



Fletcher Free Library
235 College Street
Burlington, Vermont 05401
Ed Adrian – Board Chair

LIBRARY BOARD of COMMISSIONERS MEETING
3RD MONDAY OF EVERY OTHER MONTH, 12:00 P.M.
FLETCHER FREE LIBRARY, LOCAL HISTORY ROOM

Schedule is as follows:

May 18, 2015

July 20, 2015

AGENDA (revised)

1. Approval minutes (*attached*)
2. Approval agenda (*attached*)
3. Public Forum
4. Presentation of the City's 10-year Capital Improvement Plan - Martha Keenan, Capital Improvement Manager for City of Burlington (*docs attached*)
5. Time for review of meeting packet {as needed}
6. Director's Report (*attached*)
7. Commission Development update
8. Library Director reappointment letter (*attached*)
9. Commission Annual Report draft (*to be distributed at meeting*)
10. Commission role in budget development (*FY16 budget paper and presentation attached*)
11. Strategic Plan update (*attached*)
 - a. Community engagement strategy
 - b. Open Community Forum May 20th (Facilitator Amy Howlett)
 - c. Technology Forum June 10th (Facilitator Jessamyn West)
 - d. Survey
12. Annual Appeal update (*to be distributed at meeting*)
 - a. Progress to date
 - b. Commission's role in fundraising (discussion)
13. Friends of Fletcher Free Library update – Ellen MacLellan, Vice-President of Friends
14. New Business
15. Next meeting agenda items and date
16. Executive Session {as needed}
17. Adjournment

The latest Library Board Meeting Minutes and Upcoming Meeting Agendas are
Posted on our website: www.fletcherfreelibrary.org



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LIBRARY BOARD OF COMMISSIONERS MEETING MINUTES

Monday, March 16, 2015 at 12:00PM in the Local History Room of the Library

Subject to Review

In attendance: Ed Adrian (Chair), Kate Bouton, Mary Ellen Manock, Peter Ireland, Glenn McRae, Jessica Nordhaus, Peg Boyle-Single, Ellen MacLellan, Rubi Simon, Kath Laing (Clerk)

Apologies: Jill Krowinski

Agenda item 1. Approval minutes. The draft minutes from January 26, 2015 Commission meeting were approved unanimously.

Agenda item 2. Approval agenda. The agenda for the current meeting was approved unanimously.

Agenda item 3. Public Forum. No public forum was needed.

Agenda item 4. Packet review. No time was needed for packet review.

Agenda item 5. Director's Report. Director Simon clarified that the website revamping was temporary in order to highlight strategic plan, annual report and annual appeal. Director Simon expanded on the Intercity Public Square as a virtual public square in the public libraries in Chattanooga and Burlington supported by Gigabit connectivity and accessible to the communities in both cities. Plan are to use this high level streaming capability to share cultural and educational between the two cities on a monthly basis to start with. Chair Adrian commended the Library on the Exploring Human Origins press conference held in the Main Reading Room on March 12th.

Agenda item 6. Commission Development. Cate MacLachlan was introduced by Commissioner Adrian as a potential Trustee on the Library Commission. Mrs. MacLachlan spoke to the Commission about her professional background in social services, her current business endeavor and the connections she has built in the Burlington community over 20 years. She also spoke of her family's connection with the Library through her 8 year old daughter, her mother being a Librarian and her grandmother an author. As a Trustee, Mrs. MacLachlan's focus would be on further developing children's services at Fletcher Free. Commissioners McRae and Nordhaus and Director Simon spoke in favor of Cate MacLachlan's candidacy, highlighting her potential to contribute to the strategic planning process, development / fundraising and community outreach through her community connections and knowledge of current library context. Commissioners unanimously voted to recommend Cate MacLachlan as a Trustee. Trustee Ireland and Trustee Manock unanimously voted to invite Cate MacLachlan to join the Library Commission as a Trustee.

There is currently another Trustee vacancy on the Commission to fill. Commissioner Boyle-Single and Adrian's current terms end June 30, 2015. Commissioner Boyle-Single will not be seeking reappointment. Commissioner Adrian will be. Commissioners are to propose candidates to replace Commissioner Boyle-Single to Chair Adrian and Director prior to the next Commission meeting in May. Commissioner McRae mentioned the need to update the time of the regular Commission meetings on the City Hall website.

Agenda item 7. Strategic Plan. Director Simon summarized lessons learned from the three forums held on Feb 9th. A more robust community engagement strategy is being developed with a group of individuals engaged and active in diverse community organizations and networks. Maureen Sullivan is going to concentrate on staff development and providing input to the strategic plan documents and outputs. Open Community Forums are scheduled for 6 April (location to be announced) and 20 May (at FFL) – facilitated by Amy Howlett, VT Department of Libraries.

Agenda item 8. Annual Appeal. In the second week of February, the Library's Annual Appeal was sent out to 5,200 residences in Burlington, including the Library's list of close to 400 donors. Response has been steady although a bit slower than expected – close to \$6,000 to date. 92% of the appeal recipients are new potential donors to the Library. Reminders are scheduled to be sent out to recipients who have not donated at the end of March, end of April and end of May. We expect a further \$6,000-\$7,000 to come in from the general portion of our Annual Appeal. The 'major donor campaign' portion of our Annual Appeal was launched at the Library's Commission meeting this week, on March 16th. Our goal is to raise \$15,000 - \$20,000 from this campaign. The campaign runs through April and May. Development Coordinator, Kath Laing and Director Simon will work with Commissioners to execute this campaign.

Agenda item 9. Friends. Friends updated the Commission on their recent annual election. Board members for 2015 are as follows: President: Joan Conroy; Vice President: Ellen MacLellan; Treasurer: Ann Warrington; Immediate Past President / Secretary: Robin Twery; Members at Large: Amanda Hannaford, Kirsten McNeil, Lynne Lieb. The Friends have engaged accounting services. The Friends had an impressive fundraising year in 2014. The resource allocation process to the Library has been restructured. Efforts are being made with City Market to grant members credit for volunteering with the Friends. The reorganization of the Friends' management structure and governance mechanisms continues in coordination with Library staff.

Agenda item 10. New Business. The Commission currently does not have a Vice-Chair. Chair Adrian welcomes nominations from Commissioners for a vote at the next meeting.

Agenda item 11. Next meeting agenda items and date. The next meeting will be on 18 May 2015.

Agenda item 12. Executive Session {as needed}. No executive session was needed.

Agenda item 13. Adjournment. The meeting adjourned at 1:10pm.



To: Fletcher Free Library Commission
From: Rubi Simon
Date: 5/15/15
RE: Department Head Report

What are the current Department goals

- (ongoing) In the process of working with key community members and staff on incorporating next phase of strategic planning sessions and survey
- (ongoing) Working with development coordinator, Kath Laing on launching major donor campaign
- Presentation of FY16 Budget in collaboration with the CAO & Mayor's office to City Council 5/21/15 (see attached for presentation)

What are the current Department Challenges

- Deb Woolford, Financial Assistant has resigned and is moving out-of-state. Job description was redrafted to Executive Assistant with no impact to the budget. Position has been posted and interviews are in progress.

Updates on key initiatives

- Currently working on migration process for new library (ILS) system. Working on marketing and informing public of changes and scheduling staff training dates. Library will be closed to the public on June 4th for all staff training on the new system.
- Facility projects- The library is looking forward to having the next phase which will include repairing main reading room glass wall.
- Currently working on lighting upgrade for the library in conjunction with CIP & financing through BED. (see attached)
- Recently met with the Mayor to review Director's self-assessment and FY16 goals (see attached)
- In the process of working with key community members and staff on incorporating next strategic planning sessions and survey. Upcoming forum will be technology forum. Tentative date is June 10 and we have asked Jessamyn West to facilitate session.
- Youth staff just returned from a 2 day VELI training relating to early literacy development and working with daycare providers.
- Development coordinator attended an extensive 2 day "Train the Trainor" RBA training in Brattleboro.
- Currently on the Mayor's ELI (Early Learning Initiative) as a member of the advisory board. Kick off meeting was in April.



On-Bill Financing: Fletcher Free Library - RELIGHT

Project Details

Upgrade lighting system per the design provided by Steve Beard, Lighting Designer.

Loan Details

Estimated Project Cost	\$53,785
BED Incentive	\$26,892.50
Customer Loan Loss Reserve Fee	\$1,344.63
Customer Loan Principal	\$26,892.50
Interest Rate	2.44%
Loan Terms	78 months
Interest Amount	\$2,327.01
Total Loan Amount	\$30,564.13
Payment/Month	\$391.85
Estimated Annual Energy Savings	\$4,817
Estimated Annual Maintenance Savings	TBD
Project Savings/Month (\$4817/12)	\$401.42
Monthly Net Savings	\$9.57
Estimated Return on Investment	15.76%

May __, 2015

VIA ELECTRONIC MAIL ONLY

Mayor Miro Weinberger
149 Church Street
Burlington, Vermont 05401

**RE: Evaluation and Reappointment Recommendation of Fletcher Free Library
Director Rubi Simon**

Dear Mayor Weinberger:

It is with great pleasure that on behalf of the entire Fletcher Free Library Commission (the "Commission") I write you to recommend the reappointment of Director Rubi Simon without hesitation or further qualification. The Commission met on May 18, 2015 to discuss the reappointment and voted unanimously to recommend Director Simon's. The Commission is of the opinion that Director Simon has shown sustained leadership and continued focus in her duties including the following areas:

- **Strategic Planning** – As you are aware over the last three years, the Library has started looking at new models for serving the City of Burlington and excelling at meeting the 21st Century needs of residents. Under Director Simon's leadership: a renowned strategic planning consultant has been retained; a number of successful planning forums have been held with a diverse variety of stakeholders; and a strategic plan has started to take shape.
- **Library Staff Development** – The Commission has the advantage of regularly interfacing with the library staff member representative. In addition, Director Simon has made a concentrated effort to bring the Commissioners and staff together on a number of occasions. It is clear from these interactions that library staff has a high regard for Director Simon's leadership and their confidence in her ability to steer the Library into new waters is apparent. This relationship is essential in helping to ensure the Library's continued success.
- **Fundraising** – Director Simon has made substantial steps to organize the fundraising functions of the Library, Commission and Friends of Fletcher Free Library into a structured, focused system. The hiring of Development Coordinator Kath Laing has proven to be an invaluable step in the continued efforts to build the Library fundraising efforts. Director Simon in coordination with Ms. Laing have worked in a symbiotic manner in order to improve this essential function. At the same time, the Commission wishes to express its concern that while fundraising is an important function, it is our hope that as the strategic plan develops, the Library will be able to obtain general city funds commensurate with its expanded functions.

- **Other Initiatives** - The recent announcement that the Smithsonian “Human Origins” traveling exhibit will come to the Library in 2017 is a testament to Director Simon’s desire to echo the Administration’s “moving forward” efforts. The amount of organizational and institutional collaboration necessary to secure this exhibit, demonstrates that the Library has reached a new level of intra-community relations. At the same time under Director Simon’s leadership, the Library has continued to expand upon and develop its successful programs already in existence including but not limited to the: Summer Reading Program, Burlington Book Festival, meals programming and infrastructure rehabilitation just to name a few.

On a personal note, it has been a pleasure to work with Rubi for the last two and a half years. She has made substantial and sustained efforts to integrate herself both into the administration, the Commission and the community at large. We are lucky to have her at the helm of the Library. If there are any questions or concerns you have about this correspondence or anything else related to the Commission, please do not hesitate to contact me.

Very truly yours,

Ed Adrian
Chair, Fletcher Free Library Commission

FY15 Self-Assessment

Goals and expected benefits	Progress	Actions taken & planned <i>(italics completed actions as of 04/10/15)</i>
1. Assess and address facility needs to better serve the community.	Ongoing (see FY16 goals for timeline)	<ul style="list-style-type: none"> • <i>EMG facility assessment developed in collaboration with CIP</i> • <i>Brick repointing work, new chiller installed, urgent electrical work, preliminary lighting improvements, painting</i> • <i>Historic preservation grant awarded – brick repointing to be continued summer FY16</i> • <i>Carpeting</i>
2. Evaluate and implement a new ILS to improve acquisitions, cataloging and circulation services.	On track to be completed by end of FY15	<ul style="list-style-type: none"> • <i>RFP, evaluation of proposals, presentations from all interested vendors, selection and contracting of new vendor</i> • <i>Data migration and go live</i>
3. Develop a 5-year strategic plan	Ongoing (see FY16 goals for timeline)	<ul style="list-style-type: none"> • <i>RFP, consultant selected and contracted, Steering Committee convened</i> • <i>Community engagement process launched: staff, city stakeholders, community leaders, early learning, 2 open community forums held</i> • <i>Continued community engagement: Survey to be administered; technology, education and social services forums to be held; New Americans, school families, professionals, NPA's, senior population input being elicited</i> • <i>Plan development: library & community profile, engagement report, data analysis, strategic directions, plan design and distribution</i>
4. Develop and implement a fundraising plan	Ongoing (see FY16 goals for timeline)	<ul style="list-style-type: none"> • <i>Annual appeal sent to 5,200 households in Burlington (voter's list 03/14 & Library donors)</i> • <i>Historic Preservation & Exploring Human Origins applications awarded</i> • <i>Major donor campaign launched 03/15 – ongoing</i> • <i>Redesign fundraising strategy: develop restricted program sponsorship opportunities</i>
5. Redesign staff work flows and processes for greater effectiveness and efficiency	Completed	<ul style="list-style-type: none"> • <i>Centralized and reorganized financial management systems, implemented risk assessment and management protocols</i> • <i>Restructured collection development and centralized ordering practices</i> • <i>Implemented pay for print system for computer center</i>
6. Redesign data management system moving toward assessing community impact of Library services and programs	Ongoing (see FY16 goals for timeline)	<ul style="list-style-type: none"> • <i>Dataset reevaluated, data collection tool redesigned in Excel, data collected on a monthly basis.</i> • <i>FY14 results analyzed and graphically presented to the community.</i> • <i>RBA Training of Trainers (Kath Laing) rescheduled from 12/14 to 04/15 due to winter weather.</i> • <i>RBA methodology foundational to the implementation of the Strategic Plan.</i>
7. Enhance Summer Reading Program reach, scope and impact	Ongoing (see FY16 goals for timeline)	<ul style="list-style-type: none"> • <i>Electronic data tracking in Excel implemented for 2014; open-source software customized for FFL's SRP to be used to track data in 2015.</i> • <i>Scope of 2015 SRP expanded to 0-18.</i>

Goals and expected benefits	Progress	Actions taken & planned <i>(italics completed actions as of 04/10/15)</i>
8. Develop Library Commission	On track to be completed by end of FY15	<ul style="list-style-type: none"> • <i>Commissioner skill assessment conducted</i> • <i>Process launched to dissolve the Trustee figure on Library Commission due to lack of transparency around the self-perpetuating nature of this figure: Commission voted in favor, Resolution tabled at Charter Change Committee of City Council, to be voted on at Town Meeting Day, March 2016</i> • <i>Commissioner recruitment: 1 Trustee of 2 vacant positions filled 03/15; remaining Trustee position and expected Commissioner vacancy to be filled 07/15</i>
9. Streamline Friends of Fletcher Free Library (Library's foundation / 501c3) for increased efficiency, effectiveness & capacity to attract restricted grants	Completed	<ul style="list-style-type: none"> • <i>Accounting services outsourced, first 990 form being prepared for 2014</i> • <i>Management structure further developed: Board composition and function strengthened according to by-laws; 3 committee management structure implemented</i> • <i>Annual resource allocation process to Library developed and implemented 03/15 – 06/16</i>

FY16 Goals

Goals and expected benefits	Performance indicators & timeline for achievement
Assess and address facility needs to better serve the community.	Evaluate and update all work spaces in collaboration with CIP by way of impact fees for work space plan.
Reorg department and restructure job descriptions for increased efficiency and effectiveness.	Create timeline with HR and complete by end of FY16 in concurrence with strategic plan for FY17 budget recommendations based on strategic plan outcomes.
Restructure Reference services and Computer Center for increased efficiency and effectiveness.	Remove multiple access points in main reading area and simplify patron access points of information. Implement an on call plan for reference staff and circulation.
Develop a 5-year strategic plan.	Community engagement strategy implemented by end of FY15. Plan developed in print and electronically by 08/15. Presented to City Council 09/15. Implementation plan developed 10/15.
Redesign fundraising structure for increased program sustainability.	<i>Redesign fundraising strategy: develop restricted program sponsorship opportunities and continuing building and establishing donor relationship</i>
Rebranding and website redesign, increasing the visibility of the Library in the community.	Create a marketing plan and use impact fees for rebranding after completion of strategic plan and implementation of new ILS system that will support upgrade of current website
Develop a data management system that assesses community impact of Library services and programs	RBA used to develop program performance measurement 09/15. Database & dashboard implemented for data tracking in collaboration with CIO Dept.
Enhance Summer Reading Program reach, scope and impact.	Collaboration between FFL, BSD and BP&R strengthened to implement collaborative sign ups and data sharing agreements. Program impact measured 12/15. Expansion of outreach to other community sites i.e. Miller center, based on increase of hours to current youth library assistants.
Develop teen services plan.	Teen Librarian hired by 08/15. Teen services plan developed by 11/15.

Fletcher Free Library - Budget Justification FY16
Board of Finance, Burlington City Council
May 2015

1. Department Description

The Fletcher Free Library (FFL) 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. The primary role of the Fletcher Free library is ensure equal access to the world’s ideas and information through physical and electronic resources. The Library is a primary community resource connecting the local learning setting with global information and knowledge. The Library plays a fundamental role in the development of lifelong learning models both formal and informal by: 1) ensuring a meeting space for the discussion and sharing of issues and interests; 2) providing adult programming and equipment for self-improvement and economic progress; and 3) providing programming to pre-school age children and their families that strengthen early literacy foundations.

The Fletcher Free is the largest public library in Vermont at 44,000 square feet. FFL serves the largest population in Vermont and historically has the highest circulation of public libraries in the state, averaging 1,100 loans per day and 7,450 per week. FFL is open 7 days a week, totaling 58 public service hours and 74 operating hours. FFL has over 13,500 cardholders. The below graphic summarizes our Library services and programming.



2. FY16 Goals:

Financial Stewardship

- Budget development and resource allocation for FY16 and beyond is data-driven. During FY15, a complete budget assessment was conducted with the creation of the Financial Assistant position. The Library's financial management was analyzed, reorganized and centralized. All vendor contracts were analyzed and re-negotiated where necessary. Resources were reallocated where necessary. Also during FY15, the Library's data management systems were assessed, data sets were rationalized, data tracking and collection systems were updated.

Creating Opportunities

- Outreach and programming for teens is developed. The creation of a new position of Teen Librarian (1 FTE) is requested in FY16 (see the justification for this new position in *FY16 Fiscal Changes* section of this paper).
- Youth Services capacity is strengthened and increased. Two part-time positions reclassifications to full-time are being requested in FY16 (see the corresponding justification for this reclassification in the *FY16 Fiscal Changes* section of this paper).
- Dynamic and robust partnerships in the following initiatives are developed to their full potential.
 - ELI (Mayor's Early Learning Initiative)
 - City's Diversity and Equity Strategic Plan
 - RISPNet (Refugee & Immigrant Service Providers Network)

Modernization

- A new ILS system is implemented to provide patrons with a more efficient and effective library experience. During FY15, an RFP for a new integrated library system (ILS) was issued, proposals were evaluated, meetings with potential vendors were held, and a new vendor was selected. The Library is currently working with the new vendor on data migration from the old system. Staff training for the new system has begun. The new ILS goes live at the beginning of FY16.
- The Library's Strategic Plan and associated Community Engagement Report are finalized. During FY15, a RFQ and RFP were issued for a consultant to lead the development of a new strategic plan for the Library. Maureen Sullivan, a national library consultant, was contracted. The Library is currently engaging with the Burlington community to elicit feedback to guide the future of Library services and programming. Open community forums as well as targeted forums are being held to maximize community input to the strategic plan around three main goals: enhancing literacy skills, facilitating access to and exchange of knowledge and building community connections. The Strategic Plan and associated Community Engagement report will be finalized by the end of the first quarter of FY16.

- Results-based Accountability (RBA) methodology is implemented library-wide. RBA is a methodology that can be used by communities can use to improve the lives or well-being of the community as a whole. RBA is also used by organizations to continually improve the performance of their programs or services. RBA will be foundational to the implementation of the Library’s new strategic plan – measuring performance and providing accountability to the community. The Library’s Development Coordinator was certified as a RBA Trainer in FY15. RBA will be implemented across Library programs by the end of FY16. The Development Coordinator position will be reclassified to reflect additional responsibilities for Library data management & capacity building, Departmental reporting, as well as fundraising & grant development.
- The Library is rebranded and the website redesigned.
- All job descriptions will be evaluated and updated, and a standardized annual evaluation system aligning staff responsibilities with goal setting will be created. The Library Director will work with Human Resources to do so.
- Library reference services and the public computer center model will be restructured for increased efficiency and effectiveness of service.

3. Fiscal Challenges for FY 16

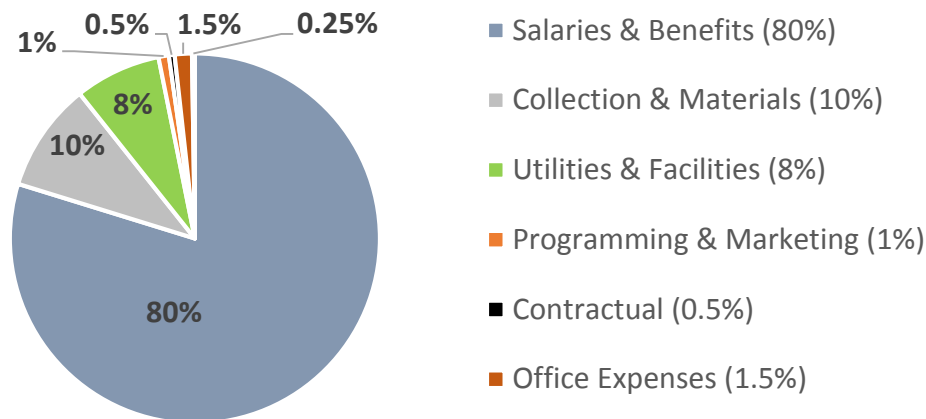


Figure 1. Cost drivers for FY16 (% of requested expense budget \$1,983,588)

As can be gleaned from the pie chart in Figure 1, less than 4% of the expense budget is available to the Library Director for strategic allocation to services and programming. Apart from funds allocated to staff salaries and benefits, funding for collections and materials and utilities and facilities are committed 100%. The collections and materials budget is by City resolution the product of a half cent tax that must be used exclusively for the purpose of purchasing books, subscriptions and other materials for patron use. The utilities and facilities portion of the budget is committed to maintaining the Library infrastructure.

Preliminary results from the community engagement process that the Library has been undertaking in development of a new strategic plan, indicate the community is seeking

increased programming capacity and better marketing of programming to the public. With 1% of the overall expense budget allocated to these activities, it will be challenging to meet these community needs.

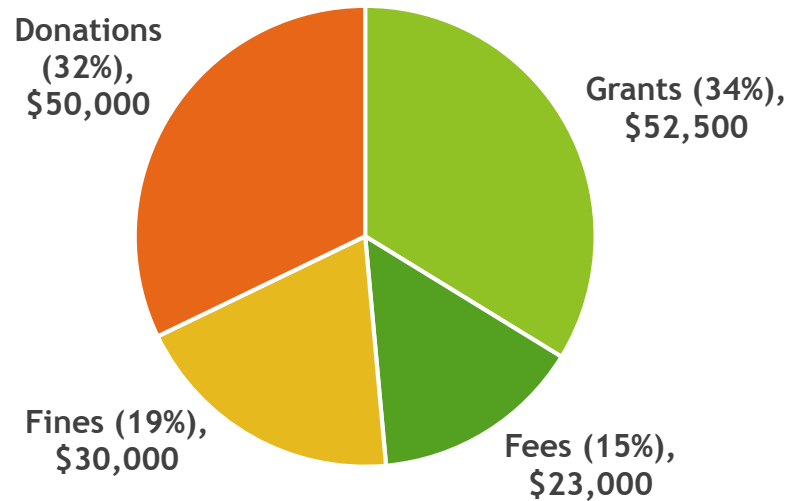


Figure 2. Proposed revenue budget for FY16 (total \$155,000)

After a full year of having a part-time Development Coordinator on staff, it is evident that the traditional non-profit development paradigm is not sufficient for long term Library sustainability. As a municipal organization providing core services free of charge to the Burlington community, Library sustainability is neither the work of charity nor is it achievable through raising purely unrestricted funds. While expanding our annual appeal from 400 to over 5000 households in Burlington during FY15 has raised the community's awareness of Library services and programming, it has not however succeeded in raising our unrestricted donation revenue goal for FY15.

A revised data-driven sustainability strategy will be implemented in FY16. Key elements of this revised strategy include:

- Diversify revenue sources. While recognizing the importance of cultivating our dedicated individual donors, and community organizations and businesses that have supported us over the years, we also see the need to develop restricted public-private program sponsorship opportunities. Additionally, we will be increasing grant development efforts seeking funding from private foundations, as well as state and federal agencies. We will seek opportunities to collaboratively develop grants with other City Departments and community organizations providing coordinated access to complementary funding sources, creating economies of scale and ensuring joint achievement of common social objectives.
- Strengthen Friends of Fletcher Free Library as Library's 501c3 foundation. In FY15, the FFL worked with the Friends to develop governance and management structures for increased functionality. Under Library guidance, the Friends have streamlined their financial management systems – adopting a resource allocation system and contracted

accounting services for increased transparency and fundraising capacity. In FY16 and beyond, FFL will increasingly use the Friends 501c3 status to seek increased funding for programming, technology resources and other innovative literacy projects.

- Grow Library endowment fund. Long-term sustainability requires a robust endowment fund. The Library trust is managed by the Vermont Community Foundation. Our proposal is to annually reinvest the distribution from this fund.

4. Fiscal Changes from FY15 to FY16

'Connected Learning' for Burlington teens

In 2014, the American Library Association (ALA) and the Institute of Museums and Library Services (IMLS) published a report entitled *The Future of Library Services for and with Teens*. Libraries are increasingly functioning as “connected learning spaces” to better serve the growing demands and needs of our teen populations. Connected learning seeks to understand how to bridge different spheres of learning (peer culture, personal interests, and academics) through innovative school and public library programs and services that leverage and engage all areas of the library and community. Additionally, according to a Boston Globe’s Article, written in 2013, a ‘new breed of teen-services librarians (has) emerged’. Teen services have exploded in the last decade due to the relatively large size of the current teen population in the U.S. and the convergence of two trends: the reinvention of public libraries as community centers of learning and information, and the surge of literature aimed specifically at teens in the last decade.

Teens need different services, access to information, collections, space, and staff than ever before. Public libraries are best positioned to support the needs of our teen population. At a recent annual Vermont Refugee Resettlement Consultation Meeting around to social integration, support from the library was requested for the new American teen populations. Many of the needs of New American teens also pertain to the broader teen population, such as: traditional readers advisory, college prep services, GED, workforce development, and volunteer opportunities. The need for a space where new American teens can find opportunities to engage socially and receive guidance on how to navigate social and cultural differences was stressed. Helping our new teen population understand the American legal system was another crucial area of need, as evidenced by the rise in DUI incidents amongst this teen population.

The ALA and IMLS report also identified the fact that the lives of teens are affected by the socioeconomic and political landscape. Issues such as poverty, homelessness, failing schools, and bullying have physical and psychological ramifications for teens. As part of the larger community, many libraries have taken on the responsibility to contribute to alleviating the problems that negatively impact teens and to help them be successful, productive members of society. These are requests relevant to most urban contexts; ones that are very similar in nature to those we had in Boston. At the Boston Public Library, it is a priority to have highly skilled youth and teen staff. Urban libraries are aware that teen populations have different learning approaches and milestones. The role of teen librarians is well articulated in the IMLS report:

The library profession has come to understand literacy as much more than a cognitive ability to read and write, but as a social act that involves basic modes of participating in the world. This more fluid understanding of literacy has meant that librarians' work with teens now falls under a larger umbrella of multiple literacies, which encompasses information literacies, critical literacies, digital literacies, media literacies, and much more.

Teens today must be able to read, write, and interact across a range of platforms, tools, and media. This impacts the types of services, programs, and collections libraries provide, as well as the nature of the work that library staff perform. The report's call to action is the formation of an 'Equity Agenda'. The report states "It is generally educationally privileged youth with effective learning supports at home who are able to take full advantage of the new learning opportunities that the online world has to offer and translate these opportunities to their academic and career success." The report also states, "white suburban teens with highly educated parents or with parents in the highest income brackets ... are more likely than their African American urban or rural counterparts to own a computer, tablet, or smartphone. In overall Internet use, teens ages 12–17 living in lower-income and lower-education households are somewhat less likely to use the Internet in any capacity—mobile or wired."

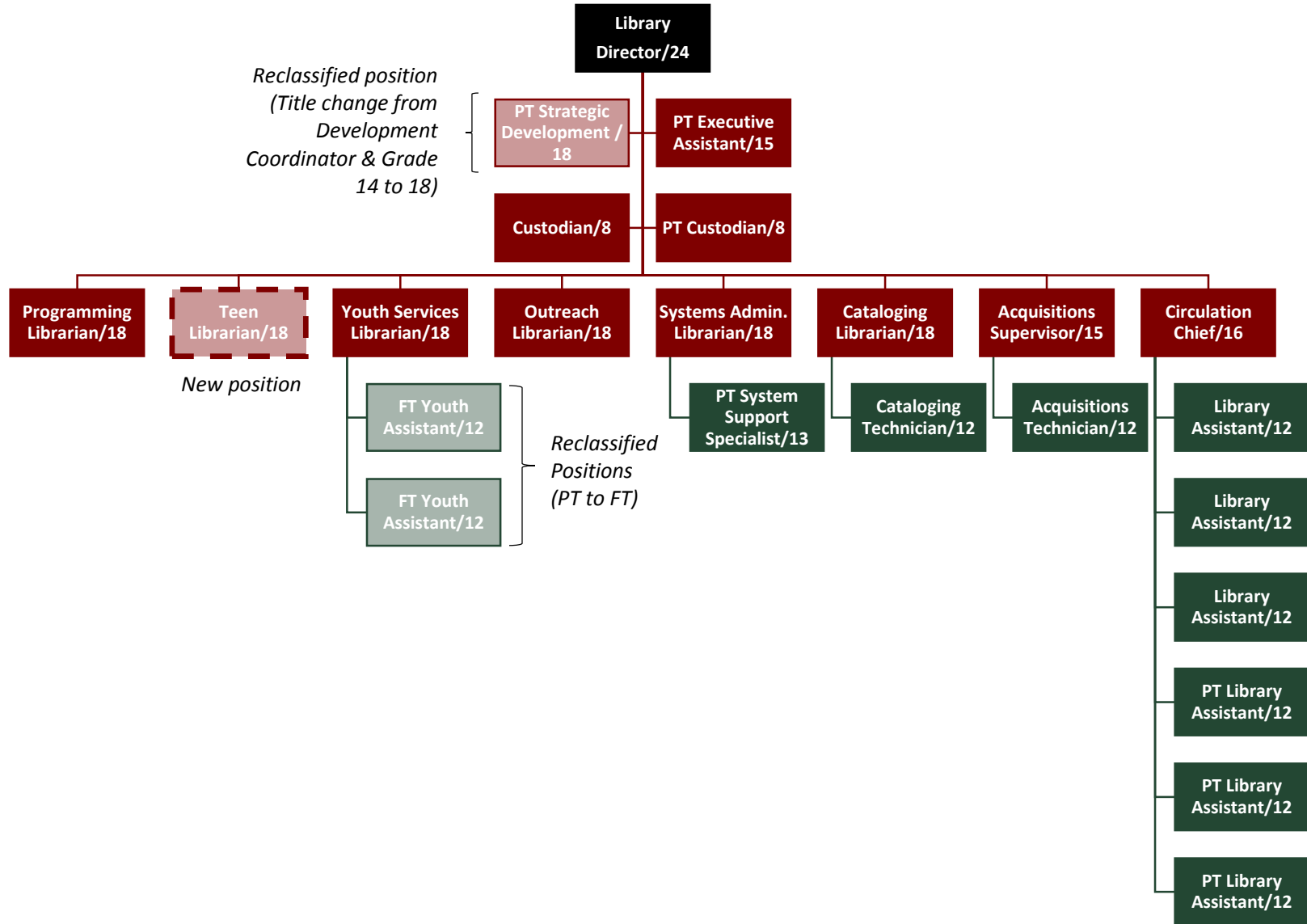
How can the Fletcher Free Library benefit Burlington's teens? We are requesting a new full-time position of Teen Librarian in FY16 to provide the following services:

- Organized activities and safe places for teens to socialize after school;
- Strong partnerships with community organizations to reach at-risk teens;
- Through innovative programs such as learning labs and makerspaces, offer teens the opportunity to develop 21st century skills as it relates to information literacy, media literacy, and digital literacy;
- Provide community service outlets for teens by engaging them in the development of young adult programs, intergenerational programming, teen advisory boards that help develop civic engagement skills and opportunities;
- Help teens explore and pursue their educational goals by offering programming about career and workforce planning/preparation, information on higher education institutions and college preparation workshops, including how to apply and seeking student financial aid.

Increase and strengthen the capacity of Youth Services

Currently, the Library has 2.1 FTE Youth Services staff covering the youth desk for 58 hours a week, providing the community with programming and outreach which includes neighborhood services and community collaborations and partnerships. There is a critical need to increase and strengthen this capacity. Our proposal is to reclassify the two part-time youth services positions to full-time to meet community needs for services. Currently the desk is unstaffed for an average of 7 hours a week. Increased staffing would allow Youth Services to provide better service to patrons and more programming.

5. Proposed Organizational Chart



Fletcher Free Library

FY16 Budget Presentation

Burlington City Council
Board of Finance
May 2015

FY16 Goals

▶ Financial Stewardship

- ▶ Budget assessment conducted with creation of financial position: financial management analyzed, reorganized and centralized; vendor contracts analyzed and re-negotiated where necessary
- ▶ FY16 and beyond: resource allocation is data-driven

▶ Creating Opportunities

- ▶ Develop outreach & programming for teens (Teen Librarian - 1 FTE, new position)
- ▶ Strengthen & increase Youth Services capacity (2 P/T positions reclassified to F/T)
- ▶ FFL is a key partner in:
 - ▶ ELI (Mayor's Early Learning Initiative)
 - ▶ City's Diversity and Equity Strategic Plan
 - ▶ RISPNet (Refugee & Immigrant Service Providers Network)

FY16 Goals

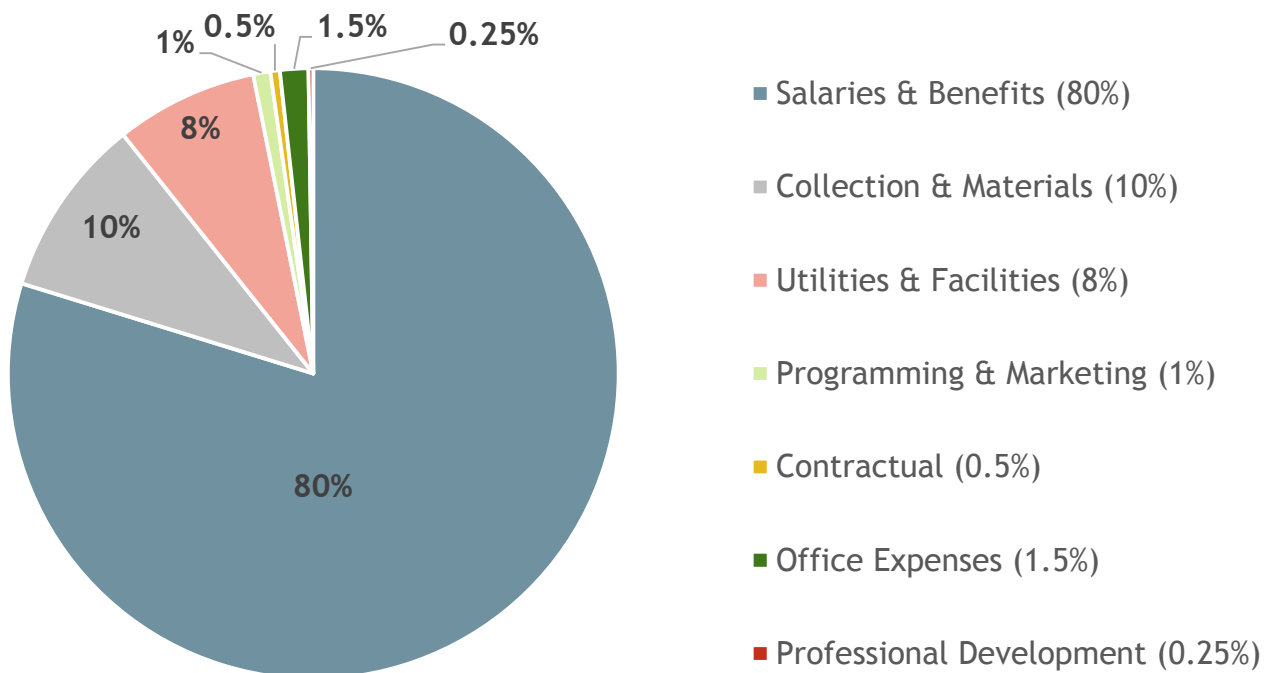
(cont'd)

▶ **Modernization**

- ▶ New ILS system (goes live beginning FY16)
- ▶ Strategic Plan & Community Engagement Report (developed FY15, finalized Q1 FY16)
- ▶ Results-based Accountability (RBA) methodology - foundational to Strategic Plan implementation (to be implemented Q2 & 3 FY16)
- ▶ Strategic Development position (reclassified) responsible for: data management & capacity building, Department reporting, fundraising & grant development
- ▶ Rebranding & website redesign (FY16)
- ▶ Evaluate and update all job descriptions and create standardized annual evaluation system aligning staff responsibilities with goal setting
- ▶ Restructure reference service and computer center model for increase efficiency and effectiveness of service

Cost Drivers & Challenges

% of FY16 expense budget

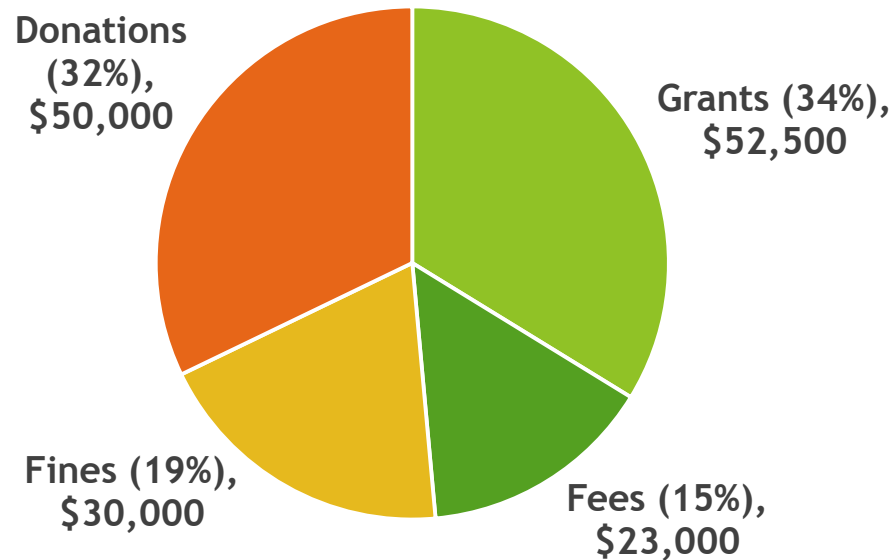


Bottom line:

- < 4% of expense budget is available annually for strategic allocation
- Salaries +19% from 2015 to 2016 to fill crucial staffing gaps: Teen Librarian (1FTE new position), 2 P/T Youth Services positions reclassified to F/T, Development Coordinator reclassified to Strategic Development Manager

Revenue

% of FY16 revenue budget (\$155,000)



FFL serves the entire Burlington community. Our goal is to ensure core services & programming are 100% free & accessible to Burlington residents.

FY16 budget designed to enable:

- ▶ A responsive, accountable and sustainable library
- ▶ Quality library services responsive to community needs
- ▶ FFL to remain relevant in the current library context:
 - ▶ A “programming” library
 - ▶ Tackling social issues
 - ▶ Contributing to social safety nets for Burlington community
- ▶ FFL to enhance **literacy** skills, facilitate access to and exchange of **knowledge** and build **community connections** for early learners, youths, teens & adults
- ▶ FFL to engage in dynamic partnerships with City Departments, community organizations and businesses to achieve common social objectives & economic development

Forward-looking: FY17

- ▶ Continued capacity strengthening
 - ▶ Youth Services - Summer Reading Program, year-round programming,
 - ▶ Literacy Programming - Literacy Coordinator (1 FTE, new position)
 - ▶ Technology resources
 - ▶ Continuous assessment of strategic plan results for a better alignment of community needs with library services
- ▶ Neighborhood services expansion
 - ▶ Satellite locations, off-site collection circulation, outreach plans for neighborhoods
- ▶ Innovative community-wide programming
 - ▶ Exploring Human Origins - Smithsonian travelling exhibition & associated programming (Feb 2017)
 - ▶ Programming alignment & collaboration with Parks & Recreation department
- ▶ Volunteer programming development
 - ▶ Teen Librarian with teens
 - ▶ Centralized volunteer coordination

LIBRARY BOARD of COMMISSIONERS MEETING
March 16, 2015

**Agenda
items**

10

Strategic Plan update:

- a. Community engagement strategy – initial meeting went well; working to elicit feedback from groups representative of: parents IAA, SA and NNE schools, young professional (Kelly Devine, Burlington Chamber of Commerce), New American populations (RISPNet), seniors, teens, families with early learners (new moms); presenting to all NPAs
- b. Open Community Forum May 20th (Facilitator Amy Howlett)
- c. Technology Forum June 10th (Facilitator Jessamyn West) to explore the potential for using and providing access to technology at Fletcher Free. We would like this forum to look beyond services and programming we are currently providing the community and elicit feedback from participants on: 1) how FFL can partner the technology industry to better leverage our 1GB internet connectivity for economic growth; 2) what FFL services and partnerships can help bridge the digital divide for the Burlington community; and 3) how can FFL improve our digital presence?
- d. Survey – 125 responses, will continue administering the survey until end of fiscal year.



Office of Mayor Miro Weinberger

MEMORANDUM

To: City Council
From: Mayor Miro Weinberger
Date: April 10, 2015
Re: Preliminary 10-Year Capital Plan Overview

Since my State of the City address in 2014, one of the Administration's major focus areas has been the creation of a comprehensive 10-Year Capital Plan. This plan is intended to enhance the City's ability to maintain and invest in its public infrastructure – a core responsibility of local government that has an enormous impact on the quality of life and economic development in our City. The plan will bring greater rigor to our decision-making regarding our physical assets, allowing us to: identify areas of under-investment; prioritize and co-ordinate across different types of assets to improve the quality and cost-efficiency of our infrastructure investments; and manage the cumulative cost of our infrastructure so that its impact on taxpayers is predictable and stable.

This has been a major effort involving considerable engagement from almost every department and the commissioning of numerous independent assessments of different elements of our public infrastructure. I appreciate the leadership of CAO Bob Rusten and Capital Projects Manager Martha Keenan on this effort, and excited that we have now reached the stage where we can begin discussing the challenges and solutions ahead with the City Council and City Commissions.

The City Faces an Immediate and Long-Term Public Infrastructure Funding Challenge

As the attached documents make clear, our work to this point has identified an immediate FY16 challenge that will require our focus over the next two and a half months as we complete the budget. Our current projections also show an approximately \$60 million funding shortfall over the next decade simply to maintain our existing infrastructure, and an even larger funding gap if we choose to pursue enhancements.

It is important to understand that while these challenges are substantial, the City has a number of different options available to address them. Together, we must look for efficiencies, consider reducing some infrastructure commitments, and explore for new strategies for funding investments. It is my expectation that we will pursue many different solutions and substantially reduce the projected funding shortfall before the possibility of any new municipal bonding is considered. Given the undue pressures property taxpayers have experienced in recent years, my goal is to meet our responsibilities as good stewards of the public's assets while minimizing property tax increases.

I look forward to reviewing the assumptions behind our revenue and expenses projections and exploring different solutions with the City Council and City Commissions in the months ahead. If we succeed at this collaboration the people of Burlington will enjoy steady improvement to our roads,

sidewalks, and public parks, and buildings over the next decade and future generations will continue to enjoy the outstanding public infrastructure we are so fortunate to have inherited from our predecessors.

Thank you.



OFFICE OF THE CLERK/TREASURER

City of Burlington

City Hall, Room 20, 149 Church Street, Burlington, VT 05401

Voice (802) 865-7000

Fax (802) 865-7014

TTY (802) 865-7142

To: City Council & Miro Weinberger, Mayor
From: Bob Rusten, Chief Administrative Officer
Re: Submission of 10-year Capital Plan- Starting in FY 16
Date: April 10, 2015

Please find attached to this memo adraft document entitled "City of Burlington 10 Year Capital Plan".

This document is the result of approximately one year's work of a team of City staff and is a capital planning tool for City-owned capital assets; buildings, infrastructure and vehicles.

- This tool is the first version of what will be a living document to be updated each year.
- To utilize this document the Board of Finance, City Council and all jurisdictional Commissions should be involved in determining what projects should go forward, when, and how to pay for these.
- Many of these investments are necessary and are cost-efficient to move forward now to prevent having to pay even larger amounts as buildings and infrastructure deteriorate. Vehicles have stayed in service past their prime trade-in value and resulted in maintenance costs that exceed the value of the vehicle.
- The City has made past efforts to address its capital needs, such as an increase of one million dollars in the annual General Fund borrowing for capital needs.
- The lack of a long-term plan, updated each year, with limited preventative maintenance resources, has resulted in a significant backlog of essential capital asset reinvestment.
- I want to acknowledge that the draft "City of Burlington 10 Year Capital Plan" tool is due to the work of numerous staff, in particular the management leadership teams of the Department of Public Works and of Parks and Recreation along with the Mayor and his office. Martha Keenan, Capital Improvement Program Manager, had the lead role in facilitating all the different City staff and outside contractors, to put this document together. We owe a debt of gratitude to the many people involved who created this very important initial planning tool and process so we can proactively and responsibly address the capital asset needs of the City of Burlington.

Focus of Capital Plan:

- While significant effort was spent to identify the capital asset needs of all City departments, a higher degree of effort went into General Fund areas.
- The next year will require continued refinement and updating of this tool.
- The School District has expressed some interest in collaborating with the City on capital planning over the next year.

A Need Identified:

- To pay for the reinvestment in, enhancement to and expansion of our capital assets.
- To simply maintain the assets the City currently owns, we estimate needing to invest approximately \$211M over the next 10 years.
- We estimate the existing revenue streams for capital investments over the next 10 years to be ~\$150 million, including the current yearly bonding for \$2M. Thus, under our current assumptions, we are preliminarily projecting an additional need of approximately \$60 million over the next ten years. Over the months ahead, we anticipate working with City Council Committees

and City Commissions to confirm the assumptions underlying these expenses and revenue assumptions.

Critical Questions to be Reviewed

- All parties are encouraged to analyze ways to creatively respond to the needs and to do so by thinking long-term.
- Would it make sense to refurbish or build a new building to consolidate City departments?
- Can different City departments coordinate and consolidate our building needs?
- Can a centralized fleet maintenance system reduce the current or future number of City-owned vehicles by having a better vehicle-sharing system?
- Can we avoid the past practice of borrowing money for limited life vehicles, and of yearly bond payment for vehicles no longer in service?
- Can capital growth and the expenditures associated be proven to be long-term revenue generators and therefore an investment in the City's long-term financial health and therefore justify the cost?
- Does creating and funding reserve accounts to build up money to pay cash for assets, rather than borrowing, make financial sense?
- Can large tax hikes be avoided by shifting projects from one year to another so as to level out the funding need year to year?
- Can we divest from any underutilized and expensive facilities?

These and other questions should be the basis of the review on this capital planning tool. What should not be a question is whether the City needs to address its long term capital needs in a comprehensive way and then plan and act on these needs.

I would call your attention to a few items:

- In FY 15 we hired EMG to conduct an assessment of all City-owned buildings. All of the critical life-safety issues as identified by EMG were addressed in this FY.
- For Fiscal Years 16 and 17 we believe our primary responsibility is to address building and infrastructure needs both EMG and the Administration believe hinders functionality.
- FY 17 & FY 18 addresses our built-up vehicle needs. This allows time to assess ways to cost-effectively address our vehicle needs.
- The Plan proposes to continue the enhanced FY 15 funding for sidewalk reinvestment into FY 16 and then sharply increasing funding in FY 17 to attain a level of funding that can sustainably maintain our street, sidewalk and curb infrastructure.
- In the Parks section, starting in FY 16 with even heavier emphasis continuing in FY 17 and beyond, we address the bike path rehabilitation needs.
- Beyond making Memorial Auditorium usable for its current limited functions, significant refurbishing and retrofitting is likely needed to increase the Auditorium functionality. In FY 17, in the Expansion section of the tool we show the anticipated costs needed for major renovation. This conceptual projection is included for discussion purposes. The City is not pursuing such a renovation at this time.
- In the "New Operational Expense" section we have added necessary costs required if a decision is made to move ahead with all of the projects in FY 16 and beyond. Modification to projects and/or their time line could impact the need for these operational expenses.

To best use this Tool:

- Implement discussions as to what projects should be moved forward, in what time frame, and at what cost. Included are non-City revenues to help pay for projects if we have actual commitments
- Be fiscally prudent by preliminarily approving future work on large capital assets conditional on getting commitments of non-City revenues, and to define that amount and commitment time frame
- Initiate discussions for the purpose of long-term planning.

Next Steps:

- After an overview of the plan at the April 13, 2015 City Council work session, the 10-year Capital Plan be referred to the Board of Finance for a more thorough review.
- A collaborative process initiated between the Administration, the Board of Finance, and the City Council Committees and City Commissions of jurisdiction focused on the Administration's submission of, and the City Council approval of a feasible FY 16 capital budget
- With the FY 16 budget completed, discussions and decisions with the BoF and jurisdictional Committees and Commissions relating to FY 17 and beyond will enable planning out the steps, including budgetary, to implement the approved projects

In summary:

- The City does not have a long-range, sustainable capital plan
- Our current projections indicate that existing funding will only cover approximately 2/3rds of the cost of just maintaining what we currently own, leaving a projected ~\$60,000,000 shortfall over the next ten years under our preliminary assumptions
- The chronic underfunding has many impacts, including:
 - equipment prone to failure sometimes before its expected lifespan
 - more expensive repairs
 - significant resources spent reacting to problems
- To be able to sustainably maintain our assets, we must pursue some mix of the following options:
 - Reduce our assets
 - Secure additional capital funding
 - Develop more efficient systems to maintain our assets
 - Add additional assets only once we have a capital funding plan in place
- Possible solutions to funding the capital shortfall
 - Aggressively pursue energy efficiency projects and other cost saving measures and reinvest savings in capital assets
 - Add to budget line items in operating budgets
 - Consider alternative capital financing sources other than property taxes
 - Finance long-term capital investments in part with additional revenue anticipated when the Waterfront TIF expires in 2024
 - Short-term and long-term potential borrowing
 - Create one fleet department— improving efficiencies and requiring less overall vehicles
 - Leddy Park Renovation/expansion— add a Parks facility at Leddy allowing some streets vehicles to be based in north end of City saving time and travel on vehicles, moving Parks folks to Leddy and making more space available at 645 Pine Street

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	City of Burlington 10 Year Capital Plan (Fiscal Year 2016 - 2025)														
2	General Fund Capital Plan by Asset Class														
3															
4	GO BOND OBLIGATION	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
5	<i>Expenditures</i>	GO Bond Obligations Debt Service		\$ 2,875,894	\$ 2,953,617	\$ 2,982,948	\$ 3,037,153	\$ 3,045,114	\$ 2,664,689	\$ 2,665,650	\$ 2,635,467	\$ 2,639,595	\$ 2,635,938	\$ 2,735,070	\$ 27,995,240
6		GO Bond Debt Service Public Works		\$ 277,123	\$ 278,534	\$ 275,235	\$ 275,330	\$ 278,582	\$ 276,835	\$ 278,210	\$ -	\$ -	\$ -	\$ -	\$ 1,662,727
7		GO Bond New Debt Service (\$2M)		\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 1,225,000
8		Total Debt Service Expense		\$ 3,153,018	\$ 3,232,151	\$ 3,258,183	\$ 3,312,483	\$ 3,498,696	\$ 3,116,525	\$ 3,118,860	\$ 2,810,467	\$ 2,814,595	\$ 2,810,938	\$ 2,910,070	\$ 30,882,967
9	<i>Revenue</i>	GO Bond Revenue for New Debt		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10		DPW Central Facility 7200_115		\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ (277,123)	\$ -	\$ -	\$ -	\$ -	\$ (1,662,738)
11		Property Tax Debt Service 4000_220		\$ (2,876,000)	\$ (2,953,617)	\$ (2,982,948)	\$ (3,037,153)	\$ (3,221,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (2,876,000)	\$ (29,450,718)
12		CIP Bond		\$ (3,727,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (2,000,000)	\$ (20,000,000)
13		Total Debt Service Revenues		\$ (6,880,123)	\$ (5,230,740)	\$ (5,260,071)	\$ (5,314,276)	\$ (5,498,123)	\$ (5,153,123)	\$ (5,153,123)	\$ (4,876,000)	\$ (4,876,000)	\$ (4,876,000)	\$ (4,876,000)	\$ (51,113,456)
14	Net Debt Service Obligation			\$ (3,727,105)	\$ (1,998,589)	\$ (2,001,888)	\$ (2,001,793)	\$ (1,999,427)	\$ (2,036,598)	\$ (2,034,263)	\$ (2,065,533)	\$ (2,061,405)	\$ (2,065,062)	\$ (1,965,930)	\$ (20,230,489)
15															
16	CITYWIDE FLEET REINVESTMENT	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
17	<i>Expenditures</i>	Equipment Maintenance Vehicle		\$ 11,138	\$ 11,138	\$ 11,138	\$ 11,138	\$ 11,138	\$ -	\$ 31,270	\$ -	\$ -	\$ -	\$ 65,000	\$ 140,822
18		Recycling Vehicles		\$ -	\$ -	\$ 242,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ 260,000	\$ -	\$ -	\$ 1,022,000
19		Recycling lease Payments		\$ 96,147	\$ 96,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 96,147
20		To reserves Recycling for truck purchase		\$ 47,500	\$ 95,500	\$ -	\$ 147,750	\$ -	\$ 147,750	\$ -	\$ 147,750	\$ -	\$ 147,750	\$ -	\$ 686,500
21		Right of Way Streets Vehicles leases FY15		\$ 37,750	\$ 37,750	\$ 37,750	\$ 37,750	\$ 37,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 151,000
22		Streets Equipment		\$ -	\$ 565,000	\$ 580,000	\$ 545,000	\$ 617,300	\$ 685,000	\$ 545,000	\$ 464,000	\$ 370,000	\$ 357,200	\$ 627,000	\$ 5,355,500
23		Streets Equipment lease revenue purchase		\$ -	\$ (565,000)	\$ (580,000)	\$ (545,000)	\$ (617,300)	\$ (685,000)	\$ (545,000)	\$ (464,000)	\$ (370,000)	\$ (357,200)	\$ (627,000)	\$ (5,355,500)
24		Streets Equipment lease for purchases		\$ -	\$ 120,000	\$ 241,800	\$ 356,250	\$ 485,883	\$ 629,733	\$ 624,183	\$ 612,003	\$ 574,518	\$ 521,415	\$ 510,657	\$ 4,676,442
25		Right of Way Streets Leases		\$ 64,569	\$ 59,855	\$ 60,977	\$ 62,136	\$ 63,333	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 246,301
26		Right of Way Interest on Leases		\$ 1,900	\$ 6,615	\$ 5,492	\$ 4,333	\$ 3,136	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,577
27		Fire Additional Lease (in 7200)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
28		Fire Chase Lease		\$ 18,906	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29		Fire UTV		\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30		Fire Ambulance FY15 - 16		\$ 17,800	\$ 160,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,200
31		Fire Vehicles		\$ -	\$ -	\$ 1,355,000	\$ 1,458,000	\$ 630,000	\$ 275,000	\$ 210,000	\$ -	\$ 640,000	\$ 25,000	\$ -	\$ 4,593,000
32		Library Van		\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
33		Police Vehicles		\$ 129,231	\$ 161,540	\$ 225,000	\$ 349,000	\$ 315,000	\$ 255,000	\$ 207,000	\$ 225,000	\$ 274,000	\$ 315,000	\$ 255,000	\$ 2,581,540
34		Police DEA leases		\$ 10,125	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 23,952	\$ 239,520
35		Police Leases		\$ 48,884	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
36		Police 2009 Lease Purchase		\$ 3,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37		Police 2010 lease		\$ 22,928	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
38		Police Chase 2011 Lease		\$ 46,213	\$ 46,213	\$ 23,106	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 69,319
39		Police Additional Fleet Expansion		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
40		Parks Fleet		\$ 490,500	\$ 150,500	\$ 248,261	\$ 140,098	\$ 134,849	\$ 51,000	\$ 125,969	\$ 11,000	\$ 49,000	\$ 26,451	\$ 452,218	\$ 1,389,346
41		Parks fleet lease revenue		\$ -	\$ (150,500)	\$ (248,261)	\$ (140,098)	\$ (134,849)	\$ (51,000)	\$ (125,969)	\$ (11,000)	\$ (49,000)	\$ (26,451)	\$ (452,218)	\$ (1,389,346)
42		New Parks leases		\$ 52,000	\$ 83,605	\$ 135,740	\$ 165,160	\$ 193,479	\$ 152,189	\$ 147,037	\$ 97,212	\$ 78,082	\$ 55,318	\$ 139,574	\$ 1,247,396
43		Parks Leases - Master in C/T office		\$ 61,083	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
44		Additional Fleet Expansion		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
45		To Reserve		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
46		Total Fleet Replacement Cost		\$ 1,167,772	\$ 902,514	\$ 2,381,956	\$ 2,615,470	\$ 2,023,671	\$ 1,483,624	\$ 1,503,442	\$ 1,105,917	\$ 1,850,552	\$ 1,088,436	\$ 994,183	\$ 15,949,764
47	<i>Revenue</i>	Police Impact Fees (\$49,058/year)		\$ (15,125)	\$ (54,611)	\$ -	\$ -	\$ (147,174)	\$ -	\$ -	\$ (147,174)	\$ -	\$ -	\$ (147,174)	\$ (496,133)
48		Police Impact Fees FY15 YTD		\$ -	\$ (49,980)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (49,980)
49		Police Revenue from GL		\$ (245,000)	\$ (56,949)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (200,000)	\$ (1,856,949)
50		Police Revenue to cover lease		\$ -	\$ (46,213)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (46,213)
51		Police Revenue from GL DPW maintenance		\$ -	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (23,952)	\$ (239,520)
52		Airport Reimbursement Police		\$ -	\$ -	\$ (6,000)	\$ -	\$ -	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (6,000)	\$ (42,000)
53		Fire Dept New Lease GL		\$ (21,000)	\$ (43,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (21,000)	\$ (232,000)
54		Fire Dept GL		\$ (18,906)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55		Fire Dept. Impact Fees (\$39,599/year)		\$ (25,800)	\$ (117,200)	\$ -	\$ -	\$ (158,396)	\$ -	\$ -	\$ -	\$ (158,396)	\$ -	\$ -	\$ (433,992)
56		Parks GL		\$ (110,000)	\$ (83,605)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (110,000)	\$ (1,073,605)
57		Parks Green belt fund		\$ (165,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
58		Parks GL from Rec		\$ (8,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59		Zamboni trade-in		\$ -	\$ -	\$ (30,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (30,000)
60		Parks fleet revenue		\$ (166,441)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61		DPW GL		\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (245,000)	\$ (2,450,000)
62		Streets maintenance		\$ -	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)	\$ (30,000)
63		Recycling GL lease \$147,500/year		\$ (147,750)	\$ (147,750)	\$ (242,500)	\$ (147,500)	\$ (295,000)	\$ (147,500)	\$ (295,000)	\$ (147,500)	\$ (147,500)	\$ (147,500)	\$ (147,500)	\$ (1,865,250)
64		Police Trade-in		\$ -	\$ (10,000)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (13,500)	\$ (131,500)
65		Trade-in Fire engines		\$ -	\$ (3,500)	\$ (65,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (68,500)
66		From Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
67		Total Revenues		\$ (1,168,022)	\$ (911,760)	\$ (986,952)	\$ (790,952)	\$ (1,244,022)	\$ (796,952)	\$ (944,452)	\$ (944,126)	\$ (955,348)	\$ (796,952)	\$ (944,126)	\$ (9,015,642)
68		Fleet Reinvestment Total Deficit (Surplus)		\$ (250)	\$ (9,246)	\$ 1,395,004	\$ 1,824,518	\$ 779,649	\$ 686,672	\$ 558,990	\$ 161,791	\$ 895,204	\$ 291,484	\$ 50,057	\$ 6,934,122

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
69															
70	CITY WIDE FACILITIES	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
71	<i>Expenditures</i>	FFL		\$ 175,000	\$ 32,502	\$ 88,519	\$ 121,089	\$ 301,676	\$ 108,016	\$ 1,337	\$ 1,565	\$ 334,748	\$ 137,558	\$ 50,582	\$ 1,177,592
72		City Hall Repairs		\$ -	\$ 581,384	\$ 260,931	\$ 90,476	\$ 2,038	\$ 85,110	\$ 6,018	\$ 205,225	\$ 49,870	\$ 305,157	\$ 99,020	\$ 1,685,229
73		Miller Center		\$ -	\$ 8,899	\$ 11,190	\$ 15,570	\$ 41,673	\$ -	\$ 1,476	\$ -	\$ 26,095	\$ 249,896	\$ 27,411	\$ 382,210
74		Leddy Arena		\$ 126,000	\$ 424,954	\$ 1,234,439	\$ 121,413	\$ 99,345	\$ 18,029	\$ 184,685	\$ 50,279	\$ -	\$ 322,212	\$ 197,605	\$ 2,652,961
75		North Beach		\$ -	\$ 127,221	\$ 18,781	\$ 225,276	\$ 170,941	\$ -	\$ 874	\$ 21,600	\$ 16,724	\$ 418,988	\$ 984	\$ 1,001,389
76		Oakledge		\$ -	\$ 8,753	\$ 45,020	\$ -	\$ 13,682	\$ 1,061	\$ 2,697	\$ 52,191	\$ -	\$ 1,194	\$ 1,871	\$ 126,469
77		Boathouse		\$ 20,000	\$ 42,205	\$ 858,273	\$ -	\$ 12,639	\$ 11,129	\$ 36,989	\$ -	\$ 12,336	\$ 12,330	\$ 656	\$ 986,557
78		Lake View Cemetery Building		\$ -	\$ 69,791	\$ 186,690	\$ 24,057	\$ 53,205	\$ 1,143	\$ 23,714	\$ 2,987	\$ 3,082	\$ 1,287	\$ 15,286	\$ 381,242
79		Miscellaneous Parks Buildings		\$ -	\$ 16,826	\$ 146,443	\$ 158,598	\$ 156,144	\$ 6,274	\$ 63,183	\$ 19,486	\$ 72,335	\$ 62,238	\$ 27,174	\$ 728,701
80		Police Department		\$ -	\$ 154,066	\$ 105,995	\$ 3,124	\$ 84,567	\$ 6,817	\$ 144,480	\$ -	\$ 3,622	\$ 188,684	\$ 69,884	\$ 761,239
81		Fire Station #1		\$ -	\$ 2,438	\$ 3,085	\$ -	\$ 25,295	\$ 8,667	\$ 15,687	\$ -	\$ 28,803	\$ 21,097	\$ 2,049	\$ 107,121
82		Fire Station #2		\$ -	\$ 6,594	\$ -	\$ 410	\$ 103,647	\$ 15,256	\$ 9,851	\$ 10,752	\$ 9,005	\$ 59,968	\$ -	\$ 215,483
83		Fire Station #3		\$ -	\$ 14,444	\$ -	\$ -	\$ 7,328	\$ -	\$ -	\$ -	\$ 9,790	\$ 112,911	\$ 139,765	\$ 284,238
84		Fire Station #4		\$ -	\$ 6,045	\$ 24,917	\$ 1,568	\$ 15,064	\$ 521	\$ 17,020	\$ 17,081	\$ 1,817	\$ 18,234	\$ 6,541	\$ 108,808
85		Fire Station #5		\$ -	\$ 24,425	\$ 24,597	\$ 1,661	\$ 27,782	\$ 521	\$ 21,689	\$ 19,584	\$ 1,926	\$ 27,400	\$ 6,135	\$ 155,720
86		645 Pine Street		\$ 35,000	\$ 95,317	\$ 90,702	\$ 1,393	\$ 62,477	\$ 177,602	\$ 83,315	\$ 1,568	\$ 1,615	\$ 90,239	\$ 142,137	\$ 746,365
87		Firehouse Gallery		\$ -	\$ 84,419	\$ 40,388	\$ 186,545	\$ 4,107	\$ -	\$ 31,320	\$ -	\$ 17,269	\$ 17,614	\$ 19,465	\$ 401,127
88		Memorial		\$ -	\$ 259,097	\$ 2,000,000	\$ -	\$ -	\$ 6,723	\$ -	\$ 12,577	\$ 5,573	\$ 14,353	\$ 76,267	\$ 2,374,590
89		Total Expenditure		\$ 356,000	\$ 1,959,380	\$ 5,139,970	\$ 951,180	\$ 1,181,610	\$ 446,869	\$ 644,335	\$ 414,895	\$ 594,610	\$ 2,061,360	\$ 882,832	\$ 14,277,041
90	<i>Revenue</i>	Interest Perpetual Care Fund Lake View Cemetery		\$ -	\$ (69,791)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (69,791)
91		Utility savings from EE projects	5% increase/yr	\$ (10,000)	\$ (50,000)	\$ (75,000)	\$ (78,750)	\$ (82,688)	\$ (86,822)	\$ (91,163)	\$ (95,721)	\$ (100,507)	\$ (105,533)	\$ (110,809)	\$ (876,992)
92		Total Revenues		\$ (10,000)	\$ (119,791)	\$ (75,000)	\$ (78,750)	\$ (82,688)	\$ (86,822)	\$ (91,163)	\$ (95,721)	\$ (100,507)	\$ (105,533)	\$ (110,809)	\$ (946,783)
93		City Wide Facilities Total Deficit (Surplus)		\$ 346,000	\$ 1,839,589	\$ 5,064,970	\$ 872,430	\$ 1,098,923	\$ 360,047	\$ 553,172	\$ 319,174	\$ 494,103	\$ 1,955,827	\$ 772,023	\$ 13,330,258
94															
95	RD & SIDEWALK REINVESTMENT	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
96	<i>Expenditures</i>	Street Reinvestment		\$ 2,329,703	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 1,544,101	\$ 15,441,010
97		Sidewalk Reinvestment		\$ -	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 687,702	\$ 6,877,020
98		Bridge Repair (Queen City Bridge)		\$ -	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
99		Cliff Street Repair Unfunded Portion -		\$ 193,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
100		Flynn Avenue Unfunded Portion		\$ -	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,000
101		Additional Sidewalk Needs 3% esc.	includes onroad	\$ -	\$ 225,000	\$ 637,300	\$ 637,300	\$ 637,300	\$ 656,419	\$ 676,112	\$ 696,395	\$ 717,287	\$ 738,805	\$ 760,970	\$ 6,382,887
102		Additional Streets 3% escalator	bike facilities	\$ -	\$ 250,000	\$ 1,006,960	\$ 1,006,960	\$ 1,006,960	\$ 1,037,169	\$ 1,068,284	\$ 1,100,332	\$ 1,133,342	\$ 1,167,343	\$ 1,202,363	\$ 9,979,713
103		Curbs		\$ -	\$ 200,000	\$ 1,510,312	\$ 1,510,312	\$ 1,510,312	\$ 1,555,621	\$ 1,602,290	\$ 1,650,359	\$ 1,699,869	\$ 1,750,866	\$ 1,803,392	\$ 14,793,333
104		Preventive Maint. Streets		\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,800,000
105		Guardrails		\$ -	\$ -	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 650,000
106		Park Road Paving		\$ -	\$ 252,703	\$ 375,000	\$ 617,056	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,244,759
107		Bridge Replacement	Queen City Bridge	\$ -	\$ -	\$ -	\$ 1,875,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,875,000
108		Bridge Repairs		\$ -	\$ -	\$ -	\$ 0	\$ -	\$ -	\$ 175,000	\$ 1,475,000	\$ -	\$ -	\$ -	\$ 1,650,000
109		Total Expenditures		\$ 2,522,703	\$ 3,302,506	\$ 6,611,375	\$ 8,078,431	\$ 5,586,375	\$ 5,681,012	\$ 5,953,488	\$ 7,353,889	\$ 5,982,302	\$ 6,088,817	\$ 6,198,527	\$ 60,836,722
110	<i>Revenue</i>	Fees & Permits		\$ (3,000)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (100)	\$ (1,000)
111		Lakeview Perpetual Fund		\$ -	\$ (30,209)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (30,209)
112		Vtrans Bridge replacement dollars	80% of QC bridge	\$ -	\$ -	\$ -	\$ (1,500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,500,000)
113		Excavation Fees		\$ (295,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (280,000)	\$ (2,800,000)
114		Dedicated Tax 1%		\$ (2,031,703)	\$ (2,052,020)	\$ (2,072,541)	\$ (2,093,266)	\$ (2,114,199)	\$ (2,135,341)	\$ (2,156,694)	\$ (2,178,261)	\$ (2,200,044)	\$ (2,222,044)	\$ (2,244,264)	\$ (21,468,673)
115		Total Revenues		\$ (2,329,703)	\$ (2,362,329)	\$ (2,352,641)	\$ (3,873,366)	\$ (2,394,299)	\$ (2,415,441)	\$ (2,436,794)	\$ (2,458,361)	\$ (2,480,144)	\$ (2,502,144)	\$ (2,524,364)	\$ (25,799,882)
116		Rd & Sidewalk Reinvestment Total Deficit (Surplus)		\$ 193,000	\$ 940,177	\$ 4,258,734	\$ 4,205,065	\$ 3,192,076	\$ 3,265,572	\$ 3,516,694	\$ 4,895,528	\$ 3,502,158	\$ 3,586,673	\$ 3,674,162	\$ 35,036,839
117															
118	ROAD & SIDEWALK ENHANCEMENTS	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
119	<i>Expenditures</i>	Champlain Parkway Budget	\$20K match	\$ -	\$ 962,000	\$ 15,000,000	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,962,000
120		Manhattan Drive Slope Failure Budget	\$170K match	\$ 875,000	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
121		Manhattan Drive Slope Failure #2		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
122		Bike/Ped Scoping		\$ -	\$ 60,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,250
123		WAN non-TIF		\$ -	\$ 5,198,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,198,000
124		Wayfinding		\$ -	\$ 55,440	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,440
125		Lakeside/Pine signal		\$ 30,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
126		Transportation Projects		\$ -	\$ -	\$ -	\$ -	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 20,632,500
127		Total Expenditures		\$ 905,000	\$ 6,770,690	\$ 15,000,000	\$ 15,000,000	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 2,947,500	\$ 57,403,190
128	<i>Revenue</i>	Federal or State Funding Projects	est. 80%	\$ -	\$ -	\$ -	\$ -	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (16,506,000)
129		Manhattan Drive Slope Failure Funded Portion		\$ (705,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
130		WAN non-TIF Funding		\$ -	\$ (4,698,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,698,000)
131		WAN non-TIF BEDI		\$ -	\$ (500,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (500,000)
132		Wayfinding Match from Traffic		\$ -	\$ (55,440)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (55,440)
133		CIP carryforward		\$ -	\$ (320,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (320,000)
134		Champlain Parkway Funded Portion		\$ -	\$ (962,000)	\$ (14,700,000)	\$ (14,700,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (30,362,000)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
135		Bike/Ped Grant		\$ -	\$ (60,250)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (60,250)
136		Total Revenues		\$ (705,000)	\$ (6,595,690)	\$ (14,700,000)	\$ (14,700,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (2,358,000)	\$ (52,501,690)
137		Road & Sidewalk Enhancements Total Deficit (Surplus)		\$ 200,000	\$ 175,000	\$ 300,000	\$ 300,000	\$ 589,500	\$ 589,500	\$ 589,500	\$ 589,500	\$ 589,500	\$ 589,500	\$ 589,500	\$ 4,901,500

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
138															
139	FLETCHER FREE LIBRARY	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
140	<i>Expenditures</i>	Impact Fee Improvements		\$ 60,000	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ 260,000
141		Total Expenditures		\$ 60,000	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ 130,000	\$ -	\$ -	\$ 260,000
142	<i>Revenue</i>	Impact Fees (\$32,599/year)	FY14 carry forward	\$ (60,000)	\$ -	\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ (260,792)
143		Total Revenues		\$ (60,000)	\$ -	\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ -	\$ (130,396)	\$ -	\$ -	\$ (260,792)
144	Fletcher Free Library Total Deficit (Surplus)			\$ -	\$ -	\$ -	\$ -	\$ (396)	\$ -	\$ -	\$ -	\$ (396)	\$ -	\$ -	\$ (792)
145															
146	FIRE DEPARTMENT	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
147	<i>Expenditures</i>	Specialized equipment - air packs		\$ 312,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
148		To Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
149		Total Expenditures		\$ 312,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150	<i>Revenue</i>	From Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
151		Match for air packs from City Contingency		\$ (31,200)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
152		Grant		\$ (280,800)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
153		Total Revenues		\$ (312,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
154	Fire Department Total Deficit (Surplus)			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
155															
156	POLICE DEPARTMENT	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
157	<i>Expenditures</i>	To Reserves		\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000
158		Tasers		\$ -	\$ 96,000	\$ 14,923	\$ 14,923	\$ 14,923	\$ 14,923	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,692
159		Phone upgrade		\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
160		Security upgrade		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
161		Copiers, radios, electronics		\$ -	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 144,000
162		Total Expenditures		\$ -	\$ 149,000	\$ 25,923	\$ 25,923	\$ 25,923	\$ 14,923	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 341,692
163	<i>Revenue</i>	From Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
164		Police Capital Outlay GL		\$ -	\$ (149,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (554,000)
165		Total Revenues		\$ -	\$ (149,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (554,000)
166	Police Department Total Deficit (Surplus)			\$ -	\$ -	\$ (19,077)	\$ (19,077)	\$ (19,077)	\$ (30,077)	\$ 5,000	\$ 5,000	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (212,308)
167															
168	PARKS, RECREATION & W'FRONT	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
169	<i>Expenditures</i>	Parks Impact fee projects		\$ 308,000	\$ 102,000	\$ 586,000	\$ 725,000	\$ 1,099,000	\$ 657,000	\$ 667,000	\$ 469,000	\$ 352,000	\$ 207,000	\$ 194,000	\$ 5,058,000
170		Penny for Parks Projects		\$ 50,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,500,000
171		Perkins Sea Wall & North Beach Overpass		\$ 125,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
172		Grants-Donations Projects		\$ -	\$ 1,583,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,583,000
173		Bike Path Rehabilitation (Non-TIF)		\$ -	\$ 1,000,000	\$ 2,500,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	\$ -	\$ -	\$ -	\$ -	\$ 12,900,000
174		Bike Path Maintenance		\$ 176,000	\$ 65,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 176,000	\$ 1,649,000
175		Trees & Equipment		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000
176		City Hall Fountain		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
177		To next FY		\$ 71,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
178		Total Expenditures		\$ 780,000	\$ 3,275,000	\$ 3,662,000	\$ 3,651,000	\$ 4,025,000	\$ 3,583,000	\$ 3,593,000	\$ 1,045,000	\$ 928,000	\$ 783,000	\$ 770,000	\$ 25,315,000
179	<i>Revenue</i>	Greenbelt Capital		\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (500,000)
180		Economic Development Funding - Grants		\$ -	\$ (1,583,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,583,000)
181		Parks Foundation (Bike Path Rehabilitation)		\$ -	\$ (250,000)	\$ (750,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,000,000)
182		CIP New Projects		\$ -	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)
183		From Previous FY		\$ -	\$ (71,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (71,000)
184		Bike Path Maintenance and Improvement	1% escalator	\$ (176,000)	\$ (65,000)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (177,760)	\$ (1,664,840)
185		Impact Fees		\$ (247,000)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (102,729)	\$ (1,027,291)
186		Penny for Parks	1% escalator	\$ (357,000)	\$ (350,000)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (353,500)	\$ (3,531,500)
187		Total Revenues		\$ (830,000)	\$ (2,571,729)	\$ (1,433,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (683,989)	\$ (9,477,631)
188	Parks, Recreation & W'front Total Deficit (Surplus)			\$ (50,000)	\$ 703,271	\$ 2,228,011	\$ 2,967,011	\$ 3,341,011	\$ 2,899,011	\$ 2,909,011	\$ 361,011	\$ 244,011	\$ 99,011	\$ 86,011	\$ 15,837,369
189															
190	ADMINISTRATION	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
191	<i>Expenditures</i>	Master leases		\$ 36,330	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
192		CIP Budget Not in Facilities	already spent FY1	\$ 1,556,343	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
193		IT Earmarks		\$ 400,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 2,500,000
194		New Projects		\$ 464,000	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,350,000
195		Contingency Fund		\$ 300,000	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 2,400,000
196		Project Management CIP	w/3% escalator	\$ 89,000	\$ 89,000	\$ 89,000	\$ 91,670	\$ 94,420	\$ 97,253	\$ 100,170	\$ 103,175	\$ 106,271	\$ 109,459	\$ 112,743	\$ 993,160
197		Copier lease expense		\$ -	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290,000
198		Growth Capital Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
199		CEDO GO debt service		\$ 35,960	\$ 29,622	\$ 4,200	\$ 4,200	\$ 801,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 839,072
200		Total Expenditures		\$ 2,881,633	\$ 426,622	\$ 551,200	\$ 853,870	\$ 1,653,470	\$ 855,253	\$ 800,170	\$ 803,175	\$ 806,271	\$ 809,459	\$ 812,743	\$ 8,372,232
201	<i>Revenue</i>	GF Revenues for Leases		\$ (72,290)	\$ (29,622)	\$ (4,200)	\$ (4,200)	\$ (801,050)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (839,072)
202		Total Revenues		\$ (72,290)	\$ (29,622)	\$ (4,200)	\$ (4,200)	\$ (801,050)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (839,072)
203	Administration Total Deficit (Surplus)			\$ 2,809,343	\$ 397,000	\$ 547,000	\$ 849,670	\$ 852,420	\$ 855,253	\$ 800,170	\$ 803,175	\$ 806,271	\$ 809,459	\$ 812,743	\$ 7,533,160

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
204															
205	NEW OPERATIONAL EXPENSES	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
206	<i>Expenditures</i>	Additional Parks Labor 3% esc.	1 Project Mgr FY1	\$ -	\$ -	\$ 75,000	\$ 77,250	\$ 79,568	\$ 81,955	\$ 84,413	\$ 86,946	\$ 89,554	\$ 92,241	\$ 95,008	\$ 761,933
207		Additional DPW 1 Eng, 1 Planner 3% esc	2 employees	\$ -	\$ 75,000	\$ 190,000	\$ 195,700	\$ 201,571	\$ 207,618	\$ 213,847	\$ 220,262	\$ 226,870	\$ 233,676	\$ 240,686	\$ 2,005,230
208		Add Eng Tech - Streets & Sidewalks	1 employee	\$ -	\$ 36,000	\$ 73,000	\$ 75,190	\$ 77,446	\$ 79,769	\$ 82,162	\$ 84,627	\$ 87,166	\$ 89,781	\$ 92,474	\$ 777,615
209		Additional Maintenance Labor (HVAC)	1 FY16, 2 FY17	\$ -	\$ -	\$ 150,000	\$ 154,500	\$ 159,135	\$ 163,909	\$ 168,826	\$ 173,891	\$ 179,108	\$ 184,481	\$ 190,016	\$ 1,523,866
210		Citywide phone system		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
211		City wide security systems		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
212		Preventive Maintenance Facilities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
213		Memorial Operating Loss		\$ -	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 207,000	\$ 2,070,000
214		Total New Operational Expenditures		\$ -	\$ 318,000	\$ 695,000	\$ 709,640	\$ 724,719	\$ 740,251	\$ 756,248	\$ 772,726	\$ 789,698	\$ 807,178	\$ 825,184	\$ 7,138,644
215	<i>Revenue</i>	Downtown TIF	covers 2 employe	\$ -	\$ (75,000)	\$ (190,000)	\$ (195,700)	\$ (201,571)	\$ (207,618)	\$ (213,847)	\$ (220,262)	\$ (226,870)	\$ (233,676)	\$ (240,686)	\$ (2,005,230)
216		Parks Operating GL for Memorial	covers Memorial I	\$ -	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (207,000)	\$ (2,070,000)
217		Street & Sidewalk Projects	covers 1 new emp	\$ -	\$ (36,000)	\$ (73,000)	\$ (75,190)	\$ (77,446)	\$ (79,769)	\$ (82,162)	\$ (84,627)	\$ (87,166)	\$ (89,781)	\$ (92,474)	\$ (777,615)
218		Total Revenues		\$ -	\$ (318,000)	\$ (470,000)	\$ (477,890)	\$ (486,017)	\$ (494,387)	\$ (503,009)	\$ (511,889)	\$ (521,036)	\$ (530,457)	\$ (540,161)	\$ (4,852,845)
219		New Operational Expenses Total Expenditures		\$ -	\$ -	\$ 225,000	\$ 231,750	\$ 238,703	\$ 245,864	\$ 253,239	\$ 260,837	\$ 268,662	\$ 276,722	\$ 285,023	\$ 2,285,799
220															
221	GF GRAND TOTALS (w/o Expansion Needs)		NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
222	Total General Fund Capital Expenditures			\$ 12,138,125	\$ 20,335,863	\$ 37,325,607	\$ 35,197,997	\$ 21,796,964	\$ 18,868,956	\$ 19,367,045	\$ 17,303,569	\$ 16,843,526	\$ 17,396,687	\$ 16,341,038	\$ 220,777,252
223	Total General Fund Revenues			\$ (12,367,138)	\$ (18,288,662)	\$ (25,327,853)	\$ (25,968,423)	\$ (13,723,583)	\$ (12,033,714)	\$ (12,215,530)	\$ (11,973,086)	\$ (12,150,420)	\$ (11,898,075)	\$ (12,082,449)	\$ (155,361,794)
224	Total Capital Reinvestment Deficit (Surplus) - General Fund			\$ (229,013)	\$ 2,047,201	\$ 11,997,754	\$ 9,229,574	\$ 8,073,381	\$ 6,835,242	\$ 7,151,515	\$ 5,330,483	\$ 4,693,107	\$ 5,498,612	\$ 4,258,589	\$ 65,415,458
225															
226	GF EXPANSION (City Wide Growth)	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
227	<i>Expenditures</i>	Imagine City Hall Park		\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
228		Parks Improvements		\$ -	\$ 125,000	\$ 1,720,000	\$ 477,500	\$ 687,000	\$ 1,075,000	\$ 549,000	\$ 437,000	\$ 142,000	\$ 1,685,000	\$ 10,000	\$ 6,907,500
229		Fire Dept growth	flycar for Paramed	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
230		Police Dept growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
231		FFL growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
232		DPW growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
233		Transportation Expansion	WAN area, bike sh	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
234		Facilities Growth controls	bldg. software cor	\$ -	\$ 65,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 365,000
235		Facilities Growth		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
236		Parks Facility Relocation		\$ -	\$ -	\$ 1,182,610	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,182,610
237		Fire Dept. Firetower - training center		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
238		New sidewalks 4.5 miles new	3% escalator	\$ -	\$ 100,000	\$ 515,000	\$ 530,450	\$ 546,364	\$ 562,754	\$ 579,637	\$ 597,026	\$ 614,937	\$ 633,385	\$ 652,387	\$ 5,331,940
239		Accepting new streets		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
240		Memorial Auditorium Adaptive reuse		\$ -	\$ -	\$ 7,500,000	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000
241		BCA Capital Reinvestment		\$ -	\$ 45,000	\$ 50,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 445,000
242		Total Expenditures		\$ -	\$ 360,000	\$ 12,567,610	\$ 10,457,950	\$ 1,333,364	\$ 3,137,754	\$ 3,128,637	\$ 3,034,026	\$ 2,756,937	\$ 4,318,385	\$ 2,662,387	\$ 43,757,050
243	<i>Potential Revenue</i>	Parks Foundation (Accessible Playground)		\$ -	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (300,000)
244		Transportation Expansion Funding	Fed or State	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (8,000,000)
245		Total Revenues		\$ -	\$ (100,000)	\$ (100,000)	\$ (100,000)	\$ -	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (1,600,000)	\$ (8,300,000)
246		GF Expansion New Investment		\$ -	\$ 260,000	\$ 12,467,610	\$ 10,357,950	\$ 1,333,364	\$ 3,137,754	\$ 1,528,637	\$ 1,434,026	\$ 1,156,937	\$ 2,718,385	\$ 1,062,387	\$ 35,457,050
247															
248	GF GRAND TOTALS (w/ Expansion Needs)			FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
249	Total Expenditures with Expansion			\$ 12,138,125	\$ 20,695,863	\$ 49,893,217	\$ 45,655,947	\$ 23,130,328	\$ 22,006,710	\$ 22,495,682	\$ 20,337,595	\$ 19,600,463	\$ 21,715,072	\$ 19,003,425	\$ 264,534,302
250	Total Proposed Revenues			\$ (12,367,138)	\$ (18,388,662)	\$ (25,427,853)	\$ (26,068,423)	\$ (13,723,583)	\$ (12,033,714)	\$ (13,815,530)	\$ (13,573,086)	\$ (13,750,420)	\$ (13,498,075)	\$ (13,682,449)	\$ (163,661,794)
251	Total Capital Needs Deficit (Surplus) with Expansion Needs			\$ (229,013)	\$ 2,307,201	\$ 24,465,364	\$ 19,587,524	\$ 9,406,745	\$ 9,972,996	\$ 8,680,152	\$ 6,764,509	\$ 5,850,044	\$ 8,216,997	\$ 5,320,975	\$ 100,872,508

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
252	City of Burlington 10 Year Capital Plan (Fiscal Year 2016 - 2025)														
253	Enterprise Fund Capital Plans														
254															
255															
256	WATER	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
257	<i>Expenditures</i>	Master Lease 2009		\$ 2,319	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
258		Leases		\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
259		Chase 2011		\$ 14,879	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
260		Water Vehicles		\$ 120,000	\$ 120,000	\$ 150,000	\$ -	\$ -	\$ -	\$ 31,000	\$ 145,000	\$ 139,710	\$ -	\$ -	\$ 585,710
261		Asset Management		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
262		Carry forward Capital Need from previous FY		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
263		Penny Lane Plant		\$ 50,000	\$ 440,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,340,000
264		Reservoir Pump Station		\$ 450,000	\$ 582,250	\$ 600,302	\$ 751,964	\$ 759,369	\$ 421,898	\$ 59,350	\$ 254,541	\$ 118,429	\$ 366,493	\$ 234,804	\$ 4,149,400
265		Distribution Capital Program	3% esc.	\$ 230,000	\$ 230,000	\$ 500,000	\$ 750,000	\$ 772,500	\$ 795,675	\$ 819,545	\$ 844,132	\$ 869,456	\$ 895,539	\$ 922,405	\$ 7,399,252
266		Water Meter Replacement program	3%esc	\$ 65,000	\$ 100,000	\$ 100,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 1,115,911
267		Capital Improvements Water Buildings EMG		\$ -	\$ 15,000	\$ 344,698	\$ 72,036	\$ 10,041	\$ 164,154	\$ 175,554	\$ 11,400	\$ 0	\$ 36,980	\$ 138,114	\$ 967,977
268		Total Expenditures		\$ 938,199	\$ 1,512,250	\$ 1,795,000	\$ 1,777,000	\$ 1,748,000	\$ 1,591,000	\$ 1,298,000	\$ 1,471,000	\$ 1,347,000	\$ 1,522,000	\$ 1,522,000	\$ 15,583,250
269	<i>Revenue</i>	Capital revenue using FY15 rates		\$ (938,199)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (700,000)	\$ (7,000,000)
270		Capital Revenues from new rates	3.57%	\$ -	\$ (410,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (4,010,000)
271		Capital Needs Carried Forward		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
272		Total Revenues		\$ (938,199)	\$ (1,110,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (1,100,000)	\$ (11,010,000)
273	Water Total Deficit (Surplus)			\$ (0)	\$ 402,250	\$ 695,000	\$ 677,000	\$ 648,000	\$ 491,000	\$ 198,000	\$ 371,000	\$ 247,000	\$ 422,000	\$ 422,000	\$ 4,573,250
274															
275	WASTE WATER	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
276	<i>Expenditures</i>	Waste Water Vehicles		\$ 50,000	\$ 50,000	\$ 300,000	\$ 175,000	\$ 40,000	\$ -	\$ -	\$ 31,500	\$ -	\$ -	\$ 99,450	\$ 695,950
277		Chase Lease	2 separate master	\$ 7,957	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
278		Chase Lease	2 separate master	\$ 109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
279		Main wastewater plant EMG		\$ -	\$ 109,398	\$ 5,341	\$ 414,682	\$ 81,144	\$ 18,855	\$ 1,617	\$ -	\$ 22,278	\$ 21,537	\$ 21,858	\$ 696,710
280		North & East EMG		\$ -	\$ -	\$ 206,659	\$ 18,305	\$ 35,304	\$ -	\$ 30,347	\$ 5,637	\$ -	\$ 138,623	\$ 1,708	\$ 436,583
281		North Plant		\$ 20,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 42,000	\$ 420,000
282		East Plant		\$ 85,850	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 135,000	\$ 1,350,000
283		Pump Stations		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000
284		Regulatory Capital TMDL Main WW		\$ -	\$ 250,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 4,750,000
285		Main Plant		\$ 400,000	\$ 400,000	\$ 150,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 4,150,000
286		To next FY		\$ 540,563	\$ 186,174	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 186,174
287		Revenue Bond CWSRF Debt Service		\$ 1,451,755	\$ 1,418,732	\$ 1,412,030	\$ 1,403,260	\$ 1,391,548	\$ 1,376,662	\$ 1,358,421	\$ 1,337,225	\$ 1,313,986	\$ 1,289,197	\$ 1,263,035	\$ 13,564,096
288		Total Expenditures		\$ 2,606,233	\$ 2,641,304	\$ 2,801,030	\$ 3,188,247	\$ 2,724,996	\$ 2,572,517	\$ 2,567,385	\$ 2,551,362	\$ 2,513,264	\$ 2,626,357	\$ 2,563,051	\$ 26,749,513
289	<i>Revenue</i>	Capital Outlay from FY15 rates		\$ (754,478)	\$ (438,987)	\$ (532,341)	\$ (427,008)	\$ (402,286)	\$ (245,855)	\$ (258,964)	\$ (264,137)	\$ (249,278)	\$ (387,160)	\$ (350,016)	\$ (3,556,032)
290		From Previous FY		\$ -	\$ (540,563)	\$ (186,174)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (726,737)
291		Capital Outlay 480-19 Main Plant		\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (400,000)	\$ (4,000,000)
292		Revenue for Debt Service		\$ (1,451,755)	\$ (1,418,732)	\$ (1,412,030)	\$ (1,403,260)	\$ (1,391,548)	\$ (1,376,662)	\$ (1,358,421)	\$ (1,337,225)	\$ (1,313,986)	\$ (1,289,197)	\$ (1,263,035)	\$ (13,564,096)
293		Total Revenues		\$ (2,606,233)	\$ (2,798,282)	\$ (2,530,545)	\$ (2,230,268)	\$ (2,193,834)	\$ (2,022,517)	\$ (2,017,385)	\$ (2,001,362)	\$ (1,963,264)	\$ (2,076,357)	\$ (2,013,051)	\$ (21,846,865)
294	Waste Water Total Deficit (Surplus)			\$ 0	\$ (156,978)	\$ 270,485	\$ 957,979	\$ 531,162	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 4,902,648
295															
296	STORMWATER	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
297	<i>Expenditures</i>	Vehicles		\$ 15,043	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ 25,500	\$ -	\$ -	\$ -	\$ 325,500
298		Chase Lease		\$ 9,542	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
299		General Capital (Existing Collection System)		\$ 250,684	\$ 185,000	\$ 180,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,565,000
300		Regulatory Capital (Retrofits re TMDL/FRPs)		\$ -	\$ -	\$ 130,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 700,000	\$ 800,000	\$ 950,000	\$ 1,000,000	\$ 1,000,000	\$ 5,280,000
301		Special Capital Projects (existing system)		\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000
302		ARRA Debt Service		\$ 24,345	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 26,274	\$ 262,740
303		CWSRF Debt Services		\$ -	\$ -	\$ 70,551	\$ 285,657	\$ 285,657	\$ 285,657	\$ 285,657	\$ 285,657	\$ 285,657	\$ 285,657	\$ 285,657	\$ 2,355,807
304		To Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
305		Total Expenditures		\$ 299,614	\$ 561,274	\$ 406,825	\$ 661,931	\$ 711,931	\$ 1,011,931	\$ 1,161,931	\$ 1,287,431	\$ 1,411,931	\$ 1,461,931	\$ 1,461,931	\$ 10,139,047
306	<i>Revenue</i>	Capital Revenue (using FY 15 rates)		\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (2,996,140)
307		from Reserves		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
308		Grants (Design, Implementation)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
309		Total Revenues		\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (299,614)	\$ (2,996,140)
310	Stormwater Total Deficit (Surplus)			\$ 0	\$ 261,660	\$ 107,211	\$ 362,317	\$ 412,317	\$ 712,317	\$ 862,317	\$ 987,817	\$ 1,112,317	\$ 1,162,317	\$ 1,162,317	\$ 7,142,907

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
311															
312	TRAFFIC	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
313		<i>Expenditures</i> Master Lease 2005 - Elevator Traffic College St		\$ 25,611	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
314		Master Lease 2007 - Elevator Lakeview		\$ 12,379	\$ 12,379	\$ 12,379	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,758
315		Master Lease 2009		\$ 146	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
316		2013 Ideal Lease-Signals		\$ 28,649	\$ 28,649	\$ 28,649	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 57,299
317		Lease ROW Chase		\$ 5,338	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
318		Smart Meter Lease 2014 Principal		\$ 26,931	\$ 37,499	\$ 39,402	\$ 41,401	\$ 43,502	\$ 11,216	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,019
319		Smart Meter Lease Interest		\$ 6,996	\$ 7,737	\$ 5,834	\$ 3,835	\$ 1,734	\$ 93	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,232
320		Smart meter program		\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
321		Lease ROW Chase 2011		\$ 4,708	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
322		Vehicles		\$ 30,000	\$ 60,000	\$ 35,000	\$ 55,000	\$ 7,000	\$ 30,000	\$ 7,500	\$ 41,250	\$ -	\$ -	\$ -	\$ 235,750
323		Garage Capital Improvements		\$ 1,574,250	\$ 7,068,640	\$ 2,223,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ -	\$ 9,491,640
324		Surface Lot Work		\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 250,000
325		Signals		\$ 132,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 219,000	\$ 2,190,000
326		Total Expenditures		\$ 1,872,009	\$ 7,658,904	\$ 2,788,264	\$ 544,236	\$ 496,236	\$ 285,309	\$ 251,500	\$ 285,250	\$ 344,000	\$ 344,000	\$ 244,000	\$ 13,241,699
327		<i>Revenue</i> Traffic GL 264-19		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
328		Impact Fees		\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (998,593)
329		Total Revenues		\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (99,859)	\$ (998,593)
330		Traffic Total Deficit (Surplus)		\$ 1,772,150	\$ 7,559,045	\$ 2,688,405	\$ 444,376	\$ 396,376	\$ 185,450	\$ 151,641	\$ 185,391	\$ 244,141	\$ 244,141	\$ 144,141	\$ 12,243,106
331															
332	BURLINGTON ELECTRIC DEPARTMENT	Item	NOTES	FY2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
333		<i>Expenditures</i> McNeil Plant (50% Share)		\$ 950,244	\$ 1,884,250	\$ 1,539,500	\$ 3,136,000	\$ 1,500,000	\$ 2,222,000	\$ 2,244,200	\$ 2,266,642	\$ 3,289,308	\$ 2,312,201	\$ -	\$ 20,394,101
334		<i>Generation</i> Gas Turbine Plant		\$ 60,000	\$ 1,000,000	\$ 60,000	\$ 65,000	\$ 64,946	\$ 65,000	\$ 342,570	\$ 70,000	\$ 70,300	\$ 70,000	\$ -	\$ 1,807,815
335		Winooski One		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 1,800,000
336		Airport Solar		\$ 1,591,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
337		Distributed Generation		\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 2,700,000
338		<i>Distribution</i> Overhead Reconstruction		\$ 424,318	\$ 873,000	\$ 556,170	\$ 152,000	\$ 178,000	\$ 592,000	\$ 1,302,020	\$ 610,341	\$ 150,000	\$ 200,000	\$ -	\$ 4,613,531
339		Underground Reconstruction		\$ 1,016,633	\$ 643,000	\$ 1,304,388	\$ 2,050,600	\$ 1,953,000	\$ 1,236,364	\$ 892,400	\$ 1,464,185	\$ 1,350,410	\$ 1,230,700	\$ -	\$ 12,125,047
340		System Automation		\$ 946,921	\$ 350,000	\$ 364,851	\$ 130,310	\$ 68,000	\$ 92,036	\$ 78,640	\$ -	\$ 434,000	\$ 442,000	\$ -	\$ 1,959,837
341		Routine Maintenance & System Upgrades		\$ 1,318,273	\$ 1,691,002	\$ 1,249,041	\$ 1,230,381	\$ 1,257,028	\$ 1,311,987	\$ 1,284,265	\$ 1,306,867	\$ 1,379,802	\$ 1,404,075	\$ -	\$ 12,114,448
342		Other		\$ 36,880	\$ 125,000	\$ 12,000	\$ 75,000	\$ 50,000	\$ -	\$ -	\$ 75,000	\$ 20,000	\$ 60,000	\$ -	\$ 417,000
343		Transmission Investment (VELCO)		\$ 1,815,000	\$ -	\$ 3,631,000	\$ 2,042,000	\$ 1,554,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -	\$ 14,727,000
344		Information Technology		\$ 725,073	\$ 950,000	\$ 850,000	\$ 850,000	\$ 650,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ 6,300,000
345		General Plant		\$ 722,009	\$ 740,750	\$ 522,000	\$ 420,000	\$ 342,400	\$ 463,600	\$ 447,000	\$ 316,600	\$ 478,000	\$ 214,000	\$ -	\$ 3,944,350
346		Total Expenditures		\$ 9,806,351	\$ 8,757,002	\$ 10,588,950	\$ 10,651,291	\$ 8,117,374	\$ 8,582,987	\$ 9,191,094	\$ 8,709,635	\$ 9,771,820	\$ 8,532,976	\$ -	\$ 82,903,129
347		<i>Revenue</i> GOB		\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ (3,000,000)	\$ -	\$ (27,000,000)
348		From Reserves		\$ (7,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ (6,000,000)	\$ -	\$ (54,000,000)
349		Total Revenues		\$ (10,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ (9,000,000)	\$ -	\$ (81,000,000)
350		Burlington Electric Department Total Deficit (Surplus)		\$ (193,649)	\$ (242,998)	\$ 1,588,950	\$ 1,651,291	\$ (882,626)	\$ (417,013)	\$ 191,094	\$ (290,365)	\$ 771,820	\$ (467,024)	\$ -	\$ 1,903,129
351															
352	CAPEX SUMMARY		NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL FY16 - 25
353	Includes current borrowing	Total General Fund		\$ (229,013)	\$ 2,047,201	\$ 11,997,754	\$ 9,229,574	\$ 8,073,381	\$ 6,835,242	\$ 7,151,515	\$ 5,330,483	\$ 4,693,107	\$ 5,498,612	\$ 4,258,589	\$ 65,115,458
354		Total Expansion Needs		\$ -	\$ 260,000	\$ 12,467,610	\$ 10,357,950	\$ 1,333,364	\$ 3,137,754	\$ 1,528,637	\$ 1,434,026	\$ 1,156,937	\$ 2,718,385	\$ 1,062,387	\$ 35,457,050
355		Total Water		\$ (0)	\$ 402,250	\$ 695,000	\$ 677,000	\$ 648,000	\$ 491,000	\$ 198,000	\$ 371,000	\$ 247,000	\$ 422,000	\$ 422,000	\$ 4,573,250
356		Total Wastewater		\$ -	\$ (156,978)	\$ 270,485	\$ 957,979	\$ 531,162	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 4,902,648
357		Total Traffic		\$ 1,772,150	\$ 7,559,045	\$ 2,688,405	\$ 444,376	\$ 396,376	\$ 185,450	\$ 151,641	\$ 185,391	\$ 244,141	\$ 244,141	\$ 144,141	\$ 12,243,106
358		Total Stormwater		\$ 0	\$ 261,660	\$ 107,211	\$ 362,317	\$ 412,317	\$ 712,317	\$ 862,317	\$ 987,817	\$ 1,112,317	\$ 1,162,317	\$ 1,162,317	\$ 7,142,907
359		Total BED		\$ (193,649)	\$ (242,998)	\$ 1,588,950	\$ 1,651,291	\$ (882,626)	\$ (417,013)	\$ 191,094	\$ (290,365)	\$ 771,820	\$ (467,024)	\$ -	\$ 1,903,129
360		Grand Total		\$ 1,349,488	\$ 10,130,180	\$ 29,815,415	\$ 23,680,487	\$ 10,511,974	\$ 11,494,750	\$ 10,633,204	\$ 8,568,352	\$ 8,775,321	\$ 10,128,431	\$ 7,599,433	\$ 131,337,547
361															

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
369	City of Burlington 10 Year Capital Plan (Fiscal Year 2016 - 2025)														
370	TIF Projects & Funding														
371															
372	W'FRONT TIF DEBT SERVICE	Item	NOTES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
373		TIF 1 Revenue (existing)		\$ (3,730,887)	\$ (2,613,939)	\$ (2,779,676)	\$ (2,893,102)	\$ (3,011,981)	\$ (3,067,670)	\$ (3,128,371)	\$ (3,190,290)	\$ (3,253,453)	\$ (3,317,883)	\$ (3,383,607)	
374		TIF 1 Debt Structure (expense)		\$ 1,317,789	\$ 3,005,384	\$ 2,983,376	\$ 3,150,620	\$ 3,006,163	\$ 2,575,021	\$ 2,556,928	\$ 2,501,650	\$ 2,482,127	\$ 2,454,825	\$ 2,430,503	
375		Carryforward		\$ -	\$ (1,691,111)	\$ (1,199,665)	\$ (845,966)	\$ (438,448)	\$ (319,266)	\$ (811,915)	\$ (1,383,359)	\$ (2,071,999)	\$ (2,843,325)	\$ (3,706,383)	
376		Admin Expenses		\$ 721,987	\$ 100,000	\$ 150,000	\$ 150,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
377		Borrowing Capacity Waterfront TIF		\$ (1,691,111)	\$ (1,199,665)	\$ (845,966)	\$ (438,448)	\$ (319,266)	\$ (811,915)	\$ (1,383,359)	\$ (2,071,999)	\$ (2,843,325)	\$ (3,706,383)	\$ (4,659,486)	
378															
379	WATERFRONT TIF PROJECTS	Item	NOTES												
380	Bonded Items	WAN		\$ 3,427,500											
381		Sailing Center - in WAN project bringing to 3.9		\$ 500,000											
382		Waterfront park		\$ 800,000											
383		Bike Path Rehabilitation		\$ 1,000,000											
384		Bike Path relocation		\$ 1,572,500											
385		Environmental remediation		\$ 500,000											
386		Existing Project Loan Total			\$ 7,800,000										
387		Sec 108 Moran loan TIF revenues not bonded		\$ 2,091,000											
388		Related Costs		\$ 559,000	\$ 2,650,000										
389	To Be Bonded	Harbor Marina		\$ 500,000											
390	Voter-Approved TIF Projects	Moran Plant		\$ 4,200,000											
391	9.6MM approved	ECHO		\$ 500,000											
392		Future TIF Loan Total			\$ 5,200,000										
393					\$ 15,650,000										
394	Future Phase W'Front TIF Possible Project	Marina		\$ 5,000,000											
395		Southern Harbor		\$ 1,000,000											
396		Cherry Street		\$ 2,700,000											
397		BTC		Conceptual											
398		Total Possible TIF			\$ 8,700,000										
399															
400	Previously Bonded	Lakeview Garage		\$ 5,500,000											
401		Lake Street Housing		\$ 495,000											
402		Lake Street Reconstruction		\$ 1,110,133											
403															
404	DOWNTOWN TIF	Item	NOTES												
405	Phase 1A	Main - St Paul to Church		\$ 1,387,500											
406		Main - St Paul to Pine		\$ 1,862,500											
407		St Paul - Main to King		\$ 1,537,500											
408		St Paul - King to Maple w/underground		\$ 2,528,500											
409		Storm water north side Main Street		\$ 500,000											
410		CSMP garage updates		\$ 1,000,000											
411		Browns Court Parking remediation		\$ 937,500											
412		Related Costs		\$ 246,500											
413		Total Proposed Bond			\$ 10,000,000										
414	Phase 1B	CSMP Garage Updates		\$ 2,333,570											
415		Main - Church to S Winooski		\$ 1,593,000											
416		Main - S Winooski to S Union		\$ 1,944,000											
417		S Winooski - College to Main		\$ 1,944,000											
418		Related Costs		\$ 592,430											
419		S Winooski - Main to King		\$ 1,593,000											
420		Total Proposed Bond			\$ 10,000,000										
421		Downtown TIF Phase 1 Total			\$ 20,000,000										
422															
423	DOWNTOWN TIF FUTURE PHASES	Item	NOTES												
424		Structured Parking		\$ 4,200,000											
425		Hood Plant Sewer Line		\$ 280,000											
426		Streetscape future phase		\$ 1,946,000											
427		Downtown TIF Future Phases Total			\$ 6,426,000										
428															
429		TOTAL PROPOSED DOWNTOWN TIF			\$ 26,426,000										

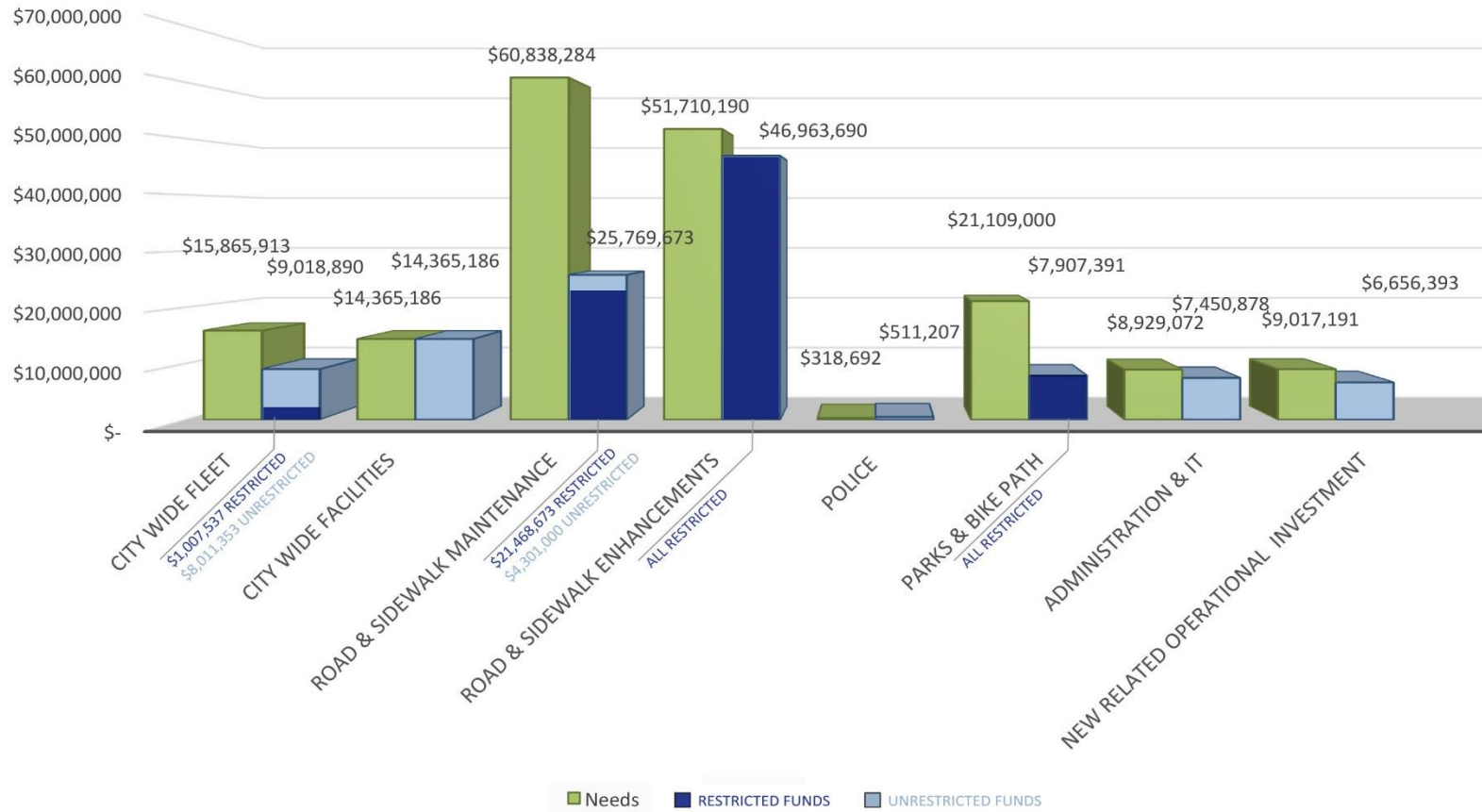
Jul-14

Project loan, not bonded - Sec. 108 loan

City Council approved (9.6MM 2014 & 6.05MM 2012)

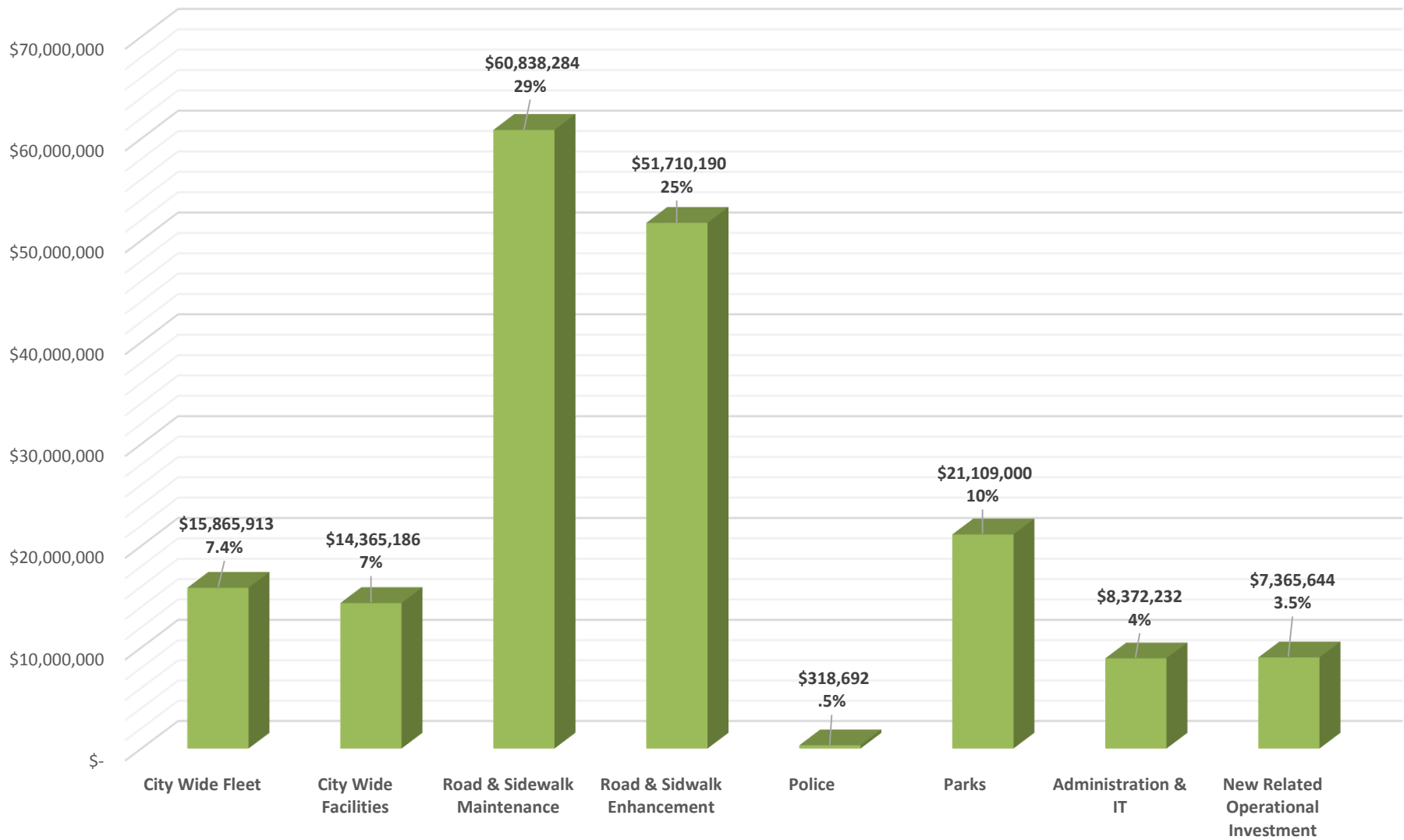
City Council approved 1-12-15

Preliminary General Fund 10 Year Capital Reinvestment Needs by Asset Class compared to currently available Revenues



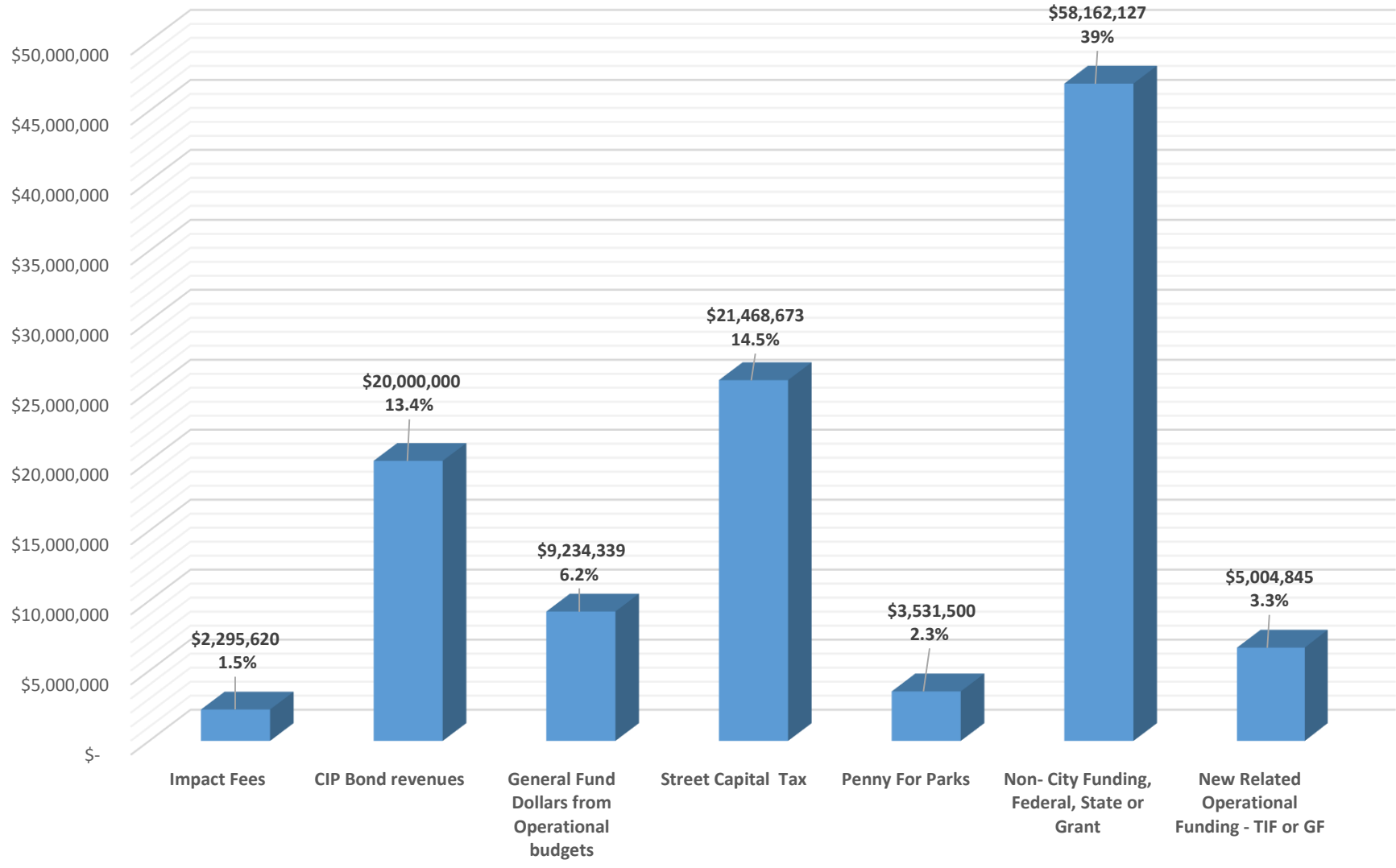
- Does not include Expansion Needs (see separate chart)
- Some revenues restricted to Asset Class

Preliminary General Fund 10 Year Capital Reinvestment Need by Asset Class - \$180,253,295



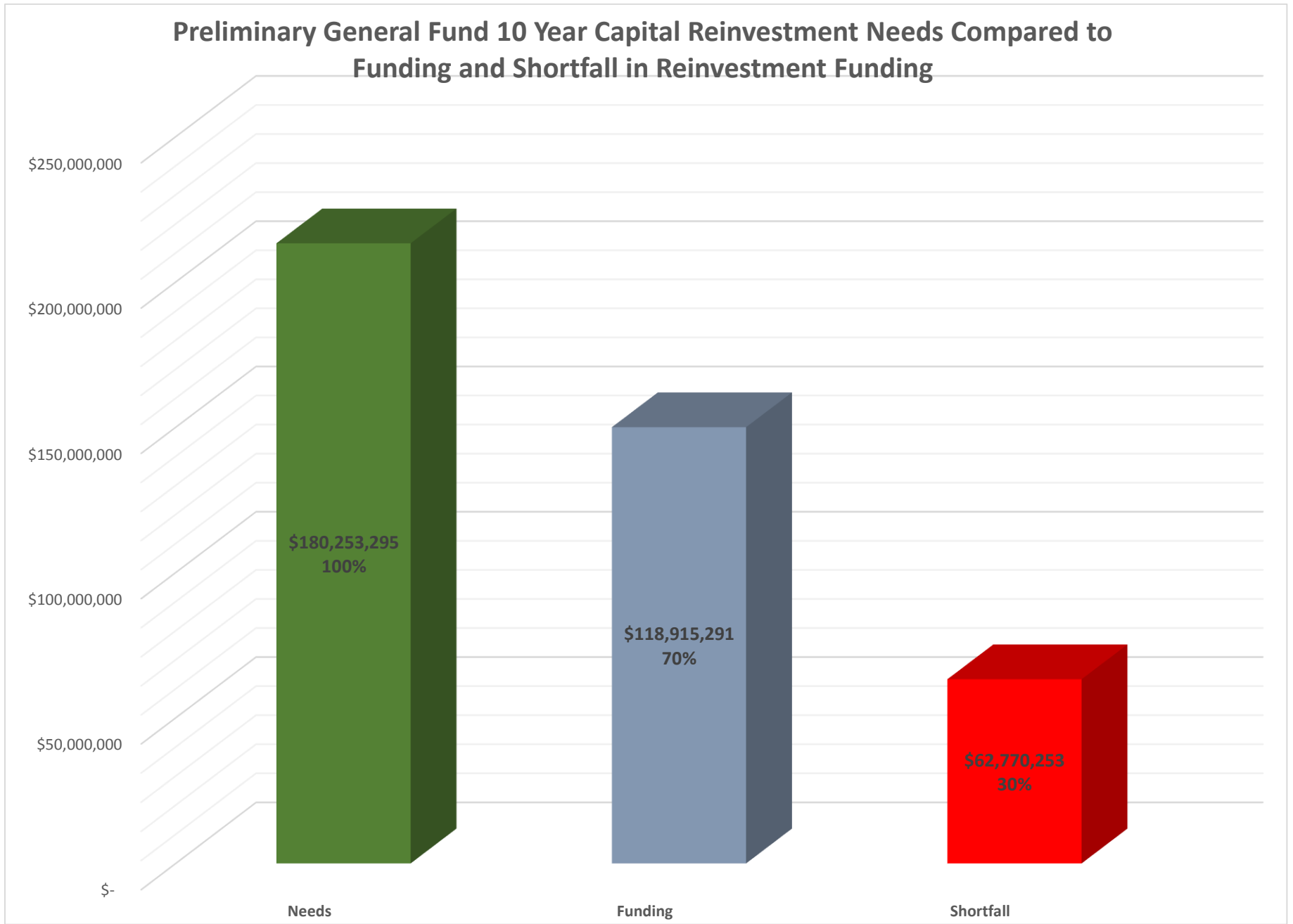
- Debt Service Expenses not included in this chart - \$30,882,967

Preliminary General Fund 10 Year Capital Reinvestment Funding By Available Revenue Source - \$118,915,291

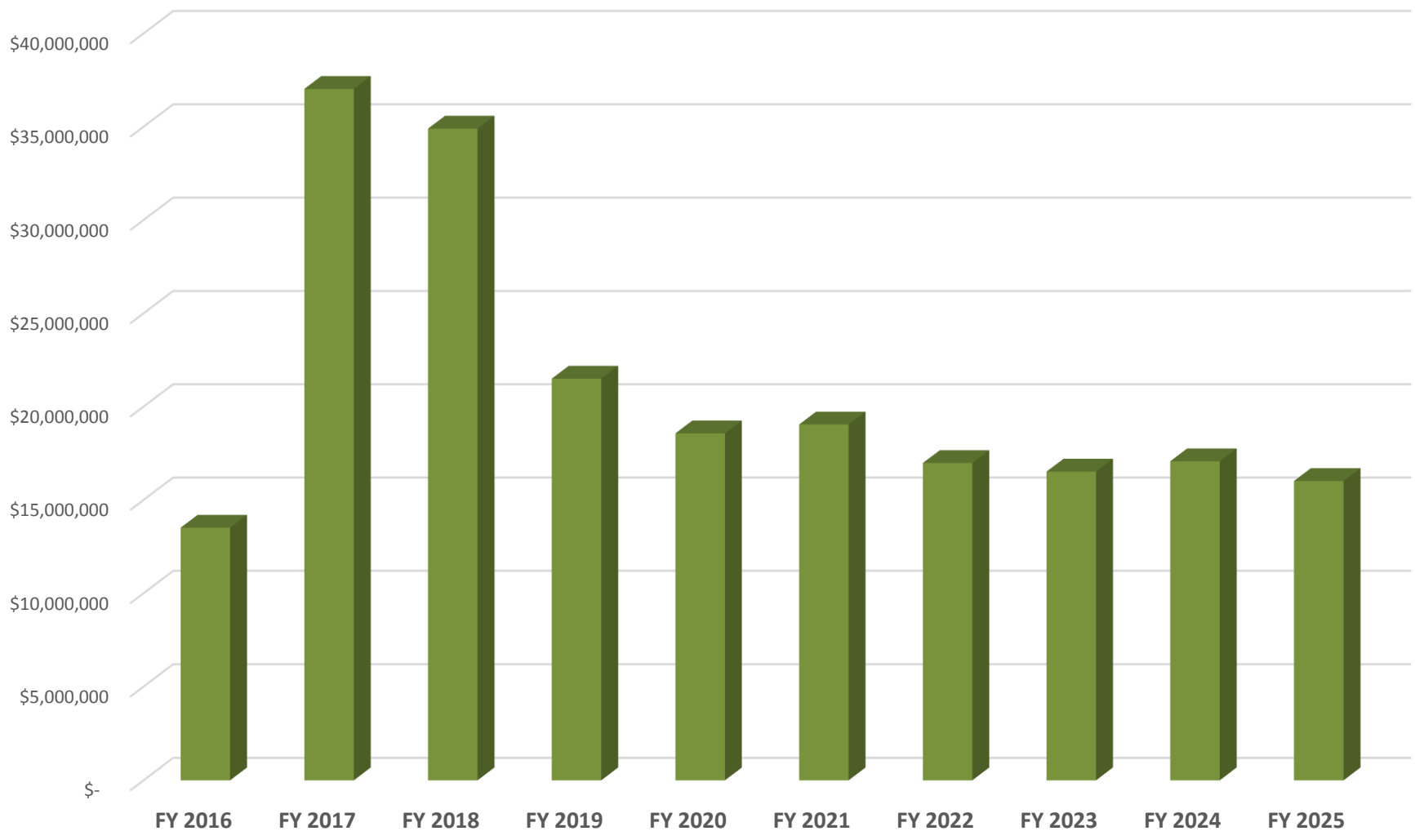


- Property tax revenue to cover debt service not included

Preliminary General Fund 10 Year Capital Reinvestment Needs Compared to Funding and Shortfall in Reinvestment Funding

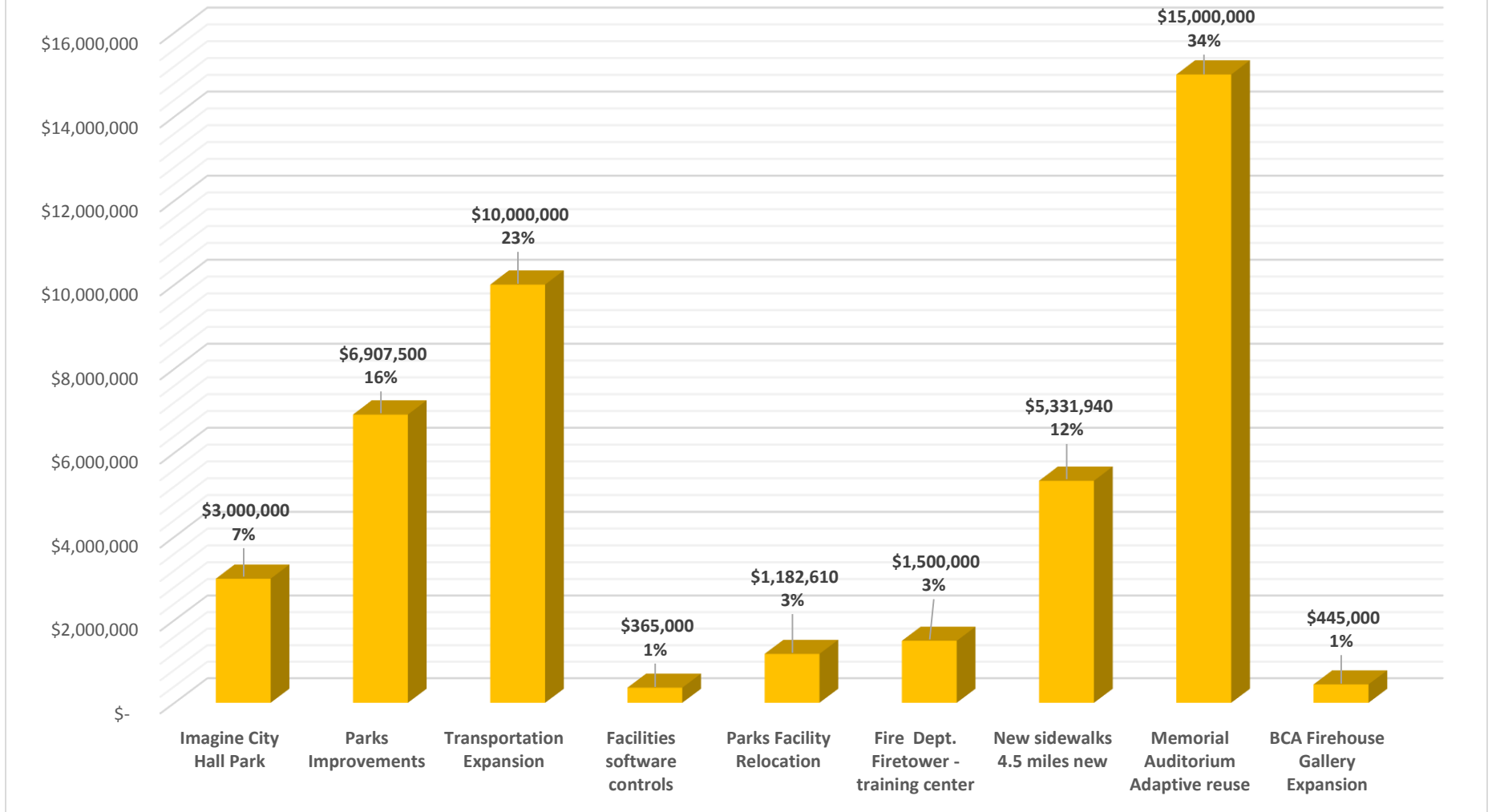


Preliminary General Fund 10 year Capital Needs by Year



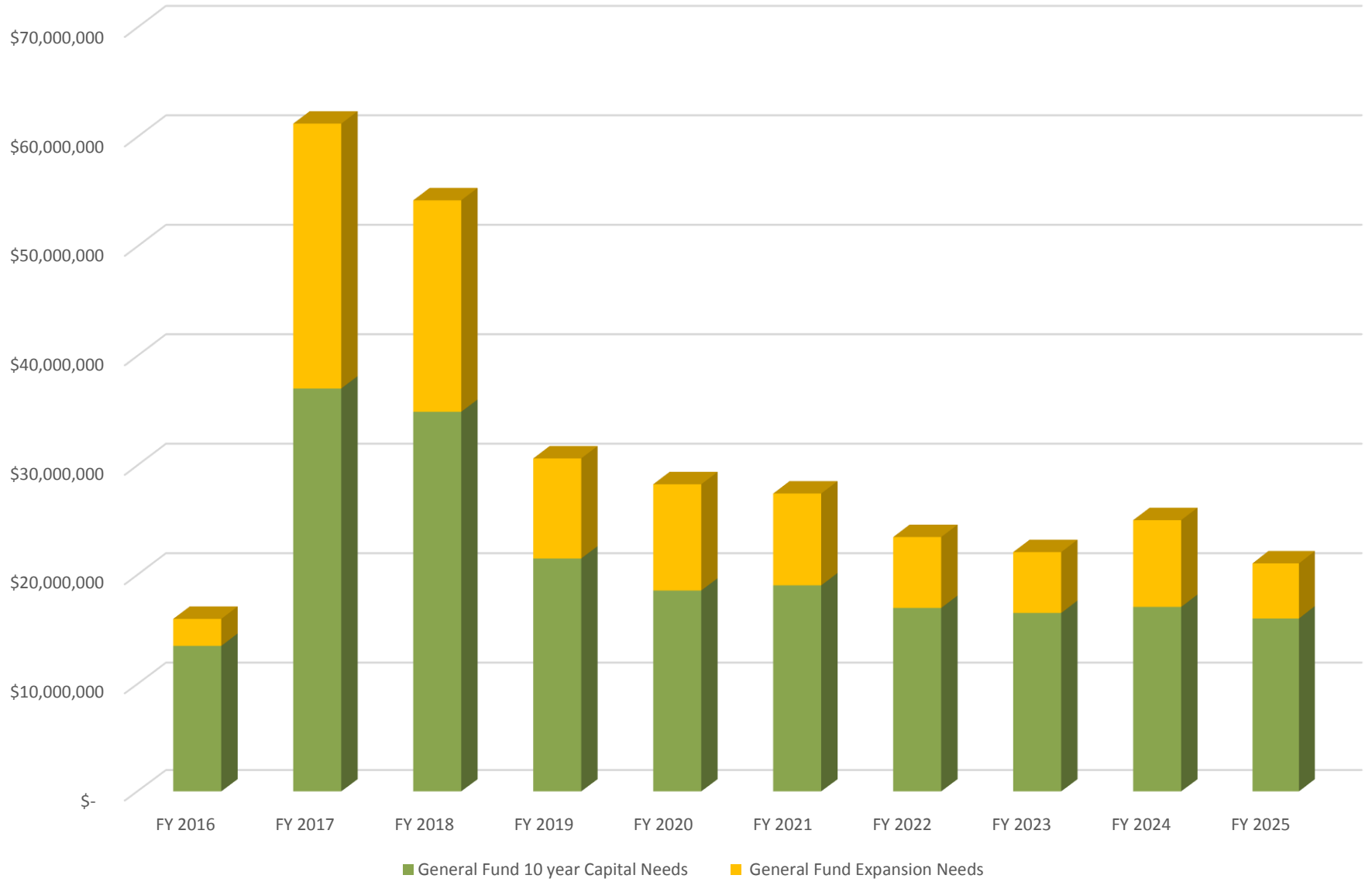
FY16, FY17 & FY18 are catch-up years for previously deferred capital work

Preliminary
City Wide General Fund 10 Year Expansion Needs - \$43,757,050

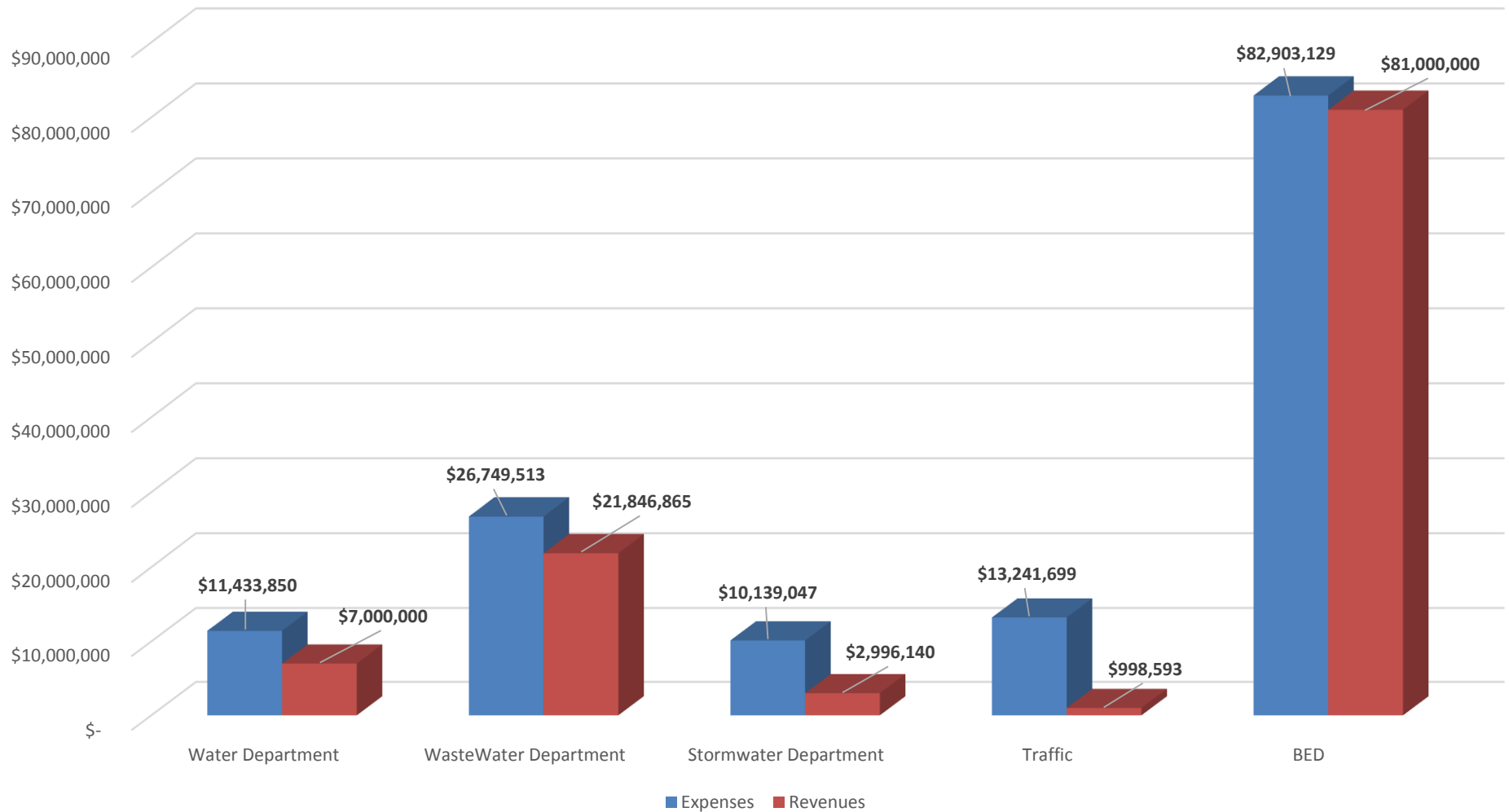


- These are initial proposed capital expansion projects, it is not meant to be exhaustive
- Procurement of outside funding to move forward projects yet to be determined

Preliminary General Fund 10 year Capital Needs with Expansion Needs included

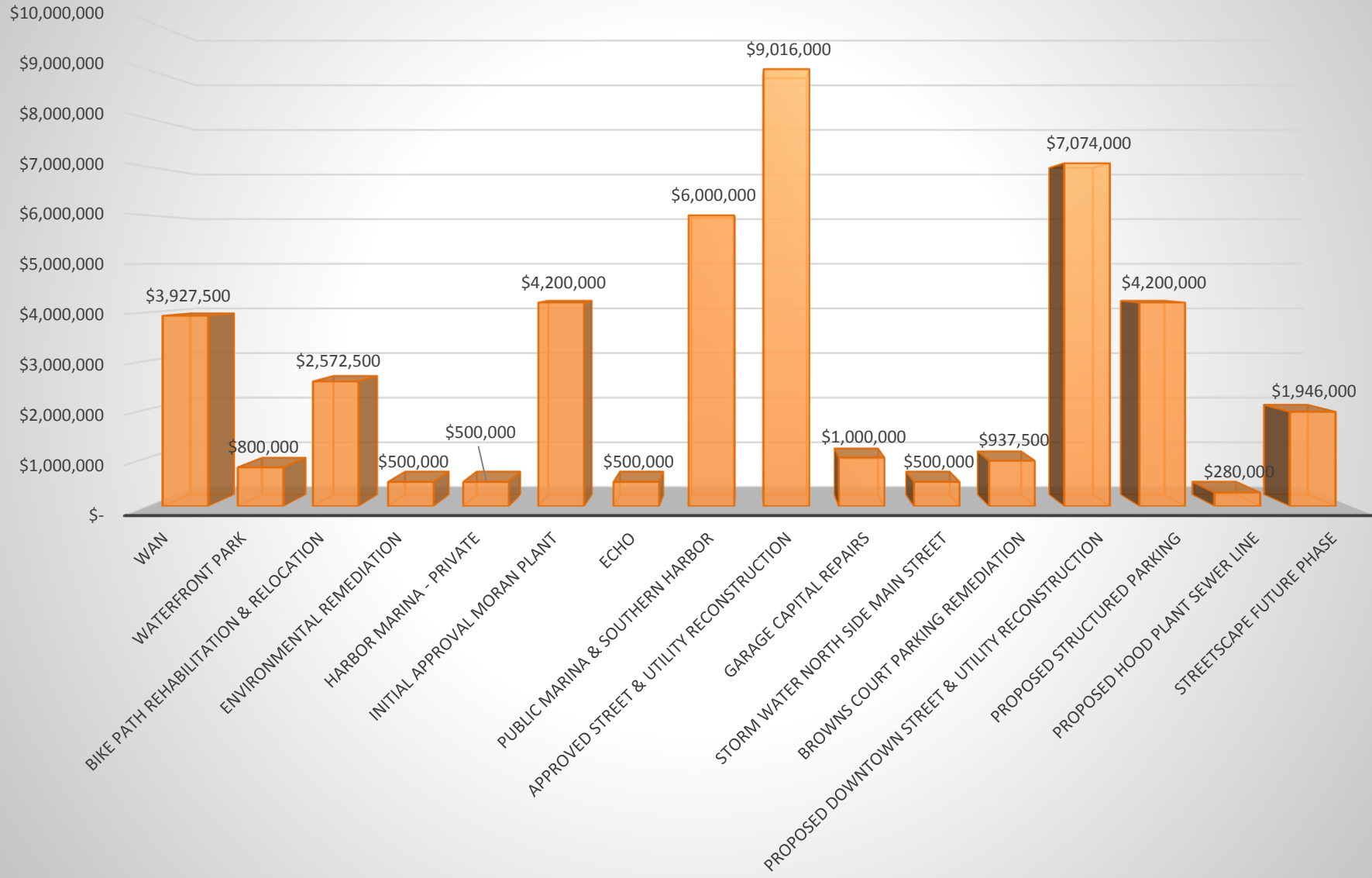


Enterprise Funds 10 Year Capital Reinvestment Plan Revenues compared to Needs



- Enterprise Capital Plans are initial figures and require additional work
- Traffic does not include new revenues

Waterfront and Downtown TIF Projects (Approved and Proposed) \$48,685,000



Fletcher Free Library Commission Annual Report
Burlington City Council
May 2015

During FY15, the Library Commission engaged with the Library Director and Staff to move forward various initiatives important to the future management and governance of Burlington's public library.

- **Commission development:** The Library Commission developed a critical skills / competency matrix to assess capacity needs on the Commission. In FY15, this assessment has been crucial in Commission development, guiding recruitment efforts for vacant trustee and commissioner positions. The Commission is also currently evaluating and assessing the structure of the Commission in relation to governance practices in the City.
- **Strategic Plan development:** A new Strategic Plan and associated Community Engagement Report are under development. The Strategic Planning Committee of the Library Commission, chaired by Commissioner McRae, spearheaded the development a RFQ and a RFP seeking a consultant to lead the development of the new strategic plan for the Library. The Library Commission contracted Maureen Sullivan, a national library consultant. Commissioners McRae and Nordhaus are members of the Strategic Plan Steering Committee. The Library is currently engaging with the Burlington community to elicit feedback that guides the future of Library services and programming. A series of open and targeted community forums are being held to maximize community input to the strategic plan around three main goals: enhancing literacy skills, facilitating access to and exchange of knowledge and building community connections. The Strategic Plan and associated Community Engagement report will be finalized by the end of the first quarter of FY16.
- **Development & public awareness efforts:** The Development Committee of the Library Commission, chaired by Commissioner Krowinski, worked with the Library Director and Development Coordinator to develop the Library's FY15 annual appeal. The FY15 appeal was expanded from 400 donors who have regularly supported the Library over the years to 5000 residences in Burlington (using the March 2014 voter's list). While expanding the recipients of annual appeal has raised the community's awareness of Library services and programming, we are however still working toward raising our unrestricted donation revenue goal for FY15.

After a full year of having a part-time Development Coordinator on staff, it is evident that the traditional non-profit development paradigm is not sufficient for long term Library sustainability. As a municipal organization providing core services free of charge to the Burlington community, Library sustainability is neither the work of charity nor is it achievable through raising purely unrestricted funds. The Library Commission is working

with Library staff to develop a strengthened data-driven sustainability strategy for implemented in FY16. Key elements of this revised strategy include: diversifying revenue sources, strengthening Friends of Fletcher Free Library as Library's 501c3 foundation, and growing the Library's endowment fund.

In addition to the daily provision of services and programming to the community, the Library Commission is proud of Fletcher Free achievements in FY15. Some highlights to date from FY15 are presented below.

- ❖ New Integrated Library System (ILS) implemented. A new ILS system is being implemented to provide patrons with a more efficient and effective library experience. During FY15, an RFP for a new integrated library system (ILS) was issued, proposals were evaluated, meetings with potential vendors were held, and a new vendor was selected. The Library is currently working with the new vendor on data migration from the old system. Staff training for the new system has begun. The new ILS goes live at the beginning of FY16. In addition to a range of upgrades for staff use, the new system will provide patrons the following benefits:
 - Library events and programming can be easily incorporated into the online card catalog;
 - E-book integration – patrons will not have to leave our catalog and go to another site to download most FFL e-books;
 - Using responsive design our catalog will display correctly on mobile devices;
 - Patrons can receive notifications from the library via email or text;
 - Patrons can pre-register for a library card before they come into the library.

- ❖ Exploring Human Origins Smithsonian travelling exhibition awarded. The Fletcher Free has been selected through a nationwide competitive process as one of 19 U.S. public libraries to host “Exploring Human Origins: What Does It Mean to Be Human?,” a traveling exhibition developed by the Smithsonian’s National Museum of Natural History (NMNH) and the American Library Association (ALA). The exhibition will be hosted at FFL from February 18, 2017 – March 17, 2017. Through panels, interactive kiosks, hands-on displays and videos, the exhibition invites audiences to explore milestones in the evolutionary journey of becoming human — from walking upright, creating technology and eating new foods, to brain enlargement and the development of symbolic language and complex societies — advancements that define the unique position of humans in the history of life.

While understanding evolution is a controversial topic, the Library is excited to host respectful community conversations about it here at our library. Programming is a key library service and an essential component of how libraries connect people with ideas in a changing world. Being selected to host the Smithsonian exhibition at Fletcher Free reinforces our strategic emphasis on providing programming and reinforcing partnerships for the Burlington community. The Library has proposed a six-month programming and community engagement period prior to exhibition display – starting in the fall of 2016, building context and a shared understanding of different sides of the evolutionary debate.

The Fletcher Free Library will promote the exhibition in school districts around Vermont; the Library plans to maximize the number of K-12 students statewide who visit the four week exhibition in Burlington.

FFL staff joined forces with over 30 local organizations and individuals representing diverse perspectives – education, research, religious, cultural, the humanities, and community engagement – to develop Burlington’s application. Partners to date include the University of Vermont (UVM) and the University of Vermont Medical Center, Champlain College, St. Michael’s College, the Burlington and Winooksi School Districts, the Partnership for Change, the Episcopal Cathedral Church of St. Paul’s, the First Unitarian Universalist Society of Burlington, RETN, VPR, Rice Memorial High School, Vermont Commons School, Rock Point School, the State Department of Libraries, the State Division of Historic Preservation, and Burlington’s Community and Economic Development Office (CEDO). Library staff will work closely with community partners to develop robust programming that will enrich the exhibition’s presence in Burlington.

- ❖ Data Management revamped. During FY15, Library staff redesigned the data management system moving toward assessing community impact of Library services and programming. In April 2015, the Library’s Development Coordinator was trained as a trainer in Results-based Accountability (RBA) framework. RBA is a methodology that can be used by communities can use to improve the lives or well-being of the community as a whole. RBA is also used by organizations to continually improve the performance of their programs or services. RBA was signed into legislation in Vermont’s 2014 legislative session, and is currently being adopted and implemented by governmental and social service organizations statewide. RBA will be foundational to the implementation of the Library’s new strategic plan – measuring performance and providing accountability to the community. RBA will be implemented across Library programs by the end of FY16.
- ❖ Friends of Fletcher Free Library management and governance streamlined, with the aim of developing the capacity of the Friends to support the Library’s fundraising efforts as a 501c3. In FY15, the FFL worked with the Friends to develop governance and management structures for increased functionality. Board composition and function has been strengthened in accordance with by-laws and a 3-committee management structure was adopted. The Friends have streamlined their financial management systems. Accounting services have been contracted. The first 990 form is currently being prepared for 2014. An annual resource allocation process to Library was developed, the first round of which is being implemented for the period 03/15 – 06/16. In FY16 and beyond, FFL will increasingly using the Friends 501c3 status to seek increased funding for programming, technology resources and other innovative literacy projects.

LIBRARY BOARD OF COMMISSIONERS MEETING MINUTES

Monday, May 18, 2015 at 12:00PM in the Local History Room of the Library

In attendance: Ed Adrian (Chair), Jill Krowinski, Peter Ireland, Glenn McRae, Jessica Nordhaus, Peg Boyle-Single, Cate MacLachlan, Ellen MacLellan, Rubi Simon, Kath Laing (Clerk)

Apologies: Kate Bouton, Mary Ellen Manock

Agenda item 1. Approval minutes. The draft minutes from March 16, 2015 Commission meeting were approved unanimously.

Agenda item 2. Approval agenda. The agenda for the current meeting was approved unanimously, with one change: move Martha Keenan's 10-year capital improvement plan presentation from #13 to #4 on the agenda.

Agenda item 3. Public Forum. No public forum was needed.

Agenda item 4: Presentation of the City's 10-year Capital Improvement Plan - Martha Keenan, Capital Improvement Manager, City of Burlington. Martha Keenan explained the capital improvement plan is a snap-shot in time, a working document summarizing the City's capital reinvestment and expansion needs over a 10 year period. The objectives of her presentation are to familiarize all Commissions with the Capital Improvement Plan and to request Commissions send a letter to the Board of Finance confirming they had been presented the plan and providing feedback on the plan. Martha presented the plan by walking commissioners through the column graphs in the meeting packet. Some clarifications made along the way include: the City contracted EMG to conduct a complete facility assessment for all City Departments, the reinvestment needs are based on this report, the plan does not include the school district, FYs 16 and 17 have higher needs as these are urgent reinvestments that have been deferred from previous years, the shortfall to meet reinvestment needs is approximately \$62M, expansion needs are not exhaustive, funding for expansion needs as yet not identified, enterprise capital plans require further analysis, airport not included as an enterprise fund as it is currently self-sufficient.

Commissioner Adrian asked about Library expansion as it is not currently considered in the plan presented. Martha Keenan responded that the school district was currently discussing development of library satellites at South End and New North End schools. Martha summarized the capital reinvestment of approximately \$650k the library has benefitted from during FY15: painting, carpeting, HVAC systems, skylights and roof membrane, masonry, fire alarm, lighting (seeking efficiencies). Needs include slate roofing. The question of whether the Library is included in the downtown TIF was raised, Rubi to investigate. Commissioners McRae and Adrian summarize points to include in the Commission's letter to the Board of Finance: good presentation, appreciation for CIP project management of reinvestments in library during FY15, agree fully with capital planning reducing annual maintenance expenditures across the city, currently completing library Strategic Plan that will identify further library capital needs, would like library to be present at discussions around future use of memorial auditorium and joint library-school expansion. Clerk to work with Commissioner Adrian on letter to Board of Finance.

Agenda item 5. Packet review. No time was taken for packet review.

Agenda item 6. Director's Report. Director Simon highlighted interviews to fill the Executive Assistant position almost complete.

Agenda item 7. Commission Development. Trustee MacLachlan welcomed to her first Commission meeting. Commissioner Krowinski confirmed she had submitted a resume for the other vacant Trustee position to Commissioner Adrian and Director Simon. City Council is currently seeking to fill 2 commissioner seats – Commissioner Adrian and Boyle Single terms are over at the end of FY15. Mayoral Designee Nordhaus confirms she has been asked by Mayor's Office to serve another year. Commissioner Boyle Single thanked everyone as this was her last meeting. Chair Adrian thanked Commissioner Boyle Single for her dedicated support over the last 6 years.

Agenda item 8. Library Director's reappointment letter. The letter was unanimously approved.

Agenda item 9. Commission Annual Report draft. Commissioner Adrian distributed hardcopies of the draft annual report (that had been circulated by email earlier that day), asking Commissioners and Trustees to get back to him with comments, suggestions via email.

Agenda item 10. Commission role in budget development. Commissioners took some time to review the budget presentation and paper circulated in the meeting packet. Director Simon explained that the costs of the website redesign and rebranding initiatives in FY16 would be covered by restricted funds currently being held by the City for the Library. Commissioners acknowledged having reviewed the FY16 budget documents to be presented to the Board of Finance Thursday May 21, 2015.

Agenda item 11. Strategic Plan update. In addition to the notes in the meeting packet, Director Simon reported on a meeting with the City's Community Engagement Specialist – Kesha Ram, who had shared a recently finalized Community Engagement Handbook for Library use during the community engagement phase of the strategic plan. Commissioner McRae suggested a broader dissemination of the survey. It was agreed that the survey would be sent to PTOs, Schools, reposted on FPF and Facebook, as well as other networks and social media programs.

Agenda item 12. Annual appeal update. The Library's Development Coordinator will circulate an informational analysis of the annual appeal in early June. To date 53% of the donation revenue has been raised. A hopeful estimate of 75% by end of FY15 was shared. Commissioners' attention was drawn to the Fiscal Challenges section of the FY16 budget paper where fundraising strategy was discussed. Commissioners were in agreement that the development efforts needed to be targeted over a period of 3-4 years. Commissioners were in agreement that the appeal had raised public awareness of library services and programming.

Agenda item 13. Friends of Fletcher Free Library update - Ellen MacLellan, Vice-President of Friends, shared an accounting for April for the Friends. She also reported that an e-bay account had been opened by the Friends to sell books online, the spring book sale would be June 6 and 7, the accountants are currently preparing the organizations 990 form and financial annual reports for 2014. Notes in meeting packet.

Agenda item 14. New Business. No new business.

Agenda item 15. Next meeting agenda items and date. The next meeting will be the first of FY16 on July 20, 2015 at noon in the Local History Room of the Fletcher Free Library.

Agenda item 12. Executive Session {as needed}. No executive session was needed.

Agenda item 13. Adjournment. The meeting adjourned at 1:30pm.