



Year ending June 30, 2005 · population: 39,824

CITY GOVERNMENT

| | |
|--|----|
| City Organizational Chart | 2 |
| Mayor's Message | 3 |
| City Officials Appointed by Mayor | 6 |
| Vermont Legislators | 7 |
| Mayors of Burlington | 7 |
| City Council | 8 |
| City Council Committees | 9 |
| City Departments | 10 |
| Office Hours | 10 |
| Important Dates | 11 |
| City Holidays 2005 | 11 |
| Board of School Commissioners | 12 |
| City Commissioners | 13 |
| Regularly Scheduled Commission Meetings | 17 |

DEPARTMENT ANNUAL REPORTS

| | |
|--|----|
| Burlington Legacy Project Action Plan | 18 |
| Airport, Burlington International | 20 |
| Arts, Burlington City | 21 |
| Assessor's Office | 23 |
| Attorney, Office of the City | 24 |
| Church Street Marketplace | 26 |
| Clerk & Treasurer, Office of the City | 27 |
| Code Enforcement | 29 |
| Community and Economic Development Office | 30 |
| Electric Department | 34 |
| Fire Department | 36 |
| Housing Authority | 38 |
| Human Resources Department | 39 |
| Fletcher Free Library | 40 |
| Parks and Recreation Department | 43 |
| Planning and Zoning Department | 46 |
| Police Department | 49 |
| Public Works Department | 50 |
| School Department | 53 |
| Telecom, Burlington | 54 |

REGIONAL ORGANIZATIONS' ANNUAL REPORTS

| | |
|---|----|
| Chittenden County Transportation Authority | 55 |
| Chittenden Solid Waste District | 57 |
| Winooski Valley Park District | 58 |



MISCELLANEOUS

| | |
|--|----|
| Annual Town Meeting Day Results | 59 |
| Salaries | 61 |
| General Obligation Debt | 84 |
| Appraised Valuation | 84 |
| Summary of Tax-Exempt Properties | 84 |

FINANCIAL REPORT 85

Acknowledgments

Graphic Design: Futura Design

Printing: Queen City Printers

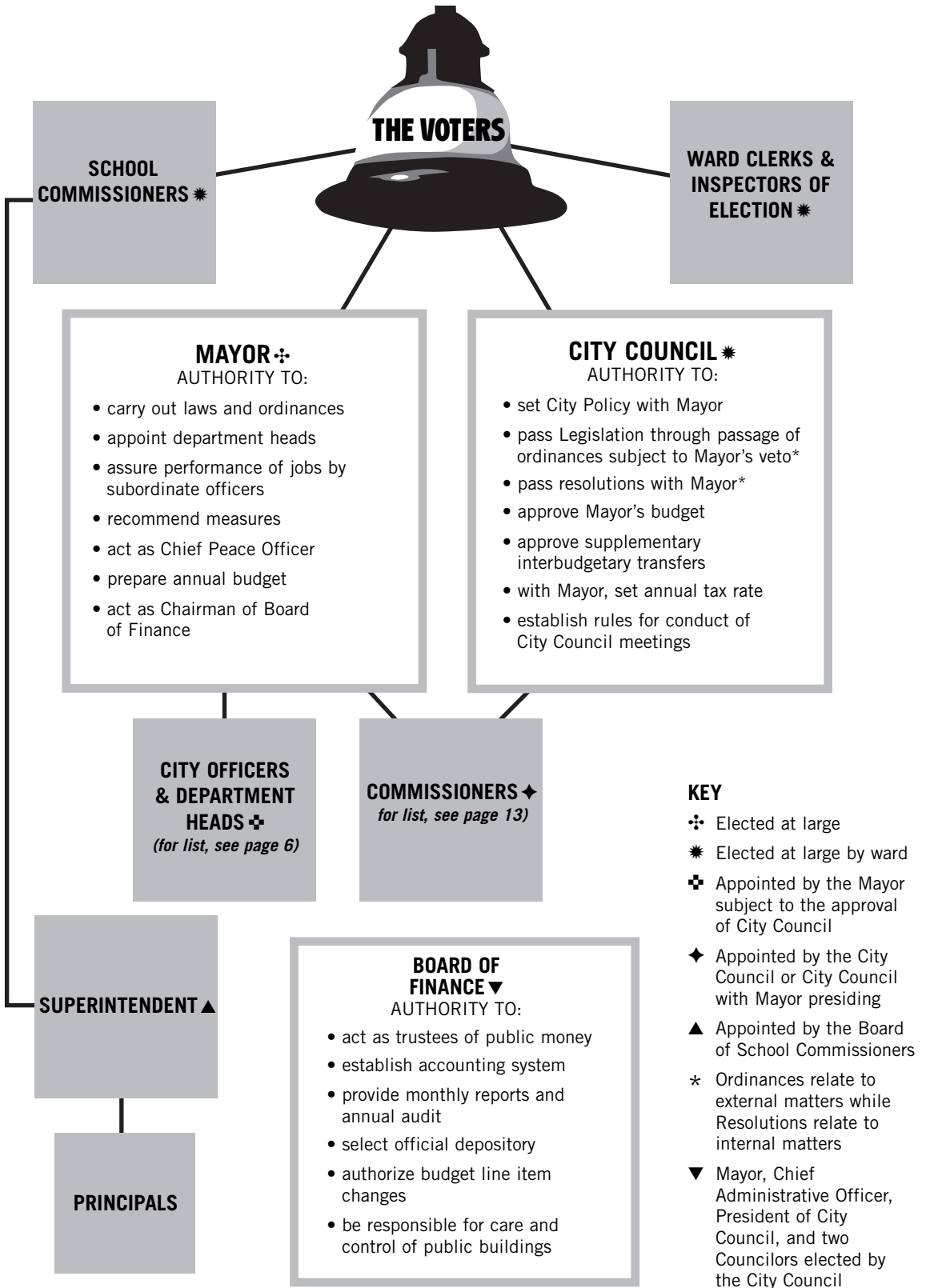
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John Anderson's "Skygates" opened at the expanded Burlington International Airport in April of 2005. Photo by Gary Hall.



CITY ORGANIZATIONAL CHART



Mayor's Message

As I complete my seventh term as Mayor of the City of Burlington, I want to express my deepest gratitude to the citizens of Burlington for this opportunity to serve. I am proud of our efforts over the last 15 years. Thanks to a sustained collaboration involving government, businesses, nonprofit organizations, and citizens, we have produced a long list of accomplishments.

If I were to highlight three areas of particular success, I would speak in terms of place, meeting people's needs, and process.

In terms of place, there is our waterfront, which has been made anew. When I began working for the city in 1982, our waterfront was a fenced-off zone of junkyards, railyards, oil tanks, and a coal-fired generating plant. Burlington's waterfront has now been transformed into a spectacular community resource for residents and visitors.

As for meeting the needs of ordinary people, Burlington has demonstrated a commitment to affordable housing that few communities can match. Working together, we have protected our most vulnerable citizens, preserved our existing stock of affordable housing, helped establish a national model for perpetual affordability, produced more housing units, and promoted homeownership.

And then there's process. You have to agree that democracy is alive and well in Burlington. Sometimes it's messy, usually it's noisy, and often it's chaotic. But the citizens of Burlington are actively engaged in neighborhood decision-making and city governance.

Most fundamentally, we have committed ourselves to making government work for all. Together we have demonstrated that government can make a profound difference in people's lives.

Mayor Clavelle and his wife Betsy Ferries, who this year volunteered her time to coordinate Burlington's efforts to support recovery from Hurricane Katrina in Moss Point, Mississippi.

COMMUNITY PROGRESS

The year 2005 brought new achievements and challenges to the City of Burlington. Here are some of the highlights.

- ◆ During its hundredth-anniversary year, the Burlington Electric Department (BED) was honored as a "Star of Energy Efficiency" by the Alliance to Save Energy. I am proud that our city consumes less electricity today than it did when I was first elected mayor in 1989. BED also continued to provide leadership and support for the 10% Challenge, a program that encourages individuals and businesses to reduce their greenhouse gas emissions.
- ◆ Burlington Telecom began extending its fiber-optic network throughout the city. When completed, this universal, open-access network will pass every home and business, and will offer a "triple play" of services: cable TV, telephone, and high speed internet.
- ◆ There continued to be monthly meetings of representatives of CEDO, state agencies, and community- and faith-based organizations to focus on the roughly 450 women with children living



PETER CLAVELLE
Mayor



Mayor's Message continued

here in poverty. In the fall of 2005, the group began a "Circles of Support" project, recruiting community members to work with low-income families on specific financial, educational, and social goals.

- ◆ We completed improvements to the City Hall Block of the Church Street Marketplace, part of a \$1.8 million capital improvement program.
- ◆ Burlington International Airport, which remains one of the nation's fastest-growing airports, completed the third phase of its terminal improvement plan.
- ◆ Major construction at the University of Vermont and Fletcher Allen further enhanced Burlington's position as the regional center for higher education and health care.
- ◆ We completed the \$6 million North Street Revitalization Project.
- ◆ Our waterfront continues to evolve, thanks to both public and private investment.
- ◆ Main Street Landing's project at Lake and College Streets opened in July, and construction commenced on the hotel and housing project at the corner of Battery and Cherry Streets.
- ◆ After years of delay, construction started on a new post office in the Ethan Allen Shopping Center.

- ◆ In response to an order from the State Department of Taxes, we completed a full reappraisal of all properties in Burlington. (It is interesting to note that, while Burlington saw a 31.8 percent growth in property values from 1998 to 2003, Plattsburgh saw only 4.3 percent growth, Ithaca had 7.2 percent growth, and Schenectady saw an 11.5 percent decline in property values over the same period.)
- ◆ We made substantial headway on rewriting the City's zoning ordinance.
- ◆ Code Enforcement made dramatic progress toward ensuring that all rental units in the City of Burlington are inspected annually.
- ◆ Ownership of the Gosse Court Armory was transferred to the City, and Parks & Recreation launched a public process to determine future uses for this facility.
- ◆ In November of 2004, voters approved a one-cent property tax to fund the Conservation Legacy Program, which will allow us to preserve and manage Burlington's natural areas and open spaces.
- ◆ Voters also approved a Charter change creating an Instant Runoff Voting System for mayoral elections. The system will be used for the first time during the March 2006 election.
- ◆ In September of 2005, Burlington established a sister city relationship with Moss Point, Mississippi, to support that city's long-term recovery from the devastating impacts of Hurricane Katrina. We also continued active sister-city relationships with Puerto Cabezas, Nicaragua; Yaroslavl, Russia; Arad, Israel; and the Palestinian City of Bethlehem, whose mayor visited Burlington in October of 2005.



Residents of Burlington and our region donated 1,200 pumpkins to save Moss Point's annual Fall de Rah festival. These Moss Point high school students unloaded the pumpkins from the 36-foot-long truck provided by Barrett Trucking.

CHALLENGES AHEAD

Challenge number one will be to balance the budget. Balancing the budget has always been difficult. Future budgets will be even more difficult to balance. Trends driving costs upward—increased health-

care and other insurance costs, fuel costs, and infrastructure spending needs—will continue. Yet, the City's taxable property base grows by just one percent per year. The city has a healthy economy and a strong property base. However, the City Charter limits our ability to yield revenue from the growth in real estate value. Increased property wealth does not translate directly into greater tax yield for government services. Given the ever-growing cost of paying for quality public safety, recreation, public works, utility, and general city services, I believe that a local option sales tax will need to be enacted.

The current retirement benefit for City employees has become too expensive and is clearly unaffordable for City taxpayers and ratepayers. We must redouble our efforts to resolve this issue through negotiations with City employees' unions, bringing the collective bargaining process to a timely conclusion. The problem cannot be ignored. We cannot "wait and see." For the financial health of the City, for our taxpayers, and for the long-term fiscal health of the employee retirement plan itself, we must adjust our retirement plan.

Approximately one-third of the City's tax base is exempt from paying property taxes. Most frequently, decisions to exempt properties from taxes are made by State government. Obviously, providing local services to tax-exempt properties—colleges and the university, state and federal office buildings, church properties, hospitals, and nonprofit organizations—burdens owners and residents of tax-paying properties. As I noted in my State of the City address, "As tax-exempt institutions continue to grow, that growth must be accompanied by financial contributions to support required city services."

Burlington will also be challenged to resolve tensions around growth and development, which ultimately affect our ability to balance the City's budget. In order to maintain ourselves, we must grow. If we don't, we will find it increasingly difficult to offer current levels of educational, cultural, recreational, and social services. And we will find it impossible to maintain

our streets, sidewalks, and sewers without exorbitant costs to our citizens.

On the waterfront, we face key decisions on the future of the old Moran Plant, as well as the beginnings of dialogue on future possibilities for our Urban Reserve.

Clearly, we as a region must do more to improve public transportation throughout Chittenden County. We can start by supporting the creation of a truly regional transportation authority with significant funding from sources other than the property tax.

Burlington has also made a commitment to neighborhood schools, to schools within walking distance of families, to schools that, in addition to their academic missions, serve as centers of community. Shifting demographics and fiscal constraints challenge our commitment to community schools and our ability to adequately fund the education of our young people.

Finally, unless we turn things around in Washington, we will be increasingly challenged by misplaced federal priorities. Proposed federal budget cuts would drastically undermine our ability to thrive as a city.

ACKNOWLEDGMENTS

I again thank city councilors, commissioners, department heads, and city employees for their hard work. I particularly want to thank Chief Administrative Officer Brendan Keleher for his 15 years of exemplary service.

I also want to acknowledge Burlington's nonprofit organizations and businesses, whose partnerships with city government make ours a stronger community.

Thanks to Senator Leahy, Senator Jeffords, Congressman Sanders, and their staffers for outstanding support of the City of Burlington. And thanks to our partners in state government.

For their many contributions in the Mayor's Office, I thank Bill Mitchell and Faye Lawes.

And, finally, I thank the citizens of Burlington for their support and participation in building a more livable city.



BILL MITCHELL
Assistant to the Mayor



FAYE LAWES
Mayor's Administrative Asst.



City Officials Appointed by the Mayor 2005–2006



| | |
|---|-------------------------|
| Chief Administrative Officer | Brendan Keleher |
| Director of Aviation, Burlington International Airport | Brian R. Searles |
| Executive Director, Church Street Marketplace | Ron Redmond |
| City Arts Director | Doreen Kraft |
| City Assessor | John Vickery |
| Assistant to the Mayor | Bill Mitchell |
| City Attorney | Joseph E. McNeil |
| Senior Assistant City Attorney | Kenneth Schatz |
| Assistant City Attorney | Eugene Bergman |
| Assistant City Attorney | Nikki Fuller |
| Assistant City Attorney | Kimberlee J. Sturtevant |
| Superintendent, Cemetery Department | Wayne E. Gross |
| Director, Code Enforcement | Gregory B. McKnight II |
| Community and Economic Development Director | Michael Monte |
| General Manager, Burlington Electric Department | Barbara L. Grimes |
| Chief, Burlington Fire Department | Michael E. O'Neil |
| Co-Director, Fletcher Free Library | Amber Collins |
| Co-Director, Fletcher Free Library | Anita Danigelis |
| Co-Director, Fletcher Free Library | Robert Resnik |
| Human Resources Director | Dianne Kenney |
| Director, Burlington Parks and Recreation | Wayne E. Gross |
| Chief, Burlington Police Department | Thomas Tremblay |
| Director, Department of Public Works | Steven Goodkind |
| Emergency Management/Civil Defense Director | Michael E. O'Neil |
| City Grand Juror | Eugene Bergman |
| Assistant Grand Juror | Joseph E. McNeil |
| Assistant Grand Juror | Kenneth Schatz |
| Assistant Grand Juror | Nikki Fuller |
| Assistant Grand Juror | Kimberlee J. Sturtevant |
| City Constable | Eugene Bergman |
| Second Constable | Gordon H. Gilbert |
| Harbor Master | Wayne Gross |
| City Engineer and Surveyor | Steven Goodkind |
| Pound Keeper | Jodi Harvey |

Vermont Legislators 2005–2006



CHITTENDEN COUNTY STATE SENATORS

Jim Condos (D)

23 Victoria Drive
South Burlington, VT 05403
863-4511

Ed Flanagan (D)

131 Main Street
Burlington, VT 05401
862-3203

James P. Leddy (D)

14 Elsom Parkway
South Burlington, VT 05403
863-6613

Virginia "Ginny" Lyons (D)

241 White Birch Lane
Williston, VT 05495
863-6129

Hinda Miller (D)

84 Deforest Heights
Burlington, VT 05401
660-4880

Diane Snelling (R)

304 Piette Road
Hinesburg, VT 05461
482-4382

BURLINGTON STATE REPRESENTATIVES

DISTRICT 3-1
William N. Aswad (D)

74 Ridgewood Drive
Burlington, VT 05401
862-2067

Kurt Wright (R)

31 Vine Street
Burlington, VT 05401
658-1410

DISTRICT 3-2
Mark Larson (D)

914B North Avenue
Burlington, VT 05401
660-8545

DISTRICT 3-3
Jason Lorber (D)

11 North Union Street
Burlington, VT 05401
863-9429

John Patrick Tracy (D)

92 Park Street
Burlington, VT 05401
863-4135

DISTRICT 3-4
Bob Kiss (P)

9 Germain Street
Burlington, VT 05401
862-1297

David Zuckerman (P)

30 Dans Court
Burlington, VT 05401
863-2199

DISTRICT 3-5
Johannah Leddy Donovan (D)

38 Bayview Street
Burlington, VT 05401
863-4634

Bill Keogh (D)

21 Alder Lane
Burlington, VT 05401
862-5270

DISTRICT 3-6
Kenneth W. Atkins (D)

138 Dion Street
Winooski, VT 05404
655-1280

George C. Cross (D)

82 Dufresne Drive
Winooski, VT 05404
655-4611



Mayors of Burlington

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





City Council 2005–2006

WARD 1



Sharon Foley Bushor (I)
52 East Avenue
658-3604 (h)
sharonbushor@adelphia.net
Term ends 2007

Ian P. Carleton (D)
City Council President
21 Calarco Court
951-8837 (h)
icarleton@yahoo.com
Term ends 2006



WARD 2



Jane Knodell (P)
10 Charles Street
862-2469 (h)
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Term ends 2007

Cheryl McDonough (P)
48 Oak Street
862-0132 (h)
cheramcd@yahoo.com
Term ends 2006



WARD 3



Timothy Ashe (P)
62 Ward Street
862-7233 (h)
timashe@adelphia.net
Term ends 2007

Phil Fiermonte (P)
79 Lafountain Street
658-2180 (h)
philipf@adelphia.net
Term ends 2006



WARD 4



Kevin J. Curley (R)
95 West Road
660-0455 (h)
Term ends 2006

Kurt Wright (R)
31 Vine Street
658-1410 (h)
vinewright@cs.com
Term ends 2007



WARD 5



William J. Keogh (D)
21 Alder Lane
862-5270 (h)
billk21@adelphia.net
Term ends 2006

Joan Shannon (D)
41 Central Avenue
860-7489 (h&w)
joan@longswimwear.com
Term ends 2007



WARD 6



Andrew H. Montroll (D)
409 South Union Street
658-2478 (h)
andym@montrolllaw.com
Term ends 2007

Barbara Perry (I)
292 South Union Street
658-6104 (h & w)
perrybd@earthlink.net
Term ends 2006



WARD 7



Ellie Blais (I)
25 Woods Street
658-3786 (h)
eblais@netscape.com
Term ends 2006

Carmen George (D)
7 Brandywine Street
862-5091 (h)
carmengeorge@adelphia.net
Term ends 2007



City Council Committees 2005–2006

BOARD OF FINANCE

*Mayor Clavelle
Brendan S. Keleher
Ian P. Carleton
Sharon Bushor
Kevin Curley

CHARTER CHANGE COMMITTEE

*Jane Knodell
Joan Shannon
Kurt Wright

COMMUNITY DEVELOPMENT & NEIGHBORHOOD REVITALIZATION

*Phil Fiermonte
Cheryl McDonough
Andy Montroll

INSTITUTIONS & HUMAN RESOURCE POLICY COMMITTEE

*Sharon Bushor
Ellie Blais
Cheryl McDonough

LICENSE COMMITTEE

*Kevin Curley
Cheryl McDonough
Barbara Perry

ORDINANCE COMMITTEE

*Andy Montroll
Tim Ashe
Joan Shannon

PARKS, ARTS, & CULTURE COMMITTEE

*Barbara Perry
Phil Fiermonte
Carmen George

PUBLIC SAFETY

*Ellie Blais
Bill Keogh
Kurt Wright

TRANSPORTATION, ENERGY, & UTILITIES COMMITTEE

*Bill Keogh
Tim Ashe
Carmen George

* = *Chairperson*





City Departments and Phone Numbers



OFFICE HOURS

CITY GOVERNMENT

Monday–Friday
8 a.m.–4:30 p.m.

AIRPORT

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

ARTS OFFICE

865-7166
Burlington City Arts
Memorial Auditorium
250 Main Street
Burlington, VT 05401

ASSESSOR

865-7111
City Hall

ATTORNEY

865-7121
City Hall

CEMETERY DEPARTMENT

863-2075
455 North Avenue

**CHURCH STREET
MARKETPLACE**

863-1648
2 Church Street

CLERK/TREASURER

865-7000
Room 23, City Hall

CODE ENFORCEMENT

863-0442
645 Pine Street, Suite A

**COMMUNITY & ECONOMIC
DEVELOPMENT OFFICE**

865-7144
Room 32, City Hall

**COMMUNITY JUSTICE
CENTER**

865-7155
82 South Winooski Avenue,
2nd floor

ELECTRIC DEPARTMENT

658-0300
585 Pine Street

EMERGENCY MANAGEMENT

864-4554
136 South Winooski Avenue

FIRE DEPARTMENT

864-4554
136 South Winooski Avenue

FLETCHER FREE LIBRARY

863-3403
REFERENCE DESK
865-7217
235 College Street

HOUSING AUTHORITY

864-0538
65 Main Street

HUMAN RESOURCES

865-7145
JOB HOTLINE 865-7147
131 Church Street, 2nd floor

MAYOR 865-7272

Room 34, City Hall

**PARKS & RECREATION
DEPARTMENT**

864-0123
645 Pine Street, Suite B

PLANNING & ZONING

865-7188
City Hall

POLICE DEPARTMENT

658-2700
1 North Avenue

**PUBLIC WORKS
DEPARTMENT**

863-9094
P. O. Box 849
Burlington, VT 05402
645 Pine Street, Suite A

RETIREMENT

865-7101
131 Church Street, 2nd floor

SCHOOL DEPARTMENT

864-8461
150 Colchester Avenue

TELECOM

865-7529
200 Church Street, Suite 101

WATER DIVISION/DPW

863-4501
P.O. Box 878
Burlington, VT 05402

**REGIONAL OFFICES
& PHONE NUMBERS**

**CHITTENDEN COUNTY
TRANSPORTATION
AUTHORITY**

864-0211
P.O. Box 609
Burlington, VT 05402
1 Industrial Avenue

**CHITTENDEN SOLID
WASTE DISTRICT**

872-8100
209 Redmond Road
Williston, VT 05495

**WINOOSKI VALLEY
PARK DISTRICT**

863-5744
Ethan Allen Homestead
Burlington, VT 05401

**CITY GOVERNMENT
WEBSITE**
www.ci.burlington.vt.us



Important Dates for the Year 2006

- FEBRUARY 27** 12:00 noon deadline to register to vote in Annual City Election
- MARCH 6** 7:30 p.m. deadline to request an early ballot for Annual City Election
- MARCH 7** Annual City Election
- MARCH 13** 3rd property tax installment due for FY2006
- APRIL 3** 4:30 p.m. deadline for dog registrations
- JUNE 12** 4th property tax installment due for FY2006
- AUGUST 14** 1st property tax installment due for FY2007
- NOVEMBER 13** . . . 2nd property tax installment due for FY2007



City Holidays for the Year 2006

- NEW YEARS DAY** Monday, January 2, 2006
- MARTIN LUTHER KING, JR. BIRTHDAY** Monday, January 16, 2006
- PRESIDENTS' DAY** Monday, February 20, 2006
- TOWN MEETING DAY** Tuesday, March 7, 2006
- MEMORIAL DAY** Monday, May 29, 2006
- INDEPENDENCE DAY** Tuesday, July 4, 2006
- BENNINGTON BATTLE DAY** Wednesday, August 16, 2006
- LABOR DAY** Monday, September 4, 2006
- COLUMBUS DAY** Monday , October 9. 2006
- VETERAN'S DAY** Friday, November 10, 2006
- THANKSGIVING DAY** Thursday, November 23, 2006
- CHRISTMAS DAY** Monday, December 25, 2006





Board of School Commissioners 2005-2006



WARD I

Kate Baldwin
132 North Prospect
862-0606 (h)
kbaldwin@bsdvt.org
Term ends 2006

Keith Pillsbury
25 University Terrace
862-3575 (h)
kpillsbury@bsdvt.org
Term ends 2007

WARD II

Christopher Haessly
P.O. Box 8832
Burlington 05402
860-0349 (h)
chaessly@bsdvt.org
Term ends 2006

Erik Hoekstra
38 Crombie Street
363-5165 (h)
ehoekstra@bsdvt.org
Term ends 2007

WARD III

Marrisa Caldwell
204 Park Street
860-0303 (h)
mccaldwell@bsdvt.org
Term ends 2007

Loyal Ploof
137 Park Street, Apt. 6
310-1997 (h)
lploof@bsdvt.org
Terms ends 2006

WARD IV

Katherine Connolly
94 Stirling Place
658-0678 (h)
kconnolly@bsdvt.org
Term ends 2006

Wally Elliott
112 Curtis Avenue
864-4437 (h)
welliott@bsdvt.org
Term ends 2007

WARD V

Fred Lane
12 Catherine Street
660-4918 (h)
flane@bsdvt.org
Term ends 2007

Amy Werbel
12 Catherine Street
660-4918
awerbel@bsdvt.org
Term ends 2006

WARD VI

Barbara Crook
116 Deforest Road
658-4172 (h)
bcrook@bsdvt.org
Term ends 2006

Jurij Homziak
29 Crescent Terrace
658-6434 (h)
jhomziak@bsdvt.org
Term ends 2007

WARD VII

Thomas Fleury
14 Village Green
651-0978 (h)
tfleury@bsdvt.org
Term ends 2006

Paul Hale
111 Rivermount Terrace
862-2702 (h)
phale@bsdvt.org
Term Ends 2007



City Commissioners 2005-2006



| Name | Address | Party | Ward | (H)Phone | (W)Phone | Appt | Expires |
|---|--------------------------|-------|------|----------|----------|------|---------|
| * ADVISORY COMMITTEE ON ACCESSIBILITY (RESOLUTION 9/90) | | | | | | | |
| | Peter Carlough | | 1 | 863-2249 | | MA | |
| c | Marc Companion | | | 658-9152 | | MA | |
| | Sheila Gorski | | 6 | 658-9391 | | MA | |
| | Harriet Smith | | 4 | 865-2811 | | MA | |
| | Michael Watson | | | 860-6203 | | MA | |
| + AIRPORT COMMISSION (4 YEAR TERM) (CHARTER SECTIONS 120, 121, 276) | | | | | | | |
| c | Michael Flaherty | | | 864-5251 | | SB | 6/30/06 |
| | Stanley (Huck) Gutman | P | 6 | 863-4467 | 656-4040 | CCM | 6/30/07 |
| | Robert E. Miller | R | 3 | 660-2940 | 864-5830 | CCM | 6/30/08 |
| | Miro Weinberger | | | 863-6495 | 865-6991 | CCM | 6/30/06 |
| | Mary Sprayregen | | 3 | 578-3189 | 863-3489 | CCM | 6/30/09 |
| BOARD OF ASSESSORS (3 YEAR TERM) (CHARTER SECTIONS 120, 126) | | | | | | | |
| | Richard Kemp | | | 862-4418 | | CCM | 3/31/08 |
| | John Vickery | | | 865-7112 | | CCM | 3/31/06 |
| | Robert Bussiere | | 2 | 864-2613 | | CCM | 3/31/06 |
| BURLINGTON HOUSING AUTHORITY BOARD OF COMMISSIONERS (5 YEAR TERM) (24 V.S.A. 4004) | | | | | | | |
| | Sheila McLaughlin Gorski | | | 658-9391 | | MA | 1/17/08 |
| c | Michael Knauer | | 7 | 863-5429 | | MA | 1/17/09 |
| | Constance Krosney | | 6 | 658-3764 | | MA | 1/17/06 |
| | Karl Sklar | | | 863-6504 | | MA | 1/17/07 |
| v | Neil Wheelright | | 6 | 658-9284 | | MA | 1/17/10 |
| + CEMETERY COMMISSION (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 218) | | | | | | | |
| | Rita Church | | 4 | 862-8051 | | CCM | 6/30/08 |
| c | Jennifer Diaz | D | 5 | 862-0356 | 847-9554 | CCM | 6/30/08 |
| | Gary E. Gile | | | 862-9235 | 864-4566 | CCM | 6/30/07 |
| | Jane Ewing | | | 864-4424 | | CCM | 6/30/06 |
| | Karen Gissendanner | | 4 | 862-2481 | 865-0360 | CCM | 6/30/07 |
| CHITTENDEN COUNTY METROPOLITAN PLANNING ORGANIZATION (2 YR TERM) (23 USC 104(F)(3)&134(B)(2);23 CFR 450.100) | | | | | | | |
| | Andrew Montroll | D | | 658-2478 | | CC | 6/30/06 |
| | William Keogh (Alt.) | D | | 862-5270 | | CC | 6/30/06 |
| CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION (2 YEAR TERM) (24 V.S.A. 4342-4343) | | | | | | | |
| | William N. Aswad (Rep.) | D | 4 | 862-2067 | | CCM | 7/31/06 |
| | Peter Potts (Alt.) | | 4 | 863-4609 | | CCM | 7/31/06 |
| CHITTENDEN COUNTY TRANSPORTATION AUTHORITY (3 YEAR TERM) (24 V.S.A. 5107) | | | | | | | |
| | Bennett Truman | | | 862-5183 | | CC | 6/30/08 |
| | S. Chapin Spencer | P | | 864-2974 | 652-2453 | CC | 6/30/07 |
| CHITTENDEN SOLID WASTE DISTRICT BD OF COMMISSIONERS (CHARTER SEC. 1,2 & 10, (CSWD) 2 YEAR TERM) | | | | | | | |
| | Steve Goodkind | | 7 | 658-7977 | 863-9094 | CC | 5/31/06 |
| | Justin Rabidoux | | | 878-5008 | 865-5831 | CC | 5/31/06 |
| ** CHURCH ST. MKTPL. DIST. COMM. (3 YEAR TERM) (CHARTER SECTION 322) | | | | | | | |
| | Lois M. Bodoky | I | 2 | 658-0427 | | CC | 6/30/07 |
| v | Frank H. Bouchett | | 3 | 425-2998 | 863-4832 | CC | 6/30/06 |
| | Joseph S. Carton | | | 878-5492 | 658-6500 | CC | 6/30/07 |
| c | Tim S. Halvorson | | 2 | 425-4535 | 658-0278 | CC | 6/30/06 |
| | Brian L. Kling | | 2 | 865-3921 | | CC | 6/30/07 |
| | Jeffrey R. Nick | | | 985-3633 | 878-9000 | CC | 6/30/07 |
| | Lara H. Allen | | | 862-9450 | 860-2220 | CC | 6/30/08 |
| | Eugene E. Richards III | R | 6 | 658-5620 | 660-9495 | CC | 6/30/08 |
| | Beverly S. Wool | D | 1 | 863-1203 | | CC | 6/30/08 |
| | Tuck Rainwater | | 6 | 863-3386 | | CC | 6/30/08 |

c = Commission Chair
v = Commission Vice Chair
co = Commissioner
a = Alternate Member
y = Youth Representative
(non-voting)

ABBREVIATIONS:

CC = Appointed by the City Council
CCM = Appointed by the City Council with Mayor Presiding
ExD = Ex-Officio Designate
ExO = Ex-Officio Member
EmA = Elected by Class A members of the City retirement system
EmB = Elected by Class B members of the City retirement system
EMP = Elected by employees of the Fletcher Free Library
FFL = Appointed by trustees of the Fletcher Free Library
MA = Appointed by the Mayor
NPA = Appointed by NPA with confirmation by the City Council
SB = Appointed by the City Council of South Burlington



City Commissioners continued

FOOTNOTES:

+ All commissions marked with a plus (+) are subject to the restrictions that no more than 2/3 of the members may be from one political party (Charter Section 123). (See also restrictions on Church Street Marketplace District Commission and Board for Registration of Voters, below.)

* The Advisory Committee on Accessibility must consist of four residents of Burlington and one resident of an adjacent community, and all members shall be persons with disabilities within the meaning of federal law.

** The Church Street Marketplace District Commission must consist of seven legal voters of the State of Vermont, not less than five of whom must be legal voters of the City of Burlington. No more than four at any one time may be from the same political party. Two members (who need not be residents) shall at all times be proprietors or managers of a retail establishment that is within the District (Charter Section 322).

| | Name | Address | Party | Ward | (H)Phone | (W)Phone | Appt | Expires |
|--|------|---------|-------|------|----------|----------|------|---------|
|--|------|---------|-------|------|----------|----------|------|---------|

CONSERVATION BOARD (4 YEAR TERM) (24 V.S.A. 4502)

| | | | | | | | | |
|---|--------------------|-------------------------|---|---|----------|----------|-----|---------|
| c | Harris Roen | 46 Scarff Avenue | | | 658-5815 | | NPA | 6/30/08 |
| | Andrew Savage | 159 So. Union St, Apt.4 | | 3 | 793-9793 | | CC | 6/30/09 |
| | Ben Gabos | 32 Peru Street | | 3 | 658-6921 | 654-0728 | NPA | 6/30/06 |
| | Heather Fitzgerald | 78 Rose Street #12 | | | 863-6411 | | CC | 6/30/08 |
| | Don Meals | 84 Caroline Street | | 5 | 862-6632 | 862-6632 | CC | 6/30/06 |
| | Jeff Severson | 136 Lyman Avenue | I | 5 | 660-8312 | | NPA | 6/30/07 |
| | Connor McFadden | 164 Crescent Drive | | | 863-6483 | | | |

DESIGN ADVISORY BOARD (3 YEAR TERM) (CODE, APPENDIX A, SECTION 2.3.2)

| | | | | | | | | |
|--|---------------------|-----------------------------|--|--|----------|----------|-----|---------|
| | James K. Drummond | 64 North Prospect St | | | 863-4982 | | CCM | 6/30/08 |
| | Robert Limanek | 75 Deforest Heights | | | 862-1200 | 862-9631 | CCM | 6/30/07 |
| | Adam M. Portz | 137 N. Winooski Ave., Apt#2 | | | 865-2553 | 658-3555 | CCM | 6/30/06 |
| | Ronald Wanamaker | 462 South Willard St | | | 865-6056 | | CCM | 6/30/07 |
| | Sean McKenzie | 137 Mansfield Avenue | | | 660-9088 | 864-4354 | CCM | 6/30/08 |
| | Amy Johnston (Alt.) | 573 South Willard Street | | | 862-0629 | 863-8525 | CCM | 6/30/08 |

DEVELOPMENT REVIEW BOARD (3 YEAR TERM) (CODE APPENDIX A, SECTION 81 (A))

| | | | | | | | | |
|---|--------------------------|---------------------------|---|---|----------|----------|----|---------|
| | Jonathan Stevens | 44 Drew Street | I | 3 | 658-6018 | 658-4141 | CC | 6/30/09 |
| | Kevin Worden | 23 Brookes Avenue | | 1 | 658-7471 | 863-6225 | CC | 6/30/06 |
| c | Austin D. Hart | 39 Cliff Street | | 6 | 865-9165 | 864-5751 | CC | 6/30/07 |
| | Glenn A. Jarrett | 105 Robinson Parkway | I | 6 | 863-6587 | 864-5743 | CC | 6/30/06 |
| | Eleanor Briggs Kenworthy | 170 Dale Road | R | 4 | 862-7122 | 652-0165 | CC | 6/30/07 |
| | Michael Long | 55 Henry Street | | 1 | 863-2056 | 658-1570 | CC | 6/30/07 |
| v | Eric S. Miller | 505 South Willard Street | | 6 | 863-1956 | 864-9891 | CC | 6/30/09 |
| | Paul C. Henninge | 313 South Winooski Avenue | | | 660-8332 | 865-2321 | CC | 6/30/07 |
| | Kathleen Ryan | 274 Maple Street | | | 863-4091 | 863-4091 | CC | 6/30/07 |

+ ELECTRIC LIGHT COMMISSION (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 226)

| | | | | | | | | |
|---|--------------------------|---------------------------|---|---|----------|----------|-----|---------|
| | Jan Harris | 96 Linden Terrace | I | 5 | 864-1892 | 658-6060 | CCM | 6/30/08 |
| | John L. Franco, Jr. | 15 Colonial Square | P | 1 | 864-6275 | 864-7207 | CCM | 6/30/06 |
| | Christine Salembier | 545 South Prospect St #35 | | | 864-0042 | | CCM | 6/30/07 |
| v | Scott Johnstone | 32 Birchwood Lane | | | 864-6826 | 229-6432 | CCM | 6/30/08 |
| c | Jennifer Wallace-Brodeur | 25 Pennington Drive | D | 7 | 862-5183 | 651-9773 | CCM | 6/30/07 |

FENCE VIEWERS (1 YEAR TERM) (24 V.S.A. 871)

| | | | | | | | | |
|--|---------------|--------------------------|--|---|----------|----------|----|---------|
| | Nat Ayer | 35 Deforest Heights | | 6 | 862-3671 | 862-3966 | CC | 6/30/06 |
| | Kenneth Nosek | 234 North Willard Street | | | 652-0878 | | CC | 6/30/06 |

+ FIRE COMMISSION (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 196)

| | | | | | | | | |
|---|------------------|-------------------|---|---|----------|----------|-----|---------|
| v | Frank A. Austin | | | | | 863-7480 | CCM | 6/30/08 |
| | Kevin McLaughlin | 51 Clymer Street | D | 6 | 862-7222 | 863-4341 | CCM | 6/30/08 |
| | Jacob Perkinson | 49 Ward Street | D | 3 | 864-3529 | 862-0030 | CCM | 6/30/06 |
| c | Mark Saba | 171 Crescent Road | | 6 | 863-3817 | 479-0136 | CCM | 6/30/07 |
| | Jared Wood | 64 Henry Street | D | 1 | 862-7387 | | CCM | 6/30/07 |

BOARD OF HEALTH (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 277)

| | | | | | | | | |
|---|------------------|--------------------------|---|---|----------|----------|-----|---------|
| | Jay Voss | 42 Conger Avenue #6 | | | 324-8219 | | CCM | 6/30/08 |
| | Kevin Lunn | 199 No. Winooski Ave. #1 | | | 864-2866 | 660-3455 | CCM | 6/30/08 |
| c | Ian C. Galbraith | 94 No. Winooski Ave | D | 2 | 864-4097 | 656-4167 | CCM | 6/30/07 |
| | Mary D. Hart | 18 Billings Court | | 7 | 864-9014 | 864-8470 | CCM | 6/30/07 |
| | Alan R. Sousie | 32 Birch Court | | | 862-0189 | 658-1573 | CCM | 6/30/06 |



| Name | Address | Party | Ward | (H)Phone | (W)Phone | Appt | Expires |
|--|-----------------------|-------|------|--------------------------|----------------|------|---------|
| HOUSING BOARD OF REVIEW (5 YEAR TERM) (ORDINANCE 18-35 TO 18-69) | | | | | | | |
| | Loyal Ploof | | | 310-1997 | | CC | 6/30/06 |
| | Nina McDonnell | | | 660-8239 | 652-3448 | CC | 6/30/08 |
| c | Jo Ann Lafayette | R | 6 | 862-3258 | 862-3258 | CC | 6/30/07 |
| | Jules Fishelman | | | 865-3289 | 658-6060 | CC | 6/30/09 |
| | Katherine Krebs | | | 864-3825 | 655-3333 | CC | 6/30/10 |
| LIBRARY BOARD OF COMMISSIONERS (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 179) | | | | | | | |
| t | Neil Stout | | | 862-5872 | | FFL | 6/30/07 |
| co | Barbara Shatara | | | 862-2981 | | EMP | 6/30/06 |
| co | Laban Hill | | | 658-6086 | | CCM | 6/30/08 |
| t | Jodie Kebabian | | | 863-4312 | | FFL | 6/30/06 |
| c | Deborah Lashman | D | 6 | 658-8223 | 864-3120 | CCM | 6/30/08 |
| t | Doug Montgomery | | | 862-1622 | | FFL | 6/30/08 |
| v | Nina Parris | | 3 | 864-0839 | | CCM | 6/30/06 |
| co | Linda Severance Smith | D | 1 | 660-8666 | | CCM | 6/30/06 |
| t | Michael Schultz | | | 656-3228 | | FFL | 6/30/06 |
| + PARKS AND RECREATION COMMISSION (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 203) | | | | | | | |
| v | John Ewing | D | 5 | 864-4424 | | CCM | 6/30/08 |
| | Stephen Allen | | 5 | 863-4248 | 863-6693 | CCM | 6/30/07 |
| | Carolyn Pierce Hanson | | 6 | 860-6638 | 652-0380 | CCM | 6/30/08 |
| c | Barbara Nolfi | P | 3 | 658-4857 | 862-1289 | CCM | 6/30/06 |
| | Christine Hadsel | | 6 | 863-4938 | | CCM | 6/30/07 |
| y | Chas Smith | | | 865-2101 | | | |
| + PLANNING COMMISSION (4 YEAR TERM) (24 VSA 4322-4323; CHAR SEC 120, 121, 126) | | | | | | | |
| | Norman Williams | | 6 | 660-8901 | 658-0220 | CCM | 6/30/09 |
| | Colin McNeil | D | 6 | 318-1475 | 863-2865 | CCM | 6/30/08 |
| | Ralph Montefusco | | 4 | 862-4085 | 598-5613 | CCM | 6/30/06 |
| c | Peter Potts | R | 4 | 863-4609 | | CCM | 6/30/06 |
| | Kathleen Ryan | I | 6 | 863-4091 | | CCM | 6/30/07 |
| | Austin Troy | | 1 | 657-3674 | 656-8336 | CCM | 6/30/09 |
| y | Casey Klyszeiko | | | 77 Robinson Parkway | 658-6883 | | |
| + POLICE COMMISSION (3 YEAR TERM) (CHARTER SECTIONS 120, 121, 126, 183) | | | | | | | |
| v | Yves E. Bradley | R | 6 | 864-9063 | 860-3664 | CCM | 6/30/07 |
| | William Bryant | | 5 | 660-8173 | 496-2218 | CCM | 6/30/08 |
| c | Jerome F. O'Neill | D | 5 | 865-2336 | 865-4700 | CCM | 6/30/06 |
| | Antonio Hinton | | | 27 Latham Court #6 | (207) 720-0765 | CCM | 6/30/08 |
| | Ted Wimpey | P | 2 | 862-2469 | 660-3456 | CCM | 6/30/07 |
| y | Jay Leff | | | 439 South Willard Street | 658-0008 | | |
| + PUBLIC WORKS COMMISSION (3 YEAR TERM)(CHARTER SECTION 48LXIII) | | | | | | | |
| c | Robert P. Alberry | D | 4 | 863-5452 | 865-7450 | CCM | 6/30/06 |
| | Jason A. Baker | I | 3 | 660-8239 | 863-7155 | CCM | 6/30/06 |
| | Michael J. Drescher | | 2 | 863-6391 | 862-3016 | CCM | 6/30/06 |
| | Donald Dugan | D | 5 | 660-9954 | 660-9954 | CCM | 6/30/08 |
| | Kevin Daigle | I | 1 | 862-1594 | 879-7397 | CCM | 6/30/05 |
| | Jonathan Shenton | | 1 | 860-1952 | 734-8092 | CCM | 6/30/07 |
| | Jeffrey Padgett | I | 5 | 864-6713 | 658-2445 | CCM | 6/30/08 |

X All members of the Conservation Board must have a demonstrated commitment to environmental conservation. Three members should have expertise in one of the following areas: environmental law, environmental science, civil engineering or natural resource planning.

The Design Review Board is subject to the requirement that three of its five members shall be members of any of the following professions: architect, landscape architect, engineer, contractor, or real estate developer (Code, Appendix A, Section 18(E)).

I One member of the Board of Health must be a health practitioner who is either a physician, physician's assistant or nurse practitioner in the City of Burlington.

@ The Board for Registration of Voters may have no more than five of its nine members of the same political party (Charter Section 43).



City Commissioners continued

| Name | Address | Party | Ward | (H)Phone | (W)Phone | Appt | Expires |
|--|--------------------------------|-------|------|----------|----------|------|---------|
| RETIREMENT BOARD (3 YEAR TERM) (ORDINANCES 24-47, 24-48, 24-50) | | | | | | | |
| Robert P. Alberry | 41 Killarney Drive | | 4 | 863-5452 | 865-7450 | EmB | 6/30/06 |
| Donald Horenstein | 13 Northshore Drive | I | 4 | 862-5490 | | CCM | 6/30/08 |
| Brendan S. Keleher | Clerk/Treasurer's Office | | | 865-7019 | | ExO | |
| Robert Hooper | 44 Charity Lane | | 7 | 862-0708 | 951-0029 | CCM | 6/30/07 |
| Thomas Middleton | Fire Marshal, 132 North Avenue | | | | | EmA | 6/30/07 |
| Corporal Timothy Green | 10 Maplelawn Drive | | | 658-2704 | | EmA | 6/30/06 |
| Paul Paquette | 951 Sunset Hill Road | | | | | EmB | 6/30/07 |
| c James T. Strouse | 155 Killarney Drive | R | 4 | 864-4646 | 652-6167 | CCM | 6/30/06 |
| BOARD OF TAX APPEALS (3 YEAR TERM) (CHARTER SECTION 91, 2 REAL ESTATE PROF.) | | | | | | | |
| Ken Smith, Jr. | 324 South Willard Street | | 6 | 865-5130 | 660-1113 | CCM | 6/30/06 |
| c Thomas Donovan, Jr. | 451 St. Paul Street, #1 | | 5 | 999-2401 | 658-9411 | CCM | 6/30/07 |
| v Nancy Williams | 37 Bittersweet Lane | | 5 | 863-1377 | | CCM | 6/30/08 |
| David Aman | 424 South Union St, Apt 1R | | 6 | 310-5808 | | CCM | 6/30/08 |
| Russell Ellis | 328 Shore Road | D | 4 | 862-4584 | | CCM | 6/30/06 |
| Jody Mesick | 52 North Avenue | | 3 | 951-5714 | 310-1076 | CCM | 6/30/07 |
| Jeffrey Wick | 15 Mount View Court | I | 6 | 863-2870 | 658-3037 | CCM | 6/30/08 |
| TELECOMMUNICATIONS ADVISORY COMMITTEE (3 YEAR TERM) (RESOLUTION 8.01, 10/12/04; RESOLUTION 6.02, 5/23/05) | | | | | | | |
| Michael Burak | 31 Dunder Road | | | 658-4665 | | CC | 6/30/07 |
| Greg Epler Wood | 369 South Union Street | | | 861-7364 | | CC | 6/30/07 |
| Jan Schultz | 17 Bayview Street | | | 862-9569 | | CC | 6/30/07 |
| @ BOARD FOR REGISTRATION OF VOTERS (5 YEAR TERM) (CHARTER SECTION 43) | | | | | | | |
| Christina McCaffrey | 89 Ledge Road | R | 6 | 862-3133 | | CCM | 6/30/06 |
| John Davis | 52 Booth Street | | | 864-8274 | 651-0730 | CCM | 6/30/09 |
| David Conrad | 35 Wilson Street | P | 1 | 658-1047 | 656-1427 | CCM | 6/30/07 |
| c Evelyn G. Harrington | 442 So. Winooski Ave | D | 6 | 862-0856 | | CCM | 6/30/08 |
| Michelle Lefkowitz | 71 Park Street | P | 3 | 864-7306 | 864-0218 | CCM | 6/30/06 |
| Michele Hahn Morin | 501 Shelburne Street | R | 5 | 658-6837 | 864-7297 | CCM | 6/30/07 |
| Michael McCaffrey | 336 St Paul St #6 | D | | 658-7425 | 864-6784 | CCM | 6/30/09 |
| WINOOSKI VALLEY PARK DISTRICT (3 YEAR TERM)(24 VSA 4861FF; 1972 AGRMNT TO CREATE WVPD) | | | | | | | |
| Joseph E. McNeil | 333 So. Prospect Street | D | 6 | 863-4531 | | CC | 6/30/06 |



Regularly Scheduled Commission Meetings

AIRPORT COMMISSION

Monthly, for dates
call 863-2874

CEMETERY COMMISSION

4th Tuesday, 4:30 PM
455 North Avenue

CONSERVATION BOARD

1st Monday, 5:30 PM
Conference Room, City Hall

DESIGN ADVISORY BOARD

2nd and 4th Tuesdays, 3:00 PM
Conference Room, City Hall

DEVELOPMENT REVIEW BOARD

1st and 3rd Tuesdays, 5:00 PM
Contois Auditorium

ELECTRIC COMMISSION

2nd Wednesday, 5:30 PM
Burlington Electric, 585 Pine St.

FIRE COMMISSION

Tuesday, 8:00 AM
Call 864-4554 x11

BOARD OF HEALTH

Monthly, for dates
call 865-7510

HOUSING AUTHORITY

2nd Tuesday, 6:30 PM
Call 864-0538 for location

LIBRARY BOARD

2nd Wednesday, 5:15 PM
Fletcher Free Library

PARKS COMMISSION

3rd Tuesday, 5:00 PM
645 Pine Street

PLANNING COMMISSION

2nd and 4th Tuesdays, 6:30 PM
Contois Auditorium

POLICE COMMISSION

Monthly, for dates
call 658-2704 x111

PUBLIC WORKS COMMISSION

1st Wednesday, 6:15 PM
645 Pine Street

RETIREMENT BOARD

3rd Thursday, 8:30 AM
Conference Room, City Hall

VOTER REGISTRATION BOARD

1st Tuesday, 4:45 PM
City Hall

Time for Kids *highlighted the Burlington School Food Project.*



North Street's \$6-million revitalization was completed this year.





Burlington Legacy Project

The Burlington Legacy Project was started in 1999 as a community planning initiative to guide Burlington's future and makes ours a more sustainable city. Legacy gathered ideas from more than a thousand city residents and created a comprehensive action plan for the economic, environmental, and social health of the city. Below are recent highlights, challenges, and steps toward the plan's goals.

ECONOMY/CREATING A VIBRANT URBAN CENTER

- ◆ 2005 saw the completion of "College and Main" mixed-use project, continued work on new condominiums, the continued cleanup of the Urban Reserve, and the launch of a public process for the future of the Moran Plant.
- ◆ Waterfront Housing opened with 40 mixed-income rental apartments in a LEED-certified building.
- ◆ Fletcher Allen Health Care completed and opened its Ambulatory Care Center facility, which represents an investment of more than \$375 million.

ECONOMIC SECURITY

- ◆ In fiscal year 2005, Fletcher Allen provided \$400,000 in funding to community-based collaboratives to improve community health.
- ◆ United Way continued to sponsor Building Bridges Out of Poverty training and to fund Neighbor Keepers, a program of Mercy Connections that will be matching allies (mentors) with families in poverty to assist these families in building the necessary social, education, health, financial, and spiritual resources to move out of poverty.

ECONOMIC SELF-RELIANCE

- ◆ A new medical transcription training program, a collaboration between Fletcher Allen and Vermont HITEC, trained medical transcriptionists to address the shortage of these workers in Vermont. The initial 20 students are now employed by Fletcher Allen.

- ◆ The Burlington School Food Service has increased its purchase of local produce by 50 percent over the last two years.

TRANSPORTATION

- ◆ The Chittenden County Transportation Authority (CCTA) has increased commuter services to and from Burlington, including the Montpelier-Burlington and the St. Albans-Burlington Link Express routes.
- ◆ CCTA, CATMA, and Burlington Public Works are completing the first phases of construction of the South End Transit Center, a park-and-ride facility that will accommodate 550 cars, intercepting automobiles before they enter the downtown.
- ◆ Efforts aimed at creating a truly regional transportation authority and funding regional public transit through sources other than the property tax now focus on gaining the necessary legislative approval.
- ◆ The North Street Revitalization Project was completed, creating a pedestrian-friendly neighborhood commercial center in the City's Old North End.

QUALITY OF LIFE

- ◆ The City Council created a Community Safety Taskforce to work in partnership with community agencies, citizens, and survivors of crime to implement an 11-point community safety prevention and education plan.
- ◆ The City created a new position, Land Steward, to manage the Conservation Legacy Program and the Burlington Area Community Gardens Program.

HOUSING

- ◆ Code Enforcement made dramatic progress toward ensuring that all rental units in the City of Burlington are inspected annually.
- ◆ UVM's 800-bed housing project on University Heights nears completion, with students slated to move in for the spring semester of 2006. Another 175 students will be moving into new housing built as part of the Winooski redevelopment project.



- ◆ The Burlington Lead Program is working to prevent childhood lead poisoning by reducing lead paint hazards and increasing awareness about the dangers posed by lead.
- ◆ The Department of Planning & Zoning and the Burlington Planning Commission continue their effort to better align Burlington's zoning ordinance with the city's development goals.

RESPONSIVE GOVERNMENT

- ◆ CEDO developed new means to distribute information about public meetings, sending weekly email newsletters to more than 500 residents and mailing a quarterly newsletter on civic engagement and volunteer opportunities to more than 800 residents.

YOUTH CIVIC PARTICIPATION

- ◆ Youth now serve on the Burlington School Board and its committees, the Police Commission, Planning Commission, Conservation Board, Library Commission, Parks & Recreation Commission, the Legacy Project Steering Committee, and the Burlington Food Council.
- ◆ Young people also participated in the United Way allocations process, reviewing agencies and programs, and recommending funding to the United Way Board.

OUR SCHOOLS

- ◆ The School District continued its award-winning attendance initiative. Over the past four years, the dropout rate at Burlington High School has been reduced from 10 percent to 3.1 percent.
- ◆ The District now has a full-time diversity-equity coordinator and a half-time multicultural counselor.

AIR QUALITY

- ◆ Construction began on a demonstration hydrogen-fueling station at Public Works. A partnership involving E-Vermont and the Department of Energy, this station will test fueling capabilities in a northern climate and will include one demonstration hydrogen vehicle.



Students learn to make healthy pizza through the Burlington School Food Project.

- ◆ Our School District was one of only 100 districts in the nation to have been awarded a federal award for its indoor air quality efforts.

LAKE CHAMPLAIN WATER QUALITY

- ◆ Three years of citizen monitoring of storm water running into Lake Champlain has been completed and included in the Burlington Harbor Study Final Report.
- ◆ The City continued work on the Englesby Watershed Restoration Project, which will reduce erosion along banks of the brook, restore a more natural habitat, increase biological diversity, and reduce bacteria in the brook. This year two additional stormwater-collection ponds were built to remove from the brook the sediment, bacteria, and petroleum products that wash into it during rainstorms.

ENERGY AND RESOURCE CONSERVATION

- ◆ The schools won approval to build and operate a wood-chip burning plant to heat Burlington High School and the Burlington Technical Center. This will significantly reduce the District's heating costs.
- ◆ CEDO launched an initiative—BE3 (Burlington Energy, Environment, and Economy) Project—which focuses various public and private resources to help restaurants and convenience stores save energy and money through informed management practices. The BE3 Project hopes to reduce energy consumption, reduce the solid-waste stream, increase composting of organics, and encourage the production and use of bio-diesel fuel from used restaurant grease and fry oil.

Burlington International Airport



BRIAN R. SEARLES
Director of Aviation

Burlington International Airport has continued to grow during the past year in order to accommodate an annualized increase in enplanements of about 15 percent. Our facility is accessible, modern, and user-friendly, and has a great reputation in the industry and among travelers.

There are well-documented pressures on the airline industry these days, with higher fuel prices exacerbating historical financial problems. Because of this, our staff anticipates changes in service and monitors the situation closely. Our advantages in Burlington include a regional population that wants to travel, a destination that is popular for visitors, and more and more Canadians who are choosing this airport. As long as there are passengers, someone will want to fly them. We will do everything we can to maintain the high level of service and low ticket prices we have enjoyed over the last few years.

The airport is also home to a thriving general aviation business. Several construction projects now moving through the development

process will help this business grow.

Evidence of this growth can be seen in the very large construction project on the north end of the field. This project will accommodate the Army National Guard's helicopters, helping cement our longstanding relationship with the military. (Indeed, the U.S. Department of Defense plans additional growth of the Vermont Air National Guard at our airport.) The project will also make way for industrial development and continued aviation-related economic growth on airport property.

From our construction projects on the airfield to construction of our website, we are committed to ever more effective, efficient movement of people and things in and out of Burlington. You can help by letting us know how we're doing. Feel free to contact us about any aspect of your trip to or from the Burlington Airport.



Airport Employees: (front row, left to right) Carl Gross, Corey Jewel, Ron Sweeney, Sara Gonyea, Rick Brown, Alex Planas, Chip French, Dick White, Heather Kendrew, David Solomon, Randy Bergeron, Lynn Zizza, Brian Searles; (second row) Vern Brosky, Tamara Gagne, Bob McEwing, Gerry Carey, Matt Harding, Kelly Colling, Frank Goodrich, Kevin Kaigle, Greg Hill, Urge! LaRoche, Doug Wood, Rick Varney; (absent) Reg Mobbs, Paul Lemieux, Kirk Tatro, Tom Duval, Mike Catella.

Burlington City Arts

Burlington City Arts works to fuse dynamic relationships between art and the community. The Firehouse Center for the Visual Arts provides the perfect platform for this exchange. Since opening all five floors in May of 2004, we have absorbed the public's suggestions and have begun fine-tuning existing programs and piloting many new program ideas. Whether our constituent is an artist, a student, a mother, a tourist, or someone who hasn't yet made a connection with the arts, we strive to find the best avenues for linking art and life.

NEW FACES

Firehouse Education Director Melissa Walker joined Burlington City Arts in February. Melissa hails from the Perkins Center for the Arts in New Jersey, where she coordinated a program of artists-in-residence in the public schools. She has an MA in Museum Studies from Seton Hall. Also very exciting is the addition of Firehouse Curator Ruth Erickson, who implemented many of the exhibitions initiated by her predecessor in 2005 and debuts her own curatorial vision in the gallery's 2006 season. Other new staff includes Print Studio 250 Director Heather Neal, Volunteer Coordinator Stephanie Gergley, and Administrative Assistant Mary Procopio. Our staff is at the heart of all we do, and the 2005 team is one of our very best to date.

FIREHOUSE GALLERY

With close to 25,000 visitors in 2005, the Firehouse Gallery continues to develop a new audience, while engaging long-time Firehouse Gallery goers. This year's eclectic exhibitions reached deep into Vermont's artist pool, exhibiting their work side-by-side with the work of artists from around the country. Solo exhibitions highlighted local artist Clark Russell and architect Marcel Beaudin. The Marcel Beaudin exhibition challenged the public to view architecture as an art form, and challenged the Firehouse Gallery to find an exciting method of mounting the exhibition that best exemplified Marcel's artistic and pro-

fessional achievements. Visits from school groups and organizations like the Boys and Girls Club, Charlotte Central School, and Vergennes High School work to develop visual literacy at an early age and help build future audiences. We would like to thank Saint Michael's College for their generous underwriting of the gallery over the past two years.

FIREHOUSE EDUCATION

With the world becoming faster-paced and more demanding, our education repertoire has evolved to better suit both families and individuals. Drop-in classes—such as life-drawing for adults, Pollywog for toddlers and parents, and the Friday night teen drop-in—have become increasingly popular. These drop-ins become social centers for people with very busy schedules, providing interaction and artistic stimulation all at once.



DOREEN KRAFT
Director



Firehouse Gallery curator Ruth Erickson installs an exhibit by Locus.

Burlington City Arts continued**LITERARY FESTIVAL**

In September Burlington enjoyed its first literary festival, which was dedicated to books, reading, writing, and literary creativity. Readings by Galway Kinnell, Russell Banks, and Grace Paley filled Contois Auditorium. And the Firehouse brimmed with activity all weekend. The festival was co-produced by Burlington City Arts and Burlington Magazine in association with the Fletcher Free Library.

ARTBEAT

Among all of the events and excitement, Burlington City Arts launched a new website, www.BurlingtonCityArts.com. Designed and developed by the Bluehouse Group, our website provides accurate and timely information about City Arts events, classes,



and programs. The website contributed significantly to increased participation in our classes, offering students on-line registration options. We are so thankful for the Bluehouse Group's support, efforts, and talent.

FIREHOUSE CENTER FOR THE VISUAL ARTS

With its state-of-the-art media equipment and charming, historic setting, the second floor of the Firehouse Center for the Visual Arts has become a popular rental facility for events. It also serves as a testing ground for community ventures, such as the Spirit of Cinema and the Firehouse Music Series. While not everything we try will survive beyond the pilot stage, by engaging various groups within the community, we ignite a passion for the arts that burns well beyond its inception.



Assessor's Office

Our mission is to establish equitable values for all taxable real estate and business personal property located in Burlington. The Assessor's Office is responsible for the administration of 10,627 real estate parcels and 823 business personal property accounts. The appraised values are the basis for the distribution of the City's annual property tax levy. Appraised property values are based on an estimation of fair market value. The Assessor's Office uses the following guidelines for insuring fair appraisals for all property owners throughout the City:

- ◆ Review all sales transactions (over the year, there were a total of 1,148 property transactions);
- ◆ Establish market value for all parcels throughout the City;
- ◆ Measure the relationship between the real estate market and current tax appraised values (Burlington's equalization rate is 100 percent as a result of the City-wide reappraisal project); and
- ◆ Conduct property valuation tax appeals.

It is the policy of the Assessor's Office to conduct an interior and exterior inspection when visiting a property under review. A thorough inspection is the fairest way to estimate a property's value. Building permits can be an indication that a property has changed in a way that may affect the property's appraised value. This past year the Assessors Office reviewed permits from the Departments of Public Works and Planning and Zoning. Of these reviews, 501 produced changes in real estate property value.

This year, in response to an Order to Reappraise by the State Department of Taxes, we conducted a full reappraisal of

all properties in Burlington in conjunction with Cole Layer Trumble (CLT). After mailing preliminary results to property owners, CLT held 1,449 informal property appeal hearings at the Fletcher Free Library. The Board of Assessors then heard 1,169 property appeal hearings. A total of 263 property appeals moved onto the Board of Tax Appeals.

The Assessor's Office provides information to taxpayers, real estate appraisers, attorneys, brokers, and the Vermont Department of Taxes. Property data can be found on the Assessor's website, which can be accessed through www.ci.burlington.vt.us. Included on our website are the City's Grand List, appeal procedures, contact information, and various forms.

The Assessor's office monitors real estate activity in Burlington. This past year our office verified 583 fair market sales, less than the previous year's total of 641 transactions. Overall real estate values continue to appreciate. A study of property sales indicates 15 percent growth in the value of single-family homes over the past year. Residential single-family homes and residential condominiums make up 80 percent of Burlington sales.



JOHN VICKERY
City Assessor



Assessor's staff: (left to right) Terri Mongeon, Robert Green, John Vickery, and Kim Kellington.



Office of the **City Attorney**



JOSEPH E. McNEIL
City Attorney

Peter Clavelle's tenure as Burlington's Mayor ends the first Monday in April, 2006, so this is the last annual report I will have the pleasure of writing as a part of his administration. I would like to say, without reservation, what a pleasure it has been to work with this Mayor and what a tremendous job of stewardship he has accomplished for our City.

While the accomplishments that constitute Mayor Clavelle's legacy are too numerous to mention, I believe that one in particular should never fade from memory. It relates to the acquisition of what is now Waterfront Park and the "North 40" in 1991. Mayor Clavelle and I, with help from many others, spent an entire legislative session in Montpelier convincing the General Assembly to give the City the right to purchase the lands then owned by the Central Vermont Railroad on the Burlington waterfront, by eminent domain if necessary. Our opposition was skillful and well financed, but we were ultimately successful.

But this was only the warm-up act. We then had to deal with the Railroad directly. Our negotiations were civil and professional, but very intense. The City's team consisted of CEDO Director Michael Monte and myself, with the Mayor as our leader. We finally agreed to use the mechanism of binding arbitration to determine the value of the property and the price the City would pay for it. The process called for both the City and the Railroad to engage real estate appraisers and develop their opinions as to the property's value. If they were unable to agree, a third, neutral appraiser would be engaged by both parties, and the determination reached by that appraiser would be final and binding.

The City team asked for and the Railroad agreed to one further stipulation, which turned out to make all the difference. We asked that the neutral appraiser be obligated by the rules of "baseball" or "last best offer" arbitration. Under this method, the arbitrator was not allowed to choose a value between the positions of the two sides, but was instead obliged to select one side's position as presented, subject to only a slight adjustment.

The City's appraiser determined the property was worth \$2 million plus. The Railroad's opined for slightly under \$10 million. After taking extensive evidence and testimony, the neutral appraiser began his deliberations. As the date for rendering his decision approached, he pleaded with the City and the Railroad to release him from the baseball model and allow him to set a value independent of the other appraisals. While the Railroad stated it would consent to this, Mayor Clavelle refused to allow the City to agree. His view was that we had negotiated this model to prevent either side from having any incentive to offer up an unreasonable appraisal, and he was convinced the City's case was the stronger.

The tension on the day of the decision was intense. The arbitrator announced that, based upon the model the parties had chosen, since he believed neither of the submitted appraisals represented the real fair market value of the property, he would have to choose that which came the closest to the true value, even if only by a penny. After pausing, he stated that the City's submittal was slightly closer to fair market value than the Railroad's, and thus ordered a purchase price based on that appraisal.

We had won. This acquisition was termed the "Deal of the Century." Peter Clavelle's role as a leader who would neither blink nor divert from the path he felt best, even in the face of huge risk, places him in the highest echelon of this City's mayors, in my considered opinion. I cannot begin to express sufficient thanks for the privilege it has been to work with a mayor of such integrity and skill.

LITIGATION

The civil action entitled *Morton Bostock and Kathryn Bostock v. City of Burlington* remains pending. This is a Complaint for Declaratory Relief involving the Plaintiffs' land. This lawsuit is being vigorously defended, and a counter-claim has been asserted by the City alleging conversion, trespass, and violation of City ordinances.

The City is being sued in federal court in an action entitled *J. Preseault and Patricia Preseault, Individually and as*



Partners of 985 Associates, Ltd. v. City of Burlington, Vermont and State of Vermont. Plaintiffs claim that the City and State trespassed and violated their civil rights when the City installed a fiber-optic cable over their property on an existing utility pole line. The City and State were awarded summary judgment on all claims by the U.S. District Court, and Plaintiffs appealed that judgment to the U.S. Court of Appeals for the Second Circuit. We are hopeful that the District Court's ruling will be affirmed.

Still another civil action in Chittenden Superior Court is *Phyllis and Alexander Rose v. City of Burlington*. The Plaintiffs have sued the City for breach of contract in connection with a real estate transaction where the Burlington International Airport purchased commercial property from them. The purchase and sale agreement provided that the City would reimburse plaintiffs for reasonable expenses incurred in purchasing a replacement property consistent with the federal relocation assistance program. That federal program limited plaintiffs' reimbursement to \$11,000. The City next intends to attempt to mediate this matter.

The City has been negotiating with the State's Environmental Enforcement Division concerning an alleged unlawful discharge to state waters at the Burlington International Airport. It appears the City acted responsibly in reporting the discharge and taking remedial action. It also appears that third parties are responsible for some of the alleged violations.

QUALITY OF LIFE

The City Attorney's Office continues to work with other departments to enforce the City's ordinances. This includes extensive work on the re-writing of the City's zoning and subdivision ordinances. In this context we would like to publicly commend Ms. Owiso Makuku, who has worked most competently as a consultant to our office, the City Council's Ordinance Committee, and the zoning re-write team.

Our Office has also worked with the City Council's Ordinance and Charter Change Committees concerning revisions to the City's Code. The voters and the Vermont

General Assembly approved a significant charter change establishing an instant-runoff method for elections to the office of mayor, to be used for the first time in 2006. Voters will have the option of ranking each candidate in the race in order of preference. If no candidate receives more than 50 percent of the first-choice votes, the person with the fewest first-choice votes is eliminated from consideration and the second preferences of those who voted for the eliminated candidate are re-allocated. This process continues until a candidate has more than 50 percent of the votes counted. All are very hopeful that this process, which has been successful elsewhere, will work flawlessly in Burlington.

This office has also continued to work on the enforcement of quality-of-life ordinances. This has involved close collaboration with the Code Enforcement Office, Fire Department, and DPW. Of particular note was the drafting and passage of new ordinances related to carbon monoxide detection, as well as work on the adoption of the new state laws related to carbon monoxide.

COLLECTIVE BARGAINING

Collective Bargaining occurred with AFSCME Local 1343 and the Burlington Police Officers Association (BPOA). The increasing cost of health insurance, the cost of our Employee Pension System, and compensation have been the most difficult issues. A tentative agreement was reached with AFSCME as of this writing. Negotiations with BPOA continue and are scheduled for mediation. The upcoming year will necessitate negotiations with the Firefighters Association and the International Brotherhood of Electrical Workers.

ACKNOWLEDGMENTS

I would once again like to thank Mayor Clavelle, the City Council, the various City Commissions and Department Heads, Assistant City Attorneys Kenneth Schatz, Eugene Bergman, Nikki Fuller, Kimberlee Sturtevant, paralegal Lisa Jones, administrative assistant Linda Blanchard, and all McNeil, Leddy & Sheahan personnel for their cooperation and assistance.

Church Street Marketplace



RON REDMOND
Executive Director

We completed improvements to the City Hall Block of the Church Street Marketplace, part of our \$1.8 million capital improvement program. Together with contractor A. Marcelino & Company and our patient merchants and restaurateurs, we transformed the City Hall Block into a true pedestrian right-of-way. We have received countless compliments about the improvements, which included the newly bricked street, the raised grade of the College Street intersection, new trees, improved City Hall flower beds, and the Earthline granite mosaic.

NEW NAMES ON THE MARKETPLACE

New businesses this year included Miguel's Stowe Away, Quiznos, A Little Glamour, and Zinnia. Von Bargen's Jewelers expanded to an elegant new location at the old Merchant's Bank, and Stephen & Burns Salon expanded to College & Church. Thanks to property owners Robert Fuller, Fred Pape, and Billy Mauer for substantial improvements made to their buildings.

PERMITS AND LICENSING

Mimi Gutchell continued steering our licensing and permit program. The number of cart vendors grew by 11, including carts from the Intervale Foundation and ECHO. Sidewalk Cafes grew by four, with the addition of Miguel's, Quiznos, Ake's Place, and additional space approved for Sweetwater's. Outdoor cafes now total 26, solidifying the Marketplace as a retail and dining destination.

MAINTENANCE

Thanks go to our maintenance team, who work every day to keep our street clean. Led by Maintenance Director Pat Rideout, staff includes Roma Karpreliov and Jack Robinson. We said farewell and best wishes to Lyman Feltt, maintenance worker for 23 years, who retired in March.

MARKETING

Becky Cassidy ably led our marketing efforts. Our thanks to corporate sponsors Citizen's Bank, Stowe Mountain Resort, St. Michael's College, Northfield Savings Bank, Silicon Dairy, Burlington Free Press, News Channel 5, and Hall Communications for their continued support. Without their generosity,

our marketing efforts would not be possible. The four events produced by the Marketplace—the Sidewalk Sale, Marketfest, Halloween Parade, and Holidays—have attracted significant corporate sponsorship and media attention. Our gratitude to interns Sara Delaney and Rachel Higbie, both of Cornell University.

With Burlington Town Center, we developed our first-ever co-marketing agreement. The new GGP Gift Card (for General Growth Properties, owner of the Town Center) is good at all stores in the Town Center, the Marketplace, and downtown businesses that accept the American Express card.

SAFETY & SECURITY

Howard Center's Community Outreach Team continues to make a difference on the Street. A \$25,000 donation from Citizens Bank gave the program a much-needed boost. Our thanks to the State Senate Appropriations Committee for recommending an increase in the State's contribution to the program. Our partners at the Burlington Police Department continued to prove that they truly are "Burlington's finest." Special thanks to Chief Tom Tremblay, Lt. Scott Davidson, Sgt. Art Cyr, and Officers Ken Dier, Ethan Thibault, and Bonnie Beck.

DOWNTOWN HOSPITALITY

The impact of our downtown's hospitality industry is considerable. A January survey of hospitality establishments showed that downtown bars and restaurants provide more than 2,100 jobs, donate more than \$350,000 (cash and in-kind) annually to non-profits, and log some 5.5 million visits each year.

The Marketplace continues to provide support for the Hospitality Resource Panel, a group of downtown stakeholders working to address issues and advise the Local Control Subcommittee and City Council. With more residents moving downtown and greater demands on police and fire services, this group aims to develop reasonable, constructive policy recommendations for our growing hospitality industry.

Office of the **City Clerk Treasurer**

The mission of the Office of the City Clerk Treasurer is (1) to maintain and strengthen five basic structures of local democracy: elections, public records, City Council proceedings, licensing, and the dissemination of public information; and (2) to maintain and enhance the City's revenue base by applying sound financial practices and directing the City's financial resources toward meeting its long-term goals. We maintain a system of accounting that complies with changing accounting standards and fully discloses the City's financial position. We coordinate the preparation of the Mayor's annual budget and conduct timely year-round budget control.

We also provide administrative leadership, direction, and support to the Mayor, City Council, City Departments and the public. We continually strive to improve our services for the citizens of Burlington, the Board of Finance, City Councilors, the Mayor, and other City departments. Please phone 865-7000 with any City Clerk or Treasurer questions.

2006 BUDGET

Our office coordinates the preparation of the Mayor's annual budget. The overall City budget for fiscal year 2006, which totaled almost \$211 million dollars, was adopted by the City Council on June 13, 2005. We seek to present the budget so that it is useful to a wide variety of users and clearly states the policies, financial plans, and operations of the City. Our budget earned the Government Finance Officers Association's Distinguished Budget Presentation Award for the eleventh consecutive year.

ACCOUNTING ISSUES/REORGANIZATION

The statements presented in the back of this book are the highlights City's basic unaudited financial statements, presented for several of the City's major funds. The City's audited financial statements—reviewed and certified by the audit firm of Sullivan, Powers & Company—will be available soon at the Clerk Treasurer's Office.

During this fiscal year, several significant events occurred in this office. One major change was the consolidation of pay-

roll activities of several departments into a central processing unit. Prior to this, there were five sites in the City that processed payroll. The payroll group was established with employees from DPW, Police, Fire, and this office. Also, the central payroll program was upgraded to be able to process Police and Fire payrolls, which were formerly contracted to an outside firm. We plan to process payroll for the Department of Public Works and Parks & Recreation as well. Once this is done, there will be only three sites processing payroll (City Hall, Burlington Electric, and the School Department).

We also upgraded the City's central accounting system. After ten years, the program was updated to provide access by employees across the City and nearly eliminate the need for duplicate systems in various departments.

Our tax-billing system was also updated this year. The administration of the State's Act 68, which governs education tax rates, required considerable time on the part of our staff because of the need to calculate tax rates based on whether properties are homesteads or non-residential. The new tax system makes these calculations and provides more data for staff and taxpayers.

2005 FISCAL OVERVIEW

The General Fund Balance stood at \$2,739,531 for the fiscal year that ended June 30, 2005. All but \$300,000 of this is designated for specific activities. The fund balance increased by \$749,809, primarily due to an increase of \$250,000 in bond proceeds and some \$500,000 in impact fees. These fees are reserved for capital projects for Parks, Fire, the Library, and the Police Department in fiscal year 2006.

There were several strong revenue sources this year. Permitting and development fees collected by Planning and DPW Inspection significantly exceeded our budget expectations. In addition, Gross Receipts taxes on rooms and meals exceeded budget by about \$178,000. On the expenditure side, most General Fund departments operated within their budget



BRENDAN S. KELEHER
Chief Administrative Officer



VITAL STATISTICS

Births 2,197

Deaths 855

Marriages 294

Civil Unions 43

limits. Although Parks and Recreation exceeded its expenditure budget by more than \$200,000, this gap was partially closed with additional revenues. In the current fiscal year, Parks is working with the Board of Finance to prioritize its activities and reduce costs.

RETIREMENT FUND

The net assets of the Retirement Fund increased by \$5,406,671 during the year, mainly due to increases in the value of investments in the pension portfolio. The value of the net assets ended the year at \$100,505,408. This is still down somewhat from the fund's peak value of \$116,125,927 on June 30, 2000. On June 30, 2004, the actuarial value of accrued liabilities in the system exceeded the actuarial value of assets by \$17,859,542, which represents an unfunded liability in the system. The City's actuarially determined annual pension contribution was not fully funded this year for the first time. This led to a net pension obligation of \$1,596,290 for the year ended June 30, 2005. This will be discussed in more detail in the footnotes of the audited financial statement. The actuarial values as of June 30, 2005 will be available in mid-February of 2006.

BONDS AND OTHER DEBT ISSUES

In July of 2004, the City issued refunding bonds in the amount of \$3,410,000 to replace bonds previously issued at higher interest rates. These were general obligation bonds of the Burlington Electric Department, the School Department, and the City. This enabled us to achieve a net present value savings of \$213,663 over the life of these bonds. Also in July, the City issued \$750,000 in small capital and working capital bonds to cover smaller projects in the General Fund.

In the March 2005 election, voters approved an increase in the borrowing limit for the City General Fund (from \$750,000 to \$1,000,000 annually) and the Burlington Electric Fund (from \$250,000 to \$1,000,000 annually). The City then issued bonds in June for \$1,000,000 (Electric) and \$250,000 (City) according to the change in the borrowing limit. Moody's Investor Services provides a rating each

time a bond issue is offered to the investing public. The City's Aa3 rating was reconfirmed in July of 2004 and June of 2005.

In December of 2004, the Burlington Telecom Department entered into a \$12,600,000 master lease agreement with Koch Financial. A total of \$10 million was to provide financing for the expansion of the telecommunications project, and \$2,600,000 was issued to refinance the existing lease obligation.

In June of 2005, the City issued \$7,870,000 in certificates of participation with the purpose of funding the acquisition, construction, and renovation of parking facilities in the downtown. These funds were used to build two additional decks (adding 278 parking spaces) on the City-owned Lakeview Parking Garage, to construct a parking structure of 59 spaces at the Westlake Garage connected to Lakeview, and for improvements and repairs on the City-owned Wyndham Parking Garage.

FAREWELLS

On December 16, 2005, after more than 15 years of service, Chief Administrative Officer Brendan Keleher moved on from city government. Originally appointed City Treasurer in 1990, Brendan became Clerk and Treasurer in 1996, and then CAO in 2000. (It is interesting to note that, while there have been 34 mayors in Burlington, the position of Treasurer or Chief Administrative Officer has been held by only eight individuals since 1894.) Brendan Keleher was responsible for balancing every budget, financing more than \$100 million in capital improvements, and improving the efficiency and effectiveness of city operations through technology improvements and administrative consolidation. We thank Brendan for his exemplary dedication and integrity, and wish him all the best.

Our office also said goodbye to Gwyn Winchell and Chris Cummings. We wish them the best in their future endeavors.

Finally, we want to say thank you to all our staff for their efforts—particularly their extra effort to facilitate reorganization and learn new computer applications. Our successes and accomplishments are a result of their hard work and dedication.

CODE ENFORCEMENT

The mission of the Code Enforcement Office is to support “peaceful enjoyment in a safe environment” for Burlington citizens. Our office enforces a broad range of public health and safety regulations including housing, zoning, health, parking, environmental, public nuisance, and other safety codes. Services to the public include:

- ◆ Maintaining an apartment registry of approximately 10,000 rental dwelling units;
- ◆ Safety inspections of rental housing and enforcement of minimum-housing standards;
- ◆ Enforcement of zoning regulations and compliance with zoning permit conditions;
- ◆ Enforcement of solid waste regulations;
- ◆ Public health actions, vacant building administration, greenbelt signs and right-of-way ordinance enforcement, and abatement of environmental hazards;
- ◆ Funding for tenant and landlord advocacy services; and
- ◆ Information about public safety codes.

This office continued to respond to housing, zoning, and health complaints, in addition to our routine housing safety inspections. This work now includes implementation of the recently adopted requirement for interconnected, hardwired smoke/carbon monoxide detectors in rental housing.

As the new Director of Code Enforcement, I thank Eugene Bergman for all his hard work as Interim Director. Thanks to the staff for making the transition smooth and productive.

PROJECTS

Special projects this year included:

- ◆ Working to ensure that all units in the City of Burlington are inspected yearly;
- ◆ Coordinating inspections with the Burlington Housing Authority and the Vermont State Housing Authority;
- ◆ Coordinating with the Burlington Police Department on the enforcement of the noise ordinance, plans for joint training in self defense and verbal judo, parking enforcement, and a referral system for trash hauler complaints;

- ◆ Coordinating with Zoning administration to establish consistent interpretations of the zoning ordinance, and to clarify the roles of zoning enforcement and zoning administration;
- ◆ Working with Parks and Recreation on the process for enforcement related to overgrown vegetation in the public right of way;
- ◆ Coordinating with the Department of Public Works to establish enforcement of the sandwich board sign ordinance, and to create a customer service window and secure additional space for code enforcement operations at 645 Pine Street;
- ◆ Working with the Department of Human Resources to establish clear personnel policies in code enforcement and to hire a new code enforcement administrator;
- ◆ Working with the City Attorney's Office to coordinate the transition of Code Enforcement leadership (with Eugene Bergman), to clarify the Code Enforcement Office's roles in enforcement, and to establish policy for zoning enforcement and administration.



GREGORY B. MCKNIGHT II

Director

COMMUNITY OUTREACH

Code Enforcement again coordinated May's Spring Move-Out Recycle Day, a project aimed at reducing street trash and recycling discarded furniture. We also worked with the Mayor's Community-Based Action Team, Neighborhood Action Project, NeighborWalk patrols, and various neighborhood associations.

BOARD OF HEALTH

Code Enforcement staff works closely with the Board of Health on public health and safety issues. The Board also coordinates with local and State agencies, nonprofits, and City departments to address public health issues through policy development, education, and enforcement. The Board responds to the concerns of citizens, legislators, city officials, citizens, and public health professionals, focusing on both current issues and long-term projects.



Community & Economic Development Office



MICHAEL MONTE
Director

For the past year, the dedicated and professional staff members of the Community & Economic Development Office (CEDO) have tackled a broad range of community issues. In doing so, they have demonstrated flexibility and an entrepreneurial spirit in responding to emerging needs, ingenuity in developing solutions, and nationally recognized excellence in their fields. Their commitment to—and enthusiasm for—making Burlington an even better place to live and work has made it a pleasure for me to serve the City through leadership of this department.

HOUSING

Affordable housing continues to be the City's highest community development priority. The City Council has identified affordable housing as one of its top three priorities for the year and, assisted by CEDO, has begun looking at local initiatives to address the housing crisis. A newly-formed faith-based group called Vermont Interfaith Action has also made housing one of its top three priorities for advocacy and organizing during its inaugural year.

This year, Burlington was recognized by HUD as a model for reducing regulatory barriers that drive up housing costs. HUD noted that our community is working hard to create a more inclusive environment for families struggling to afford decent homes. Still, local rental vacancy rates have fallen again, signaling increased pressure on low- and moderate-income tenants. And many landlords and homeowners are facing increased local property taxes after the recent state-mandated reappraisal, which, as predicted, shifted a significant portion of the tax burden from commercial to residential properties. (Some relief is available to low- and moderate-income homeowners and tenants through the state's rebate and prebate programs.)

Much of our Housing Division's effort this year has gone into preserving Low-Income-Housing-Tax-Credit apartment complexes as affordable housing. In addition, we have provided significant technical assistance to several private sector

housing developers navigating the development review and permit appeal process. Unfortunately, the majority of housing projects that have been approved through development review are under appeal by adjacent property owners. Several recent legislative changes, which were designed to make the appeal process fairer and timelier, have only recently gone into effect, and the benefits have not yet been realized.

The waterfront housing project on Lake Street was completed this year. This project redeveloped a brownfield site, fixed a pre-existing storm water run-off problem, exceeded all EPA Energy Star standards for efficiency, became the first LEED-certified residential project in Vermont, and created housing for 40 families and individuals, many of whom never dreamed they could live on the beautiful shores of Lake Champlain.

Funding and technical assistance from CEDO is currently helping to develop 59 new affordable rental units. In addition, with CEDO's assistance, 84 housing units were rehabilitated over the year, with work including such things as new paint, hard-wired smoke detectors, emergency repairs, lead hazard reduction, and major rehab.

ECONOMIC DEVELOPMENT

Burlington continues to see job growth, growth in gross receipts and rooms-and-meals taxes, and growth in property values. While Burlington saw 31.8 percent growth in property values from 1998 to 2003, Plattsburgh saw 4.3 percent growth, Ithaca saw 7.2 percent growth, and Schenectady saw an 11.5 percent decline in values over the same period. This growth does not, however, result in a cash windfall for the City, as our Charter requires that the general fund tax rate be reduced in proportion to the increase in the Grand List. As previously mentioned, growth has been greater for residential than for commercial and industrial properties, resulting in a shift of the tax burden.

A new 127-room downtown hotel and expanded parking facilities with more than 450 new spaces are under construction. A



\$13.5 million mixed-commercial-use waterfront project opened in July, with Seventh Generation choosing the site for its world headquarters. On the Riverside Avenue, CEDO worked with the Koffee Kup Bakery on land acquisition that allowed the company to stay in Burlington, and Charlebois Truck Parts plans to use a \$1 million Commercial Revitalization Deduction to support a 15,000 sq. ft. addition to their headquarters.

On Pine Street, the City is working with Specialty Filaments on the sale of its property and support for the 130 laid-off employees. Better news came from General Dynamics, which renovated 14,150 sq. ft. of space this year, leased an additional 44,000 sq. ft., and plans some 150,000 sq. ft. of Class A office space for the parking lot located to the south of Lakeside Avenue. Dealer.com, which is located in the Maltex building, agreed to hire 14 employees through the Vermont Information Technology Apprenticeship Readiness program.

CEDO worked with a number of businesses this year on property tax reappraisal concerns. We established the BE3 program to help restaurants and corner stores become more efficient in using resources. We sponsored and helped organize the Art Hop and the Vermont Software Developers Alliance. We continue to distribute our award-winning Guide to Doing Business in Burlington, to maintain the Commercial Space Database, to assist businesses with tax incentives, and to provide technical assistance and financing. This year, economic development expenditures supported the start-up of 27 new businesses, helped retain or expand 32 businesses, and lead to the creation and retention of 361 permanent jobs and 770 construction jobs.

CENTER FOR COMMUNITY & NEIGHBORHOODS

This past spring marked the second year of existence for CEDO's Center for Community and Neighborhoods (C-CAN) at 82 South Winooski Avenue. C-CAN gathers under one roof the various City programs that encourage community participation,



including support of the Neighborhood Planning Assemblies. C-CAN also houses the Foundation for Civic Engagement, which now serves as a nonprofit funding umbrella for the City's civic engagement programs. C-CAN is working with the University of Vermont on several initiatives, including providing free Community Development or Public Administration Graduate Degree Fellowships to minority and economically disadvantaged candidates, and developing policies and programs to address quality of life issues in student neighborhoods.

AMERICORPS*VISTA

Burlington's AmeriCorps*VISTA program has grown from five members in 1993 to the current program of 40 members working on two teams. The Community Development team focuses its efforts on improving the lives of youth with job skills training and mentors, expanding economic opportunities for low-income residents and refugees, alleviating homelessness, and creating safe, healthy neighborhoods. Our Education and Literacy team is a statewide initiative that recruits, trains, and mobilizes volunteers to work one-on-one with children to improve their reading skills.

This past year, our VISTAs helped to raise over \$750,000 and recruited and managed more than 2,500 volunteers (who put in 37,000 hours of volunteer service). In addition to supporting the capacity of the local nonprofit infrastructure, VISTA members organized and supported a wide variety of community events. These included the annual Dr. Martin Luther King Jr. Day of service and celebration, where more than 50 volunteers provided 164 hours of



CEDO continued

community service and some 400 residents came to eat and celebrate.

Through the Burlington Neighborhood Project, AmeriCorp*VISTA organizers carried out project activities in low-income neighborhoods. After demonstrating a positive impact in the Old North End, the Project has expanded into other low-income areas of the City, including Section 8 housing developments and a mobile home park. In the past year, the Project supported 48 block-level Neighborhood Associations, offered Facilitative Leadership Training to 30 neighborhood leaders, distributed \$10,000 for neighborhood improvement projects, and organized three special events, drawing an average of 250 residents to each. The Project also helped to organize block parties throughout the city from May through September.

COMMUNITY JUSTICE CENTER

The Community Justice Center (CJC) is a place where Burlington citizens actively engage in restoring harm done by conflict and crime in our community. CJC houses a variety of programs, principally focused on victim needs and building positive outcomes for negative situations.

Striking back at low-level property crimes, the First Response Team mobilizes volunteers to repair destruction done by vandals. This year, the team repaired more than 900 acts of vandalism, performed over 3,000 volunteer hours, and worked

with ten at-risk youth and school groups on service learning activities. The First Response Team also teamed up with the Sustainable Schools Project at Barnes Elementary School, where teams of children assessed the health of their neighborhoods, and then cleaned up, planted, and removed graffiti.

The CJC collaborates with the State Center for Crime Victims Services, the Burlington Police Department, and the Windshield Doctor to offer a window replacement program (up to \$250) for low-income victims of car-window smashing. Over 60 people have benefited from this program since it was launched, and over \$12,000 has been distributed. One recipient said, "A problem I thought was going to be huge ended up being easy and affordable. It is a great program and it was just in time!"

In the past year, the Community Support Program responded to over 158 referrals of neighbor disputes. Through this program, people are able to resolve their disputes constructively in ways that empower them to repair relationships and build community.

This year, the Restorative Justice Panels (made up of community volunteers) worked with 227 offenders, 78 percent of whom successfully completed their restorative justice agreements. Offenders provided over 3,300 hours of community service to Burlington nonprofit agencies and wrote over 150 letters of apology to victims of crime.

Burlington residents are concerned with the placement, supervision and success of offenders returning from prison to our neighborhoods. The Burlington Offender Reentry Project works to increase accountability and support for returning offenders by expanding the planning and resources available. Additionally, the Project provides a forum to address related community concerns. This project is a collaborative effort of the City, the State, and many local service agencies, including Howard Community Services, Burlington Housing Authority, and Spectrum Youth and Family Services.





BROWNFIELDS

This year our Brownfields Program actively worked on one housing project at 151 South Champlain Street. On Pine Street, we completed an environmental assessment for a local investor who acquired an option on two adjacent lots. At 55 Main Street, a Phase II ESA revealed no significant issues, and the property has been sold, renovated, and leased out. In addition, the Waterfront Apartments project was selected as an EPA Region One “Brownfields Success Story.”

On the Urban Reserve, grass has been re-established at the four-acre Astroline site. We issued an RFP for wetlands delineations and a natural resource survey, and the U.S. Army Corps is funding a shoreline improvement study. At the Moran Plant, a Phase II ESA is complete. Asbestos and lead hazards have been identified, and mitigation has been put in place. A comprehensive public process is now underway.

COMMUNITY DEVELOPMENT BLOCK GRANT

Continued cuts to the Community Development Block Grant (CDBG) entitlement program—coming at a time when other federal and state resources are shrinking and the City budget is facing increasing pressure—affect the City’s ability to develop and preserve affordable housing, decent jobs, and livable neighborhoods. Our citizen CDBG Advisory Board has been forced to cut allocations for programs serving residents who are most in need—children, youth, the elderly, and those with limited English proficiency.

Still, CDBG dollars continue to help social service agencies provide for the basic needs of city residents and foster equal access, health, public safety, and senior and youth services. Through the help of CDBG grants, more 5,400 adults and children were fed by anti-hunger programs; over 1,400 homeless people (including families with children and victims of domestic violence) had safe, warm places to sleep; and more than 300 households kept their heat on. More than 500 youth participated in CDBG-funded

summertime and after-school recreational, academic, and social enrichment programs. And close to 600 seniors received meals, health care, help with public benefits, or in-home assistance. Almost 70 percent of those served by CDBG-funded social service programs were extremely low income, which for a family of four in 2004 meant an annual income of less than \$20,650.

This year CEDO administered 31 CDBG subgrants to 22 different nonprofit agencies, as well as 14 active neighborhood grants. We continue to be highly successful in using CDBG dollars to leverage other funding to meet our community development goals. Overall, we leveraged \$46 million in public and private funding for projects during this program year, a ratio of dollars leveraged to CDBG dollars expended of 33 to one.

ANTI-POVERTY INITIATIVES

The City continues to convene monthly meetings of a broad-based group of state agencies and community- and faith-based organizations to focus on the roughly 450 women with children living here in poverty. The group is examining ways to increase family self-sufficiency, using existing resources in a unified, integrated way toward that goal. This fall the group began a “Circles of Support” project, recruiting community members to serve as allies to work with families on specific financial, educational, and social goals.

This year the City provided tax preparation services at a “Get Your Taxes Done For Free at City Hall” event, partnered with Northfield Savings Bank on a bus advertising campaign, and planned to open this service throughout the tax season next year on Monday evenings and selected Saturdays. Additionally, the City has been chosen by the National League of Cities to work with eight other cities across the country on a Family Asset Building initiative.



Burlington Electric Department



Barbara L. Grimes
General Manager

In 1905, the electric lights of Burlington were powered for the first time by the newly created municipal electric light department. One hundred years later in 2005, the Burlington Electric Department (BED) celebrated its centennial in a variety of ways. We commemorated the vision and passion of Mayor James Burke, who was responsible for the creation of our municipal utility. We also researched and developed a 100-year history of the department. And we commissioned for our front lawn a stainless steel sculpture, which is lit by LED lights and powered by solar energy.

One of the highlights of the year was BED being named a “Star of Energy Efficiency” by the Washington-based Alliance to Save Energy. It was the first time that a utility won this coveted award. That the city of Burlington as a whole used one percent less electricity in 2004 than in 1989 really impressed the judges.



The energy efficiency programs that BED has provided for its customers for 16 years continue to grow, allowing Burlington to be a more environmentally and economically sound community. Meeting energy demand through efficiency rather than generation has been a hallmark of these programs. Another BED goal is increasing the percentage of renewable energy consumed in Burlington. During the fiscal year, this percentage grew from 42 percent to 46 percent, a figure that is dramatically above the New England and national averages. BED believes that Burlington’s energy future lies with increased levels of energy efficiency and renewable energy.

The \$10 million bond passed by voters in fiscal year 2004 is helping to increase power reliability throughout the city. This year BED workers put utility lines underground on North Street and added decorative light fixtures, all part of a major improvement plan in the Old North End.

ENERGY EFFICIENCY

Since the authorization of energy efficiency program funding in 1990, BED has developed and administered programs that have become a model for other entities around the country and the world. These services provide Burlington homes and businesses with a complete range of solutions for all of their energy efficiency needs. To date, more than \$13 million have been invested in BED’s energy efficiency efforts. This money has leveraged an additional \$12.8 million investment from customers and has enabled energy efficiency installations in some 12,000 homes and businesses. Most of these dollars are paid to area contractors, helping to multiply the local economic benefits. BED customers are saving



an estimated 61,459 mWh—or \$6.5 million—annually. In 2004, as a result of our energy efficiency efforts, we avoided the release of 36,230 tons of carbon dioxide. This is equivalent to removing 8,425 cars from U.S. highways or planting 13,935 acres of trees every year.



BED also continued to provide leadership and support for the 10% Challenge, a program that encourages individuals and businesses to reduce their greenhouse gas emissions by 10 percent and beyond. To date, 93 businesses and more than 1,200 households have accepted the challenge.

POWER SUPPLY

During the fiscal year, the McNeil Generating Station produced 229,670 net mWh of power. The equivalent availability of the plant was 86.43 percent, down from 90.5 percent of the previous year, due to a scheduled outage so that the turbine could be overhauled. The plant consumed 326,108 tons of wood. Forty-six percent of BED's power supply came from renewable energy sources. Six percent came from nuclear sources, two percent from oil, and one percent from coal. Natural gas made up 41 percent.

ENGINEERING AND OPERATIONS

These departments continued their efforts to improve service reliability through system upgrades. BED concentrated facility upgrade efforts in the Old North End. BED placed the North Street aerial utility lines underground and installed new decorative

streetlight fixtures from North Winooski Avenue to North Avenue. BED also completed the final phase of reconstruction on Pearl Street with the installation of new underground conductors and decorative streetlights.

FINANCIAL INFORMATION

At the request of the Public Service Board (PSB), BED completed a new Cost of Service and Rate Design Study this past year. The revised rate design was approved by the Burlington Electric Commission and City Council in January of 2005, and was subsequently filed with the PSB. The filing recommends a revised rate structure that moves each customer class toward the cost of providing its service, while encouraging energy efficiency. PSB approval for the revised rates is expected during the fourth quarter of 2005.

BED continued to meet its fiscal obligations while reducing its long-term debt by \$4,569,004 or six percent. In addition, BED paid the City \$1,726,365 in payments in lieu of taxes and remitted \$1,227,073 in franchise fees collected on behalf of the City.



BED continues to increase the percentage of energy it obtains from renewable sources.



Burlington Fire Department



MICHAEL E. O'NEIL
Chief

The Burlington Fire Department provides state-of-the-art fire suppression and emergency medical care to citizens and visitors of our fine city. The Department combines these services with fire education programs that rival any in the country. The men and women of the Burlington Fire Department provide our citizens with a level of protection of which we can all be proud.

I would like to take this opportunity to express my appreciation to the men and women of the Burlington Fire Department for their efforts over the past year. I also want to thank the elected and appointed officials who have enabled us to succeed. I'll also mention that two of our employees have reached milestones: Fire Inspector William Sears completed 35 years of service to the City and Captain James Whitehouse completed 31 years. Congratulations to both.

FIRE SUPPRESSION DIVISION

There are five fire districts within the city, each with an engine company. On average, department units arrive in response to citi-

zen calls within two minutes and forty-five seconds. Last year, we responded to 5,351 requests for fire and emergency medical assistance, and we performed 833 fire safety inspections. During the past year, we continued to upgrade our response capability with intensive training in hazardous materials. Our new vehicles and the increased capacity they provide will serve Burlington well into the future.

FIRE PREVENTION DIVISION

Our Fire Prevention Division oversees the Fire Safety Inspection Program for all public buildings, reviews and approves the testing of fire protection systems, plans and implements fire safety programs, and investigates the cause of all fires that occur in the city.

Roughly one-half-billion dollars worth of construction has taken place over this last year in Burlington. Projects such as those at Fletcher Allen Health Care, the University of Vermont, and Champlain College, as well as private-sector development all require plan review, follow-up



inspections, and final acceptance by the Fire Marshal's Office.

During the year, we also visited every city school, presenting our fire prevention and education curriculum to all children in kindergarten through sixth grade. In addition, we visited many of our senior housing establishments and continued our Juvenile Fire Setter Program.

Our Investigation Division responded to 39 requests to investigate fires of unknown cause.

DIVISION OF TRAINING AND SAFETY

Our Division of Training and Safety focused on maintaining firefighters' skills in basic firefighting and emergency medical services, as well as addressing new training needs and new threats to the public. This year, we completed department-wide training to upgrade our capabilities in the areas of technical rescue and response. This training was performed in cooperation with the State of Vermont. The skills learned will ensure that we are even better prepared to manage any level incident.

EMERGENCY MEDICAL DIVISION

Last year, our Firefighter/Emergency Medical Technicians responded to 3,887 medical emergencies. Of these, more than 800 calls required some level of advanced life support, including intravenous fluids,

drug therapies, cardiac defibrillation, or advanced airway maintenance. This division continues to be the busiest emergency service in the state.

Burlington firefighters continued to receive training to upgrade their emergency skills. This training allows our firefighters to provide more interventions and to increase the survival chances of our patients.

Firefighter Bill Sears served on the Mayor's Community-Based Action Team, which marked its tenth year of neighborhood clean-ups.



The broomball teams of the Fire and Police departments squared off for charity.





Burlington Housing Authority



PAUL DETTMAN
Executive Director

With its administrative offices located at 65 Main Street, the Burlington Housing Authority (BHA) provides affordable housing for low-income residents in the City of Burlington and neighboring communities. Our high-quality public housing accommodates seniors, people with disabilities, and families. Section 8 and related grants for people with special needs provide rental assistance for more than 1,700 households in privately owned housing. We also own or manage federally subsidized apartments under the Section 8 project-based and Low Income Housing Tax Credit programs.

BHA receives no municipal tax dollars. Our programs are operated from rental income and financial support from the U.S. Department of Housing and Urban Development (HUD). Annually, BHA brings over \$15 million in federal funds to the City of Burlington and surrounding communities. For FY2005, we made a payment in lieu of taxes to the City of \$44,219.

PUBLIC HOUSING

BHA's 343 units of public housing are located in five developments: Decker Towers, Champlain Apartments, Riverside Apartments, Franklin Square, and Hillside Terrace.

Thanks to a sustained team effort by our staff, BHA continues to maintain "High Performer" status under HUD's Public Housing Assessment System. We have developed a 10-Year Capital Improvement Plan, which ensures that our public housing buildings and units will be maintained in excellent condition.

SECTION 8 AND RELATED PROGRAMS

Our Housing Choice Voucher Program, which has tripled in size over the past nine years and now serves over 1,700 families, has also been declared a "High Performer" by HUD. As part of that program, we have initiated a project-based subsidy program, which benefits new residents at McAuley Square, the Bus Barns, Victoria Place,

Ruggles House, and Waterfront Apartments, as well as new housing developments in neighboring communities.

Our Section 8 Homeownership Voucher program, which allows subsidy holders to use their rental assistance for homeownership, has helped more than 50 families to become homeowners, and remains one of the most successful programs of its kind in the nation.

SECTION 8 PROJECT-BASED DEVELOPMENTS

BHA now owns or manages more than 300 apartments assisted under the Section 8 project-based program or the Low Income Housing Tax Credit Program. A particular focus continues to be the acquisition and rehabilitation of privately owned Section 8 apartment buildings in the King Street Neighborhood.

RESIDENT SERVICES

In addition to affordable housing, BHA provides a variety of services to its residents and program participants.

Our Family Self-Sufficiency Program assists more than 100 households in achieving their goals of financial self-sufficiency. Over 30 percent of these families are building savings accounts for homeownership or other goals.

BHA has established a Wellness Program in all three of our high-rises. The Wellness program provides tenants with on-site nursing staff for care management, information, referral, and limited home-care services.

Our DREAM program, a collaboration with students from Saint Michael's College, provides mentoring services to children at Franklin Square Apartments.



Human Resources

The Human Resources Department supports City employees and managers by providing assistance in the following areas: labor and employee relations, benefits administration, recruiting and hiring, liability insurances, employee development, and ADA and EEO compliance. The department also supports the City Council Institutions & Human Resources Committee.

PRESCRIPTION DRUG RE-IMPORTATION

We continue to experience reasonable success in fighting the tide of increasing prescription drug costs. This year under Burlington Meds—a program that enables the City's employees, retirees, and families on the City's health insurance plan to purchase prescription medicines from Canada—581 prescriptions were filled at a savings to taxpayers in excess of \$73,000.

RECRUITING AND HIRING

In addition to its responsibilities for supporting efforts to recruit, interview, and fill 59 regular City positions, the department led the City's efforts to recruit and hire new department heads in Code Enforcement, Planning and Zoning, and the Burlington International Airport. More than 2000 applications for regular city positions were received and processed.

And, in response to a City Council mandate, the Human Resources Department began coordinating criminal background checks on applicants for employment.

TRAINING AND DEVELOPMENT

This year all City employees participated in diversity training and retraining. In addition, each department had a modest budget for department-specific and skill-based employee training. The Human Resources Department is in the process of evaluating employee development needs and will initiate a new Manager Training Program in FY2006. The purpose of this program will be to provide better support to managers and supervisors in the execution of their daily responsibilities, as well as help prepare them for future promotional opportunities within City government.

COMMUNITY SUPPORT

Again this year the Human Resources Department directed and coordinated the City's United Way campaign activities. With bake sales, raffles, and a silent auction, we raised \$35,000. The Department also coordinated three successful American Red Cross Blood drives. In addition, Human Resources staff participated in the community "Bridges Out of Poverty" seminar series.



LYNNE PERRY
Interim Director



HR staff: (left to right) Stephanie Harker, Marina Ushakova, Kate Charles, and Lynne Perry.

Fletcher Free Library



AMBER COLLINS
ROBERT RESNIK
ANITA DANIGELIS
Co-Directors

The Fletcher Free Library serves the evolving educational and cultural needs of the Greater Burlington community. Our urban public library offers a welcoming place for people to gather and to learn. A trained staff helps patrons locate the materials and information they need for work and pleasure.

The Fletcher Free Library has the highest circulation, largest book collection, and the most total visits among all Vermont public libraries. Unlike other Vermont public libraries, the Fletcher Free continues to show a steady increase in the number of annual visits. Additions to the collection using funds from the half-cent dedicated book tax have helped to keep our Library popular and vital.

NEW AND IMPROVED

If you haven't been to the Fletcher Free Library in a while, please stop by to see all the improvements that have been made using Vermont Public Library Foundation grants from the Freeman Foundation. These grants, which have totaled \$612,500 since 2002, have been used for major improvements, including a new and updated web-based computer system; new public



services desks for youth services, reference, and circulation; shelving and furniture in the Library's main reading room; and renovations to the men's public bathroom.

The "new" addition to the Library (now already 25 years old) has received a long-awaited roof replacement, eliminating the threat on rainy days to the more than 115,000 books in our collection. Slate repairs to the roof on our historic Carnegie building helped make everything more water-tight.

For many years, Burlington's young adults have asked for their own space within the library. This year we began the



process of meeting this need by moving the Young Adult reading area to a section of the top floor previously occupied by the Brautigam Library. Our new Young Adult Area features comfortable chairs, study tables and carrels, lots of natural light, and more shelf space for an expanded collection of books and materials specifically for teenagers. We will continue to look for funding sources for new furniture and teen-friendly decor to increase the library's appeal to this essential group of patrons.

Youth Services Librarian Beth Wright was one of the people instrumental in creating the Green Mountain Book Award. Now teenagers all over the state will get to vote on their favorite book each school year, with a new Green Mountain Book Award winner announced each spring. Beth is also serving on the 2005-2006 American Library Association Best Books for Young Adults Committee, which compiles a nationally distributed list of books recommended for teenagers.

COMPUTER IMPROVEMENTS

We've been asked for Wi-Fi access by Library users and now we can deliver, thanks to Adelphia Communications,

which supplied the necessary service without charge to the Library. Free Wi-Fi Internet access is available to anyone with a laptop equipped with wireless capability. Another computer-based improvement has been the launch of e-mail reference service here at the Fletcher Free. People with questions can now reach our reference librarians from the Library's web site, www.fletcherfree.org.

YOUTH SERVICES

Our 2005 Summer Reading Program was another resounding success, with 866 school-aged children participating at the library and 13 other locations around the city. We also resumed our perennially popular preschool story time and offered three different weekly music-based programs and an English-Spanish story time.

OUTREACH AND PROGRAMMING

Demand continues to grow for outreach deliveries to Burlington's elderly population. Outreach VISTA Yelena Sadigurski helped throughout the year to provide support and programming for the Library's English-as-a-Second-Language community. With the financial help of the Library Friends, the Fletcher Free has established

LIBRARY HOURS

Monday
8:30–6:00

Tuesday
8:30–6:00

Wednesday
8:30–9:00

Thursday
8:30–6:00

Friday
8:30–6:00

Saturday
9:00–5:30

Sunday
12:00–6:00





Fletcher Free Library continued

LIBRARY FACTS

- 124,842**
Number of items in the Fletcher's collection
- 14,302**
Library cardholders
- 65**
Hours of operation per week
- 11,792**
Attendance figures for special programs
- 7,442**
Number of outreach books delivered
- 358,490**
Number of items checked out and/or renewed
- 2,196**
Interlibrary loan transactions
- 11,483**
Total volunteer hours
- 24,000**
Reference questions asked
- 866**
Summer reading club members
- 238,205**
Total annual visits
- 64,333**
People using Computer Centers

a new monthly Humanities lecture series. The Library also played a major role in the first Burlington Literary Festival.

INVALUABLE FRIENDS OF OUR LIBRARY

The Friends of the Fletcher Free Library wrapped up a busy and productive year with a record-breaking Used Book Sale, which grossed nearly \$ 9,000. In addition to the very popular "Booked for Lunch" speaker series, the Friends also launched a new series designed to raise money for the purchase of unabridged audio book classics for the Library's collection. For information about programs, or to become a Library Friend, check out the Library's web site or call Friends President Jody Keabian at 863-4312.



A SPECIAL THANK YOU

This was another record year for library volunteers. This year we had more than 11,000 hours of time donated to us by dozens of faithful volunteers. They worked at circulation, re-shelved books, worked sprucing up the lawn with custodian Doug Chamberlain, helped staff the computer help desk, repaired damaged books, and did all sorts of other jobs in every department. The hours donated amounted to the equivalent of five additional full-time employees. We truly appreciate all our volunteers.

LOOKING FORWARD

During the next year, we intend to increase our fundraising efforts and heighten public awareness of Library programs and services with a new marketing plan and publicity campaign. It is also time for the Library Co-Directors to create our next five-year plan with input from the public, the Library Commission, the Library staff, and City Hall.

Parks & Recreation Department

This past year has been one of many changes, involving new responsibilities, new staff, and new opportunities for improving services. Despite the changes, we have continued to focus on our mission of providing high quality recreation programs and managing our system of parks, public trees, and Burlington's harbor for the use and enjoyment of everyone.

We are grateful for the public's support for funding of a Conservation Legacy Program, which will allow us to preserve and manage Burlington's natural areas. We have taken over the operation of Memorial Auditorium and offered many new activities in this space. We also assumed responsibility for the maintenance of City Hall, the Firehouse Center for the Visual Arts, and the Parks-Public Works Building.

We have continued our efforts to plan for the indoor recreation needs of the community. The Gosse Court Armory has been transferred from the National Guard to the City and will become a community recreation center. We look forward to engaging the public in a discussion about the best possible uses of this new space. With voter

approval at Town Meeting Day and support of the Mayor and City Council, new funding was authorized for the renovation of the Armory. This capital funding will also be used to make improvements to Paquette Arena at Leddy Park. Reinvestment in this popular facility is critical to its successful operation. Projects already completed include walkway paving, landscaping, heater replacement, and new, more efficient lighting. A major renovation of the snack bar has also been undertaken.

During the past year, the Cemetery Department was merged with Parks and Recreation. While two separate commissions remain, we have integrated staff responsibilities to improve efficiency. I am pleased that department staff have welcomed this merger and are working well together.

Finally, I wish to recognize the outstanding efforts of our dedicated staff and our many volunteers and sponsors, who play such a vital role in supporting excellent parks and recreation programs. The following is a summary of highlights from the past year.



WAYNE E. GROSS, CLP
Director



Parks & Rec continued**PAQUETTE ARENA**

- ◆ The arena hosted an International Theatre on Ice competition in June with 19 teams from across the U.S. and Russia competing.
- ◆ We also hosted three figure skating competitions, five test sessions, and several specialized classes for area skaters and skating professionals.
- ◆ We installed new high-efficiency lights over the ice surface and new gas heaters over the bleachers.
- ◆ We also purchased a new Zamboni ice resurfacer to ensure the maintenance of a high-quality skating surface.

TREES AND GREENWAYS

- ◆ We continued implementing a tree inventory and maintenance tracking program, utilizing hand-held computers in the field.
- ◆ This year we planted 158 street trees, removed 84 dead or hazardous trees and 72 stumps, and pruned 1,200 street and park trees.
- ◆ We again received the Tree City USA award from the National Arbor Day Foundation.

CAPITAL PROJECTS

- ◆ Working with Forever Young Treehouses, we coordinated the design and construction of a handicapped-accessible tree house in Oakledge Park.



- ◆ Using a \$70,000 grant from the Federal Land & Water Conservation Fund, we renovated and expanded the athletic field complex at Leddy Park.
- ◆ We completed improvements to City Hall Park in coordination with the Burlington Rotary Club.
- ◆ We worked with Main Street Landing to coordinate improvements to the lower plaza of Battery Park.
- ◆ We initiated repairs to Ethan Allen Tower, including restoration of historic plaques and the turrets.

CONSERVATION LEGACY PROGRAM

- ◆ We worked with the Burlington Housing Authority to consolidate and preserve the three parcels of land in the New North End known as the Mount Calvary Red Maple Wetland.
- ◆ We began to remove invasive plant species from Ethan Allen Park and continued similar work in McKenzie Park.
- ◆ Parks & Recreation established a Conservation Legacy Conservation Fund Application to distribute money raised through the dedicated tax for acquisition and conservation of unique natural areas.
- ◆ We also created and coordinated an Intervale Safety Committee involving the Burlington Police Department, Gardener's Supply, the Intervale Foundation, and the Burlington Electric Department.



RECREATION

- ◆ We increased the recreational use of Memorial Auditorium by offering 20 new programs and events.
- ◆ Our 242 Main Teen Club offered a very successful, free after-school program. More than 3000 youth attended. Our summer rock-and-roll camp was so successful that we will now offer two sessions of this summer camp.
- ◆ Our VISTA volunteer raised \$18,000 for a summer playground and nutrition program at Franklin Square and Roosevelt Park. Thanks to the generosity of community businesses and churches, we were able to offer this free lunch and leisure program for eight weeks to over 3,000 youth.
- ◆ Two staff were accepted into the National Recreation and Park Association professional leisure exchange with Australia.
- ◆ Our Independence Day Celebration was the most successful ever with a perfect day for the launching of the Lois McClure, wonderful entertainment throughout the parks, and a grand fireworks display.

PARK OPERATIONS AND MAINTENANCE

- ◆ We worked with the Police Department to abate graffiti and assist in the apprehension of vandals tagging park facilities.
- ◆ We continued work with the Rotary Club of Burlington to install park furniture at City Hall Park.
- ◆ We hosted dozens of special events throughout the city, including the Vermont City Marathon, Green Mountain Chew Chew, Brewer's Festival, Kid's Day, Independence Day Celebration, and our Winter Festival.
- ◆ We again installed and maintained outdoor ice-skating facilities at Battery, Waterfront, Calahan, Roosevelt, and Starr Farm parks.
- ◆ We installed two lacrosse fields at Starr Farm for use by Burlington High School teams.

- ◆ We also constructed and installed a new gatehouse at Leddy Park.

CEMETERIES

Our Cemetery Division, now fully merged with Parks & Recreation, continued its oversight of our three city cemeteries: Lakeview, Greenmount, and Elmwood.

- ◆ The restoration of the Howard Chapel continued, with the leadership from Commissioner Jane Ewing and the Friends of the Howard Chapel. Projects completed included interior painting, installation of light fixtures, and restoration of the window sills. A landscaping plan for the chapel grounds is being designed. Thanks to all who have contributed so generously to the Chapel restoration fund.
- ◆ The entrance way at Lakeview was widened and repaved, creating a more attractive gateway to this cemetery.
- ◆ We initiated a planning process to reexamine the design and layout of the newer sections of Lakeview Cemetery to ensure they were developed in a style that is consistent with the beauty of the older portions of the grounds.
- ◆ The City Arborist and his staff devoted considerable time to pruning trees in all of the cemeteries.
- ◆ For the fiscal year ending June 30, there were 110 burials, 50 of which were full burials and 60 cremations. Additionally, 115 gravesites were sold this year, compared to 84 the previous year.





Department of Planning & Zoning



MICHAEL LaPLACE
Planning Director

In addition to its review of applications for development permits, the Department of Planning and Zoning is responsible for long-range planning in the City. Department staff prepares or helps prepare long-range land-use and development plans, conducts special studies and inventories, and researches amendments to city ordinances. Staff serves as a resource to other city departments and commissions, the City Council, the Mayor, neighborhood planning associations, and the public. Citizen involvement is a major responsibility of the Department of Planning & Zoning, which provides staff support to the Planning Commission, Development Review Board, Design Advisory Board, Conservation Board, and the Historic Preservation Review Committee. Assistant Director Ken Lerner served as Acting Director of the Department during much of fiscal year 2005.

ZONING RE-WRITE

The Planning staff and Commission have spent hundreds of hours working on a comprehensive re-write of the City's zoning and subdivision regulations. Their time has been focused on developing specific recommendations relating to protecting older residential neighborhoods, encouraging infill development—particularly in the downtown, updating parking standards, encouraging environmentally friendly

design for sites and buildings, historic preservation, revising design and performance standards, and enhancing open space and environmental protections.

One of the issues being addressed through this process is how the ordinance is organized and presented. Currently it is very difficult to find specifics, as information is scattered throughout many sections with few illustrations to communicate important concepts. In some cases, our current ordinance sends mixed messages. The new ordinance will combine and integrate the subdivision and zoning regulations, and will provide definitions consistent with other related codes. Individual sections for each zoning district are also being created so that the majority of rules affecting a property or project can be found in a single location.

Our principle objective is to make the regulations easier to use and administer, and to achieve higher quality development that enhances the City's urban character and livability. A complete draft of the proposed ordinance for public discussion is expected in the winter of 2006.

HISTORIC PRESERVATION PLANNING

The Department administers the City's Certified Local Government Program for historic preservation planning under contract with the Vermont Division for Historic Preservation. In doing so, we provide staff support to the Burlington Historic Preservation Review Committee. For FY05, the City received a \$6,800 grant to complete a historic sites and structure survey for a

*Views of Main Street
Landing's Lake and College
building.*





portion of the city's hill section known as "Prospect Park." The survey area covered approximately 147 acres and included 229 buildings, primarily dating from 1900 to 1940. This survey, which represents another step in the systematic survey of Burlington's cultural resources, will be used by city and state officials, researchers, and property owners in planning for the protection, preservation, interpretation, and promotion of important cultural and architectural resources. In addition, this project was the second major test of newly developed digital survey technology.

OPEN SPACE PROTECTION

In February of 2002, the City Council created the Burlington Conservation Legacy Program within the Department of Parks & Recreation. This program is managed as a collaborative effort between the Burlington Conservation Board, Parks & Recreation, and Planning & Zoning. In November, the citizens of Burlington approved a proposal to create a Conservation Legacy Fund, supported in part by a one-cent property tax. This funding will be used to help protect and manage important natural areas and open spaces throughout the city. Program staffers have been working closely with the Burlington Community Development Corporation and a local co-housing group to secure the protection of almost four acres next to the Centennial

Woods Natural Area off of East Ave. The Conservation Legacy Program also continued the implementation of management plans for two city-owned properties, the Arms Grant on North Avenue and the Mackenzie property on the Intervale. The work included marking boundaries, trail relocation, and clean-up.

LAND-USE DATABASE

The Department's use of the Application Management and Data Automation (AMANDA) system, which is the City's land information computer database, continues to mature and improve. The AMANDA system is an integral part of the zoning review process, allowing staff to work more efficiently. AMANDA is accessible by other City departments, so there is coordinated and easy access to permit information for properties and for the monitoring of permit review activity. Planning & Zoning provides technical support for AMANDA. The result of this support service is the aggregation of records for zoning permits, building permits, and Code Enforcement activity in a single system organized by property. To date, the AMANDA system contains over 9100 zoning permits from the past 15 years.

CAPITAL IMPROVEMENT PROGRAM

The Department is responsible for preparing the capital budget and capital plan through the annual Capital Improvement



UVM's Johnson House is moved across Main Street to a new site.



Planning & Zoning continued

Program (CIP). The capital budget includes projects to be undertaken in the coming fiscal year, while the CIP includes projects proposed to be undertaken in the following five years. The Planning Commission makes recommendations to the City Council on capital projects as part of the annual city budget.

DEVELOPMENT CASELOAD

The Development Review Board continued its project review function with assistance from the Design Advisory and Conservation Boards. In addition, new staff members in FY2005, Senior Planner Scott Gustin and Associate Planner Mary O'Neil, provide professional experience and knowledge to support the review responsibilities of the department.

Major projects reviewed this fiscal year include:

- ◆ The new UVM student commons building,
- ◆ An addition to the Marsh Life Science Building at UVM,
- ◆ A complex including a hotel (125 rooms), residential (43 units), offices, and parking at the corner of Battery and Cherry streets,
- ◆ A 50 unit downtown residential development at College and Pine streets,
- ◆ A 34,000 sq. ft. office building with 3 residential units at Battery and Main streets,
- ◆ A 7200 sq. ft. post office for the New North End,
- ◆ 15 residential condominiums on Manhattan Drive,
- ◆ 27 residential units on South Williams Street,

- ◆ A 98-student dorm in a new 18,000 sq. ft. building and renovations to an existing building for Champlain College on Maple Street,
- ◆ Adaptive reuse of an existing warehouse building for 25 units of condominium housing, enclosed parking, and a café,
- ◆ A 48 ft. x 181 ft. addition to a bus storage facility on Industrial Parkway, and
- ◆ Two industrial buildings consisting of 5,621 sq. ft. and 8,640 sq. ft. on Riverside Avenue.

A total of 742 zoning permits were processed this year, with 92 projects reviewed by the Development Review Board. The total estimated construction cost for these projects exceeded \$150 million.



New decks were added to the City's parking garage on Cherry Street.

Burlington Police Department

In 2005 the Burlington Police Department celebrated 140 years of proud service to the citizens of Burlington. We remain committed to policing with the citizens of Burlington to achieve a safe, healthy, and self-reliant community. We strive to fulfill our mission by engaging in community policing and problem solving to reduce crime and disorder. Enforcement of local, state, and federal laws will always be a necessary part of our public safety strategy. We will continue to enforce these laws professionally, respectfully, and without bias.

This year we focused on six department wide initiatives:

- ◆ Community policing and problem solving by area goals and objectives;
- ◆ “Hiring in the Spirit of Service”—recruiting community- and service-minded police professionals with specific emphasis on women and minorities;
- ◆ Improving emergency preparedness, equipment, and technology—and securing \$1.1 million in federal and state grants to support these efforts;
- ◆ Cultural competency—promoting a continued dialogue to address concerns regarding bias and racism;
- ◆ Employee health, wellness, and safety; and
- ◆ Improving training and developing a leadership and management training program for supervisors.

I am thankful for the continued support of Mayor Peter Clavelle, Police Commission Chair Jerome O’Neill, and the entire Police Commission. I am especially thankful for the continued support of our community, and for the dedicated, professional police officers who serve this great city.

OPERATIONS SERVICES BUREAU DEPUTY CHIEF STEPHEN WARK

As part of our three-year operations strategic plan, we continued our focus on five core objectives: traffic safety, drug enforcement, downtown patron behavior, neighborhood quality of life, and crimes against persons. While work remains to be done, we can report positive changes. We saw

improvements in traffic safety at intersections, in the street-level enforcement of drugs, and in “responsible patronage” in our downtown. The number of neighborhood noise and disorder complaints diminished. And our efforts to deal with family abuse resulted in better treatment of survivors and stronger cases against abusers. Although faced with ongoing challenges, we remain optimistic that, through our efforts and partnerships, Burlington will become an even safer place to live and visit.

ADMINISTRATIVE SERVICES BUREAU DEPUTY CHIEF WALTER DECKER

Over the past year Administrative Services reached several milestones. Our recruitment office achieved the highest number of sworn, full-time police officers ever, reaching a total of 100 officers. As we continued to recruit highly qualified candidates, our agency stood apart through its continued use of citizens to help us recruit, hire, and promote community- and service-oriented police professionals.

Continuing to emphasize disaster preparedness, all of our management staff have now received training through the National Incident Management System. Many of our supervisors completed a course in police leadership and management at Roger Williams University in Rhode Island. We nominated Lieutenants to attend the prestigious FBI National Academy at Quantico, Virginia. We also continued to emphasize cultural- competency training for all employees. And we offered a self-defense class to the public.



THOMAS R. TREMBLAY
Chief

Photo by Kathleen Landwehrle

The Burlington Police Department raised the Public Safety City Championship trophy after defeating the Fire Department in a charity basketball game to benefit Burlington youth programs.





Department of Public Works



Steven Goodkind,
Director

Take a drink of water or wash your clothes; take a walk on a sidewalk; drive to the store on a public street; put out your recyclables; park downtown; flush your toilet. These are all services provided by your Department of Public Works (DPW), which manages the backbone infrastructure of the city. Not surprisingly, this infrastructure is usually taken for granted, which is as it should be. Thanks to the hard work of DPW's many employees, these basic systems work all day every day. And when there's a problem, DPW employees fix it. Below are brief descriptions of our services and highlights from the fiscal year.

WATER & WASTEWATER

Our Water & Wastewater Division delivers potable water to your tap and cleans wastewater prior to discharge into the Winooski River and Lake Champlain. These services represent almost half of DPW's total expenditures. The funds come from ratepayers and from services provided to others, so there is no burden on the property tax. For the year beginning July 1, 2004, the City Council authorized a combined 6.5 percent rate increase—the first rate increase since 1994.

The water rate increased 7.6 percent—from \$2.49 per 100 cubic feet (about 748 gallons) to \$2.68. The cost for an average household rose \$1.27 per month.

The budget for the Water Division is \$5.1 million this year. When adjusted for inflation, this was actually 5.2 percent lower than in Fiscal Year 1999.

The wastewater rate increased 5.5 percent—from \$3.07 per 100 cubic feet to \$3.24. The cost for an average household rose \$1.14 per month. The budget for Wastewater is \$5.8 million this year. When adjusted for inflation, this was actually 10.8 percent lower than in Fiscal Year 1999.

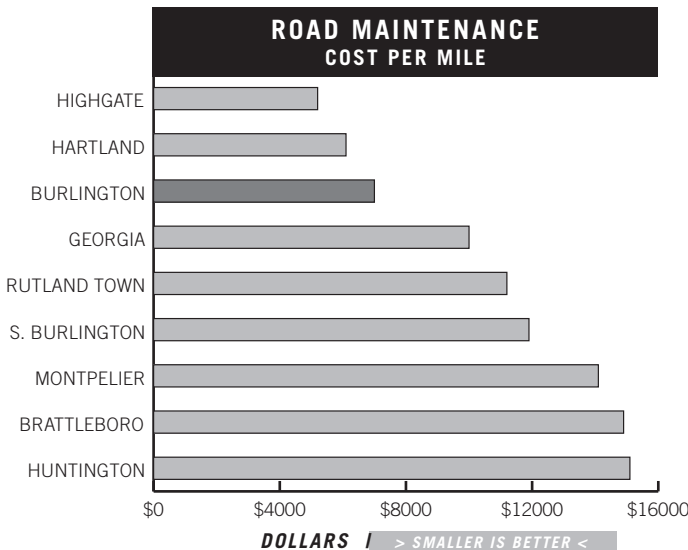
STREET & SIDEWALKS

Our Streets & Sidewalks Division is responsible for maintaining all road and bridge structures in the City's public right-of-way. This includes salting, sanding and snow plowing, street sweeping, patching potholes, resurfacing streets, utility cut repairs, guardrails, and storm response. The Division also conducts smaller sidewalk and ramp projects funded under the Street Capital Improvement Program. Maintenance of Burlington's 120 miles of public streets and 200 miles of sidewalks is funded by excavation fees, a portion of the dedicated street tax, and the General Fund.

Street and sidewalk maintenance in a densely populated city in the Northeast is as much an art as a science. Variables include weather, density, the age and condition of the roads and sidewalks, traffic, parked cars, the number of available staff, the extent of their experience and training, and the quality of the equipment. Every town faces different challenges and all comparisons should be taken with a grain of salt. Nevertheless, one standard measure of efficiency is the cost of maintenance per road mile. A recent survey of area towns found that Burlington had the lowest cost per road mile of all the towns that responded. Moreover, the variance was greatest when compared to the other built up towns.

CAPITAL IMPROVEMENT PROGRAM

In 2000 Burlington voters approved a five-percent increase in the dedicated tax for long-term street paving and sidewalk replace-





ment. The tax also pays for the local share (two percent) of major road projects such as North Street, Riverside Avenue, and the Southern Connector; capital improvements to the Bikepath and crosswalks; and traffic calming. Each year DPW re-paves an average of about two miles of pavement, with streets selected based on the condition of the road and the volume of traffic. On average, DPW reconstructs almost 3 miles of sidewalks each year.

SNOW PLOWING

DPW's snow-plow fleet includes 17 plows and trucks of varying sizes and 10 sidewalk tractors. Even with all this equipment and staff, it takes five to seven hours to plow the streets once (and another three hours to salt) and six to eight hours to plow sidewalks. This program is funded primarily with property taxes. There are 39,000 people in Burlington and just over 10,000 taxable properties, so the average cost for winter street maintenance is \$15 per person and \$60 per property.

In response to growing expectations by citizens, Burlington has increased its snow plowing activities in recent years. As a result, no city of comparable size in New England spends as much effort on sidewalks as Burlington.

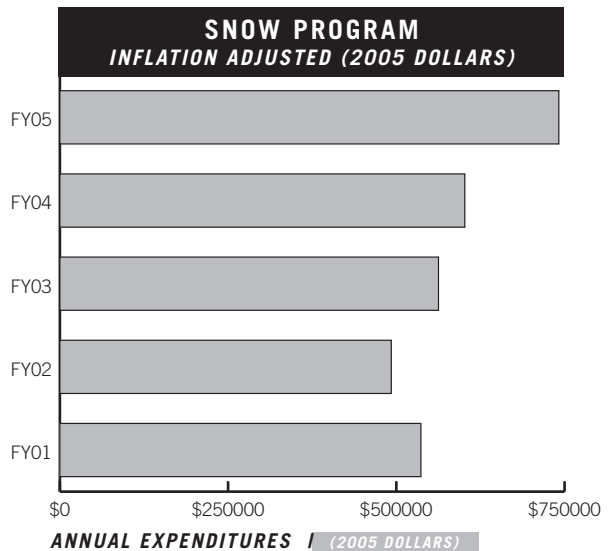
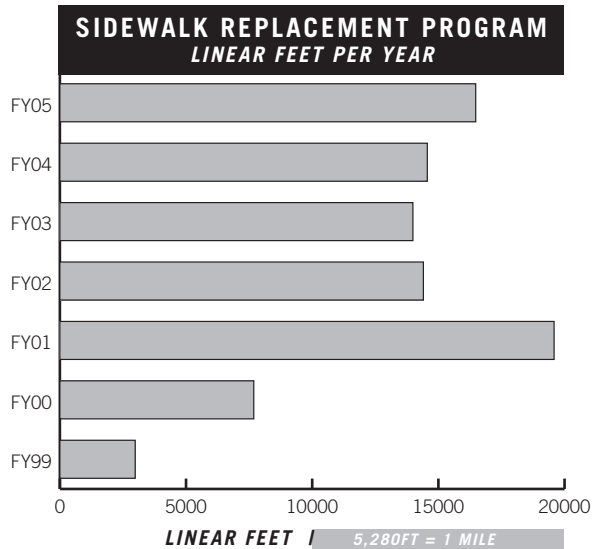
STREET SWEEPING

It is unavoidable that sand, dirt, and other debris accumulate on our streets. If not cleaned, this debris tends to run into Lake Champlain. These sediments contain chemicals from automobiles and yard runoff that pollute the lake. Therefore, street sweeping is not only about quality of life, it is an environmental issue as well.

Street Sweeping occurs on each street approximately five times from June to September, plus Spring and Fall cleanups of heavy debris. In 2004, DPW crews removed 1,737 yards of debris, equal to 2,606 tons of material.

PARKING

The Parking division, which is funded entirely from parking revenues, maintains 2,660 parking spaces downtown (excluding the waterfront). This includes three

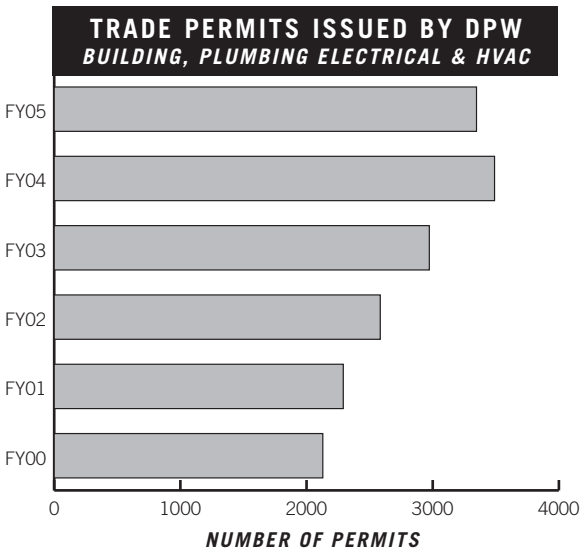
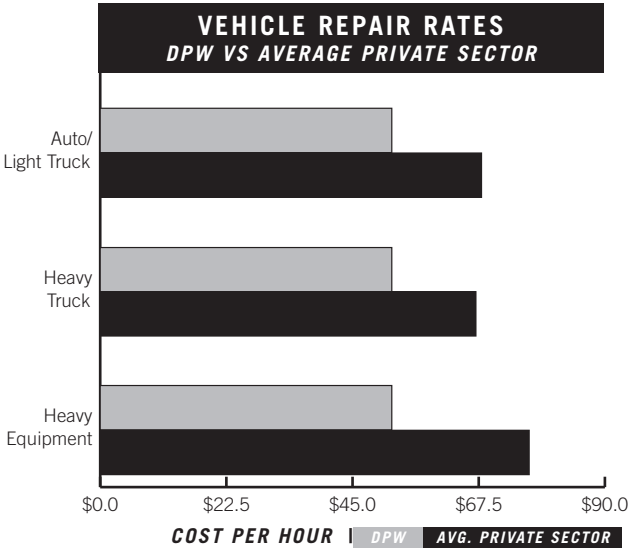


garages, on-street metered parking, and six surface lots. These spaces represent about 40 percent of all downtown parking.

Since 1999, the City has offered free parking for the first two hours in the downtown garages. This successful program is partly subsidized by downtown merchants. A recent study shows that 65 percent of transient cars park for two hours or less (not including leased spaces).

FLEET SERVICES

The Fleet Services group is comprised of six mechanics, one welder, one storekeeper,



and a manager. They are responsible for the maintenance and repair of 297 City-owned vehicles, eight emergency facility generators, and 17 fire-and-rescue vehicles.

The City Council and the Mayor have recommended the conversion of fleet vehicles to alternative fuels. The goals are to improve air quality, decrease greenhouse gas emissions, and reduce energy dependence. To accommodate this conversion, DPW, in partnership with UVM and the Federal Transit Administration, is building a compressed natural gas fast-fill station at the Pine Street fueling depot.

RECYCLING

DPW’s recycling crews make 1,000 to 1,500 stops per day, serving more than 13,000 residential units. Collected materials are transported to the Solid Waste District’s Material Recovery Facility in Williston, where they are sorted, baled, and shipped to appropriate markets. Through the blue box program, Burlington residents recycled 3,000 tons of material last year (about 440 pounds per household). Including commercial activity, the Solid Waste District estimates that we divert at least 38 percent of our solid waste to recycling.

INSPECTION SERVICES

Our inspectors issue permits for new buildings, additions, alterations, repairs, demolitions, sprinkler system changes, fire alarms, fire suppression, plumbing, and mechanical and electrical systems. The division is funded with revenues from inspection fees.

ENGINEERING

Engineering provides technical support for major capital projects and Development Review, provides design and engineering services for Water and Wastewater, performs traffic studies, manages traffic calming projects, and staffs various committees.

ADMINISTRATION

The Administration Division provides services to the various divisions within DPW, as well as to Code Enforcement, Parks & Recreation, and the Cemetery Department as needed. Services include budgeting, payroll, accounting, clerical, billing, and customer service.

Burlington School Department

The City of Burlington has much to be proud of in its public schools. We serve 3,614 students from preschool through twelfth grade, including 361 students at the Technical Center. Our students represent the most diverse student population in Vermont. Among our students, nearly 40 different languages are spoken. About 10 percent of our students are provided with services to make sure that English becomes their primary language. We have welcomed around 70 Somali-Bantu students to our district in the last year. Also, our students come from families practicing many different faiths and representing an array of cultures. About 5.8 percent of our students are African American, two percent are Latino and six percent are Asian. Approximately 44 percent of our students come from families living in poverty.

Our teachers and staff see this diversity as a strength to be celebrated. Our ethnic and cultural differences provide important opportunities for students to learn from each other.

The test scores of Burlington students are competitive with those across the state. Even schools that in the past received state technical assistance are now close to or above the state average in academic achievement.

Thanks to community efforts involving the United Way, the Mayor, the court system and our building administrators, the percentage of students attending school daily has increased from 87 percent to 95 percent. Over the past four years, we have had a significant impact on the dropout rate at Burlington High School. Three years ago it was close to 10 percent; during the 2004-2005 school year, our dropout rate fell to 3.1 percent.

We remain committed to providing local programs to replace expensive out-of-district placements of students with special needs. Grant funds have allowed us to make more programs available in our schools to allow more students to remain with their peers. As these grant funds diminish, we are creating a structure in our schools to continue reducing out-of-district placements. Through the Act 68 formula, we have been able to generate funds for preschool programs at no cost to local taxpayers.

The school district is appreciative of the vote to improve the High School's athletic field. This project will be completed in the fall of 2006.

The School Department appreciates the support of Burlington voters in approving a charter change to provide funding for school capital improvements. These funds allow us to implement a long-term plan for necessary upgrades to our buildings, which range in age from 39 to 103 years. This year the windows at Edmunds Elementary were replaced, solving a safety problem and reducing our energy bill.

In these difficult financial times, the School Department is looking to save money wherever we can. We appreciate the support of the public. The School Board and I remain strongly committed to high-quality and affordable education. And we are always looking to find a balance between the two.



JEANNE COLLINS
Acting Superintendent





Burlington Telecom



Tim Nulty
General Manager

Burlington Telecom (BT), a department of the City of Burlington, is building a state-of-the-art ultra-broadband network which will be:

- *universal*: serving all residents and businesses in Burlington;
- *open access*: allowing non-discriminatory, fairly priced access to those wanting to use the network to deliver services to Burlington residents and businesses; and
- *future proof*: in that the network will be easily upgradeable, thus ensuring that Burlington will continue to have the best and most modern facilities for the 21st century.

Burlington is building this network for two simple reasons. First, access to the highest quality broadband telecommunica-

tions is essential to sustaining and developing our economy and quality of life. And, second, no private carriers have any plans to build such a network in Burlington for the foreseeable future. Major national carriers are building similar networks, but only in large metropolitan areas. This is why many small cities and towns across the country have come to the same conclusion as Burlington: build it yourself or live without it.

When it is completed, BT's infrastructure will pass every home and business in the City, and will be able to carry virtually unlimited amounts of traffic and services. Burlington Telecom will offer the three basic retail services of cable TV, telephone, and high speed internet. We will provide these telecommunication services, competitively priced, billed on a single easy-to-read bill, with superior, neighborly customer service.

This is your network. Act locally, connect globally! To keep informed of our progress, visit the Burlington Telecom website at www.burlingtontelecom.com, or use the link on the City's website.



It's Your Network.



Act Locally, Connect Globally.
Burlington Telecom
Your city. Our network. Not just a slogan. A commitment to providing the highest quality broadband network bringing internet, cable TV, & telephone services to your door.
www.burlingtontelecom.com

Chittenden County Transportation Authority

The Chittenden County Transportation Authority (CCTA) is greater Burlington's full-service public transportation provider. The mission of CCTA is to provide efficient, safe, accessible, reliable, clean, and affordable transportation services to the residents and visitors of Chittenden County. Our services include local fixed-route bus service; parking lot, supermarket, and school shuttles; inter-regional commuter routes; county-wide ridesharing; transportation for Medicaid recipients; and contracted ADA paratransit service for those who are unable to ride the bus.

CCTA's annual operating and capital match expenses in Fiscal Year 2005 were \$7,131,159 (un-audited), up from \$6,491,689 in Fiscal Year 2004. This increase is primarily due to expenses from the Link Express Commuter route, planning expenditures, and CCTA's management of other Vermont public transit organizations. Equal or greater revenues offset the expenses from these activities. CCTA is governed by a ten-member Board of Commissioners with two Commissioners representing each of the following communities: Burlington, Essex, Shelburne, South Burlington, and Winooski. Burlington's CCTA Burlington Commissioners are Ben Truman and Chapin Spencer.

INCREASED RIDERSHIP

CCTA is pleased to report that ridership increased by five percent in Fiscal Year 2005. This represents an additional 87,405 riders for a total ridership of 1,887,104. CCTA attributes much of the ridership increase to programs aimed at attracting new riders and enhancing services for current riders.

IMPROVED INFORMATION AND AMENITIES

CCTA undertook several projects to improve the flow of information to passengers and to make the use of our bus system easier and more enjoyable:



CHRIS COLE
General Manager





CCTA continued

- ◆ We replaced all CCTA bus-stop signs on all routes, which has given CCTA bus-stops a more consistent, noticeable appearance throughout the area, making it easier for riders to know where to catch the bus;
- ◆ We installed schedule holders at many stops throughout the system and at all bus shelters. These schedule holders contain bus schedules and maps, detailing what time the bus will arrive at the particular stop and where the bus will travel from there. Having this information at bus-stops increases riders' ability to use the bus system efficiently and confidently;
- ◆ CCTA continues to add to and enhance the quality of the bus shelters in Chittenden County. Bus shelters provide protection from inclement weather and allow riders to sit down while waiting for the bus. In Fiscal Year 2005, 14 new shelters were constructed. Each new bus shelter has a durable, attractive timber frame and metal roof, and meets ADA accessibility requirements.

LINK EXPRESS COMMUTER ROUTES

In October of 2004, CCTA began operating a commuter bus between Burlington and Middlebury, the second LINK route to provide commuter transit services outside of Chittenden County. This helps reduce local congestion and improve air quality. Growing steadily throughout the year, ridership on this service now averages about 40 boardings per day. CCTA's Montpelier LINK Express also continued to grow, recording more than 24,000 boardings for the year.

UNLIMITED ACCESS PROGRAM

To provide increased transportation options for University of Vermont students, faculty, and staff, CCTA and UVM teamed up to create an Unlimited Access Program. This program allows those with a valid UVM ID card to board without paying the fare; UVM then reimburses CCTA for the rides.

REGIONAL TRANSPORTATION DISTRICT

CCTA and the Chittenden County Metropolitan Planning Organization have established a task force to pursue the creation of a Regional Transportation District, which would be funded by a mix of local, state, and federal dollars. In Fiscal Year 2005, task force representatives visited area communities to present this regional transportation solution and collected feedback on various transportation options.

Contact CCTA for route and schedule information via the phone at 864-CCTA or through our website: www.cctaride.org.



Chittenden Solid Waste District

The Chittenden Solid Waste District (CSWD) owns and oversees 12 solid waste or recycling facilities in Chittenden County for its 18 member municipalities. A Board of Commissioners, appointed by their respective legislative bodies, sets policy and oversees financial matters for the district. Monthly meetings are held on the fourth Wednesday of each month, typically at the South Burlington City Hall. The officers of our Board of Commissioners are Chairman William Leach of Westford, Vice Chair Bert Lindholm of Jericho, and Secretary/Treasurer Mike Coates of Williston. Executive Board members are Leach, Coates, Ken Nolan of Milton, Paul Stabler of South Burlington, and Steve Goodkind of Burlington.

Our audited FY2005 General Fund expenses were \$5,801,906, a 4.4 percent decrease from the previous year. During the year, we hired Shaw/Emcon Engineers to design and permit the proposed regional landfill. A revised Solid Waste Management Ordinance went into effect on January 18, 2005.

ONGOING OPERATIONS

- ◆ Our Drop-Off Centers collected 3,196 tons of recyclables and 6,738 tons of household trash during the fiscal year.
- ◆ Our Materials Recovery Facility in Williston collected, sorted, and shipped to markets a total of 32,706 tons of recyclables. This represents a 10.5 percent increase over the previous year. The average sale price for materials was \$83.09, an 18.7 percent increase over last year's average.
- ◆ CSWD's Wood and Yard Waste Program processed 7,251 tons of clean wood waste and brush.
- ◆ CSWD funding and staff time on Green-Up Day helped bring in more than 61 tons of litter, 1,334 tires, and 35 cubic yards of scrap metal.
- ◆ Our fall and spring tire and appliance round-ups brought in 1,013 major appliances and 7,366 tires from 2,465 households.



THOMAS MOREAU
General Manager

A customer conveniently recycles with "All-In-One" at the Burlington Drop-Off Center.





Winooski Valley Park District



JENNIFER ELY
Executive Director

The Winooski Valley Park District's mission is to preserve natural areas that are a short walk or bike ride from where people live and work. Our 17 parks offer 28 miles of trails, picnic and gardening spots, canoe and fishing access, and more than 12 miles of shoreline. Visit WVPD.org to learn more. Joe McNeil is Burlington's representative on our Board of Trustees. Highlights of the year follow:

HEALTHY AMERICAN CHESTNUT DISCOVERED

Imagine our surprise upon finding a healthy, mature American chestnut tree at one of our parks. Untouched by the blight that claimed nearly all the chestnuts trees that once covered 25 percent of the eastern forest, this "mother tree" may help seed a new generation of viable chestnut trees, thanks to our new partnership with the American Chestnut Foundation.

NO HUNTING IN PARKS

In 2003 the Superior Court ruled that our parks do not need to allow hunting. This ruling was appealed. Fortunately the law firm of Roesler, Whittlesey, Meekins & Amidon has offered to defend us for free.

HANDS-ON FUN AND LEARNING

Twenty students from Flynn School painted educational art to hang along the new bike bridge over the Winooski River. Over 100 Champ Campers from Parks & Recreation learned orienteering and examined field insects. Another 20 students from Flynn learned to build a primitive fire and studied fish found in the river.

PARKS AS OUTDOOR CLASSROOMS

One of our goals has been for local teachers to visit the parks on their own with their classes. This year teachers from Burlington asked for our free Activity Guides for the park nearest their school. Hunt School teachers had 227 students bike to the Homestead for hands-on learning of their own design.

VOLUNTEERS HELPED STEWARD THE PARKS

We appreciate the 16 Burlington residents trained to identify wildlife tracks in and around our parks. Another 17 Burlington residents removed invasive plants. Thanks to all our volunteers.



Annual Town Meeting MARCH 1, 2005

The following are results for our Town Meeting vote on Tuesday, March 1, 2005. Election results for City Councilors and School Commissioners are not included.

QUESTION 1:

SCHOOL BUDGET AUTHORIZED

Shall the voters support the School Department's proposed \$35,814,729.00 Act 68 locally adopted budget (School General Fund Budget) for Fiscal Year 2006 for current expenses and deficit retirement?

Yes: 4,283 **No:** 3,069

QUESTION 2:

ISSUANCE OF SCHOOL DEPARTMENT BONDS AUTHORIZED

Shall the City Council be authorized to issue general obligation bonds or notes on behalf of the School Department in an amount not to exceed \$3,962,000.00 for capital additions and improvements at the Burlington High School property including the athletic field, track and related facilities, the amount of such bond issue to be reduced by the amount of any financial contribution to the project by the State of Vermont?

Yes: 4,142 **No:** 3,199

QUESTION 3:

CHARTER CHANGE: LOCAL OPTION SALES TAX AUTHORITY

Shall Section 102d be added to the City Charter to grant the City Council authority to annually assess a 1% sales tax upon sales within the City, such tax to be administered in the same manner as the state sales tax with the same exemptions as per the state sales tax, with 70% of the revenues being raised allocated to the City and 30% allocated to the State?

Yes: 3,347 **No:** 4,000

QUESTION 4:

CHARTER CHANGE: INCREASE IN TEMPORARY BORROWING AUTHORITY OF CITY AND BURLINGTON ELECTRIC DEPARTMENT

Shall Charter Sections 62(f)(1) and 63(a)(b) of the City Charter be amended to provide that the temporary borrowing authority of the City of Burlington shall be increased from \$750,000 to \$1 Million for general governmental purposes and from \$250,000 to \$1 Million in the case of the Burlington Electric Department?

Yes: 3,873 **No:** 3,318





Annual Town Meeting continued

QUESTION 5:

CHARTER CHANGE: MAJORITY VOTE REQUIRED FOR POSITION OF MAYOR WITH INSTANT RUNOFF VOTING SYSTEM ADOPTED

Shall Sections 5 and 22 of the City Charter be amended to increase the percentage of votes needed to elect a mayor from a 40% plurality to a majority (more than 50%), and to also create an instant runoff voting and tabulation system in which voters have the option to rank candidates in order of preference, so that, in the event no candidate is the first choice of a majority of voters, the winner can be determined through an instant run-off re-tabulation of the ballots?

Yes: 4,739 **No:** 2,615

QUESTION 6:

ADVISORY REFERENDUM: REDEVELOPMENT OF THE MORAN PLANT BY THE GREATER BURLINGTON YMCA

Shall the City of Burlington be advised to enter into an Agreement with the Greater Burlington YMCA and Lake Champlain Community Sailing Center to allow them to locate on waterfront property at the site known as the Moran Plant if determined to be feasible by the City Council?

Yes: 2,706 **No:** 4,769

QUESTION 7:

ADVISORY REFERENDUM: WITHDRAWAL OF AMERICAN TROOPS FROM IRAQ

Shall the voters of the City of Burlington advise the President and Congress that Burlington and its citizens strongly support the men and women serving in the United States Armed Forces in Iraq and believe that the best way to support them is to bring them home now?

Yes: 4,700 **No:** 2,510

QUESTION 8:

ADVISORY REFERENDUM: CREATION OF A UNIVERSAL AND COMPREHENSIVE HEALTH INSURANCE SYSTEM

Shall the voters of the City of Burlington call upon the City Council, Mayor Clavelle, the School Board, the Governor and our State Legislators to support and actively work for the creation of a Universal and Comprehensive Health Insurance System which is publicly financed and accountable to the citizens of Vermont, and which will reduce costs by eliminating most current administrative expenses?

Yes: 5,090 **No:** 2,212



Salaries Fiscal Year 2004–2005*Salaries And Wages
Over \$300***MAYOR**

Clavelle, Peter87,731.83

ARTS

Attanasio, Katherine M.10,004.50
 Ayers, Jeremy R.5,499.81
 Bond, Judith A.15,525.00
 Curcio, David12,486.00
 Currin, Emilie-Rose A.2,151.75
 Driscoll, Heather S.14,685.00
 Dyer, Jessica A.27,387.00
 Erickson, Ruth E.16,881.00
 Fisher, Edward W.37,537.53
 Gibeau, Robert6,870.00
 Hammond, Leah925.00
 Horton, Clayton S.16,799.61
 Johns, Melinda L.16,372.61
 Johnson, Mary E.12,360.00
 Katz, Sara36,941.38
 Kelly, Sarah A.6,787.88
 Knauer, Katherine E.31,716.00
 Kraft, Doreen E.61,403.64
 Languet, Loretta L.8,532.20
 McFall, Tamara H.6,900.00
 Neal, Heather C.600.00
 Patten, Angela42,563.74
 Peabody, Jessica M.1,200.00
 Perlah, Robin E.6,440.00
 Procopio, Mary Anne2,418.50
 Rexford-Winston, Suzanne21,375.11
 Robinson-White, Claire6,800.00
 Walker, Melissa J.13,485.42
 Weiss, Susan10,380.00

ASSESSOR'S OFFICE

Francis, Ashley A.5,750.38
 Green, Robert M.26,555.26
 Harms, Mariam J.5,344.89
 Kellington, Kim45,147.26
 Mongeon, Terese M.41,155.02
 Vickery, John60,118.72

ATTORNEY'S OFFICE

Bergman, Eugene67,190.63
 Blanchard, Linda F.42,648.39
 Fuller, Nikki A.63,076.32
 Jones, Lisa A.35,733.03
 Schatz, Kenneth A.75,416.50

CITY COUNCIL

Ashe, Timothy R.2,500.00
 Blais, Elinor M.3,000.00
 Bushor, Sharon F.3,000.00
 Carleton, Ian P.3,000.00
 Curley, Kevin3,000.00
 Ellis, Russell R.2,250.00
 Fiermonte, Frank P.3,000.00
 George, Carmen750.00
 Keogh, William J.3,000.00
 Knodell, Jane E.3,000.00

McDonough, Cheryl A.3,000.00
 Montroll, Andrew H.3,000.00
 Perry, Barbara3,000.00
 Shannon, Joan3,000.00
 O'Sullivan, Jean2,250.00
 Wright, Nathan K.750.00

CLERK/TREASURER

Brelsford, Lynn M.20,441.77
 Brown, James W.44,571.93
 Carter, Joan6,887.79
 Chan, Catherine C.37,921.16
 Cummings, Christopher W.39,810.25
 Duckworth, Scott A.31,429.61
 Dunn, Kathleen45,668.37
 Elliott, Susan39,553.49
 Friedman, Marie J.29,040.00
 Herwood, Jeffrey37,982.76
 Hill, Brian R.2,059.00
 Inners, Michael14,273.33
 Keleher, Brendan S.80,836.44
 Kinnear, William471.25
 Kopacz, Barbara35,871.78
 Lalime, Philip36,035.58
 Lamarche, Jo Anne58,885.52
 Morcombe, Tina12,401.83
 Nguyen, Emily34,433.25
 Olberg, Lori40,490.89
 Olejar, Annie37,066.25
 Olson, John A.706.50
 Poulin, Jean E.39,522.68
 Roy, Daniel M.9,996.80
 Schmitz, Patricia53,745.13
 Schomody, Denise715.51
 Stewart, John K.57,555.31
 Tang, Linda Li48,485.83
 Winchell, Gwyn A.27,421.88
 Wingate, Karen64,548.86

**COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE**

Ahladas, Penny51,295.52
 Antczak, Edward F.38,477.98
 Bergeron, Christine33,252.87
 Bozik, Margaret47,992.03
 Chicoine, Lisa Marie40,574.15
 Dewyea, Graham41,094.06
 Dion, Lizabeth M.2,354.33
 Donnelly, Richard43,033.20
 Elliot, Susan B.41,827.28
 Fox, Sally G.15,712.43
 Furr, Kathryn4,970.25
 Gleason, Cara45,203.52
 Hadwen, Brooke37,816.81
 Juaire, Jocelyn J.32,944.92
 Kelley, Karen A.11,348.28
 Longe, Kathleen51,149.88
 Meno, Delorita M.36,888.16
 Merriman, Kirsten40,571.83



Salaries continued

| | |
|-----------------------------|-----------|
| Monte, Michael | 75,508.20 |
| Nguyen, Alexa D..... | 843.75 |
| Pine, Brian T..... | 51,235.33 |
| Rawlings, Todd W. | 43,389.45 |
| Rosenbluth, Betsy A. | 53,770.00 |
| Ruzansky, Beth | 37,985.43 |
| Schoonmaker, Teresa B. | 37,535.80 |
| Seifer, Bruce | 54,339.25 |
| Tanguay, Jeff S. | 37,170.55 |
| Warner, Caleb N. | 45,164.62 |
| Whalen, Elise Blake | 3,469.53 |

HUMAN RESOURCES

| | |
|----------------------------|-----------|
| Charles, Katherine P. | 38,230.82 |
| Hanker, Stephanie | 32,437.01 |
| Headrick, Troy A. | 29,997.89 |
| Kenney, Dianne L. | 14,997.26 |
| Perry, Marilynne | 45,386.46 |
| Snyder, Harry | 60,629.41 |
| Ushakova, Marina..... | 41,132.95 |

LIBRARY

| | |
|------------------------------|-----------|
| Baker, Jeffrey A..... | 30,142.76 |
| Bevins, Susan H. | 38,482.06 |
| Butler, William R..... | 31,913.48 |
| Catino, Lindsay E. | 4,650.10 |
| Chamberlain, Douglas | 29,513.15 |
| Colburn, Lorraine M..... | 47,681.23 |
| Coleburn, Robert A. | 46,975.43 |
| Collins, Amber S. | 60,090.69 |
| Coolidge, Helen J. | 34,921.47 |
| Danigelis, Anita H. | 53,359.86 |
| Demarais, Christine G. | 22,089.13 |
| Dhondup, Tenzin | 23,122.95 |
| Fensch, Susan | 14,520.04 |
| Friedman, Sammie | 15,942.83 |
| Goldberg, Rebecca L. | 22,752.73 |
| Janone, Judith H..... | 34,721.99 |
| Klump, Holly | 17,159.12 |
| Morse, Anne D. | 22,347.51 |
| Murphy, Ruth..... | 6,298.15 |
| Nguyen, Bay Van | 11,902.22 |
| O'Shaughnessy, Kalee E. | 305.50 |
| Partridge, Benjamin | 15,118.99 |
| Pham, Nga..... | 29,535.35 |
| Resnik, Robert J. | 53,692.11 |
| Robb, Shakera | 1,200.65 |
| Shatara, Barbara | 45,839.13 |
| Thomson, Ellen M. | 1,206.00 |
| Wright, Elizabeth | 24,726.06 |

MARKETPLACE

| | |
|--------------------------|-----------|
| Burke, Catherine A. | 1,190.00 |
| Cota, Charles J..... | 410.00 |
| Delaney, Sara E..... | 4,362.50 |
| Feltt, Lyman A. | 22,674.51 |
| Furlong, Emily C. | 2,162.50 |
| Gutchell, Mary A. | 34,616.70 |
| Higbie, Rachel L. | 1,070.00 |
| Ishkhanyan, Vadim | 1,210.00 |

| | |
|-----------------------------|-----------|
| Kapriyelov, Roman | 28,699.11 |
| Neary, Kevin P..... | 7,297.20 |
| Plourde, Edward A..... | 1,832.40 |
| Redmond, Ronald..... | 60,288.69 |
| Rideout, Jr., Patrick | 44,896.15 |
| Robinson, John W. | 27,570.48 |

MAYOR'S OFFICE

| | |
|-------------------------|-----------|
| Lawes, Faye M. | 42,348.39 |
| Mitchell, William | 57,008.04 |

PLANNING & ZONING

| | |
|-------------------------|-----------|
| Andre, Elizabeth M..... | 710.00 |
| Appleton, John A..... | 49,690.58 |
| Baker, Jay T. | 2,851.96 |
| Barlow, Phillip L. | 3,310.00 |
| Casey, Kevin S. | 720.00 |
| Eldridge, Mark T. | 49,203.62 |
| Gustin, Scott W. | 31,006.15 |
| Lerner, Kenneth M..... | 61,745.52 |
| Makuku, Owiso..... | 6,969.93 |
| O'Neil, Mary C. | 21,177.94 |
| Parrott, Kathy..... | 36,567.92 |
| Tillotson, Elsie M..... | 28,173.50 |
| White, David E. | 52,265.38 |

PUBLIC BUILDINGS

| | |
|---------------------------|-----------|
| Dhondup, Sangay T. | 35,099.02 |
| Jinpa, Dawa Tsering | 37,569.15 |

RETIREMENT

| | |
|-----------------------------|-----------|
| Davis, Cynthia L. | 50,292.75 |
| Leonard, C. Christine | 16,278.85 |

TELECOM

| | |
|------------------------|-----------|
| Flora, Michael M. | 7,694.76 |
| Hameline, Nicole | 7,166.95 |
| Himmel, Evan L. | 6,427.20 |
| Maloney, Eileen M..... | 6,643.50 |
| Nulty, Timothy E. | 14,710.31 |
| Van Vught, John | 7,306.64 |
| Wemette, James R..... | 7,537.53 |

AIRPORT

| | |
|------------------------------|-----------|
| Bergeron, Randall P | 32,444.74 |
| Bostwick, Thomas C..... | 5,887.63 |
| Brosky, Vernon J..... | 26,477.67 |
| Brown, Richard | 52,112.58 |
| Carey, Gerry | 48,970.89 |
| Catella, Michael P | 44,694.37 |
| Duval, Jr., Thomas | 48,143.55 |
| Eschelbach, Bradford R | 1,306.26 |
| Forden, Jean C | 549.50 |
| French, John C..... | 54,753.00 |
| Gagne, Tamara S | 50,127.65 |
| Garrapy, Charles | 2,326.57 |
| Gonyea, Sara E..... | 29,983.53 |
| Goodrich, Francis G | 33,721.51 |
| Gross, Carl A | 52,457.83 |
| Hall, Allan J..... | 6,690.17 |
| Hamilton, John J | 87,084.37 |
| Harding, Matthew P | 44,671.39 |

| | |
|---------------------------|-----------|
| Hill, Gregory M..... | 56,736.60 |
| Jewell, Corey C..... | 3,693.61 |
| Kaigle, Kevin P | 40,342.94 |
| Kendrew, Heather A | 41,161.00 |
| LaRoche, Urgel E | 37,975.09 |
| Lemieux, Paul L | 44,467.35 |
| McEwing, Robert | 61,781.97 |
| Mobbs, Reginald A | 48,844.28 |
| Nichols, Paul | 856.57 |
| Pearl, Houghton D | 2,392.96 |
| Philbrook, Thomas G | 770.00 |
| Phillips, Charles T | 3,144.70 |
| Planas, Alejandro | 42,713.80 |
| Quay, Kelly M..... | 41,319.34 |
| Senna, Willie F..... | 1,842.87 |
| Solomon, David I | 39,651.55 |
| Sweeney, Ronald W | 57,164.84 |
| Tatro, Kirk | 38,683.12 |
| Varney, Richard C..... | 62,119.75 |
| White, Richard W | 49,371.25 |
| Wood, Douglas W | 38,780.79 |
| Zizza, Lynn | 33,605.45 |

ELECTRIC DEPARTMENT

| | |
|--------------------------------|-----------|
| Albarelli, Patrick J | 53,862.71 |
| Alberry, Robert P | 82,910.97 |
| Alexander, Paul G | 62,690.82 |
| Archer, Marjorie C..... | 55,780.70 |
| Ardell, Paul G | 43,443.16 |
| Askew, John E | 74,905.61 |
| Audy, Byron D | 33,873.56 |
| Beauchemin, Michael A | 60,755.45 |
| Belisle, Lucien E | 57,532.94 |
| Benjamin, John P..... | 62,499.98 |
| Bennett, Richard | 1,827.25 |
| Bernardina, Peter C | 17,863.79 |
| Bingham, Robert L | 55,085.53 |
| Blanchard, Michael J | 49,407.70 |
| Bouchard, Jennifer L | 44,810.57 |
| Bourassa, Richard P | 74,016.55 |
| Bradish, Robert F..... | 20,253.73 |
| Brennan, John J..... | 67,214.36 |
| Brosseau, Lucien R..... | 23,750.58 |
| Brown, Christopher E | 48,499.31 |
| Brownell, Seth H | 54,263.07 |
| Brunelle, David R | 93,885.22 |
| Buckley, Thomas A | 90,050.16 |
| Burke, William R | 52,743.49 |
| Burns, Christopher R | 74,016.22 |
| Callnan, Brian M | 41,850.07 |
| Carter, Linda L..... | 48,762.65 |
| Carter, Thomas E | 57,584.69 |
| Chagnon, James J..... | 85,878.78 |
| Chamberlain, Catherine J | 47,128.92 |
| Charland, Gary P | 57,417.57 |
| Collins, Dennis P | 49,396.26 |
| Coombs, Helen C | 60,869.25 |
| Couillard, Richard A | 52,172.58 |
| Crowley, Patricia J | 63,860.08 |

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|-------------------------------|------------|
| Crowley, Peter R..... | 74,286.22 |
| Cruickshank, George D | 72,710.60 |
| Daubenspeck, Sylvis I..... | 62,499.88 |
| Davis, William R..... | 50,477.30 |
| deGrasse, David R | 69,923.92 |
| Delbeck, Mark G..... | 37,840.36 |
| Doe, Loren A | 18,293.58 |
| Dolan, Timothy N | 73,890.58 |
| Donegan, Roger P..... | 62,499.95 |
| Douglas, Helen L | 42,435.20 |
| Dudley, Dennis P | 89,478.90 |
| Duguay, Joseph N..... | 35,883.44 |
| Dutra, Sr., James F..... | 57,499.15 |
| Enterline, Shawn P..... | 68,599.07 |
| Fleming, Donald J | 74,400.61 |
| Fletcher, Naomi L..... | 41,574.48 |
| Genau, Jr., Alan F..... | 46,179.63 |
| Giard, Victor R | 24,903.53 |
| Gibbs, Bethany L | 52,493.41 |
| Gingras, Patrick | 19,356.29 |
| Giroux, Michael A..... | 64,789.44 |
| Gladden, Raymond A | 40,333.85 |
| Goodreau, Jr., Wilfred J..... | 62,491.93 |
| Gregoire, Dana J..... | 55,082.23 |
| Gregory, Robert T | 48,747.99 |
| Griffin, Mary C | 49,135.68 |
| Grimes, Barbara L | 107,023.03 |
| Hall, Francis C | 39,842.43 |
| Hartleib, Horst | 56,165.22 |
| Hernandez, Dorian | 31,670.67 |
| Hoffman, Ernest W | 53,293.54 |
| Holden, Christopher N | 8,573.32 |
| Irving, John M | 89,299.88 |
| Jarvis, Joann I | 62,408.26 |
| Kasti, Munir K | 86,036.89 |
| King, Richard V | 16,303.07 |
| Knapp, Soni M..... | 43,269.64 |
| Kropelin, William K | 78,346.31 |
| Lander, Brian K | 54,826.61 |
| Larned, Stephen G | 57,076.09 |
| LaFountain, Ronald J | 31,648.38 |
| LaRochelle, Howard A..... | 36,737.56 |
| LaRose, Ronald L..... | 66,059.59 |
| Leach, Michael L | 69,924.01 |
| Lemieux, Laurie D | 47,862.27 |
| Lesnikoski, Elizabeth S | 47,159.21 |
| Letourneau, Lucas | 9,781.24 |
| Lillis, Matthew J..... | 65,405.05 |
| Link, Grace C..... | 27,923.14 |
| Lockerby, Dennis D..... | 74,865.44 |
| Longe, Pamela R | 47,098.78 |
| Loso, Jr., Howard W | 71,970.01 |
| Lunt, Christopher D | 41,516.64 |
| MacDonnell, David V..... | 69,740.74 |
| Manganiello, Ronald A | 8,766.83 |
| Mazza, Thomas J | 63,757.98 |
| McCormick, David G | 37,926.38 |
| McLaughlin, Paul B | 51,397.77 |
| Miller, Robyn M | 40,682.71 |



Salaries continued

| | |
|----------------------------|-----------|
| Mitchell, Cheryl S..... | 50,127.03 |
| Mitchell, Kevin P | 69,060.36 |
| Morse, Justin A | 42,593.12 |
| Naughton, Andrew J | 56,383.09 |
| Nolan, Kenneth A..... | 74,015.72 |
| Nulty, William V | 59,775.84 |
| Orr, Lawrence R | 56,158.55 |
| Paradee, Craig F..... | 27,073.34 |
| Parent, Ronald W | 66,612.37 |
| Parizo, William H | 61,067.53 |
| Pecor, Mark R | 37,042.50 |
| Pfeil, Benjamin | 39,515.39 |
| Pichieri, Randy G | 36,451.42 |
| Rabidoux, Donald E | 6,439.90 |
| Rabidoux, Sylvia G | 56,873.87 |
| Raine, Michael D | 59,031.15 |
| Rainville, Scott A | 66,612.37 |
| Richards, Patricia H | 78,746.51 |
| Risley, Robert J | 89,115.63 |
| Rouille, Colleen M | 43,511.41 |
| Rouille, Jay E..... | 76,484.49 |
| Rowell, John E | 63,104.80 |
| Ruland, Wesley G | 41,164.49 |
| Ryder, Richard R | 37,565.48 |
| Samal, Jr., William | 58,958.42 |
| Santerre, Daryl J..... | 90,372.22 |
| Sheehan, Carolyn A | 37,869.58 |
| Sheehey, Joel P | 62,500.11 |
| Sherry, York A | 66,805.43 |
| Sorrell, Edward T | 44,984.02 |
| St. Amour, John A | 31,743.97 |
| Stergas, Richard L | 59,045.20 |
| Suder, William M | 59,030.21 |
| Sullivan, Mary M | 59,962.79 |
| Symons, Darlene A | 48,622.78 |
| Tewksbury, Cleyton | 73,263.84 |
| Thayer, Gregory B | 54,114.70 |
| Thiels, Virginia M | 45,492.62 |
| Tobi, Donald R | 35,375.09 |
| Trombly, Kenneth P..... | 62,861.45 |
| Turner II, Jeffrey W | 61,229.71 |
| Tursky II, Joseph F | 35,534.95 |
| Vigneau, Francis P | 60,526.45 |
| Willette, Charles F | 87,438.57 |
| Zeno, Alfred A | 60,466.65 |
| Zwingle, Jon K | 75,571.94 |

FIRE DEPARTMENT

| | |
|----------------------------|-----------|
| Aumand, Francis X | 43,035.44 |
| Barch, David B..... | 61,336.51 |
| Barrett, Thomas J..... | 39,962.75 |
| Bergeron, Arthur J | 39,250.47 |
| Bordeau, Robert A | 52,607.97 |
| Bourgeois, Bruce E..... | 57,429.73 |
| Bourgeois, Stephen E | 54,453.00 |
| Bright, Alan R | 51,712.10 |
| Brown, Peter R..... | 53,728.91 |
| Cetin, Michael | 8,753.84 |

| | |
|------------------------------|-----------|
| Chambers, Kevin C..... | 20,413.38 |
| Charney, Michael J | 41,571.84 |
| Collette, Aaron J..... | 53,113.54 |
| Costello, Stephen N | 59,939.13 |
| Costello, Thomas M | 70,866.48 |
| Crady, Scott D | 45,678.08 |
| Cummings, Sara..... | 4,596.42 |
| Curtin, Michael E | 44,402.50 |
| Dewey, Ian W | 42,413.12 |
| Drouin, Brian M | 64,324.51 |
| Edgerley, Philip J | 36,464.35 |
| Francis, Gary A II | 61,260.90 |
| Francis, Terence J | 66,417.42 |
| Franzen, Christopher A | 45,291.98 |
| Gale, David L | 59,911.56 |
| Gariety, William T..... | 50,101.09 |
| Gates, Thomas W | 49,230.12 |
| Gilbert, Christopher H..... | 57,292.08 |
| Grenon, Jared R | 44,112.14 |
| Hendry, James W | 25,313.60 |
| Johnson, Samuel A..... | 33,218.90 |
| Keenan, Joseph A..... | 48,911.52 |
| Kehoe, Francis T | 63,224.55 |
| Kilgore, Bruce J | 48,321.78 |
| Kilpatrick, Scott M | 52,383.31 |
| Lachance, Michael D | 47,538.65 |
| Laforce, Todd J | 49,376.14 |
| Laramie, Christopher S | 45,304.03 |
| Lasker, Seth S | 71,352.32 |
| Libby, Derek R | 46,754.06 |
| Luedee, Philip C..... | 47,339.17 |
| Macbeth, Aaron R..... | 44,202.07 |
| Maher, Brian M | 69,328.52 |
| Mantone, Thomas..... | 56,724.79 |
| Marcus, John P | 70,511.31 |
| McNamara, William J | 47,483.14 |
| McNulty, William J | 42,651.04 |
| Middleton, Thomas A | 44,804.11 |
| Moody, Scott E..... | 75,596.09 |
| Moquin, Jason B | 49,845.00 |
| Mulac, Dieter D | 49,053.83 |
| Mullin, Robert P..... | 60,962.71 |
| Murphy, Patrick J | 44,446.05 |
| Nolan, Kevin A..... | 49,816.48 |
| O'Brien, Benjamin | 47,181.88 |
| O'Brien, Kevin M | 21,662.37 |
| O'Neil, Michael E..... | 82,867.18 |
| Perry, Ellen L | 49,675.25 |
| Plante, Robert J | 54,517.29 |
| Ploof, Sean S..... | 44,415.14 |
| Preston, John L | 48,604.53 |
| Reardon, Christopher J | 43,487.58 |
| Reuschel, David M | 52,170.22 |
| Richard, Michael A..... | 65,462.80 |
| Roberts, David J..... | 61,419.19 |
| Rousseau, Donald J | 47,641.80 |
| Sears, William O..... | 53,419.57 |
| Sicard, Tobey A | 49,529.08 |

| | |
|-------------------------------|-----------|
| Simays, Barry J | 46,635.57 |
| Slater, Robert L | 48,407.45 |
| Spiller, Leroy N | 67,849.14 |
| Sullivan, Christopher G | 46,793.89 |
| Trombly, Matthew D | 52,301.36 |
| Vachereau, Kenneth P..... | 48,828.91 |
| Valyou, Jamie L | 48,737.67 |
| Walsh, Peter G | 56,621.26 |
| Webster, Edwin W..... | 45,053.99 |
| Whitehouse, James P | 64,337.33 |
| Whitehouse, John T | 50,410.75 |
| Williams, Kevin J | 63,793.86 |
| Wilson, Dennis E | 46,986.40 |
| Woodman, James M | 74,051.49 |

HOUSING AUTHORITY

| | |
|----------------------------|-----------|
| Alexander, John | 1,727.57 |
| Bailey, Arthur | 1,060.00 |
| Barrett, Christopher | 53,443.50 |
| Baughn, Troy | 5,001.78 |
| Bean, Jennie-Lynn | 28,150.11 |
| Becerra, Laura | 870.00 |
| Bell, Leslie | 35,054.21 |
| Boucher, Maya | 4,604.79 |
| Braun, Ronald | 4,820.62 |
| Breanda, Jance | 2,807.75 |
| Carden, Rosemary..... | 31,930.09 |
| Carpenter, Nicole | 28,159.29 |
| Corcoran, Tim..... | 4,340.00 |
| Carrassi, Dominic | 1,015.00 |
| Connors, Sandra..... | 22,074.19 |
| Daniel, Deborah | 1,149.17 |
| Desautels, Richard | 5,453.00 |
| Dettman, Paul | 73,464.29 |
| Dillon, Leah | 26,646.01 |
| Donovan, Claudia | 49,110.90 |
| Dusharm, Joshua | 16,452.46 |
| Foust, Lisa..... | 35,128.36 |
| Fowler, Thomas | 31,357.63 |
| Freed, Rhonda | 37,150.88 |
| Halstead, Charlie | 24,531.26 |
| Hart, Erika..... | 23,887.84 |
| Hedelund, Linda..... | 25,535.98 |
| Hodgson, Patraic | 19,025.82 |
| James, Rose P | 7,872.77 |
| Jenkins, Gaile | 26,376.50 |
| Jipner, Vaughn | 32,075.34 |
| Kane, Walter | 564.01 |
| Kline, Matthew..... | 3,506.25 |
| Kowalski, Mary..... | 5,015.00 |
| LaBombard, Anne..... | 38,994.22 |
| LaFoe, Kenneth | 3,502.96 |
| Laquerre, Joseph | 19,017.00 |
| Lefebvre, Donald | 4,267.00 |
| Lovejoy, Cara | 50,175.84 |
| MacDonald, John | 54,132.07 |
| MacLeod, David | 1,800.00 |
| McCaffrey, Deb..... | 35,180.63 |

| | |
|----------------------------|-----------|
| McGonagle, Lisa..... | 31,168.70 |
| Metcalf, Jeffrey | 32,980.49 |
| Miller, Jenny | 27,349.41 |
| Miller, Ruth | 1,680.00 |
| Mooney, Larry..... | 33,376.83 |
| Mundell, Todd | 1,800.00 |
| Noel, Tricia | 39,384.46 |
| Peck, Lisa | 5,160.00 |
| Peck, Steve | 29,922.48 |
| Pelis, Joseph | 1,018.77 |
| Perry IV, John..... | 37,703.15 |
| Pezeshki, Philip | 30,220.62 |
| Rowden II, Richard..... | 13,736.23 |
| Sharp, Mary | 1,422.50 |
| Shastany, Robert | 1,791.62 |
| Taylor, Andrew | 4,135.20 |
| Van Gieson, Robert..... | 37,317.91 |
| Vaupel, Emily..... | 33,406.87 |
| Wasilewski, Albert | 35,409.91 |
| Wasilewski, Estrella | 26,131.27 |
| Weisser, Craig | 633.87 |
| Yost, Ned | 500.00 |

PARKS & RECREATION AND CEMETERY

| | |
|--------------------------------|-----------|
| Abraham, Christine..... | 2,186.26 |
| Agnew, William M. | 39,319.64 |
| Allen, Scott W | 2,513.50 |
| Anderberg, Christopher J. | 1,762.25 |
| Antone, Richard D. | 350.00 |
| Applebaum, Matthew D..... | 47,486.34 |
| Archacki, Allyson | 2,849.51 |
| Aube, Eugene M..... | 41,764.87 |
| Avenia-Tapper, Benjamin R..... | 2,760.00 |
| Ayrapetova, Agata S..... | 1,990.00 |
| Bachand, Steven | 35,598.20 |
| Bailey, Richard V. | 29,331.85 |
| Barrett, Robert J. | 39,172.51 |
| Barrows, Wayne C..... | 899.50 |
| Barthel, Richard J. | 3,344.05 |
| Beaudry, Christopher L | 43,397.93 |
| Beliveau, Chantal L. | 360.00 |
| Bilodeau, Stacie..... | 2,395.92 |
| Blake, Janelle | 400.00 |
| Bogdan, Jonathan | 400.00 |
| Boomhower, Jackson B. | 860.00 |
| Boomhower, Rochelle S..... | 824.00 |
| Bove, Nancy..... | 45,483.44 |
| Boyce, Shaun..... | 3,474.13 |
| Brady, Patrick | 3,785.00 |
| Brier, Robert | 569.75 |
| Brinton, Milisa M. | 341.25 |
| Cabral, Emily | 796.00 |
| Cahill, Daniel M. | 5,192.12 |
| Callahan, Peter F. | 1,225.00 |
| Cameron, Taylor | 3,438.38 |
| Campbell, Alan | 4,7630.83 |
| Capobianco, Joseph | 1,704.50 |
| Carey, Brian | 1,442.50 |



Salaries continued

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| Caron, Taylor S..... | 600.00 | Hemingway, Ronald J..... | 960.00 |
| Carter, Sarah A..... | 37,074.68 | Hessler, John A..... | 3,672.50 |
| Carter, Susan..... | 36,889.42 | Higgins, Tim S..... | 670.25 |
| Caswell, Erin B..... | 352.00 | Holen, Steve D..... | 2,546.28 |
| Cate, Adam..... | 48,143.99 | Holmes, Maxine W..... | 765.00 |
| Ceraso, Stephanie L..... | 323.75 | Hornick, Martin E..... | 50,067.76 |
| Chagnon, Richard..... | 4,975.00 | Hubbell, Nicholas..... | 1,668.76 |
| Charboneau, David E..... | 18,897.68 | Hudson, Christopher..... | 950.25 |
| Cioffi, Michael..... | 400.00 | Huisman, Niels LW..... | 930.00 |
| Coleman, Gabe..... | 1,485.00 | Ingalls, Bradford J..... | 1,845.82 |
| Coleman, Sarah..... | 2,640.00 | Januseczyk, Jakub..... | 4,263.60 |
| Coven, Lisa R..... | 20,431.50 | Jefferys, Peter S..... | 31,563.81 |
| Crow, William..... | 5,974.25 | Jennings, Emily R..... | 659.75 |
| Culkin, Peter J..... | 750.00 | Jennings, Sarah R..... | 18,861.19 |
| Daly, James M..... | 858.00 | Joscelyne, Clare M..... | 838.25 |
| Dauphin, Kylee..... | 2,224.25 | Kenney, Cheryl L..... | 2,415.81 |
| Davis, Julie E..... | 2,234.40 | Kim, Geoffry..... | 1,944.00 |
| DeSanto, Daniel L..... | 1,121.25 | Knauer, Kathleen..... | 21,577.70 |
| DeVita, Julie A..... | 2,530.00 | Lafferty, Colleen M..... | 4,064.50 |
| DeBarge, Stephanie..... | 2,472.49 | Lafferty, Michael D..... | 2,752.75 |
| Deland, Susan..... | 2,220.38 | Lapointe, Robert D..... | 41,219.47 |
| Delaney, Ryan..... | 1,440.00 | Lashua, Trevor..... | 4,043.20 |
| Demasi, Fran A..... | 1,240.00 | Lavalley, Benjamin F..... | 2,600.00 |
| Dempsey, Sean..... | 911.25 | Lavigne, Charles R..... | 45,435.46 |
| Devino, Geoff..... | 3,526.00 | Learned, James P..... | 7,839.00 |
| Devlin, John M..... | 38,482.21 | Leclair, Mae L..... | 42,759.43 |
| Doherty, Christopher J..... | 1,882.50 | Lecompte, Evan..... | 2,546.50 |
| Duane, Eamon..... | 6,200.50 | Ledoux, Dale J..... | 24,954.48 |
| Durant, Jonathan W..... | 408.00 | Ledoux, Rachel J..... | 352.50 |
| Eastman, Jessie D..... | 2,196.00 | Ledoux, Vance..... | 35,755.59 |
| Edwards, Charlotte..... | 877.50 | Lefrancois, Daniel..... | 6,852.89 |
| Eley, Mark C..... | 2,097.15 | Lemire, Carol P..... | 792.00 |
| Ely, Timothy J..... | 375.00 | Lemire, Edward..... | 824.00 |
| Everett, Eliza R..... | 1,940.00 | Lessor, Stacey..... | 373.75 |
| Falkenbush, Richard A..... | 1,600.00 | Letzelter, Allen R..... | 38,730.16 |
| Farmer, Kathryn M..... | 456.22 | Leugers, Mary M..... | 60,913.32 |
| Fox, Donald R..... | 643.50 | Liftig, Dorothy A..... | 749.00 |
| Frank, Jason J..... | 4,027.50 | Lippe, Justin..... | 30,265.89 |
| Frank, Jessica..... | 5,231.50 | Lombard, Joel R..... | 1,216.00 |
| Garvey, Linda..... | 450.00 | Loyer, Darlene M..... | 36,504.20 |
| Gauthier, David M..... | 323.81 | MacDonald, Julie R..... | 5,136.75 |
| Gigure, Danielle L..... | 667.00 | MacRae, Stacie E..... | 1,098.00 |
| Gile, Martha..... | 34,055.53 | Mack, Katherine..... | 1,154.00 |
| Gillies, John D..... | 3,269.00 | Manning, Francis J..... | 505.75 |
| Giordano, Danielle D..... | 480.73 | Marrier, Carla..... | 350.50 |
| Gokey, Travis C..... | 9,026.00 | Mason, Yvette J..... | 36,483.92 |
| Gratton, Yancey..... | 17,714.38 | Mastrianni, Mary E..... | 2,652.50 |
| Graziano, Angela M..... | 472.50 | Matos, Elliott P..... | 720.00 |
| Green, Lindsey E..... | 1,102.00 | Matton, Michael R..... | 378.75 |
| Greenough, Todd L..... | 48,946.62 | Mauter, Jill K..... | 766.80 |
| Grinnell, John..... | 8,993.40 | McAndrew, David..... | 1,815.00 |
| Gross, Wayne E..... | 71,148.41 | McDonald, Jonathan..... | 2,027.25 |
| Haensch, Gretchen..... | 2,512.13 | McLernon, Christopher H..... | 2,117.50 |
| Hamilton, Sharla N..... | 2,006.81 | McNayr, David..... | 338.25 |
| Hansen, Heidi J..... | 5,920.75 | Mercia, Rachel..... | 510.40 |
| Harvey, William..... | 320.00 | Meunier, Ross..... | 1,277.50 |
| Harwood, David B..... | 2,602.00 | Meyer, Arthur F..... | 805.00 |
| Hays, Brendan M..... | 2,870.00 | Monahan, Elissa G..... | 1,156.75 |

Moreau, Erin E.7,696.75
 Morgan, Maryam B.735.60
 Moriarty, Ryan B.304.00
 Mott, Travis J.1,182.60
 Mount, Richard F.2,488.20
 Mozeika, Abrie1,602.19
 Nemitz, Sean2,112.25
 Noonan, Andrew J.40,751.47
 Norkun, Michael A.7,317.75
 O'Brien, Thomas Paul5,668.50
 Pacy, Benjamin W60,642.58
 Parent, Jason M.1,915.20
 Parent, Jonathan R.9,507.23
 Peterson, Robert J.19,903.75
 Pollitt, Samuel T.900.00
 Poplawski, Michael J.414.38
 Provost, Jordan A.315.00
 Purrington, Taylor W.2,825.00
 Putzier, Joanne.39,031.29
 Rabidoux, Daryl12,100.50
 Racine, Jason D.560.00
 Rahmer, Peter J.3,885.50
 Rasch, William42,860.36
 Raymond, Kendra M.354.38
 Robar, Scott A.1,897.50
 Rogers, Garreth M.42,539.14
 Rogone, John G.1,755.01
 Ross, Evan R.1,142.00
 Roy, Matthew38,699.26
 Rule, Josie A.2,054.25
 Ryan, Robert P.452.25
 Santor, Ginger405.00
 Sartwell, Daniel900.00
 Sawyer, Thomas K.877.78
 Schenk, William M.585.64
 Scheuch, Dustin1,766.75
 Semkow, Alex1,605.01
 Seymour, Bretton C.392.00
 Shedd, Jeffrey40,917.34
 Sinay, Sean M.427.50
 Singer, Laurie A.765.00
 Skorstad, Terry12,784.80
 Snow, Ritchie D42,861.14
 Soghigian, Harant Adam3,147.75
 Sophrin, Walter1,060.15
 Spinner, Mindy M.3,000.00
 Spinner, Warren L.51,282.90
 St. John, Edwin M.738.00
 Steele, Brian946.00
 Stewart, Jeffrey F.465.50
 Strasfeld, Cynthia6,201.90
 Strenio, Jacqueline A.364.00
 Switz, Gregory4,634.00
 Talcott, Florence M.7,298.60
 Talcott, Tabitha L3,155.90
 Taussig, Richard670.25
 Theriault, Amber1,905.20
 Till, Brian M.1,754.00

Trackim, Elizabeth A.2,067.35
 Tucker, Lee A.2,810.94
 Valerio, Kimberly2,774.81
 Van Brunt, Peter S.6,550.00
 Verron, Katrina E.332.00
 Volz, Jennifer I.1,965.56
 Wagner, John F.740.29
 Wallace, Jill E2,116.51
 Wallace, Michael36,995.16
 Watson, Nicholas320.00
 Weaver, Timothy6,462.01
 Weise, Daniel J.2,132.00
 Wenzel, Jamie M.2,674.00
 Whalen, Robert L62,219.76
 Wilson, Lashawnda1,380.00
 Witalec, Geri-Lyn3,132.25
 Wright, Christopher3,420.00
 Young, Melissa N.45,464.60
 Zavadil, Frantisek J.480.00

PENSIONS PAID

Aiken, Everest10,734.36
 Albarelli, Joseph S15,241.98
 Alberry, Leo18,064.08
 Antilla, John14,189.16
 Ashline, Karl15,255.36
 Atkins, Lindol14,168.94
 Austin, F. Lee925.74
 Austin, Mary10,352.40
 Babin, Jr. Kenneth10,616.60
 Baker, Alan30,756.78
 Baker, Harold21,698.94
 Baker, Sidney11,589.60
 Baker, Suzanne7,579.80
 Barbeau, Candance6,916.20
 Barney, Caroline1,167.24
 Barra, Robert S13,030.56
 Bartlett, Robert7,833.21
 Baslow, Jr. Ralph2,360.50
 Batchelder, Margaret357.84
 Baxter, Lillian4,974.96
 Bean, David28,430.76
 Beaudoin, Claire15,278.46
 Beaudoin, Wilfred J8,549.16
 Beaulieu, Richard E34,394.52
 Beauvais, Richard24,673.68
 Begnoche, Patricia11,989.56
 Benard, Jr., Joseph39,805.08
 Bernardina, Peter22,378.93
 Berryman, John26,032.20
 Bessette, Carl W.7,060.86
 Bessette, Richard6,956.40
 Beynnon, Loretta9,666.54
 Billings, James16,647.36
 Blondin, Frederick5,304.36
 Blow, Armand5,754.72
 Blow, Raymond9,055.08
 Bogue, Nelson W10,608.12



Salaries continued

| | | | |
|-------------------------------|-----------|----------------------------|-----------|
| Boivin, Alice | 4,841.28 | Cross, Theresa | 1,436.88 |
| Bond, Clara | 3,237.00 | Curti, Olivio | 6,625.92 |
| Booher, Robert | 29,227.80 | Curtis, Arona | 745.38 |
| Bouchard, Edward | 27,463.56 | Curtis, Arthur L | 22,148.82 |
| Boucher, Alcide | 51,661.32 | Daley, Carol | 4,448.28 |
| Bourgeois, Armand J. | 20,483.28 | Davis, Nancy | 9,131.52 |
| Bousquet, Laura | 8,498.88 | Deale, William | 698.94 |
| Bradish, Robert | 14,792.11 | Deforge, Arlene | 16,453.74 |
| Brier, Carey | 4,395.96 | Demag, David E | 30,115.08 |
| Brigham, James O | 13,311.18 | Demeo, Martha M. | 1,634.46 |
| Brodeur, Rene | 21,288.84 | Desany, Marguerite | 11,001.36 |
| Brooks, Chester | 5,055.42 | Desautels, David | 31,508.64 |
| Brosseau, Lucien | 24,349.66 | Desautels, Richard | 33,322.32 |
| Brousseau, Mederick | 3,406.20 | Despirito, Fred | 47,202.24 |
| Brown, Donald | 2,271.78 | Devino, Russell | 15,789.84 |
| Brown, Frederick | 11,179.08 | Dickinson, L. Thomas | 24,821.28 |
| Brown, Thelma K | 7,686.54 | Dion, Edward | 13,827.90 |
| Brunell, Chester A | 16,214.40 | Dion, Richard E | 4,726.26 |
| Brunell, Laurette | 3,441.54 | Dion, Valere R | 33,783.78 |
| Brunelle, D.J. Lorraine | 3,413.25 | Downen, Kendall | 9,282.00 |
| Burbo, Helen | 2,444.88 | Drake, Lawrence | 947.16 |
| Burbo, Kimberly | 30,952.20 | Dufault, Wilrose | 27,537.96 |
| Burke, Mary Jane | 1,357.08 | Dumas, Lawrence | 10,997.52 |
| Burns, Everett | 36,857.64 | Duncan, Susan | 3,517.68 |
| Burt, Edwin | 3,568.92 | Dusten, Joanne | 18,682.26 |
| Bush, Kenneth J. | 24,787.20 | Duval, Beverly | 3,622.56 |
| Button, Glendon | 35,041.02 | Eldridge, Mark | 6,649.68 |
| Cadmus, William C. | 6,809.87 | Ely, David | 36,659.04 |
| Campbell, Mary A. | 41,195.88 | Evans, Lynn | 29,743.56 |
| Cannon, Thomas A | 17,894.82 | Ewins, Regine | 7,244.10 |
| Carey, Gary | 24,386.10 | Fales, Lawrence | 2,249.64 |
| Carey, V. Elizabeth | 9,630.30 | Feltt, Lyman | 2,246.91 |
| Carpenter, Eleanor | 5,703.00 | Ferrier, Theresa | 424.14 |
| Carr, Thomas R | 16,525.14 | Fish, Daniel | 1,233.12 |
| Carter, John | 36,507.72 | Flanagan, Jane | 1,868.16 |
| Cavanaugh, James | 32,554.20 | Fleury, John B | 4,829.52 |
| Cemel, Edith | 3,071.40 | Fontaine, Gerard J | 10,619.04 |
| Chagnon, Chester N | 10,575.84 | Fontaine, Lawrence | 997.44 |
| Chamberlain, Susan | 375.48 | Fortier, Lyndon | 12,395.40 |
| Chandler, Howard | 9,234.00 | Fortier, Rose | 14,720.28 |
| Charboneau, Ernest | 14,658.60 | Fortin, Robert F | 14,871.18 |
| Charbonneau, Alice | 8,173.62 | Francis, Sr., Gary | 38,532.24 |
| Cherrier, Reginald W. | 4,083.36 | Frazier, Gary | 14,130.66 |
| Chevalier, Shirley | 1,921.44 | Frazier, Gregory | 4,556.28 |
| Citorik, Paul D | 12,057.70 | Freeman, Albert H | 2,185.02 |
| Clark, Marjorie F. | 9,041.76 | Fritz, Carol | 9,514.56 |
| Clark, Timothy | 28,571.52 | Gambero, Janice | 855.90 |
| Colaceci, Andrew | 13,739.16 | Garrett, Diane | 19,060.31 |
| Colvin, Frederick | 29,085.32 | Garrow, Richard | 31,357.56 |
| Comstock, Jacqueline | 10,878.60 | Gates, Roy | 8,483.93 |
| Connolly, Helen | 9,009.78 | Gauthier, Paul E | 11,417.10 |
| Contois, Dayton | 63,416.76 | Geary, Kathleen | 1,588.33 |
| Contois, George C | 6,729.91 | Gelinas, Linda | 2,460.36 |
| Cota, Joseph | 12,143.64 | George, Phyllis | 19,749.48 |
| Crady, Lyndon | 12,933.30 | Giard, Victor | 14,514.50 |
| Critchlow, Thomas | 43,063.80 | Gilbert, Gordon | 33,327.96 |
| Crosby, Paul A | 25,190.52 | Giroux, Michael J. | 3,693.75 |
| Cross, Hazen | 15,795.78 | Gokey Jr, Stanley O. | 22,999.46 |



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|----------------------------|-----------|--------------------------|-----------|
| Gokey, Jr., George..... | 39,387.12 | Lavalley, Harry A | 10,055.98 |
| Gomez, Ramon..... | 11,566.32 | Lavalley, Judith | 1,260.24 |
| Gould, Nathaniel | 3,286.98 | Lavery, Michael | 11,089.68 |
| Goyette, William..... | 3,177.72 | Lavigne, David | 27,105.36 |
| Graham, Bernadette..... | 966.52 | Laware, William | 35,324.88 |
| Graham, Foster J | 17,469.30 | Ledoux, Patricia | 9,690.66 |
| Grant, Benjamin..... | 32,911.44 | Ledoux, Robert..... | 22,342.08 |
| Greene, Charlene | 28,632.00 | Lefebvre, Allan M | 1,908.30 |
| Greenwood, Clarence | 9,010.26 | Lefebvre, Bernard..... | 5,983.74 |
| Grogan, Pauline | 5,425.44 | Lefebvre, Doris..... | 14,318.40 |
| Guyette, Charles J | 17,367.84 | Lefebvre, James | 30,820.56 |
| Haigis, Joanne | 1,104.84 | Lefebvre, Patrick | 615.61 |
| Haire, David..... | 2,852.86 | Lefebvre, Roland | 10,611.54 |
| Hardy, Sterling | 32,261.40 | Leggett, Arnold L | 12,172.32 |
| Harrington, Darwin | 4,084.44 | Lemieux, Richard | 14,245.02 |
| Harris, Jr., Walter | 32,479.44 | Levee, Helen | 8,851.56 |
| Haskins, Cedric | 3,811.32 | Lewis, Jennie Mae | 6,895.44 |
| Hayes, James E | 15,203.14 | Libby, Paul | 24,711.36 |
| Hendry, James | 28,090.04 | Liberty, Wayne T..... | 26,058.72 |
| Hill, Frederick | 8,948.64 | Limoge, Carol..... | 8,790.72 |
| Hill, Robert K..... | 21,864.30 | Limoge, Richard..... | 2,102.10 |
| Hill Jr, Elbur R..... | 14,680.32 | Longe, Rosaire | 8,514.12 |
| Hirss, Rudolph | 5,713.80 | Lord, Jean | 7,484.04 |
| Hobart, William | 4,535.46 | Lorraine, Rita..... | 9,895.68 |
| Hodgdon, Carolyn H | 3,328.32 | Loso, Bernard..... | 33,351.24 |
| Holbrook, Elizabeth | 1,658.46 | Lovejoy, Janice..... | 1,042.16 |
| Hood, Beatrice S | 10,514.52 | Lovejoy, Patrick | 19,556.88 |
| Hunt, Richard | 20,880.96 | Lovejoy, Vernon | 16,529.76 |
| Hunt, Timothy | 37,738.08 | Lutsky, Selma | 21,508.56 |
| Irish, John | 34,252.56 | Magoon, Earl | 19,642.80 |
| Janes, Patricia | 3,978.12 | Major, Mary Jane | 7,855.08 |
| Josinsky, George | 9,901.14 | Manganiello, Ronald..... | 5,601.09 |
| Kaigle, Leonard J | 11,747.10 | Marrier, James | 24,238.56 |
| Kapica, Sherriline..... | 5,913.60 | Martelle, Celse | 3,776.06 |
| Katon, Paula | 7,602.00 | Martin, Jr., Elmer | 11,884.32 |
| Kelley, Karen | 10,733.58 | Maynard, Jeannette | 13,196.16 |
| Kelly, Charles | 10,453.32 | Maynard, Paul I | 4,661.04 |
| Kimball, Edward..... | 36,757.68 | Mazza, Frank | 16,117.98 |
| King, John J..... | 27,573.06 | McArthur, Diane | 12,496.08 |
| King, Robert E | 9,098.04 | McAvoy, Margaret | 4,906.08 |
| Kirby, Lillian | 7,345.92 | McDowell, Barbara | 11,128.80 |
| Kirby, Mary L | 1,234.44 | McGrath, Patrick | 10,668.00 |
| Kivela, Casey | 9,480.24 | McManamon, Patrick | 24,124.68 |
| Klein, William | 4,514.28 | Medlar Jr, Marcus I..... | 6,900.90 |
| Kruger, Mark A. | 4,970.28 | Menard, Edward | 3,789.78 |
| Labarge, Randall | 24,880.08 | Mercier, Jacqueline..... | 17,873.46 |
| Labelle, Jr., Clement..... | 38,815.80 | Mercier, Phyllis | 2,557.44 |
| Ladue, Eva..... | 1,104.84 | Merriman, Bernard | 11,638.44 |
| Lajoice, Starr | 7,026.00 | Milisci, Pearl | 6,884.88 |
| Lamothe, Prosper L | 10,515.24 | Mischik, Helen | 8,220.36 |
| Lamotte, Erwin | 67.82 | Modica, David | 33,451.68 |
| Lapointe, Georgette | 5,690.64 | Moon, Emily..... | 6,916.98 |
| Larocque, Earl | 2,598.78 | Morcombe, Harold C..... | 14,086.68 |
| Larocque, Ralph..... | 1,219.44 | Morin, Roland A | 18,445.50 |
| Lathrop, Lawrence | 7,771.44 | Morse, Claire M | 10,365.00 |
| Lavalette, Randy..... | 37,761.24 | Muir, Beverly | 5,183.58 |
| Lavallee, Roger..... | 6,809.88 | Muir Jr., Harry J | 11,499.36 |
| Lavalley, Donald | 31,486.68 | Muller, James..... | 30,500.40 |



Salaries continued

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|---------------------------|-----------|-------------------------------|-----------|
| Mullins, Jr, James | 33,141.00 | Sonnick, John | 48,568.20 |
| Nienstedt, Betty | 6,370.32 | Soutiere, Jr., Lawrence | 31,637.52 |
| Nikel, Lacaze | 27,901.38 | Spernak, Mitchael | 13,097.82 |
| Nolan, Ruth | 2,645.70 | St. Amour, Joseph | 10,935.24 |
| Norton, Jacqueline | 2,976.36 | Stearns, Clara | 345.54 |
| Oliver, M Alice | 6,183.54 | Stebbins, Everett | 9,918.36 |
| Ouellette, Renaud J | 7,317.68 | Stevens, Ian | 8,859.84 |
| Paluba, Violet | 1,384.84 | Stoll, Robert | 17,838.84 |
| Papin, Edward C | 6,277.32 | Stowell, David | 19,332.60 |
| Paronto, Gerald | 23,417.76 | Strong, Edward | 26,477.10 |
| Patnode, Robert | 51,998.88 | Sweeney, Joanne | 5,106.54 |
| Pecor, Kenneth N | 19,013.64 | Thompson, Gloria | 3,587.52 |
| Pepin, Jeannette | 4,983.30 | Tichonuk, John | 5,632.44 |
| Perron, Brenda | 12,618.12 | Tipson, Marguerite | 6,119.46 |
| Phillips, Robert | 1,059.84 | Titus, Anita | 4,555.08 |
| Pinan, Paul | 31,619.82 | Towne, O. Elizabeth | 16,121.40 |
| Plantier, Doreen | 444.54 | Tremblay,Estelle | 1,491.28 |
| Plantier, Thomas A | 4,362.72 | Trepanier,Paul E | 10,593.66 |
| Poquette, Elizabeth | 24,150.72 | Trombley,Richard C | 23,885.16 |
| Poulin, Margaret | 8,187.78 | Trudo, Brian | 27,012.96 |
| Poulin, Ronald A | 12,808.20 | Tully, Patrick J | 19,168.26 |
| Pratt, Martina | 4,956.54 | Verner, Beatrice | 9,480.42 |
| Provost, Francis | 10,926.70 | Veronneau, Donald D | 14,104.92 |
| Provost, Larry | 19,230.00 | Vidurek, Stephen | 52,560.36 |
| Rabidoux,Donald | 21,668.85 | Viens, Raymond | 2,554.20 |
| Racine, Albert | 4,377.60 | Vincent, Jr., John | 42,092.76 |
| Racine, Bruce | 27,028.80 | Vogel, Barbara G | 2,844.66 |
| Racine, Patti | 15,049.92 | Voorheis, Patrick | 20,487.96 |
| Rader, James | 5,559.42 | Wagner, Frank | 11,239.32 |
| Rathbun, Maurice | 3,109.92 | Wagner, Henry J | 4,525.20 |
| Regan, Constance | 910.86 | Walker, Robert J | 421.08 |
| Reno, Ronald | 34,702.56 | Warner, Ray F | 1,435.86 |
| Robear, Theresa | 8,749.08 | Waterman, Margie B M | 761.16 |
| Robert, Lemieux | 9,565.35 | Weed, Barbara | 983.04 |
| Rogers, Michael | 35,545.56 | Welsh, Leland | 25,286.16 |
| Rowden, Richard | 31,962.48 | West, Kasondra | 6,173.34 |
| Russell, Elizabeth | 3,980.16 | Westcott, Ethel C | 3,709.02 |
| Russell, Marjorie | 6,647.70 | Whalen, Cecile L | 4,446.42 |
| Rutledge, Margaret | 5,232.42 | White, Dewey | 10,712.70 |
| Ryan, Francis J | 3,274.08 | White, Doris | 6,105.54 |
| Sanders, Bernard | 3,978.36 | Williams, Dale | 9,669.24 |
| Sarabia, Alberta | 10,465.56 | Winterbottom, Benjamin | 13,209.48 |
| Schmidt, Thomas | 2,429.76 | Wolfe, William | 23,999.85 |
| Scott, James | 43,668.00 | Workman, Bette | 364.62 |
| Scott, Marjorie | 21,243.24 | Wright, William | 18,411.36 |
| Scully, Kevin | 46,405.32 | Young, Robert | 24,440.22 |
| Seaman, Raymond E | 872.82 | | |
| Searles, Frances T | 9,313.26 | POLICE DEPARTMENT | |
| Shangraw, Burton | 16,747.02 | Adams, Benjamin J | 2,176.50 |
| Sheehan, Vivian | 6,397.68 | Ahearn, Michael E | 34,827.60 |
| Shepard, Gary | 13,081.20 | Allen, Lynda S | 52,268.57 |
| Shepard, Lyle M | 9,039.12 | Alting,Christopher | 10,595.78 |
| Sherwood, Stanley | 13,587.54 | Arnold, Julie M | 12,979.05 |
| Sicard, Michael | 43,852.44 | Bailey, Michael K | 1,920.00 |
| Simays, Marie A | 8,537.34 | Barbeau, Brandi J | 63,375.28 |
| Siple, Stanley | 34,684.32 | Barron, Michael S | 50,078.25 |
| Snow, Kathy A | 6,782.28 | Baur, Robert G | 62,217.65 |
| Snow, Larry | 23,567.04 | Bean, Bonnie M | 50,891.63 |



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|-----------------------------|-----------|
| Bean, Christopher C | 36,136.47 |
| Bean, David A | 1,314.78 |
| Beck, Bonnie A | 50,314.86 |
| Bishop, Michael J..... | 34,255.96 |
| Blake, Shannon B..... | 32,410.21 |
| Booker, Elton L | 3,206.26 |
| Borne, Albert M | 12,740.44 |
| Bottino, Peter C | 1,299.00 |
| Bovat, Bruce D..... | 63,418.66 |
| Brady, Daniel P | 46,685.13 |
| Brigham, James O | 57,817.89 |
| Brodeur, Dominic A | 55,907.37 |
| Brooks, Tracy L | 20,540.08 |
| Brownlowe, Christopher..... | 44,905.37 |
| Burbo, Kimberly N..... | 600.00 |
| Burke, Shawn P | 63,534.61 |
| Cain, Catherine A..... | 32,356.96 |
| Carlson, Kristian G | 57,777.38 |
| Champine, Joseph L | 54,982.21 |
| Chapman, Peter J..... | 61,366.44 |
| Charland, Tim F | 65,221.45 |
| Chase, Jamie K | 47,057.41 |
| Clark, David F | 38,350.49 |
| Clements, David M | 50,568.87 |
| Colgan, Shawn D | 29,996.53 |
| Couture, Justin W..... | 47,557.61 |
| Cyr, Arthur D | 60,640.47 |
| Davidson, Scott A..... | 68,305.71 |
| Davis, Brandy L | 2,024.50 |
| Decker, Walter C..... | 64,793.02 |
| Dier, Kenneth P | 11,981.10 |
| DiFranco, Brian C..... | 52,974.50 |
| Dixon, Stephen A | 52,467.59 |
| Doehler, Thomas W..... | 15,716.45 |
| Doherty, Daniel C | 57,265.52 |
| Duffy, Dennis J..... | 55,520.77 |
| Dumas, Margarite A | 40,133.32 |
| Dumas, Steven L | 52,397.86 |
| Edwards, Kimberly A..... | 48,189.76 |
| Erwin, Carolynne L | 39,972.36 |
| Everett, Derek E | 59,610.36 |
| Fabiani, Paul B | 49,710.43 |
| Federico, John M | 60,108.54 |
| Ferris, Sarah M | 15,732.83 |
| Fletcher, Naomi L..... | 14,569.95 |
| Frisbie, Andrew J | 44,837.80 |
| Garrett, Diane K | 15,500.70 |
| Gilligan, Daniel J | 48,353.34 |
| Gilman, Shirley M..... | 10,997.60 |
| Glynn, Paul R..... | 70,067.28 |
| Grajales, Oscar S | 45,931.38 |
| Green, Timothy D | 55,716.42 |
| Greenough, Theresa J | 46,058.45 |
| Gross, Eric R | 9,637.80 |
| Hackley, Jane R | 35,385.13 |
| Harvey, Jodi L | 36,520.95 |
| Hastings, Michael J | 1,738.50 |
| Hasty, Michael J..... | 48,958.64 |
| Hayes, Jean M | 3,557.75 |
| Haynes, Robert S | 56,103.84 |
| Hazen, James E | 50,047.06 |
| Heald, Lisa K..... | 19,778.13 |
| Heath, Michael T | 28,053.84 |
| Helrich, Emmet B..... | 69,251.02 |
| Hemond, Michael G | 53,919.54 |
| Hendry, Nicholas J | 5,022.50 |
| Higbee, Andi L..... | 73,624.09 |
| Holden, David M | 3,347.57 |
| Humphrey, Mary L | 4,685.52 |
| Hunt, Christian..... | 53,266.34 |
| Huntley, Julie C | 42,865.88 |
| Jordick, Michael T | 55,575.16 |
| Kennedy, Keith..... | 64,708.99 |
| King, John J..... | 47,193.59 |
| Kruger, Mark A..... | 44,696.86 |
| LaBrecque, Wade A | 52,613.57 |
| Lambert, Adam W..... | 26,311.85 |
| Lane, Holly J | 38,774.56 |
| Latulippe, Steven J..... | 32,101.11 |
| Lavenberg, Anna K | 1,901.00 |
| Lawson, Jason A..... | 50,311.00 |
| Lemire, Katrina A..... | 12,940.49 |
| Lilja, Donald R..... | 67,458.65 |
| Lizotte, Michael M | 19,928.34 |
| Long, Richard P | 70,316.36 |
| Lopes, Raymond R | 47,806.65 |
| Lorrain, Christy L | 44,668.83 |
| Loso, Bernard A | 9,122.50 |
| Lynch, Christopher W | 52,608.32 |
| Majeski, Stephen M | 1,929.21 |
| Marceau, Brenda L | 32,496.83 |
| Martin-Lewis, John C | 57,808.00 |
| Martin, Trent S | 48,393.80 |
| Martinez, Angie M | 47,587.46 |
| McAllister, Mary A | 35,687.94 |
| Meehan, Susan A | 35,000.70 |
| Merchand, Daniel R | 58,101.86 |
| Moore, Joshua T | 5,113.75 |
| Morris, Jamie A | 46,035.04 |
| Morris, Michael M | 49,865.42 |
| Morrison, Jennifer L | 66,121.41 |
| Muller, James..... | 40,069.38 |
| Murphy, Patrick J | 3,376.13 |
| Nadeau, Christopher | 54,311.88 |
| Nails, Aljaray | 65,437.95 |
| Nash, Thomas J | 46,193.16 |
| Navari, Brent W | 43,806.36 |
| Nguyen, Hong Thi..... | 32,969.56 |
| Nguyen, My Thanh | 15,741.32 |
| Nokes, Jason R | 49,888.90 |
| Nolan, Judy Hillis..... | 61,428.79 |
| O'Donnell, Joseph E | 29,285.01 |
| O'Gorman, Keith J | 60,164.96 |
| Parzych, Robert A..... | 37,772.62 |
| Pelletier, Virginia | 50,004.41 |
| Petralia, Paul J..... | 60,906.81 |



Salaries continued

| | |
|-----------------------------|-----------|
| Pezzulo, Laura S | 49,080.19 |
| Provencher, Diane M..... | 4,265.39 |
| Provost, Beulah M | 40,455.13 |
| Radford, Thomas J | 59,742.08 |
| Ragsdale, Heather D..... | 25,994.21 |
| Reid, Philip J..... | 7,436.90 |
| Robinson, Clifford A | 66,612.24 |
| Rothenburg, James E | 15,741.32 |
| Rowden, Richard S..... | 1,158.00 |
| Schirling, Michael E | 71,469.58 |
| Scibek, David W..... | 47,405.78 |
| Shakuro, Eugene L | 43,220.20 |
| Simays, Barry J | 4,352.20 |
| Simays, Pamela M | 28,712.33 |
| Simpson, Michael W..... | 55,633.27 |
| Sinacore, Thomas J | 653.52 |
| Slater, Robert L | 6,571.06 |
| Small, Philip W | 49,346.20 |
| Souza, Justin D | 4,184.75 |
| StAmour, Frank | 33,718.88 |
| Stubbing, Kathleen P | 66,163.71 |
| Sullivan, Christopher | 816.91 |
| Sullivan, Matthew O | 58,102.56 |
| Taylor, Lance R | 69,806.33 |
| Thayer, Lee R..... | 36,490.98 |
| Thibault, Ethan A..... | 42,307.07 |
| Tisdell, Kenneth G..... | 60,359.63 |
| Toof, Shawn A | 65,427.64 |
| Tremblay, Thomas R | 88,463.21 |
| Trieb, James T | 47,095.25 |
| Trombley, Bradley A | 55,022.06 |
| Vandenburgh, Sarah L..... | 42,906.69 |
| Veronneau, Lise E..... | 57,223.62 |
| Veronneau, Nancy K | 49,560.31 |
| Vincent, Daniel R | 61,158.45 |
| Voity, Michael T | 54,931.63 |
| Wadhams, Bates A | 2,024.50 |
| Walker, Elizabeth M | 30,080.47 |
| Ward, William M..... | 64,360.54 |
| Wark, Stephen J..... | 65,049.87 |
| Warren, Michael D | 59,349.98 |
| White, Matthew T | 38,983.93 |
| Whitehouse, John T | 14,913.23 |
| Willey, Jeffrey A | 47,341.87 |
| Wilson, Kevin James..... | 37,326.27 |
| Wright, Jannine M | 57,138.20 |
| Young, Jonathan C | 61,345.77 |
| Yustin, John..... | 57,612.79 |

| | |
|---------------------------------|-----------|
| Badger, James A..... | 58,308.31 |
| Baker, Bernard G..... | 59,033.53 |
| Baldwin, Norman J..... | 62,171.63 |
| Barbeau, David A. | 37,712.91 |
| Barton, Ann M | 46,240.32 |
| Beato, George Luke | 2,308.50 |
| Beaudry, Valerie J. | 39,231.21 |
| Benjamin, Richard C. | 58,625.89 |
| Benoit III, Joseph..... | 36,987.64 |
| Bergeron, Richard R | 92,245.18 |
| Bessette, Brian..... | 47,640.59 |
| Blow, Brian A. | 46,172.62 |
| Boehm, John M..... | 15,183.24 |
| Bonna, James S. | 29,415.35 |
| Boone, Clarence | 1,310.00 |
| Bourne, Justin R. | 3,427.50 |
| Boylan, Terri G. | 38,017.69 |
| Bradley, William T. | 2,802.50 |
| Bradley, Daniel P | 48,022.60 |
| Brandolino, Amanda K | 22,709.15 |
| Bridgman, Joshua L | 28,883.19 |
| Brigham, Charles | 50,184.59 |
| Burns, William P. | 41,141.95 |
| Buteau, Joseph P..... | 4,381.38 |
| Buteau, Patrick J | 68,730.68 |
| Butler, Kathleen | 47,048.96 |
| Button, John E. | 7,925.50 |
| Byrd, Betty A. | 4,169.02 |
| Catella Sr, Roy J..... | 45,206.59 |
| Chamberlain, Steven A..... | 5,433.17 |
| Chamberlain, Deanna L. | 30,423.61 |
| Cobbs, Kevin J..... | 1,597.50 |
| Codrean, Lorand B..... | 48,421.54 |
| Coltran, Ronald | 24,215.70 |
| Cornish, Charles E..... | 28,812.03 |
| Cota, Robert..... | 11,706.53 |
| Cota, Wesley L | 29,980.95 |
| Coutrayer, George | 40,693.98 |
| Covino, Mark | 26,170.88 |
| Cravedi-Cheng, Gabriel | 5,148.88 |
| Cummings, Bradford A..... | 50,787.28 |
| Danyow, Stephen H. | 52,181.21 |
| Debono, Charles S..... | 33,950.52 |
| Demag, Daniel | 332.22 |
| Devost, Robert B. | 33,703.34 |
| DiVece, Jason..... | 2,730.00 |
| Dion, Tom M | 63,407.68 |
| Dubo, Anando | 3,566.25 |
| Duncan, Carol W | 52,147.55 |
| Farmer, Eugene | 6,777.50 |
| Farnsworth, Christopher R | 4,069.25 |
| Finnie, Alden E | 28,018.70 |
| Fitzpatrick, James J..... | 23,136.13 |
| Forguites, Jennifer L..... | 33,821.38 |
| Foster, Steven M. | 57,427.59 |
| Francis, Ashley A..... | 1,251.00 |
| Francis, Jeanne L..... | 48,031.20 |
| Frenette, Michael | 3,334.13 |

PUBLIC WORKS AND CODE ENFORCEMENT

| | |
|---------------------------|-----------|
| Adams, Laurel C. | 70,634.69 |
| Ahonen, Timothy W. | 47,007.18 |
| Allen, Clint | 1,322.75 |
| Allen, Gloria..... | 31,260.46 |
| Asselin, Steven P | 49,202.98 |
| Atkins Jr, Lindol M. | 47,588.56 |
| Austin, Mark | 39,034.95 |
| Bacon, Jeffrey S..... | 6,844.75 |

| | | | |
|-----------------------------|-----------|------------------------------------|-----------|
| Gagnon, Stephen D. | 4,319.76 | Lyons, Richard | 17,999.31 |
| Garen, David W. | 61,028.00 | Marshall, Paul | 11,688.30 |
| Gilbert, Damion | 30,812.28 | Martin, Jessica A. | 37,246.68 |
| Gilman, Shirley M. | 31,123.70 | Mazza, Frank | 19,675.22 |
| Gilstrap, Richard W. | 37,791.39 | McKnight, Gregory B. | 13,144.56 |
| Godin, Corey | 11,794.00 | McMullen, Patrick M. | 44,122.14 |
| Gomez, David A | 49,594.72 | Medlar III, Marcus I. | 56,192.29 |
| Gonyo, Kim A. | 1,970.00 | Metivier, Mark | 48,904.93 |
| Goodkind, Ethan H. | 9,618.33 | Miles, Theodore P. | 37,494.32 |
| Goodkind, Steven A | 79,065.26 | Morin, Jay L. | 1,107.40 |
| Goodrich, Terry E. | 55,837.68 | Morrow, Vince | 2,781.00 |
| Green, Glenn | 14,316.58 | Newhart, James W. | 693.00 |
| Green, Robert L. | 27,936.71 | O'Connor, Raymond | 9,586.54 |
| Greenwood, Gary R. | 55,874.33 | Orton, Charlene | 34,568.90 |
| Grimes, Heather | 321.00 | Paquette, William J. | 60,441.88 |
| Groff, Pamela F. | 29,796.56 | Paquette, Paul A. | 68,688.13 |
| Halverson, Mark C. | 28,654.20 | Parent, Edmond N | 35,614.72 |
| Hamann, Stephen M. | 40,924.23 | Pecor, Chester P. | 42,682.52 |
| Hammond, Larry. | 43,466.90 | Perron, Steven J. | 44,712.27 |
| Hammond, Richard F. | 59,490.82 | Perry, John S. | 34,630.76 |
| Hart, Thomas J. | 1,053.00 | Perry, Matthew | 40,387.16 |
| Hayford, Lucille C. | 35,197.79 | Phillips, Scott | 22,475.76 |
| Haynes, Paul W | 41,819.77 | Poirier, Kathleen. | 37,714.44 |
| Heelan, Michael D | 48,295.30 | Politi, Frances E. | 43,745.47 |
| Hennessey, Timothy W. | 52,053.99 | Poplawski, Christopher Peter | 39,000.98 |
| Hicks, John A. | 1,900.00 | Poss, David J. | 1,265.00 |
| Hill, Jason | 1,093.50 | Rabidoux, Justin C. | 56,033.92 |
| Hill, Daniel K. | 71,804.99 | Raineault, Claude A | 48,507.82 |
| Hillman, Stephanie J. | 4,363.67 | Rashford, John P. | 16,296.00 |
| Hines Jr., Bruce A. | 39,472.26 | Rasys, John A. | 61,717.12 |
| Hoague, Kenneth A. | 38,230.75 | Rathbone, Justin E. | 2,109.25 |
| Holmes, Gary B | 39,331.53 | Redmond, David M. | 43,025.06 |
| Holt, Ned H. | 57,876.69 | Repp, Justin | 3,277.76 |
| Huber, Tim F. | 4,483.00 | Ritchie, James A | 55,377.57 |
| Jewett, Sandra J. | 33,950.66 | Robear, Donald C. | 46,841.76 |
| Johnson, David. | 3,875.00 | Roberts, Richard R. | 21,205.88 |
| Johnson, Ernest II | 36,747.78 | Roy, Stephen T. | 62,911.15 |
| Jones, Carnell L. | 45,953.29 | Ryan, John. | 44,204.45 |
| Keene, John J. | 23,727.34 | Sheerin, Patricia. | 25,618.82 |
| Kelly, Irene M | 8,816.82 | Shepard, Claire J | 57,770.78 |
| Key, Joseph | 1,492.90 | Smith, Scott | 42,566.52 |
| Kolok, David | 36,846.34 | Stone, Molly E. | 8,380.95 |
| Ladue, Athena | 34,588.97 | Sumner, Dennis M. | 37,566.44 |
| Lafayette, Charles J | 29,192.27 | Sundquist, Ellen. | 24,491.29 |
| Latreille, Jeremiah J. | 46,735.18 | Swindell, Michael G | 52,342.68 |
| Lavigne, Gary K | 63,698.63 | Tatro, Jerry A. | 42,574.54 |
| Leddy, Michael. | 3,274.51 | Terry Sr, Rodney G | 67,574.51 |
| Lefebvre, Donald M. | 38,866.14 | Tozier, Neal | 54,345.43 |
| Lefebvre, Patrick J. | 77,002.39 | Trombley, James R. | 39,641.67 |
| Leggett, Thomas A. | 49,992.78 | Trombley, Joseph M | 44,979.55 |
| Legrand, Leo P. | 43,577.74 | Tucker, Lawrence C. | 53,839.73 |
| Levee, Bruce T. | 46,688.63 | Tucker, Donald E | 66,774.95 |
| Limoge, James P. | 370.00 | Tuttle, Pamela J. | 12,909.63 |
| Limoge, Brian K. | 8,305.75 | Wadhams, Bates. | 3,024.00 |
| Line, Corey | 28,680.72 | Warren, Mary M. | 53,368.95 |
| Livingston, Cornelia | 23,107.26 | Willey, Roger E. | 30,371.57 |
| Lonergan, Eric J. | 720.00 | Woulf, Michael J | 2,689.56 |
| Losch, Catherine N. | 741.73 | | |



Salaries continued

SCHOOLS

| | |
|------------------------------|------------|
| Abbey, Robert W..... | 49,609.00 |
| Abdi, Mohamed | 17,105.00 |
| Ackerson, Pamela L | 63,436.49 |
| Adams, Pamela L | 12,154.53 |
| Adams, Paul R | 34,030.00 |
| Adams, Soomie J..... | 350.00 |
| Aggers Sr, Willie D | 24,704.68 |
| Ahearn, Edward J | 20,167.82 |
| Albarelli-Lane, Beth A..... | 52,602.42 |
| Alberts, Doris..... | 7,989.11 |
| Alexander, Amanda M | 13,173.15 |
| Alexander, Brooke W..... | 24,836.00 |
| Alexander, Elizabeth A | 9,559.98 |
| Alexander, William J | 460.00 |
| Ali, Asiat A | 1,760.00 |
| Aliquo, Mark J | 81,293.79 |
| Allard, Judith L | 66,361.22 |
| Allard, Lisa A..... | 10,942.09 |
| Allen, Anita B | 11,666.93 |
| Allen, Carol A..... | 63,159.00 |
| Allyn, Laura E | 55,885.00 |
| Alvarez, Jillian M | 1,407.00 |
| Amato, Richard S | 72,974.65 |
| Amblo-Bose, Yvette N | 49,538.00 |
| Ambrogi, Karen A | 32,335.00 |
| Amoah, Emmanuel K | 33,787.13 |
| Amsden, Lyman F..... | 142,687.50 |
| Anderman, Melinda C | 36,871.34 |
| Anderson, Bonnie K | 4,570.00 |
| Anderson, David C | 14,750.93 |
| Anger, Deborah M..... | 49,124.00 |
| Armstrong, Christine F | 45,871.25 |
| Arnold, Kelly L | 38,200.00 |
| Arsenault, Nicole W | 29,383.98 |
| Ashton, Sarah L | 38,149.00 |
| Austin, Dorothy D | 83,579.00 |
| Austin, Josepha W | 49,431.00 |
| Austin, Margo A | 21,678.00 |
| Avidibegovic, Stela | 360.00 |
| Ayer, Bonnie B | 78,425.12 |
| Ayers, G. Robert | 58,898.00 |
| Ayrapetova, Agata S..... | 653.60 |
| Babbitt, Bruce C | 350.00 |
| Babin, Kenneth J | 18,156.32 |
| Bakala, Christelle | 16,298.00 |
| Baker, Nancy J..... | 69,234.00 |
| Barber, Judith G..... | 31,031.13 |
| Barber, Kevin M | 65,343.20 |
| Barcomb, Therese M..... | 25,755.50 |
| Barnes, Lindsay A..... | 3,214.00 |
| Barnes, Randy B | 39,149.00 |
| Barnum, Jessica A | 47,402.00 |
| Barrett, Patrick A | 42,212.42 |
| Bartlett, Tina L..... | 7,443.74 |
| Battaile, Robyn B | 43,809.81 |
| Baxter, Susan A | 34,073.53 |
| Bean, Jessica L | 428.64 |

| | |
|------------------------------|-----------|
| Bearor, Donna M | 500.00 |
| Beaulieu, Ruth M | 8,282.57 |
| Beaupre, Andrew R..... | 2,622.00 |
| Bechtloff, Kerry L..... | 40,580.00 |
| Becker, Erin J | 12,463.25 |
| Bednar, Kathy | 7,057.73 |
| Bellantone, Jessica H | 5,161.50 |
| Bellavance, Janet E | 62,966.00 |
| Bellew, Nora J | 14,424.59 |
| Bellizzi, Benjamin F | 10,703.00 |
| Bennett, Arleen C..... | 3,854.00 |
| Benoit, Alison E | 683.00 |
| Benoit, Barbara L | 8,147.39 |
| Benoit, Margaret A | 10,106.44 |
| Benoit, Raymond A..... | 19,073.81 |
| Benoit, Sean M | 36,351.80 |
| Benway, Charles J..... | 38,094.08 |
| Benway, Jonathan N | 35,141.68 |
| Benz, Julie T | 61,643.00 |
| Berger, Cynthia T | 25,371.20 |
| Berger, Sara M | 12,228.79 |
| Bergeron, Stephanie L | 11,556.91 |
| Bergman, Jean M | 62,453.00 |
| Bergstrom, Timiny E | 11,741.26 |
| Berkel, Robert G..... | 51,103.00 |
| Besette, Danielle A | 34,096.00 |
| Besette, David T | 3,417.84 |
| Bezv, Ingrid E | 5,081.00 |
| Bhatia, Ram D | 350.00 |
| Billings, Julie A | 13,759.83 |
| Billings, Orville P | 26,104.44 |
| Bilodeau, Jacqueline R | 424.30 |
| Bilodeau, Stacie L | 10,266.08 |
| Bingel, Kristen F | 17,358.97 |
| Bingham, Susan C | 2,255.00 |
| Bittner, Kathryn F..... | 34,229.23 |
| Blair, Linda J | 46,055.00 |
| Blair, Susan K | 27,231.82 |
| Blaisdell, Mary A | 13,268.25 |
| Blake, Kaitlyn E | 507.00 |
| Blank, Phyllis A | 37,162.00 |
| Blethen, Susan L | 56,836.08 |
| Blood, Rebecca A..... | 11,802.97 |
| Bloomberg, Beth J | 45,126.00 |
| Blouin, Michael J | 2,354.55 |
| Blumberg, Debra L | 62,684.00 |
| Bockes, Pamela S..... | 57,835.00 |
| Bohn, Robert P | 52,887.36 |
| Bolduc, Dennis J | 58,798.00 |
| Bolwin, Stephanie R | 62,515.49 |
| Bombard, Ann L..... | 28,478.64 |
| Bottefretz, Laura J | 30,085.95 |
| Boucher, Gloria W..... | 31,633.67 |
| Bowen, Paula J | 74,984.00 |
| Boyd, Kirk M | 40,122.41 |
| Boyers, Richard | 47,561.00 |
| Boyle, Stephen M..... | 49,914.00 |
| Bradshaw, Susan C..... | 3,137.22 |



| | |
|----------------------------------|-----------|
| Brady, Elizabeth J..... | 14,413.40 |
| Branch, Helena | 10,023.59 |
| Breen, Janet W..... | 10,938.15 |
| Bristow-Johnson, Phyllis L | 308.09 |
| Brock, Frances D | 54,572.00 |
| Brodie, M Shane | 630.00 |
| Brooks, Sandra R | 678.50 |
| Brooks, Susan P..... | 62,834.00 |
| Broussard, Alexandre D | 500.00 |
| Brown, Dwight | 10,500.00 |
| Brown, Heidi L..... | 58,948.00 |
| Brown, Julie B | 53,572.00 |
| Brown, Keith M | 49,489.00 |
| Bruder, Lise D | 15,411.40 |
| Bruley, Cari A..... | 52,965.42 |
| Buckingham, Timothy J..... | 44,922.50 |
| Budd, Kiersten L..... | 453.75 |
| Buechler, Kaitlyn A..... | 14,523.00 |
| Buehner, Terry L..... | 63,834.00 |
| Buley, Jeanne M..... | 11,138.93 |
| Burbo, David C..... | 36,937.05 |
| Burbo, Kimberly N..... | 940.00 |
| Burbo, Mark L | 39,162.48 |
| Burbo, Shane D..... | 849.76 |
| Burchard, Jane B | 8,325.00 |
| Burdick, Jennifer P..... | 46,432.00 |
| Burdosr, Robert F..... | 29,369.81 |
| Burns, Jaime K | 1,175.00 |
| Burrington, Laurie A | 11,025.48 |
| Burt, Chad E | 8,059.29 |
| Burt, Ervin M | 35,585.59 |
| Bushey, Rodney R | 34,099.76 |
| Bushnell, Claire M | 41,817.00 |
| Butt, Suzanne F | 18,775.25 |
| Caccavo, Nicholas M..... | 1,449.00 |
| Callahan, William F | 2,135.50 |
| Campbell, Gail A | 58,798.00 |
| Campbell, Jessie | 39,371.00 |
| Cane, John J | 62,684.00 |
| Cannon, Jean M | 13,703.28 |
| Carey, Danielle M | 48,713.20 |
| Carey, Joanne E | 10,943.09 |
| Carling, Anne | 2,640.00 |
| Caron, Hillary P | 1,440.00 |
| Caroscio, Carol | 62,684.00 |
| Carpenter, Judith D..... | 60,444.00 |
| Carr, Karen A | 12,164.38 |
| Carroll, Beatrice E | 39,800.00 |
| Carroll, Holly C..... | 51,402.00 |
| Carroll, Linda J..... | 84,683.42 |
| Carruth, Lorie A | 80,304.65 |
| Carter, Barbara A | 3,612.50 |
| Cartier, Noralee M | 55,117.00 |
| Case, Janice K | 63,512.00 |
| Cassell Jr, John T | 50,618.10 |
| Castine, Richard S | 62,794.00 |
| Chagnon, Anne M..... | 2,458.75 |
| Chagnon, Anthony P..... | 12,783.06 |



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|-----------------------------|-----------|
| Chagnon, Beverly J..... | 18,435.00 |
| Chagnon, Robert J | 49,419.11 |
| Chagnon, Sheila E | 9,839.43 |
| Chagnon, William F | 41,817.00 |
| Chamberlain, Herbert J..... | 16,869.68 |
| Chamberlain, Joann M | 26,405.12 |
| Chandler, Matthew G | 66,629.00 |
| Chapman, Lauren E | 40,916.99 |
| Charboneau, Carol A | 14,450.00 |
| Charboneau, Chris A | 35,142.74 |
| Charboneau, Edward P | 7,461.94 |
| Charboneau, Tammy M | 52,636.33 |
| Charron, Owen D | 2,361.00 |
| Chasan, Katherine C..... | 11,169.10 |
| Chase, Kimberly A | 53,945.59 |
| Chatterton, Tonia L..... | 9,536.32 |
| Chayer, Marianne E..... | 39,610.50 |
| Cheeseman, Doug V | 4,271.00 |
| Cherry, Marcella | 8,329.39 |
| Chirase Jr, Pat | 46,023.00 |
| Chodosh, Charlotte H | 29,713.53 |
| Choedon, Lobsang | 19,174.65 |
| Chollet, Rebecca B..... | 1,302.24 |
| Church, Rita F | 2,352.76 |
| Church, Robert H | 56,482.00 |
| Cicchetti, Margaret L | 6,727.71 |
| Cichoski, Gwenn K | 37,095.00 |
| Cimillo, Deborah | 348.64 |
| Ciosek, Donald P | 5,513.40 |
| Ciosek, Hilary A | 1,025.00 |
| Clapp, Bonnie L | 78,026.77 |
| Clapp, George R | 8,500.00 |
| Clark, Jessica G..... | 897.50 |
| Clark, Suzanne R. | 54,165.00 |
| Clemmons, Laura B | 5,825.00 |
| Cocchetti, Michael A | 33,646.38 |
| Coffey, Raymond S | 2,811.02 |
| Colburn, Karen L | 63,684.00 |



Salaries continued

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|----------------------------------|-----------|------------------------------------|------------|
| Cole, Sonja R | 721.60 | Debarge, Stephanie M..... | 9,644.00 |
| Coleman, Samuel A | 350.00 | Dee, Mary B..... | 56,482.00 |
| Collins, Barbara A..... | 3,284.28 | Deforge, Jacqueline A | 56,557.00 |
| Collins, Jeanne M..... | 87,974.00 | Delaney, Janet V..... | 14,865.66 |
| Companion III, Edward L..... | 45,348.00 | Delaney, Sharron M | 63,159.00 |
| Conant, Margaret C..... | 60,144.44 | Delcastillo Alzamora, Silvia | 1,672.50 |
| Condit, Nancy A..... | 57,689.00 | Delorme, Marjorie A | 65,484.00 |
| Connolly, Helen E..... | 5,487.77 | Delorme, Rebecca A | 9,990.00 |
| Connolly, Timothy D..... | 425.00 | Demarais, Arthur J | 1,575.00 |
| Conroy, Joan W..... | 63,116.00 | Demaroney, Laura R | 27,731.24 |
| Cook, Christine A | 65,455.20 | Demartino, Deena | 23,130.00 |
| Cook, Kevin F..... | 17,752.30 | Demasi, Francis A | 51,450.46 |
| Cook, Kevin G | 59,358.94 | Depalma, Carolyn A | 4,086.34 |
| Cope Jr, Jesse | 27,304.37 | Derosier, Mara | 2,060.00 |
| Coss, Anne D | 14,960.00 | Derway, William J..... | 14,154.32 |
| Cote, Melanie R | 47,617.00 | Desautels, Tina M..... | 11,404.49 |
| Cotton, Mary B..... | 11,099.00 | Desrochers, Kevin M..... | 12,997.50 |
| Coughlin, Patricia A | 14,492.50 | Devita, Christel W..... | 29,790.94 |
| Couillard, Robert C..... | 56,482.00 | Dilego, Pasquale | 112,423.17 |
| Courcy, Wayne G..... | 5,239.00 | Dimasi, Nancy D | 42,601.90 |
| Courville, Sara J..... | 4,380.38 | Dimmick, Robin K | 62,684.00 |
| Couture, Christine H..... | 29,040.04 | Dion, Catherine C | 10,301.04 |
| Couture, Liane M | 52,142.84 | Dion, Chadwick M | 1,655.00 |
| Cowell, Colleen A | 63,378.44 | Dirmeikis, Monica M..... | 29,322.02 |
| Cox, Christopher M..... | 42,183.00 | Divenuti, Patricia M | 11,522.61 |
| Cox, Dolores H | 35,414.00 | Do, Son V | 23,259.10 |
| Crawford, Joanne R..... | 29,699.13 | Dolson, Lori A | 8,037.00 |
| Crawford, Leslie C | 7,136.37 | Donahue-Holt, Jane A..... | 65,955.20 |
| Cronin, Jocelyn A | 41,540.00 | Doner, Nicole S | 41,316.00 |
| Cross, Hazen A..... | 11,762.25 | Donoghue, James D | 63,327.52 |
| Crothers-Goldsworthy, Sara | 46,643.40 | Dorfman, Alyson S | 39,449.00 |
| Crowley, Nancy P | 19,750.00 | Douglas, Linda S | 18,156.32 |
| Cruz, Robin L..... | 57,082.00 | Downey, Karen E | 58,781.50 |
| Cullen, Michelle A | 11,491.39 | Drown, James L | 60,369.00 |
| Cummings, Tomas G..... | 61,265.00 | Ducharme, Edith L..... | 10,092.92 |
| Currier, Allen V..... | 63,268.00 | Ducharme, Heather | 2,039.70 |
| Currier, John A..... | 35,628.00 | Ducharme Sr, Leonard C | 29,483.03 |
| Currier, Noemi M | 45,729.00 | Dudley, Heather C | 4,694.75 |
| Curry, Jonathan J | 2,121.75 | Dugan, Ashley E..... | 1,425.00 |
| Curtisjr., David W | 13,972.50 | Duncan, Robert T..... | 24,000.00 |
| Cushing, Barbara J | 23,233.90 | Dunning, Krista L..... | 6,167.24 |
| Cushing, Joshua J..... | 14,876.19 | Dupont, Nancy C | 15,037.56 |
| Daigle, Melody A | 57,774.00 | Dupre, Samuel I..... | 2,024.00 |
| Dall, David J | 23,225.00 | Durfee, Amy D | 37,648.00 |
| Dallas, Martha M | 27,903.00 | Dusablon, Leo A..... | 32,594.10 |
| Daly, Moses M | 43,134.00 | Dusablon Jr, Ronald J..... | 28,234.43 |
| Damm, Hiltraut M | 8,202.50 | Dvorak, Ludmila | 61,572.25 |
| Danaher, Steven A | 12,858.71 | Dvorak, Pavel | 70,116.84 |
| Dann, Susan M | 36,542.41 | Effron, Matthew N | 3,437.28 |
| Danziger, Kim C | 2,040.00 | Egri, Guy D | 84,580.15 |
| D'arcangelo, Lois L..... | 83,979.00 | Elliott, Sandra L..... | 6,660.00 |
| Daubenspeck, Laura N | 63,031.10 | Ely II, Timothy S | 6,229.65 |
| Daudelin, Eileen T | 10,905.84 | Emert, Jarett | 3,760.00 |
| Davis, Douglas L..... | 61,963.00 | Emery, Donna M..... | 7,974.48 |
| Davis, Julie P..... | 7,174.08 | Emery, Henry O | 40,363.61 |
| Davis, Patricia J..... | 11,300.05 | Emery, Thomas M..... | 56,554.20 |
| Day, Robert C..... | 3,599.00 | English, Sharron M..... | 10,638.45 |
| Dean, Anne H | 676.50 | Erb, Keith A..... | 28,697.81 |



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|------------------------------|-----------|-----------------------------|-----------|
| Faelten, Sharon C..... | 11,812.68 | Gibson, Richard A | 2,708.40 |
| Fagan, Lauren T..... | 58,798.00 | Gibsonjr., Lane A | 24,802.00 |
| Falkenbush, Richard A | 86,179.00 | Giese, Beth A..... | 76,769.33 |
| Falkenbush, Suzanne L..... | 61,642.00 | Giese, Lauren S..... | 325.00 |
| Farineau, Ginger J | 54,693.00 | Gilbert, Christopher H..... | 1,025.00 |
| Farineau, Jean Paul | 63,709.00 | Gilbert, Heather L..... | 10,737.58 |
| Farrar, Andrea L | 816.00 | Giles, Adam B | 13,160.80 |
| Farrell, Nancy L | 2,337.50 | Gillard, Gregory A..... | 48,808.00 |
| Fay, Daniel S | 12,119.77 | Gingras, Lori A | 29,977.10 |
| Felber, Anne M..... | 63,078.00 | Giovanone, Michelle L..... | 1,450.00 |
| Ferrari, Dennis M | 64,597.02 | Girouard, Marcel R | 40,623.04 |
| Fish, Angela C | 38,925.00 | Glasgow, Sara M..... | 1,950.00 |
| Fisher, Annette P | 62,759.00 | Godard, Rose R..... | 464.88 |
| Fisher, Eric M | 47,344.50 | Godin, Margaret M..... | 350.00 |
| Fisher, Julia B | 2,560.00 | Goldberg, Mary E | 10,267.75 |
| Fisher, Marguerite A | 6,939.36 | Golden, Gary L | 44,339.20 |
| Fitzgerald, Carla J..... | 3,390.00 | Goldman, Elise L..... | 442.50 |
| Fitzgerald, Patricia E | 57,563.50 | Goldsmith, Lindsay M..... | 1,069.65 |
| Fitzgerald, Patricia J | 560.00 | Goldsmith, Toby H | 1,515.00 |
| Fitzpatrick, Annette | 14,022.50 | Golkin, Christina M..... | 1,012.00 |
| Fitzpatrick, Janet H | 13,977.00 | Gonzalez, Frank D | 448.50 |
| Fitzpatrick, Megan J | 41,526.00 | Gordon, Cindy L | 13,648.43 |
| Flaherty, Margaret A | 29,428.10 | Gordon, Mary E | 8,223.43 |
| Flemer, Beverly A | 9,303.01 | Gowon, Tabare A | 2,662.50 |
| Fletcher, Christine A | 625.00 | Gragg, Monica | 12,628.58 |
| Flournoy, Mara C..... | 878.75 | Grant, Justin N..... | 9,940.41 |
| Flower, Katherine A | 896.00 | Gray, Michael A | 69,102.00 |
| Flynn, Kristine | 36,061.50 | Greene, Elizabeth M | 61,468.00 |
| Fogg, Aaron J..... | 36,347.94 | Greenman, Dena M..... | 2,627.00 |
| Folman-Cohen, Ari Y | 550.00 | Gregory, Elizabeth A | 10,375.56 |
| Fontaine, Lawrence R | 11,058.29 | Gregory, Georgine C | 64,576.50 |
| Foote, Lindsay A..... | 23,290.00 | Gregory, Todd J..... | 1,735.00 |
| Forbes, Judith S..... | 9,377.40 | Grieve, Brian M | 9,069.43 |
| Foster-Medicino, Donna | 8,536.44 | Griffin, Maureen A | 10,762.87 |
| Fox, Donald D | 40,693.00 | Gronau, Karianne | 25,715.52 |
| Foy, Melissa J | 11,074.48 | Groves, Chandra M | 11,815.24 |
| Francis, Kathleen F | 7,507.23 | Guay-Timpson, Leesa A..... | 64,277.00 |
| Francoeur, Amie B..... | 555.00 | Gundersen, Arnold | 46,183.71 |
| Freeman, Tammy J | 26,940.56 | Guros, Christopher L..... | 11,077.94 |
| Frias, Danilo | 1,377.00 | Guyette, Constance H | 5,326.50 |
| Fuller, Emily H | 500.00 | Hackett, Marilyn E | 1,680.00 |
| Gadue, Barbarann M..... | 8,311.61 | Hadzic, Midhat | 1,345.50 |
| Gage-Hewitt, Mary A..... | 31,543.29 | Hagan, Daniel J | 32,147.10 |
| Gagnon, Jean-Paul E..... | 47,011.00 | Haller, Carl H..... | 2,708.40 |
| Gallagher, Kathleen B..... | 35,430.13 | Halpin, Janet Joppe | 60,369.00 |
| Garber, Maureen H | 65,107.04 | Halsted, Tammie S | 12,782.50 |
| Gardner, Melissa B | 33,051.50 | Hamill, Stephanie A | 12,747.25 |
| Gargano, Emilia | 810.00 | Hamlin, Kimberly M | 13,649.48 |
| Garofalo, Joseph F | 65,324.00 | Hammond, Lisa A..... | 3,582.00 |
| Garrison, Vicki L..... | 3,978.60 | Hammond, Stephanie L | 2,591.00 |
| Garvey, Patricia S..... | 3,718.51 | Hanbridge, Erin E..... | 2,710.96 |
| Garvey, Tucker P..... | 6,755.33 | Hanna, Shelley L | 32,794.00 |
| Gasner, Gayle I..... | 30,723.62 | Hannigan, Kathy | 9,025.98 |
| Gatch, Ann E | 34,435.89 | Hansen, Bradie A | 27,716.80 |
| Gelineau, Sarah A..... | 2,694.00 | Hansen, Heidi J | 2,324.25 |
| Gendimenico, Janelle P..... | 33,828.00 | Hanson, Mary S | 10,116.47 |
| Giard, Christopher | 61,781.00 | Hao, Zhihang | 51,558.00 |
| Gibbo, Christopher X..... | 10,916.12 | Harrison, Ripley J..... | 2,925.25 |



Salaries continued



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|---------------------------|-----------|-----------------------------|-----------|
| Hart, Ann T | 38,851.00 | Hulsen, Jeanne E | 50,875.00 |
| Hart, Jennifer | 920.00 | Humbert, Anne Marie | 2,565.75 |
| Hart, Mary D | 20,034.00 | Humphrey, Amy J | 32,876.96 |
| Hartle, Brian M | 18,377.41 | Hunt, Kimberly A | 38,671.21 |
| Hartmann, Stephen P | 368.00 | Hunt, Timothy J | 8,679.11 |
| Harvey, Christine F | 48,114.00 | Hunter, Olivia J | 31,440.00 |
| Hathaway, Dawn M | 14,700.10 | Huntoon, Robert R | 4,950.00 |
| Hathaway, Melissa V | 37,824.00 | Hurlburt, Hannah W | 1,602.00 |
| Hatin, Melissa J | 38,611.00 | Huston, Barbara K | 11,488.23 |
| Hausman, Ethan K | 10,249.75 | Hyman, David W | 312.55 |
| Hayes, Jeffrey P | 2,699.25 | Igo, Dominique K | 1,505.00 |
| Hayes, Pamela A | 13,817.74 | Interlandi, Jeb F | 3,147.78 |
| Hebert, John R | 25,918.61 | Interlandi, Michael R | 60,307.84 |
| Hefferon, Lynne E | 48,414.00 | Irish, Lloyd P | 73,438.00 |
| Heines, James S | 5,605.00 | Irvine, Joyce M | 76,959.06 |
| Heitz, Heather K | 2,509.00 | Irwin, Jr, John R | 450.00 |
| Held, Susan L | 46,198.70 | Isham, April M | 2,049.75 |
| Hellen, Nancy | 450.00 | Iverson, Donna J | 13,689.27 |
| Henzel, John H | 14,577.71 | Jackson, Samuel | 34,128.59 |
| Hevey, Kathleen A | 49,324.00 | Jackson Jr., Samuel | 8,430.00 |
| Hickey, Laurie T | 39,149.00 | Jamil, Youness | 20,732.69 |
| Hill, Aaron L | 14,867.80 | Jampa, Jampa | 13,715.23 |
| Hill, Robert J | 37,181.98 | Jesdale, Linda K | 41,574.50 |
| Hillman, Donald F | 54,270.00 | Johnson, Benjamin R | 34,365.00 |
| Hobbs, Sherrie S | 2,648.87 | Johnson, Matthew J | 3,630.00 |
| Hodgson, Althea B | 44,998.00 | Johnson, Megan E | 33,630.00 |
| Hoffman, Brian D | 53,169.98 | Jolly, Rachel I | 6,204.00 |
| Holappa, Cynthia S | 345.00 | Josselyn, Michelle J | 1,650.00 |
| Horbert, Karla J | 38,987.37 | Juenker, Barbara A | 51,133.00 |
| Horner, Debra K | 4,277.72 | Kaarla, Erik J | 400.00 |
| Houchens, Paul A | 44,195.62 | Kagle, Jessica | 1,155.00 |
| Howes, Madeleine A | 21,852.50 | Kalinoski, Ann H | 55,031.00 |
| Hubbard, Barbara S | 64,907.04 | Kamath, Nirmala | 1,206.00 |
| Hubbard, Patricia A | 464.88 | Karp, Mary Jane | 5,400.00 |
| Hubbard, Scott C | 51,569.94 | Kast, Kimberly E | 8,863.43 |
| Hughes, Jan E | 60,469.00 | Kaufmann, Eric P | 37,655.00 |
| Hulbert, Patricia | 39,449.00 | Kavanagh, Cheryl D | 3,965.40 |
| Hull Jr, Richard D | 1,523.00 | Kearns, Judith R | 3,924.30 |
| | | Keenan, Mary M | 45,263.00 |
| | | Keepin, Isaiah R | 13,448.48 |
| | | Keller, Ellen F | 8,349.58 |
| | | Kellogg, Alice M | 17,970.72 |
| | | Kennedy, Anne O | 5,390.80 |
| | | Kenney, Maria L | 11,127.23 |
| | | Kernoff, Bret | 4,485.00 |
| | | Kerr, Janice M | 1,748.25 |
| | | Kerrigan, James C | 8,692.64 |
| | | Kilbourn, Carolina G | 10,947.59 |
| | | King, Amy R | 45,403.00 |
| | | King, Barbara D | 60,444.00 |
| | | King, Wendy D | 56,482.00 |
| | | Kinney, Meghan L | 795.00 |
| | | Kinville, Mary E | 3,284.28 |
| | | Kipp, Joy L | 62,238.70 |
| | | Kirk, Wilhelmenia R | 24,012.72 |
| | | Kirlin, Khara M | 14,080.00 |
| | | Kissell, Patricia D | 62,809.00 |
| | | Kline, Bernard J | 39,723.63 |



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|------------------------------|-----------|-----------------------------|------------|
| Klinger, Roger J | 40,351.00 | Limanek, Joanne C | 9,084.11 |
| Knight, Amy B | 41,640.20 | Limoge, Amy K..... | 35,087.25 |
| Knox, Patricia A | 11,436.90 | Limoge, Kenneth R..... | 2,943.76 |
| Koch Hayes, Sally E | 40,503.50 | Lincoln, John R | 46,034.00 |
| Korman, Timothy E | 57,711.00 | Lisle, Scott R..... | 89,756.41 |
| Kosa, Claudette | 4,017.00 | Littlefield, Laurie A..... | 12,382.11 |
| Kratz, David A | 7,459.30 | Livermore, Lindsey B | 11,156.00 |
| Krol, Gina M | 14,128.00 | Livingston, Sean A | 1,710.40 |
| Kuckovic, Ervina | 17,010.00 | Lizzo, Kevin M | 1,970.00 |
| Kuhn, Daryl L..... | 59,555.88 | Locker, Maureen F | 3,008.30 |
| Kulow, Hassan H | 4,032.00 | Lodish, Chaim I | 37,142.68 |
| Kurowski, Cera A | 49,822.00 | Loney, Poppy | 26,697.00 |
| Labounty, Alex G | 2,073.75 | Long, Caryn L..... | 3,044.00 |
| Labounty Sr, Karl J..... | 38,707.95 | Longe, Irene M..... | 53,095.00 |
| Labrie, Denyse R..... | 647.50 | Longworth, Meredith J | 25,421.00 |
| Lachance, Amy M..... | 52,103.00 | Lothian, Kathy A | 799.24 |
| Lackey, Crystal D | 33,397.00 | Lu, Jeff P | 25,149.40 |
| Lalumia-Snyder, Laura | 8,084.42 | Ludwig, Ellen P | 2,380.20 |
| Lamb, Cynthia R | 4,208.13 | Lutz, Jack W | 1,041.00 |
| Lambert, Darragh W | 11,018.96 | Lyndes, Craig A | 30,050.02 |
| Lambert, Katherine G | 4,171.25 | Mable, Katharine T..... | 3,922.00 |
| Lambert, Kathryn D | 48,183.74 | MacCormick, E Susan | 624.50 |
| Lamberti, David R | 33,748.10 | Mack, Andrew C..... | 41,784.76 |
| Lamont, Anne D..... | 29,289.20 | Mack, Susan T..... | 59,198.00 |
| Lamphere, Suzanne T | 8,634.00 | MacKinnon, James A | 38,594.52 |
| Landon, Joan M | 63,830.25 | Mackler, Jill R | 45,000.00 |
| Landrigan, Lauren E | 1,414.50 | MacNeil, Ronald C | 41,540.00 |
| Lane, Stephen W | 52,000.00 | Maddocks, Elizabeth S | 8,111.92 |
| Langlois, Jacqueline R | 40,977.00 | Magnus, Debra P | 11,127.23 |
| Langston, Diana M | 64,805.88 | Mahan, Sara Jane | 61,058.00 |
| Languasco, Adrian V | 840.00 | Majercik, Patricia V | 59,536.55 |
| Laquerre, Annette R | 20,381.00 | Major, David G | 39,668.40 |
| Lara Planas, Mariana E | 10,685.83 | Maley, Lynn P | 9,353.00 |
| Larivee li, Ronald F | 40,522.53 | Malson, Kathryn M | 1,605.40 |
| Larkin, Anne E..... | 10,823.00 | Marcotte, Sandra B..... | 40,012.00 |
| Larose, Wendy J | 36,268.27 | Marinovich, Mia R | 22,534.88 |
| Lavee, Suzanne L..... | 3,363.75 | Marrier li, James R..... | 1,574.00 |
| Lavigne, Jane K | 65,140.00 | Marrier Sr, James R | 4,271.00 |
| Leach, Melody A..... | 10,686.95 | Martel, Norman J | 3,599.00 |
| Learned, Mary J | 8,541.99 | Martin, Elmer W..... | 15,426.25 |
| Leavitt, Diane B | 62,039.51 | Martin, Sally A | 62,684.00 |
| Lebeau, Penny A | 2,670.07 | Martin, Theresa S..... | 1,680.00 |
| Ledoux-Moody, Tammie J | 43,217.26 | Martin, Timothy S..... | 25,757.11 |
| Lefebvre, Deborah B..... | 60,669.00 | Marvin, Michael R | 102,207.00 |
| Lefebvre, Tonda B | 48,057.00 | Marvin, Susan E..... | 49,194.20 |
| Leff, Susan S..... | 1,430.00 | Masse, Tammy L | 33,556.00 |
| Lehouiller, Ellen L | 3,779.10 | Mathauer, Margaret A | 1,579.90 |
| Lenihan, Jennifer Y..... | 29,834.01 | Mattina, Kate E | 10,111.98 |
| Leon, Nancy J | 61,704.00 | Matton, Patricia A | 39,655.00 |
| Leopold, Barbara A..... | 30,383.00 | Mauter, Jill K..... | 10,284.29 |
| Lessard, Terri L | 63,134.00 | May, Joshua J | 1,451.25 |
| Lessor, Stacey L | 10,591.33 | Maynard, George J | 8,536.60 |
| Letourneau, Allison R | 62,684.00 | Mazuzan III, John E | 52,611.84 |
| Levis, Robert C..... | 4,139.00 | Mazzariello, Lisa | 32,136.00 |
| Lewis, Devin H..... | 4,000.00 | McAuliffe, Sandra S | 15,412.99 |
| Lewis, Jennifer D | 10,659.75 | McAvoy, Margaret A | 5,780.00 |
| Lewis, Laurie A | 10,210.17 | McCann, Angela E..... | 442.14 |
| Liley, Elizabeth E | 71,005.00 | McCarthy, Robert D | 1,750.00 |



Salaries continued

| | | | |
|-------------------------------|-----------|-----------------------------|-----------|
| McDonald, Susan | 41,353.00 | Nadel, Nancy S | 39,449.00 |
| McDougal, Jane | 5,142.96 | Napolitano, Dante S | 736.00 |
| McGowan, Sheila P..... | 15,385.97 | Neary, Carol A | 29,513.68 |
| McGrath, Robert E | 30,903.28 | Neary, Jessica A | 15,235.57 |
| McGrath, William T..... | 80,978.26 | Neil, Kathryn J..... | 38,475.20 |
| McHugh, Nathan P..... | 43,732.00 | Nelson, Dawn M..... | 11,518.79 |
| McKay, Ann M | 7,594.00 | Nelson, Gene C | 62,684.00 |
| McKay, Meagan M | 10,989.94 | Newell, Denise M | 27,924.00 |
| McKenna, Stuart J | 2,319.75 | Newton, Gregory A..... | 840.00 |
| McKenzie, Bruce H..... | 3,390.00 | Newton, Jr, Willard E | 39,746.00 |
| McKinnon, John D | 8,277.00 | Nguyen, Lan T | 1,696.50 |
| McKinnon, Mark F | 48,733.00 | Nickel, Jessica A | 920.00 |
| McLane, Elizabeth K..... | 46,464.53 | Nicolay, Traci J..... | 11,340.50 |
| McLaughlin, Lianna | 10,816.81 | Nido, Kelly J | 30,784.60 |
| McLean, Kathleen H..... | 57,268.20 | Nigolian, Mark G | 46,070.00 |
| McNamara, Debra L | 40,499.00 | Noble, Claire J | 44,237.20 |
| McNamara, Dylan N | 53,619.80 | Nokes, Charles J..... | 10,795.00 |
| McRae, Martin D | 54,724.18 | Northrup, Mary F | 11,561.00 |
| McSweeney, Colleen E | 14,017.23 | Novak, Alison | 14,315.25 |
| McSweeney, Marilyn B..... | 340.00 | Nowlan, Kimberly J..... | 11,776.73 |
| Mead, Treavor J | 2,216.00 | Nyland, Lori R | 3,360.00 |
| Mellencamp, Amy V | 92,768.49 | Obbagy, Thomas E | 56,482.00 |
| Mercy, Melissa A | 4,927.94 | O'Brian, Cameron W | 17,217.15 |
| Miller, James L..... | 66,619.00 | O'Brien, Mary K | 66,595.50 |
| Miller, Jane C..... | 66,555.08 | O'Brien, Maureen E | 6,692.38 |
| Miller, Kelly E | 37,186.82 | O'Connell, Lisa A | 10,639.44 |
| Miller, Philip | 13,003.33 | O'Connell, Martha A | 49,608.00 |
| Miller, Philnesia S | 429.00 | O'Donnell, John M | 15,485.00 |
| Minkler, Deborah H..... | 41,998.28 | Olzenak, Craig W | 45,609.00 |
| Mitchell, Brian A | 1,244.00 | Orlando, Lee Ann S | 39,051.41 |
| Mitchell, Donna M | 25,895.00 | Ortiz, Patrick B | 1,025.00 |
| Mitchell, Mary L..... | 1,785.00 | Overson, Roberta | 36,872.00 |
| Mohamed, Isha O | 14,987.50 | Ovitt, Carol B | 892.50 |
| Molander, Nicholas D | 49,173.00 | Page, Deborah W | 2,708.40 |
| Monahan, Cheryl S | 13,217.95 | Page, Johanna H | 13,068.09 |
| Monahan, Jeffrey S..... | 10,080.00 | Pallutto, Carolyn R | 62,759.00 |
| Mongeon, Louise B..... | 14,446.50 | Paluba, Violet M..... | 15,079.26 |
| Monje, Katharine A..... | 33,264.45 | Pandis, Angela L | 41,422.52 |
| Montstream, Katharine M | 1,792.00 | Paquette, Karen R | 58,057.00 |
| Moody, Donna L | 8,443.50 | Parent, Jason | 875.14 |
| Moore, Ananda C | 9,629.88 | Parent, Jonathan R..... | 4,111.00 |
| Moore, Bonnie A..... | 28,129.98 | Pariseau, Charleen A..... | 10,149.60 |
| Moore, Christina J | 1,758.90 | Park, Ann F | 63,100.00 |
| Moore, David | 3,312.50 | Parker, Marcia L..... | 9,051.02 |
| Moorman, Christina L | 1,040.00 | Parker, Melissa M..... | 4,792.34 |
| Morin, Angela M..... | 5,777.56 | Patalano, Alice | 57,863.00 |
| Morrie, Nancy P | 50,815.60 | Patch, Jessica | 33,074.00 |
| Morris, Deirdre J..... | 9,495.50 | Patnaude, Donald E | 4,747.50 |
| Morrison, James L | 37,483.00 | Patnode, Jordana M | 3,679.98 |
| Mortensen, Sanda S | 2,022.74 | Patrick, Nancy C | 57,278.33 |
| Mott, Alison V | 13,110.06 | Pawlusiak, Diane F..... | 57,901.79 |
| Mozeika, Philip M..... | 55,488.00 | Peabody, Jessica M..... | 13,778.00 |
| Murphy, Colleen M | 56,407.00 | Peabody, Richard A | 81,126.20 |
| Murphy, Francis | 67,421.09 | Pearo, Karen R..... | 62,759.00 |
| Murray, Edgar W..... | 63,084.00 | Pearsall, Josiah W | 990.00 |
| Musante, Andrea L | 2,499.93 | Pease, Scott W..... | 55,667.20 |
| Musgrove, Tamara L | 13,825.00 | Pebler, James A | 23,867.91 |
| Myregard, William S | 23,066.00 | Pechenick, Eitan A | 456.00 |

| | | | |
|---------------------------------|-----------|------------------------------|-----------|
| Peck, Jennifer L | 58,798.00 | Richardson, Kelly B | 13,695.25 |
| Peck, Sara L | 67,295.00 | Richardson, Robin A | 507.37 |
| Pecor, Dale W | 62,540.00 | Richmond, Anah B | 645.00 |
| Pecor, Wayne T | 57,903.00 | Riesenfeld, Emily E | 42,320.00 |
| Pepin, Craig K | 1,761.75 | Riley, Brianne C | 5,459.74 |
| Perez, Herbert A..... | 60,542.42 | Rileyjr., Robert C | 50,319.00 |
| Perry, Susan | 7,154.78 | Rinelli, Petra M..... | 414.00 |
| Peters, Molly J | 2,279.00 | Ritter, David R | 73,261.95 |
| Pfenning, Jill M..... | 804.00 | Rivers, Margaret A | 11,784.14 |
| Pfingst, Hubert | 59,232.48 | Rivers, William J | 62,852.00 |
| Phillips, Stephanie R | 71,260.00 | Rixon, Luke J..... | 3,110.74 |
| Pidgeon, Meghan-Anne B | 10,681.00 | Robert, Donna J..... | 65,955.20 |
| Pike, Sara L | 550.00 | Robertson, Beverlis | 2,602.50 |
| Pinkham, Martha J | 10,072.50 | Robinson, Lillian L | 63,207.00 |
| Plant, Lynn A | 16,004.30 | Rocheleau, Jean M..... | 57,982.00 |
| Plante, Margaret M..... | 60,268.25 | Rock, Robert L..... | 58,798.00 |
| Pleskach, Lisa N | 475.00 | Roesch, Shannon D | 2,023.96 |
| Plette, Kevin J | 60,996.00 | Rogers, Garreth M | 2,050.00 |
| Pobric, Gordana | 5,087.69 | Rogers, Michael H | 33,577.00 |
| Poe, Bonnie L | 79,975.21 | Rome, David L | 57,310.36 |
| Polson, Diane L | 2,580.50 | Roof, Joshua W | 5,810.84 |
| Popali, Anthony E..... | 6,117.22 | Ross, Hugh E | 420.00 |
| Possidente, Lorna H | 38,145.65 | Ross, Mary M..... | 62,822.00 |
| Potter, Barbara B | 38,563.87 | Rousseau, Michelle A | 12,666.23 |
| Powell, Ellen | 840.00 | Roussel, Emily A | 36,800.00 |
| Precourt, Rinald G | 23,673.00 | Routhier, Patricia A | 13,226.00 |
| Prescott, Elayne P | 59,238.00 | Rubman, Tracy L | 8,514.24 |
| Pretty, Gale M | 13,417.22 | Rupe, Mary L..... | 23,628.45 |
| Pritchard, Kerstin | 570.00 | Russ, Denise M..... | 342.72 |
| Prive, Leonard P..... | 35,232.81 | Ryan, Lesley C | 60,936.96 |
| Proulx, Roberta P..... | 19,287.00 | Ryan, Therese P..... | 62,959.00 |
| Prouty, Karen L | 49,210.39 | Sackevich, Patricia A | 15,299.53 |
| Provost, Mary E | 13,644.96 | Sadler, Rosemary | 46,695.00 |
| Pruitt, Nancy R | 27,366.47 | Sadoff, Natasha K | 1,760.00 |
| Quinn, Kara C | 32,381.00 | Sansone, Kimberly M | 11,460.75 |
| Quinn, Sean W..... | 1,535.00 | Santor, Ginger | 18,873.00 |
| Quinones, Nereida | 11,727.66 | Saunders, Ellen L..... | 45,723.00 |
| Rabinovitch, Rebecca | 2,315.00 | Saunders, Susan E..... | 61,019.00 |
| Racine, Nancy A..... | 29,276.00 | Sawtelle, Sherri D | 796.91 |
| Radley, Nancy A..... | 51,197.00 | Scafa, Gina A..... | 63,476.50 |
| Radlinski, Valerie A | 340.00 | Scheidt, Mattie Jean | 44,606.71 |
| Rajbhandari, Rajani | 1,755.00 | Schleede, Lillian C | 36,012.00 |
| Randall, Linda K | 50,885.20 | Schmidt, Gavin R | 500.00 |
| Rath, Michelle L..... | 56,903.39 | Schneehagen, Richard L | 40,470.53 |
| Rawat, Manju | 487.55 | Schulte, Kathleen M | 600.00 |
| Raymond, Danny A..... | 45,984.37 | Schwartz, Anya C | 1,960.00 |
| Raymond, Wayne C..... | 38,253.33 | Sclafani, Barbara L..... | 64,090.49 |
| Reed, Dewayne M..... | 12,449.00 | Sclafani, Brent K | 64,640.49 |
| Relation, Sabrina C..... | 10,084.94 | Scott, Ericka D..... | 16,333.00 |
| Remillard, Alison M..... | 777.00 | Scriver, Jessica D | 12,662.48 |
| Renca, Carole L | 64,184.00 | Sedic, Maja | 3,592.50 |
| Reyesde Yaranga, Cleofe G | 5,857.80 | Sedic, Melita | 21,036.80 |
| Reynolds, George B | 58,798.00 | Seligson, Nicole A | 4,375.49 |
| Rheume, Janice J | 39,729.46 | Sells, Lashawn Y | 48,039.00 |
| Richard, Andrea | 61,569.20 | Selman, Samuel A | 2,587.50 |
| Richard, Christopher E | 1,313.50 | Semic, Mustafa | 8,768.48 |
| Richardson, Chaska | 44,594.00 | Semic, Nijaza | 12,359.40 |
| Richardson, Jane D..... | 33,514.25 | Senftleber, Fritz M..... | 641.00 |



Salaries continued

| | |
|------------------------------|-----------|
| Sessions, Nathaniel W | 4,592.05 |
| Sessions, Tyler G | 35,862.00 |
| Seuffert, Rachel E | 5,693.00 |
| Shail, Laura A | 45,048.00 |
| Shamberger, Jan L | 46,406.00 |
| Sharp, Christopher M | 57,379.00 |
| Shearer, Jeffrey A | 11,461.00 |
| Shepard, Jane T | 35,277.00 |
| Shepherd, Susan R..... | 16,140.51 |
| Sheridan, Laurie A..... | 634.50 |
| Shortsleeve, Joan E | 58,219.00 |
| Siegel, Joan E | 62,684.00 |
| Siegel, Lynda R | 54,950.56 |
| Sienkiewicz, Heather J | 9,868.17 |
| Sikora-Cain, Jill S..... | 59,853.20 |
| Silverman, Mary C | 62,684.00 |
| Siminger, Eileen A | 64,184.00 |
| Simonds, Sandra K..... | 67,739.16 |
| Sitek-Shaver, Lisa J | 45,317.00 |
| Sklar, Barbara D..... | 15,672.23 |
| Skoler, Emily V..... | 11,450.00 |
| Slack, Lynn B..... | 51,579.20 |
| Smith, Deborah N..... | 65,184.00 |
| Smith, Kellie C..... | 57,357.00 |
| Smith, Linda S..... | 11,492.11 |
| Smith, Rebecca L..... | 34,136.00 |
| Smith, Sarah A..... | 39,103.00 |
| Snow, Ritchie D | 1,414.50 |
| Sonne, Ryan E | 8,508.00 |
| Souliere, Christine L..... | 48,835.00 |
| Sparks, Henry E | 53,502.00 |
| Squires, Deborah D..... | 62,684.00 |
| St Amour, Dawn M | 1,201.94 |
| Stanley, Tiffany L | 13,089.25 |
| Stearns, Penny L | 56,882.00 |
| Stebbins, Erinn C..... | 9,990.00 |
| Stella, John V..... | 4,536.00 |
| Stergas, Kathleen H | 34,389.20 |
| Stern, Mitchell | 1,650.00 |

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|-------------------------------------|-----------|
| Stetzel Iii, Joseph F | 1,100.75 |
| Stinson, Amayah L | 11,205.68 |
| Stitzel, Andrea F | 1,024.08 |
| Stone, F Scott | 64,749.78 |
| Storer, Constance | 61,680.00 |
| Straley, Lisa H | 31,136.00 |
| Stratton Jr, Robert A..... | 33,068.33 |
| Strianese, Edward J | 52,597.00 |
| Stroupe, Eileen A | 318.75 |
| Strouse, Margaret M | 54,353.00 |
| Strube, Jill A | 28,411.00 |
| Stucker, David J..... | 37,305.50 |
| Stuhammer, Beth N..... | 420.00 |
| Stuller, David L | 62,684.00 |
| Sulejmani, Agim | 16,697.12 |
| Sulejmani, Fexhrije | 10,113.22 |
| Sullivan, Lynne M..... | 13,096.00 |
| Sullivan, Sean M | 1,219.00 |
| Sunj, Irjasen | 8,162.50 |
| Sweeney, Lauren C | 9,683.75 |
| Sweeney, Miles D | 900.00 |
| Swenson, Candice K | 15,156.13 |
| Sylvester, Richard H | 63,508.00 |
| Tadlock, Eric M | 8,821.75 |
| Taft, Robert W | 36,785.27 |
| Taginski, Toni A | 13,451.00 |
| Talcott, Florence M..... | 14,571.00 |
| Tamayo, Theresa S | 54,934.48 |
| Tampas-Williams, Christiana J | 400.00 |
| Tanguay, Laurel P | 61,200.00 |
| Tarling, Rebecca J | 765.00 |
| Taylor, Fran P..... | 6,260.00 |
| Taylor, Heather L | 429.00 |
| Taylor, Jonathan L | 44,968.00 |
| Teer, Robert | 54,090.00 |
| Teixeira, Dawn P..... | 6,475.00 |
| Tenenbaum, Suzanne G | 36,908.00 |
| Terhune, Leanora M | 1,175.00 |
| Terry, Carl G..... | 36,936.18 |
| Tetrault, Christine M | 57,320.20 |
| Tetu, Catherine Y | 45,723.00 |
| Tewksbury-Frye, Anne C | 64,559.00 |
| Thibault, Aurelien G | 17,894.26 |
| Thibault, Paulette | 1,036.00 |
| Thomas, Rebekah N | 51,833.00 |
| Thompson, Holly A | 13,474.62 |
| Thompson, Katelyn M | 486.71 |
| Thompson, Mary M..... | 19,997.08 |
| Thompson, Sandra E..... | 11,442.17 |
| Thompson, Susan J | 23,493.74 |
| Thomson, Lisa K | 1,075.00 |
| Thrane, Cynthia S..... | 60,732.00 |
| Tijerina, Luis L..... | 1,070.00 |
| Tilton, Debbie N | 10,885.61 |
| Tkach, Dianne | 57,335.00 |
| Toof, Emily M..... | 9,424.26 |
| Toof, Michael R | 3,470.00 |
| Town, Bridget E | 8,965.00 |



Town, James R450.00
 Trackim, Brenda J35,664.00
 Trackim, Elizabeth A.....1,552.50
 Tran, Tien380.00
 Traverse, Katherine J375.00
 Trawczynski, Joyce A.....54,240.00
 Trayah, Bradley F23,094.04
 Treinis, Daniel L40,042.00
 Tremblay, Jennifer P26,366.33
 Tremblay, Norman P45,399.26
 Troyan, Francis J3,072.00
 Truchon, Amy L32,622.00
 Truchon, Brent50,811.00
 Truong, Tiffany M1,430.00
 Tucker-Ketcham, Sage E7,043.75
 Turcot, Elizabeth T36,055.00
 Urban, Larissa K51,927.25
 Vachereau, Stephanie C4,366.06
 Van Brunt, Peter S10,183.15
 Vanderborght, Claudia1,680.00
 Vatis, Christophe A41,241.00
 Venezia, G Autumn39,622.41
 Venturo, Anne C60,444.00
 Vestrand, Shawn A27,561.69
 Vincent Jr, David B.....5,929.69
 Vining, Dawn E.....44,312.20
 Virun, Michelle R12,431.47
 Voghell, Donna L62,821.99
 Vona, Josephine A667.50
 Vu, Giang H380.00
 Wacek, Becky J935.00
 Wager, Barbara B5,170.00
 Waldron, Michael H2,245.24
 Walker, Rebecca L14,523.00
 Wallace, Jill E32,991.42
 Walsleben, Linda M64,084.00
 Walters, Mary S52,829.09
 Warner, Carolyn D600.00
 Weaver, Donald G81,811.29
 Weaver, Margaret A.....38,420.00
 Weaver, Sheila O1,080.00
 Webb, Courtney M12,155.00
 Webb, Rebecca S18,838.25
 Weegar, Julia S690.00
 Weibust, Stephen W83,579.00
 Weishaar, Suzanne C55,605.00
 Weisman, Janette E880.00
 Weissenstein, David J62,684.00
 Weith, Mary D49,646.00
 Weizenegger, Deborah B66,484.00
 Welch, James M.....44,848.00
 Wells, Alice L.....40,556.00
 Weltman, Sharon1,050.00
 Wesley, Patricia J64,112.88
 Weston, Michael F52,614.25
 Wheeler, Penne S.....63,324.20
 Whitcomb, Frank A.....58,206.50
 Whiteford, Timothy J.....50,572.93



Whitman, James L.....540.00
 Whitman, Patrick C.....53,209.00
 Willett, Mark L33,773.53
 Willey, Kathleen H41,064.00
 Williams, Brian E56,506.00
 Williams, Elizabeth A1,021.20
 Williams, Meghan M6,144.00
 Wine, Aaron M5,709.70
 Winward, Rebecca B.....18,438.35
 Witt, Teresa M49,517.00
 Woessner, Dana S.....48,414.00
 Wolf, Judy60,044.44
 Wolfe, Elizabeth11,161.63
 Wolfe, Sarah C32,756.00
 Wolter, Joann D58,798.00
 Woods, Douglas E.....48,217.00
 Woodworth, Heather S62,684.00
 Woodworth, Jeff W10,577.58
 Worden, Kirstin D.....3,321.00
 Workman, Beth G4,648.13
 Woulf, Mary A29,208.00
 Woytowich, Glenn350.00
 Wright, Christopher M2,104.39
 Wright, Justin J1,680.00
 Wurtsbaugh, Rachel M45,125.60
 Yaranga, Giovanna S42,335.04
 Young, Julie A5,159.69
 Zackler, Max N.....12,793.29
 Zager, Marilyn J.....629.00
 Zahniser, Nancy J.....80,127.96
 Zajan, Cheryl E.....62,784.00
 Zenaty, Jane B58,798.00
 Zimmerman, Benjamin W12,596.51

Facts and Figures



GENERAL OBLIGATION DEBT

| | | | |
|---------------|------------|---------------|------------|
| June 30, 1980 | 15,101,000 | June 30, 1993 | 45,548,186 |
| June 30, 1981 | 28,795,000 | June 30, 1994 | 48,841,229 |
| June 30, 1982 | 29,134,000 | June 30, 1995 | 45,568,460 |
| June 30, 1983 | 27,638,000 | June 30, 1996 | 46,427,141 |
| June 30, 1984 | 26,267,000 | June 30, 1997 | 44,706,929 |
| June 30, 1985 | 23,935,000 | June 30, 1998 | 43,997,090 |
| June 30, 1986 | 41,000,000 | June 30, 1999 | 46,966,309 |
| June 30, 1987 | 42,845,000 | June 30, 2000 | 46,216,009 |
| June 30, 1988 | 48,880,000 | June 30, 2001 | 47,276,091 |
| June 30, 1989 | 50,434,290 | June 30, 2002 | 39,890,647 |
| June 30, 1990 | 55,481,636 | June 30, 2003 | 41,820,263 |
| June 30, 1991 | 53,248,196 | June 30, 2004 | 38,199,047 |
| June 30, 1992 | 54,417,803 | June 30, 2005 | 39,064,281 |

APPRAISED VALUATION

| | 2004-2005 | 2003-2004 | 2002-2003 |
|-------------------------------------|-----------------|-----------------|-----------------|
| Real Estate | \$3,325,648,024 | \$1,661,366,805 | \$1,662,945,200 |
| Personal Property | \$133,661,334 | \$128,795,010 | \$130,148,400 |
| Classification Factor* | \$165,943,047 | \$110,444,763 | \$99,292,622 |
| Assessed Valuation for tax purposes | \$3,625,252,405 | \$1,900,606,578 | \$1,892,386,222 |
| Veteran Exemption | \$1,225,800 | \$1,223,787 | \$1,455,200 |
| Total Assessed Valuation | \$3,626,478,205 | \$1,901,830,365 | \$1,893,841,422 |

*120% assessment of non-residential property for education funding.

TAX-EXEMPT PROPERTIES SUMMARY

| Type | Accounts 2005 | Assessments |
|-----------------------|---------------|-----------------|
| City | 123 | \$259,781,100 |
| Colleges | 116 | \$595,070,400 |
| County | 3 | \$13,428,300 |
| Fraternities | 7 | \$8,982,100 |
| Hospital | 22 | \$364,521,004 |
| Railway | 3 | \$4,380,000 |
| Religious | 56 | \$155,011,100 |
| State of Vermont | 11 | \$68,618,800 |
| U.S. Government | 3 | \$22,345,600 |
| W.V. Parks | 7 | \$6,236,300 |
| All others | 89 | \$129,183,000 |
| Exempt Property Total | 440 | \$1,627,557,704 |