training facility at the McNeil site come together. Six containers were stacked to create a three-story training prop for our members to use for a variety of skills training. We have run several training classes in the props already and we will continue to develop this site for future training needs. This is a great addition to the department as we have not had a fixed site in many years for members to train in. Although we are still limited in what we can do with this site, it is a huge step forward for us.

Skills development, proficiency training, learning new techniques, and the continued development of our emergency service needs rank high in our training mission and future. However, it remains vitally important that we promote a healthy and fit group of firefighters to be able to endure the physical and mental stresses of this occupation. The training office works closely with our Wellness/Fitness Committee to include fitness evaluations and every other month we include a fitness training program in our monthly sessions. This is a worthwhile program for our members.

As with the rest of the world, the COVID-19 Pandemic remains a challenge for us in course delivery and attending trainings that we would normally do. Programs were canceled and postponed and many of our members who were attending National Fire Academy programs have had them delayed over a year.

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

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

## Office of the City Fire Marshal

*Matthew Stone – Fire Marshal*

The start of Fiscal Year 2021 found the Office of the City Fire Marshal starting to return to normal after COVID-19 restrictions were lifted. The two Assistant Fire Marshals returned to the office full-time after being transferred to the operations divisions. The Fire Marshal Office, or FMO, continues to conduct life safety inspections, public education, new and remodel construction plan review and inspections, permit review and approval, residential time of sale inspections, and fire investigations while remaining COVID-19 complaint. COVID-19 has made the work of the FMO a challenge, but we work with the EBB and flow of the virus to complete our task.

With the lift of COVID-19 restrictions, the duties of the FMO have returned full tilt and the residential time of sale inspections has increased to 511 from 410 last fiscal year. These inspections are done at the request of the seller and cover fire and life safety issues that are found on the property at the time of inspection. Typical properties inspected are rental properties of all types. While the most common violations remain the same from last year, smoke/carbon monoxide alarms have taken over the top slot with the most violations. The following violations are found with smoke/carbon monoxide alarms:

- Alarms removed or disconnected.
- Incorrect alarm installed.
- Required alarm type is photoelectric
- Alarms not installed in required spaces.
- Improper installation.
- Required installation includes hardwired power source, interconnected alarms with battery backup.
- Damaged or non-functional alarm.
- In 2014-2018, smoke alarms sounded in more than half (54%) of the home fires reported to U.S. fire departments.
- Almost three of every five home fire deaths resulted from fires in homes with no smoke alarms (41%) or no working smoke alarms (16%).
- The death rate per 1,000 reported home fires was more than twice as high in homes that did not have any working smoke alarms compared to the rate in homes with working smoke alarms (13.0 deaths vs. 5.8 deaths per 1,000 fires).
- In fires in which the smoke alarms were present but did not operate, two of every five (41%) of the smoke alarms had missing or disconnected batteries.
- Dead batteries caused one-quarter (26%) of the smoke alarm failures.

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



Construction, both new and remodel, slowed down but never stopped. Contractors became overwhelmed with meeting deadlines and the ripple effect was felt throughout the City. New construction has started to pick back up. The University of Vermont has two large projects in the works. The remodeling of the Patrick Gym complex is coming to a close and a new addition to the Health Science Research Facility is well under way. A new nine story apartment building on Pine St. has started foundation work, City Place is coming to life, and the Cambrian Rise development on North Avenue has more buildings in the pipeline.

With the close of the fiscal year the FMO saw the retirement of the Fire Marshal, and one of the Assistant Fire Marshals returned to the operations division permanently. The FMO has hired a new Assistant Fire Marshal to keep the office fully staffed with three members. Training of our three members is ongoing throughout the year. We attend and work with the following to fulfill our education: 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. After eight years in the operations division, I accepted the job of Fire Marshal. I look forward to serving the City of Burlington and getting to know the citizens in this new position. Have a fire-safe year.

The primary responsibilities of the FMO is fire investigation. The fire department members continue with their outstanding fire suppression efforts. The total amount of fires of all types in the City increased to 61 from 59 last fiscal year. Our total property loss from all fires increased to an estimated \$4.9 million. This is due in large part to a fire at Pearl Street Beverage that had a large content loss due to the value of their merchandise. Estimated property saved from all fires is estimated \$34.2 million.

With the COVID-19 pandemic ongoing, public education has slowed down. Request for presentations have dwindled, visits to schools have stopped, and fire station tours are a rare occurrence. The EBB and flow of the pandemic has allowed for some of our public education to continue, but the reality of the situation is such that the education side of our office will suffer until the pandemic is no longer a threat. The FMO is using this time to reevaluate how we approach our public education.



Mary Danko  
Director

The Fletcher Free Library (FFL) strives to inform, enrich, and nurture a community of lifelong learners. As the largest public library in Vermont, FFL responds to city and state needs in a myriad ways. During 2021 this meant stretching beyond the Library to deploy our trusted and information-savvy FFL staff to serve as

contact tracers for the Vermont Department of Health and to the Resource and Recovery Center to support BIPOC vaccination clinics. Meanwhile, both despite and because of the challenges brought by COVID-19, we proudly delivered innovative new library programs and services to Burlington and adapted existing programs to a changing landscape, remaining fresh and relevant – and always free – for everyone in the community. FFL also went Fine Free in 2021 to strengthen a welcoming and equitable atmosphere.



## STATISTICS

### Programs & Events

Programs went virtual or outdoors during much of FY21, allowing community members to continue to safely connect, including:

- 323 Early Learner and Youth Programs with 21,318 participants.
- 82 Teen Programs with 924 participants.
- 126 Adult Programs with 752 participants.
- Books distributed to youth to keep during FY21: 3083.

### PROGRAMMING AND DEPARTMENT HIGHLIGHTS

Vermont's great outdoors created the ideal setting during FY21, when fresh air circulation provided the safest public environment. FFL headed outside and delivered in-person outdoor programming and outreach as well as virtual offerings.

**Burlington Storywalk®** was launched at Leddy

Park in partnership with Burlington Parks, Rec & Waterfront, Burlington City Arts, and the Friends of the Fletcher Free Library, thanks to the generous support of local business sponsors. The beautiful picture book on display along the park trail changes each season, bringing fresh literacy engagement for families and the community to share in a unique outdoor setting.



### Wacky Winter Fun in Record-Setting Vermont

brought excitement outdoors for a January scavenger hunt. Partnering with Church Street Marketplace and Sticky Brand, this puzzle hunt placed clues in store windowfronts, with a Guinness World Records theme that tied into the World's Largest Sticker Ball displayed in the Library's front window.

**Library Watershed Education Kits** supported environmental education and awareness throughout the region. FFL partnered with UVM's Lake Champlain Sea Grant and the Vermont Department of Libraries to create and distribute 50 hands-on kits to 25 Vermont and New York libraries within the Lake Champlain watershed. The kits provide all the supplies needed to conduct Watershed Explorer Challenge experiments and learn about water quality and protection. The program was funded by the Lake Champlain Basin Program.

**Digital Provide Project** met the growing digital divide in the community through loaned laptops and WIFI hotspots. This pilot kicked off with seed funding from Northfield Savings Bank, The Vermont Community Foundation, and Spruce Mortgage. Librarian technical support further aided accessibility for patrons.

**Technology** expanded when public need exploded with people working and studying from home or needing to access benefits. The Library boosted WIFI

## FLETCHER FREE LIBRARY

outdoors and added outdoor seating. The Tech Center became an important focus, offering access to public computers, tech support, printers, and resources. The Library launched Tech Support on the Lawn, offering outside tech guidance.



**Digital and Virtual Services** connected patrons remotely with ebooks, eaudiobooks, and streaming via Libby, Hoopla, and Kanopy. Youth Services added Tumblebooks for Kids. Novelists provided in depth book reviews and book suggestions based on a multitude of themes. Ancestry genealogy research allowed temporary home access. PressReader offered magazines in many languages. The Library created its own YouTube channel to offer access to staff-produced story time and STEAM videos. Many regular in-person programs moved to Zoom.

**Youth Services** were adapted like the 2020 Summer Challenge Program (SCP), visiting youth at local parks, nutrition sites, and summer camps more than ten times each week for 11 weeks thanks to the funding from two grants. SCP distributed 1667 books to keep, 420 Take & Make Craft Kits, 715 Scavenger Hunts, and 641 Math Challenge Sheets, serving more than 2,000 patrons through outreach. Grants from the Amy E. Tarrant Foundation and the Dollar General Foundation expanded part-time outreach to full-time during 2020 SCP. Grants from the Children's Literacy Foundation (CLiF) and the Vermont Department of Libraries provided summer performances. At the Library, Kids Open Air Hours brought youth staff to the front lawn through October of 2020, allowing families to check out books and materials and engage in enriching activities. The Library front windows became a destination for community art exhibits and for the Story Experience, which displays a picture book, panel by panel, to read outside. Mystery

Bundles were also a popular offering during FY21, grouping children's books according to selected themes.

**Teen Department** developed Take and Make Kits. These popular grab-and-go kits highlighted a different theme each month with projects including crafts, STEAM, cooking, and brain teasers paired with an optional library book add-on. New virtual programs, such as D&D, connected teens and tweens.

**Partnerships and Programming** continued the popular Food for Talk: a Cookbook Book Club, book discussions, and ELL and language classes -- some in-person outdoors and others virtually. In September, on the Library lawn, FFL celebrated the freedom to read with readings of current and past challenged books during Banned Books Week 2020. In April, to celebrate National Poetry Month, the Library provided pre-stamped postcards with a poem, Take & Make Poetry Kits, participatory Haiku poetry on social media, and our second year of phoning in for a "Poem for the Day." Also in April, during Citizen Science Month, a grant from NNLM kicked off adult science programming and the creation of five Community Science Kits that will engage Burlingtonians in national research as Citizen Scientists. FFL honored Juneteenth with a pre-event virtual author book talk with Sharon Draper, author of Copper Sun, and with day-of programs such as Farm-to-Table Commons and a panel discussion Building an Equitable Food System in Vermont.

**The Early Literacy Outreach Program (ELOP)** continued to develop supports for early learners and home-based childcare providers. Grant funding from Northfield Savings Bank, the Vermont Federal Credit Union, and the Friends of FFL supported ELOP.





## STAFFING

The FFL staff contributes creativity, knowledge, hard work, and a positive attitude to all we do for our community. Our volunteers and interns are an amazing part of our efforts. During the year we welcomed new staff. Ashley Bolger stepped into her role as Circulation Assistant and Volunteer Coordinator in November 2020. In December 2020 Nora Kane became the Cataloging and Reference Librarian. In June 2021 Juliana Skelly was hired as the Outreach Coordinator and Corinna Manion became a Circulation Assistant. Cindy Carey was hired as our Financial Assistant in January of 2021. Erin Murphy who had worked as a part-time Circulation Assistant was hired as a full-time Technical Assistant in April of 2021.

## LIBRARY COMMISSION

The Library Commission consists of Trustees and Commissioners and two student commissioners who volunteer their time to help the Library form policies and strategies to reflect community needs throughout the year.

## FRIENDS OF THE FLETCHER FREE LIBRARY

The Friends encourage community support for the Fletcher Free Library, raise money for its needs, promote cultural and literacy programs, and sponsor educational and enrichment programs for all ages. The Friends administer the grants for many library programs and raise funds from book sales, merchandise, and book stall sales. During the year they hosted pop-up book sales on the Library lawn, sold rare books on eBay, and developed their own webpage to launch local online book sales and promote future endeavors: [fletcherfriends.org](http://fletcherfriends.org). They also hosted a virtual Winter Breakfast with the Library Commission and City Councilors.

## TOGETHER WE CREATE COMMUNITY

I would like to express my appreciation to the community for your support, resilience, and energy as we've come through another year of COVID together. I enjoy hearing from you and my door is always open. I look forward to another year of growth and innovation for the library. Thank you again!



In May of 2021 I was appointed to serve the City as the Director of Human Resources. Committed to the mission of the department, to provide excellent services to attract, develop, motivate, retain, and serve a diverse workforce within a supportive and culturally competent work environment, my team and I have been busy working towards these ends.

This past year has been a challenge for all of us. As we navigated the second year of the pandemic and reopened City offices, we were presented with both a sense of relief, albeit temporary, accompanied by the intensity of quickly filling vacancies in one of the toughest labor markets in recent history, supporting employees returning to in-person work and continuing to support efforts to monitor and mitigate the threat of COVID-19. Before fall we were lucky to have a few outdoor staff celebrations, but as the days grew shorter, the pandemic challenged us again with a surge of the Delta Variant and the onset of Omicron.

To meet these and other challenges, the HR department has undergone some changes. We were excited to welcome a new administrative assistant, Jessie Anderson. In April, Human Resources Administrative Coordinator, Vanessa Santos- Eugenio's role was expanded and retitled to Human Resources Talent, Recruitment, and Training Specialist namely to ensure a focus on training initiatives and data/compliance which are critical to achieving the broad goals of the City with regard to training/employee development and the department's role in supporting racial equity across the City. Orieta Glozheni was promoted to HR Generalist providing general office management, HRIS/database administration, assisting with benefits administration, recruitment, and accounting support. Currently unfilled, the department will add an Assistant Director that will primarily focus on benefits administration and risk management.



### **Inclusive Recruitment**

Recruitment has been a challenge this year. The human resources department endeavored to expand its relationship with community partners both within and outside of the state to expand our goals for inclusive recruitment with the goal of diversifying the City's workforce. We hosted our first onsite job fair and continue to work collaboratively with the Human Resource Policy Committee, union leaders, and department heads to find creative solutions to fill important jobs that serve constituents. Our team partnered with CEDO and the City Attorney's office to formalize the City's internship program to include the livable wage ordinance and standardize values for interns. In the year ahead our goal is to support a work force that reflects the racial demographic of Burlington.



*Kerin Durfee*  
Director

### **Systems**

The HR team successfully launched the City's first digitized open enrollment assisting over 600 employees with renewing or making changes to benefit plans, eliminating the need for cumbersome paper forms, and streamlining the overall process. The team worked with the Clerk's office to streamline New World, our HR/Payroll system. Perhaps the most exciting, to round out the year I have been working with the City's data analytics department to create a dashboard to assess and track employee demographics, wage equity, and other statistics to move towards a data driven approach of managing the department.

### **Human Resource Committee**

The Human Resources Policy committee began meeting this September after a two year hiatus in the absence of an HR Director. The Human Resources Committee is responsible for a biennial review of the Comprehensive Personnel Policy Manual, the creation of new policies and revision of existing policies, and conducting grievance hearings for employees where no Departmental Commission exists. At the end of 2021, the human resources team worked to complete work to amend and modernize updates to the Comprehensive Policy Manual and will be working with the committee, union leadership, and employees to complete the process.

### **Safety**

Like many employers we implemented a vaccine and testing policy to keep our employees safe, guarding against the known hazard of COVID-19. We successfully worked with union leaders to implement the policy and have a 97% vaccination rate among City employees. The human resources team recognizes the efforts of Safety Manager, Nichole Blow for her tireless efforts to stay in contact with impacted em-



## HUMAN RESOURCES

employees and the Vermont Department of Health, assist with COVID reporting, PPE distribution, support testing distribution, and reporting to Meagan Tuttle who lead the City's COVID response efforts over the past few months.

### Labor Relations

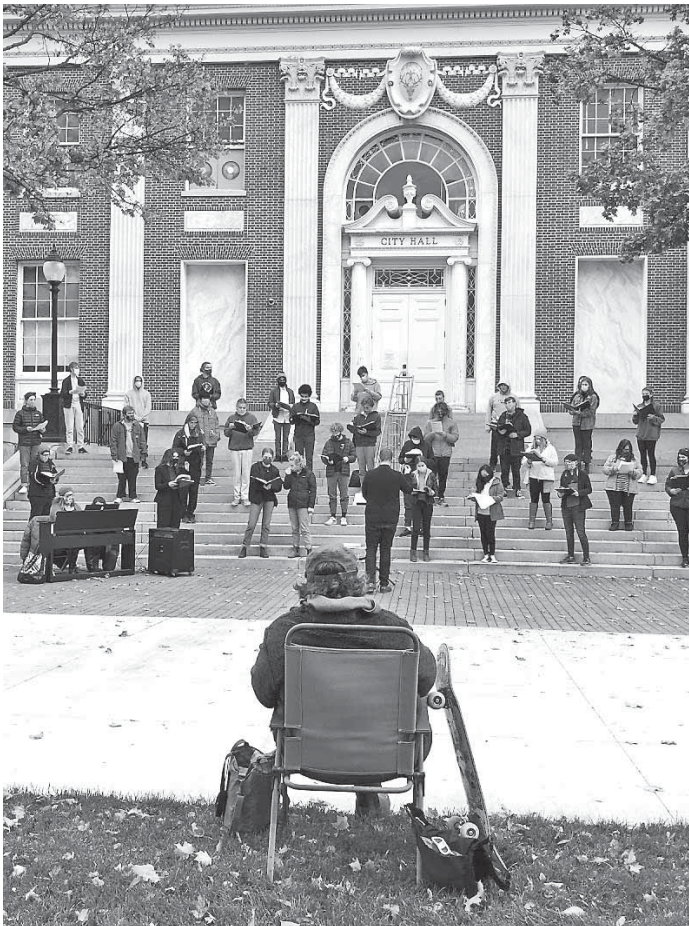
In March of this year, all four labor contracts are scheduled for renegotiation. I am looking forward to working with the City Attorney's Office and union leadership to successfully negotiating all four contracts with our unions AFSCME, BPOA, FFA, and IBEW.

### This New Year

As we work through the second year of the pandemic, we would like to extend a heartfelt thank you to all City employees. It is clear to me as a new director that this team has worked hard over the past two years. This year we again recognize those who provide direct hands-on services to the City's most vulnerable,

our first responders. We are grateful for those employees keeping our streets and runways clear, delivering clean water, monitoring waste water, plowing our roads, picking up our recycling and refuse, providing front facing customer services in all departments, and literally keep the lights on. When the pandemic first began, some of the City's workforce endeavored to work at home, setting up offices in basements and attics and bedrooms. As I write this, some of us have returned home to care for loved ones due to childcare closings, illness, or loss. This year, we all showed we can do hard things. And the best way to do those things, is together. I am humbled to be here among all of you.

Special thanks to the Human Resources Team: HR Manger's Tony Berry, Danielle Cota, Lynn Reagan, Talent, Recruitment, and Training Specialist Vanessa Santos- Eugenio, HR Generalist Orieta Glozheni, and Administrative Assistant, Jessie Anderson.



Summer 2020 brought out the best in our community and our staff – neighbors stepped up to mow at cemeteries due to restrictions on hiring summer seasonal parks staff. Leddy staff supported the Grounds Crew as we had limited arena usage but no seasonal grounds crews. North Beach Campground became a sanctioned homeless site. Event staff delivered meals, supported other departments, removed graffiti, and played a leadership role statewide. Staff stepped up to assist the State with contact tracing. Volunteers came out of the woodwork to support conservation work. Fall was a time of celebration with the opening of City Hall Park! Winter brought innovative ideas on renting spaces to fit into state guidelines and ways to make programming work to give kids an opportunity to play and learn. Spring brought hope and an increased appreciation for outdoor activities after a winter inside and readiness for summer.

We received countless notes of support from our community over the past year. One parent shared, “We are so grateful for the chance to still attend fun (and safe) summer camps.” Many thanks to our community, council, and Mayor for supporting our department.

Learn more about the great work of the various teams in BPRW below:

## PLANNING

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

## Projects

### **Arms Forest Trail Improvements**

The first trail improvements were implemented within Arms Forest beginning in the Fall of 2020.

### **Burlington Greenway**

Construction between Perkins Pier and Harrison Avenue was the focus of work in 2020 and the northern area of Oakledge Park between Proctor Place and the culvert at Blanchard Beach.

#### *Highlights include:*

- The “monolith” near Perkins Pier, a steel-reinforced concrete slab that will function both as the path itself and a sea wall.
- Reconstructed the Barge Canal segment with 1000’ of wave dissipating stone revetment to protect the path from water and ice.
- The Greenway Realignment project from College St to Maple St, part of the return of passenger rail service to Burlington, continued working on in col-

laboration with DPW and the Vermont Agency of Transportation into early winter 2021 with construction starting late spring 2021.

### **Calahan Park Master Plan**

We selected a consultant team to lead the master planning effort for Calahan Park and held the first public meeting virtually in May 2021.



Cindi Wight  
Director

### **City Hall Park**

The Park reopened after a 2-year closure for a full renovation. The park project was a multi-department one with BCA, BPRW, DPW, and City Planning as lead partners. Highlights include: interactive fountain, accessible pathways, stormwater management, well-designed event areas, and beautiful gardens.

### **Leddy Park**

- Leddy Park Tennis Courts Reconstruction completed in fall 2020
- Leddy beach staircase replaced in the spring of 2021.
- Pathways to beach regraded towards the bottom to improve safety and accessibility in spring 2021.

### **North Beach Campground**

- Demolished the aging maintenance building at North Beach Campground in February of 2021.
- Poured a new slab floor in the smaller of the two restrooms at North Beach Campground.
- Designed and built a new pump out station for North Beach Campground in 2021.



- Redesigned the entry road and main circulation roads through the campground, as well as pull-through camp sites for larger RVs in late FY21. Construction is planned for future years.

### **Oakledge Universal Playground**

- Funding goals reached for the playground with an LWCF grant along with Penny for Parks and private donations. The funding will also provide matching funds to update restrooms, add accessible parking, as well as paths between all these amenities. Construction will begin in 2022.

### **Perkins Pier Siting Study**

- Retained a consultant team for the Perkins Pier siting study. The first two public meetings held in March and May 2021. In addition to the interactive virtual meetings, we invited the public to answer a survey about the presented options for Perkins Pier. The project continued into 2022.

### **Starr Farm Dog Park**

- Replacement of the dog park fencing completed in 2020.

### **Starr Farm Fitness Station**

- Constructed a concrete pad for a fitness station as part of the UVMMC Fitness Trail.

### **Additional Penny for Parks Projects**

- Appletree Park Lighting Replacement.
- Calahan Park Tennis Courts Resurfacing.
- Emergent Needs - Powder Coating of Chairs and Tables, Completion of Waterfront Park CAP Reporting, Irrigation repairs at Calahan Park.
- Playground Improvements - replacing broken playground equipment at various parks throughout the city as well as providing wood chips and kick mats.
- Standard Equipment Replacement- Purchase and installation of benches and concrete pads at Battery Park.



### **Department-Wide Marketing**

Marketing and communication priorities include: public outreach, signage, website content management, development of partnership opportunities, promotion of recreation programs and events, brand management, department communications, multi-channel marketing, and execution of the BPRW marketing plan. Continued focus on reaching community members that we have not been able to reach through common outlets including New Americans and limited-English speakers.

The ongoing COVID pandemic, with shifting health and safety guidelines, required constant communications and updates about our recreation programs on our website and social media, as well as updating facility signage. In response to changes in recreation programs, the department mailed postcards to all City Residents directing people to visit our online recreation system for current offerings, instead of a multi-page mailer that would not reflect shifting changes to our programs.

### **FY21 Digital Marketing metric highlights:**

- Social Media - BPRW manages more than 14 social media channels on Facebook, Twitter, & Instagram with a total following of 20,762 followers (up from 18,454 in FY20).
- Website Traffic – FY21 had 321,850 visits, compared to 218,052 users the previous FY. On average 83% of visitors are new visitors.
- Email List – Our email list continues to grow from 17,836 contacts last year to 22,952. Our emails have an average open rate of 37%, and the click rate is 3% this year.

## PARKS OPERATIONS AND MAINTENANCE

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

### *Parks Administration*

- Reorganized the Parks Division to manage Central Facilities, becoming the fifth program under the parks division umbrella.
- Added a full-time custodian in partnership with the Water Resources Division in DPW.
- Developed a comprehensive pedestrian bridge maintenance and inspection plan.



- Implemented electric vehicles and maintenance equipment purchases including an electric truck, two electric mowers, and ten electric blowers.
- Established MOU's with volunteer youth sports organizations including the New North End, Center City, and South End Little Leagues.
- Completed improvements to open the Barn at Schmanska Park for neighborhood use and rentals. It had been closed since 2012 for needed safety improvements.

### *Grounds Maintenance Program*

- Successfully managed Green-Up Day with Green-Up Vermont, Waste Free Earth, and Planet People to clean up parks throughout the year.
- Managed City-operated ice rinks at Starr Farm Park, Battery Park, and supported at Lakeside and Calahan rinks.
- Provided grounds maintenance to all buildings, parks, beaches, and various City ROWs.
- Provided field preparation services and maintenance on athletic fields.
- Continued turf management programs on City athletic fields.

- Developed a comprehensive playground compliance budget for City playgrounds and executed over \$40,000 in repairs to improve the health and safety of play structures.

### *Park Facilities Program*

- Promoted Chris Beaudry to Parks Facilities Program Manager.
- Promoted Kurt Hawkins promoted Working Foreman of the Parks Facilities Program.
- Promoted Jake Hornick to Parks Facilities Maintenance Specialist.
- Hired Andrew Smith as the Parks Facilities Maintenance Worker.
- Hired Dustin Dupont as the Buildings and Events Maintenance Worker.
- Replaced Appletree Park lighting with new solar/LED decorative lights.
- Coordinated improvements to the Barn at Schmanska Park including a new fire suppression system, doors, painting and electrical improvements including a lighting display on the barn.
- Coordinated the installation and removal of all marina infrastructure including docks, fire suppression, electrical components, boats, etc.
- Executed the winterization and startup of 14 community gardens, 12 out buildings, campground/beach facilities and shelters.
- Insulated and painted space at the Leddy Maintenance Shop and baffles that allow heat to move into large bays.

### *Central Facilities Program*

- Hired Kim Bleakley as Central Facilities Program Manager.
- Reorganized the HVAC technician into Central Facilities as well as the custodial services team.
- Promoted Sangay Dundhop to Central Facilities Custodial Working Foreman.
- Completed interior renovations at City Hall that redistributed office space, improved circulation and security, and improved the efficiency of the space.
- Performed weekly maintenance and monitored the function of the fountain at City Hall Park from Mother's Day through Columbus Day.
- Repaired the roof at 339 Pine St.
- Installed electric pressure washer 645 Pine St.
- Maintained the HVAC system at Memorial Auditorium and secured the building from multiple break-ins and security issues since its closure.
- Cleaned facilities under CDC COVID recommendations throughout the year.
- Installed virtual video systems at three City buildings for virtual conferencing.



## **Trees and Greenways**

- Received Tree City USA designation from National Arbor Day Foundation for 28h consecutive year.
- Hired Michael Donachie as Arborist Technician.
- Coordinated maintenance of new plantings at City Hall Park.
- Pruned 1119 trees in greenbelts, parks, and cemeteries.
- Planted 462 new trees in greenbelts and park spaces.
- Completed \$105,000-line clearance contract for BED.
- Received a \$20,000 grant from the National Arbor Day Foundation for tree planting in the Old North End Neighborhood.
- Completed removals and pruning of hazards in the North Beach Campground following an extensive tree risk assessment.
- Continued proactive program of removing and inter-planting existing ash trees in high-density ash areas of city in anticipation of imminent arrival of Emerald Ash Borer.
- Maintained flower and landscape beds as well as planters in park spaces throughout the City, in partnership with UVM and Master Gardeners program.
- Upgraded tree inventory system to allow for remote in the field data entry and continued to regularly update and maintain inventory data.

## **Conservation/Community Gardens**

- Developed the Kieslich Park Management Plan in coordination with staff, the Burlington community and Vermont Housing and Conservation Board staff.
- Completed the Poetry Walk and mural at Kieslich Park.
- Implemented first City e-bike fleet for maintenance personnel and activities on trails and paths.
- Continued to restore forested areas, manage invasive species, and reestablish key natural communities at McKenzie, Oakledge, Manhattan Drive, Lakeview Cemetery, Kieslich Park and Ethan Allen Park.
- Continued coordinating with the Burlington Wildways Coalition. 2021 represented implementation of the first citywide trail steward program and

planning to connect maintenance, signage and volunteer.

- Community Gardens continue to operate at 100% occupancy across 14 sites. There are approximately 700 plots available community-wide.
- The Conservation Program continued to work with other programs, partners and volunteers to increase low to no-mow areas within the parks and install additional pollinator plants and native plantings as a BEE City USA.

## **Cemeteries**

- Lakeview Cemetery established a naturalized area along the Greenway.
- Provided grounds maintenance, building services and equipment repair to the three public cemeteries (Greenmount, Elmwood, and Lakeview).
- Worked with volunteers to place flags at specific sites in honor of Memorial Day.
- Completed conceptual design of Section 8, fall 2020.

## **RECREATION PROGRAMS & EVENTS**

Offering a comprehensive selection of programming coupled with community events, we continued to provide programs and events to our community with a hiring freeze restricting filling open full-time Recreation Specialist positions and the Recreation Manager on military leave.

## **Athletics**

- Participation in our Athletics programs has remained relatively strong throughout the pandemic. While some of our bigger youth team sports programs have suffered a decrease in participation in the past year, our specialty sports camps and Itty-Bitty preschool programs have continued to attract large numbers and waiting lists.
- Our department offered most of our athletics programs and camps in the summer of 2020 by adjusting program and camp numbers and by implementing safety protocols that adhered to State of VT COVID-19 guidelines for recreational programs.
- We offered our first-ever session of E-Sports (Video Games) leagues in spring 2021.



## PARKS, RECREATION & WATERFRONT

- Athletics Supervisor, Jen Cotton, worked collaboratively with Director Wight to install a pop-up disc-golf course at Schifilliti Park in November 2020 that received positive feedback.

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

- Summer 2020 we moved our Champ Camps from the schools (no public access) to the Robert Miller Center.
- Our department continues our collaboration with BCA & FFL to provide P.A.L. (Parks-Arts-Library) Camps in late August to support families searching for childcare at a time of summer when there are few options.
- In the spring of 2021 the Recreation Division programming team secured three separate Covid-19 relief grants to support summer programming totaling over \$160,000. This money was essential to provide safe programs throughout the summer of 2021.

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

- The summer drop-in program served over 8,000 meals in 2020 at five sites across the City. The program was offered 5 days a week throughout 8 weeks of the summer. We partnered with the Burlington Housing Authority, Champlain Housing Trust, Burlington Boys & Girls Club & Burlington School District Food Services to bring meals and offer programming to youth and families at Riverside Apartments, Franklin Square Apartments, South Meadow Apartments, Fletcher Free Library, and Roosevelt Park.
- We continued to assist the Burlington School District Food Services team to deliver meals three days per week to six apartment complexes throughout the City in response to COVID-19 impacts. Since 2019, our team of drivers delivered an average of 1,600 per week.

### **CORE Adult Center**

- The Champlain Senior Center re-opened July 2020 with limited in-person programming two times per week utilizing the larger space downstairs at the Old North End Community Center. On the other days, they kept in touch with the seniors through virtual programming and meal deliveries.
- The Center re-branded in 2021 to become the CORE Adult Center and moved back into their 2nd-floor space in May 2021.
- In June of 2021, the Burlington Parks Foundation contributed \$25,000 toward the purchase of a handicap-accessible minibus in a partnership with the Heineberg Senior Center and Age Well VT. We are providing several trips per month utilizing this new vehicle.

### **Events**

#### *Kids Week*

Kids Week went back in-person in 2021 with events spread over 10 days. Locations included Schmanska Park, Roosevelt Park, Fletcher Free Library and City Hall Park.

#### *July 3rd Independence Day Celebration*

Due to the COVID-19 Pandemic our department was unable to produce a July 3rd Fireworks event in 2020. Our events team worked with City Arts to plan several smaller Open Streets block parties. These events occurred throughout the summer of 2020 and strictly followed all State of VT mandated COVID-19 social distancing and safety protocols.

#### *Grazin' on the Greenway*

In summer 2020, our department created Grazin' on the Greenway, a summer-long program providing local food trucks space to serve their delicious dishes at Leddy Park, Oakledge Park and Waterfront Park. Leddy Beach Bites returns in 2021.



### **RECREATION FACILITIES DIVISION**

This division provides indoor recreation opportunities at the Miller Community Recreation Center and the Paquette Ice Arena at Leddy Park. In January 2021 the CORE at the Old North End Community Center was reassigned from the Recreation to Recreation Facilities division.

#### **Leddy Park Arena Programming**

- Similar to previous years, our summer program offerings included an 11-week Summer Figure Skating School, six weeks of Rise & Shine and Cool Camps and three weeks of Kinder Kamp and Hat Trick Hockey Camp. However, camps looked much different in 2020 with daily health and temperature screening, smaller camp groups, distanced instruction and mask-wearing. In addition, the summer camps had the rink to themselves all summer, with no outside rentals taking place.

- Limited school year programs included Itty Bitty Skating Lessons, Group Skating Lessons, Adult Group Lessons, expanded Freestyle Sessions, February vacation week lessons, April Cool Camp and new Recreational Skates.
- We were not able to produce either of our two annual ice shows this year due to Covid related restrictions.
- Arena programs were supported by Recreation Specialist, Nick Marinelli, and Events Planner, Emma Allen, who were both reassigned to Leddy in the absence of our Arena Program Supervisor. Both weathered a difficult season with frequently changing Covid rules and restrictions for camps.
- Leddy welcomed Tess Weafer as our new Recreation Specialist in June 2021.

### **Leddy Park Arena Operations**

- Summer 2020 saw reduced operations at Leddy Arena, with the rink only being used for BPRW summer camps, due to COVID precautions and restrictions.
- In the absence of organized skating activities in the fall into winter, the Arena offered highly popular private family skate sessions at a reduced price in order to provide safe recreational opportunities to individual households.
- Leddy welcomed Out Front Foods to provide concession services outdoors in summer 2021.
- New electric and lighting service were installed at the back of the arena to provide improved operations for the Beach Bites events and other park users.
- Due to Covid restrictions, the Lumberjacks Junior Hockey organization relocated its operations to New Hampshire for the season. We looked forward to their return to Leddy for the 2021-22 season.
- Josh Cushing continued to support the Grounds team during the summer and fall of FY 21 in response to decreased rink operations and decreased seasonal Grounds support.

### **Miller Community Recreation Center Programming**

- Offered 8 weeks of licensed day camps, as well as two weeks of Wicked Cool Science camps. Miller also served as a rain site again for seven other BPRW camps. Programming was limited at Miller due to Covid restrictions and the decision to limit Miller summer operations to BPRW camps only.
- In fall of 2020 BPRW partnered with Burlington School District and Sara Holbrook Teen Center to provide space for childcare during the school days. BSD provided childcare for BSD employees while SHTC provided expanded programming for teens during periods of remote and hybrid learning.
- Drop-in programming was limited to table tennis and pickleball, however individualized programming was offered in basketball and soccer.
- Youth/School aged programs included yoga, FitLot

classes, youth basketball, December, February and April vacation camps and Soccer Sparks. Participants in programs were required to health and temperature screen upon arrival at the Center.

### **Miller Community Recreation Center Operations**

- Provided 1:1 coaching opportunities during the suspension of organized sports. Miller gym saw very heavy usage throughout FY 21 with these individual rentals as well as private organizations who were unable to utilize school gyms.
- Audio/visual system in the community room was upgraded to provide better service to facility users.
- Recreation Facilities Manager continued temporary supervision of City Custodians throughout the summer. In the winter, the Recreation Facilities Manager joined a team of City employees who conducted contact tracing in support of the VT Department of Health.
- The Miller Customer Service Associate supported the Resource and Recovery Center by providing isolation support to returning UVM students. Miller staff also supported Recreation staff with meal deliveries as needed.
- Miller Center gym served as a Covid testing site, in cooperation with the VT Department of Health.

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

- Our newest recreation center continues to provide space to community organizations that provide essential programming on the heart of the Old North end of Burlington. Some of the organizations and programs being provided are:
  - Very Merry Theatre Classes and Performances
  - CORE Adult Center meals and programming
  - Janet Munt Family Room Programs
  - VT Adult Learning English Language Learning (ELL) classes for adults
  - Burlington High School & Shelburne Farms City-Lake Semester Program
  - CORE Youth Center Programs
  - VT Hindu Temple Association
- The UVM Medical Center has continued partnering with the Janet Munt Family Room and BPRW to open a Wellness Clinic for Families and Children at the CORE.
- Migmar Tsering, CORE Site Coordinator, assisted the Resource and Recovery Center with administrative backup, answering phone and email inquiries from the public regarding Covid resources during their peak volume.
- In coordination with the VT Department of Health, AALV and the RRC, vaccination clinics were held in the CORE gymnasium Thursday evening's beginning in February.
- The CORE hosted Second Gentleman, Douglas Emhoff in April. Mr. Emhoff was in Burlington on part of his tour to discuss targeted vaccination out-

reach efforts to underserved populations. In the CORE gym, Mr. Emhoff enjoyed a performance by local musician, Irene KeruBo Webster, a Kenyan immigrant who lives in Burlington and wrote a song encouraging locals to get vaccinated.

- BPRW and Champlain Housing Trust finalized an agreement for BPRW to manage the event space on the first floor of the ONE Center, after the departure of North End Studios earlier in the year.

### WATERFRONT DIVISION

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

#### *Marina*

- Summer of 2020 showed record low numbers due to the closing of the Canadian border. We opened the season late, were only open to seasonal boaters to start the season, worked with capacity restrictions, and we operated with 50% less staff.
- Spring 2021 saw a slight increase in boat traffic from the previous year. We were able to open at our regular date of May 15 and enjoyed both seasonal and transient boaters but still missed the Canadian boaters.
- The addition of Burlington Harbor Marina in 2019 and expansion of the Ferry Dock Marina in 2020 and 2021 marks one of the biggest changes in the recreational boating era to date.
- The Marina Manager during the winter of 2020-2021 was contracted with the State to assist in contact tracing for the Health Department. Many public employees took on this role to help Vermont public safety.



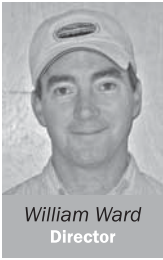
#### *Campground & Beaches*

- The Campground closed to the public in 2020 to support a low-barrier homeless shelter to protect our most vulnerable populations. In partnership with ANEW, we brought in over 20 camping trailers and housed houseless people throughout the spring, summer and fall of 2020. Our Waterfront Superintendent and Campground Manager played key roles in the success of the sanctioned site.
- North Beach had limited seasonal staff during this time, primarily focusing on grounds upkeep and beaches.
- All of our municipal beaches saw large numbers of visitors. This was in line with many of our public, outdoor spaces. Burlingtonians and visitors alike flocked to our parks and beaches to recreate safely.
- In the spring of 2021, the campground re-opened and enjoyed robust business in 2021 with visitors from all 50 States. The Canadian border remained closed.
- Staffing levels were restored in the spring of 2021 and we were able to open and operate all regular operations.
- Climate crises has manifested itself into multiple beach closures a season due to cyanobacteria, at all of our municipal beaches.
- In the spring of 2021, we launched a trial test of a tent structure at Leddy Beach to see if there is interest for a permanent pavilion overlooking the lake.

#### *Waterfront Events*

- The pandemic caused all Waterfront Park events to be paused in spring 2020 as we grappled with the wide-ranging effects of the pandemic. Our events manager worked on both local and State committees to address how and when outdoor events could safely resume again. All events were postponed, scaled dramatically down or cancelled in 2020.
- BPRW Event Staff joined forces with Church Street Marketplace and BCA to offer "Open Streets" in late spring 2020 (and throughout the 2020 summer months) that temporarily closed downtown streets to vehicles and opened them up to pedestrian traffic. This allowed for local restaurants to safely expand their outdoor seating and for our





William Ward  
Director

The Permitting and Inspections Department was created in 2019 to bring all the functions of Housing, Zoning, and Building Trades into a single department with employees involved in the permitting process working on one team. The Housing Division, previously referred to as Code Enforcement, provides minimum housing and vacant building enforcement. The Zoning Division administers all permitting and development review functions according to the City's Comprehensive Development Ordinance. The Building Trades Division administers all construction related permits and services.

### Housing Division

The Housing Division was faced with many pandemic-related concerns, and there was justifiable reluctance by tenants, property owners, and managers to allow Housing Inspectors into their residential rental units. Through FY21, there were many tenants in quarantine or who were reluctant to have any workers in their apartments while they attempted to physically distance from others. We honored all tenant & management requests and found flexible methods to complete the mission of inspecting rental units while vacant or when the exposure for all parties could be limited.

The inspection team completed about half of the average number of routine inspections in FY21. 364 properties were inspected compared to the 659 properties inspected a year earlier. 160 complaints were investigated in FY21 compared to the prior 3-year average of 236 complaints. The housing team is preparing to increase efforts to meet the higher demands that will come with the loosening of COVID-19 pandemic restrictions.

### Zoning Division

The Zoning Division consists of 7 staff members who are responsible for application review, permit approval, and zoning enforcement. Our staff reviewed just over 900 zoning permit requests this year, compared to a typical year of approximately 1,100. These projects include administrative permit approvals, zoning determinations, and permits reviewed by the Development Review Board.

There were fewer large projects for review this year due to a reduction in available labor and an unusually high cost of construction materials. Home renovation projects were more common than new construction. About 20 percent of the zoning permits issued this year were for replacement windows in existing homes.

The Zoning Division works in tandem with the Building Officials in the Trades Division to issue certificates of occupancy (CO) when permits are closed. The inspection process is now set in motion by the closure of the building permit which generates a zoning inspection to close the project without additional steps by the property owner.

### Building Trades Division

The division consists of 2 building officials, an electrical inspector, a plumbing/mechanical inspector, and an administrative assistant. The Trades team works closely with the Zoning Division because many of the permits they approve are for projects with an associated zoning permit. The closure of a building permit happens when all related trades permits are closed. As a result, we use the building permit closure to document the occupancy approval of newly created units in Burlington. In FY21 there were 90 new units created in the city.

### Online Permitting Portal

Most residents now recognize the Permitting and Inspections Department as the one stop shopping location for permits. An online permitting portal was added as an important tool to make it easier to apply for and track the permits required by the City. The new permitting portal is provided in partnership with a company called OpenGov and administered by City staff.

Online permitting is used for new construction, work on a home, or a building site including permits for windows, decks, siding, roofing, or other electric, mechanical, building, zoning, right of way, and Fire permits. We will continue to use the system to improve our service and provide the public with an open and accessible interface to seek project approval with whatever permits are needed concurrently and in one system. The portal is our virtual one-stop-shop.

Our customers are always welcome to visit the office if they have permitting needs but most have found the system to be very efficient. Since the system was implemented in May 2021, our lobby visits have declined by over 75%.

### Short Term Rentals

Our staff have played an active role in forming the soon-to-be-adopted short term rental standards. This work resulted from the 2019 Mayor's Housing Summit and has involved collaboration among all three divisions to one degree or another. The standards are being designed to limit conversion of existing housing units to short term rentals, preserve and expand affordable housing while providing flexibility for homeowners to earn extra income from their property.

### Energy Efficiency

We continued to work with our partners at the Burlington Electric Department to improve the energy efficiency in rental housing. Our staff helped to update Burlington's Minimum Housing Code this year to ensure that rental properties are also properly weatherized to help tenants reduce their costs, keep warm in the winter, and help the city achieve its net zero energy goals. The initial phase of the new ordinance requires that properties with the highest energy use come into compliance in 2022.

### Graffiti Removal

In 2021 the city saw a significant increase in the amount of graffiti on public and private property. In June 2021 the Department added 3 new seasonal employees to regain control of the problem by cleaning or painting over the damage. In just their first month of work the team managed to remove or cover more than 180 acts of graffiti vandalism.





Megan Tuttle  
Director

*David E. White served as the Department's Director throughout FY21. Meagan Tuttle authored this report as the Director at the time of writing; she served as the Principal Planner during FY21.*

The Office of City Planning works collaboratively with all members of our community to articulate a vision for the future of Burlington and to implement that vision for the benefit of both current and future generations. City Planning is responsible for researching, analyzing, developing, and proposing City land use planning and development policies, plans, programs, and ordinances. The end of Fiscal Year 2021 marks the two-year anniversary of the Dept. of Planning and Zoning's evolution into the Office of City Planning and separate Department of Permitting and Inspections.

While the Office of City Planning leads long range planning and land use policy work, the department's first two years have been deeply intertwined with the City's Covid-19 pandemic response. By the end of FY21 the department had contributed extensively to the Covid-19 response effort for 15 months.

### **Covid-19 Response**

In March of 2020, the department was assigned to manage the City's interdepartmental Covid-19 Analytics Team to provide research and data analysis to the Emergency Operations Center. Over the course of FY21 as waves of the virus emerged and receded, the department's two-person staff continued to shift its primary focus between this work and the department's land use planning efforts. As the first Covid-19 wave began to abate in Vermont in the summer of 2020, virtual meetings of the Burlington Planning Commission resumed, and the department refocused its efforts on two major zoning policy changes that had resulted from Mayor Weinberger's 2019 Housing Summit. At the same time, staff continued to provide leadership and support to the Analytics Team and a number of other collaborative pandemic response efforts.

In the fall of 2020, the department assisted the Covid-19 Response Leader's efforts to prepare for and manage the winter surge, including: overseeing research and providing data analysis; supporting the launch of the epidemiological surveillance program to monitor the prevalence of the virus in city wastewater; and supervising a team of city employees that were redeployed as contact tracers to augment the Vermont Dept. of Health's team. Following the rollout of Covid-19 vaccines and slowing case counts in the spring of 2021, the department also assisted with the creation of a report on the City's response effort which was released when the State of Emergency was

lifted in June 2021. Following the departure of the Covid-19 Response Leader, Meagan Tuttle assumed the role. This work extended well into FY22 as the state experienced virus waves associated with the Delta and Omicron variants.

### **Comprehensive Development Ordinance Amendments**

#### *2019 Housing Summit Initiatives*

During FY20, the department began work in collaboration with the Mayor's Office, Dept. of Permitting & Inspections, CEDO, and BED on a slate of housing-focused policy reforms intended to increase the availability and affordability of housing in the city. The first of three resulting zoning reforms—to promote the creation of accessory dwelling units (ADUs)—was adopted in late FY20. Following a hiatus on public meetings due to Covid-19, the department virtually reconvened a Joint Committee of the Planning Commission and City Council Ordinance Committee to continue its work on the other two reforms. The Joint Committee held ten meetings throughout FY21 to develop zoning amendments to:

- eliminate minimum parking requirements for new developments in some parts of the city, and establish transportation demand management requirements for projects over a certain size
- create new regulations for short term rentals (Airbnb and the like) operating in the city

The Joint Committee completed its work on each of these policies and referred them to the City Council. In September 2020, the Council adopted zoning changes related to minimum parking requirements. Amendments related to short-term rentals were referred to the Council in spring of 2021; the City Council and its Ordinance Committee deliberated on the proposal into FY22.

#### *Other Comprehensive Development Ordinance Amendments*

Nine other amendments that were considered by the Planning Commission went on to be adopted by the City Council during FY21. These include amendments to:

- allow bowling alleys as a permitted use in the Enterprise-Light Manufacturing district
- limit parking spaces within the front yard setback in all residential zoning districts, and incorporate the dimensional standards for all residential driveways that previously applied only in design review overlay areas
- make the lot coverage bonus for senior housing to be the same as the lot coverage bonus for inclusionary housing within all residential and neighborhood mixed use districts
- rezone the city-owned land located at 311 North Avenue from waterfront medium density residential to recreation & green space and establish city park lot coverage standards for the property, and to delete the waterfront medium density height ex-

emption standards as there were few remaining areas of applicability in the city

- eliminate the distinction between small and large Day Care Centers and Preschools, and to eliminate the limit on gross floor area of these facilities within the recreation and conservation districts
- allow for placement of structural tents for non-residential purposes for up to 180 days without the need for a zoning permit as long as a permit from the Fire Marshal is obtained
- rezone approximately 2.4 acres of the property located at 925 North Avenue from recreation conservation to residential low density
- update lighting standards for parking garages to reference the current version of Illuminating Engineering Society of North America standards
- establish maximum front yard setbacks for shoreline properties within waterfront residential zoning districts, and establish low-mow standards along the shoreline

### Collaborative Projects to support other City Departments

While a large focus of the department's work in FY21 was on Covid-19 response, staff participated in and supported a number of projects in collaboration with other City departments, including:

- parks and natural areas planning efforts including a UVM natural resources class project to develop shoreline management best practices, a Conservation Board-led addendum to the Open Space Protection Plan regarding nature-based solutions to climate change, and BPRW-led master planning efforts for Callahan Park and Perkins Pier
- extensive data collection in collaboration with CEDO to develop a comprehensive business list in the city for reporting on business and job changes the Designated Downtown and Neighborhood Development districts, Tax Increment Financing (TIF) districts, and other City economic development initiatives
- launch of online permitting portal OpenGov and the move of the city's geographic and spatial data to a cloud-based platform
- reopening ceremony walking tours for City Hall Park & St. Paul Street, to showcase for the community the projects that resulted from the first phase of the Great Streets Initiative

### Future Planning for the Department

Throughout FY21, staff worked with a number of departments, commissions, and councilors to prepare its multi-year work plan for FY22 and beyond. This included identifying both planning and policy projects that had been delayed due to the department's focus on the pandemic, as well as new and emerging planning needs. Additionally, the department began preparations for yet another evolution. The adoption of the FY22 budget anticipated long-time Planning Director, David White, stepping down from his role at the helm of the department, as well as the relocation of city-wide data and policy analysis from Innovation & Technology into the Office of City Planning.





Jon Murad  
Acting Chief

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

The Burlington Police Department has the privilege of serving an amazing community. In calendar year 2022, we have challenges to confront but opportunities to seize, as well. We need to **retain and recruit** employees, **control crime and disorder**, and **connect and communicate** with our neighbors.

## RETAIN AND RECRUIT

### Sworn Officers

In June 2020, the City Council reduced the BPD’s sworn-officer headcount by 30% through attrition. That diminishment happened quickly. As of February 1, 2022, the BPD has 60 effective sworn officers, down from a historical average in the high 90s. Among those 60 are:

- 16 supervisors in the ranks of chief, deputy chief, lieutenant, and sergeant;
  - 10 detectives, including those assigned to our narcotics team and to the Chittenden Unit for Special Investigations (CUSI), which investigates sex crimes and crimes against the very young and elderly;
  - 7 officers assigned to the Burlington International Airport;
  - our domestic violence prevention officer (DVPO) and our recruiting officer; and
  - at the core of what we do, our patrol officers.
- (Not included in the 60 are five currently non-deployable officers: three on long-term military deployment, one in the police academy, and one on long-term limited service because of injury.)

Patrol is the backbone of policing, but on many daytime and evening shifts there are only four or five officers, and overnight that number is lower. At Mayor Weinberger’s and the Police Commission’s urging, and after the CNA consulting assessment, the City Council increased the BPD’s authorized headcount to

87. Outpacing continuing attrition and growing by almost 25 officers will take years, of course, and staffing will continue to be a challenge in the meantime, but we can meet it. We recently hired our first new officer in nearly two years and are working hard to hire more.

### The Priority Response Plan

To cope with this reduced staffing, the BPD implemented the Priority Response Plan in May 2021. It involves a new way of grouping the 130 incident categories tracked by Valcour, the state of Vermont’s computer-aided dispatch system, and new rules for when and how BPD responds to those incidents. We grouped the 130 incident categories as Priority 1, Priority 2, and Priority 3. Priority 1 incidents are urgent incidents that will always get a police response, such as domestic assaults, DUIs, homicides, overdoses, robberies, and sex assaults. Priority 2 incidents are less urgent, such as disturbances, mental-health issues, and welfare checks (although if someone’s physical safety is at risk, many Priority 2 incidents can be treated like Priority 1). Priority 3 incidents are the least urgent, and include late-reported incidents, crashes with no injury, and noise complaints. When incident volume and/or staffing deficits leave the BPD with two or fewer available officers, Priority 2 and Priority 3 incidents will not receive an immediate response until more than two officers are once again free and available for response—i.e., those calls will be “stacked” by dispatch to await a response. In 2021, we used the Priority Response Plan on 15% of calls for service.

### Rounding Out the Team

Police departments are not just about police. Midway through FY21 we have 31 non-sworn employees who make the BPD run, such as our Business Manager, accountant, training coordinator, property and equipment manager, the assistant to the officer in charge, and the executive assistant to the chiefs. We also have a Domestic Violence Victim’s Advocate, the Community Support Supervisor, three Community Support Liaisons (CSLs), six Community Service Officers (CSOs), four records clerks, two evidence unit technicians, and eight emergency communications



specialists, or dispatchers, and their manager. Considering that we are authorized to have 12 dispatchers, functioning with only 66% of optimal headcount has presented as many challenges as our sworn-staffing reduction. We're working to hire more of these integral positions.

## CRIME AND DISORDER

### Incident Volume

Looking at preliminary year-end data, our total incident volume has declined steadily over the past several years. In 2021, there were about 21,600 incidents. The average for the five years from 2016 to 2020 was 30,300. But "incidents" covers a very wide range of categories, the majority of which are not crimes. Priority 1 incidents are not all crimes, either, but they track more closely. Priority 1 includes assaults, crashes with injury, domestic incidents, overdoses, robberies, and homicides. Unlike overall incident volume, the volume of Priority 1 incidents went up in 2021—in 2021, there were more Priority 1 incidents than in any year since 2016.

### Crime

When comparing 2021 to the previous five years' average, several specific crime categories in Valcour are up: non-domestic aggravated assault is up 35%; burglary is up 25%; larceny is up 45%; stolen vehicle reports are up 178%. Gunfire incidents spiked alarmingly: from 2012 to 2019 there were an average of two per year; in 2020 there were a dozen; in 2021 there were 14. It's not all bad news: robbery is down 40%, and, thanks to excellent follow up by our domestic violence team, aggregated domestic assaults are down 49%. (This despite the fact that domestic disturbances are up 16%.)

### Disorder

Other, non-criminal categories of disorder have also increased, like mental-health issue incidents (up 15%) and overdoses (up 108%). To address many of those non-criminal categories in ways that minimize police involvement, Chief Murad created and Mayor Weinberger approved the **Public Safety Continuity Plan**. It included hiring three CSLs, a new social-worker position that fills in service gaps that police

can't. Additionally, the plan called for increasing the number of unarmed, non-sworn CSOs to address quality-of-life issues.

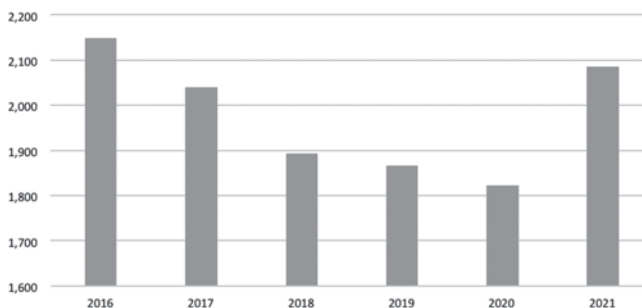
### Crisis, Advocacy, Intervention Programs

The CSLs are a key component of our innovative CAIP team. Led by Community Support Supervisor Lacey Smith, CAIP uses person-centered approaches, provides trauma-informed care, and emphasizes culturally competent responses to support those who have experienced harm. Police officers get involved only when necessary, such as when a crime has been committed or when public safety or people's physical safety is at risk. The team works in conjunction with other social-service providers throughout Burlington and Chittenden County to help fill gaps and build bridges. They address incidents related to mental health, substance-use disorder, domestic violence, victim's services, and houselessness.

### CONNECT AND COMMUNICATE

As we strive to keep people safe and seek to grow, we also want to reinvigorate our neighbors' trust in us. Connecting and communicating with our community will be an important part of the BPD's agenda in FY23 and beyond. A key part of that is taking on important issues like racial disparities. In calendar year 2021, we conducted a multi-session, iterative racial bias training program with Treste Loving, a Vermont-based expert in the area of racial division and bias who specializes in working with law enforcement to recognize personal and social patterns of prejudice and discrimination. Also in 2021, we eliminated racial imbalances in traffic stops when looking at driving population as measured by crash data. Nevertheless, disparities remain in arrests and use of force, which we need to continue to examine. Transparency facilitates that examination, so we make every use of force public and post it online at the City website, along with lots of other data. Transparency and communication is also a key component of police legitimacy. The more the people we serve understand what we do, how we do it, and why, the better we can fulfill our mission: keeping people safe, by preventing and responding to crime and disorder, with and for our neighbors.

Priority 1 Incidents, 2016 to 2021



# PUBLIC WORKS DEPARTMENT



Chapin Spencer  
Director

The Department of Public Works (DPW) manages the infrastructure that enables Burlington to be one of the most livable cities in the United States. 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.

Fiscal Year 2021 was a challenging year that DPW met head on – managing the continued reinvestment into long neglected infrastructure while also providing new & basic services during the continued Covid-19 pandemic.

DPW has over 120 staff, four divisions (Water Resources, Technical Services, Parking & Traffic and Maintenance), a combined budget of \$30 million and an additional General Fund capital budget of approximately \$18.2 million. Our goals include operational excellence, exemplary customer service and a culture of innovation.

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

## GENERAL FUND

### Technical Services

*Assistant Director Norman Baldwin, P.E.*

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

### Transportation Planning

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

- Initiated the North Winooski Avenue Parking Management Plan.
- Completed construction plans for one traffic calming project and began work on three new traffic calming projects under the City's updated Traffic Calming program.
- Continued implementation of planBTV Walk/Bike – the City's first master plan for walking and biking – approved by the City Council in late FY17; 17.2 miles of new bikeways installed since 2016, toward the 28-mile goal to be achieved by 2026.
- Planned for 2.9 new bikeway miles to be installed in 2022.
- Continued design on the City's first two-way protected bike lane.
- Continued the City's Making Space for Restaurant and Retail Recovery program with 21 businesses participating in the Expanded Street Seats & Sidewalks initiative and 14 businesses participating in the Grab-and-Go initiative.



### Engineering Services

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

- Staffed the City Council's Transportation, Energy and Utilities Committee.
- Provided engineering design and review services for the City.
- Served as the City's technical resource in advancing the redevelopment of City Place Burlington and other private redevelopment projects.
- Continued to advance the Champlain Parkway project. The Project has completed and submitted the Limited Scope Final Environmental Impact Statement to Federal Highway Administration for review. The current schedule indicates the project will advance to construction around the middle of 2022.
- Completed design work on the Shelburne Street Roundabout over the last year concluding with soil management plans and work started in July of 2021. Construction is anticipated to run through summer of 2023. The first phase of construction is focusing on utility relocation and redevelopment and the second will construct the single lane roundabout.
- Completed City Hall Park reconstruction with a minor list of punchlist issues to resolve.
- Completed Colchester Avenue Sidepath and pedestrian crossing improvements for Safe Routes to Champlain Elementary School.
- Initiated the redesign of University Place in collaboration with the the University of Vermont to transform the street 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. This design will advance with a

# PUBLIC WORKS DEPARTMENT

target for construction in 2022.

- The Mansfield Avenue Sidepath and Traffic Calming project will replace the existing pedestrian facility on the east side of the street with a wider multi-use path. In addition, traffic calming and pedestrian enhancements are planned at the crossings and intersections along the street. This design will advance with a target construction in 2022.

## *Capital Street Program*

- Completed the 5th year of a 10-Year Capital Plan (“Sustainable Infrastructure Plan”) that seeks to improve City infrastructure including sidewalks and roadways.
- Continued to collaborate with Water Resources to develop a coordinated reinvestment in the sidewalk, roadway and water distribution infrastructure.
- The City paved 1.8 miles of streets during FY 21. The City did not award work for paving additional streets in 2021 after determining that bids procured for the remaining work were cost prohibitive. It was decided to wait until such time that the construction industry recovered following the pandemic.
- Pavement preservation in the form of crack sealing streets was completed; approximately 8 miles of City streets received this treatment.
- Completed a successful season of sidewalk reconstruction in calendar year 2021. The City rebuilt 2.8 miles of existing sidewalk, compared to an average of 1 mile a year before the Sustainable Infrastructure Plan.

## *Capital Improvement and Asset Management*

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

- Acquired and implemented a cloud hosted and managed GIS environment to replace local aging GIS servers.
- Procured a computerized maintenance management system (CMMS), called VUEWorks, in collaboration with the Water Resources team as well as other General Fund Departments to provide an ongoing inventory of the City’s infrastructure.
- Began implementation of the CMMS - an 11-month process from kick-off to go-live.
- Used guidance from asset management consultants KCI to plan implementation process for the CMMS.

- Managed the City’s General Fund Capital Plan, working with all departments and the administration to prioritize the needed improvements.
- Provided planning and technical services cross-departmentally to advance the City’s Capital Plan.
- Collaborated with the Clerk Treasurer’s Office to implement Project accounting for all capital projects, creating a consistent process for all projects across the City.

## **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 curbside bike lanes, protected bike lanes, and shared use paths through snow removal, sweeping, pothole repair and general maintenance of the infrastructure for the protected bike lanes.; maintains 130 miles of sidewalk through plowing and sidewalk reconstruction; and 100 miles of wastewater collection infrastructure (repairing and cleaning pipes and basins); collaborates with other City Departments in the construction of projects such as traffic calming installations, storm water subsurface infiltration systems, and raingardens.

- Replaced over 6,088 feet (1.2 miles) of sidewalk with in-house construction crews.
- Constructed Sherman St. & North Avenue traffic calming, storm water upgrades and new concrete curb ramp installation.
- Installed 3 new raingardens in the Lakewood Estates Development to divert surface runoff from the lake.
- Cleaned over 30 miles of City owned sewer mains.
- Removed a total of 1,845 yards of debris from city streets in FY21. Totals miles swept including our spring clean sweep was 2,415 miles.





## Recycling

Administers solid waste collection licenses to local haulers, this along with the Solid Waste Management fees collected from the licensed haulers, funds the curbside collection of recyclables. Also collects autumn yard waste, Christmas trees, and supported city participation in Green Up Day.

- Collected 3,150 tons of recyclables with the curbside collection program.
- Purchased 900 new recycling carts in FY21.
- Continued to work with the Administration, City Council, residents, and private haulers to explore a consolidated collection system for residential solid waste, recycling, and food scrap collection.
- 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, as well as the CNG refueling station that provides alternative compressed natural gas for City vehicles, as well as private entities such as the University of Vermont transportation services, and Vermont Gas. 382 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.

- Procured 4 new sidewalk snow plow tractors for the Street Maintenance Division.
- Completed 1,326 work orders, with 780 of those being preventative maintenance, and VT State inspection work orders in the fiscal year. Equipment Maintenance was down one Fleet Technician during the last 2 quarters of FY21.
- Continued repairs and maintenance to City vehicles while adjusting to recent turnover in Fleet Technician employees.
- Our Fleet Advisory Committee, in collaboration

with BED and other City Departments, has worked to replace City fleet vehicles and equipment with alternatively fueled vehicles and equipment. This direction will help meet the City's Net Zero initiative, and limit our dependence on fossil fuel. The total percentage of Fleet vehicles that are EV is 3.3% and Hybrid 4.4%. Fleet purchases in FY21 included 6 EV's/equipment and 4 hybrid vehicles.

## SPECIAL REVENUE FUNDS

### Parking & Traffic

*Division Director Jeff Padgett*

Parking & Traffic is comprised of three programs: Traffic and Parking Facilities and Parking Services. The parking meter program is housed in the Traffic budget and its revenues support the meters themselves, all of the street signs, all pavement markings, all signals and maintenance lights, and the crossing guard program as well as contribute funds to other departments to support traffic related initiatives. The Parking Facilities program is responsible for the maintenance and upkeep of the 2 city owned garage facilities (the Lakeview/College Street Complex and the Marketplace Garage), 6 metered lots, and 2 lots that provide monthly parking. The Parking Services program is new to DPW and is a result of the integration of Parking Enforcement, formerly of the Police Department and Parking Operations in DPW. Parking Services is a one-stop-shop for all parking related matters in Burlington. Parking Services manages the operations and revenues of the City-owned garages and lots plus one lot in partnership with Champlain College, provides enforcement services for meters and parking safety, sells permit for resident only parking and monthly parking in the garages and provides customer service support.

Neither the Traffic, Parking Facilities nor Parking Services groups receive tax support from the City.



# PUBLIC WORKS DEPARTMENT

The following highlights work that was completed in FY21:

## Traffic

### Meters:

- Formalized the relationship with Parks, Recreation and Waterfront to manage parking revenues and systems.
- Phone payment application ParkMobile usage continued to grow to 50% of all transactions.
- Use of cash continued to decline as a percentage of transactions to under 30%.
- The Covid-19 pandemic had a dramatic impact on on-street parking with revenues at approximately 50%.
- Scoff enforcement remained suspended to mitigate adverse impacts on vulnerable communities.

### Signs:

- Repaired or replaced 512 regulatory and directional signs.
- Cleaned 927 instances of graffiti 100% increase compared to last year.

### Pavement Markings

- Paint was in short supply due to Covid-19.
- Painting activities were limited, percent of normal painting is shown below.
- Re-painted 257 crosswalks (approximately 40%).
- Re-painted 198 stop bars (approximately 32%).
- Re-painted 82 street prints (approximately 41%).
- Re-painted 284 assorted stencils (approximately 40%).
- Re-painted 4640 sf of greenway (approximately 21%).
- Re-painted 42 school stencils, all were painted.
- No rumble strips or islands were re-painted.
- Painted 2,550 sf of new green bike boxes.
- Painted new traffic configuration on South Winooski Avenue in downtown to accommodate north and south bound bike lanes and a new center turn lane. It included 3,435 LF of new bike lanes, 25 crosswalks, and 88 stencils.

### Signals and Maintenance Lights

- Loop repair/replacement.
  - North & Ethan Allen Shopping Center (2)
  - Prospect & College (12) + 8
  - Park & Sherman (1)
  - North Ave & Bellline (MVC)
  - Main & Prospect (9), switched to camera SB
- Continued to resolved ongoing cellular connectivity issues with Parking Ban light control upgrade.
- Battery & Pearl – Upgraded 40-year-old controller cabinet to modern pole mount cabinet.
- Repaired several knocked down poles.
  - Pearl & Prospect
  - Winooski & Bank
  - Pearl & Willard
  - North & Ward
  - North St. & Champlain
  - Pearl & Pine



- Build New signals at St. Paul , Howard and Winooski.
  - 15 New poles
  - 10 in ground junction boxes
  - 18 New vehicle signals
  - 16 New Tactile Pedestrian buttons and signals
  - Over 1500 feet of new underground signal cable installed
  - New pedestal mount cabinet
  - 5 radar traffic detection modules
  - New electrical service
  - Removal of all the old signal equipment

### Parking Facilities

- The partnership with the Burlington Business Association (BBA) to address the goals articulated in the 2015 Downtown Parking and Transportation Management Plan concluded at the end of the fiscal year. Some outstanding work was again delayed due to Covid-19 and moved into a short contract with the BBA.
- Continued to troubleshoot FlexPARCS garage gate system, requiring extensive coordination and work with T2 to enhance performance of system.
- Began a Gate-less Garage Pilot program at the Marketplace Garage in the fall of 2020, providing a touch-free transaction.
- Using excess funding from the 2019 (FY20) Holiday Parking Promotion a validation program for Free Employee Parking for downtown restaurant and retail employees was extended through March of 2021.
- In April of 2021 increased revenues resulting from the removal of the “2 Hrs Free” at the Marketplace Garage allowed for the creation of a financially sustainable, ongoing Free Employee Program to support Downtown businesses and their staff.

# PUBLIC WORKS DEPARTMENT

- Covid-19 continued to have a significant effect on garage operations.
  - Revenues remained at less than half of budget for most of the year.
  - The removal of “2hrs Free” had a measurable impact on monthly revenues, jumping by 40% in April.
  - Revenues continued to rise through the end of the year ending at 90% of budget, monthly.
  - Revenues for the year ended at about 60% of normal.
- The creation of Parking Services is expected to create operational efficiencies that should help reduce costs as revenues continue to recover from the effects of the Covid-19 pandemic.
  - Phase 2 – Operational Integration
    - Parking Enforcement and Parking Operations began cross training
    - The Parking Services branding was established to plan for the physical move of staff from the Police to DPW
  - Phase 3 – Infrastructure Integration
    - Planned for Fiscal Year 2022
- Revenues were down ~50% from normal but above budget expectations.
- Scoff was suspended during the Covid-19 pandemic and has contributing to an increase delinquent tickets from 90% payment to 85% payment, planning began for scoff reform prior to its expected return in Fiscal Year 2022.



## Parking Services

This was a historic year for Parking Enforcement and Parking Operations. In June of 2020 the Administration committed to moving the Parking Enforcement team from the Police Department to the Department of Public Works in FY21. By August a migration and integration plan was developed that articulated a sweeping vision of a one-stop-shop for parking, re-branded as Parking Services:

- A plan was developed in August outlining an intentional approach to integrate BPD Parking Enforcement into DPW branded as Parking Services.
- Parking Services’ goal is to provide a customer focused, one-stop-shop for parking in Burlington.
- Parking Services Integration plan lays our Phases:
  - Phase 1 - Administrative Integration
    - In November of 2020 budget and personnel administratively migrated
    - In April of 2021 the division was re-organized, reclassifying, creating and eliminating positions creating a foundation for more transformational re-organization expected in Fiscal Year 2022

## ENTERPRISE FUNDS

### Water Resources

*Division Director Megan Moir*

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

*Selected highlights for the integrated Water Resources Division include:*

- Maintaining 24-7 Water and Wastewater operations during the on-going pandemic (Covid-19) which originally hit Vermont in March 2020.
- Advancing several high priority areas of the Clean Water Resiliency Plan (CWRP) including completing the the Disinfection System and Main Plant Computerized Control Upgrade, beginning Flynn and Fletcher Pump Station projects and finalizing the preliminary engineering for the remaining Phase II Wastewater Plant Improvements.
- Customer Care & Metering continued to advance the key goals of our revenue assurance and meter replacement programs by increasing meter accuracy, improving data transmission and ensuring the integrity of our billing system.
  - In FY 21, we replaced 352 meters, 375 radio read transmitters (endpoints) and completed 264 mobile meter inspection forms.

## PUBLIC WORKS DEPARTMENT

- In November 2020, The VT COVID 19 Arrearage Assistance Program (VCAAP) expanded to include past due bills for municipal water and sewer utilities. Our team was able to secure \$52,087.85 in grant funding for participating Burlington residents and businesses during the 6 weeks we were allowed to participate.
- Water Resources was able to reboot the Rate Restructuring & Affordability Project in January 2021 after an almost yearlong pandemic induced hiatus. Over the final months of FY 21, our public education/outreach efforts were robust and included print advertising, hosting virtual open houses, presenting at every NPA, meeting with Key Stakeholders individually, responding to account impact summary requests and making adjustments to the proposed changes based on customer feedback. Our final proposal was designed to provide equitable costs based on user demand, expand and enhance affordability programs for our users along with allowing our robust operations and continued long term capital improvements to flourish. Key items include new user fees for all meter sizes, private fire protection charges, discounted water rate tiers for residential properties and the creation of the Water Resources Assistance Program (WRAP). We are pleased to say our plan was endorsed by the DPW Commission, Transportation, Utility & Energy Commission, the Board of Finance and received approval from the entire City Council on 5/24/21.
- The Water Plant joined the modern age by installing an Interactive Voice Response (IVR) phone system. This type of system optimizes the customer experience by ensuring a quick connection to the most appropriate department or resource.
- Terri Boylan retired after 25 years of service with the department as a Customer Care Associate.

### **Water:**

The Water team maintains and operates the Water Treatment Plant, a 110-mile distribution system, two elevated water tanks and a reservoir to produce and deliver potable water to the Burlington population and Colchester Fire District #2 twenty-four hours a day, seven days a week.

- Treated and supplied an average of 3.849 million gallons a day, a total of 1,404 million gallons for the year.
- The 37-year old Fire Alarm system was replaced at our Water Plant with a new system that meets current Code requirements.
- At the beginning of fiscal year 2021, COVID-19 put a halt on water line rehabilitation work. No waterlines were rehabilitated in fiscal year 2021 but the Water team finished design and bidding of a large construction project that includes water line rehabilitation work that is taking place in fiscal year 2022 and 2023.
- Completed repair of 21 water mains.

### **Wastewater:**

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

- Treated an average of 4.4 million gallons per day of sewage and combined sewer stormwater at the City's 3 Wastewater Plants, a total of 1,622 million gallons for the year. This comprises all flows from the three plants, including wet weather treatment flow. Over 65,357 pounds (29.65 metric tons) of phosphorus were removed from the wastewater before discharge to the Lake. Overall the City's Wastewater Plants removed 94.9% of the phosphorus that would otherwise reach the Lake due to sanitary waste, traveling down the drain from various portions of the City.
- Cleaned approximately 158,600 linear feet of sanitary and combined sewer wastewater piping.
- Relined the College Street sewage force main.
- Capital efforts for FY 21 continued to focus on advancing high priority Clean Water Resiliency Plan Projects. The Division completed Disinfection upgrades at Main, North and East Plants and a computerized control (SCADA) upgrade at Main Plant. Construction on the Flynn Pump Station Upgrade began in late FY21. Preliminary engineering of the the next round of wastewater plant improvements was completed also continued so improvements can be implemented in the coming years.



## PUBLIC WORKS DEPARTMENT

### **Stormwater:**

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

- Continued implementation of our Phase II stormwater management plan and compliance with the City's MS4 permit.
  - Continued Burlington's Chapter 26 stormwater review that included 54 erosion prevention and sediment control plans and 5 post-construction stormwater management plans.
  - Inspected and cleaned 1,529 catch basins. This value captures two years of catch basin cleaning efforts as 2020 cleaning started after 7/1/2020 and 2021 cleaning was completed prior to 7/1/2021.

- Infrastructure projects implemented include:
  - Completed 4,077 linear ft of combined sewer/ stormwater pipe lining including:
    - Pipe lining on Maple Street, Colchester Ave and Charlotte Street after the paving in 2019.
    - Pipe lining in advance of the Shelburne Roundabout construction.
  - Completed approx. 50 vertical ft of combined sewer/wastewater manhole rehabilitation.
  - City Hall Park upgrade completed with new stormwater features including pervious pavers and three bioretention systems.



## If You Build It, They Will Come

The Racial Equity, Inclusion and Belonging (REIB) office at the City of Burlington has a focus on eradicating systemic racism – in all forms. The foundational principle of this office is to ensure that race is not a determining factor in any measurable outcome. We are focusing on culture; what it means to belong, and what it means to be included. We do that by strong community engagement and dismantling systems of oppression.

This time last year, REIB had grown from a department of one to three. By the release of this report, we will have fifteen full-time staff, along with seven Empowerment Committee Members and seven interns to join our second iteration of the REIB Internship Program over the summer. The City of Burlington, as an employer, has twenty Black full-time employees. REIB has hired eight of those employees. With the office's incredible growth over the past year, we structured the office's hierarchy with functional areas: Strategy and Innovation, Justice and Policy, Public Health Policy and Community Engagement.

We began the 2021 calendar year by providing twenty-nine \$7,000 grants to BIPOC small businesses and non-profits. By April, we were managing two police study contracts (Talitha and CNA) and gearing up for the City's first annual Juneteenth celebration.

Juneteenth was an incredible project for which REIB fundraised the majority of the \$300,000 budget, highlighted Black entrepreneurs, performers, and artists across six locations that spanned a fourteen-hour day. The community came out in full force to enjoy forty-plus events and celebrate what will be an annual tradition in Burlington.

## Other notable projects during FY22:

- Racial Equity Strategic Roadmap
- Food Insecurity Program
- City-Wide Antiracism Training Program
- Cannabis Retail Policy
- Black Home Ownership Policy
- Cultural Transformation Project
- Landmark Sculpture Project
- Supplier Diversity Program

## Ongoing policy, programs, and projects from FY21:

- Reparations Study Taskforce
- REIB Employee Resource Group
- Racial Affinity Groups for City Employees
- Partner with City Council-led REIB Committee
- Racism as a Public Health Emergency

This past year, as the world focused on an overdue racial reckoning, REIB was hard at work collaborating with activists, elected officials, business leaders, and the City's department heads. After the conviction of Derek Chauvin for the murder of

George Floyd, it appeared that the fire for racial reckoning subsided, and the status quo was back stronger than before. We didn't let that deter us as a City Office because the racial reckoning was here before the murder of George Floyd, even when it wasn't popular or trending. We must now, more than ever, continue to be vigilant and work towards an equitable Burlington.



Tyeastia Green  
Director

Major racial inequity problems are persistent. The racial social hierarchy is in full display as evidenced by who has power within the city, and who does not; who has economic stability and who does not; who can live healthy lives, and who cannot. As a team, we are discussing reparations for chattel slavery, researching racial covenants, planning to increase Black homeownership, addressing racism as a public health emergency, creating new policies to replace past policies of the past that left BIPOC communities out of the equation, and for the first time ever, creating antiracism curriculum for all city employees, including Burlington Public Schools, City Council, and all boards and commissions in accordance with our mission. Even with all of the progress we are making, during a once-in-a-lifetime pandemic, the finish line still isn't in sight.

We are not going to outlive our efforts towards making society racially just. It took us +400 years to get here, and it'll take just as long to get out. But what we are doing now, is planting seeds. One day those seeds will grow into magnificent trees, and generations of Black, Indigenous, and other People of Color will be able to enjoy the shade of those trees. That is what makes this work not in vain. That is what makes this work worth it.





Tom Flanagan  
Superintendent

## DISTRICT OVERVIEW

Burlington continues to be home to the most diverse and largest single-town school district in the state of Vermont. In School Year 2020-2021 (SY21), Burlington School District (BSD) served more than 3,600 PreK - Grade 12 students across 12 centralized campuses and

additional locations for Burlington Technical Center programs. This includes providing support for 411 PreK students through 41 different partner programs in the area. Students in BSD come from homes representing 36 different first languages. To view our complete Annual Report, visit [www.bsdt.org/district/superintendent/school-assessments-data/](http://www.bsdt.org/district/superintendent/school-assessments-data/).



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

In SY21, BSD began planning for the creation of a new five-year strategic plan. Over the course of the year, the District focused on six specific goal areas and created BSD's first-ever School Snapshots. ([www.bsdt.org/district-goals-and-data/](http://www.bsdt.org/district-goals-and-data/))

We also made strategic investments and commitments to equity, operated with a budget surplus for the seventh consecutive year, and continued to work towards addressing our capital plan needs by making nearly \$1 million in investments in BSD's main campuses and converting an old Macy's into a beautiful high school that will be used until 2025.



## The Impact of Coronavirus

Most BSD classes resumed in-person learning in August of 2020 with most students in person two days a week and remote three days a week. Students learning English and with IEPs were able to attend four days a week in person.

All students in BSD were eligible for free breakfast and lunch last year; in addition to providing these meals, The Burlington School Food Project provided more than 20,000 free family meal kits to families with children under 19 in their homes.

In April, we welcomed middle and high school students back to four days a week of in-person learning and our elementary students back to four and a half days of in-person instruction.

## CAPITAL IMPROVEMENTS

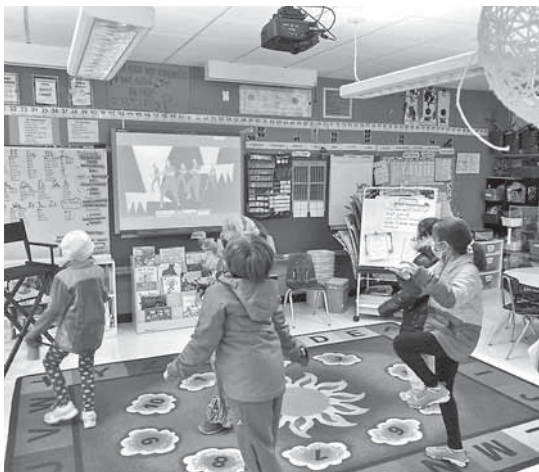


## Welcome to Macy's!

In August of 2020, while planning for a major renovation project, BSD discovered extensive PCB contamination in the air throughout the BHS/BTC campus, forcing us to close the entire campus. BSD



used the Edmunds Campus for in-person learning for BHS students on Wednesdays and rented space downtown to operate a drop-in “Seahorse Support Center.” By late November, BSD secured separate locations throughout Chittenden county to host BTC programs. In December, work began transforming an old Macy’s department store into Downtown BHS (DtBHS), a new, temporary high school in the heart of the Queen City. In March 2022, after just three months, BSD representatives were joined by Mayor Weinberger and State Representatives to cut the ribbon and officially open Downtown BHS! The project cost of \$3.5 million was paid for by the State of Vermont after Superintendent Flanagan met with Governor Phil Scott to ask for help and the Governor immediately pledged his full support to get students back into school.



Work also continued improving other District properties. With a project cost of \$102,000, we made ADA upgrades at the Aviation facility at the airport. And with a project cost of \$120,078.35, we added ADA, Fire Alarm, and Electrical System upgrades to our new space at 2 Gregory Drive, host of two BTC programs.

At Champlain, we used \$165,412 to upgrade the gymnasium with a new floor, asbestos abatement, and

painting. This project cost more than anticipated due to the need to remove more layers of flooring and subflooring than planned. We also replaced the tread on all of the stairs (\$42,445) and began design on a new preschool playground to support PreK expansion into the school.

At Edmunds Elementary, we added new flooring and painting (\$329,027) and ordered new playground equipment to be installed. And at IAA, the HVAC Unit Ventilator that supports nine classrooms in the single-story addition was replaced thanks to a grant from Efficiency Vermont who also covered the cost of a new chiller for Ira Allen. We also spent an additional \$250,000 on acoustical upgrades to help lower noise levels at DtBHS.

## CURRICULUM, INSTRUCTION, AND ASSESSMENT

BSD provides a rigorous, research-based curriculum aligned with national content standards and the VT School Quality Standards. The primary focus of the Teaching and Learning team is to assist our schools in creating a learning environment that promotes the academic and social-emotional growth of all students. In addition to this core work, we focused our professional learning efforts on building student agency and literacy in math. We also created a workgroup to develop recommendations to strengthen deeper learning opportunities in BSD. This work resulted in the creation of a new framework for teaching and learning that will inform future academic activities. And the Department of Teaching and Learning completed a K-5 literacy audit which resulted in plans to pilot a new literacy curriculum at Sustainability Academy in Fall 2021.

## Diversity and Equity

BSD embraces its rich, diverse community as expressed through race, ethnicity, ability/disability, gender expression, religion, national origin, immigration status, language background, language proficiency, and family structure. Our belief and vision is that all students and staff deserve an inclusive school and work environment where differences are valued and celebrated.

In the summer of 2020, Superintendent Flanagan created BSD’s first “Office of Equity,” led by Sparks, BSD’s Director of Equity. In July 2020, BSD joined the City of Burlington and many other local organizations in declaring Racism as a Public Health Emergency and making a series of commitments designed to make our schools equitable, welcoming, and responsive. As part of this work, the Burlington Board of School Commissioners created a resolution that all BSD schools would fly the Black Lives Matter Flag and that we would ask any partners hosting our programs or students to fly the flag as well. Throughout



the fall, students led flag-raising ceremonies at each school. At the District's request, the flag also flies at the Rock Point Center, which hosts OnTop, and at the City of Burlington's Miller Center which hosts after-school programming for our students. The ceremonies were featured in a mini-documentary "We Choose Love and Hope."



In addition, BSD achieved the following success to support Diversity, Equity, and Inclusion:

- Launched an Equity Webinar Series with students, staff, and community partners. Topics included: Restorative Practices, Anti-Racism, Gender Identity and Expression, Whiteness, and Disability Advocacy
- Leadership Team participated in year-long anti-racist facilitated conversations and training facilitated by Shane Safir and Dr. Jamila Dugan
- Created a Racial Justice Academy for Middle and High school students to learn about and advocate for social justice and change
- BSD school board participated in a series of equity trainings
- Champlain Elementary created a welcoming space with the "Afronaught" mural as well as a land dedication ceremony and signage honoring Abenaki and indigenous peoples
- Increased pay and hours for our multilingual liaison staff
- Held language-specific ReOpening Meetings to reach more of our multilingual community
- Created community-led Task Force to drive recommendations for School Resource Officer Program
- Successfully wrote and rewrote all IEPs to accommodate remote learning needs
- Students from the Racial Justice Academy co-facilitated our 2021 opening of the new school year with the superintendent
- Created affinity spaces for staff and for middle and high school students
- Designed new learning spaces for multilingual students

## Student Support Services

During SY21, approximately 710 students with disabilities received specialized instruction provided through an IEP. Approximately 220 students with disabilities were accommodated with Section 504 Plans, and approximately 85 students with disabilities ages three to five received Early Education services in our District-based programs and through our community partnerships.

Student Support Services and the Agency of Education completed a comprehensive audit for compliance within the department resulting in a letter of commendation from the Agency of Education for outstanding effort in improving compliance with IDEA data collection and services provided to students.

## Student Highlights

- EMS YPAR Collective received the 2021 Impact Award from the American Educational Research Association
- Champlain Students named "Good Citizens" by Seven Days
- Alex Wick Recognized as a National Merit Scholar Semifinalist
- Dominik Brown received the 2020 Vermont Automobile Enthusiasts Golden Wrench Award
- BTC's Patient Mwibeleca First Place Winner in 40th Annual Congressional Art Competition
- Abigail Willis won the GOLD Award in "Prepared Speech" at SkillsUSA



- 13 BTC students were named 2021 Scholastic Art Award Winners: Ella Ambroggio, Emma Baldwin, Greta Gibson, Kassidy Jay, Zachary LaDuc, Heather Anne Lee, Lea Mihok, Patient Mwibeleca, Alanna Nguyen-Kenney, Lillian Novak, Gavin Roberge, Muriel Spell, Elena Spencer
- EMS 8th graders won all five placements in Chittenden County for this year's Lincoln Essay Competition. Congratulations: Penelope deRosset, Nikolas Homan, Elizabeth Cunningham, Bowie Creason, Grace Maley

- Congratulations to our 2020 Vermont President Scholars!
  - Patient Mwibeleca, 2020 Vermont Presidential Scholar for the Arts
  - Samira Hennigue, 2020 Vermont Presidential Scholar for the Arts
  - Penny Ly (Winooski High School and BTC), 2020 Vermont Presidential Scholar in Career and Technical Education
  - Julia Correll (Colchester High School and BTC), 2020 Vermont Presidential Scholar in Career and Technical Education

## Staff Highlights

- Jason Raymond, BTC instructor, named a finalist for Voya “Unsung Hero” award.
- Jana Fabri, HMS teacher, Master in the Middle Level Education Award for 2021
- Chef Cheryl Niedzwiecki, BTC instructor, Skill-SUSA 2021 Advisor of the Year
- Billy Ray Poli, BHS teacher, interviewed on GMA after he created a welcome back video for students that went viral
- Lauren McBride promoted to BHS Principal
- Christy Gallese, Director of Expanded Learning, named “2020 Rising Star” by Vermont Business Magazine
- Russ Elek, Communication and Public Relations Specialist, earned Accreditation in Public Relations (APR)
- BTC Director Jason Gingold named Career Center Director of the Year
- Heather Torrey, Assistant Director of Food Services, named Director of the Year by School Nutrition Association of Vermont
- Marty Spaulding, Director of Property Services, named 2021 Vermont School Facility Person of the Year

## District Highlights

- Created three “Superintendent Advisory Groups” for teachers, students, and families to connect directly with Superintendent Flanagan to provide feedback and suggestions and act as thought partners for District decision-making
- Created and staffed a child care program for staff as a response to COVID-19 and remote learning expectations
- Launched Lunch with Tom, a bi-weekly virtual conversation with the Superintendent
- Announced PreK expansion into Edmunds Elementary and Champlain
- Created the first BSD commercial in years - Check it out!
- BSD’s Staff Child Care K-5 program won a National Garden Award
- Created a framework for principal evaluations and renewed our focus on teacher and staff evaluations
- Flynn Elementary completed CLif’s Year of the Book!

- BHS Expanded Learning Program won a grant through the Youth Council Grant to support the formation of a local youth council. Once the council was formed, students on the council funded student proposals!
- BTC Aviation was awarded a DOL grant to partner with BETA Technologies for student internships
- Burlington City & Lake Semester won a Global Innovation Award
- Launched a new website for high school/middle school athletics: <https://burlingtonathletics.com/>





Paul Dettman  
Interim  
Executive Director

BURLINGTON HOUSING AUTHORITY (BHA), a Federally funded public housing authority, has adopted as its mission the goal of providing low-income, vulnerable members of our community access to safe, affordable housing and retention support services in ways that promote resident self-sufficiency and vibrant neighborhoods.

BHA is governed by a five-member Board of Commissioners, the members of which are appointed by the Mayor to five-year terms and include at least one program participant. Its administrative office is located at 65 Main Street, Suite 101.

BHA receives no funding from the City of Burlington. Instead, its operations are supported primarily by funding from the U.S. Department of Housing and Urban Development (HUD), the State of Vermont, and targeted grants from a variety of organizations, along with rental income and management fees. During FY 2021, over \$27.4 million in federal funds were brought into the City of Burlington and surrounding communities in support of BHA's programs.

### Section 8 and Other Rental Assistance Programs

BHA provides rental and home ownership assistance to over 2,500 low-income households through a variety of programs it manages. Approximately 2,300 households receive rental assistance through the largest of these programs, the HUD-funded Section 8 Housing Choice Voucher (HCV) and Mainstream programs. Participation in these programs has tripled over the past 15 years. One of the key benefits of these programs is that voucher recipients are afforded mobility in choosing housing in neighborhoods that best meet their needs. In managing this program, BHA has repeatedly been declared a "High Performer" by HUD. Another 209 households are provided access to affordable housing supported by HUD-funded project-based rental assistance subsidies. BHA offers several other housing assistance programs, which serve special needs populations, primarily through partnership support from multiple organizations including the Howard Center, Pathways Vermont, Vermont CARES, and the Safe Harbor Health Center. The Section 8 Homeownership Voucher Program provides participants a Family Self-Sufficiency (FSS) program as well as the ability to use their rental assistance for homeownership. The Homeownership program helped over 30 low-income individuals or families with homeownership in FY2021.

### Affordable Housing Properties

BHA also owns and/or manages 30 properties with over 660 federally-assisted apartments, which house seniors, people with disabilities, families, and individuals. Included in this total are 343 apartments which were converted to the Section 8 Project-Based Voucher Program during fiscal years 2015 and 2016,

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

### Housing Retention and Resident Services

BHA delivers a variety of supportive services to its residents and rental subsidy program participants that are designed to improve quality of life and ensure that individuals and families with complex needs are able to maintain their housing. We utilize local preferences when possible to provide rental assistance that enables homeless individuals and families to secure housing. Together, these efforts have had a significant impact in helping prevent and reduce homelessness in the community. During FY 2021, BHA's Housing Retention, Rental Assistance, and Property Management teams, working through the Chittenden County Continuum of Care's Coordinated Entry system and with other community partners, were able to house 66 homeless individuals and families. The Housing Retention Team also helped 350 households maintain their housing, further demonstrating the impact BHA is having in helping eliminate homelessness in the community.

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

- The Wellness Program, which provides on-site health care coordination, information, and referral services for residents at each of BHA's three high-rises designated for seniors and adults with disabilities. In FY 2021, this program received financial support from Medicare for the Support and Services at Home (SASH) Program, and state funding for the Housing and Support Services (HASS) Program.
- The Offender Re-Entry Housing Program (ORHP), which assists offenders returning to our community in finding and maintaining transitional and permanent housing. This program is funded by a grant from the Vermont Department of Corrections.
- The DREAM Program, which provides mentoring services to children residing in certain BHA properties. This program is conducted in collaboration with students from Saint Michael's College and the University of Vermont.

In FY 2021, BHA's Housing Retention and Services programs received financial support from the University of Vermont Medical Center, Vermont Agency of Human Services, Cathedral Square Corporation, Champlain Housing Trust, Committee on Temporary Shelter, and United Way of Northwest Vermont.

Learn more about Burlington Housing Authority at [www.burlingtonhousing.org](http://www.burlingtonhousing.org).



Sarah Reeves  
Executive Director

## Governance

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

## Our Mission

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

Our **revenue** comes from three primary sources:

**User Fees** on materials we accept at our facilities.

The **Solid Waste Management Fee (SWMF)**, a per-ton fee on trash sent to the landfill.

**Sales of recyclables and products.**

*We do not receive any funding from state or local taxes.*

## FY21 Financial and Operations Summary

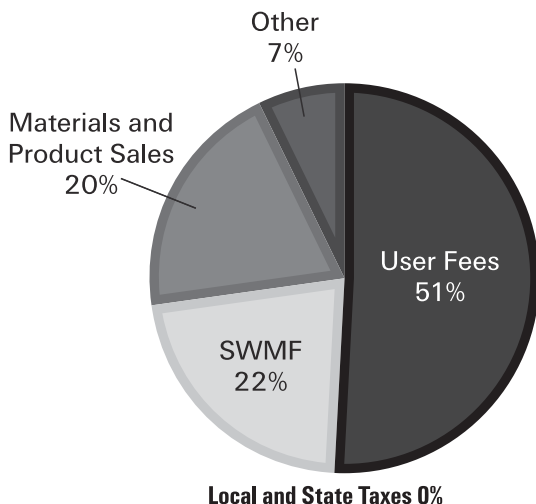
General Fund FY21 expenditures totaled \$11.9 million and revenues \$15.1 million, representing an increase overall with a significant increase in revenue from FY20 (figures are unaudited). Revenue exceeding expenses goes to the CSWD General Fund for capital improvements and reserves.

In Fiscal Year 2021, the District continued to adapt to the changing nature of the COVID-19 pandemic. Operations in all facilities responded to these changes with several innovations and process improvements.

- Drop-Off Centers (DOCs) moved from COVID-19 restrictions to current operating conditions including expanded days of operation at our Essex, Milton, and South Burlington locations and reinstating the acceptance of the most commonly generated materials at all DOCs except Burlington. Less frequently generated, more space-intensive materials remained consolidated at the Williston location for most efficient management. CSWD's Burlington DOC reopened as a food scrap-only facility to improve safety for staff and customers.
- The Environmental Depot, CSWD's hazardous waste facility in South Burlington, implemented an appointment system that streamlined Depot traffic and allowed more time for staff to handle material safely. In FY21, the Depot collected 476,114 pounds of hazardous waste and handled 8,041 customer drop offs. These numbers show a decrease in customer visits from previous years but a significant increase in the pounds received. This trip consolidation means less potential greenhouse gas emissions by customers and improved operational efficiencies.
- The Organics Diversion Facility, where food scraps are processed into soil amendments, saw a blockbuster year with sales 52.5% over budgeted amounts. The pandemic continued to keep most residents at home, and increased gardening and landscaping investments boosted demand for soil and compost products.
- CSWD's Materials Recovery Facility (MRF) in Williston processed approximately 45,763 tons of blue-bin recyclables, which were marketed for \$3,360,630. The overall average value of these recycled commodities increased by 105% over FY20.

CSWD's full Fiscal Year 2021 Annual Report will be distributed to the governing bodies of our member towns and cities and posted on [www.cswd.net](http://www.cswd.net) no later than February 1, 2022.

## How We Are Funded – \$15.1m (FY2021)



# CHITTENDEN SOLID WASTE DISTRICT

## FY2021 Board of Commissioners

### ***Community***

Bolton  
Burlington  
Charlotte  
Colchester  
Essex  
Essex Junction  
Hinesburg  
Huntington  
Jericho  
Milton  
Richmond  
St. George  
Shelburne  
South Burlington  
Underhill  
Westford  
Williston  
Winooski

### ***Representatives***

*Vacant*  
Lee Perry\*  
Ken Spenser  
Liz Hamlin-Volz  
Alan Nye\*  
Alan Nye\*  
Doug Taff  
Roman Livak  
Leslie Nulty\*/\*\*  
John Gifford  
Logan Hegg  
Harry Bowen  
Timothy Loucks\*\*  
Paul Stabler\*  
Paul Reuss\*  
*Vacant*  
Jeremy Hulsey  
Bryn Oakleaf

### ***Alternates***

*Vacant*  
Jennifer Green  
Abby Foulk  
Geoffrey Urbanik  
Patrick Murray  
Amber Thibeault  
*Vacant*  
Landel Cochran  
Albert Lindholm  
*Vacant*  
Caleb Manna  
Sarah Tischler  
Lee Krohn  
*Vacant*  
Dan Steinbauer  
*Vacant*  
Caylin McCamp  
*Vacant*

*\*Executive Board Member*

*\*\*Finance Committee Member*



# GREEN MOUNTAIN TRANSIT

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

**FY21 Ridership:** GMT provided 2.05 million passenger rides in FY21, with 1.88 million of these rides occurring in the Chittenden County service area. In addition to fixed route bus service, GMT operates, or contracts for, demand response services (ADA, Medicaid service and Elders & Disabled), weekly grocery shopping shuttles, and seasonal tourism routes in Stowe and the Mad River Valley.

**Fleet Replacement:** To provide maximum passenger comfort, increase service reliability, and to lower operating costs, GMT has started a multi-year sustainable fleet replacement plan. GMT took delivery of seventeen new vehicles in FY21. Ten (10) of the delivered vehicles were 18-passenger cutaways buses for use in Berlin and St. Albans, one (1) was a 28-passenger cutaway bus for Burlington fixed route, five (5) were 10-passenger cutaway buses leased to SSTA, and one (1) was a 12-passenger cutaway bus leased to the Town of Essex. GMT had an additional three (3) 40' Gillig buses for Urban fixed route service that were on order in FY21, but they were not delivered until FY22 due to delays in the production schedule.

GMT is in the early stages of developing a fleet electrification plan to lower our carbon footprint. To date GMT has purchased, and is operating, two full-size 40' battery electric buses in Chittenden County. These buses operated a total of 18,700 miles in FY21.

**Capital Projects:** GMT completed the final inspection for the roof replacement project in early FY21 and installed solar panels through a lease agreement with Encore Renewable Energy. GMT also began work with Wiemann-Lamphere on the development of a master plan study for our Burlington campus that includes two buildings connected by a newly constructed ramp. The master plan will incorporate the ability for future expansion of our electric vehicle fleet and will take a holistic look at operational practices to identify and develop the most effective usage of both properties and facilities.

GMT staff also worked with LN Consulting on the design of cooling improvements at both the DTC server room and the DTC ticket booth. An exhaust fan was installed in the server room, which has shown a dramatic improvement in temperature control in that space. Staff and consultants also developed design and bid documentation for the installation of a split

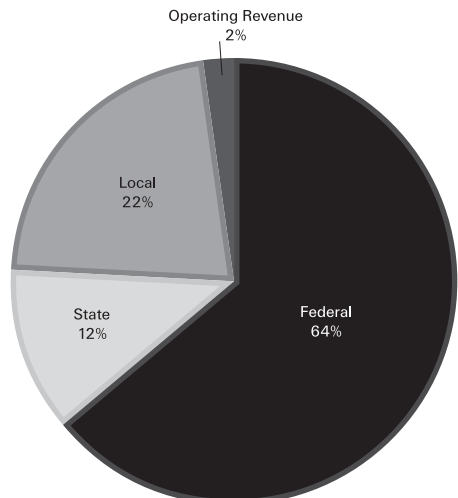
system heating and cooling unit in the ticket booth to provide air conditioning in that space during the hot summer months, as well as, additional heating in the winter. An award was made at the end of FY21 for installation of the new unit to take place in FY22.

**Justice, Equity, Diversity & Inclusion (JEDI):** GMT created a JEDI committee made up of internal staff, GMT Board Members and the members of the public. This committee meets monthly and led a request for proposals (RFP) process for consulting services to provide staff and Board training, complete an organizational assessment, and establish a data collection and analysis plan to measure the current landscape in regard to diversity within GMT. The plan will provide a baseline for accountability and to process to measure progress.

**COVID-19 Response:** By using federal COVID-19 relief funds, GMT was able to operate all of its service without charging a fare in FY21. This provided economic relief to our passengers and created social distancing from our Bus Operators. To further promote social distancing, GMT utilized rear door boarding in Chittenden County and implemented on-board passenger capacity limits in accordance with state health guidelines. Face masks continue to be required on all GMT vehicles and indoors at GMT properties.

**Financial Information:** GMT ended the year with a total operating surplus of roughly \$428.3K and a positive change in net assets of \$185.5K. With an operating surplus of roughly \$39.1K and negative change in net assets of (\$620.5K) on the urban side and roughly \$389.2K operating surplus and positive change in net assets of \$806K on the rural side.

**FY21 Urban Funding**



*Based upon unaudited FY21 finances*

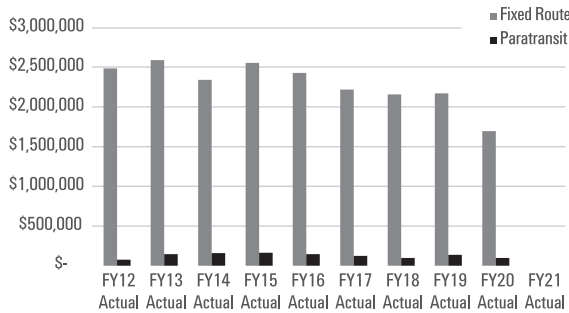
# GREEN MOUNTAIN TRANSIT

GMT's funding mix continues to rely heavily on Federal support, which increased over historical levels due to the influx of COVID Relief funds, which required no local match. As reflected in the charts below both the Urban system maintained over a 60% share of GMT's total funding with state, local and operating revenues making up the remaining share.

Operating revenues as a share of GMT's total funding decreased dramatically for FY21, as fare-free service remained in place. This policy decision was more impactful for the Urban systems revenue mix, with upwards of \$2 million in fares generated annually pre-pandemic.

GMT ended FY21 with a total Fund Balance of \$2,121,058 (unaudited). GMT's Fund Balance Policy includes a benchmark equal to 2 months of operating expenses. At the end of FY21, GMT had approximately 1.2 months of fund balance on hand, or 60% of its benchmark.

For more information on GMT's finances please visit [ridegmt.com/financedepartment/](http://ridegmt.com/financedepartment/).



The Winooski Valley Park District's mission is to plan, acquire, and manage lands and waters within the boundaries of its member municipalities for purposes of conservation, preservation of natural areas, establishment of parks, and resourcebased education and recreation.

WVPD's 1781-acre portfolio features over 13 miles of shoreline and offers 25 miles of trails across 19 parks in the lower Winooski River Valley. In Burlington this includes WVPD's newest park Derway Cove, Derway Island Natural Area, Donohue Sea Caves, Ethan Allen Homestead, Heineberg Wetlands, Mayes Landing, Valley Ridge, and Salmon Hole-Riverwalk Park. Aaron Keech is Burlington's representative to the Board of Trustees.

The COVID-19 pandemic spurred a sharp increase in outdoor recreation and park usage – a trend that continues as people find respite and enjoyment in the outdoors. At the same time, significant fiscal challenges in each of the seven WVPD member communities have evolved with the pandemic. In response, WVPD has made significant fiscal and operational accommodations, while proactively acquiring resources to manage the increased demands on the WVPD park system.

- Program space formerly shared with WVPD summer and vacation camps was fully leased up to Forest Preschool. Additionally, office space in the Annex (WVPD Office) Building was converted to expand childcare capacity - and add lease income to WVPD. Look for new partnerships and programming over the next year as WVPD re-tools and expands its commitment to environmental education.
- WVPD obtained City/State/Federal grant funding to install air filtration, facilitated state and federal support to ensure tenant solvency, crafted signage and public messaging around COVID protocols, and worked with partner agencies to network and share resources.
- WVPD did not hire seasonal staff in summer of 2020, and a full-time position was phased out. WVPD continued parks maintenance and operations throughout the pandemic with reduced staff. Focusing on maintaining trails and structures, major projects were also advanced, including the repair of a badly damaged bridge on Riverwalk, entrance improvements at Wolcott Family Natural Area (park opening fall 2021), continued restoration of Derway Cove, multiple tree plantings, signage upgrades and installation – along with the facility upgrades referred to above.

WVPD member towns have continued their financial support of WVPD, and by the end of FY21, seasonal staff were back on board, deferred maintenance and project planning were ramping up, a grant for a new signage obtained, and capital upgrades funded

through grants and donated services. Taking lessons from the past 18 months, WVPD will continue to strive to be efficient, welcoming, creative, and proactive going forward.

## **FY21 Park Improvements and Activities in Burlington:**

**Riverwalk:** 40' bridge establishing connection from Riverwalk (Intervale Rd.) to Salmon Hole Natural Area repaired, new decking and handrails installed on steel I-beams. Grant secured for 240' of stair replacement and trail work in 2022.

**Derway Cove:** Parcel naturalization continues, riparian plantings in coordination with Lake Champlain Land Trust. Live stakes by WVPD staff for shoreline stabilization. Entrance sign installed along North Avenue and secured or in the process of securing other signage permits.

**Ethan Allen Homestead Park:** Performed WVPD Office renovations, plumbing/electrical upgrades, increased rental space for programming. Allen House fence repaired, bridge replaced at front of EAH with a more stable safer structure funded by Outdoor Gear Exchange Charitable Grant Fund, vault toilet building maintenance included painting and replacing the roof, Picnic Shelter fireplace stonework repaired.





## Financial Sustainability:

WVPD provides fee-for-service project services for a variety of non-profit and municipal clients, leverages volunteer time, and obtains grant support for acquisitions and major projects. Volunteers from local schools and community organizations contribute hundreds of hours of labor annually to WVPD parks removing invasive plant species, picking up trash, assisting with programs and events, and repairing trails. Grants secured in FY21 include funding from REI to support operations, LCBP funding for IT/computer upgrades and a complete makeover of park system signage, and a Recreation Trails Grant supporting significant upgrades on the Riverwalk trail. WVPD continues to obtain new grants and sponsorships for future projects, acquisitions, and operations.

## Activities for Residents and Tourists:

WVPD's 19 regional parks are all managed for permanent conservation and public access. Featuring nature trails, scenic overlooks and wildlife viewing, hiking trails, picnic facilities, cross-country skiing and snowshoeing trails, canoe/kayak launches, fishing accesses, community and specialty gardens, and various forms of agriculture – the growing park system continues to serve the recreational needs of area residents and visitors.

The Ethan Allen Homestead Museum (providing tours of Ethan and Fanny Allen's 1787 restored farmhouse, historic lectures, programs, and special events) and Alnôbaiwi (an intertribal Indigenous Cultural organization) provide a broad range of experiences, cultural enrichment, and public education. Co-located at the Ethan Allen Homestead barn facility, these organizations provide an important public service - and funding streams for WVPD.

Examples of Activities with WVPD's Partner Organizations in FY21:

- Seventh Generation: Volunteer Day to repair picnic tables
- Burlington Area Community Gardens: landscape upgrades
- Burlington Wildways: partnership to expand and steward trails
- Burlington Forest Pre-School: Ethan Allen Homestead riparian planting
- Intervale Center: Riverwalk trail repairs and connecting trails
- Lake Champlain Land Trust: conservation partner for Derway Cove naturalization
- Lake Champlain Committee: Asian Clam/Freshwater Mussel Research
- New Farms for New Americans: farm area upgrades, new plan for expansion
- U.S. Fish and Wildlife: volunteer day at Riverwalk to repair boardwalk
- Vermont Fish and Wildlife: fish monitoring sta-

tions at two WVPD locations

- *Winooski Natural Resource Conservation District*: Macrae Park - Trees for Streams Project

## Programs at WVPD Parks:

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

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



# ANNUAL TOWN MEETING

## DECLARATION OF ELECTION RESULTS, QUESTIONS ON THE BALLOT ANNUAL CITY ELECTION – MARCH 2, 2021

I, Amy J. Bovee, Presiding Officer for the March 2, 2021 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 2, 2021:

### Question 1.

#### Approval of the School Budget for Fiscal Year 2022

YES	10,715	75.85%
NO	3,411	24.15%
Total Votes	14,126	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*

### Question 2.

#### Proposed Charter Change to Add Members to the Board of Airport Commissioners

YES	11,195	81.26%
NO	2,581	18.74%
Total Votes	13,776	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*

### Question 3.

#### Proposed Charter Change to Regulate Thermal Energy Systems

YES	8,931	64.53%
NO	4,910	35.47%
Total Votes	13,841	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*

### Question 4.

#### Proposed Charter Change to Adopt Ranked Choice Voting for City Council

YES	8,914	64.44%
NO	4,918	35.56%
Total Votes	13,832	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*

### Question 5.

#### Proposed Charter Change to Provide Protections for Residential Tenants From Evictions Without Just Cause

YES	8,829	62.99%
NO	5,187	37.01%
Total Votes	14,016	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*

### Question 6.

#### Authorizing Retail Cannabis Sales

YES	11,462	81.11%
NO	2,670	18.89%
Total Votes	14,132	100.00%
RESULT	<b>APPROVED</b>	

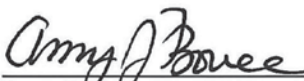
*Simple Majority Required*

### Question 7.

#### Advisory Question Re Climate Justice in Building Decarbonization

YES	10,532	75.61%
NO	3,398	24.39%
Total Votes	13,930	100.00%
RESULT	<b>APPROVED</b>	

*Simple Majority Required*



Amy J. Bovee

Presiding Officer – March 2, 2021 Annual City Election



Date

# ANNUAL TOWN MEETING

## DECLARATION OF ELECTED CANDIDATES ANNUAL CITY ELECTION – MARCH 2, 2021

I, Amy J. Bovee, Presiding Officer for the March 2, 2021 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 2, 2021:

<i>Office</i>	<i>Elected Candidate</i>	<i>% of Vote</i>
Mayor	Miro Weinberger	42.99%
<b><i>East District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
East District City Councilor	Jack Hanson	95.11%
East District School Commissioner	Kathleen Olwell	98.46%
<b><i>Central District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Central District City Councilor	Perri Freeman	59.12%
Central District School Commissioner	Jean Waltz	98.57%
<b><i>North District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
North District City Councilor	Mark Barlow	51.55%
North District School Commissioner	Kendra Sowers	98.01%
<b><i>South District Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
South District City Councilor	Joan Shannon	66.12%
South District School Commissioner	Jeffrey J. Wick	97.61%
<b><i>Ward 1 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Sue Alenick	98.75%
Inspector of Election (3 year term)	Lisa K. Lax	60.48%
<b><i>Ward 2 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Wendy Coe	98.82%
Inspector of Election (3 year term)	Laura McKenna	98.44%
Inspector of Election (1 year term)	Solveig Overby	98.05%
<b><i>Ward 3 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Charlie Giannoni	97.76%
Inspector of Election (3 year term)	Kit Andrews	97.09%
<b><i>Ward 4 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Sally "Sal" Millichamp	98.86%
Inspector of Election (3 year term)	Keren Turner	98.44%
Inspector of Election (2 year term)	Kerry Holway	98.76%
<b><i>Ward 5 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Michael Healy	99.17%
Inspector of Election (3 year term)	Susan A. Comerford	97.76%
Inspector of Election (2 year term)	Rachel Fisher	98.32%
<b><i>Ward 6 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Gregory Epler Wood	98.21%
Inspector of Elections (3 year term)	Rebecca Levasseur Oettinger*	50.57%
Inspector of Elections (2 year term)	Kirsten Wilson	97.95%
Inspector of Elections (1 year term)	Isaac Lee	97.20%
<b><i>Ward 7 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Thomas L. Fleury	99.21%
Inspector of Elections (3 year term)	Amy Bielawski-Branch	65.84%
<b><i>Ward 8 Office</i></b>	<b><i>Elected Candidate</i></b>	<b><i>% of Vote</i></b>
Ward Clerk	Keith Pillsbury	98.43%
Inspector of Election (3 year term)	N/A	N/A

\*Elected by Write-in Votes

  
Amy J. Bovee

  
Date

Presiding Officer – March 2, 2021 Annual City Election

# SALARIES

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

## Burlington City Arts

Ashman, Kate	45,206.35
Cellars, Joyce A.	76,959.24
Clawson, Abra K	2,471.25
Ferrell, Heather	67,421.57
Flanagan, John Y	60,581.47
Genta, Lauren R	13,017.27
Johns, Melinda L	58,294.38
Katz, Sara <sup>◇</sup>	74,421.98
Kraft, Doreen E <sup>◇</sup>	102,646.38
McGinniss, Meara K	44,711.30
O'Brien, Jacquelyn M	43,020.41
Olson, Ted J.	53,570.68
Peterson, Graham D.	30,861.01
Schwarz, Rebecca	33,251.60
Steady, Melissa J.	71,032.64
Storrs, Colin B	50,667.84
Vaughn, Christopher	42,055.95
Williams, Kiersten	53,708.51
Williamson, Zachary J.	63,851.51

## Burlington Electric Department<sup>◇</sup>

Alexander, Paul	164,120.82
Barrett, Robert	87,381.3
Bennett, Corbin	95,658.12
Blakesley, Arthur	92,167.78
Bolin, Robert	84,194.72
Boomhover, Suzanne	64,204.3
Bouchard, Jennifer	89,817.41
Braden, Carol	108,490.88
Brisson, Timothy	108,490.88
Brown, Lillian	4,175.53
Brownell, Seth	138,969.72
Burns, Christopher	134,241.66
Campbell, Patrick	60,449.08
Canavan, Ciaran	116,222.77
Chamberlain, Catherine	80,822.44
Charbonneau, Paul	84,307.72
Charland, Gary	99,265.49
Clark, Jon	97,647.69
Clifford, Seth	82,228.48
Cortez, Jaimie	102,306.94
Crowley, Duane	71,651.13
Cushing, Erin	52,693.14
Davis, William	95,065.33
Delbeck, Mark	83,671.28
Devinny, Ryan	57,147.41
Dickson, Roger	78,592.99
Dorey, Katie	74,877.17
Drown, Russell	117,447.23

Dutra Sr, James	112,406.75
Elliston, Andrew	160,780.92
Flora, Michael	117,902.28
Fritz, Sue	142,793.09
Garcia, Kyle	55,308.87
Gibbons, James	162,839.5
Gingras, Patrick	77,214.93
Giroux, Michael	114,291.45
Glass, Raquel	73,453.08
Gokey, Daniel	79,814.64
Grant, Alec	65,374.04
Green, Jennifer	105,176.19
Griffin, Mary	78,007.05
Hall, Frederick	101,661.44
Hall, Francis	136,544.12
Hannah, Adam	119,350.52
Hartnett, Lisa	64,262.47
Hathaway, Jeffrey	91,787.58
Higbee, Andi	106,783.88
Hurley, Corey	117,483.68
Kanarick, Michael	169,490.3
Kastj, Munir	222,902.95
Khadka, Bhim	102,777.63
Kimball, James	83,852.82
Ladue, David	100,392.57
Laflam, James	110,113.6
Lamont, William	93,659.01
Lander, Brian	112,415.05
Langelier, Benjamin	104,199.65
Langelier, Joseph	42,732.11
Langelier, Jacob	67,313.12
Larochelle, Howard	87,142.59
Leach, Michael	117,075.65
Legg, Melissa	77,417.72
Leip, James	133,287.1
Lemieux, Laurie	89,044.57
Lesnikoski, Elizabeth	115,807.35
Liu, Ying	88,876.43
Lockerby, Dennis	128,291.73
Lowell, Shawn	65,681.51
Lyle, Thomas	940,77.68
Macdonnell, David	174,645.88
Macduff, Michael	93,896.03
Mann, Robert	120,117.69
Mayville, Alan	81,428.03
McCann, John	84,194.72
McNeil, Andrea	90,038.64
Meyer, Anthony	116,326.49
Miller, Robyn	67,077.16
Mitchell, Cheryl	94,077.43
Mongeon, Kenneth	115,384.53
Morse, Justin	85,268.89
Parent, Jeremy	66,755.66

Parizo, William	103,822.4
Penney, Damon	132,053.76
Pfeil, Benjamin	127,698.16
Pikna, Paul	148,438.82
Predom, Ross	95,446.53
Rabin, Adam	99,580.63
Rainville, Scott	110,583.39
Reilly, Brian	87,040.34
Risley, Robert	130,634.98
Roberts, Nathan	105,409.71
Roepke, Casey	1,949.25
Rouille, Jay	22,971.76
Rouille, Colleen	94,077.38
Roy, Daniel	94,077.45
Ryder, Richard	5,766.38
Schimelpfenig, Gretchen	2,932.18
Scott, Stephen	77,290.74
Sehovic, Enis	147,240.22
Sherry, York	93,083.98
Skinner, Tyler	98,567.96
Smith, Scott	141,559.25
Springer, Darren	234,544.94
Stebbins-Wheelock, Emily J.	176,309.25
Symons, Darlene	76,897.29
Tang, Linda	94,072.26
Thayer, Gregory	94,077.39
Tobi, Donald	82,228.47
Trombley, Marcel	68,614.57
Turner li, Jeffry	103,227.88
Watson, Andrew	120,943.76
West, Dustin	86,524.77
Wheeler, J Alex	64,816.24
Widmayer, Amber	99,640.62
Williams, Bradley	117,790.77
Yanulavich, John	87,040.66

## Burlington Fire Department

Alexander, Kevin D	74,669.46
Anderson, Kyle R	73,730.13
Aumand, Francis X IV	115,480.79
Barrett, Thomas J	96,287.77
Bettencourt, Brian A	13,148.52
Blake, Kyle G	84,932.69
Bonoyer, Casey J	71,370.45
Bronson, Jenny L	60,145.70
Burns, Timothy P	90,641.94
Carson, Nicholas G	82,476.21
Casavant, Eric	81,971.49
Charest, Jason M	77,991.89
Charney, Michael	106,610.10
Cochran, Eric D	90,198.13
Colgrove, Timothy J	74,284.94

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

# SALARIES

Collette, Aaron J*	49,766.27
Cornell, James M	36,288.78
Critchlow, Thomas E	74,381.02
Crowley, Patrick J	13,148.52
Curtin, Michael E	144,231.54
Deavitt, Nicholas J	85,717.02
DeThomasis, Nicholas J	68,051.12
Edgerley, Philip J	83,644.81
Fanning, Stephen	13,148.52
Ferris, Timothy J	107,992.87
Fitzpatrick, Ryan J	83,241.07
Franzen, Christopher A	115,030.35
Gavelis, Derek A	57,230.67
Gerofsky, Simon M	2,364.72
Gorham, Patrick S	13,379.28
Grenon, Jared R*	102,615.63
Gulia, Gina K	73,242.00
Hoodiman, Thomas D	71,590.18
Jordan, Michael W	79,897.07
Kirlink, Joshua P	86,766.57
LaBombard, Michael D	95,908.02
LaChance, Michael D*	123,253.97
Lanphear, Kathleen M	84,544.35
Laramie, Christopher S	111,648.05
Libby, Derek R*	100,752.41
Locke, Steven A	126,602.06
Luedee, Philip C*	100,822.46
Lyons, William A	76,418.11
Macbeth, Aaron R	78,250.31
Mahoney, Kevan P	48,499.61
Mathieu, Bryan J	83,871.55
McDonough, Mark W	93,827.86
McKinnon, Ian S	9,008.07
Mitchell, Tyler W	74,274.60
Moniz, John H	80,176.65
Montgomery, John C	66,842.19
Mulac, Dieter D*	29,798.85
Mund, Camden H	78,978.86
Murphy, Patrick J*	109,083.46
Neal, Jason E	71,219.67
Niez-Charest, Alex	54,292.59
O'Brien, Benjamin R*	93,883.95
O'Brien, Kevin M	73,250.42
O'Grady, Connor	13,148.52
Olson, Jack	56,183.67
Paul, Jason	62,430.45
Perkins, Nathan R	89,154.90
Peront, Forrest M	36,280.81
Petit, Robert M	9,377.09
Petit, Stephen J	89,071.16
Pitrowiski, Andrew J	77,101.53
Plante, Robert J*	110,773.39
Ploof, Ryan J	67,442.35
Ploof, Sean S*	94,523.42
Porter, Joshua J	82,726.19

Poulin, Connor	54,219.95
Quinn, Patricia E	12,500.94
Raymond, Jeremy M	101,989.07
Rice, Frank J	69,687.86
Rogers, Whitney B	35,938.50
Rousseau, Donald J*	17,333.72
Ruggles, Troy D	104,651.12
Savoy, Adam M	72,698.23
Schafsteck, Nathan J	13,148.52
Shaw, Benjamin K	41,811.12
Sicard, Tobey A*	102,343.89
Simays, Barry J*	88,591.36
Slater, Robert L*	37,050.06
Smith, Jason L	69,186.73
Smith, Jason S	30,707.80
Souza, Corey A	68,559.25
Steinhagen, Paul J	13,148.52
Stewart, Patrick J	78,289.30
Stone, Matthew C	80,078.54
Stratton, Robert O	13,148.52
Strazza, Jonathan M	766.50
Sullivan, Christopher	99,997.63
Sweeney, Meghan R	51,714.65
Trombley, Matthew D*	49,923.29
Trudo, Kyle S	84,031.42
Valyou, Jamie L*	117,578.47
Virnig, Andrew T	69,737.80
Webster, Edwin W*	97,555.66
Wilson, Braddon E	97,884.93
Wilson, Dennis E	86,996.13

## ***Burlington International Airport***

Cain, Kevin	70,821.19
Carman, David E	80,624.07
Carr, John	61,530.07
Chassereau, Gael M	27,195.50
Deforge, Matthew P	42,554.25
Dion, Jacob P	42,986.72
Doolin, Timothy S	24,201.30
Feitelberg, Dana	42,674.00
Fenton, Joshua K	29,184.56
Figueroa, Ricardo S	29,137.68
French, John C IV*	87,486.57
Friedman, Marie J	97,370.89
Geppner, Andrew E	65,682.13
Godin, Kenneth	4,435.72
Gragg, Stephen V	62,783.48
Grant, Manriel R	41,058.89
Hall, Douglas	75,388.28
Harding, Matthew P	97,124.18
Hill, Gregory M*	67,926.86
Jennings, Stanley	44,716.11
Johnson, Howard	49,962.75

Johnson, Michael A	58,455.25
Kaeding, Paige J	42,365.64
Kaigle, Kevin P*	87,431.52
Kasupski, Brian S	83,252.23
Lackey, Larry B	83,976.82
Ladd, Bryon J SR	68,278.09
Laderoute, Andrew C	46,984.60
Langelier, Joseph O	23,138.26
Lestage, Robert	16,739.18
Leveille, Stacy	80,354.47
Longo, Nicolas R	106,614.11
Losier, Shelby P	82,859.04
Lumbra, Johannah L	45,054.39
Martin, Maurice D	44,956.61
Morales, Joel A	31,191.02
Mott, Travis	84,771.35
Mueller, Stephanie L	78,198.91
Pasic, Adnan	28,774.29
Place, Wayne	26,750.97
Richards, Eugene E III	148,104.15
Roberts, Richard*	3,535.30
Saric, Alaga	64,394.28
Smail, Jeremy D	56,187.17
Tatro, Kirk*	77,681.90
Trombley, Isaac	75,892.88
Waite, Michael P	53,214.67
Walker, Matthew D	50,655.08
Weeden, Chelsea C	49,784.70
White, Richard W*	75,509.62
Wood, Douglas W	83,950.82
Woodcock, Kenneth L	39,940.12
Young, Chad M	66,628.76
Zizza, Lynn*	55,576.58

## ***Burlington Police Department***

Anderson, Jessie	1,496.84
Baccaglioni, Eugene	103,229.25
Barbeau, Brandi J*	93,390.02
Barbeau, Larry T	86,679.51
Bartle, Erin C	63,755.62
Basciano, Kayla Marie	1,874.50
Baur, Jeffrey A	83,227.62
Beal, Zachary P	78,568.88
Beane, Jennifer R	48,528.00
Beliveau, Michael J	111,778.29
Bellavance, Jason M	340,542.35
Berry, Anthony C	72,346.32
Bombard, Simon J	88,425.34
Bowers, David C IV	28,735.81
Brodeur, Dominic A*	92,797.50
Brouillette, Kyle M	83,385.31
Brownell, Anthony D	114,253.42
Buker, Laurie A	48,779.27
Byrne, Oren L	112,805.52

# SALARIES

Caldieri, Sergio N . . . . .	81,473.74	Morris, Jamie A . . . . .	89,471.83
Campbell, Cory . . . . .	75,714.45	Moyer, Nicole P . . . . .	78,473.72
Chang, Calen A . . . . .	75,887.48	Moyer, Patricia E . . . . .	79,766.99
Chenette, Thomas W . . . . .	115,975.62	Murad, Jonathan C . . . . .	129,245.08
Cialek, John S . . . . .	28,041.12	Murray, Rebecca R . . . . .	75,029.58
Clark, Kathryn L . . . . .	75,020.01	Nadeau, Christopher A . . . . .	107,216.82
Clements, David M* . . . . .	89,824.25	Navari, Brent W . . . . .	88,390.20
Congdon, Joseph A . . . . .	83,590.08	Nguyen, My T . . . . .	113,374.86
Corbally, Jacqueline M . . . . .	30,735.80	Norris, Jessica A . . . . .	62,033.77
Corrow, Joseph S . . . . .	88,362.93	O'Leary, Meaghan M . . . . .	86,755.42
Cousins, Jennifer K . . . . .	83,273.82	Orfant, Kory G . . . . .	71,771.96
Couture, Justin W* . . . . .	99,523.04	Osilka, Gregory J . . . . .	121,160.49
Crisp, Constance J . . . . .	63,267.79	Palmateer, Connor W . . . . .	104,822.04
Czuhanych, Amy M . . . . .	71,008.96	Parzych, Robert A* . . . . .	61,478.11
Dalla Mura, Eric L . . . . .	86,961.29	Peterson, Jordan M . . . . .	60,875.03
Delgado, Daniel C . . . . .	87,168.28	Reagan, Lynn . . . . .	85,426.58
DiFranco, Brian C* . . . . .	126,543.70	Rebeor, Michael Z . . . . .	0.00
Drinkwine, William J . . . . .	33,745.67	Rienzi, Nicholas A . . . . .	16,857.86
Dunn, Judy E . . . . .	74,268.52	Ross, Vincent S . . . . .	77,600.77
Durfee, Kerin C . . . . .	9,908.75	Schaller, Erica . . . . .	91,259.44
Durham, Kash W . . . . .	20,295.10	Seller, Jacob M . . . . .	98,863.16
Ellerman, Durwin L . . . . .	23,515.00	Short, Gregory C . . . . .	24,796.01
Eugenio, Vanessa D . . . . .	65,905.98	Short, Tyler R . . . . .	73,866.31
Gilligan, Daniel J . . . . .	93,049.88	Smith, Lacey Ann E . . . . .	58,476.46
Glozheni, Orieta . . . . .	58,140.28	Spaulding, Frank E . . . . .	99,110.68
Gonzalez, Julian E . . . . .	72,104.38	Spittle, Rebecca N . . . . .	68,214.66
Hackley, Jane R* . . . . .	56,774.55	Stirling, Cassandra A . . . . .	63,927.15
Hartnett, Padric F . . . . .	102,257.14	Stoughton, John G . . . . .	93,916.02
Hemond, Michael G* . . . . .	63,069.65	Sullivan, Matthew O* . . . . .	113,858.45
Henry, Michael P . . . . .	108,534.48	Sweeney, Christopher S . . . . .	84,846.16
Huynh, Nho V . . . . .	90,956.25	Taylor, Lance R* . . . . .	152,241.57
Jackson-Miller, Anthony D . . . . .	52,866.21	Thayer, Lee R . . . . .	89,148.87
Johnson, Kelsey J . . . . .	78,454.35	Trammell, Shannon . . . . .	50,178.50
Kahlig, Rachel A . . . . .	48,898.78	Tremblay, Philip R . . . . .	87,652.29
Kahlig, Tyler M . . . . .	91,891.49	Trieb, James T . . . . .	113,099.00
Kirby, Bryan V . . . . .	79,363.01	Trieb, Sarah M . . . . .	47,781.49
Kratochvil, Eric A . . . . .	83,164.16	Veronneau, Alex . . . . .	70,573.88
LaBarge, Brian F . . . . .	115,161.80	Veronneau, Lise E* . . . . .	83,507.48
Labrecque, Wade A* . . . . .	119,665.51	Veronneau, Nancy K* . . . . .	71,979.71
LaCouture, Deidre B . . . . .	88,198.99	Vivori, Chase M . . . . .	73,139.26
Lawson, Jason A* . . . . .	118,479.50	Wageman, Gavin . . . . .	50,884.22
Leclerc, Paul C . . . . .	78,664.81	Webster, Randall L . . . . .	72,279.71
Lopes, Raymond R* . . . . .	91,464.60	Weinisch, Richard J . . . . .	149,390.00
Lorrain, Christy L* . . . . .	75,772.44	White, Matthew T . . . . .	88,913.88
Lowndes, Daniel J . . . . .	74,679.00	Wilson, Kevin J . . . . .	96,503.02
Martin, Trent S* . . . . .	90,697.42	Winters, Luz Maria . . . . .	71,736.06
Marvin, Brock B . . . . .	78,699.17	Wright, Jannine M . . . . .	49,753.21
McAllister, Mary Ann* . . . . .	55,559.31	Wrinn, Krystal A . . . . .	84,366.53
McGee, Brady J . . . . .	100,637.10	Yeh, Kyle B . . . . .	80,514.23
Mellis, Dwayne . . . . .	145,581.42	Young, Kristian L . . . . .	99,122.18
Mitchell, Courtney M . . . . .	35,981.08		
Montalvo, Victor M . . . . .	32,342.27		
Moran, Michael S . . . . .	93,104.02		
Morris,Carolynne E . . . . .	89,681.39		

## **Burlington School District** ♦

Robert Abbey . . . . .	79,991.05
Abbott, Michael . . . . .	3,131.95
Abdi, Fartun . . . . .	17,919.46
Abdi, Hawa . . . . .	31,526.00
Abdullahi, Fareed . . . . .	18,317.52
Abukar, Nuriyo . . . . .	13,718.47
Adamson, Susan . . . . .	67,643.91
Adan, Zaharo . . . . .	34,089.11
Ahern, Margaret . . . . .	3,980.34
Albarelli-Lane, Beth . . . . .	93,803.02
Alderman, Linda . . . . .	15,248.29
Alexander, Stephen . . . . .	8,074.65
Ali, Mohammed . . . . .	17,637.78
Allerton, David . . . . .	5,779.10
Allyn, Laura . . . . .	53,602.21
Amato, Richard . . . . .	410.00
Ames, Susan . . . . .	75,381.09
Amoah, Emmanuel . . . . .	98,579.65
Amundsen, Craig . . . . .	28,839.51
Anderson-Brown, Susan . . . . .	123,480.00
Anderson, Michelle . . . . .	80,146.95
Andrus, William . . . . .	29,737.18
Ann Orlando, Lee . . . . .	93,388.02
Antensaye, Belan . . . . .	108.00
Arcelli, Chloe . . . . .	3,453.00
Archacki, Allyson . . . . .	89,192.15
Armani-Munn, Catherine . . . . .	73,638.65
Armell, Kristy . . . . .	61,840.49
Armstrong, Eli . . . . .	12,812.50
Asaro, Courtney . . . . .	70,544.92
Austin, Josepha . . . . .	98,576.27
Avery, Spencer . . . . .	9,506.40
Awhaitey, Andrew . . . . .	47,447.71
Aylward, Christina . . . . .	12,398.61
Bahrenburg, Nicole . . . . .	11,498.27
Bailly-Hall, Isidora . . . . .	1,263.75
Baker, Robert . . . . .	43,916.15
Bangoura, Autumn . . . . .	89,890.60
Baral, Bhumika . . . . .	27,722.16
Barnett, Tessa . . . . .	1,419.00
Baron, Alexander . . . . .	21,515.95
Barrino, Levar . . . . .	65,670.48
Barron, Thomas . . . . .	6,122.00
Barron, Tyler . . . . .	2,951.00
Bartlett, Cate . . . . .	3,286.85
Bates, Andrew . . . . .	5,417.00
Battaile, Robyn . . . . .	93,392.33
Bauer, Mallory . . . . .	9,548.41
Baumgartner, Taylor . . . . .	3,054.00
Baxter, Susan . . . . .	55,960.75
Beattie, Victoria . . . . .	18,044.48
Beauregard, Molly . . . . .	32,252.46

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

## SALARIES

Bech-Conger, Nadya . . . . .	93,359.27	Bowman, Katelyn . . . . .	60,637.47	Cartier, Noralee . . . . .	92,088.02
Bechtloff, Kerry . . . . .	94,530.52	Boyd, Kirk . . . . .	31,780.64	Cary, Heidi . . . . .	79,408.06
Becker, Lesley . . . . .	3,565.00	Boyers, Richard . . . . .	95,750.57	Castine, Maria . . . . .	20,130.22
Beckert, Holly . . . . .	57,239.99	Boyle, Stephen . . . . .	92,426.26	Caswell, Nathan . . . . .	85,700.54
Bedker, Emily . . . . .	19,107.91	Boyson, Maria . . . . .	26,860.46	Causser, Ella . . . . .	2,826.76
Beling, Jacob . . . . .	36,790.89	Bradley, Dhyana . . . . .	49,291.20	Cekovic, Nihad . . . . .	3,118.75
Bellavance, Tracey . . . . .	76,031.36	Bradshaw, Susan . . . . .	22,400.00	Celotto, Christopher . . . . .	50,000.00
Bellot, Bianca . . . . .	58,274.18	Brady, Tammy . . . . .	37,414.55	Centracchio, Tracy . . . . .	61,049.40
Benay, Julie . . . . .	2,450.00	Braun, Natalee . . . . .	46,151.43	Chace, Nicholas . . . . .	1,282.69
Bennett, Arleen . . . . .	14,227.27	Breen, Janet . . . . .	37,356.34	Chaffee, Emma . . . . .	10,177.80
Bennett, Gordon . . . . .	41,592.86	Brett, Yvonne . . . . .	36,320.55	Chagnon, Anthony . . . . .	49,315.50
Bennett, Thomas . . . . .	16,817.76	Briar, Dominique . . . . .	33,766.81	Chamberlain, Leah . . . . .	381.00
Benton, Ethan . . . . .	35,389.26	Brice, Raphaella . . . . .	280.00	Chandler, Matthew . . . . .	121,804.52
Benway, Jonathan . . . . .	117,544.16	Brigante, Julie . . . . .	18,853.86	Chapdelaine, Rebecca . . . . .	4,590.83
Benz, Eric . . . . .	3,124.27	Brigham, Danielle . . . . .	95,612.27	Chapman, Cyrille . . . . .	27,161.36
Benz, Julie . . . . .	92,479.52	Brockway, Kimberly . . . . .	95,538.02	Charbonneau, Chris . . . . .	79,175.21
Bergeron, Mathieu . . . . .	2,045.50	Brodie, Hannah . . . . .	57,919.04	Charbonneau, Tammy . . . . .	116,624.69
Bergeron, Susan . . . . .	14,590.08	Brooks, Susan . . . . .	98,007.27	Charles, Pierre . . . . .	58,933.29
Berggren, Kirsten . . . . .	4,994.00	Brooks, Zachary . . . . .	6,124.38	Chayer, Marianne . . . . .	79,872.09
Bessette, Suellen . . . . .	23,604.89	Brown, Dwight . . . . .	53,914.98	Chayer, Suzanne . . . . .	16,027.89
Betori, Teagan . . . . .	1,212.25	Brown, Heidi . . . . .	93,166.52	Cheney-Myers, Stacey . . . . .	4,610.40
Betts, Laura . . . . .	66,408.56	Brown, Julie . . . . .	95,388.33	Chichester, Hayden . . . . .	48,922.14
Bhandari, Krishna . . . . .	1,024.00	Brown, Keith . . . . .	97,015.39	Chirase, Pat . . . . .	92,403.02
Bhattarai, Harish . . . . .	7,945.23	Brown, Sara . . . . .	38,080.11	Chmura, Nicholas . . . . .	42,419.99
Billings, Julie . . . . .	4,233.95	Bruder, Lise . . . . .	73,427.65	Christiaanse, Ashley . . . . .	62,258.99
Bilodeau, Stacie . . . . .	26,412.97	Bruseo, Emma . . . . .	2,902.00	Chung, Phan . . . . .	45,601.41
Bingel, Kristen . . . . .	92,458.02	Buck, Ronald . . . . .	72,129.12	Church, Robert . . . . .	91,803.02
Bird, Celia . . . . .	64,951.43	Buermann, Ashley . . . . .	19,320.05	Clark, Carol . . . . .	29,590.98
Bisbee, Olga . . . . .	2,190.35	Bulle, Noor . . . . .	34,585.38	Clark, Melissa . . . . .	3,121.35
Bissonette, Donald . . . . .	41,924.29	Bunbury, Orton . . . . .	68,020.06	Clark, Sean . . . . .	2,826.75
Bissonette, Eli . . . . .	26,236.48	Bundy, Shannon . . . . .	92,403.02	Clements, Elizabeth . . . . .	2,181.00
Bissonette, Justin . . . . .	81,200.17	Burbo, David . . . . .	124,403.58	Cline, Meghann . . . . .	24,521.05
Black, Wesley . . . . .	1,699.26	Burdick, Jennifer . . . . .	81,940.01	Cobo, Marissa . . . . .	2,760.00
Blair, Susan . . . . .	92,636.65	Burgess, Natalie . . . . .	61,856.12	Coffey, Christopher . . . . .	26,304.61
Blank, Phyllis . . . . .	3,703.92	Burnham, Amanda . . . . .	937.50	Colburn, Karen . . . . .	114,753.77
Bleakney, Ian . . . . .	90,091.72	Burns, Jessica . . . . .	50,246.57	Coleman, Jerry . . . . .	4,261.51
Blethen, Susan . . . . .	101,663.80	Burns, Kristen . . . . .	6,421.89	Coleman, Michael . . . . .	25,175.00
Bliss, Keegan . . . . .	3,572.14	Burrington, Laurie . . . . .	45,313.69	Collier, Erik . . . . .	27,313.07
Bloomberg, Beth . . . . .	92,703.02	Burrington, Norman . . . . .	17,369.04	Collins, Allison . . . . .	73,365.97
Boa, Marion . . . . .	54,471.52	Butterfield, Bridget . . . . .	21,016.27	Collins, Cameron . . . . .	1,332.00
Bobbett, Daniel . . . . .	55,741.01	Callahan, Kristie . . . . .	84,946.10	Collins, Megan . . . . .	4,994.00
Bohn, Robert . . . . .	91,803.02	Callison, Samuel . . . . .	4,898.90	Commo, Kevin . . . . .	4,469.00
Bolduc, Jack . . . . .	2,424.00	Campanelli, Tania . . . . .	60,854.60	Conery, Katelyn . . . . .	1,476.00
Bombard, Melissa . . . . .	34,655.88	Cane, Catherine . . . . .	15,997.06	Conlon, Alixandria . . . . .	1,297.30
Bombard, Wendy . . . . .	5,576.25	Capps, Daniel . . . . .	73,479.09	Connor, Kerry . . . . .	65,333.93
Bonanni, Amanda . . . . .	92,403.02	Carey-Ploesser, Laurie . . . . .	23,536.46	Conroy, Ryan . . . . .	216.00
Boretos-Barone, Jeanine . . . . .	23,595.00	Carey, Danielle . . . . .	73,779.09	Constantino, Paul . . . . .	1,173.00
Borten, Maya . . . . .	2,962.40	Carney, Brennan . . . . .	79,221.34	Cook, Anna . . . . .	1,558.00
Botelho, Gayle . . . . .	102,064.19	Caron, Sam . . . . .	71,534.03	Cook, Kevin . . . . .	114,753.77
Botte Fretz, Laura . . . . .	92,526.76	Caroscio, Carol . . . . .	92,388.15	Cooper, Avery . . . . .	19,846.94
Bourdeau, Kele . . . . .	6,897.05	Carpenter, Nell . . . . .	1,150.00	Cooper, Jason . . . . .	59,863.93
Bourgea, Amy . . . . .	28,135.28	Carreno, Cristina . . . . .	23,234.70	Corbin, Elizabeth . . . . .	11,673.58
Bower, Jeffrey . . . . .	43,866.10	Carroll, Eileen . . . . .	16,734.77	Corkum, Madison . . . . .	3,095.50
Bowes, Hannah . . . . .	18,987.90	Carter-Lovejoy, Lorraine . . . . .	4,527.31	Cormier, Richard . . . . .	35,624.04
Bowley, Peter . . . . .	1,797.00	Carter, Joann . . . . .	6,052.50	Corriveau, Heidelise . . . . .	2,399.85

## SALARIES

Costa, Anne-Marie . . . . .	25,741.00	Desjardin, Tonya . . . . .	22,012.32	Ellwood, Clayton . . . . .	37,806.16
Cota, Isaac . . . . .	61,808.99	Desmont, Julio . . . . .	594.00	Elmi, Said . . . . .	10,214.00
Coupal, Lyn . . . . .	93,491.43	Dhakal, Gita . . . . .	6,910.42	Ely, Emma . . . . .	1,267.33
Courcy, Rama . . . . .	23,388.44	Dhakal, Susmita . . . . .	4,725.12	Erkson, Sarah . . . . .	72,494.95
Courville, Vi . . . . .	56,796.05	Dhakal, Tika . . . . .	46,108.31	Ernst, Madeleine . . . . .	337.50
Couture, Liane . . . . .	9,310.07	Dieng, Ali . . . . .	36,335.26	Evans, Elizabeth . . . . .	4,035.38
Covill, Noah . . . . .	164.00	Dilego, Pasquale . . . . .	3,500.95	Evans, Jason . . . . .	78,923.21
Cowell, Colleen . . . . .	106,024.07	Dimasi, Louis . . . . .	16,681.91	Fabara, Elizabeth . . . . .	77,974.95
Crane, Brooke . . . . .	56,651.21	Dimasi, Margaret . . . . .	55,974.07	Faitak, Joseph . . . . .	71,142.02
Crawford-Cripps, Eleanor . . . . .	24,029.63	Dimmick, Cassie . . . . .	78,568.95	Falques, Nicole . . . . .	13,845.25
Crehan, Columbia . . . . .	14,001.54	Dingman, Rachael . . . . .	13,765.30	Fankhauser, Kimberly . . . . .	73,324.01
Cronin, Jocelyn . . . . .	94,262.37	Dion, Holly . . . . .	22,999.46	Farley, Andrea . . . . .	64,741.05
Cross, Kevin . . . . .	78,203.89	Dion, Mandy . . . . .	8,358.61	Favreau-Smith, Zachary . . . . .	16,417.14
Crothers, Sara . . . . .	96,182.02	Divenuti, Patricia . . . . .	24,347.28	Feenan, Meghan . . . . .	54,029.01
Crowley, William . . . . .	95,234.33	Do, Son . . . . .	38,900.08	Feng, Lili . . . . .	1,345.40
Cudney, Amy . . . . .	81,675.17	Doan, Tina . . . . .	23,495.76	Feraco, Timothy . . . . .	5,162.29
Cullen, Michelle . . . . .	78,042.09	Dodd, Susan . . . . .	93,559.80	Feralio, Tyler . . . . .	72,223.03
Cummings, Katherine . . . . .	65,414.34	Doherty, Owen . . . . .	4,674.00	Fetterhoff, Marie . . . . .	19,261.44
Cummings, Tomas . . . . .	115,253.77	Dolma, Kunga . . . . .	14,480.32	Fialko-Casey, Beth . . . . .	93,735.99
Cunningham, Henry . . . . .	15,586.20	Dolson, Lauretta . . . . .	32,787.18	Filler, Eliza . . . . .	3,643.00
Currier, Matthew . . . . .	65,105.93	Doran, Mary . . . . .	64,310.29	Fischer, Sidonia . . . . .	23,197.69
Curtin, Owen . . . . .	5,696.75	Dorfman Riley, Alyson . . . . .	85,823.22	Fisher, Eric . . . . .	92,673.02
Curtis, Stacie . . . . .	113,091.25	Dorjee, Migyur . . . . .	38,568.53	Fisher, Sasha . . . . .	1,322.40
Cushing, Bryan . . . . .	1,161.40	Douglas, Jaycee . . . . .	4,503.75	Fitch, Kathryn . . . . .	67,835.16
Dabritz, Charles . . . . .	94,424.02	Douglas, Kaye . . . . .	36,684.08	Fitzgerald, Kathleen . . . . .	2,311.50
Daigle, Melody . . . . .	86,124.77	Drasler, Lauren . . . . .	39,698.03	Fitzpatrick, David . . . . .	89,801.75
Dall, David . . . . .	54,615.09	Dresser, Anne . . . . .	33,688.14	Fitzpatrick, Kelly . . . . .	17,855.26
Dalmer, Liliana . . . . .	2,559.57	Drexler, Sarah . . . . .	3,440.94	Fitzpatrick, Megan . . . . .	92,688.02
Daly, Moses . . . . .	77,338.67	Drown, James . . . . .	104,479.88	Fitzpatrick, Stacey . . . . .	89,541.43
Daly, Signe . . . . .	19,892.09	Drummond, Lucy . . . . .	2,649.76	Fitzsimmons, Timothy . . . . .	88,787.00
Daniel Sheffy, Charles . . . . .	60,957.93	Drungilaite, Vida . . . . .	19,222.94	Flaherty, Margaret . . . . .	92,202.77
Daniell, Kayla . . . . .	3,008.77	Ducharme, Edith . . . . .	39,107.84	Flanagan, Thomas . . . . .	170,000.00
Daniell, Meme . . . . .	10,332.00	Ducharme, Grayson . . . . .	2,005.38	Fleming, Sara . . . . .	481.00
Daniels, Ashley . . . . .	44,055.62	Ducharme, Kaitlyn . . . . .	6,301.44	Fleming, Sean . . . . .	69,020.02
Danis, Emily . . . . .	3,158.20	Ducharme, Stephanie . . . . .	9,405.00	Fletcher Scheuch, Jocelyn . . . . .	96,550.02
Daudelin, Eileen . . . . .	17,033.04	Dull, Timothy . . . . .	32,112.50	Flood, Breanna . . . . .	2,173.12
Davidson, Nathan . . . . .	2,972.38	Dunsmore, Mary . . . . .	81,689.22	Flynn, Kristine . . . . .	66,451.06
Davis, Douglas . . . . .	106,343.02	Dupont, Thomas . . . . .	48,354.11	Fogg, Aaron . . . . .	79,991.05
Davis, Julie . . . . .	33,291.41	Dupuis, Francesca . . . . .	76,929.95	Foote, Lindsay . . . . .	73,085.19
Davis, Quinn . . . . .	47,571.91	Dusablon, Barbara . . . . .	16,225.68	Foster, Elizabeth . . . . .	61,580.03
Day, Chelsea . . . . .	24,739.59	Dusablon, Elizabeth . . . . .	24,380.51	Foy, Melissa . . . . .	39,108.49
De Haro, Ines . . . . .	25,191.28	Dusablon, Garry . . . . .	4,908.15	Francis-Fath, Kelsey . . . . .	52,821.22
Dede, Irini . . . . .	21,622.48	Duval, Laura . . . . .	19,756.00	Francis, Marissa . . . . .	44,901.76
Degenhardt, Danielle . . . . .	18,614.34	Dvorak, Thomas . . . . .	6,061.83	Freeman, Elizabeth . . . . .	20,657.52
Delahmetovic, Lejla . . . . .	5,931.28	Dye, Erin . . . . .	53,508.00	Freeman, Tammy . . . . .	26,698.88
Delorme, Ian . . . . .	785.10	Dyer, Mikaela . . . . .	17,760.79	Friedman, Juliet . . . . .	158.88
Delusky, Valerie . . . . .	29,268.25	Edelbaum, Joshua . . . . .	67,643.91	Fucello, Morgan . . . . .	15,721.05
Demasi, Francis . . . . .	92,517.96	Edwards, Bridget . . . . .	82,320.00	Fucello, Paul . . . . .	30,460.47
Demink, Jeremy . . . . .	60,100.99	Ehtesham-Cating, Miriam . . . . .	114,996.72	Gadue, Barbarann . . . . .	25,470.28
Dennis, Antony . . . . .	81,310.29	Elek, Russell . . . . .	57,200.00	Gagne, Tara . . . . .	19,404.94
Desautels, Janine . . . . .	23,424.25	Ellerkamp, Carl . . . . .	11,581.33	Gagnon, Anah . . . . .	96,747.06
Desautels, Lance . . . . .	68,987.55	Ellicock, Skye . . . . .	12,578.30	Gagnon, Jean-Paul . . . . .	91,803.02
Desautels, Matthew . . . . .	3,061.00	Elliott, Joanna . . . . .	75,479.09	Gala Del Carpio, Jackeline . . . . .	3,263.03
Desautels, Tina . . . . .	45,276.00	Ellis, Laura . . . . .	63,036.41	Gallagher, Joseph . . . . .	83,888.97
Deshaw, Sarah . . . . .	3,800.00	Ellsworth, Benjamin . . . . .	82,013.07	Gallagher, Kathleen . . . . .	82,131.26



# SALARIES

Gallese, Christine. . . . .	87,720.29	Haiduck, Sheryl . . . . .	41,934.22	Hinkle, Gretchen . . . . .	2,038.00
Gamble, Duncan . . . . .	20,511.65	Hajrovic, Fadil . . . . .	49,396.17	Hoadley, Jessica . . . . .	20,752.45
Ganek, Danielle . . . . .	20,340.78	Haker, Corinn . . . . .	65,699.02	Hoang, Cindy . . . . .	25,862.70
Gardner, Sara . . . . .	54,029.01	Hakim, Michael. . . . .	70,988.63	Hodgson, Althea . . . . .	87,793.22
Gatch, Ann. . . . .	92,103.02	Halligan, Leisa . . . . .	87,526.04	Hoffman, Brian. . . . .	87,886.99
Gaudette, Ashley . . . . .	38.27	Halsted, Angela. . . . .	40,133.05	Hoffman, Candace . . . . .	24,243.80
Gaylord, Alanna . . . . .	32,925.57	Hamblet, Lindsey . . . . .	40,556.00	Hoisington, Margaret . . . . .	93,104.65
Gendimenico, Janelle . . . . .	84,591.96	Hamedani, Ali . . . . .	2,242.50	Holland, Caile . . . . .	18,984.90
Gendron, Jody . . . . .	1,261.40	Hamill, Julia . . . . .	72,736.41	Holzman, Melissa . . . . .	2,866.50
Gerstenmaier, Michael . . . . .	49,974.70	Hamilton, Clayton . . . . .	72,774.81	Homolac, Olivia . . . . .	812.50
Getty, Cory . . . . .	66,783.02	Hamilton, Olivia . . . . .	18,729.16	Hondal, Jane . . . . .	31,165.73
Ghising, Hemant. . . . .	27,164.45	Hamlett, Haile . . . . .	47,654.89	Hoover, Wanda . . . . .	21,121.63
Giallorenzo, Teresa. . . . .	43,869.87	Hamlin, Kimberly. . . . .	23,670.87	Hoskins, Michael. . . . .	62,666.24
Giangregorio, Rosa . . . . .	63,754.05	Hammaker, Izora . . . . .	22,822.99	Houchens, Paul . . . . .	88,186.99
Giannone, Erica. . . . .	19,578.26	Hammond, Nick. . . . .	875.01	Howard, Ashley . . . . .	57,524.47
Gilbert, Christopher . . . . .	785.10	Hammond, Sarah . . . . .	12,992.20	Howard, Scott . . . . .	77,368.95
Giles, Abigail. . . . .	4,460.53	Hannigan, Kathy . . . . .	32,059.69	Howrigan, Kathryn . . . . .	62,481.66
Gill, Betty. . . . .	56,488.99	Hao, Zhihang . . . . .	92,403.02	Hubbard, Scott. . . . .	96,797.02
Gingold, Jason. . . . .	107,900.00	Harris, Amanda. . . . .	59,522.68	Hughart, Margaret . . . . .	95,076.44
Girouard, Marcel. . . . .	86,814.49	Harris, Christine. . . . .	59,069.99	Hughes, Kathryn . . . . .	62,300.24
Gminski, Ruth . . . . .	8,307.08	Harris, Lily . . . . .	27,916.16	Hulbert, Patricia. . . . .	85,503.72
Godek, Matthew . . . . .	29,474.06	Hart, Bonnie . . . . .	6,927.24	Hulbert, Thomas . . . . .	14,381.33
Golden, Rachel . . . . .	19,279.46	Hartley, Kristin . . . . .	4,737.30	Hulsen, Jeanne. . . . .	2,705.41
Goldsmith, Lindsay . . . . .	78,042.09	Harvey, Christine . . . . .	80,691.99	Hunt, Kimberly . . . . .	74,033.72
Gonova, Eva. . . . .	71,619.41	Haselman, Christopher . . . . .	20,650.56	Hunzeker, Sarah . . . . .	1,559.64
Goodrich, Jordan . . . . .	53,561.16	Haselman, Jennifer. . . . .	61,625.57	Hurwitz, David . . . . .	25,286.75
Gorcikova, Nikola. . . . .	35,495.91	Haskell, Natalie. . . . .	2,494.46	Hurwitz, Rachel . . . . .	57,929.05
Gorcoff, Jason . . . . .	30,918.00	Haskins, Donna . . . . .	22,954.14	Ibrahim, Madina. . . . .	10,876.14
Gordon, Cindy . . . . .	23,736.73	Hathaway, Dawn. . . . .	34,125.78	Ibrahim, Safiya. . . . .	833.86
Gordon, Mary. . . . .	39,595.81	Hathaway, Melissa . . . . .	99,436.24	Illig, Catherine . . . . .	57,239.99
Gould, Sarah. . . . .	86,436.00	Havens, Allison. . . . .	76,978.41	Interlandi, Jebson. . . . .	3,298.25
Govea, Maria. . . . .	74,143.91	Havens, Michael . . . . .	80,737.04	Irish, Meredith . . . . .	62,676.84
Grace, Kevin. . . . .	92,677.17	Hawkes, Sandra . . . . .	84,088.97	Irvine, Virginia . . . . .	20,947.38
Gragg, Monica . . . . .	48,502.21	Hayes, Jeffrey . . . . .	66,721.54	Israel, Abbie . . . . .	31,129.92
Green, Noel. . . . .	66,866.10	Hayes, Ryan. . . . .	41,373.89	Jackson, Kevin . . . . .	2,595.69
Greene, Elizabeth. . . . .	92,403.02	Hayes, Sharon . . . . .	2,418.39	Jackson, Sam. . . . .	36,872.05
Greenip, Abby . . . . .	18,196.03	Heald-Faling, Chase . . . . .	10,610.33	Jackson, Samuel . . . . .	95,534.49
Griffin, Nora. . . . .	28,176.90	Hearst, Jory . . . . .	72,244.97	Jacobelli, Jill . . . . .	92,730.12
Grossman, Caroline. . . . .	12,619.26	Heath, Molly . . . . .	80,933.05	Janser, Sage. . . . .	10,081.00
Grossman, James . . . . .	60,800.93	Heber, Kara . . . . .	54,029.01	Jarvis, Janelle . . . . .	20,531.28
Gruessner, Barry . . . . .	86,670.31	Helak, James . . . . .	68,496.31	Jenkins, Brooke . . . . .	7,973.01
Gruner, Katelyn . . . . .	53,994.99	Held, Susan . . . . .	81,567.20	Jennings, Phuket . . . . .	55,021.87
Guay-Timpson, Leesa. . . . .	22,518.25	Heleba, Cassandra. . . . .	400.00	Jerolmon, Shannon . . . . .	3,306.78
Gubar, Rachel . . . . .	5,335.14	Henault-Silberman, France . . . . .	10,578.00	Jesdale, Linda . . . . .	93,998.78
Guertin, Andrew . . . . .	46,937.29	Hendrickson, Melissa. . . . .	69,816.89	Jetter, Michael . . . . .	2,575.00
Guilmette, Kate . . . . .	84,718.47	Herrick, Ian . . . . .	2,826.76	John, Modeste . . . . .	6,293.98
Gunderson, Karlie . . . . .	47,252.31	Hershberg, Hannah. . . . .	2,225.00	Johnson-Anderso, Jamaal-Courtney . . . . .	12,995.46
Gurung, Mon . . . . .	6,172.74	Herz, Ethan . . . . .	2,403.50	Johnson-Aten, Bonnie . . . . .	138,090.48
Gustafson, Amanda. . . . .	77,663.89	Heusner, Sarah . . . . .	44,540.39	Jones, Dustin . . . . .	818.96
Guthrie, Dy'mon . . . . .	820.00	Hevey, Kathleen. . . . .	65,233.81	Jones, Karla . . . . .	6,104.81
Gyuk, Aranka . . . . .	92,900.27	Hewitt, Mary . . . . .	59,811.52	Jones, Maria. . . . .	21,457.26
Hackett, Devin . . . . .	74,110.14	Hickey, Laurie. . . . .	93,427.10	Jones, Paul . . . . .	18,454.80
Hagan, Daniel . . . . .	107,474.56	Hill, Robert. . . . .	85,529.09	Juckett, Corey. . . . .	52,821.22
Haggerty, Denise. . . . .	57,539.99	Hiller, Elyce. . . . .	21,449.12	Juenker, Barbara . . . . .	84,289.91
Hahn, Becca. . . . .	2,610.50	Hinckley, Sydney. . . . .	38,423.50		

## SALARIES

Juniper, William . . . . .	3,271.50	Kulapin, Vitaliy . . . . .	96,891.19	Littledale, Tess . . . . .	54,220.26
Kadhem, Areej . . . . .	20,720.92	Kulich, Deborah . . . . .	19,522.94	Livingston, Carol . . . . .	15,444.70
Kadric, Almina . . . . .	11,089.24	Kupiec, Dana . . . . .	1,881.25	Livingston, Sean . . . . .	47,481.35
Kagle, Ruth . . . . .	74,526.22	Kutka, Elizabeth . . . . .	2,632.25	Lobdell, Kathleen . . . . .	69,588.97
Kalinen, Gabrielle . . . . .	24,431.07	Kwizera, Aline . . . . .	3,431.22	Lobdell, Sunnie . . . . .	53,232.96
Kalisz, Joanne . . . . .	993.51	Labrusciano, Domye . . . . .	2,915.75	Lodish, Chaim . . . . .	77,968.95
Kambona, Oscar . . . . .	1,062.50	Lacasse, Nora . . . . .	68,297.03	Lodish, Valerie . . . . .	37,087.90
Kante, Fadimagbe . . . . .	25,464.73	Lach, Stephanie . . . . .	28,226.87	Lord, Debra . . . . .	38,640.00
Karam, Alfred . . . . .	2,409.50	Lachance, Amy . . . . .	87,088.97	Losikoff-Carey, Sydney . . . . .	490.75
Kareckas, Anthony . . . . .	23,318.40	Ladd, Stacey . . . . .	77,368.95	Low, Bronwyn . . . . .	76,138.89
Karmin, Margo . . . . .	76,779.09	Lady, Michael . . . . .	72,269.03	Lowland, Ian . . . . .	73,479.09
Kaseta, Deborah . . . . .	60,448.93	Laine, Mary . . . . .	2,415.45	Lowy, Katherine . . . . .	3,335.09
Kast, Kimberly . . . . .	2,703.96	Lamantia, Rebecca . . . . .	94,273.77	Lozier, Katherine . . . . .	37,672.09
Kaufmann, Eric . . . . .	92,227.60	Lambert, Graham . . . . .	72,215.20	Lucey, Jennifer . . . . .	17,863.60
Kay O'Brien, Mary . . . . .	114,753.77	Lambert, Hallie . . . . .	18,576.58	Luckey, Amelia . . . . .	2,428.00
Kayoi, Emily . . . . .	21,525.34	Lamphere, Suzanne . . . . .	23,683.81	Lussier, Aicha . . . . .	13,083.38
Keating, Tara . . . . .	20,900.07	Landberg, Terrence . . . . .	79,991.05	Lussier, Marcie . . . . .	37,226.29
Keefe, Ophelia . . . . .	10,725.51	Lapointe, Samuel . . . . .	41,936.89	Lynch, Mary . . . . .	1,254.00
Keenan, Mary . . . . .	75,700.21	Larivee, Emma . . . . .	2,100.00	Lynch, Maura . . . . .	77,892.39
Kelleher, Lily . . . . .	1,251.25	Larsen, Dinah . . . . .	31,248.00	Lynch, William . . . . .	1,020.83
Kelley, Brian . . . . .	76,071.09	Latifovic, Samid . . . . .	41,999.92	Lynn, Jessica . . . . .	58,148.53
Kelley, James . . . . .	101,637.50	Latulippe, Wendy . . . . .	22,974.22	Lyons-Justus, Brooke . . . . .	9,890.58
Kelley, Jill . . . . .	83,888.97	Laughlin, Sonia . . . . .	769.62	Mac, Monica . . . . .	14,045.94
Kelliher, James . . . . .	55,289.01	Lauzon, David . . . . .	3,795.86	MacDonald, Jackson . . . . .	2,777.76
Kendall, Evan . . . . .	24,358.14	Lavery, Nathan . . . . .	123,480.00	MacDonald, Julia . . . . .	20,368.48
Kennedy, Isabel . . . . .	1,981.16	Lavigne, Jane . . . . .	95,672.02	Mack, Nicholas . . . . .	86,528.93
Kenney, Maria . . . . .	23,124.20	Lawder, Penelope . . . . .	259.35	Macomber, Alex . . . . .	50,302.24
Kernoff, Bret . . . . .	1,919.55	Lawrence-Paine, Lillian . . . . .	14,586.39	Macphail, Genevra . . . . .	48,783.25
Kernoff, Diana . . . . .	9,398.10	Leal, George . . . . .	80,891.05	Madalinski, Leigh . . . . .	46,225.46
Khadka, Bhim . . . . .	7,681.28	Leavitt-Deeb, Valerie . . . . .	23,682.26	Madore, Christina . . . . .	61,449.23
Khamnei, Daryoush . . . . .	7,558.50	Lebovitz, Roger . . . . .	57,131.42	Magar, Devi . . . . .	12,025.20
Kidder, Evan . . . . .	20,074.64	Lecaj, Hajrije . . . . .	1,552.33	Magar, Hari . . . . .	33,348.83
Kiefer, James . . . . .	112,600.00	Leclerc, Dianna . . . . .	81,159.52	Mahoney, Kathleen . . . . .	22,923.27
Kiely, Amy . . . . .	92,403.02	Ledoux-Moody, Tammie . . . . .	94,348.95	Mai Be, Oo . . . . .	387.50
Kilbourn, Carolina . . . . .	23,349.38	Lee, Shaina . . . . .	1,433.63	Major, David . . . . .	94,993.39
Kilburn, Stephanie . . . . .	80,591.05	Legault, Sarah . . . . .	78,324.02	Major, Rhonda . . . . .	30,297.89
Killian, Helen . . . . .	2,309.25	Leikin, Marni . . . . .	44,761.50	Majors, Benjamin . . . . .	4,096.51
Kim, Chong-Ho . . . . .	4,474.50	Lemery, Deborah . . . . .	6,558.75	Malcolm, Bowen . . . . .	738.00
King, Amy . . . . .	94,965.77	Lenihan, Jennifer . . . . .	93,709.52	Malik, Aziza . . . . .	84,240.14
King, Susan . . . . .	84,713.54	Lent, Sarah . . . . .	1,107.66	Malmstrom, Katherine . . . . .	12,125.75
Kirk, Wilhelmenia . . . . .	47,954.70	Lenti, Megan . . . . .	80,367.55	Malone, Erin . . . . .	6,316.40
Kissell, Patricia . . . . .	113,773.11	Leonard, Michael . . . . .	22,233.69	Malone, Jamie . . . . .	2,865.51
Klima, Judith . . . . .	83,888.97	Leslie, Barbara . . . . .	12,252.90	Mancuso, Kelly . . . . .	90,445.05
Kline, Keith . . . . .	1,361.53	Lessor, Stacey . . . . .	29,441.72	Manrique, Margaret . . . . .	59,349.29
Klinger, Roger . . . . .	77,968.95	Levalley, Andrew . . . . .	62,201.26	Marceau, Cory . . . . .	24,498.50
Klock, Kendall . . . . .	41,311.00	Levy, Sean . . . . .	23,438.65	Marchessault, Julia . . . . .	49,201.41
Knox, Betsy . . . . .	93,610.24	Lewis, Samuel . . . . .	19,273.19	Marinovich, Mia . . . . .	62,184.62
Kohler, Jacqueline . . . . .	95,397.52	Lhakang, Sonam . . . . .	40,675.52	Markinac, Thomas . . . . .	28,862.29
Kono, Kathleen . . . . .	38,684.61	Lhamo, Deckey . . . . .	39,917.74	Markle, Joshua . . . . .	2,204.00
Kopect, Tonya . . . . .	86,349.68	Liban, Hawa . . . . .	13,241.67	Marquis, Gwendolyn . . . . .	20,259.17
Korhonen, Riley . . . . .	3,978.00	Liberty, Barbara . . . . .	10,057.50	Martel, Brooklyn . . . . .	211.50
Krilyvsky, David . . . . .	22,358.16	Lifson, Claudia . . . . .	14,168.84	Martel, Kenneth . . . . .	7,403.76
Kuehn, Lisa . . . . .	3,146.00	Light, Deborah . . . . .	30,483.51	Martin, David . . . . .	43,667.79
Kuhn, Daryl . . . . .	92,703.02	Limanek, Joanne . . . . .	48,355.86	Martin, Lisa . . . . .	29,507.84
Kuikel, Ganga . . . . .	32,261.64	Lisaius, James . . . . .	11,029.24	Martin, Sally . . . . .	98,242.79

## SALARIES

Martin, Shannon . . . . .	18,488.12	Mitchell, Alexander . . . . .	51,974.14	O'Brien, Alison . . . . .	6,016.75
Marvin, Susan . . . . .	115,353.77	Mitchell, Emily . . . . .	44,633.35	O'Brien, Debra . . . . .	96,110.05
Mathew, Madison . . . . .	1,065.00	Moe, Laura . . . . .	27,824.00	O'Brien, Genevieve . . . . .	6,239.34
Mathias, Michelle . . . . .	10,000.00	Mohamed, Yasmin . . . . .	8,762.50	O'Brien, Maureen . . . . .	24,028.90
Mattina, Kate . . . . .	70,891.93	Molho, Sara . . . . .	357.50	O'Brien, Shane . . . . .	6,788.83
Matton, Patricia . . . . .	10,460.00	Monahan, Elissa . . . . .	62,123.29	O'Connell, Lisa . . . . .	29,326.92
Matyas, Amanda . . . . .	59,775.07	Monahan, James . . . . .	85,220.04	O'Connor-Genereaux, Caleb . . . . .	676.80
Maxwell, Abigail . . . . .	31,946.14	Mongeon, Louise . . . . .	5,640.02	O'Grady, Brenda . . . . .	18,984.90
Maxwell, Richard . . . . .	4,653.88	Monti, Grace . . . . .	4,818.50	Obeng, Yaw . . . . .	1,872.23
Mazuzan, John . . . . .	65,637.00	Moody, Donna . . . . .	24,109.15	Odell, Mary . . . . .	2,210.33
McBride, Lauren . . . . .	116,435.06	Moody, Jennifer . . . . .	19,116.15	Oliver, Elizabeth . . . . .	4,968.00
McConville, Peter . . . . .	88,187.00	Moody, Lisa . . . . .	39,537.81	Olson, Jessie . . . . .	68,526.27
McCray, Rebecca . . . . .	102,897.84	Moore, Amanda . . . . .	6,225.83	Omar, Balkisa . . . . .	1,945.00
McDade, Lea . . . . .	47,546.15	Moore, James . . . . .	58,580.07	Onguende, Anatole . . . . .	37,508.94
McDonald, Kelly . . . . .	23,139.40	Moore, Joseph . . . . .	7,101.25	Ormsby, Gloria . . . . .	74,493.99
McDonnell, Brian . . . . .	67,396.34	Moore, Mary . . . . .	65,111.93	Orndorff, Sarah . . . . .	22,031.08
McDuff, Shannon . . . . .	43,480.27	Moran, Shannon . . . . .	69,230.16	Oropeza, Nina . . . . .	101,200.00
McGee, Tanasia . . . . .	19,521.30	Morena, Lillian . . . . .	81,542.58	Ortiz, Rebecca . . . . .	39,338.40
McGinness, Evan . . . . .	1,437.56	Morris, Deirdre . . . . .	64,966.06	Orwig, Piper . . . . .	57,240.04
McGrath, Heather . . . . .	58,494.99	Morrison, Donovan . . . . .	6,921.00	Osborne, Casey . . . . .	8,473.08
McIntyre, Darren . . . . .	9,415.00	Morrison, Hannah . . . . .	65,635.02	Ott, Catherine . . . . .	71,315.42
McKay, Ann . . . . .	23,120.03	Morrison, Victoria . . . . .	12,949.72	Owens, Edward . . . . .	93,905.02
McKenna, Julieann . . . . .	21,116.92	Morse, Lauren . . . . .	54,179.27	Pacheco, Callista . . . . .	70.44
McKittrick, Laurie . . . . .	69,316.41	Moynihan, Robin . . . . .	565.50	Pacheco, Juan . . . . .	6,108.00
McKnight, Laura . . . . .	50,092.98	Muminovic, Fikret . . . . .	42,220.65	Palchak, Megan . . . . .	5,001.36
McLane, Elizabeth . . . . .	91,803.02	Murphy, Deena . . . . .	5,666.34	Palmer, Lori . . . . .	92,403.02
McLaren, Ashley . . . . .	5,541.45	Murray, Edgar . . . . .	17,773.72	Palmer, Patricia . . . . .	39,459.52
McLaren, Ryan . . . . .	6,466.40	Myregard, William . . . . .	91,803.02	Palmer, Sean . . . . .	53,894.05
McLean, Ellen . . . . .	86,856.53	Nacmanie, David . . . . .	63,754.05	Papillo, Stefanie . . . . .	8,313.61
McMorris, Heather . . . . .	89,930.86	Nadel, Nancy . . . . .	104,861.22	Paradee, Jennifer . . . . .	1,687.50
McNamara, Brigid . . . . .	5,191.14	Nagel, Dev . . . . .	30,714.66	Paradis, Jessie . . . . .	95,340.62
McNamara, Lily . . . . .	40.00	Napolitan, Carrie . . . . .	3,245.35	Paradiso, Catherine . . . . .	67,987.69
McQueen, Lindsay . . . . .	76,534.27	Nash-Gibney, Cody . . . . .	3,159.64	Paradiso, Gianni . . . . .	17,768.88
McSweeney, Lloyd . . . . .	51,250.17	Nasser, Nagham . . . . .	18,991.71	Parillo, Matthew . . . . .	3,575.00
McSweeney, Siobhan . . . . .	45,349.30	Neary, Carol . . . . .	36,540.40	Pariseau, Charleen . . . . .	23,724.47
McSweeney, Tina . . . . .	38.81	Neff, Mikayla . . . . .	2,736.25	Park, James . . . . .	89,845.05
Means, Kimberly . . . . .	78,396.95	Neil, Kathryn . . . . .	73,880.03	Parlante, Simon . . . . .	51,046.66
Medar, Izudin . . . . .	44,472.75	Nelsen, Katelynn . . . . .	4.36	Patnaude, Jennifer . . . . .	4,655.55
Medic, Ajla . . . . .	20,460.00	Nelson, Emma . . . . .	2,745.00	Patrick, Nancy . . . . .	90,386.99
Meli, Dorothee . . . . .	7,678.51	Nelson, Kathryn . . . . .	794.93	Patrizio, Jaclyn . . . . .	21,524.06
Meli, Jeremie . . . . .	1,764.50	Nesson, Jennifer . . . . .	83,888.97	Patterson, Glenn . . . . .	52,015.90
Menard, Eric . . . . .	2,206.00	Nest, Ryan . . . . .	37,657.89	Paulsen, Ariela . . . . .	17,351.99
Mercy, Brandon . . . . .	20,175.66	Neudecker, Mary . . . . .	91,908.02	Pawlikowski, Claudia . . . . .	2,206.00
Merrill, Emily . . . . .	23,302.66	Newton, Willard . . . . .	80,591.05	Payea, Jada . . . . .	77,068.85
Meyer, Joshua . . . . .	82,320.00	Ngunga, Richard . . . . .	36,548.88	Peake, Jennifer . . . . .	61,433.65
Meyer, Richard . . . . .	92,831.02	Nickerson, James . . . . .	11,764.60	Pearson, Erica . . . . .	69,286.41
Michael, Rosemarie . . . . .	22,284.38	Nido, Kelly . . . . .	84,341.97	Pearson, Jessica . . . . .	3,013.72
Michaels, Kathleen . . . . .	1,385.00	Niedzwiecki, Cheryl . . . . .	84,772.91	Pease, Scott . . . . .	90,940.99
Michalski, Matt . . . . .	77,668.95	Nigolian, Mark . . . . .	95,173.02	Pecor, Dale . . . . .	92,103.02
Miller-Costlow, Regina . . . . .	96,001.27	Nolan, Elizabeth . . . . .	84,875.80	Pecor, Joni . . . . .	93,984.41
Millette, Jamie . . . . .	10,221.43	Norman, Julie . . . . .	88,472.00	Pecor, Wayne . . . . .	1,322.40
Mills, Amy . . . . .	10,383.25	Norris, Timony . . . . .	93,873.02	Pelkey, Elizabeth . . . . .	29,123.42
Mines, Malik . . . . .	31,546.17	Northrup, Mary . . . . .	24,375.93	Pepin, Craig . . . . .	1,872.75
Minklei, Gregory . . . . .	692.25	Nugent, Laura . . . . .	111,675.74	Perez, Herbert . . . . .	115,987.50
Miranda, Karina . . . . .	11,955.84	Nzingou-Gauhy, Cadoux . . . . .	7,180.13	Perlmutter, Emily . . . . .	3,185.88

# SALARIES

Peterson, Melisa . . . . .	52,122.01	Riley, Robert . . . . .	114,522.75	Schoen, Nicole . . . . .	70,245.99
Phelan, Leonard . . . . .	124,417.00	Rinelli, Petra . . . . .	62,730.45	Schrecker, William . . . . .	4,898.90
Phillips, Elijah . . . . .	24,874.93	Ringwig, Travis . . . . .	2,832.00	Schwerin, Kristen . . . . .	68,543.91
Phillips, Stephanie . . . . .	123,480.00	Roach, Molly . . . . .	26,477.56	Scott, Roseneia . . . . .	14,267.97
Phunsum, Jangpa . . . . .	44,624.56	Robello, James . . . . .	53,975.68	Scott, Vita . . . . .	2,293.00
Puong, Loan . . . . .	33,793.57	Robinson, Joanna . . . . .	21,264.52	Sease, Molly . . . . .	26,055.50
Pickering, Amy . . . . .	31,951.41	Robinson, Willie . . . . .	106,916.25	Seitz, Katherine . . . . .	65,075.52
Pidgeon, Meghan-Anne . . . . .	24,099.68	Robitaille, Ryan . . . . .	11,219.83	Sells, Merton . . . . .	6,122.00
Pinckney, Quaron . . . . .	88,055.50	Rochman, Holidae . . . . .	60,043.53	Semic, Mustafa . . . . .	65,265.00
Pitkin, Molly . . . . .	63,465.44	Rodgers, Benjamin . . . . .	30,426.06	Semic, Nijaza . . . . .	55,870.32
Plourde, Cameron . . . . .	3,234.01	Roesch, Shannon . . . . .	90,813.93	Senator, Jeff . . . . .	10,302.88
Plumer, Janine . . . . .	56,796.24	Rogers, Abraham . . . . .	13,972.15	Sentfleber, Fritz . . . . .	2,951.00
Plump, Emily . . . . .	57,275.69	Romein, Quinn . . . . .	1,969.26	Seno, Ricki . . . . .	64,797.24
Pobric, Gordana . . . . .	88,187.00	Romprey, Ethan . . . . .	3,974.40	Sercel, Laura . . . . .	39,219.96
Poh, Poe . . . . .	30,276.06	Rose, Melissa . . . . .	85,255.20	Sessions, Tyler . . . . .	83,940.01
Pokrajac, Draginja . . . . .	20,243.80	Rosenberg, Chase . . . . .	83,692.33	Settel, Anthony . . . . .	76,860.86
Poland, Zachariah . . . . .	60,523.93	Rossell, Deborah . . . . .	92,088.02	Sevigny, Julia . . . . .	43,674.77
Posklensky, Lauren . . . . .	1,017.25	Rousseau-Wege, Jennifer . . . . .	27,204.34	Seydou, Fadima . . . . .	20,070.30
Poulin, Kingsley . . . . .	1,373.67	Rozumalski, Megan . . . . .	61,808.99	Shabelo, Mohamed . . . . .	18,947.37
Powell, Eric . . . . .	55,993.90	Rubinstein, Rachel . . . . .	18,810.00	Shaffer, Madison . . . . .	12,336.00
Pradhan, Lal . . . . .	30,314.76	Rubman, Tracy . . . . .	92,419.18	Shaoul, Darius . . . . .	631.26
Pratt, Stephanie . . . . .	22,444.50	Ruderman, Brian . . . . .	18,769.30	Sharp, Christopher . . . . .	91,803.02
Preis, Heather . . . . .	46,997.50	Rumsey, Andrea . . . . .	49,477.17	Shauck, David . . . . .	12,887.16
Priebe, Karen . . . . .	47,648.43	Runnals, Ralph . . . . .	10,565.80	Shea, Kevin . . . . .	2,695.50
Prim, Evelyn . . . . .	19,178.35	Russotti, Alicia . . . . .	2,187.50	Shepard, Bethany . . . . .	24,469.28
Prouty, Karen . . . . .	96,629.71	Ruthenbeck, Elyse . . . . .	4,277.45	Shepherd, Susan . . . . .	27,995.88
Prufer, Molly . . . . .	5,191.63	Rutter, Jacob . . . . .	27,685.46	Sherman, Rachael . . . . .	64,966.06
Pruitt, Nancy . . . . .	5,040.00	Ryan, Thomas . . . . .	34,670.68	Short, Alexis . . . . .	68,119.02
Prussack, Victor . . . . .	95,851.35	Ryder, Bonnie . . . . .	58,413.09	Shortsleeve, Peter . . . . .	41,360.40
Puentes Jaimes, Daniela . . . . .	22,881.10	Ryder, Brenna . . . . .	4,787.56	Shusterman, Rachel . . . . .	3,527.75
Purvis, Jon . . . . .	41,775.17	Saccomanno, Nicole . . . . .	58,531.04	Siegal, Benjamin . . . . .	21,665.34
Putney-Crane, Cera . . . . .	87,512.97	Safran, Joshua . . . . .	80,066.05	Siegmann, Ryan . . . . .	14,612.81
Quinn, Kara . . . . .	95,288.02	Safran, Robert . . . . .	195.81	Simmons, Kim . . . . .	55,896.05
Quinn, Karen . . . . .	77,968.95	Salhi, Nasse . . . . .	1,986.45	Simonyi, Stacy . . . . .	84,841.79
Rakoto Razafy, Michael . . . . .	18,578.75	Salvatore, Jamie . . . . .	10,239.75	Sitek, Lisa . . . . .	95,905.52
Ramic, Ervina . . . . .	88,544.37	Salvi, Angela . . . . .	2,518.00	Skibitski, Hannah . . . . .	41,159.36
Ramirez, Edwin . . . . .	1,774.47	Samler, Tyler . . . . .	82,613.07	Skoglund, Colby . . . . .	110,404.12
Randall, Linda . . . . .	92,403.29	Sammut, Sondra . . . . .	44,087.47	Skorstad, Theresa . . . . .	21,293.84
Ransom, Nathaniel . . . . .	3,601.51	Sanchez, Isabel . . . . .	1,805.50	Skwire, Brendan . . . . .	2,206.00
Ray Poli, Billy . . . . .	86,372.13	Sanders, Lauren . . . . .	87,888.97	Slack, Lynn . . . . .	65,910.31
Raymond, Jason . . . . .	80,055.01	Sanders, Leslie . . . . .	23,159.74	Slafsky, Kevin . . . . .	16,769.10
Reed, Jason . . . . .	78,112.09	Sanders, Lydia . . . . .	2,546.00	Smith, Courtney . . . . .	181.25
Reed, Joshua . . . . .	65,150.89	Sandler, Dana . . . . .	20,869.01	Smith, Emily . . . . .	92,103.02
Reichard, Alan . . . . .	19,131.63	Sanford, Elizabeth . . . . .	248.40	Smith, Kellie . . . . .	92,673.02
Reid, Stephanie . . . . .	82,320.00	Sansom, Kate . . . . .	65,266.06	Snyder, Karla . . . . .	80,144.05
Renca, Carole . . . . .	115,353.77	Sauer, Melissa . . . . .	40,739.27	Sommers, Rachel . . . . .	24,912.71
Resteghini, Joseph . . . . .	102,900.00	Saunders, Erika . . . . .	85,317.76	Sonnenschein, Nina . . . . .	4,138.50
Rich, Tiffany . . . . .	1,638.51	Sauve, Tammy . . . . .	3,054.00	Sorci, Mariah . . . . .	19,334.26
Richard, Angela . . . . .	71.50	Sawtell, Cara . . . . .	89,057.00	Souliere, Christine . . . . .	70,333.57
Richard, Heather . . . . .	41,484.72	Sbardellati, Jana . . . . .	86,054.22	Spaid, Carol . . . . .	19,404.45
Richard, Reed . . . . .	44,752.98	Scaife, Molly . . . . .	3,542.94	Sparks, Henri . . . . .	102,593.04
Richards, Jack . . . . .	14,342.68	Schauwecker, Amanda . . . . .	300.00	Spaulding, Martin . . . . .	101,231.95
Richardson, Chaska . . . . .	92,703.02	Scheidt, Mattie-Jean . . . . .	106,600.00	Spiegel, Kylie . . . . .	16,694.82
Richter, Jennifer . . . . .	50,941.09	Schmitt, Kaitlyn . . . . .	24,633.57	Spinner, Shelley . . . . .	92,388.02
Richtsmeier, Mary . . . . .	8,583.94	Schoembs, Eric . . . . .	91,803.02	St Pierre, Leslie . . . . .	65,566.06

# SALARIES

Stagner, Ashley . . . . .	78,096.95	Towers, Tracy . . . . .	20,304.56	Wheeler, Penne . . . . .	94,551.52
Starr, Justina . . . . .	56,392.06	Trackim, Elizabeth . . . . .	3,280.00	Whitby, Jennifer . . . . .	63,346.00
Stein, Jennifer . . . . .	32,223.75	Trackim, Jason . . . . .	765.00	Whitcomb, Marcelle . . . . .	91,803.02
Stein, Julia . . . . .	38,456.37	Trapani, Jennifer . . . . .	44,298.52	White, Erika . . . . .	27,974.87
Stein, Kathleen . . . . .	45,358.17	Trayah, Randy . . . . .	48,831.20	White, Katherine . . . . .	20,790.00
Stephen, Shavar . . . . .	7,429.68	Treinis, Daniel . . . . .	93,618.02	Whitman, Patrick . . . . .	91,803.02
Stephens, Bowen . . . . .	56,297.01	Tremblay, Jennifer . . . . .	84,341.97	Whitmore-Sells, Lashawn . . . . .	112,159.84
Stergas, Kathleen . . . . .	85,471.47	Tremblay, Norman . . . . .	89,435.47	Wilbur, Brianna . . . . .	7,146.31
Stewart, Emily . . . . .	300.00	Trombley, Diane . . . . .	14,848.91	Willette, Bruce . . . . .	2,948.00
Stewart, Janet . . . . .	22,624.49	Truchon, Amy . . . . .	81,354.57	Willette, Emily . . . . .	57,788.62
Stopler, Melanie . . . . .	17,746.65	Truchon, Brent . . . . .	89,236.99	Willets, Tara . . . . .	13,782.00
Straley, Lisa . . . . .	57,640.36	Turnbaugh, Alison . . . . .	30,207.37	Willey, Kathleen . . . . .	78,763.83
Stucker, David . . . . .	76,187.30	Turnbull, Grace . . . . .	2,770.25	Williams, David . . . . .	69,960.06
Stygles, Dawn . . . . .	81,405.01	Ursu, Kseniya . . . . .	3,435.91	Williams, Dean . . . . .	55,380.78
Styles-Ashley, Avalon . . . . .	1,806.17	Vachereau, Benjamin . . . . .	25,455.61	Williamson, Joan . . . . .	37,238.65
Styles, Andrew . . . . .	77,661.41	Valin, Jessica . . . . .	36,344.54	Willis, Margaret . . . . .	60,863.93
Suga, Grace . . . . .	1,704.63	Van Buren, Mark . . . . .	4,526.01	Wilson, Madeline . . . . .	51,740.36
Sullivan, Hyunju . . . . .	18,455.12	Van Dyk, Alicia . . . . .	41,904.42	Winn, Ann . . . . .	46,920.08
Sullivan, Kelly . . . . .	3,464.89	Vautier, Jennifer . . . . .	60.00	Wisloski, Jessica . . . . .	52,493.63
Sutherland, Allison . . . . .	63,968.99	Vestrand, Shawn . . . . .	55,240.05	Witt, Teresa . . . . .	86,000.81
Sweet, Melyssa . . . . .	65,255.99	Viets, Anna . . . . .	51,503.02	Wollensack, Ellen . . . . .	27,674.90
Sweetser, Melissa . . . . .	21,475.54	Vincent, Vera . . . . .	41,420.15	Woodard, Lila . . . . .	5,768.19
Talbot, Margaret . . . . .	59,745.72	Vitkin, Anna . . . . .	4,335.76	Woodbury, Coreen . . . . .	45,374.61
Tallman, Samantha . . . . .	17,609.15	Voelkel, Harry . . . . .	2,045.77	Woods, Douglas . . . . .	92,403.02
Tampas-Williams, Christiana . . . . .	3,405.60	Vogel, Karyn . . . . .	96,151.35	Wright, Sarah . . . . .	80,439.12
Tangtsang, Dakpa . . . . .	13,670.83	Vuley, Sheryl . . . . .	18,943.80	Wyman, Barry . . . . .	59,404.03
Tashi, Ngawang . . . . .	28,364.96	Wageman, Laura . . . . .	47,045.89	Wyndorf, Katie . . . . .	36,180.90
Tashi, Pema . . . . .	11,867.94	Wall, Rose . . . . .	300.00	Young, Brittany . . . . .	63,904.05
Taylor, Chad . . . . .	6,308.00	Wallace, Gavin . . . . .	80,444.05	Young, Douglas . . . . .	4,643.25
Taylor, Elizabeth . . . . .	1,830.00	Wallace, Karen . . . . .	2,256.00	Young, Tonya . . . . .	300.00
Teague, Joshua . . . . .	929.04	Wallace, Nicole . . . . .	2,206.00	Zajan, Alyssa . . . . .	15,052.08
Teague, Patricia . . . . .	55,341.85	Walsleben, Linda . . . . .	93,471.46	Zajan, Cheryl . . . . .	115,723.71
Techera, Andrea . . . . .	100,949.02	Walters, Mary . . . . .	56,826.97	Zeigfinger, Lindsey . . . . .	70,845.99
Tedeschi, Cassidy . . . . .	4,119.00	Waqar, Kiran . . . . .	1,979.88	Zeigfinger, Shalom . . . . .	80,055.01
Tetu, Catherine . . . . .	74,049.09	Warda, Meghan . . . . .	80,748.55	Zelhof, Greg . . . . .	33,564.18
Tewksbury, Carrie . . . . .	32,264.78	Warf, Anna . . . . .	51,240.08	Zhou, Noah . . . . .	2,026.00
Thapa, Khina . . . . .	40,263.50	Warner, Taylor . . . . .	56,157.00	Ziegler, Brittany . . . . .	68,541.52
Thibault, Aurelien . . . . .	63,661.74	Wasko, Alisa . . . . .	66,679.42	Zirkle, Avelina . . . . .	3,505.87
Thigpen, Adam . . . . .	21,583.05	Wasmund, Elizabeth . . . . .	21,608.70		
Thoma, Kurt . . . . .	38,697.70	Waterman, Michelle . . . . .	23,606.42		
Thomas, Lindsay . . . . .	73,530.74	Weaver, Elizabeth . . . . .	54,432.08		
Thomas, Rebekah . . . . .	95,928.77	Webb, Maureen . . . . .	78,327.08		
Thompson, Holly . . . . .	30,758.35	Webster, Erin . . . . .	72,494.95		
Thompson, Jillian . . . . .	62,541.97	Wegman-Lawless, Ella . . . . .	8,134.73		
Tice, Tabitha . . . . .	2,147.00	Weidman, Danielle . . . . .	77,423.34		
Tilley, Jenell . . . . .	68,297.27	Weiner, Eric . . . . .	20,786.82		
Tinson, Allison . . . . .	76,821.30	Weintraub, Margaret . . . . .	68,550.71		
Titterton, Emily . . . . .	71,468.47	Weishaar, Suzanne . . . . .	93,764.52		
Titus, Margaret . . . . .	25,346.47	Weiskotten, Laura . . . . .	10,851.78		
Tivey, Joseph . . . . .	18,896.02	Weiss, Lauren . . . . .	13,458.24		
Tolba, Mona . . . . .	15,699.83	Weissenstein, David . . . . .	1,050.00		
Toof, Kyle . . . . .	55,000.00	Weith, Mary . . . . .	96,954.81		
Torrey, Denise . . . . .	6,273.00	Wells, Meredith . . . . .	20,032.96		
Torrey, Heather . . . . .	72,030.00	Weltman, Sharon . . . . .	50,382.20		
Tourin, Claire . . . . .	62,108.99	Westdijk, Sabrina . . . . .	90,600.00		

## **Church Street Marketplace**

Alnasrawi, Kara . . . . .	82,640.76
Chalmers, Julia B . . . . .	58,976.94
Daly, James . . . . .	63,625.44
McGinnis, Samantha G . . . . .	24,537.23
Medeiros, Bruce . . . . .	53,292.84

## **City Assessor's Office**

Dorman, Jacob R . . . . .	55,372.60
Kellington, Kim* . . . . .	75,929.31
Martell, Melanie D . . . . .	36,002.03
Nosek, Kenneth . . . . .	55,823.13
Vickery, John* . . . . .	88,168.04

# SALARIES

## City Attorney's Office

Blackwood, Eileen . . . . .	137,469.97
Blanchard, Linda F* . . . . .	60,478.96
DeGaetano, Sara E. . . . .	52,635.67
Devlin, Timothy P. . . . .	80,004.90
Gordon, Kimberlee J. . . . .	94,044.37
Hovestadt, Joyanna P. . . . .	73,089.28
Jones, Lisa A* . . . . .	57,691.10
Pellerin, Jared J. . . . .	4,777.95
Rusten, Robert H. . . . .	69,938.29
St. James, Justin S. . . . .	88,347.05

## City Council

Barlow, Mark K. . . . .	833.33
Carpenter, Sarah E. . . . .	5,000.04
Dieng, Ali. . . . .	5,000.04
Freeman, Perri A. . . . .	5,000.04
Hanson, John C. . . . .	5,000.04
Hightower, Zoraya D. . . . .	5,000.04
Mason, William. . . . .	5,000.04
Paul, Karen. . . . .	5,000.04
Paulino, Franklin L. . . . .	4,166.70
Shannon, Joan. . . . .	5,000.04
Stromberg, Jane E. . . . .	5,000.04
Tracy, Maxwell . . . . .	5,000.04

## Clerk/Treasurer's Office

Abruntilla, Alisha M. . . . .	16,804.94
Barton, Ann M* . . . . .	93,860.75
Bayko, Darlene M. . . . .	79,327.94
Bayko, Morgan K. . . . .	27,073.51
Bergeron, Susan . . . . .	52,988.74
Blow, Jennifer L* . . . . .	57,324.47
Bourneuf, Carole . . . . .	70,281.91
Bovee, Amy . . . . .	80,649.02
Bushnell, Holly R. . . . .	52,290.25
Chokden, Tenzin . . . . .	44,855.23
Fortier, Mary . . . . .	43,374.86
Goodwin, Rich G. . . . .	134,762.55
Gow, Jason J. . . . .	75,139.84
Gunther, Andrea M. . . . .	11,928.00
Heald, Lisa K. . . . .	79,053.55
Herwood, Jeffrey* . . . . .	65,612.26
Keenan, Martha . . . . .	87,148.80
Lalime, Philip* . . . . .	60,070.93
Lavallee, Laurie. . . . .	60,413.18
Olberg, Lori. . . . .	79,354.54
Paquette, Traci M. . . . .	49,815.46
Roach, Lisa A. . . . .	57,257.32
Schad, Katherine K. . . . .	151,651.43
Shand, Elizabeth . . . . .	77,205.30
Thompson, Laurie A. . . . .	72,083.80

## Community & Economic Development

Ahrens, Kelly N. . . . .	53,217.41
Bastian, Chanel D. . . . .	41,281.25
Brownlow, Kristen A. . . . .	8,103.39
Clavelle, Will F. . . . .	72,005.65
Cohen, Melissa J. . . . .	33,126.05
Crutchfield, Lauryn R. . . . .	59,669.55
Curtis, Christine E. . . . .	53,600.72
Davis, Alison M. . . . .	49,707.59
Doyle, Katherine E. . . . .	6,139.44
Durmick, Sidney V. . . . .	52,996.39
Freedman, Jesse B. . . . .	19,670.59
Gange, Marcella . . . . .	64,140.67
Haesler, Richard . . . . .	62,506.40
Hill, Jennifer J. . . . .	38,634.13
Jolly, Rachel I. . . . .	75,810.37
Jordan, Kimberly M. . . . .	41,885.50
Kehoe, Darlene . . . . .	82,335.10
Keomanyvanh, Phethlongxay . . . . .	58,629.94
Kinstedt, Katherine M. . . . .	85,888.04
Litchfield, Virginia M. . . . .	13,453.31
Luman, Maghon. . . . .	48,124.97
Martin-O'Brien, Harrison D. . . . .	16,424.29
McGowan, Lukas J. . . . .	84,985.54
Nanton, Gillian L. . . . .	81,266.80
Pine, Brian T. . . . .	7,316.19
Rawlings, Todd W. . . . .	79,172.96
Recicar, Sean S. . . . .	58,408.97
Reese, Rebecca M. . . . .	57,722.12
Saam, Ana C. . . . .	46,468.21
Sankareh, Balla. . . . .	46,111.07
Shaw-Dorso, Barbara . . . . .	57,582.43
Smith-Pigford, Kirsten L. . . . .	55,268.54
Williams, Margaret. . . . .	65,640.92

## Fletcher Free Library

Batsimm, Gale A. . . . .	48,775.99
Bolger, Ashley L. . . . .	15,571.60
Bushor, David B. . . . .	15,473.86
Butt, Suzanne . . . . .	6,787.13
Butterfield, Megan. . . . .	55,956.31
Carey, Cindy A. . . . .	9,370.23
Chamberlain, Douglas. . . . .	52,118.00
D'Alton, Anne M. . . . .	30,145.73
Danko, Mary B. . . . .	96,315.89
Dhondup, Tenzin W. . . . .	56,016.75
Ellis-Green, Margaret . . . . .	29,669.75
Feeney, Emer . . . . .	74,375.96
Goldberg, Rebecca L* . . . . .	75,062.90
Honeywell Belluche, Kathleen A. . . . .	50,939.08
Ibrahim, Maxamed H. . . . .	26,938.40

Jacobs, Ronald M. . . . .	25,671.90
Jinpa, Lobsang D. . . . .	46,954.13
Kane, Nora G. . . . .	31,341.60
Kolosovskiy, Abigail R. . . . .	65,078.19
Lee, Michelle M. . . . .	61,681.58
Mitchell, Harrison . . . . .	184.14
Murphy, Erin L. . . . .	27,843.02
Muse, Rachel D. . . . .	61,897.20
Norbu, Lobsang . . . . .	21,257.21
Pham, Nga* . . . . .	55,736.82
Pierce, Alyssa A. . . . .	20,463.37
Shataru, Barbara* . . . . .	71,282.68
Skelly, Juliana M. . . . .	1,917.42
Thompson, Rebecca L. . . . .	43,526.80
Webb, Christine. . . . .	12,208.00

## Human Resources

Anderson, Jessie. . . . .	1,496.84
Berry, Anthony C. . . . .	72,346.32
Cota, Danielle L. . . . .	70,499.90
Durfee, Kerin C. . . . .	9,908.75
Eugenio, Vanessa D. . . . .	65,905.98
Glozheni, Orieta . . . . .	58,140.28
Reagan, Lynn. . . . .	85,426.58

## Innovation & Technology

Appleton, John A* . . . . .	75,686.48
Broe, Christopher J. . . . .	52,323.32
Duckworth, Scott A. . . . .	89,562.60
Felix, Carolyn M. . . . .	33,122.73
Guerrero, Antonio C. . . . .	87,013.88
Lowe, Brian R. . . . .	111,905.61
Schmitz, Patricia* . . . . .	84,459.55
Tshibamba Buabua, Dodit. . . . .	53,962.74

## Mayor's Office

LaVecchia, Olivia R. . . . .	54,514.35
Murphy, Linda A. . . . .	9,461.60
Redell, Jordan W. . . . .	77,240.54
Sheehan, Samantha J. . . . .	8,553.04
Weinberger, Miro L. . . . .	114,309.09

## Parks, Recreation & Waterfront

Adams-Kollitz, Jon . . . . .	61,982.56
Alger, Ryan P. . . . .	56,144.71
Allen, Emma H. . . . .	61,713.16
Aube, Eugene* . . . . .	68,198.57
Bachand, Steven* . . . . .	61,931.55
Bailey, Richard . . . . .	65,410.91
Bajuk, Stanislav. . . . .	57,143.18
Beaudry, Christopher* . . . . .	72,241.82
Bleakley, Kimberley K. . . . .	63,493.64
Cahill, Daniel. . . . .	69,481.20

## SALARIES

Campbell, Bruce A. . . . .	58,081.61	Aiken, Shirley. . . . .	5,798.40	Benoit, Joseph . . . . .	22,495.56
Cartagena-Aponte, Janira . .	24,039.89	Albarelli, Joyce . . . . .	20,990.40	Benoit, Rene. . . . .	4,990.68
Carter, Sarah* . . . . .	61,901.19	Albarelli, Patrick . . . . .	36,584.64	Benway, William . . . . .	85.96
Carter, Susan* . . . . .	62,922.47	Alberry, Leo. . . . .	23,283.72	Bergeron, Arthur . . . . .	50,557.68
Cate, Melissa N* . . . . .	83,776.14	Alberry, Robert . . . . .	44,294.04	Bergeron, Randall . . . . .	14,063.04
Comai, Vincent J . . . . .	73,106.88	Allen, Anita . . . . .	863.04	Bergeron, Richard . . . . .	28,132.08
Cotton, Jennifer . . . . .	56,529.13	Allen, Lynda . . . . .	11,719.80	Besette, Brian . . . . .	13,323.36
Cushing, Joshua J . . . . .	54,265.46	Allen, Melissa. . . . .	6,609.15	Besette, Richard . . . . .	12,800.88
Dhondup, Sangay T . . . . .	60,249.51	Antczak, Edward . . . . .	10,425.36	Bevins, Susan . . . . .	40,719.24
Donnachie, Michael E. . . . .	9,690.50	Antilla, John. . . . .	14,189.16	Billings, James . . . . .	16,647.36
Dorjee, Migyur . . . . .	19,602.07	Archer, Marjorie. . . . .	33,743.16	Billings, Orville . . . . .	10,051.80
Eckhardt, Derrek . . . . .	57,153.97	Ardell, Paul . . . . .	31,023.12	Bingham, Robert . . . . .	19,350.84
Fredenburgh, Matthew J . . .	54,736.37	Ashline, Marcia . . . . .	15,255.36	Blake, Shannon . . . . .	34,800.12
Gyatso, Lobsang. . . . .	41,745.76	Audy, Byron. . . . .	38,380.56	Blanchard, Michael . . . . .	39,947.64
Hawkins, Kurt D . . . . .	65,816.51	Austin, Mark. . . . .	8,470.32	Blondin, Frederick . . . . .	7,304.88
Holbrook, Candice . . . . .	30,186.27	Ayer, Linda. . . . .	4,793.28	Blow, Armand . . . . .	7,925.16
Hornick, Jackson . . . . .	54,374.25	Babin, Kenneth . . . . .	14,519.76	Blow, Esther . . . . .	10,744.80
Jennings, Sarah . . . . .	4,248.47	Badger, Darlene . . . . .	4,275.72	Boehm, John . . . . .	7,183.32
Jones, Devin . . . . .	51,293.15	Badger, James. . . . .	37,112.76	Boivin, Alice . . . . .	6,667.08
Kaeding, Alec A . . . . .	63,209.34	Bagley, Mary. . . . .	10,352.40	Bombard, Ann. . . . .	27,711.36
Kaplan, Brendan S . . . . .	60,445.72	Bailey, Gretchen . . . . .	4,024.08	Bond, Clara . . . . .	4,457.76
Lama, Kunkhel . . . . .	26,669.96	Baker, Alan. . . . .	7,059.46	Booher, Robert. . . . .	29,227.80
Lapointe, Robert* . . . . .	66,269.47	Baker, Bernard . . . . .	137,850.96	Bordeau, Robert. . . . .	38,132.40
Latulippe, Steven J* . . . . .	54,551.16	Baker, Harold . . . . .	29,882.52	Botlyan, Janos . . . . .	1,334.04
Letzelter, Allen* . . . . .	63,290.69	Baker, Patricia. . . . .	8,567.52	Bouchard, Edward . . . . .	37,821.48
Loyer, Darlene* . . . . .	55,912.71	Baker, Sidney. . . . .	15,960.72	Bourassa, Richard . . . . .	36,339.36
Madalinski, Max W. . . . .	58,567.96	Barbeau, Candance. . . . .	6,916.20	Bourgeois, Armand . . . . .	28,208.64
Magnus, Ian W. . . . .	70,359.03	Barbeau, David . . . . .	18,950.76	Bourgeois, Bruce. . . . .	82,264.32
Marinelli, Nicholas S. . . . .	16,505.15	Barber, Judith. . . . .	1,004.04	Bourgeois, Stephen . . . . .	68,287.20
Moreau, Erin . . . . .	84,659.50	Barch, David . . . . .	60,093.24	Bousquet, Laura . . . . .	8,498.88
Morris, Paul A . . . . .	71,392.84	Barcomb, Therese . . . . .	10,422.72	Bouton, Kathleen . . . . .	5,284.44
Nyishinang, Pema T. . . . .	41,862.79	Barden, Timothy . . . . .	1,154.28	Bovat, Bruce . . . . .	61,182.00
O'Daniel, Meghan L . . . . .	48,801.42	Barney, Caroline. . . . .	1,607.28	Bove, Nancy . . . . .	26,983.44
Putzier, Joanne* . . . . .	61,143.97	Baron, George . . . . .	7,636.08	Boyd, Kirk . . . . .	20,080.26
Roach, Deryk . . . . .	88,387.42	Bartlett, Robert. . . . .	19,234.80	Boylan, Terri . . . . .	10,518.95
Rogers, Garreth* . . . . .	82,167.96	Baslow, Ralph. . . . .	4,251.48	Bozlik, Margaret . . . . .	10,992.60
Sauve, Sophie N. . . . .	75,235.44	Baur, Robert. . . . .	49,269.96	Bradish, Robert . . . . .	21,704.88
Shedd, Jeffrey* . . . . .	82,326.52	Bayerle, James. . . . .	5,868.00	Bradley, Daniel. . . . .	11,405.40
Smith, Andrew . . . . .	3,341.25	Bean, Bonni . . . . .	29,621.64	Brady, Elizabeth . . . . .	4,032.12
Snow, Ritchie* . . . . .	70,459.30	Bean, Pamela . . . . .	182.64	Brady, Patrick. . . . .	1,386.00
Sumner, Jonathan M . . . . .	41,730.98	Beauchemin, Michael. . . . .	27,727.44	Brandolino, Amanda . . . . .	11,342.64
Tewelde, Mulu . . . . .	23,861.95	Beaudoin, Claire . . . . .	21,040.80	Brelsford, Lynn . . . . .	16,060.44
Tsering, Dorjee . . . . .	40,526.55	Beaudoin, Lillian. . . . .	11,773.68	Brennan, John . . . . .	45,096.60
Tsering, Migmar. . . . .	50,703.13	Beauvais, Patricia . . . . .	33,390.96	Brennan, Lynn . . . . .	307.68
Weafer, Elizabeth C . . . . .	1,802.02	Beck, Bonnie . . . . .	48,331.56	Brier, Carey . . . . .	6,053.76
Wells, Thomas M. . . . .	55,498.94	Bedard, David . . . . .	655.68	Brigham, Charles. . . . .	12,372.84
Wight, Cynthia B. . . . .	104,508.56	Bedell, Douglas . . . . .	15,122.05	Brigham, James . . . . .	17,020.20
Wolf, Olivia G. . . . .	48,922.90	Beerworth, Jeff . . . . .	47,911.80	Bright, Alan . . . . .	47,208.24
Wood, Diana . . . . .	69,518.42	Begnoche, Patricia. . . . .	11,989.56	Brodeur, Rene . . . . .	16,934.88
Yaros, Scott E. . . . .	48,970.72	Belval, Ronald. . . . .	11,165.28	Brosseau, Lucien . . . . .	32,583.00
		Benard, Joseph . . . . .	39,805.08	Brown, Donald . . . . .	3,128.64
		Benjamin, John . . . . .	17,178.24	Brown, Frederick. . . . .	11,179.08
		Bennett, Dan . . . . .	6,118.08	Brown, James . . . . .	3,691.56
		Bennett, Rena . . . . .	5,132.76	Brown, James . . . . .	1,434.24
		Benoit, Jane . . . . .	4,990.68	Brown, Joanne . . . . .	9,401.52

### ***Pensions Paid***

Ahladas, Penny . . . . .	23,513.52
Ahonen, Timothy . . . . .	26,019.60
Aiken, Everest . . . . .	10,734.36

## SALARIES

Brown, Kathleen . . . . .	1,787.76	Chamberlain, Susan . . . . .	7,951.32	Cyr, Kimberly . . . . .	23,138.28
Brown, Kevin . . . . .	9,802.92	Champine, Joseph . . . . .	60,025.20	Danigelis, Anita . . . . .	25,327.20
Brown, Peter . . . . .	97,330.32	Chan, Catherine . . . . .	6,192.00	Danyow, Stephen . . . . .	41,200.72
Brown, Richard . . . . .	37,242.84	Chapman, Peter . . . . .	49,343.52	Daubenspeck, Sylvis . . . . .	28,574.64
Brown, Roberta . . . . .	13,921.80	Charboneau, Carol . . . . .	5,080.20	D'Avanzo, Rose . . . . .	7,239.84
Brunell, Chester . . . . .	22,329.84	Charboneau, David . . . . .	6,385.20	Davidson, Scott . . . . .	61,567.08
Brunelle, David . . . . .	40,771.44	Charboneau, Elaine . . . . .	7,329.24	Davis, Cynthia . . . . .	22,190.76
Brunell, Laurette . . . . .	1,579.72	Charbonneau, Alice . . . . .	11,011.92	Davis, Dorine . . . . .	41,858.40
Bruno, Steven . . . . .	2,350.11	Charland, Tim . . . . .	54,168.60	Davis, John . . . . .	6,528.00
Buckley, Thomas . . . . .	80,131.32	Charles, Katherine . . . . .	6,586.80	Davis, Nancy . . . . .	9,131.52
Burbo, Kimberly . . . . .	30,952.20	Cheney, Steven . . . . .	2,116.92	Dean, Dana . . . . .	4,024.20
Burbo, Mark . . . . .	24,069.60	Cherrier, Reginald . . . . .	5,623.56	Debacco, Evelyn . . . . .	271.68
Burdo, Valerie . . . . .	2,182.77	Chevalier, Shirley . . . . .	661.56	Decker, Walter . . . . .	77,475.96
Burke, Mary . . . . .	1,357.08	Chicoine, Joel . . . . .	804.00	Demag, David . . . . .	41,473.20
Burke, Shawn . . . . .	66,270.24	Chicoine, Lisa . . . . .	12,129.24	Demarais, Arthur . . . . .	3,315.24
Burke, William . . . . .	37,843.80	Choedon, Lobsang . . . . .	7,504.92	Demarais, Christine . . . . .	13,728.12
Burns, Everett . . . . .	36,857.64	Clark, Timothy . . . . .	28,571.52	Demaroney, Laura . . . . .	18,452.88
Burritt, Deanna . . . . .	11,738.52	Clavelle, Bonni . . . . .	643.98	Demartino, Deena . . . . .	4,335.00
Burt, Ervin . . . . .	19,117.20	Clavelle, Peter . . . . .	30,284.64	Desany, Marguerite . . . . .	11,001.36
Bush, Kenneth . . . . .	34,135.92	Cocchetti, Michael . . . . .	28,876.20	Desautels, Collette . . . . .	6,782.16
Bushey, Rodney . . . . .	17,265.84	Coddington, Lynn . . . . .	4,428.36	Desautels, David . . . . .	31,508.64
Bushnell, Claire . . . . .	49,103.64	Colaceci, Andrew . . . . .	18,920.88	Desautels, Richard . . . . .	45,890.16
Buteau, Patrick . . . . .	52,708.32	Colburn, Lorraine . . . . .	33,868.56	Desjardins, Michelle . . . . .	520.00
Butler, Kathleen . . . . .	10,459.20	Coleburn, Robert . . . . .	34,819.44	Despirito, Fred . . . . .	47,202.24
Butler, William . . . . .	14,768.04	Collette, Aaron . . . . .	61,961.55	Devino, Erwin . . . . .	13,217.16
Butt, Suzanne . . . . .	2,506.80	Collins, Dennis . . . . .	29,177.76	Devost, Robert . . . . .	11,500.16
Button, Glendon . . . . .	48,256.92	Colvin, Frederick . . . . .	27,355.32	Dickinson, L . . . . .	24,821.28
Cadmus, William . . . . .	7,237.92	Comstock, Jacqueline . . . . .	14,981.52	Dike, Nancy . . . . .	2,576.04
Cadwallader-Staub, Julie . . . . .	2,304.54	Condaxis, Peter . . . . .	4,764.00	Dion, Linda . . . . .	11,257.44
Campbell, Alan . . . . .	15,030.00	Conte, Susan . . . . .	11,023.44	Dion, Milagos . . . . .	19,043.04
Campbell, Audrey . . . . .	596.28	Contois, Dayton . . . . .	63,416.76	Dion, Thomas . . . . .	41,589.00
Carey, Cindy . . . . .	9,827.04	Cope, Jesse . . . . .	8,515.92	Dion, Valere . . . . .	46,525.32
Carey, Gerry . . . . .	54,547.08	Coolidge, Helen . . . . .	24,333.72	Dixon, Stephen . . . . .	39,192.36
Carminati, Diana . . . . .	2,074.80	Coombs, Helen . . . . .	66,039.72	Doherty, Daniel . . . . .	44,385.84
Carolin, John . . . . .	4,692.24	Cosby, Julia . . . . .	20,727.24	Dolan, Darlene . . . . .	29,528.90
Carpenter, Eleanor . . . . .	5,703.00	Costello, Hilda . . . . .	47,642.88	Dolan, Timothy . . . . .	5,118.00
Carr, Phyllis . . . . .	22,399.20	Costello, Thomas . . . . .	81,209.88	Donegan, Roger . . . . .	59,277.48
Carroll, Beatrice . . . . .	33,484.08	Costes, Sandra . . . . .	1,186.68	Donley, Dielene . . . . .	3,243.48
Carroll, Evelyn . . . . .	29,997.84	Cota, Elaine . . . . .	10,315.80	Donley, Raymond . . . . .	942.48
Carter, John . . . . .	36,507.72	Cota, Wesley . . . . .	25,954.68	Donnelly, Richard . . . . .	7,396.56
Carter, Linda . . . . .	59,260.44	Cote, Philip . . . . .	625.32	Douglas, Helen . . . . .	28,857.36
Cartier, Cynthia . . . . .	507.72	Couillard, Richard . . . . .	26,013.96	Douglas, Linda . . . . .	3,076.56
Catella, Michael . . . . .	23,172.12	Couture, Christine . . . . .	18,378.00	Downey, Karen . . . . .	35,394.84
Catella, Roy . . . . .	19,170.48	Cox, Dolores . . . . .	13,321.44	Drouin, Brian . . . . .	71,073.00
Cavanaugh, Charles . . . . .	187.89	Crady, Scott . . . . .	56,412.00	Ducharme, Leonard . . . . .	6,978.60
Cavanaugh, James . . . . .	14,944.04	Critchlow, Thomas . . . . .	43,063.80	Dudley, Dennis . . . . .	40,976.40
Cemel, Edith . . . . .	4,229.76	Crosby, Paul . . . . .	22,866.72	Dufault, Wilrose . . . . .	37,924.44
Chagnon, James . . . . .	33,947.04	Cross, Hazen . . . . .	18,559.32	Duffy, Arline . . . . .	24,910.80
Chagnon, Karen . . . . .	9,372.00	Crowley, Patricia . . . . .	15,603.72	Duffy, Dennis . . . . .	39,210.00
Chagnon, Randy . . . . .	6,298.56	Cruickshank, George . . . . .	44,276.88	Duffy, Marianna . . . . .	18,208.56
Chagnon, Wendy . . . . .	11,890.80	Curti, Olivio . . . . .	6,625.92	Dumas, Lawrence . . . . .	16,188.48
Chagnon, William . . . . .	18,935.88	Curtis, Arthur . . . . .	20,334.80	Dumas, Marguerite . . . . .	40,649.52
Chamberlain, Claire . . . . .	411.84	Curtis, Irene . . . . .	3,812.79	Dumas, Shirley . . . . .	18,545.88
Chamberlain, Douglas . . . . .	4,137.88	Cushing, James . . . . .	11,704.56	Dumas, Steven . . . . .	19,969.92
Chamberlain, Herbert . . . . .	18,755.88	Cyr, Arthur . . . . .	31,370.04	Duncan, Susan . . . . .	4,844.52



# SALARIES

Dunfee, Marsha . . . . .	1,909.53	Gladden, Raymond . . . . .	38,887.20	Hornick, Martin . . . . .	38,067.12
Dusablon, Linda . . . . .	6,852.96	Glennon, Susan . . . . .	9,163.56	Howley, Kathleen . . . . .	6,322.44
Dusablon, Ronald . . . . .	14,013.60	Glynn, Paul . . . . .	70,243.56	Hulsen, Jeanne . . . . .	14,724.36
Dusten, Joanne . . . . .	25,728.60	Gokey, George . . . . .	39,387.12	Hunt, Timothy . . . . .	37,738.08
Duval, Randi-Ann . . . . .	11,956.44	Gomez, Ramon . . . . .	15,928.56	Hyde, Bruce . . . . .	3,447.24
Dwire, Wendall . . . . .	11,668.68	Gonyo, Patricia . . . . .	10,369.20	Inglis, Thomas . . . . .	588.12
Egan, Stuart . . . . .	8,716.08	Goodkind, Steven . . . . .	34,359.84	Irish, John . . . . .	34,252.56
Eldridge, Mark . . . . .	19,949.04	Goodreau, Susan . . . . .	3,690.24	Irving, John . . . . .	80,575.92
Elliott, Susan . . . . .	33,691.32	Goodreau, Wilfred . . . . .	27,376.08	Iverson, Donna . . . . .	347.16
Ely, David . . . . .	36,659.04	Goodrich, Francis . . . . .	13,446.48	Jackson, Penrose . . . . .	7,959.48
Emery, Donna . . . . .	12,345.60	Gore, Ronald . . . . .	6,438.84	Jampa, Jampa . . . . .	10,290.00
Ennis, Alana . . . . .	8,805.84	Gould, Nathaniel . . . . .	4,526.88	Janes, Patricia . . . . .	5,478.48
Enright, Kelly . . . . .	5,130.60	Goyette, William . . . . .	3,282.12	Janone, Judith . . . . .	27,912.72
Evans, James . . . . .	41.37	Grant, Benjamin . . . . .	22,662.00	Jarvis, Joann . . . . .	27,564.12
Evans, Lynn . . . . .	4,957.26	Grant, Marian . . . . .	8,310.72	Jefferys, Peter . . . . .	7,034.40
Ewins, Regine . . . . .	9,976.20	Gravelin, Denis . . . . .	6,168.00	Jenny, Terry . . . . .	4,211.64
Fabiani, Paul . . . . .	48,317.40	Gray, Michael . . . . .	30,206.28	Jewell, Amy . . . . .	16,867.80
Fales, Lawrence . . . . .	3,098.04	Green, Carolyn . . . . .	13,133.64	Jones, Holly . . . . .	5,795.40
Federico, John . . . . .	43,435.92	Green, Timothy . . . . .	50,746.68	Jordan, Glynis . . . . .	8,441.16
Felt, Lyman . . . . .	9,864.48	Greene, Charlene . . . . .	28,632.00	Jordick, Michael . . . . .	51,098.64
Fenech, Carmel . . . . .	1,077.72	Greenough, Theresa . . . . .	30,103.84	Kalman, Maryann . . . . .	11,369.16
Ferrier, Theresa . . . . .	584.04	Greenough, Todd . . . . .	40,207.32	Kamerbeek, Sally . . . . .	1,438.80
Finck, Craig . . . . .	11,478.36	Greenwood, Beverly . . . . .	34,089.72	Katon, Paula . . . . .	8,068.20
Fish, Daniel . . . . .	1,698.12	Greenwood, Janet . . . . .	12,408.60	Keenan, Joseph . . . . .	50,987.52
Fisher, Michael . . . . .	4,533.24	Gregoire, Dana . . . . .	30,400.32	Kehoe, Francis . . . . .	57,004.44
Fleming, Donald . . . . .	33,308.52	Gregory, Robert . . . . .	45,451.08	Keleher, Brendan . . . . .	20,148.00
Fontaine, Lawrence . . . . .	997.44	Grimes, Barbara . . . . .	56,694.36	Kelley, Karen . . . . .	15,509.28
Foster, Steven . . . . .	32,171.16	Groff, Pamela . . . . .	17,092.08	Kellogg, Alice . . . . .	2,900.28
Francis, Gary . . . . .	71,845.56	Gross, Wayne . . . . .	19,045.80	Kelly, Betty . . . . .	10,453.32
Francis, Gary . . . . .	38,532.24	Guilbault, James . . . . .	2,827.56	Kennedy, Keith . . . . .	47,022.96
Francis, Jeanne . . . . .	34,383.96	Guillette, Doreen . . . . .	17,412.72	Kilgore, Bruce . . . . .	52,688.88
Francis, Terence . . . . .	68,510.64	Guyette, Charles . . . . .	23,918.16	Kilpatrick, Scott . . . . .	59,262.00
Franco, John . . . . .	5,004.00	Hadwen, Brooke . . . . .	10,156.68	Kimball, Edward . . . . .	36,757.68
Frazier, Gary . . . . .	19,460.28	Haigis, Joanne . . . . .	1,521.60	King, Jane . . . . .	6,264.72
Friedman, Sammie . . . . .	2,399.52	Haire, David . . . . .	14,467.31	King, John . . . . .	37,972.32
Fritz, Carol . . . . .	9,514.56	Ham, Brenda . . . . .	9,928.56	King, John . . . . .	5,160.00
Gale, Janice . . . . .	3,701.04	Hamilton, Janet . . . . .	32,265.72	Kiss, Robert . . . . .	7,928.28
Gambero, Janice . . . . .	1,178.76	Hardy, Sterling . . . . .	32,261.40	Kivela, Casey . . . . .	9,480.24
Garrett, Diane . . . . .	24,949.56	Harrington, Darwin . . . . .	5,625.12	Kline, Bernard . . . . .	24,901.20
Garrow, Richard . . . . .	43,183.80	Harris, Walter . . . . .	32,479.44	Kline, Keith . . . . .	27,874.80
Gates, Roy . . . . .	11,985.72	Hart, Mary . . . . .	10,493.88	Knapp, M . . . . .	27,741.12
Gates, Thomas . . . . .	70,392.96	Harvey-Coutrayer, Janet . . . . .	16,743.36	Knauer, Kathleen . . . . .	13,905.84
Geary, Kathleen . . . . .	3,178.92	Hayford, Lucille . . . . .	14,959.56	Kolok, David . . . . .	365.76
Gelles, Betty . . . . .	1,114.76	Haynes, Robert . . . . .	30,814.92	Kropelin, William . . . . .	62,256.00
George, Phyllis . . . . .	19,749.48	Heelan, Michael . . . . .	46,760.28	Kruger, Mark . . . . .	12,454.56
Gerace, Leslie . . . . .	1,172.16	Helrich, Emmet . . . . .	41,371.20	Kruger, Mark . . . . .	12,454.56
Gianetti, Gilbert . . . . .	1,034.40	Hemond, Michael . . . . .	16,718.24	Kupferman, Lawrence . . . . .	6,708.00
Giard, Janice . . . . .	12,498.60	Hendry, James . . . . .	47,210.04	Labarge, Randall . . . . .	24,880.08
Gibson, Linda . . . . .	1,311.84	Hewitt, Jason . . . . .	12,759.60	Labelle, Clement . . . . .	38,815.80
Gilbeau, Darlene . . . . .	5,534.88	Hibbert, Kathleen . . . . .	15,800.52	LaBounty, Karl . . . . .	28,272.96
Gilbert, Christopher . . . . .	43,804.44	Higbee, Andi . . . . .	76,787.16	Lafayette, Charles . . . . .	6,478.32
Gilbert, Gordon . . . . .	33,327.96	Hill, Aaron . . . . .	1,109.64	Lafayette, Monica . . . . .	3,185.67
Gile, Martha . . . . .	14,223.84	Hoffman, Ernest . . . . .	47,037.48	Laforce, Todd . . . . .	60,951.72
Gill, Betty . . . . .	4,437.32	Holmes, Gary . . . . .	26,108.28	Lajoice, Starr . . . . .	3,521.16
Gilstrap, Cindy . . . . .	11,874.72	Holt, Ned . . . . .	46,189.68	Lamarche, Jo . . . . .	23,812.32

## SALARIES

Lambert, Molly . . . . .	5,208.84	Lovejoy, Cara . . . . .	9,778.44	Mobbs, Reginald . . . . .	18,392.04
Lamountain, David . . . . .	3,793.92	Lovejoy, Vernon . . . . .	16,529.76	Modica, David . . . . .	33,451.68
Landsman, Carol . . . . .	942.60	Lynch, Christopher . . . . .	41,390.40	Monahan, Cheryl . . . . .	1,803.96
Langin, Erin . . . . .	15,551.40	MacArthur, Sandra . . . . .	389.28	Mongeon, Leonard . . . . .	8,713.32
Laquerre, Annette . . . . .	1,150.32	MacKinnon, James . . . . .	21,672.00	Monte, Michael . . . . .	20,272.44
Larned, Stephen . . . . .	46,105.56	Maher, Brian . . . . .	64,286.52	Moody, Scott . . . . .	74,853.72
LaRoche, Betty . . . . .	11,491.32	Major, Mary . . . . .	7,855.08	Moquin, Jason . . . . .	56,707.32
LaRocque, Ralph . . . . .	1,679.28	Manganiello, Ronald . . . . .	7,660.32	Moreau, Thomas . . . . .	11,772.00
Larose, Darlene . . . . .	26,988.96	Mantone, Thomas . . . . .	81,377.28	Morelli, William . . . . .	1,934.88
Lasker, Seth . . . . .	101,856.48	Marble, David . . . . .	23,846.64	Morin, Roland . . . . .	25,402.32
Lauzon, James . . . . .	5,442.00	Marceau, Brenda . . . . .	12,420.00	Morrison, Jennifer . . . . .	61,917.12
Lavalette, Randy . . . . .	37,761.24	Marchessault, James . . . . .	3,336.00	Mott, Arthur . . . . .	469.68
Lavallee, Roger . . . . .	11,544.48	Marcotte, Sandra . . . . .	22,903.20	Muir, Beverly . . . . .	7,138.68
Lavalley, Donald . . . . .	43,362.00	Marcus, John . . . . .	48,577.56	Mulac, Dieter . . . . .	48,515.85
Lavalley, Judith . . . . .	144.62	Marrier, James . . . . .	28,479.60	Muller, James . . . . .	12,773.16
Lavery, Michael . . . . .	11,089.68	Martin, Elmer . . . . .	13,963.92	Muller, Katherine . . . . .	12,648.00
Lavigne, Charles . . . . .	49,868.64	Martin, Timothy . . . . .	7,006.80	Mullin, Robert . . . . .	83,332.32
Lavigne, David . . . . .	13,223.76	Martin-Lewis, John . . . . .	28,688.52	Murray, Douglas . . . . .	12,955.68
Laware, William . . . . .	35,324.88	Martin-Lewis, Lesley . . . . .	19,125.60	Nails, Aljaray . . . . .	43,519.44
Lawes, Faye . . . . .	31,411.68	Mason, Yvette . . . . .	22,793.88	Nash, Thomas . . . . .	12,247.44
Lawrence, Diana . . . . .	626.16	Matton, Patricia . . . . .	28,182.84	Naughton, Andrew . . . . .	32,343.96
Lawrence, Leah . . . . .	657.61	Maynard, Richard . . . . .	5,668.08	Niedweske, Linda . . . . .	120.54
Lawyer, Deborah . . . . .	3,818.40	Maysilles, Bruce . . . . .	357.90	Nienstedt, Betty . . . . .	5,012.28
Leclair, Mae . . . . .	29,691.60	Mazza, Thomas . . . . .	29,570.76	Niquette, Sandra . . . . .	396.22
L'Ecuyer, Robert . . . . .	2,408.76	MazzaCollar, Trudy . . . . .	8,584.32	Nolan, Kevin . . . . .	48,980.04
Ledoux, Martha . . . . .	30,768.36	McArthur, Diane . . . . .	12,496.08	Nolan, Ruth . . . . .	3,643.44
Ledoux, Patricia . . . . .	13,345.68	McAuliffe, Sandra . . . . .	1,257.60	Norton, Wayne . . . . .	4,420.20
Lefebvre, Carol . . . . .	2,627.88	McAvoy, Margaret . . . . .	4,906.08	Noyes, Diane . . . . .	3,660.00
Lefebvre, Donald . . . . .	13,577.16	McCormick, David . . . . .	22,714.92	Nulty, Timothy . . . . .	3,041.88
Lefebvre, Patrick . . . . .	31,573.20	McDowell, Barbara . . . . .	11,128.80	Nulty, William . . . . .	35,219.52
Lefebvre, Tonda . . . . .	25,777.20	McEwing, Robert . . . . .	36,545.88	O'Brian, Cameron . . . . .	1,851.24
Lefkowitz, Michelle . . . . .	111.75	McGrath, Mary . . . . .	10,198.32	O'Brien, Deborah . . . . .	1,209.00
Leggett, Karen . . . . .	17,437.44	McGrath, Robert . . . . .	19,705.08	O'Donnell, John . . . . .	3,751.92
Legrand, Margaret . . . . .	11,763.36	McKenzie, Kathleen . . . . .	2,932.08	O'Hara, Cynthia . . . . .	926.38
Lemieux, Paul . . . . .	17,453.40	McLaughlin, Paul . . . . .	38,866.08	Olejar, Anna . . . . .	12,231.84
Leopold, Barbara . . . . .	37,699.44	McManamon, Patrick . . . . .	24,124.68	O'Neil, Michael . . . . .	91,370.04
Leopold, Jonathan . . . . .	17,248.20	McMullen, Gayla . . . . .	699.48	Orr, Lawrence . . . . .	39,906.48
Lerner, Kenneth . . . . .	45,637.08	McNamara, Debra . . . . .	37,524.72	Osier, Sharon . . . . .	3,144.72
Lestage, Robert . . . . .	3,701.68	McNamara, William . . . . .	53,833.68	O'Sullivan, Maureen . . . . .	2,083.84
Leugers, Mary . . . . .	39,267.48	McNeil, William . . . . .	1,601.40	Overson, Roberta . . . . .	20,836.44
Libby, Paul . . . . .	24,711.36	McSweeney, Lloyd . . . . .	1,069.70	Pacy, Benjamin . . . . .	25,481.28
Lilja, Donald . . . . .	53,655.12	Medlar, Marcus . . . . .	9,503.76	Page, Johanna . . . . .	9,251.76
Lincoln, John . . . . .	29,639.88	Medlar, Michael . . . . .	1,815.72	Paluba, Violet . . . . .	3,260.52
Link, Grace . . . . .	13,698.48	Meehan, Susan . . . . .	24,874.92	Paquette, Paul . . . . .	46,714.32
Lisle, Scott . . . . .	51,572.88	Menard, Claire . . . . .	5,219.16	Paquette, Susan . . . . .	19,680.96
Little, Ernest . . . . .	3,001.32	Merchand, Daniel . . . . .	52,170.72	Paquette, William . . . . .	56,678.04
Lizotte, Michael . . . . .	16,222.44	Mercier, Jacqueline . . . . .	24,614.64	Paradee, Craig . . . . .	21,716.88
Lombard, Douglas . . . . .	2,949.12	Merriman, Bernard . . . . .	12,090.60	Parent, Edmond . . . . .	15,617.04
Long, Richard . . . . .	45,123.48	Middleton, Thomas . . . . .	45,214.92	Parent, Michael . . . . .	3,322.32
Longe, Irene . . . . .	77,072.76	Miller, Philip . . . . .	12,778.08	Parent, Ronald . . . . .	36,058.92
Longe, Kathleen . . . . .	25,246.32	Mischik, Helen . . . . .	3,712.56	Paronto, Gerald . . . . .	23,417.76
Longe, Pamela . . . . .	46,042.80	Mitchell, Donna . . . . .	16,818.60	Parrott, Kathy . . . . .	5,964.60
Longe, Rosaire . . . . .	706.56	Mitchell, Kevin . . . . .	51,247.44	Patnode, Robert . . . . .	51,998.88
Loso, Bernard . . . . .	33,351.24	Mitchell, William . . . . .	11,344.32	Pecor, Chester . . . . .	25,274.52
Lothian, Kathy . . . . .	5,400.84	Mitiguy, Stephen . . . . .	12,870.12	Perry, Ellen . . . . .	69,973.92

## SALARIES

Perry, Marilynne . . . . .	4,439.16	Roberts, Richard . . . . .	74,439.20	Silcox, Donna . . . . .	8,154.72
Petralia, Paul . . . . .	62,538.48	Robinson, Clifford . . . . .	53,482.92	Simays, Barry . . . . .	20,011.23
Phillips, Robert . . . . .	1,459.56	Robinson, John . . . . .	15,412.56	Simpson, Cynthia . . . . .	19,659.86
Pichierri, Randy . . . . .	23,489.04	Rock, Elmer . . . . .	7,105.08	Simpson, Michael . . . . .	3,574.51
Pinan, Paul . . . . .	43,545.12	Rogers, Clyde . . . . .	10,635.48	Siple, Stanley . . . . .	34,684.32
Pine, Brian . . . . .	15,756.00	Rogers, Michael . . . . .	35,545.56	Slater, Robert . . . . .	40,781.20
Plant, Lynn . . . . .	8,411.04	Rogers, Michael . . . . .	35,545.56	Slattery, Pamela . . . . .	1,491.84
Plantier, Doreen . . . . .	3,616.44	Roistacher, James . . . . .	467.88	Snow, Kathy . . . . .	6,782.28
Ploof, Charles . . . . .	4,138.32	Ross, Thomas . . . . .	8,995.44	Snow, Larry . . . . .	32,455.80
Pohlman, Dale . . . . .	1,296.36	Rouille, Jay . . . . .	63,532.90	Sonnick, John . . . . .	48,568.20
Politi, Frances . . . . .	12,772.92	Rousseau, Donald . . . . .	54,873.28	Sorrell, Edward . . . . .	25,592.76
Poplawski, Christopher . . . . .	14,382.48	Rowden, Richard . . . . .	31,962.48	Soter, James . . . . .	6,430.20
Poquette, Elizabeth . . . . .	24,150.72	Rowell, John . . . . .	10,948.68	Soutiere, Janet . . . . .	162.36
Poulin, Gwenn . . . . .	7,524.60	Rowell, Susan . . . . .	10,311.00	Soutiere, Zachary . . . . .	15,818.76
Poulin, Jean . . . . .	26,044.20	Rowley, William . . . . .	17,239.44	Spiller, Leroy . . . . .	54,738.60
Poulin, Margaret . . . . .	11,275.56	Ruland, Wesley . . . . .	40,690.32	Spinner, Warren . . . . .	37,513.44
Preston, John . . . . .	16,606.20	Russell, Daniel . . . . .	9,232.20	St. Amour, Joseph . . . . .	15,400.80
Prive, Leonard . . . . .	33,678.72	Russell, Elizabeth . . . . .	3,980.16	St. Amour, Paula . . . . .	9,689.16
Proulx, Roberta . . . . .	6,856.80	Russell, Marjorie . . . . .	9,154.92	Stebbins, Everett . . . . .	9,918.36
Provost, Beulah . . . . .	34,799.88	Rutledge, Margaret . . . . .	7,205.88	Stergas, Richard . . . . .	25,338.32
Provost, Donna . . . . .	9,615.00	Ryan, George . . . . .	6,037.44	Stevens, Ian . . . . .	8,859.84
Provost, Laura . . . . .	6,656.40	Ryan, Marie . . . . .	4,509.00	Stewart, John . . . . .	17,761.68
Provost, Mary . . . . .	359.10	Ryan, Lorna . . . . .	5,878.80	Stoll, Robert . . . . .	17,838.84
Puro, Mary . . . . .	8,896.80	Ryder, Ann . . . . .	422.76	Strong, Edward . . . . .	36,463.20
Quinn, Sean . . . . .	18,398.88	Ryder, Richard . . . . .	42,469.46	Stubbing, Kathleen . . . . .	51,905.28
Rabidoux, Sylvia . . . . .	64,924.92	Ryder Cope, Clea . . . . .	10,219.05	Sullivan, Mary . . . . .	25,935.48
Racine, Albert . . . . .	6,028.44	Sackevich, Patricia . . . . .	2,699.04	Sumner, Dennis . . . . .	11,153.28
Racine, Bruce . . . . .	27,028.80	Sanborn, Craig . . . . .	2,121.12	Sweeney, Clark . . . . .	386.75
Racine, George . . . . .	2,712.96	Sanders, Bernard . . . . .	5,478.72	Sweeney, Ronald . . . . .	11,264.52
Racine, Patti . . . . .	15,049.92	Santerre, Daryl . . . . .	70,700.76	Swindell, Michael . . . . .	32,591.57
Rader, James . . . . .	7,656.24	Savage, Cecile . . . . .	158.72	Sylvia, Linda . . . . .	31,262.40
Radford, Monica . . . . .	23,306.52	Savard, James . . . . .	1,872.60	Taft, Robert . . . . .	38,140.56
Radford, Thomas . . . . .	23,306.52	Schaebauer, Esther . . . . .	11,861.52	Taginski, Toni . . . . .	6,484.44
Raine, Michael . . . . .	12,242.88	Schatz, Kenneth . . . . .	42,211.56	Tanguay, Raymond . . . . .	7,509.48
Rangel, Deborah . . . . .	6,444.48	Schirling, Michael . . . . .	91,309.44	Tatro, Jerry . . . . .	29,500.44
Rasch, William . . . . .	29,344.20	Schirmer, Katharine . . . . .	2,453.76	Tavilla, Kimberly . . . . .	48,394.80
Rathbun, Maurice . . . . .	4,282.80	Schleede, Lillian . . . . .	18,666.84	Taylor, Theresa . . . . .	7,317.72
Rawlins, Rosemary . . . . .	98.28	Scibek, David . . . . .	37,363.80	Tebbetts, Rollin . . . . .	87.00
Raymond, Danny . . . . .	27,567.12	Scott, Marjorie . . . . .	12,391.89	Terry, Ann . . . . .	14,678.88
Reardon, Christopher . . . . .	51,241.20	Scully, Kevin . . . . .	46,405.32	Terry, Carl . . . . .	29,660.64
Redmond, Ronald . . . . .	27,937.32	Seaman, Ashley . . . . .	1,202.04	Tewksbury, Cleyton . . . . .	31,577.16
Reno, Rebecca . . . . .	6,586.08	Searles, Brian . . . . .	8,300.16	Thabault, George . . . . .	2,290.08
Reno, Ronald . . . . .	34,702.56	Sears, William . . . . .	72,056.16	Thibault, Ethan . . . . .	4,968.33
Resnik, Robert . . . . .	30,333.72	Seifer, Bruce . . . . .	36,074.40	Thomas, Sybil . . . . .	9,061.44
Reuschel, David . . . . .	53,864.28	Senna, Jane . . . . .	102.24	Thompson, Gloria . . . . .	4,940.76
Richard, Michael . . . . .	67,819.44	Shackett, Charles . . . . .	1,192.56	Thompson, Sandra . . . . .	2,127.36
Richard, Richard . . . . .	7,964.88	Shangraw, Burton . . . . .	19,677.12	Tichonuk, Marjorie . . . . .	5,632.44
Richards, Patricia . . . . .	15,136.88	Sheehan, Carolyn . . . . .	33,603.12	Titus, Anita . . . . .	4,555.08
Richards Cooper, Rosemary . . . . .	539.21	Sheehan, Vivian . . . . .	6,397.68	Tomlinson, Jerry . . . . .	1,647.60
Richardson, Jane . . . . .	17,705.40	Sheehey, Joel . . . . .	51,353.04	Toof, Shawn . . . . .	31,663.32
Ritchie, James . . . . .	36,894.84	Shepard, Claire . . . . .	36,090.36	Trainor, Susan . . . . .	5,082.48
Rivers, Margaret . . . . .	1,600.20	Shepard, David . . . . .	10,508.88	Traquair, Wendy . . . . .	6,915.60
Robear, Donald . . . . .	23,869.92	Shepard, Gary . . . . .	7,608.00	Trawczynski, Joyce . . . . .	2,412.00
Roberts, David . . . . .	71,466.00	Sherwood, Stanley . . . . .	18,712.20	Tremblay, Thomas . . . . .	86,507.28
Roberts, Kathleen . . . . .	1,562.28	Sicard, Michael . . . . .	43,852.44	Trombley, Bradley . . . . .	52,807.92

# SALARIES

Trombley, Diane . . . . .	23,018.16
Trombley, James. . . . .	20,014.20
Trombley, Joseph. . . . .	22,090.92
Trombley, Kenneth. . . . .	39,556.56
Trombley, Matthew . . . . .	33,071.64
Tucker, Donald. . . . .	27,246.00
Tucker, Lawrence. . . . .	30,506.58
Tuomey, Lianne . . . . .	26,358.48
Tuttle, Brian . . . . .	2,524.20
Ugalde, Paul . . . . .	526.92
Vachereau, Kenneth. . . . .	58,755.12
Van Gieson, Linda . . . . .	312.84
Van Vught, John . . . . .	515.34
Varney, Richard . . . . .	29,507.04
Venezia, Gwendolyn . . . . .	14,376.12
Victory, Raphael. . . . .	74.09
Vidurek, Stephen. . . . .	52,560.36
Vigneau, Francis . . . . .	38,604.72
Villanti, Karen . . . . .	7,400.64
Vincent, Daniel . . . . .	44,822.28
Vincent, John . . . . .	42,092.76
Virun, Michelle . . . . .	11,159.28
Vogel, Barbara . . . . .	3,917.52
Voorheis, Patrick . . . . .	26,703.00
Walsh, Peter . . . . .	78,572.88
Ward, William . . . . .	47,796.12
Warner, Caleb. . . . .	9,566.64
Warren, Michael . . . . .	61,831.20
Weaver, Margaret . . . . .	14,040.10
Welsh, Leland . . . . .	25,286.16
West, Kasondra . . . . .	8,501.76
Whalen, Robert. . . . .	35,083.56
White, Nancy. . . . .	871.68
Whitehouse, James . . . . .	72,857.28
Whitehouse, John . . . . .	66,715.20
Wilkinson, Brian. . . . .	45,818.64
Willard, Michael . . . . .	6,022.20
Willett, Jacqueline . . . . .	3,394.56
Willette, Charles . . . . .	85,401.24
Winchell, Gwyn. . . . .	7,778.88
Wingate, Karen . . . . .	8,961.84
Wisell, Karen . . . . .	15,382.56
Wolfe, William . . . . .	26,524.56
Wood, Brenda . . . . .	647.26
Woodman, James . . . . .	58,102.80
Woulf, Mary. . . . .	4,724.76
Wright, Loretta . . . . .	12,677.64
Yandow, Alan . . . . .	19,942.80
Yaranga, Ricardo. . . . .	6,725.64
Young, Robert . . . . .	33,658.08
Yunggebauer, Diane . . . . .	7,860.48
Yustin, John . . . . .	32,338.44
Zacharski, Robert. . . . .	4,528.56

## **Permitting & Inspection**

Ahonen, Timothy W. . . . .	67,008.23
Biggie, Bradley M . . . . .	76,371.98
Cormier, Steve M. . . . .	64,189.23
Crowley, Celeste R. . . . .	53,751.99
Darfler, Layne C . . . . .	53,294.62
Gustin, Scott* . . . . .	86,160.52
Hennessey, Timothy W . . . . .	78,159.86
Ianelli, Kimberly H. . . . .	68,705.99
Meno, Delorita M . . . . .	66,271.86
Miles, Theodore P* . . . . .	69,119.79
Morrison, Ryan . . . . .	62,534.56
O'Neil, Mary C. . . . .	81,080.82
Orton, Charlene* . . . . .	53,767.95
Perry, Matthew. . . . .	66,446.14
Ryan, John . . . . .	80,370.26
Simoneau, Cara M . . . . .	48,001.82
Ward, William M . . . . .	102,948.80
Wehman, Patricia L . . . . .	73,743.84

## **Planning**

Stetson, Nancy G . . . . .	67,874.85
Tuttle, Meagan E . . . . .	79,050.13
White, David E* . . . . .	107,495.88

## **Public Works**

Ali, Musaab G . . . . .	33,620.92
Arnold, Peter M . . . . .	76,431.33
Aube, Michael J . . . . .	64,620.01
Baldwin, Norman J* . . . . .	99,525.76
Barclay, Robert J . . . . .	89,257.00
Barry, Paula P. . . . .	47,715.70
Bedell, Douglas H SR. . . . .	31,674.68
Benjamin, Richard C* . . . . .	94,686.37
Bernatchy, Tyler S . . . . .	68,628.02
Blow, Brian A* . . . . .	80,985.56
Blow, Nichole L . . . . .	75,251.08
Booska, Dave M . . . . .	61,235.30
Booska, Tyler J . . . . .	40,967.40
Bowman, Trey T . . . . .	55,912.23
Boylan, Terri G . . . . .	38,595.80
Britch, Bruce A . . . . .	73,867.54
Brown, Darrell R . . . . .	21,876.14
Cain, Catherine A* . . . . .	57,377.21
Carr, William J . . . . .	67,290.04
Chaffee, Craig R . . . . .	70,444.69
Codling, David M . . . . .	61,898.33
Codling, Matthew D . . . . .	63,079.19
Codrean, Lorand Z* . . . . .	76,640.63
Colgan, Shawn D* . . . . .	48,954.77
Conant, Trevor J . . . . .	61,878.81
Cornish, Charles E* . . . . .	48,241.42
Corrigan, Barbara J . . . . .	39,532.35
Cummings, Bradford A . . . . .	70,062.99

Cummings, Rory R. . . . .	78,622.70
Dandridge, Jackson W . . . . .	61,734.58
Danyow, Stephen. . . . .	4,591.62
Darisse, Olivia M. . . . .	75,924.16
Delahmetovic, Edin . . . . .	75,816.62
DesJardins, Michelle M . . . . .	2,451.12
Desranleau, Daniel G . . . . .	101,556.19
Devost, Robert B* . . . . .	20,209.62
DiMauro, Lucas A . . . . .	17,051.14
Dion, Eric. . . . .	560.00
Dober, Colton J. . . . .	52,311.56
Dow, Matthew . . . . .	80,123.03
Ducharme, Hunter G . . . . .	49,956.14
Ducharme, Leonard C . . . . .	64,820.01
Ducharme, Valerie J* . . . . .	72,124.38
Egolf, Peter A. . . . .	13,378.60
Farnsworth, Christopher . . . . .	44,941.74
Fitzpatrick, James* . . . . .	76,694.78
Furmanchin, Ryan O . . . . .	57,811.63
Garen, David W* . . . . .	85,590.77
Gilbert, Damion . . . . .	67,367.43
Glen, William G . . . . .	44,108.40
Gluck, Lucy C . . . . .	28,667.19
Goodrich, Terry* . . . . .	91,650.02
Gordon, Anson E . . . . .	58,141.50
Goulding, Robert F . . . . .	68,953.82
Greeno, Jesse O . . . . .	62,489.88
Groelinger, Heidi L . . . . .	51,079.71
Groelinger, Steven R . . . . .	96,204.32
Halverson, Mark C* . . . . .	44,898.03
Hammond, David F. . . . .	69,995.77
Hammond, Jason R . . . . .	72,282.83
Hammond, Larry* . . . . .	80,251.27
Harinsky, Christopher J . . . . .	73,084.35
Harnois, Steven E . . . . .	70,021.77
Hathaway, Bruce E JR . . . . .	61,079.34
Hayden, Gary R . . . . .	65,749.06
Heath, Michael T . . . . .	47,467.14
Heyman, Cole M. . . . .	26,091.95
Hill, Daniel K* . . . . .	67,524.28
Hillman, Stephanie J . . . . .	58,324.23
Hines, Bruce A JR* . . . . .	78,296.18
Jones, Carnell L* . . . . .	61,585.92
Joubert, Jillian . . . . .	31,845.00
King, John J* . . . . .	67,017.54
Komorowski, Kate L . . . . .	74,376.06
Kreissle, Alexander O . . . . .	61,233.63
Lane, Holly J* . . . . .	63,246.77
Langmaid, Katja V. . . . .	35,475.43
LaPlant, Shawn M . . . . .	17,782.27
Lavalette, Jessica* . . . . .	78,115.02
Lavallee, Nathan W . . . . .	80,340.80
LaValley, Kyle R . . . . .	53,387.12
Lavery, Nathan P . . . . .	70,919.14
Lavigne, Gary K* . . . . .	103,931.21

## SALARIES

Lee, Martin S. . . . .	80,490.56	Peterson, Phillip M. . . . .	56,973.32	Valaitis, Hugh H. . . . .	42,654.80
Losch, Catherine N. . . . .	89,081.52	Phillips, Scott . . . . .	73,896.08	Vogler, Albert R. . . . .	35,072.84
Lyons, Richard . . . . .	28,732.22	Ploof, Michael A. . . . .	68,787.32	Walenty, Ashley E. . . . .	78,376.31
Manna, Caleb E. . . . .	64,805.56	Poirier, Kathleen . . . . .	72,539.28	Walton, Tyler . . . . .	64,080.74
Mason, John A. . . . .	38,263.21	Raineault, Claude A* . . . . .	64,832.09	Ward, Aaron W. . . . .	51,501.68
McClure, Amelia R. . . . .	41,899.51	Raphael, Jonathan B. . . . .	24,872.34	Weiss, Michael E. . . . .	44,262.77
McMullen, Patrick M. . . . .	70,768.29	Ross, Elizabeth C. . . . .	57,453.95	Wescott, The Estate of	
Mercadante, Michael G. . . . .	66,746.55	Roy, Stephen T* . . . . .	90,250.96	Marcus P. . . . .	81,255.37
Mims, Corey J. . . . .	77,213.16	Sanderson, William E. . . . .	70,190.58	Wheelock, Laura K. . . . .	84,907.00
Minaya, Hinoel . . . . .	66,361.69	Sasso, Ian H. . . . .	64,076.34	Whitcomb, Cale C. . . . .	92,710.76
Moir, Megan . . . . .	100,097.11	Sexauer, Gustave T. . . . .	51,727.01	Wimble, Jason E. . . . .	98,393.36
Molzon, Susan M. . . . .	76,786.43	Shaw, Wyatt A. . . . .	20,094.01	Wyckoff, Dayna M. . . . .	52,253.34
Montagne, Anthony. . . . .	51,264.75	Sherrard, James A JR. . . . .	71,041.10		
Moody, Derek T. . . . .	71,338.24	Southwell, Kiley S. . . . .	64,756.43		
Morin, Jay L. . . . .	70,698.07	Spencer, Stephen C. . . . .	118,184.95		
Mosle, Cornelia B. . . . .	46,135.40	Stevens, Ricky A. . . . .	45,283.06		
Olson, Jenna M. . . . .	84,522.98	Suender, Madeline E. . . . .	58,185.91		
Padgett, Jeffrey A. . . . .	87,106.18	Swindell, Michael* . . . . .	7,673.53		
Perron, Steven* . . . . .	89,826.74	Thibault, Richard P. . . . .	104,853.23		
Perry, John S* . . . . .	53,042.92	Thibault, Richard P JR. . . . .	51,932.39		
Perry, Joseph L. . . . .	78,528.59	Tucker, Lawrence. . . . .	19,723.75		

### ***Racial Equity, Inclusion, & Belonging***

Antensaye, Belan F. . . . .	51,604.98
Green, Tyeastia L. . . . .	90,627.98
Matthews, Marielle A. . . . .	28,254.46
Nash, Skyler A. . . . .	36,563.46



# FACTS & FIGURES

## General Obligation Debt

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

## Appraised Valuation

	FY 2021	FY 2020	FY 2019
<b>Total Real Estate</b>	<b>\$3,784,334,300</b>	\$3,749,208,200	\$3,715,999,900
<b>Total Business Personal Property</b>	<b>\$131,486,452</b>	\$131,093,599	\$121,641,850
<b>Classification Factor*</b>	<b>\$156,874,713</b>	\$157,472,779	\$154,428,339
<b>Assessed Valuation</b>	\$4,072,695,465	\$4,037,774,578	\$3,992,070,089
<b>Less Total Exemption Reductions**</b>	\$3,449,900	\$7,214,600	\$10,157,800
<b>Total Assessed Valuation for Taxes</b>	<b>\$4,069,245,565</b>	<b>\$4,030,559,978</b>	<b>\$3,981,912,289</b>
Percent Change from prior year	0.010	0.012	0.004

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

A City-wide Reappraisal was completed for FY 2006.

\*\*Special Exemptions

## Tax Exempt Property Summary

Type	Accounts FY 2021	Assessments
City	133	\$261,055,300
University—Fully Exempt	100	633,474,100
County	4	10,585,100
Housing	60	60,119,800
Hospital	21	480,796,700
Rail Road	3	1,268,500
Religious	44	121,144,400
State of Vermont	9	61,028,700
U.S. Government	3	22,308,700
Winooski Valley Parks	10	6,747,800
All others	30	60,628,500

<b>Exempt Properties Total</b>	<b>417</b>	<b>1,719,157,600</b>
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As % of Total Assessed Valuation (not including City-owned property)	35.83%
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Colleges—Partially Exempt (values stabilized per State statute section 3831)	40	22,909,100
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**Total 457**

**CITY OF BURLINGTON, VERMONT**

Management Letter

For the Year Ended June 30, 2021

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3. Evaluate Funding Sources for the Parking Facilities Special Revenue Fund	106



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

MELANSONHEATH  
ACCOUNTANTS • AUDITORS

102 Perimeter Road  
Nashua, NH 03063  
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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, 2021, in accordance with auditing standards generally accepted in the United States of America, we considered the City's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting.

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

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

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

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

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

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

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

*Melanson Heath*  
Merrimack, New Hampshire

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

During our audit, we observed improvements over journal entries related to year-end closing. Although enhancements have been made, we continue to see untimely entries. Accurate and timely statements provide key data to support fiscal monitoring. A significant tax revenue adjusting entry was provided in January 2022 that affected the results of operations for General Fund for the year ending June 30, 2021 (fiscal year 2021). Further, some of the City's Enterprise funds have reporting requirements under General Bond Resolutions that require annual audits to be completed between 150 days after the end of the fiscal year. For the City to comply with these reporting requirements, the City must adhere to a formal closing schedule; specifically, as it relates to capital asset reporting. The capital assets reports for fiscal year 2021 were not provided until January 2022.

We continue to recommend that the City perform year end closing more timely. 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.

### ***City's Response:***

The Clerk/Treasurer's Office agrees with the recommendations above and acknowledges that all entries must be completed in a timely manner this fiscal year. We continue to work with CLA, an outside consultant, to improve on our new capital asset methodology, which reduces in half the time to process capital assets. In addition, we will provide existing staff the training required to ensure our tax revenues are booked in a timely fashion.

## **2. Improve Capital Project Accounting**

During the year, the City has made substantial improvements in the general ledger for the reporting of the capital projects, particularly expanding the number of general ledger funds. From July 1, 2020, the City began using a new project and general ledger account structure that allows the City to track the balances spent against each project, the source of funds, and deficit or excess balances. This enables the City to have an easier access to life to date activity of the individual capital projects. However, the initial analytical review of the City's various Capital Project funds for deficits was not timely performed and journal entries were processed by the City six months after year end. The City should monitor all funds for deficits timely and ensure that all funds have proper funding sources. We recommend that the City consider a capital project accountant position as well as a grant accountant position.

### ***City's Response:***

The Clerk / Treasurer's Office thanks our auditors for acknowledging our improvements on capital projects. Further, we would like to thank the Board of Finance and City Councilor for their support of consultant services that helped CT office to develop the new system. In addition, per the auditor's recommendation, the City is considering the addition of a Capital Project / Grant Accountant position.

### **3. Evaluate Funding Sources for the Parking Facilities Special Revenue Fund**

The Parking Facilities Special Revenue Fund incurred a loss of \$4,468,376. The ending fund deficit for the fund as of June 30, 2021 was \$3,348,326 primarily resulting from the debt service principal and interest payment of \$3,752,060 from paying off the fund's long-term loan. We are in agreement with the City to carry the deficit forward without impacting the general fund unassigned fund balance as the City has plans to cure this deficit in fiscal year 2022. We recommend that management evaluate the deficit and determine the appropriate funding sources that are needed to cure the deficit of this fund by the end of the fiscal year 2022.

#### ***City's Response:***

The Parking Facility Special Revenue Fund losses and fund balance deficit cited above was driven almost exclusively by COVID-19. The City's revenue streams were severely reduced to almost nothing for a period of many months. Since many of this Fund's expenditures are fixed it experienced large losses. These losses resulted in the Special Revenue Fund not able to achieve the Debt Coverage Ratios, or Reserve Requirements from our bank. This meant the City needed to pay off the loan in full to eliminate all non-compliance issues and avoid any issues with our Moody's credit rating. This resulted in a reduction in our cash reserves while eliminating the long-term debt from our books.

We accept and will act upon your recommendation that management evaluate the deficit, and determine the appropriate funding by the end of the fiscal year 2022.

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION - PRIMARY GOVERNMENT

JUNE 30, 2021

	<u>Governmental</u> <u>Activities</u>	<u>Business-Type</u> <u>Activities</u>	<u>Total</u>
<b>ASSETS AND DEFERRED</b>			
<b>OUTFLOWS OF RESOURCES</b>			
<b>ASSETS:</b>			
Current:			
Cash and cash equivalents	\$ 51,923,482	\$ 23,598,515	\$ 75,521,997
Investments	4,703,467	407,594	5,111,061
Receivables, net of allowance for uncollectibles:			
Property taxes	2,329,025	-	2,329,025
User fees	-	11,666,608	11,666,608
Departmental and other	3,092,673	-	3,092,673
Intergovernmental	1,720,279	7,468,440	9,188,719
Passenger facility charges	-	350,205	350,205
Loan	45,962	81,321	127,283
Capital lease	27,080	-	27,080
Inventory	585,102	6,588,796	7,173,898
Prepaid expenses	270,644	211,735	482,379
Other assets	<u>151,018</u>	<u>1,635,505</u>	<u>1,786,523</u>
Total current assets	64,848,732	52,008,719	116,857,451
Noncurrent:			
Restricted cash	-	18,030,228	18,030,228
Restricted investments	-	5,578,934	5,578,934
Receivables, net of current portion:			
Loan	4,239,639	350,784	4,590,423
Capital lease	614,632	-	614,632
Accrued interest	1,209,352	-	1,209,352
Investment in associated companies	-	34,666,846	34,666,846
Regulatory assets and other prepaid charges	-	1,615,892	1,615,892
Capital assets:			
Land and construction in progress	61,398,674	114,968,987	176,367,661
Other capital assets, net of accumulated depreciation	<u>120,648,278</u>	<u>217,066,549</u>	<u>337,714,827</u>
Total noncurrent assets	<u>188,110,575</u>	<u>392,278,220</u>	<u>580,388,795</u>
<b>TOTAL ASSETS</b>	252,959,307	444,286,939	697,246,246
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>			
Related to pensions	18,905,285	5,209,877	24,115,162
Related to OPEB	1,194,453	418,844	1,613,297
Deferred amount on refunding	<u>187,336</u>	<u>2,041,312</u>	<u>2,228,648</u>
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>	<u>20,287,074</u>	<u>7,670,033</u>	<u>27,957,107</u>
<b>TOTAL ASSETS AND DEFERRED</b>			
<b>OUTFLOWS OF RESOURCES</b>	<u>\$ 273,246,381</u>	<u>\$ 451,956,972</u>	<u>\$ 725,203,353</u>

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

STATEMENT OF NET POSITION - PRIMARY GOVERNMENT

JUNE 30, 2021

(continued)

	<u>Governmental</u> <u>Activities</u>	<u>Business-Type</u> <u>Activities</u>	<u>Total</u>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>			
<b>LIABILITIES:</b>			
Current:			
Accounts payable	\$ 3,183,992	\$ 8,279,812	\$ 11,463,804
Accrued liabilities	1,574,493	216,574	1,791,067
Accrued interest payable	501,652	638,360	1,140,012
Unearned revenue	12,233,800	1,217,219	13,451,019
Note payable	2,000,000	6,522,667	8,522,667
Other liabilities	157,077	1,568,142	1,725,219
Payable from restricted assets	-	407,594	407,594
Current portion of long-term liabilities:			
Bonds payable	5,820,810	6,399,862	12,220,672
State revolving loan	-	226,308	226,308
Capital lease	994,502	743,713	1,738,215
Compensated absences	309,614	625,203	934,817
Insurance reserves	616,072	-	616,072
Total current liabilities	27,392,012	26,845,454	54,237,466
Noncurrent, net of current portion:			
Bonds payable	74,209,761	109,592,447	183,802,208
State revolving loan	-	1,594,379	1,594,379
Net pension liability	66,665,322	22,119,845	88,785,167
Total OPEB liability	5,359,651	1,578,668	6,938,319
Capital lease	3,585,766	3,033,603	6,619,369
Compensated absences	2,786,529	-	2,786,529
Insurance reserves	405,449	-	405,449
Other noncurrent liabilities	-	1,460,187	1,460,187
Total noncurrent liabilities	153,012,478	139,379,129	292,391,607
<b>TOTAL LIABILITIES</b>	<b>180,404,490</b>	<b>166,224,583</b>	<b>346,629,073</b>
<b>DEFERRED INFLOWS OF RESOURCES:</b>			
Regulatory deferral	-	4,857,904	4,857,904
Related to pensions	3,899,544	1,613,003	5,512,547
Related to OPEB	631,192	494,558	1,125,750
Total deferred inflows of resources	4,530,736	6,965,465	11,496,201
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>4,530,736</b>	<b>6,965,465</b>	<b>11,496,201</b>
<b>NET POSITION:</b>			
Net investment in capital assets	109,918,281	226,501,490	336,419,771
Restricted externally or constitutionally for:			
Community development	9,756,077	-	9,756,077
Debt service/renewal and replacements/capital projects	6,503,944	16,901,831	23,405,775
Contingency reserve	-	(1,433,365)	(1,433,365)
Deposits with bond trustees	-	5,273,965	5,273,965
Permanent funds:			
Nonexpendable	1,252,060	-	1,252,060
Expendable	105,264	-	105,264
Unrestricted	(39,224,471)	31,523,003	(7,701,468)
Total net position	88,311,155	278,766,924	367,078,079
<b>TOTAL NET POSITION</b>	<b>88,311,155</b>	<b>278,766,924</b>	<b>367,078,079</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b>\$ 273,246,381</b>	<b>\$ 451,956,972</b>	<b>\$ 725,203,353</b>

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2021

	<u>General</u>	<u>Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>				
Cash and cash equivalents	\$ 15,082,302	\$ 15,844,761	\$ 20,996,419	\$ 51,923,482
Investments	3,418,244	-	1,285,223	4,703,467
Receivables, net of allowance for uncollectibles:				
Property and other taxes	2,329,025	-	-	2,329,025
Departmental and other	2,965,803	-	126,870	3,092,673
Intergovernmental	-	838,512	881,767	1,720,279
Loans	-	-	4,285,601	4,285,601
Capital lease	-	-	641,713	641,713
Accrued interest	-	-	1,209,352	1,209,352
Due from other funds	5,214,557	-	-	5,214,557
Advances to other funds	1,077,207	-	-	1,077,207
Inventory	216,752	-	368,350	585,102
Prepaid expenditures	265,749	4,125	770	270,644
Other current assets	151,018	-	-	151,018
<b>TOTAL ASSETS</b>	<b>\$ <u>30,720,657</u></b>	<b>\$ <u>16,687,398</u></b>	<b>\$ <u>29,796,065</u></b>	<b>\$ <u>77,204,120</u></b>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>				
Liabilities:				
Accounts payable	\$ 1,573,426	\$ 1,351,000	\$ 259,566	\$ 3,183,992
Accrued liabilities	1,399,895	46,057	128,541	1,574,493
Unearned revenue	2,764,774	-	9,469,026	12,233,800
Notes payable	-	2,000,000	-	2,000,000
Due to other funds	-	-	5,214,557	5,214,557
Advances from other funds	-	1,077,207	-	1,077,207
Insurance reserve	616,072	-	-	616,072
Other liabilities	20,999	133,934	2,143	157,076
<b>TOTAL LIABILITIES</b>	<b>6,375,166</b>	<b>4,608,198</b>	<b>15,073,833</b>	<b>26,057,197</b>
Deferred Inflows of Resources:				
Unavailable revenues	3,253,539	730,248	7,395,524	11,379,311
Fund Balances:				
Nonspendable	1,559,708	-	1,621,180	3,180,888
Restricted	2,097,488	13,426,159	10,997,738	26,521,385
Committed	892,949	-	-	892,949
Assigned	7,268,980	-	-	7,268,980
Unassigned	9,272,827	(2,077,207)	(5,292,210)	1,903,410
<b>TOTAL FUND BALANCES</b>	<b>21,091,952</b>	<b>11,348,952</b>	<b>7,326,708</b>	<b>39,767,612</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<b>\$ <u>30,720,657</u></b>	<b>\$ <u>16,687,398</u></b>	<b>\$ <u>29,796,065</u></b>	<b>\$ <u>77,204,120</u></b>

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

GENERAL FUND

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

FOR THE YEAR ENDED JUNE 30, 2021

	Budgeted Amounts		Adjusted Actual Amounts	Variance With Final Budget
	Original Budget	Final Budget		
<b>Revenues and other sources:</b>				
Taxes and special assessments	\$ 34,320,354	\$ 34,320,354	\$ 35,054,849	\$ 734,495
Local option sales tax	1,322,838	1,322,838	2,472,926	1,150,088
Payments in lieu of taxes	1,416,074	1,416,074	1,356,734	(59,340)
Licenses and permits	3,993,600	3,993,600	3,301,298	(692,302)
Intergovernmental	844,274	1,440,028	3,204,063	1,764,035
Charges for services	15,811,238	15,836,843	15,183,945	(652,898)
Investment income	50,000	50,000	289,797	239,797
Contributions and donations	675,350	871,575	999,956	128,381
Transfers in	4,658,863	5,216,400	4,725,933	(490,467)
Other	223,105	223,105	410,731	187,626
Sale of capital asset	50,000	-	-	-
Use of fund balance	7,615,060	17,308,019	-	(17,308,019)
<b>Total Revenues and Other Sources</b>	<b>70,980,756</b>	<b>81,998,836</b>	<b>67,000,232</b>	<b>(14,998,604)</b>
<b>Expenditures and other uses:</b>				
Nondepartmental	3,456,963	4,650,806	2,253,077	2,397,729
City council	124,590	124,590	86,967	37,623
Regional services and programs	3,528,957	3,586,010	3,375,658	210,352
Mayor	415,809	415,809	389,834	25,975
Clerk treasurer	2,638,634	2,638,634	2,748,171	(109,537)
City attorney	1,159,579	1,159,579	1,430,412	(270,833)
Planning and zoning	276,898	277,898	277,334	564
City assessor	392,730	1,119,355	776,258	343,097
Human resources	904,894	744,691	653,030	91,661
REIB	568,503	867,503	776,395	91,108
Information technology	1,580,855	1,699,758	1,569,191	130,567
Fire	12,045,927	12,622,896	12,584,221	38,675
Police	17,168,691	16,345,204	16,082,239	262,965
Code enforcement	2,019,922	2,019,922	1,952,143	67,779
Public works	3,724,172	4,426,756	4,353,444	73,312
Library	2,232,131	2,238,858	2,174,076	64,782
Parks and recreation	7,067,395	7,053,755	6,445,361	608,394
Burlington city arts	2,026,273	2,142,498	2,126,132	16,366
Community and economic development	545,587	570,587	834,089	(263,502)
Debt service	7,154,635	6,260,667	6,072,626	188,041
Transfers	856,668	9,161,406	5,191,230	3,970,176
<b>Total Expenditures and Other Uses</b>	<b>69,889,813</b>	<b>80,127,182</b>	<b>72,151,888</b>	<b>7,975,294</b>
Excess (deficiency) of revenues and other sources over expenditures and other uses	\$ 1,090,943	\$ 1,871,654	\$ (5,151,656)	\$ (7,023,310)

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

ENTERPRISE FUNDS

STATEMENT OF NET POSITION

JUNE 30, 2021

	<u>Electric</u>	<u>Airport</u>	<u>Nonmajor Enterprise Funds</u>	<u>Total</u>
<b>ASSETS AND DEFERRED</b>				
<b>OUTFLOWS OF RESOURCES</b>				
<b>ASSETS:</b>				
Current:				
Cash and cash equivalents	\$ 9,859,988	\$ 3,341,663	\$ 10,396,864	\$ 23,598,515
Escrows	-	-	-	-
Investments	407,594	-	-	407,594
Receivables, net of allowance for uncollectibles:				
User fees	7,023,031	1,228,615	3,414,962	11,666,608
Intergovernmental	-	5,351,447	2,116,993	7,468,440
Passenger facility charges	-	350,205	-	350,205
Loan	-	81,321	-	81,321
Inventory	5,856,513	302,124	430,159	6,588,796
Prepaid expenses	-	210,245	1,490	211,735
Other current assets	1,633,305	2,200	-	1,635,505
	<hr/>	<hr/>	<hr/>	<hr/>
Total current assets	24,780,431	10,867,820	16,360,468	52,008,719
Noncurrent:				
Restricted cash	-	15,732,838	2,297,390	18,030,228
Restricted investments	5,273,965	304,969	-	5,578,934
Loan receivable, net of current portion	-	350,784	-	350,784
Investment in associated companies	34,666,846	-	-	34,666,846
Regulatory assets and other prepaid charges	1,615,892	-	-	1,615,892
Capital assets:				
Land and construction in progress	4,753,513	106,157,614	4,057,860	114,968,987
Capital assets, net of accumulated depreciation	89,095,719	89,511,564	38,459,266	217,066,549
	<hr/>	<hr/>	<hr/>	<hr/>
Total noncurrent assets	135,405,935	212,057,769	44,814,516	392,278,220
<b>TOTAL ASSETS</b>	<hr/>	<hr/>	<hr/>	<hr/>
	160,186,366	222,925,589	61,174,984	444,286,939
<b>DEFERRED OUTFLOWS OF RESOURCES</b>				
Related to pensions	3,491,544	821,090	897,243	5,209,877
Related to OPEB	194,507	118,657	105,680	418,844
Deferred amount on refunding	379,112	1,662,200	-	2,041,312
	<hr/>	<hr/>	<hr/>	<hr/>
<b>TOTAL DEFERRED OUTFLOWS OF RESOURCES</b>	4,065,163	2,601,947	1,002,923	7,670,033
<b>TOTAL ASSETS AND DEFERRED</b>				
<b>OUTFLOWS OF RESOURCES</b>	<hr/>	<hr/>	<hr/>	<hr/>
	\$ 164,251,529	\$ 225,527,536	\$ 62,177,907	\$ 451,956,972

(continued)



# AUDIT SUMMARY

## CITY OF BURLINGTON, VERMONT

### ENTERPRISE FUNDS

#### STATEMENT OF NET POSITION

JUNE 30, 2021

(continued)

	<u>Electric</u>	<u>Airport</u>	<u>Nonmajor Enterprise Funds</u>	<u>Total</u>
<b>LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>				
<b>LIABILITIES:</b>				
Current:				
Accounts payable	\$ 2,922,531	\$ 4,030,374	\$ 1,326,907	\$ 8,279,812
Accrued liabilities	-	92,430	124,144	216,574
Accrued interest	-	638,360	-	638,360
Due to other governments	-	-	-	-
Unearned revenue	-	1,217,219	-	1,217,219
Note payable	-	-	6,522,667	6,522,667
Line of credit	-	-	-	-
Other current liabilities	1,535,287	2,597	30,258	1,568,142
Payable from restricted assets:				
Deposits with bond trustees	407,594	-	-	407,594
Current portion of long-term liabilities:				
Bonds payable	5,230,000	131,507	1,038,355	6,399,862
State revolving loan	-	-	226,308	226,308
Capital leases payable	-	616,585	127,128	743,713
Compensated absences payable	-	294,729	330,474	625,203
Total current liabilities	<u>10,095,412</u>	<u>7,023,801</u>	<u>9,726,241</u>	<u>26,845,454</u>
Noncurrent, net of current portion:				
Bonds payable	66,921,910	26,778,755	15,891,782	109,592,447
State revolving loan	-	-	1,594,379	1,594,379
Capital leases payable	-	2,555,577	478,026	3,033,603
Compensated absences payable	-	-	-	-
Net pension liability	17,414,582	2,363,918	2,341,345	22,119,845
Total OPEB liability	1,054,323	271,015	253,330	1,578,668
Other noncurrent liabilities	<u>1,460,187</u>	<u>-</u>	<u>-</u>	<u>1,460,187</u>
Total noncurrent liabilities	<u>86,851,002</u>	<u>31,969,265</u>	<u>20,558,862</u>	<u>139,379,129</u>
<b>TOTAL LIABILITIES</b>	<b>96,946,414</b>	<b>38,993,066</b>	<b>30,285,103</b>	<b>166,224,583</b>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Regulatory deferral	4,857,904	-	-	4,857,904
Related to pensions	1,262,401	132,727	217,875	1,613,003
Related to OPEB	<u>434,669</u>	<u>30,954</u>	<u>28,935</u>	<u>494,558</u>
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<b>6,554,974</b>	<b>163,681</b>	<b>246,810</b>	<b>6,965,465</b>
<b>NET POSITION:</b>				
Net investment in capital assets	39,742,036	165,586,755	21,172,699	226,501,490
Restricted:				
For debt service/renewal and replacements/capital projects	-	16,037,806	864,025	16,901,831
For contingency reserve	-	-	(1,433,365)	(1,433,365)
Deposits with bond trustees	5,273,965	-	-	5,273,965
Unrestricted	<u>15,734,140</u>	<u>4,746,228</u>	<u>11,042,635</u>	<u>31,523,003</u>
<b>TOTAL NET POSITION</b>	<b>60,750,141</b>	<b>186,370,789</b>	<b>31,645,994</b>	<b>278,766,924</b>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION</b>	<b>\$ <u>164,251,529</u></b>	<b>\$ <u>225,527,536</u></b>	<b>\$ <u>62,177,907</u></b>	<b>\$ <u>451,956,972</u></b>

# AUDIT SUMMARY

CITY OF BURLINGTON, VERMONT

ENTERPRISE FUNDS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2021

	<u>Electric</u>	<u>Airport</u>	<u>Nonmajor Enterprise Funds</u>	<u>Total</u>
<b>Operating Revenues:</b>				
Charges for services	\$ 44,735,539	\$ 10,020,340	\$ 16,258,911	\$ 71,014,790
Intergovernmental	-	192,368	-	192,368
Miscellaneous	<u>11,291,909</u>	<u>-</u>	<u>854,035</u>	<u>12,145,944</u>
Total Operating Revenues	56,027,448	10,212,708	17,112,946	83,353,102
<b>Operating Expenses:</b>				
Personnel	-	4,520,898	4,862,419	9,383,317
Nonpersonnel	-	9,418,743	7,864,298	17,283,041
Electric department	56,482,064	-	-	56,482,064
Depreciation and amortization	<u>-</u>	<u>6,335,496</u>	<u>2,171,828</u>	<u>8,507,324</u>
Total Operating Expenses	<u>56,482,064</u>	<u>20,275,137</u>	<u>14,898,545</u>	<u>91,655,746</u>
Operating Income (Loss)	(454,616)	(10,062,429)	2,214,401	(8,302,644)
<b>Nonoperating Revenues (Expenses):</b>				
Dividends from associated companies	4,326,608	-	-	4,326,608
Passenger facility charges	-	935,811	-	935,811
Nonoperating grants	-	125,331	-	125,331
CARES grant	-	7,636,908	-	7,636,908
Intergovernmental	-	-	196,842	196,842
Investment income	82,765	33,564	2,532	118,861
Other income/(expense) - net	754,406	278,998	87,721	1,121,125
Interest expense	(2,455,482)	(1,830,955)	(741,676)	(5,028,113)
Gain (loss) on disposal of capital assets	<u>(248,260)</u>	<u>606</u>	<u>(16,604)</u>	<u>(264,258)</u>
Total Nonoperating Revenues (Expenses)	<u>2,460,037</u>	<u>7,180,263</u>	<u>(471,185)</u>	<u>9,169,115</u>
Income (loss) Before Contributions and Other Items	2,005,421	(2,882,166)	1,743,216	866,471
Capital contributions	647,678	18,704,507	-	19,352,185
Transfers out	<u>(2,696,171)</u>	<u>-</u>	<u>(1,804,008)</u>	<u>(4,500,179)</u>
Change in Net Position	(43,072)	15,822,341	(60,792)	15,718,477
Net Position at Beginning of Year	<u>60,793,213</u>	<u>170,548,448</u>	<u>31,706,786</u>	<u>263,048,447</u>
Net Position at End of Year	<u>\$ 60,750,141</u>	<u>\$ 186,370,789</u>	<u>\$ 31,645,994</u>	<u>\$ 278,766,924</u>

## notes

