






## Memorandum



**To:** Mayor Lott and City Council  
**From:** Jessie Baker, City Manager  
Leadership Team  
**Date:** January 15, 2021  
**Re:** 2020 Policy Priorities and Strategies – Report-out #5

Since 2017, the Council and Leadership Team have come together on an annual basis to establish a shared list of priorities (a workplan) for achieving the City's Strategic Vision priorities. This has included a review of past accomplishments, a review of future priorities, and an alignment to the City's Master Plan and the Commission structure. Given the Covid-19 pandemic we currently face, the reduced staffing levels, and the financial uncertainty, you adopted a 2020 Recovery Plan on July 6<sup>th</sup>. We aspire to provide monthly updates on our progress regarding each policy area and specific implementation actions.

### 2020 Report Out

<u>Legend</u>	
Proceeding as planned	
Proceeding but slower than planned	
Proceeding but slower than planned due to Covid	
Started but not proceeding well	
Not started yet	

In the past, the Strategy and Priorities Plan has focused on new work or special projects. It has not included core governmental functions performed on a daily basis by the City of Winooski. At times, priorities have transitioned into core governmental work. Given the orientation of this to a "Recovery Plan" and the suggestion by the Council that we indicate how we are supporting residents through the pandemic, we have included those core governmental functions in this plan as well. These are marked with an \*. Therefore, in the Report there are items marked "on-going." **New text from the last update is in red.** If you have specific questions, we are happy to answer them.

POLICY	Implementation - Effort or Intended Outcome	Status	Notes
ALL - Recovery	Reopen all City services as allowed by State of Vermont		All City services are accessible and buildings have reopened to the public (some on a limited basis)
	Return staff from furlough as appropriate		All staff returned from furlough effective 8/3



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	Focus on financial planning for recovery		<p>Monitored regularly.</p> <p>Tax Delinquency: Q1 = .65%; Q2 = 1.5%</p> <p>Utility Delinquency: Water = Up \$15k from last year Wastewater = Up \$20k from last year</p> <p>Secured \$166,567 in Covid-related grant funding.</p> <p>Participated in the COVID-19 Arrearage Assistance Program to alleviate pressures for utility customers with past due balances. \$1,083 received as on six accounts.</p>
	<p>Move Equity work forward</p> <ul style="list-style-type: none"> <li>-Complete the Working Communities Challenge planning grant</li> <li>-Apply for the WCC Implementation Grant</li> <li>-Continue to Leadership Briefings that bring providers across sectors to decision-making tables</li> </ul>		<p>Awarded a three year WCC implementation grant.</p> <p>VT Community Foundation funding denied. Working on alternative approaches.</p> <p>Equity Director job posted and closes on 1/16. Phoebe has facilitated several meetings for stakeholder feedback. Initial workplan due to the funder in January.</p> <p>Leadership Briefings continue.</p>
	As invited, participate in the BTV's planning for a Noise Compatibility Program		<p>BTV Sound Committee meeting held on October 6<sup>th</sup>.</p> <p>Eric Vorwald submitted updated data to BTV's consultant that they will use to identify future structures for mitigation. Mayor partnered with BTV to secure initial match funding through VT Gas Systems.</p> <p>May look for municipal input on how to prioritize which structures get prioritized.</p> <p>BTV is maintaining information here: <a href="http://www.btvsound.com/">http://www.btvsound.com/</a></p> <p>MOU is on your agenda tonight.</p>
	Continue Planning Commission's work to Update Unified Land Use and Development Regulations		<p>Included as part of the FY 2021 work plan including an emphasis on parking and administrative updates.</p> <p><a href="#">Current workplan is available here.</a></p>



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	Implemented Winooski Leadership Briefings to ensure services are coordinated, reaching the residents, and provided in an effective a way as possible		Ongoing - moved from weekly to twice a month.
	Participate in and support (with staff and funds) the Multilingual Task Force		Ongoing through Community Services
	Support the community having food during the pandemic through support of the School district distribution events, Food shelf partnerships, and Meals on Wheels expansion.		Ongoing through Community Services and the Senior Center
	Greatly increased communications efforts to ensure residents had access to local, state, and federal updates related to COVID-19		Ongoing through Communications
	*Support staff (regardless of employment status) so their work environment was not a contributor to negative mental health so we all can best provide for the community (regular communications, check-in via different methods, coaching support for those on furlough, safety plans for returning to work, connection to EAP and other resources, and maintained benefits for all on furlough)		Ongoing through Human Resources All Staff Meeting held on October 15 <sup>th</sup> . All Staff Meeting held on December 4 <sup>th</sup> . <b>Recordings of meetings are posted on the City's intranet for those who work all shifts.</b>
	*Maintain permitting processes and schedule and access to land records to ensure projects could continue (job creation and grand list growth to off-set future tax rate increases). 41% of FY20 zoning permits were issued between March 16 and June 1 and 29% of property sales (PFRs) were processed.		Ongoing through Zoning and Code Enforcement. Already exceeded our FY21 building permits revenue projection
	*Implemented delayed payment dates to financial support residents, waived interest and penalty payments, and put into place Tax Sale Policy.		Completed. Delinquency rate below 1%



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	Winooski Outbreak Response		<p>Outbreak "over" by VDH standards on 8/12</p> <p>Reconvened weekly COVID "huddles" with VDH and community partners as numbers increase.</p> <p>Daily testing in Winooski started again on 12/14 and will continue, at least, through February. Hours will be expanded in February based on experience with current testing. City staff is supporting Our Lady of Providence.</p> <p>Starting significant advocacy around vaccine accessibility.</p>
<b>Economic Vitality (EV)</b>	Support business community to reopen and return from Stay Safe Stay Home order		Ongoing through Community & Economic Development and Downtown Winooski
	<p>Continue development partnership for the redevelopment of 17 Abenaki Way (MI)</p> <ul style="list-style-type: none"> <li>-Respond to emerging project needs in response to financial outlook.</li> <li>-Proceed with permitting</li> <li>-Explore federal EDA funding for the public infrastructure portion</li> <li>-Apply for VCDP and Sales Tax Reallocation funding for project</li> </ul>	COVID	<p>State and local permitting underway</p> <p>Financing and commitments in discussion</p> <p>VCDP award received</p> <p>Sales Tax Reallocation received</p> <p>Considering a Spring 2021 groundbreaking</p> <p>Hope to bring parking and land agreements to the Council in January or February.</p> <p>VEIC Board will take up the project in February.</p>
	Support Downtown Winooski in an application for Northern Board Regional Commission funding		Staff provided support for this application, it was submitted, but unfortunately was not awarded
	Explore a Municipal Planning Grant for Covid Economic Recovery Planning with Downtown Winooski		<p>Refocused this effort to apply for MPG to complete a comprehensive equity audit</p> <p>Grant received!</p>
	Wayfinding - work towards fabrication and installation		<p>Received final report</p> <p>RFP for fabrication being drafted</p>
	<p>Strengthen Parking operations</p> <ul style="list-style-type: none"> <li>-Develop a Parking Operations Manual</li> <li>-Implement touchscreen kiosks</li> <li>-With UPWP funding, conduct Parking Study</li> </ul>		<p>Touchscreen kiosks implemented.</p> <p>Parking Study underway.</p> <p>Operations Manual in draft form.</p> <p>Holding demonstrations with access control vendors.</p>
	Restructure Legacy Campaign and align to community reopening		<p>Underway by Communications</p> <p>Presented to Council on December 7<sup>th</sup></p>



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	Historic Preservation planning (H) Move consultant work forward. Project is due to be completed in March 2021		Consultant focusing first on inventory. <b>Exploring public process options for the winter.</b>
	Downtown Designation - 4 year check-in to take place in summer 2020. Explore opportunities for expansion		Completed on 8/28 State seemed open to future expansion with next application
<b>Municipal Infrastructure</b>	Main Street Revitalization (EV, H, SHCP) -DEC WID 60% Water Resources Design approval: Early August 2020 -90% Design to City: Late-August 2020 -Submit Permits (multiple): Late-August 2020 -Prepare Right-of-Way Plans: Fall -Coordinate Traffic control plans with adjacent projects (Exit 16, US2/7 pavement resurfacing): Fall -Decision on bid scope and phasing: Fall -Initiate detailed stakeholder outreach: Fall		Full update provided to Council on <b>12/14</b> Started 90% design phase documents Begun Right-of-Way document preparation. Received Green Mountain Power design revisions. Subsurface investigation work conducted in October and found shallow ledge.
	Myers Memorial Pool (SHCP): Construction Completion (Mid-August) and systems testing	COVID	Achieved substantial completion Completed stormwater bioretention area Shade structure installation complete. Winterization training performed 9/30.
	Continue focus on CIP and Asset Management Implementation Given financial outlook, prioritize capital work for FY21 and FY22		Ongoing through DPW Budget presented to Council on 12/14
	Implement Public Works Standards		Ongoing by DPW
	Award Hickok Street sewer and streetscape capital improvements. (Construction: Spring 2021)	COVID	Initial bid was high, Rebid in July Contractor mobilization 9/28 for sewer work. In winter shutdown.
	When appropriate, consider a Gateway Utility ordinance		
	When appropriate Implement a Stormwater ordinance improvement		
	When appropriate, consider a Transportation Impact Fee recommendation and implementation		Presented to Council in August <b>Proposal presented to Council on 12/14. Commissions to review and provide policy guidance to Council.</b>
	Implement an Industrial Wastewater permit and rate structure		Concept presented to Council this spring, Presented to Council on 10/5 and approved.



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	*Focused on pedestrian-oriented maintenance efforts including changing hours of street sweeping and mowing operations and beautification efforts with the Winooski Garden Club		Ongoing by DPW
	Consider a City-wide Traffic Calming Policy		Held several community requested meetings Working with CCRPC on a draft policy – Winter 2020/2021
	Prepare City-wide Stormwater Phosphorus Control Plan		Completed phase 1 PCP planning scope. Final phase started in August using UPWP funds.
<b>Housing (H)</b>	Housing Trust Fund - Pending financial outlook, explore MOU with Opportunities and fund rollout.		Under consideration by the Housing Commission
	Pending financial outlook, continue partnership with Champlain Housing Trust on homeownership project		Financing nearing finalization Expect permits to be pulled this winter Negotiating Development Agreement with CHT Expect to bring concepts and an outline of legal documents to Council <b>this winter.</b>
	Review housing standards and public building registry -Recommend Ordinance Update for equity in the system	COVID	Manager and Fire Chief met on this right as COVID emerged Deprioritized at that time Hope to bring a recommendation to the Council this Winter
<b>Safe, Healthy, Connected People (SHCP)</b>	Continue Regional Dispatch discussions Pending financial outlook, partner with CCPSA on implementation	COVID	Paused during COVID Board has started meeting more regularly. <b>Council approved the fund balance request for building fit-up on 1/11.</b> Looking to fund in FY22 with start-up in late FY22 or FY23
	Parks and Open Space Plan: Seek external funding sources for plan implementation	COVID	Presented to Council on 10/5 Council approved in November Data collection on trails has begun with intent to create maps as noted in the short term implementation.
	Create a Youth Interventionist Position (with reprogrammed funds from the Police Department) to ensure that young people are best served by the City and by our community partners	COVID	Position created New staff started



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	*Prioritized keeping the Library (curbside and home delivery), Senior Center (including wellness checks), and Thrive open to best meet our neighbors needs and stay connected to one another.		Done - and continuing Opened for Browse and Borrow appointments and expanded curbside pick-up from two days a week to six in December.
	*Continued FD and St. Michael's EMS focus on advocating for residents who need additional services. By tracking calls (in one case over 25 in a week) and connecting to outside services, these neighbors are better served (personal care, mental health, financial resources, etc). This is an ongoing part of our Community Risk Reduction efforts.		Ongoing through Fire and Code Enforcement
	*Prioritized community policing and welfare checks provided by the Police Department during the pandemic. From April through June 15 approximately 20% of Police volume were welfare checks.		Ongoing through WPD
	*Community Outreach Team continued to serve the community throughout the pandemic ensuring that residents were connected to services at the most appropriate level		Ongoing through WPD In the last quarter of FY20, the COT had 46 contacts in Winooski
	*School Resource Officer continued to focus on young people despite school being closed (including participating in Meal distribution sites, testing sites, graduation, producing videos for the young people, and community discussion on policing and racial injustice)		Ongoing through WPD <b>Chief, SRO, and Manager participated in Safety public education sessions on 12/21 and 12/29.</b> <b>Await additional next steps to be outlined by School Trustees.</b>
	Review Use of Force Policy		Awaiting State-wide model policy
<b>Operations Improvements</b>	Reappraisal: Define scope (to include on-line records) and issue RFP	COVID	Received reappraisal notice <b>Drafted RFP for release in January. This will be presented to Council at your 1/25 meeting.</b>
	Review Financial Manual and implement	COVID	Ongoing through Finance <b>Finance Commission reviewed policy manual outline on 12/8 and reviewed a Fund Balance policy on 1/12.</b>
	Participate in state-wide training on new State grand list system.		
	Update Personnel Policies: Develop project plan for updates/changes	COVID	Deprioritized with COVID related HR activities
	Update phone system		
	Implement priority items from the Fraud Risk Assessment (Diesel monitoring system and Whistleblower process)		

