

# City of Burlington Proposed Budget

## Fiscal Year 2011

### REVENUES

#### **GENERAL FUND**

##### Property Taxes

Property taxes constitute just over half of the total General Fund revenue at \$25,876,623. This is an increase of \$456,920 over FY 2010 and reflects growth in the Grand List of approximately 2/3rd of one percent. The non-education tax rate is increased by 8/10ths of one cent for a total tax rate of 72 cents per \$100 of assessed value. The City Grand List has taxable property of approximately \$3.594 billion with projected growth in FY 2011 of approximately \$24 million in appraised value.

The increase in the property tax rate reflects an increase of 1.8 cents for the City's Retirement program and an off setting reduction in the tax rate for debt service of one cent.

##### Other Taxes

The two other major forms of taxes for the City are the gross receipts tax and local option sales tax. The gross receipts tax is projected to be \$2,240,000 for Fiscal Year 2011, representing a 7.7% increase over the FY 2010 budget. The local option sales tax is projected to generate \$1,905,000 of revenue in Fiscal Year 2011, presenting a projected decrease of 4.8% or \$95,000 less than current year's budget. Both estimates are conservative and represent a continuation of the current level of economic activity.

##### Payments In Lieu of Taxes

Another major form of revenue is the Payments In Lieu Of Taxes (PILOT) from a variety of tax-exempt entities such as Burlington Electric. PILOT monies for Fiscal Year 2011 are projected to be \$1,711,290, representing an increase of just over 6.5% or \$105,146. This growth is attributable to the increased tax rate and additions to the capital assets of certain properties.

##### Clerk/Treasurer's Office Other Revenues

The Clerk/Treasurer's Office is projected to collect \$7,029,358 in other revenues, representing an increase of \$338,363 or 5.1% over FY 2010. The major sources of revenue include the street franchise fee at \$1,950,000 and indirect cost charges of \$1,300,000. There are also a variety of fees and charges for services including \$400,000 from the Medical Center, \$1,158,208 and \$108,150 in fees for municipal services to UVM and Champlain College, respectively, and an estimated \$705,000 of a payment in lieu of taxes by the State of Vermont.

### **Other Administrative Departments**

The City Attorney's Office, the Planning and Zoning Department and the Office of the City Assessor combined are projected to generate approximately \$628,950 in revenue for zoning permits and miscellaneous fees and charges in FY 2011. This represents a decrease of \$28,100 over the budget for Fiscal Year 2010, mostly attributed to lower development fee revenues.

### **Fire Department**

The Fire Department is projected to generate approximately \$1.095 million revenue in Fiscal Year 2011 representing a 2.8% increase or \$30,000 over Fiscal Year 2010. The Department is projected to receive \$225,000 in general alarm fees and \$840,000 in ambulance fees.

### **Police Department**

It is projected that the Police Department will generate just over \$2.83 million in revenues for FY 2011. Approximately \$1.18 million will be generated in parking enforcement, fines and fees. The General Fund also receives a "Transfer In" of \$200,000 from the Traffic Fund to help cover the cost of the BPD parking enforcement program for on-street meters. An additional \$409,000 will be generated by a variety of other miscellaneous grants, fines and fees. Finally, the Department will generate a fee for service of \$1,046,000 for airport security services at the Burlington International Airport.

### **DPW – Inspection Services**

The Department of Public Works Division of Inspection Services provides inspections for the enforcement of electrical, plumbing and building construction codes. The user fees for such services are projected to generate \$387,000 in Fiscal Year 2011. This is significantly less than the actual revenues generated in FY 08 and FY 09 and reflects a conservative estimate of development activity in FY 11.

### **DPW – Code Enforcement**

The Code Enforcement Department is responsible for minimum housing inspections and zoning enforcement. It is projected that the Department will generate \$731,500 in FY 2011, a \$33,590 or 4.8% increase over Fiscal Year 2010. The minimum housing inspection fee substantially covers the cost of this portion of the office. The General Fund subsidizes the zoning code enforcement component of the office.

### **Fletcher Free Library**

It is projected that the Fletcher Free Library will generate \$104,000 for Fiscal Year 2011. This represents a decrease of \$25,000, in comparison to Fiscal Year 2010 due to expired grants. Revenues of \$66,000 are projected in desk revenues and fees. The remainder of Library revenues is based on grants and donations.

### **Parks and Recreation Department**

The revenues of the Parks and Recreation Department are projected to be approximately \$3.74 million for Fiscal Year 2011. This represents a decrease in budgeted revenues of approximately 1.3% or about \$60,000. These revenues are derived from a variety of user fees and charges including approximately \$630,000 from the Leddy Arena and \$1,360,000 from various recreation programs. Other Parks operations including Perkins Pier and the Boathouse and revenues from Parks admissions provide approximately \$1.71 million.

### **City Arts**

Burlington City Arts (BCA) is projected to achieve revenues of \$945,422 from a variety of fees, donated funds and sponsorships. This revenue funds approximately 78% of the direct costs of BCA's expenditures.

BCA has served the community as a department of the City of Burlington and as an independent not-for-profit organization for more than 25 years. Our vision is to fuse a dynamic relationship between the arts and community, to nurture creativity and imagination, and to ignite a passion for learning through the arts. We run a number of programs in both Memorial Auditorium and at the Firehouse Center for the Visual Arts, and have established the Firehouse Gallery as one of the few exhibition spaces in the state dedicated to showcasing contemporary art.

The Firehouse Center for the Visual Arts provides a venue for collaboration between BCA and our many partners, from educational institutions to businesses and social services. Through these collaborative relationships, we bring a variety of different groups together under the umbrella of the arts, including children from socially and economically diverse neighborhoods, social services clients, Head Start children and their families, refugees and recent immigrants, and senior citizens.

Like many arts organizations, our efforts are designed to make the arts all-inclusive, with a particular emphasis on underserved individuals. Coupled with our commitment to accessibility, the Firehouse Center for the Visual Arts enables us to present a variety of unique art experiences that set us apart from other art centers across the country and cement Burlington's reputation as one of America's most livable cities for the arts.

### **Department of Public Works Recycling Program**

The Recycling Department of DPW is projected to generate \$478,750 revenues for FY 2011. This is the same as FY2010. These revenues will cover the entire cost of the Recycling Program including both personnel benefits and indirect administrative charges.

### **Department of Public Works Street Maintenance Program**

The Department of Public Works Street Maintenance Program will generate a projected \$284,200 for the Fiscal Year 2011 which represents a \$53,300 decrease from FY10. State aid for Streets will provide \$282,500 of this revenue. FY2011 represents \$1,581,500 in "force account" work for other departments and projects to defray the net General Fund cost of this division.

### **Department of Public Works Equipment Maintenance**

The Department of Public Works Vehicle and Equipment Maintenance Division will generate revenues of approximately \$112,817 in FY 2011. This revenue is a result of non-city charges for emergency service vehicles and fuel to the School Department and UVM CNG buses. In addition, this facility provides maintenance and fuel for all other departments of the City. This work and materials is charged out to the various user departments as a credit against expenses and over the years has proven to be very cost-effective

### **General Fund Capital Improvements and Grants**

Appropriated revenues for General Fund Capital Improvements for Fiscal Year 2011 will be approximately \$2.8 million, a decrease of \$418,193. The primary source of revenue for this budget item is the \$1 million annual bond issue for General Fund capital improvements and \$1.3 million in FY 2011 as part of the \$5.5 million Street Repaving Bond approved by the voters in November 2008. In addition, \$295,000 in projected excavation fee revenues will help support the FY 2011 Street Repaving program.

## **Special Revenue Funds**

Special Revenue Funds are established for programs and activities that are separate and distinct from the General Fund of the City. Typically, a Special Revenue Fund is wholly self-sufficient relative to operating expenses based on special revenues dedicated to the purpose of the specific fund. However, the Funds are distinct from "Enterprise Funds" which are wholly self-supporting, business-like entities that maintain significant assets which are depreciated in an Enterprise Fund.

### **Traffic Fund**

The Traffic Fund provides the revenue to support the programs, services and activities of the Department of Public Works Traffic Division. The primary sources of revenues for this Fund are street parking meters and parking garage revenues. In addition,

the Department receives a fee for operating and managing the Airport Garage. FY 2011 revenue is projected to increase by 5.5% to \$8,083,863.

### **Church Street Marketplace**

The Church Street Marketplace is an independent Special Revenue Fund. The primary source of revenues is common area fees charged to merchants on Church Street and the general Marketplace. Revenues are essentially level at \$794,488.

### **Tax Increment District**

This Special Revenue Fund pays for the cost of infrastructure improvements in the District. Revenues are derived from the “incremental” increase in property tax revenues generated from new development within the District. Projected revenues will increase 2.4% at \$1,490,000 for FY 2011.

### **Stormwater Program**

The City of Burlington established a dedicated storm water program and associated fee structure effective April 1, 2009 in an effort to address the city’s state and federal storm water permit requirements. For the period April 2009-March 2010 the fee was set at \$1.50/month for single family homes and .59/ impervious surface unit for non flat fee properties. After April 2010 the fee increases to \$3.00/month for single family and \$1/17/ISU for others. For FY10 and FY11 funds were greatly maximized by the one time influx of ARRA funds equal to \$1.324 million. Projected revenue from the fee and grants is \$836,000 for FY2011.

### **Community and Economic Development Office**

Virtually all of the activities of CEDO are funded by various federal and state grants. In FY 2011, projected revenues for this department are \$7,021,516. This represents a 27.3% increase of \$1,506,720 over FY 2010. Due to loss of VISTA funding, the budget continues the transfer from the General Fund of \$75,000 for a staff position to support the Neighborhood Planning Assemblies and several civic engagement programs. In addition, the General Fund will provide approximately \$25,000 support the office space for the Center for Community and Neighborhoods and Community Justice Center.

Please refer to the narrative regarding CEDO Expenses for a discussion of revenues and expenses by program area.

## **Enterprise Funds**

The Enterprise Funds of the City are discrete programs of the City that are operated as a wholly self-sufficient, business-like enterprise. These Funds include the Water and Wastewater Divisions of DPW, the Airport and Burlington Telecom. The Burlington Electric Department is also an Enterprise Fund of the City. However, BED develops its budget independently of the Mayor and City Council.

### **Department of Public Works Division of Water Services**

The Water Services Enterprise Fund accounts for the City's water supply utility of the Department of Public Works. Revenues are primarily derived from the water rates charged to customers of the DPW Water Division based on water usage. Revenue for FY 2011 is projected to be \$5,673,800. This is a 4.5% increase in revenue reflecting a 10% increase in the water rate to cover operating costs.

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This Enterprise Fund accounts for the wastewater utility of the Department of Public Works. This Division maintains the sewer collection system and sewage treatment facilities of the City. Revenues are primarily derived from the wastewater rates charged to customers. Revenue for FY 2011 is projected to be \$7,249,205 also reflecting a proposed 10% rate increase.

Both Water and Wastewater budgets reflects a recommended increase of 10% in the combined Water/ Wastewater rate from \$7.16/100cf to \$7.88/100cf for FY 2011. This represents the third year of a three year plan to increase rates to a level sufficient to maintain the current operations and to generate sufficient additional revenue for upcoming Wastewater loan payments. In FY11 and FY15, there are two balloon payments to the State of Vermont of \$4.6 and \$14.3 million respectively.

A household using 60,000 gallons per year (8,021 cubic feet) would see an annual increase of \$58 for water and wastewater service combined.

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## **Trust Fund**

### **Retirement Fund**

The Retirement Fund of the City provides for the overall contributions to the City retirement investment fund to pay for the costs of accrued benefits for service by City employees for that fiscal year. Approximately 70% of the annual contributions are derived from property tax revenues. The remainder is derived from charges to the City's Special Revenue Funds and Enterprise Funds for the cost of retirement benefits for their employees. Finally, contributions are also made by City employees. Police and Fire Department safety services employees contribute 10.8% of their base salary and wages. The "civilian" employees of the City participate in the Federal Social Security System and also contribute 3% of base salary and wages to the City's Fund.

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# **EXPENDITURES FOR FISCAL YEAR 2011**

The following narrative describes the various accounts and funds for expenditures under the Mayor's proposed budget for the City of Burlington for Fiscal Year 2011.

## **GENERAL FUND**

The General Fund includes the departments and programs of general municipal government. It is funded primarily through taxes and fees. The General Fund operating budget is organized into four functional areas: General Administration, Safety Services, Culture and Recreation and Public Works.

In addition, the General Fund provides for transfers of monies to other Funds of the City. The primary transfers are to the Debt Service Fund to pay for City bonds and the Retirement Trust Fund for the Burlington Employees Retirement System.

## **GENERAL ADMINISTRATION**

### **City Council**

This budget provides for wages for each City Councilor of \$3,000 per year and an allowance of \$1,800 per year for costs associated with Council work. This budget includes \$50,000 for staff support for the Council in lieu of the additional budget of \$1,500 per councilor for additional staff support. The expenditure of this appropriation will require a 2/3 thirds vote of the Council.

### **Mayor's Office**

The Mayor's Office budget includes funding for the personnel costs and activities of the Mayor's Office. This account also provides for \$2,000 for Mayor's travel and \$3,000 for special projects expenses of the Mayor on behalf of the City.

### **Voter Registration**

The Voter Registration program provides funding for a part-time clerk and postage and telephone costs. Other operating costs, such as office supplies and photocopying, are included in the Clerk & Treasurer's Office budget.

### **Office of the Chief Administrative Officer**

The Chief Administrative Officer's budget is separated into three accounts which include the Clerk/Treasurer's (C/T) Office, Payroll Services, and Central Computer Management areas. The Clerk/Treasurer's Office maintains the traditional functions and activities of the finance, financial and administrative management, maintenance of records, administration of elections and support for the City Council and Council Committees. The budget includes increases for personnel reflecting the transfer of a Senior Accountant previously funded in Burlington Telecom and the reclassification of the two Assistant CAO positions.

Other increases in the budget for the C/T are based on the bi-annual cycle of Primary and General Elections in August and November 2010. Finally this budget includes \$20,000 for CCTV video and broadcast of City Council and other meetings. This expense was previously funded in the Public Buildings Account.

The Payroll Services area continues with the installation of Kronos, a front-end timekeeping system. It has been implemented in the Police, Airport, and Library Departments and will be employed in other departments in the FY 2011 budget year. This will continue to save time and effort in the production of the weekly payroll. In addition, it is anticipated that the current Pentamation payroll system will be replaced with a more functional system fully integrated with a human resources management system.

The proposed budget for Central Computer Management currently funds the IT Director and three full time employees and part-time temporary help. The staffing in IT is increased by the transfer of the IT Director from the Burlington Telecom budget to the General Fund. The expense of this position is offset by the elimination of a fee to BT for the Directors services.. The majority of the other expenditures are fixed costs for service contracts for existing software applications of the various departments, as well as for lease payments for hardware and software financed over several years.

The conversion this past year to the NEMRC system to support the function of Gross Receipts of the Clerk/Treasurer's Office was successfully completed. The Board of Finance and City Council has approved the hiring of Sullivan and Powers Co., Inc. as the City Auditor for the next five years.

### **City Attorney's Office**

The City Attorney's Office handles the legal matters for the City. There is currently staff of seven full-time positions and a half time secretarial position is included in the Department's budget. A significant amount of the City's legal work is also performed by the law firm of McNeil, Leddy & Sheahan, including litigation, labor negotiations, ongoing personnel issues, and zoning appeals. In addition, the City utilizes Burak, Anderson & Melloni as bond counsel and other attorneys on a special needs basis. A budget of \$30,000 for legislative lobbyists on behalf of the City is also included in this budget to help represent and communicate with the City and elected officials on issues which affect Burlington.

### **Planning & Zoning**

The Department of Planning & Zoning's 8 member staff is responsible for administering two essential governmental responsibilities: comprehensive land use and development planning; and the administration of the City's land development regulations. This account provides funding for the personnel and activities to support the operations of the department in order to comply with city, state and federal requirements and to ensure the timely and efficient delivery of services to the public and the four City Boards and Commissions it serves. This account covers three functional areas: Department Administration; Comprehensive Planning; and Administration and implementation of the City's Comprehensive Development Ordinance. In addition to the General Fund, this budget is also supported through federal and state grant funds used to support various comprehensive planning and historic preservation initiatives.



### **City Assessor's Office**

The mission of the City Assessor's Office is to establish equitable values for all taxable real estate and business personal property located in Burlington. These values provide the basis for the distribution of the City's annual tax levy and the statewide education tax. The value of the municipal Grand List in FY 2011 is projected to increase approximately \$30 million or 8/10th of one percent. The budget is consistent with the guideline of a maximum increase of 3% and includes three full-time staff with additional funding for a temporary employee in the spring when valuation changes are being finalized.

### **Human Resources**

The Human Resources Department supports City employees and managers by providing assistance in the following areas: labor and employee relations, benefits administration, recruitment and hiring, workers compensation insurance claims and loss prevention, employee development, ADA and EEO compliance. The department also supports the City Council Institutions & Human Resources Policy Committee. The four major areas include: Recruiting and Hiring, Training and Development, Community Support and Health Insurance.

### **Current Employee Benefits**

This account contains the detail of the gross cost of major City-wide benefits and also provides the net costs to the City's General Fund. The major items included here are the costs of health insurance, workers' compensation, dental benefits, life insurance and unemployment compensation. Also included are funds for payment of health insurance buyouts and health services, which include the funding for a wellness program. This account also includes an allowance for wage adjustments for General Fund Employees which is largely used to fund cost of living adjustments and employee step increases.

In past years, personnel benefits have been a major factor in the increase in City expenses as the costs for health insurance and workers compensation benefits have increased at a rate considerably greater than inflation. The net decrease in these costs of \$140,733 for FY 2011 is primarily the result of a variety of initiatives of the Clerk/Treasurer's and Human Resources' Offices over the past two years. These initiatives include competitive bidding the contracts for these programs, improving administration and oversight and instituting wellness and risk management programs. The actual net reduction in cost for this account reflects a higher level of contributions for benefits by non- General Fund Departments.

### **Insurance**

This account funds the City's property and general liability insurance for all departments of the City. This coverage was moved from the Vermont League of Cities and Towns PACIF program into the St. Paul/Travelers Insurance provided via Hickok & Boardman in Burlington as of January 1, 2007. The budget provides a minimal .3% decrease to \$651,254 which reflects the benefits of the improvements in risk management discussed above.

### **Insurance Reserve**

This account funds the deductible and self insured expenses which arise from general liability claims.

### **Property Tax Abatements**

This account recognizes the expense of the abatement of taxes as approved by the City Council. The abatements granted are then charged back to the various tax rate items in the City tax rate. The increase in this expense for FY 2011 reflects a continuing effort by the Clerk/Treasurer's Office to write off uncollectible taxes.

### **County Government**

This account funds the City's share of the expenses of the County Court System. These expenditures are funded by the "County" tax in the City tax rate. The tax rate for this expense remained level this year.

### **Sister City Programs**

The City has provided funding in the amount of \$2,000 each for the Puerto Cabezas, Bethlehem/Arad, Moss Point Mississippi and Yaroslavl Sister Cities and \$500 for dues for Sister Cities International.

### **Chittenden County Transportation Authority (CCTA)**

This account funds the Burlington share of the public transit operating expenses of the CCTA. Burlington's share of expenses for FY 2011 for the CCTA has decreased by approximately \$5,093. This decrease was primarily due to the reduction in fuel costs this past year.

### **Winooski Valley Park District**

This account pays for the City's contribution to support operations of the Park District. The amount proposed for the District this year is \$114,172, a 9% increase over last year's contribution due primarily to increased capital improvements.

### **Regional Programs**

A number of smaller projects and activities that, in addition to serving the people of Burlington, contribute to the City's role as regional center and national leader are budgeted in this section. Among the larger items are funding for dues to the Chittenden County Regional Planning Commission, the Metropolitan Planning Organization, the Vermont and National Leagues of Cities and Towns, support for First Night, and Special Projects funding for consideration by the Board of Finance. This account includes new funding of \$5,000 each for the Sarah Holbrook and King Street Centers and the Boys and Girls Club. In addition the budget includes \$7,500 for the Vermont Folk Festival in Burlington this summer and an increase of \$5,000 and \$2,500 for First Night and Big Heavy World, respectively. Finally, this year's budget continues funding support of \$75,000 for programs for seniors.

### **Greater Burlington Industrial Corporation (GBIC)**

This account funds the City's \$20,000 contribution to the Greater Burlington Industrial Corporation (GBIC) in consideration of GBIC's development activities on behalf of the City.

### **Senior Cable Television Assistance**

This account provides assistance for qualified individuals of \$4/month for cable television for Comcast customers. It was previously funded via a contract between Comcast and the City which Comcast has abrogated.

## **SAFETY SERVICES**

### **Visiting Nurse Association & Ambulance Billing**

This account funds the Visiting Nurse Association by contracting with the VNA to administer the City's ambulance billing. The budget provides for level funding at \$130,760.

### **Fire Department**

The Department budget recommendation for \$5.75 million represents a .6% increase over the FY 2010 operating budget. The minimal increase reflects the lack of a cost of living adjustment (COLA) since FY 2009 based on the continuing negotiations with the union for a new contract. The salaries presented are at the 2009 pay scale level as the FY 10 and FY 11 Salaries for Fire Union members have not yet been negotiated.

### **Fire Suppression:**

This division is responsible for responding to reported fires and EMS calls, as well as other incidents. The number of requests for service was 5,739 in 2009. There are 56 employees assigned to this division.

### **Emergency Medical Services:**

This area is responsible for delivery of EMS to residents. There are 12 employees assigned to this division. The Department operates two frontline ambulances, with a third in reserve. The two frontline units respond to a combined total of over 5,000 calls for the year. These two units are by far the busiest units in the fleet and as such are experiencing the equivalent of 30,000 plus miles per year which is much higher than the rest of the fleet. The department has replaced one of these frontline units in January, 2010, as it was at the end of its useful life.

### **Fire Marshal:**

There are 3 employees assigned to this division. The Office is responsible for conducting inspections of all State-licensed occupancies. In total, more than 1,100 of these inspections were conducted. In addition, the Office is responsible for conducting the origin and cause investigation for all significant fires occurring in the City. The Office also acts as an information clearinghouse for the more than 6,500 calls received by the staff this

year. This office is also the contact point for the Municipal Fire Alarm system. The Office collects fees for plan review and permitting. We have also had great success in partnering with the school department electricians, for the first time, for maintenance on the Fire alarm system. We have also met and discussed the annual fee, that hasn't been increased in 10 years, and concluded that an increase is appropriate come July, 2010. It is currently in the final review stage and we will be adjusting the schedule as necessary under current ordinance language..

The following discusses the status of implementation of the recommendations forwarded by the Mayor's Budget Task Force:

**Energy conservation** – In 2008, the Fire Department has conducted an energy audit of the Central Station on Winooski Avenue and has continued with additional audits of the other four fire stations. The Central station audit reveals if all 8 items identified are addressed at an estimated cost of \$9,665, it is anticipated that we could expect a 38% reduction in energy costs as well as a 38% reduction in Greenhouse gas emissions and a peak demand reduction of 14%. In addition, the department has begun to replace electrical appliances with more efficient gas models. This has been accomplished in 3 of the 5 stations with an additional one being converted shortly.

**Fire station relocation/consolidation.** As discussed the possibility of fire station relocation/consolidation has been detailed in a completed study that will be presented to the City Council Public safety committee for discussion prior to being brought to the full council. There have been a number of meetings with the University to discuss a concept of co-locating a public safety facility that would house fire and UVM police. There have been positive discussions with the operational people however, discussions at the next level have not been as positive, but still are on going. This process is expected to be a longer term project but has the potential of cost savings in the future. This involves Central Fire Station and Station 3 on Mansfield Avenue. In addition, Fire Station 5 has been added to the discussion. Substantial ground work has been developed with respect to identifying the next steps once a location(s) have been identified.

**Internships.** The program at VTC continued this fall now with 20 students. The internship program continues to develop and it is expected to provide the department with a resource that was not available prior. A \$450,000 grant was obtained by Senator Sanders for the acquisition of a state of the art Live Burn facility at the Randolph campus. Considerable time was spent by department members during the waning hours of the Legislature to keep that funding in the budget for this facility that will attract more students. The college and the department are working out several issues with respect to proving a mutually beneficial internship program.

**Confined Space Program.** While the department was not successful in securing funding from the FIRE Act program, we continued to receive State Homeland Security Funding for training and equipment and the possibility exists that the department may be able to access some funding from the state program for partial funding of a vehicle. Recent

developments have necessitated further discussion with State Homeland Security which may provide an enhance role for the department.

**Enhanced Programs:** The department is finalizing 2 new programs that may result in increased revenues for the department. Time of Sale Inspection program that mirrors what the State does in other jurisdictions is being finalized as well as Civil Violation Program. Both are in the final stages at this writing.

### **Police Department**

As the largest general fund Department, the Police Department is the City's primary law enforcement arm and the largest municipal and single-location law enforcement organization in Vermont. Responsible for policing the City's full time population of approximately 40,000 and a transient work, entertainment and student population of over 150,000, the Department field approximately 200,000 phone calls, responds to over 40,000 calls for service, and investigates 6,000 criminal incidents, in addition to our community engagement and problem solving efforts, annually.

For budgeting, the Department is broken down into five primary categories, some with a wide variety of sub-programs. Extensive work was done in the creation of the FY08 budget, which continued in the FY09, and FY10 budget submissions. The FY11 budget represents a largely level-funded submission as requested by the Chief Administrative Officer. It is based on the foundation built over the last three years. While not ideal, given current fiscal constraints on law enforcement nationwide, and the solid foundation established since FY08 we will continue to build future financial sustainability for department operations in FY11 even with limitations on new funding.

The budget narratives for each primary category follow.

**General Operating Budget.** The Department's general operating budget is the largest section of our budget as it aggregates a large number of the departments' core functions and units together. The sub-categories and budget detail are outlined here.

***Uniformed Services*** – This division provides day to day 24-hour response to all calls for service, traffic accidents, problem solving requests, and other daily service and assists to citizens and a host of other agencies. The uniformed division consists of 5 lieutenants who are shift commanders, 6 sergeants who are field supervisors, and approximately 50 police officers that provide direct service to the community and partner agencies. To augment our sworn staffing and aid in providing direct service for low level complaints as recruitment remains a challenge, even in this deteriorating economy, we have created a civilian Community Support Officer position.

***Detectives*** – The Detective Division has responsibility for investigation of major crime and extended investigations, ranging from financial matters to homicide. Additionally, we maintain specialty assignment within the detective division for a juvenile detective, three detectives assigned to the Chittenden Unit for Special Investigations (the county sex crimes and major child-abuse task force – one of those detectives is a Sergeant who serves

at the Unit Director), one detective assigned to the Drug Enforcement Administration Task Force (DEA), two assigned to our in-house drug unit, and four major crimes investigators. The unit is supervised by one sergeant and one lieutenant.

***Records Unit*** – Our records unit provides clerical support and document management for all operational units and officers as well as maintaining the Chittenden County Arrest Warrant Holding Station (the tracking and maintenance of all arrest warrants issued by Chittenden District Court). This unit is currently staffed with two full-time records clerks. In our efforts to go to electronic records management with the original acquisition of our CAD/RMS application in 2002, we started to see a savings in time of our records clerks. In FY 09, we transitioned a vacancy in a records clerk position to an information technology (IT) support position (Application and Technology Support Specialist) to meet the increased demand on application support while taking advantage of the savings in records staff functions. As we have shifted and expanded our technology over the past 8 years in an effort to be more efficient and require fewer FTE's to complete daily work, the need for additional IT support was critical. In FY11 we are beginning to explore the creation and deployment of a new CAD/RMS that would be easier to use, decrease time spent doing data entry and be less expensive to operate year to year.

***Training & Recruitment*** – This unit is responsible for coordinating the recruitment and training for all employees, sworn and civilian. It is staffed by an Administrative Lieutenant, who also supervises the Communications Division, and one Training and Recruitment Officer. In FY08 this unit was cut back from one Training Officer and one Recruitment Officer to consolidate those functions. This was an aggressive reduction in staffing and we continue to evaluate its success. The FY11 budget does not propose a modification to this staffing level, largely because staffing throughout the agency remains a challenge and resources are needed in direct service provision roles.

***Business Office*** – This area of our core administrative support includes our Business Manager (who is also the Business Manager for the Fire Department), Accountant (who is also the Accountant for the Fire Department), Network Administrator (also the Fire Network Administrator), and Supply Clerk. In addition to assisting with payroll function, this staff handles all receivables and payables for the police and fire departments, maintenance of a large, multi-facility computer network of over 100 computers, our core records management, computer aided dispatch, and mobile computing applications, maintenance of our network connection to the Vermont and National Crime Information Centers and the Vermont Department of Motor Vehicles, our parking tickets system, e-mail servers, active directory domain, storage area network, a digital video security system for police headquarters, access control system for all fire stations, and our digital voice recording system for investigations as well as telephone and radio traffic in the communications center. Beyond that, the supply of all critical equipment from office supplies to ammunition is handled by our supply office. In FY 09, the newly created Application & Technology Support Specialist was hired and is providing long awaited support on the variety of applications and technology brought into the Burlington Police Department over the last several years. This will enable the department to optimize the use

of technology to effect additional efficiencies in operations and the delivery of core services.

*Energy Efficiency & “Green” initiatives.* With the various building refit projects as well as utilization of technology, we have worked to reduce energy consumption as well as work towards a “green” work environment over the last few years. As our building has undergone a variety of refits over the past three years we have added ceilings to increase energy efficiency, reduced the number of waste receptacles to ease use of plastic bags and make emptying receptacles easier, changed the flooring in the building to material that requires little maintenance and no stripping/waxing, and conducted energy audits and installed motion activated light switches and de-lamped many fixtures to increase efficiency. We actively seek to reduce paper use and, in fact, moved to a paperless environment with the use of scanners and digital document management for both administrative reports and for our core records management system.

While there are no major changes to the general operating budget, we are continuing with efforts to stabilize the budget, building on the plans established during the FY08, 09, and 10 budgeting cycles. Recruitment and retention initiatives designed in FY09 to ensure that we are being as competitive as possible in the most challenging recruitment environment in the history of modern law enforcement have helped in our recruitment efforts, but must continue. We must continue to develop new directions in this area moving forward and anticipate further steps will be necessary to ensure continued adequate staffing.

Due to a request for level funding for FY11, changes to the budget are minimal. Notable changes, driven largely by external factors, include:

- CUSI – The Chittenden Unit for Special Investigations will require a \$26,000 cash payment by Burlington Police Department based on a new accounting formula for CUSI operations. This amount stems from our contributions to unit operations minus the cost of the caseload that the unit handles originating from Burlington, which is approximately one-half of the total cases the unit investigates annually. This is the first time the City has been in a position to make a cash contribution largely because of a vacancy in clerical support we requested last year to reduce staffing levels. The net effect of this change is \$44,000 figured by taking the \$26,000 cash contribution coupled with our prior year projected refund of \$18,000. This shift does represent a net savings to the City, but adversely impact our budget for this year.
- Taser Recertification Equipment. The addition of \$2,500 in equipment expenses for cartridges required for recertification on Taser electronic control devices.
- Training Budget Increase- the addition of \$5,000. As outlined below, training remains an area of complexity that is still under-funded against the needs of 100 officers and 36 civilian staff. This year, with increasing demands for mental health response and training and an unfunded legislative mandate to deliver 8 hours of additional domestic violence training to all officers, the demands are simply outpacing capacity. A realistic training budget for an agency this size should be more than double our current capacity. This

- change represents a small increase from \$50,000 to \$55,000 for FY11.
- Net expense changes outlined here represent \$51,500.

### **Vehicle Maintenance.**

While split into its own category, our vehicle maintenance budget represent our fuel and basic fleet maintenance accounts. Each has been adjusted slightly for FY11 in accordance with Department of Public Works projections related to fluctuating fuel costs and projected maintenance needs of our fleet based on its age and current condition. It should be noted that the maintenance section of this budget has been steadily decreasing as the cruiser replacement plan, utilizing the City's master lease to replace the fleet on a five-year rotational plan, has come to fruition. The Police Department is also looking at the possibility of purchasing motorcycles in FY12 or beyond rather than leasing them. We believe that by utilizing the master lease program we can achieve long-term savings by outright purchase of these vehicles. We are also exploring the possibility of increasing the number of motorcycles or other more fuel efficient vehicles for the summer operations.

### **Airport Security.**

The Department provides primary emergency response and security services to the Burlington International Airport (BTV). This takes the form of a 24-hour, seven day per week Airport Division housed at BTV. Working in conjunction with the Director of Aviation, Airport Operations Staff, and the Transportation Security Administration, this division is staffed by seven officers and with ½ of a Lieutenant designated as the division supervisor. The majority of the cost of Airport Security operations is borne by BTV. For FY11 there are some changes to the structure and content of this division's budget that reflect the true cost of operating the Airport Unit.

### **Dispatch & Communications.**

This program represents our emergency communications and dispatching functions for police, fire, and emergency medical services city-wide. The communications unit provides 24-hour call taking and dispatching services to all police officers, fire apparatus, ambulances, and ticketing/towing units operating within the city. This is the unit that is responsible for the 24-hour intake, prioritization, and as the lifeline of the 40,000 police calls for service and another 7,000 fire and EMS calls for service. This unit is supervised by our Administrative Lieutenant and, when fully staffed, represents 12 full time Emergency Communications Specialists (ECS) and approximately 10 part-time ECSs – many of whom are firefighters and police officers who are cross-trained to cover the dispatch function. It is important to note that we, together with several other Chittenden County Police Agencies, continue to explore the possibility of a regional communications infrastructure, serving multiple agencies in an effort to provide more robust communications services and achieve cost stabilization or savings.

### **Motor Vehicle Violations (Parking Enforcement/Tickets).**

This section of our budget covers revenue and costs associated with the Parking Enforcement operations city wide. Parking enforcement includes meter enforcement, prohibited areas (such as loading zones, handicapped zones, no parking here to corner, and



other areas signed for restricted parking), and parking ban operations including snow bans and street sweeping. No significant changes were made to this section of the budget for FY11.

### **Community Policing Re-Assessment.**

As we reached the 10-year anniversary of our contemporary community policing efforts in 2009, we completed a community-wide re-assessment process. The results of this process will be synthesized and combined with existing plans and initiatives to create a strategic plan and roadmap for the future. Much of the work in response the re-assessment work has been implemented or is in the planning stages already, representing an accelerated timeline from what was initially expected. This acceleration is partially due to an influx of resources from Federal Justice Assistance Grant Stimulus (JAG-Recovery) funding. Sustaining these new initiatives will be part of future budget discussion.

**Concerns for continuation of initiatives and possible future funding challenges.** There are several areas of concern as we assess the sustainability of current successful initiatives. I believe it is important to outline those areas of concern well in advance of any impact they may have in our budgeting cycles. At present, those concerns include but are not limited to:

- The need to expand our department-wide training budget. While the training budget has doubled (to \$50,000) since 2008, it still represents only a fraction is what is needed to deliver meaningful training in complex and constantly evolving criminal justice landscape. We will need to expand this base to deliver the necessary training and continuing education.
- Funding for Internet Crimes operations. At present, our budget is subsidized/offset by and Internet Crimes operations are wholly funded by Federal grants. This is an area of operations that now touches almost every investigation we are involved in. We anticipate the loss of \$80,000 in grant revenue as stimulus funds dissolve in two years. We will need to make up that amount in general fund expenditure to keep sworn personnel staffing levels at their current level.
- Support staffing. Over the past decade we have eroded the civilian staffing levels within the Department from 51 to 36 FTEs. This represents an approximately 40% reduction in support staffing levels. The strain of this erosion is showing in our capacity to handle daily administrative tasks, quality controls on data, and a shifting of duties to sworn staff resulting in an erosion of capacity at the operational level as well. I believe it will be prudent and necessary to fully explore support-staffing levels, which could impact future budgets.
- Street Outreach Interventionist funding. This innovative project in partnership with the Howard Center provides a Street Outreach Interventionist to respond with police officers, in lieu of police officers, and in some cases prior to calls for service in an effort to assist many in our community suffering from mental health and substance abuse issues from using emergency services as a surrogate for mental health or substance abuse treatment. The program is currently funded for 2.5 years by the JAG-Recovery grant. Assuming the program is successful, we will need to find alternative funding streams, including

partnerships for continued operation. As a partner in the endeavor, a portion of the funding may be necessary from the Police Budget.

- Graffiti Remediation Specialist-Coordinator. The program is currently funded for 2.5 years by the JAG-Recovery grant. Assuming the program is successful, we will need to find alternative funding streams, including partnerships for continued operation.

### **Code Enforcement Office**

The Code Enforcement Office provides for inspection programs to enforce the City's zoning and minimum safe housing standards. The Office was reorganized last year to consolidate zoning and housing code enforcement responsibilities. Funding for the office is provided primarily by Minimum Housing fees and zoning enforcement fines. Pursuant to City ordinance, this account also funds services for rental property owners and tenants. The Board of Health expenses are also funded through the Code Enforcement Office.

## **CULTURE & RECREATION**

### **Library**

The Library general expenditure budget increased .1% to \$1,228,225 for FY 2011. Most of this increase reflects increases in book acquisition and utility costs for electricity and gas. Otherwise the general budget account is level funded with step and COLA increases for personnel.

**Administration:** This Department plans, organizes and directs all operations and activities of the Library, is responsible for developing an operating plan, budget, goals, and procedures to assure quality services, staffing, programs, community relations and optimum access to collections and forecasts, trends and responds proactively to changes in technology as they relate to the delivery of public library services. It also, directs maintenance of building and grounds and sets priorities that include the development of a five-year Capital Budget plan for the Library.

**Building and Grounds:** The Library has one and a half full-time custodian who is responsible for maintaining a 44,000 square foot building that is open 7 days a week as well as the Library grounds. During FY'09, 259,116 people visited the Library. The custodians are part of a pool of custodians assigned to the Library and operate under the supervision of the Parks Department. Parks maintenance staff takes care of grounds work and some of the repairs.

**Circulation and Interlibrary Loan:** This Department is responsible for staffing the Library's main public service desk seven days a week for a total of 65 hours. Circulation is the first point of contact for library patrons and is the primary source for directional information. Staff opens and closes the building and maintains the decorum for the library per policies and procedures. Other primary duties include: loaning and checking in library

books and materials, registering people for library and computer center cards, processing interlibrary loan requests, collecting fines and payment for lost and damaged materials and reserving the Library's three meeting rooms for groups and organizations.

**Youth Services:** This Department serves Burlington children, parents and teachers and is responsible for selecting and managing the Library's youth collection, assisting children and teens with homework, scheduling and managing all in-house and outreach youth programming including the Summer Reading Program, managing the youth services computer center, and organizing bulletin boards and displays. Major emphasis is placed on the Summer Reading Program - a literacy initiative that is offered in the Library and at outreach sites in Burlington neighborhoods. Over 1,200 children were served last year alone. This program is funded primarily through grants and fundraising.

**Acquisitions:** This Department is responsible for oversight of the Library's General Fund book budget of approximately \$175,000 received from trust revenue, grants and donations. Staff functions include: ordering, receiving and processing print and non-print materials for the Library's collections using fully integrated library software. The Acquisitions Manager maintains budget information on books and materials for selectors, produces reports, and traces missing orders.

**Outreach:** This Department delivers books and materials, special programs and other library services to City residents unable to physically visit the Library and to 20 senior residences and nursing homes within Burlington in the Library's special outreach van. This department coordinates, promotes and schedules all adult special programs and art shows within and outside the Library. The Outreach Department's AmeriCorps position provides in-house and outreach services to New Americans. Both beginner and intermediate English language classes are offered each week. Additional literacy services include an English conversation group, multi-cultural book discussions, citizenship classes, and computer workshops for low-English literacy adults. Conversation groups in French, German and Spanish are also offered at the Library. Materials to support language learning and citizenship preparation – books, DVDs, CD's and online databases – are continually updated. The collection also includes books in several foreign languages.

**Cataloging:** Cataloging staff select and load machine readable cataloging (MARC) records into the Library's cataloging database for materials in all formats according to national standards and perform all tasks required to maintain the database, including removing records for lost and withdrawn materials, updated Dewey Decimal numbers and item information and deleting outdated Library of Congress authority records.

**Reference:** Professional librarians with a Master of Library Science Degree provide information ranging from simple facts to in-depth research in response to questions on a wide variety of topics. Questions relate to work, school, and personal life from people of all ages and educational levels. In addition, Librarians staff manages a very busy public access Computer Center.

**Computer Center:** This Center provides free public access to the Internet and other software productivity tools such as Microsoft Office. On average, the Computer Center serves 5,200 people a month. The Center is sustained largely through private grant giving organizations. In addition, the Library staff teaches beginning level computer classes to community members.

**Volunteer Services:** In FY'09 people donated 10,104 volunteer hours by performing a variety of jobs: delivering books to shut-ins, teaching ESL, gardening and grounds work, bringing the Summer Reading Program to Burlington neighborhoods and staffing the computer center help desk.

## **Department of Parks & Recreation**

### **Administration**

This program covers the costs associated with the Director and three administrative staff, and Department administrative support such as postage, phone, office supplies and copier leases. The Other Charges line item represents the City's contractual obligation to ECHO. There are no revenues associated with this budget.

### **Parks Maintenance**

This budget covers the costs associated with the Grounds General Foreman, three full time Parks Maintenance Workers, five seasonal workers and contractual work with the State of Vermont Department of Corrections. These funds support the park system general maintenance, including 32 park properties, playgrounds, traffic islands, roadside and highway mowing. Primary functions include turf maintenance, athletic field and court maintenance, playground inspections and maintenance, trails and beaches maintenance, ice rink construction and maintenance, snow plowing, solid waste removal, dog park maintenance, and fence maintenance on athletic fields, courts, and selected roadways.

### **Recreation**

This account covers the cost of the Recreation Superintendent, three Recreation Coordinators; four program Site Coordinators, a Youth Program Administrator and a Bus Driver. Staffing, materials, contractual payments and expenses associated with all Recreation programs and events are included here as well as costs of the Community Gardens, 242 Main and operation and maintenance of the bus and van.

### **Trees & Greenways**

This budget covers the cost of the City Arborist, two Arborist Technicians, two seasonal positions and supports the management of the city's urban forestry program, including 8,500 street trees, 3,500 park and cemetery trees, and 150 acres of forested parkland. This program is also responsible for maintaining park flower and landscape plant beds in the parks and cemeteries.

### **Leddy Arena**

Included in this budget are salaries for the Arena Manager, .8 FTE Program Assistant, 3 Arena Maintenance staff, and a .6 FTE Recreation Coordinator as well as seasonal staffing for the Pro Shop, Snack Bar, skating program instructors and public skating staff. Also included is funding for part-time maintenance assistance during the arena's busiest season as well as facility maintenance and utility expenses.

### **Community Boathouse**

This budget supports the maintenance and operation of the Burlington Community Boathouse, as well as the marina operation adjacent to the Boathouse and activities in Waterfront Park. Funding is included for seasonal staffing of the Boathouse and maintenance and utility expenses associated with its operation as well as dock lease payments.

### **Parks Operations**

This budget covers the cost of one Buildings General Foreman, one Maintenance Specialist, three Maintenance Workers, and one Custodian. It includes programs for Buildings, North Beach, Administration, Pease Lot Operation, and General/Operations. These programs support the general administration of the Parks Division, park buildings and structures, and the operation of special facilities such as Perkins and Leddy parking lots, Oakledge Park and the North Beach Park Campground and Beach. Also included in this budget are department wide stormwater fees. The Parks budget also includes an increase in seasonal salaries at North Beach to reflect actual expenditures necessary for its operation.

The budget includes a reserved line item of \$55,000 for potential reorganization of staffing and reserved funding of \$108,000 for two superintendent positions currently vacant.

### **Memorial Auditorium**

This budget covers the cost of the Auditorium Manager, Facilities Coordinator, one Custodian, and supports the maintenance and operation of Memorial Auditorium. The Auditorium is available for civic and cultural events with a seating capacity of 2,500. It is also the location of the Parks & Recreation Department's 242 Main Street Teen Program and the Burlington City Arts Clay Studio.

### **Robert Miller Community & Recreation Center**

This budget includes expenses associated with the operation of the Miller Center for seasonal staffing to cover the building, utilities, and building maintenance. It does not include expenses for programs which are run out of the center as those are expensed out of the individual Recreation Coordinator budgets

### **Conservation Legacy Program**

This budget covers the cost of a .75 Land Steward, and supports the management and administration of the Conservation Legacy Program. The program focuses on the protection and enhancement of significant natural areas, and other important conservation

lands within the City. There are three programmatic elements: Planning and Acquisition of natural areas, Land Stewardship of existing natural areas, and Conservation Education.

### **Dedicated Tree Tax – Street Greenbelt**

This budget covers the cost of one Arborist Technician and, in FY 11, includes .25 FTE Land Steward to address greenbelt enforcement and urban forestry needs. The budget supports the management of the City's urban forestry program, including 8,500 street trees, 3,500 park and cemetery trees, and 150 acres of forested park land. This budget focuses on the planting of new street, park and cemetery trees to maintain and/or increase the population, and on preventative maintenance of existing trees. The FY 11 budget request includes a carryover from prior years as well as the estimated revenue from the tax for FY 11.

### **Burlington City Arts:**

#### **Exhibition and Artists**

The Firehouse Gallery, free to all members of the public, has increased attendance by 80% in the past 4 years, with 2009 ending at 65,000 attendees. In FY10, BCA undertook its largest exhibition to date, The Energy Project, components of which will travel around the state in 2010. Exhibitions in the gallery in FY11 will focus on double and solo exhibitions by established local and regional artists. We will seek a second grant from the Andy Warhol Foundation in September to fund the rebranding the Firehouse Gallery that will include a major revision of our website and additional contemporary exhibitions throughout the Firehouse building.

BCA also curates and maintains several different exhibition spaces in the greater Burlington area through the art sales and leasing program. The program exhibits and promotes artwork in 12 spaces, including Burlington International Airport, Fletcher Allen Health Care, and Burlington's Courtyard Marriott. Fletcher Allen has been expanding its collection of artwork for new and existing facilities and has retained BCA to find works of art and manage open calls for art projects. In addition to retainer fees and fees for rotating artwork, BCA receives retains between 20% and 30% commission for sales of artwork. These sales help artists sell between \$50,000 and \$70,000 worth of artwork per year.

The summer and Holiday Artist Markets in downtown Burlington transform public space into a salon-style fair of art and craft. These markets provide local artists with a venue for promoting their work and attract locals and tourists to Burlington's downtown. A reclassification of the curator position is planned for FY11 to encompass the additional staff management and programming duties associated with expanding exhibitions in the Firehouse.

#### **Education**

Through the collaboration between staff and local artists, BCA has become the largest non-accredited provider of fine-art classes, workshops and discussion groups in the state, serving more than 6000 people per year, including a successful camp program in the summer. We set prices for classes and camps at a rate that is consistent with market value, and offer 10% off for members of BCA and 15% off for BCA members from Burlington.

We raise funds for a scholarship fund that ensures partial to full coverage for any individual in need of financial help to attend. This fund services between 125-140 scholarships per year, valued at approximately \$25,000.

The Gallery Education program, See-Think-Do, will focus on serving more youth from throughout the state, and work intensively with youth from the Integrated Arts Magnet School. We will also begin programming exhibitions dedicated to gallery education in our 4th floor studio space in September.

The Clay Studio, Darkroom and Print Studios are actively used by community members and also by the local colleges (Saint Michaels, Champlain, UVM, CCV), who offer accredited classes for their students and pay BCA for use of the facilities. This has become a major source of rental revenue for the education program and resulted in mutually beneficial programmatic collaborations. The Darkroom has recently added a digital lab to its offerings in the Firehouse lower level. Digital classes have been frequently requested by our constituents in the past and offerings have already added a significant increase in revenue to class fees. We anticipate this continuing in 2011.

### **Community Programs**

The goal of the community programs is to further our efforts to make the arts all-inclusive, with a particular emphasis on underserved individuals. The Early Arts program focuses on developing self-esteem, creative thinking, and early literacy among at-risk children. Art from the Heart, an official partnership with Fletcher Allen Hospital, facilitates self-expression with children in the pediatric ward. Mentor Arts matches artistic youth with adults for relationships based on friendship and a mutual love of the arts. The program supports between 15 and 20 pairs per year, providing mentor trainings, activity ideas, time in BCA's studio facilities, and experience in real-life creative businesses and academic environments.

### **Events**

Festivals and events continue to be a major economic driver for the downtown. BCA will continue its facilitation of the Discover Jazz Festival with the Flynn and produce the Festival of Fools in August. BCA will also manage a small-scale event in the fall to ensure continuation of important cross-border relationships developed through the Quadricentennial festival of 2009. The Free Concert Series at Battery Park will again be scheduled for Thursdays in August in partnership with the Point Radio. It brings between 500-2500 spectators to each concert. Renting the Firehouse to other non-profits and private businesses has also proven to be effective in bringing new constituents to the downtown and added both earned revenue and new donor potential to BCA's income portfolio.

### **Administration /Development/ Marketing**

BCA's marketing department will continue to produce materials that draw spectators and participants to BCA events and programs, and forge media relationships that increase awareness of BCA offerings and its status as a fundraising organization. Management staff will work with the board of directors to refine the strategic plan for the organization and seek new donor sources and revenue opportunities to help secure long

term funding. BCA will also complete limited service classification in FY11 for vital positions currently classified as temporary.

## **PUBLIC WORKS FUNCTION**

### **Public Buildings – City Hall**

This account funds the expenses for the maintenance and upkeep of City Hall, the payments for the equipment lease for the building's HVAC system, as well as for the lease of office space for Human Resources in the former Merchants Bank building on the 2nd floor of 131 Church Street. This account is under the management of the Parks and Recreation Department.

### **Public Buildings – Firehouse Center**

This account funds the expenses for the maintenance and upkeep of the Firehouse Center for the Arts. This account is under the management of the Parks and Recreation Department.

### **City Public Facility**

This accounts funds the facility that houses much of DPW, Parks, and Code Enforcement. The budget represents a 3.7% decrease in expenditures for FY 11 due to energy savings. When this facility was constructed green construction features were employed, including energy efficient variable speed drives in the mechanical systems, triple paned windows, added insulation in walls and roof, and occupancy sensors in public areas. The expenses of this facility are supported in part by Equipment Maintenance rates and then directly by revenue funds occupying space at this location. The balance is a General Fund expense.

### **Department of Public Works**

#### **General Fund Summary:**

The following summary highlights either challenges or different approaches relative to this budget. In all, DPW manages two Enterprise Funds, two Special Revenue Funds, one Capital Fund, and seven General Fund departments with 110 employees.

#### **DPW –Recycling**

This program last had an increase in rates in FY2003 and was intended as a three-year rate at the time. This rate change extended much further than originally projected due to changes in recycling pick up leading to a reduction in staff from four to three, and reduced charges per ton due to a better recycling market. In late FY2009, we received approval for replacement of one of our Recycling trucks with a compressed natural gas vehicle. In FY2011 we are proposing to replace another fleet truck with compressed natural gas. In FY2011 we are projecting the cost of recyclable disposal at \$7/ton. This represents a change from \$10/ton in FY2010, all a reflection of a change in the market.



FY2011 balances without utilizing the surplus carryover of \$176,808 from FY2009 to FY2010.

### **DPW - Street Division (Right of Way)**

This program is responsible for maintaining the City right of way and continues to help mitigate General Fund support by doing work for other programs, such as the capital street repaving program. Work for the capital street program includes installing new sidewalks and catch basin cleaning and repair. In FY2011 we are proposing to add two employees to the existing sixteen employees for storm water program maintenance. These two employees will be funded from the Storm water program budget. This work group maintains the streets with routine patching are the front line for snow removal on the streets and sidewalks, complete maintenance of the wastewater collection system, clean and videotape wastewater lines, and other special revenue generating projects such as traffic calming.

### **DPW - Equipment Maintenance**

This program repairs vehicles for 11 city departments including Parks, Police, Fire, Burlington Electric, and some outside clients such as Mallets Bay Fire Department. It also manages the citywide fueling depot as well as the compressed natural gas (CNG) fast fill station. This budget includes the cost of annual lease payments for the entire Street Division program.

Included in Equipment Maintenance's budget for fiscal year 2011 is the capital equipment replacement request for a plow truck, a sidewalk tractor, a service pick up truck and a snow blower. It is critical to replace a plow truck and sidewalk tractor each year to maintain a dependable fleet for snow removal.

### **DPW - Administration**

This program covers three salary positions and two hourly Customer Service Associates. The staff on this budget support many DPW programs and are cost allocated based on projected levels of support.

### **DPW - Engineering**

This staff provides technical support for major capital projects, development review, design and engineering services for Water and Wastewater, performs traffic studies, and manages traffic calming projects. Since FY07 this work group has taken on the task of plan review and project management in the City Capital Plan.

### **Cemetery – Managed by Parks and Recreation**

This budget covers the cost of the Cemetery Assistant, Maintenance Worker, and .5 FTE Administrative Assistant. The account provides funding for the maintenance, upkeep, and operation of the City's three cemeteries. This program is partially funded by income from the Cemetery Trust Fund.

## **General Fund Transfers Out**

These accounts provide for the transfer of General Fund Revenues out of the General Fund and into other funds of the City. The budget for Transfers Out increased \$616,328 or 7% in FY 2011 to all total of approximately \$9.4 million. The primary transfers \$6.35 million of property taxes for the retirement costs associated with General Fund employees and \$1.7 million of debt service property taxes for the general obligation debt of the City.

## **General Fund Capital Improvements**

This section of the budget reflects the General Capital Improvements budget which includes \$3.7 million for the street repaving program, \$355,000 for parks improvements and the annual \$1 million bond of general capital improvements which is adopted as a separate appropriation by the City Council.

## **SPECIAL REVENUE FUNDS**

The Special Revenue Funds of the City are primarily self supporting from discrete revenue sources. These Funds include the Traffic Division of DPW, the Church Street Marketplace, and the Waterfront Tax Increment Financing District, the Community and Economic Development Office (CEDO) and the new Stormwater Management program.

### **DPW – Traffic Division**

The Traffic budget represents two primary components, Parking and Signs/Meters. This work group is responsible for all public parking in the city and at the Airport, as well as traffic lights, signs, and crossing guards. It is funded from parking fees at municipal garages and on-street meters. FY 2011 is proposed to continue to use some of the cash reserves for capital operating expenses. Revenues for FY 2011 will cover the Division's operating expenditures including the School Crossing Guard program. As a Special Revenue Fund, all revenues generated by parking and meter fees stay in the Traffic budget and get expended in meeting traffic related needs.

### **Church Street Marketplace**

The Church Street Marketplace budget pays for the Administration, promotion and maintenance of the four-block business improvement district. The Marketplace currently has one full time position in Administration, a full time maintenance supervisor and two full time maintenance staff. Funds are also provided to the Street Outreach Program operated by the Howard Center and the Police Department. The budget for the Marketplace is essentially level funded with a total of \$784,499

### **Tax Increment Financing District**

This fund accounts for the revenues and expenses of the Tax Increment Financing District (TIF) in Burlington. The TIF funded the infrastructure improvements, primarily parking garages, within the District which enabled the development projects within the District. The projected expenses of in FY 10 are \$1,490,000 for debt service on financing of the capital improvements within the District.

### **Stormwater Program**

The City of Burlington has established a dedicated stormwater program designed to address the city's state and federal stormwater permit requirements. The City must meet specific compliance requirements that are not fully addressed presently. Fully addressing these requirements is essential to improving the water quality of Lake Champlain and the Winooski River, as well as the streams that flow into them. In December 2008, the City Council adopted amendments to the City Code, Chapter 26, with an effective date of April 1, 2009.

The Program is initially intended to staff planning, training, enforcement and administration activities. Longer term the program is intended to fund capital improvements to the stormwater collection and treatment systems. For FY 11 expenditures are proposed equal to \$836,000 including payment to the Street Division for two employees for storm water maintenance. Long-term it is intended that this program will become a utility and Enterprise Fund similar to the Water and Wastewater funds.

### **Community and Economic Development Office (CEDO)**

CEDO is funded primarily by various federal and state grants. Estimated revenue for FY 2011 is projected to be \$7,021,516. This represents a 27.3% increase of \$1,506,720 from FY 2010's estimated budget. The Community and Economic Development Office is funded by a variety of sources including grants, fees and special revenues.

### **Community Development Programs**

The Community Development division is restructuring, with two Assistant Director positions combined into one (now titled Assistant Director for Community Development) and a Community Development specialist position revised to provide support for the CDBG and VISTA programs. The restructuring will hopefully facilitate strategic focusing of the anti-poverty resources of the CDBG and VISTA programs.

### **CDBG Entitlement Program**

The Community Development Block Grant (CDBG) program is a federal revenue source for local communities to address the roots and consequences of poverty. The U.S. Department of Housing & Urban Development (HUD) administers this program on a national basis and awards grants to entitlement communities - including the City of Burlington - each year on a formula basis. The city in turn awards grants and loans to local nonprofits as well as providing direct services to residents and businesses through several CDBG-funded programs. CDBG supports affordable housing; is the city's principal funding source for economic development; and funds social services delivered

through city departments and local nonprofits as well as public facilities and infrastructure improvements. CDBG supports a number of staff positions at CEDO together with other basic operating costs such as front desk reception, telephone and supplies. The city's annual CDBG allocation is now around \$134,000 less than it was in FY02.

### **AmeriCorps and VISTA Programs**

AmeriCorps Programs - The City of Burlington has been sponsoring AmeriCorps\*VISTA members for seventeen years. During that time, CEDO went from coordinating five members in 1993 to 52 members in 2002. The A\*VISTA program for FY11 will have 18 members. In 2008, CEDO grew its service program by receiving an AmeriCorps\*State grant with 28 full and part-time members. For FY11, the AmeriCorps\*State program is expected to support 20 FTE members. AmeriCorps members engage the community in addressing issues of poverty, racism, and classism. The CEDO AmeriCorps programs are supported by two staff positions and two second-year members who serve in a 'team leader' role. For both programs, CEDO places members for one-year terms in non-profits, public agencies and faith-based organizations.

### **Neighborhood Services**

Neighborhood Services - One Neighborhood Services staff person works to improve the quality of life in Burlington's neighborhoods through project development and capacity building, supporting the development, implementation, and sustained support of an integrated system of community based neighborhood groups. Services include support to Neighborhood Planning Assemblies in agenda planning, meeting logistics, and coordination with City departments. Significant focus is on cultivating community leadership through informal coaching and formal training.

### **Housing Programs**

#### **HOME**

The HOME Investment Partnership Act program is designed to create affordable housing for low-income households through building, buying, and/or rehabilitating housing for rent or homeownership. As with CDBG, HUD administers the HOME program on a national basis and awards grants to entitlement communities - including the City of Burlington - each year on a formula basis. This funding supports nonprofit development of new affordable housing and rehab of existing affordable housing and provides some operational funding for the program.

#### **The Burlington Housing Trust Fund (BHTF)**

The Burlington Housing Trust Fund (BHTF) is designed to support the creation, preservation and retention of affordable housing for low-income resident. The funding comes from a dedicated tax that was approved by the voters in 1989. Grants are made to nonprofit housing organizations to fund both the development and operating costs associated with a variety of affordable housing programs and housing development.

#### **Burlington Lead Program**

Using HUD funding, CEDO operates the Burlington Lead Program to reduce lead hazards in the homes of low-income residents. Grants and loans are made for the costs of reducing lead-based paint hazards and funds are spent on outreach and education to increase awareness of lead poisoning and the most effective ways to prevent childhood lead poisoning.

### **HOPWA-HUD Special Projects**

HOPWA- HUD Special Projects grant to support the conversion of duplexes and triplexes to local ownership and occupancy by low- and moderate-income homebuyers. The funding created a revolving loan pool that provides low-interest loans to close the gap for income-eligible homebuyers.

### **Community Justice Center Programs**

Restorative Justice Panels - 7 panels of volunteers meet weekly w/ offenders of low-level crimes to hold them accountable and guide their reparation to the victim of the crime, the community and themselves.

#### **Offender Re-entry Program –**

This program provides employment support and placement facilitation for offenders reintegrating into the community after incarceration.

#### **Parallel Justice for Victims of Crime –**

This program is reflects community and government engaged to support victims regardless of whether offender is caught or prosecuted.

### **Brownfields**

Burlington's Brownfields Program provides technical assistance and assessment funding to facilitate the re-development of "Brownfields" sites in Burlington. Brownfields are abandoned, idled or underused properties where expansion or redevelopment is complicated by the presence or potential presence of environmental contamination. The Burlington Brownfields Program focuses on resolving impediments to small/medium business growth, green space creation, affordable housing development, and the mitigation of aging petroleum infrastructure in Burlington Harbor and on the shoreline.

### **Legacy**

In recognition of the Legacy Project's upcoming 10th anniversary, Legacy staff and steering committee will engage in a review process of Burlington's successes and challenges in meeting the original goals of the plan, and consider future endeavors to help further the 2030 vision. The original Plan, drafted in 1999 by over 1,000 stakeholders, is based on 5 main themes:

- Maintain Burlington as a regional population, government, cultural, and economic center with livable-wage jobs, full employment, social supports, and housing that matches job growth and family incomes;
- Improve quality of life in neighborhoods;

- Increase participation in community decision-making;
- Provide youth with high-quality education and social supports, and lifelong learning opportunities for all;
- Preserve environmental health.

During FY 2011, the Legacy staff will also further work on the updated Climate Action Plan, coordinate efforts of the Burlington Sustainability Action Team (or Mayor's Green Team), and continue to monitor and report on projects realized through Energy Efficiency Conservation Block Grants funding.

### **Social Equity Investment Project**

The Social Equity Investment Project (SEIP), a program of the Legacy Project, received the 2nd place 2009 City Cultural Diversity Award nationally in Washington, D.C. for creating an effective program designed to improve and promote cultural diversity through a collaborative process with city officials, community leaders and residents. The SEIP model has been placed in the National League of Cities data base for national best practices.

Proven successful, the SEIP, a social development resource, helps the city of Burlington address social equity issues. The SEIP believes that cultivating leadership from all cultural and ethnic backgrounds in the community will bring more opportunities to city government, as well as improve quality of life for all Burlington residents.

Last year, the SEIP participated in more than 294 collaborative engagement opportunities in the form of workshops, panels, facilitator, mediator, talk show host, leadership support, landmark sponsorships, cultural competency education/awareness coaching and strategic planning with representatives from ethnic and cultural diverse populations, local government, non-profits and school district to identify methods to strengthen our collective work and more effectively achieve an equitable sustainable community for future generations. And, celebrating a first, the SEIP hosted the "1st Annual Diversity Community Dinner" at Contois Hall.

### **ACCD (Agency of Commerce and Community Development) Designated Downtown Program**

The State of Vermont's Designated Downtown Program provides various benefits for communities whose downtowns receive designation as Designated Downtown Districts, including income tax credits for rehabilitation of older historic buildings, reallocation of sales tax receipts for building materials and financial assistance from various programs specifically for Designated Downtown Districts.

## ENTERPRISE FUNDS

The Enterprise Funds of the City are discrete programs of the City that are operated as a wholly self-sufficient, business-like enterprise. These Funds include the Water and Wastewater Divisions of DPW, the Airport and Burlington Telecom. The Burlington Electric Department (BED) is also an Enterprise Fund of the City. However, BED develops its budget independently of the Mayor and City Council.

These budgets are prepared on a “modified accrual” basis of accounting to properly reflect the method for accounting for Enterprise Funds,

### **DPW – Water Division**

This budget covers all expenses related to water treatment, maintenance of the water distribution system, meter reading, billing and collection. The cost of meter reading and water/wastewater billing is shared between water and wastewater. The rate was increased in FY2010 from \$2.62/100 cf to \$2.88/100cf. The FY2011 budget has been calculated with the retail water rate at \$3.17/100cf. This is consistent with the three year rate plan adopted by the City Council in 2009.

DPW has developed a draft 30-Year Capital Plan to begin reinvesting \$29 million in the entire water system over the 30 year period when the debt reduces after 2012. The FY2011 draft budget for Water shows expenses increasing overall by 5.6%. The largest single expense increase in FY2011 is \$168,352 for Payment in Lieu of Taxes.

### **DPW – Wastewater Division**

This program includes the expenses for three wastewater plants, 23 pump stations and approximately 100 miles of sanitary and combined sanitary/stormwater piping. This division has had a substantial operating deficit for the past few years. The Council approved a three year program of rate increases necessary to fully fund operations and provide additional funding to cover the impact of debt service requirements relative to the refinancing of loans from the State of Vermont maturing over the next four years. The FY2011 budget has been projected with the Wastewater rate increasing from \$4.28/100cf to \$4.71/100cf.

In December 2010 the first state loan balloon payment of \$4,033,580 comes due. The FY11 budget has been developed based on borrowing that would support this payment. In addition DPW has identified two sections combined sewer/storm line that must be repaired in the near future. A temporary repair was made in the summer of 2009 to the line on Battery Street. Bids were secured for this comprehensive repair ranging from \$162,500 to \$270,400 for a section of Battery Street from Cherry to College Streets. Another section on Colchester Avenue is being evaluated based on recent video from inside the pipe.

### **Burlington International Airport**

The proposed budget for the Airport Department for FY-11 is 16.4 million dollars, an increase of about 1.75%. This increase represents the inflationary increases for goods and services and increases in workforce costs.

There are no striking new initiatives in this budget but rather a built-in contingency to cut spending in case revenues don't rebound as expected. We are experiencing a 16 % reduction in capacity as measured by available seats on aircraft which is a direct result of the recession and a planned project on the main runway this summer. The effects of the recession on air travel were delayed here when compared to large hub airports but we are seeing encouraging signs of modest growth in airline capacity at those hubs in 2010. That means FY-2011 should turn around for BTV but we're going through a slow period at this time.

The FY-2011 budget highlights will be dominated by capital improvements such as the parking structure addition, the aforementioned runway rehabilitation and continued work on the South End Development (Business Park) and technical academy. Those projects are not largely dependent on this FY-2011 operating proposal. As an Enterprise Fund, we anticipate that revenues will cover all actual expenses over the course of the budget year.

## **Trust Fund**

### **Retirement Fund**

The Burlington Employees Retirement System (BERS) provides for administration of the Retirement program, management of the investments and related expenses and for benefits to the City's A and B employees. Police and Fire Department safety services employees are "A" class employees and do not participate in Social Security. The "B" class employees are the "civilian" employees of the City. They participate in Social Security as part of their retirement plan.