



# City of Winooski Council Orientation

Kristine Lott, Mayor

Wendy Harrison, Interim City Manager

March 7, 2022



# Agenda

- Who we are
- Council and Manager Authority
- Communicating with Staff
- City Organization and Staffing
- Legal Requirements
- Council Protocols
- Media and Outside Agencies
- Master Plan
- Finances and Fiduciary Responsibility
- Commissions
- Emerging Issues



# Our Values

For almost 100 years, Winooski has welcomed strivers – people looking to build a better life for themselves and their families.

We're a small city where neighbors know each other. We're a city where all of our kids learn together, play together, grow together.

We're a community where everyone can participate in city government, in neighborhood gatherings and in our lively downtown. We're always striving to improve our city and to welcome our next new neighbors.



# Strategic Vision

*Winooski will be an affordable, livable, diverse community where the role of the government will be to foster and guide the following:*

**Economic Vitality:** Maintain and expand our economic development to ensure long-term vibrancy.

**Municipal Infrastructure:** Invest in the City's municipal infrastructure, including energy resources, facilities, technology, roads, sidewalks, and water, sewer, and storm water lines, in order to make our City safe and accessible to residents and visitors while recognizing the critical role that we play in the region's system.

**Housing:** Ensure a mix of quality housing that maintains and enhances Winooski's unique sense of place and supports the needs of the entire community.

**Safe, Healthy, Connected People:** Foster relationships across generations and cultures by providing a safe and healthy environment and providing opportunities to connect and engage with other residents of the City.



# Equity & Inclusion

- Council priority to ensure all residents, businesses and visitors receive best service in the most equitable and inclusive manner possible
- 2019 Community dialogue on vision for equity in Winooski > Working Communities Challenge Grant > Equity Director, commission, goals
- Council priority to ensure we are representing the whole community: Seek out and be open to hearing the experiences of others in our community



# Demographics

- 7,997 in ~1.4 square miles
  - 1% annual growth rate
- Median age is 31.9 and has been trending younger
- Winooski is becoming more diverse:
  - 75.3% White
  - 16.8% Asian
  - 2.7% Hispanic or Latino
- 21.5% of born outside the US
  - Winooski residents hail from over 20 different countries of origin with the four largest groups from Nepal, India, Iraq, and Somalia.
- 3,189 households
  - Average household size 2.2
  - 41.2% of households in Winooski are made up of one person living alone. The average household size in Winooski is 2.2 people.
- Owner occupied vs renter occupied units
  - Owner occupied units: 37%
  - Renter occupied units: 63%
  - 2% shift from owner to renter in the past 2 years, had previously been steady since 2000
- Winooski has a high rate of poverty: 29.5% of Winooski households experience poverty as of 2019, down from 31% in 2018.
  - Median household income in 2019 was \$51,728 as compared with \$73,647 for Chittenden County.
  - Second lowest median household income of all Chittenden County municipalities, slightly higher than only Burlington.
  - Our median income is nearly \$22,000 lower than Chittenden County as a whole.
- A higher percentage of Winooski households have no vehicles than Chittenden County overall.
  - 15.5% of Winooski households have 0 cars
  - 7.6% of Chittenden County households have 0 cars
  - 23% of renter households in Winooski have 0 cars



# Council-Manager Form of Government

## **Mayor and Councilors** make up the **City Council** – the **policy setting board**

- As a group, set high level priorities to provide direction to staff
- Make policy
- Oversee the big picture – budget, property and City Manager

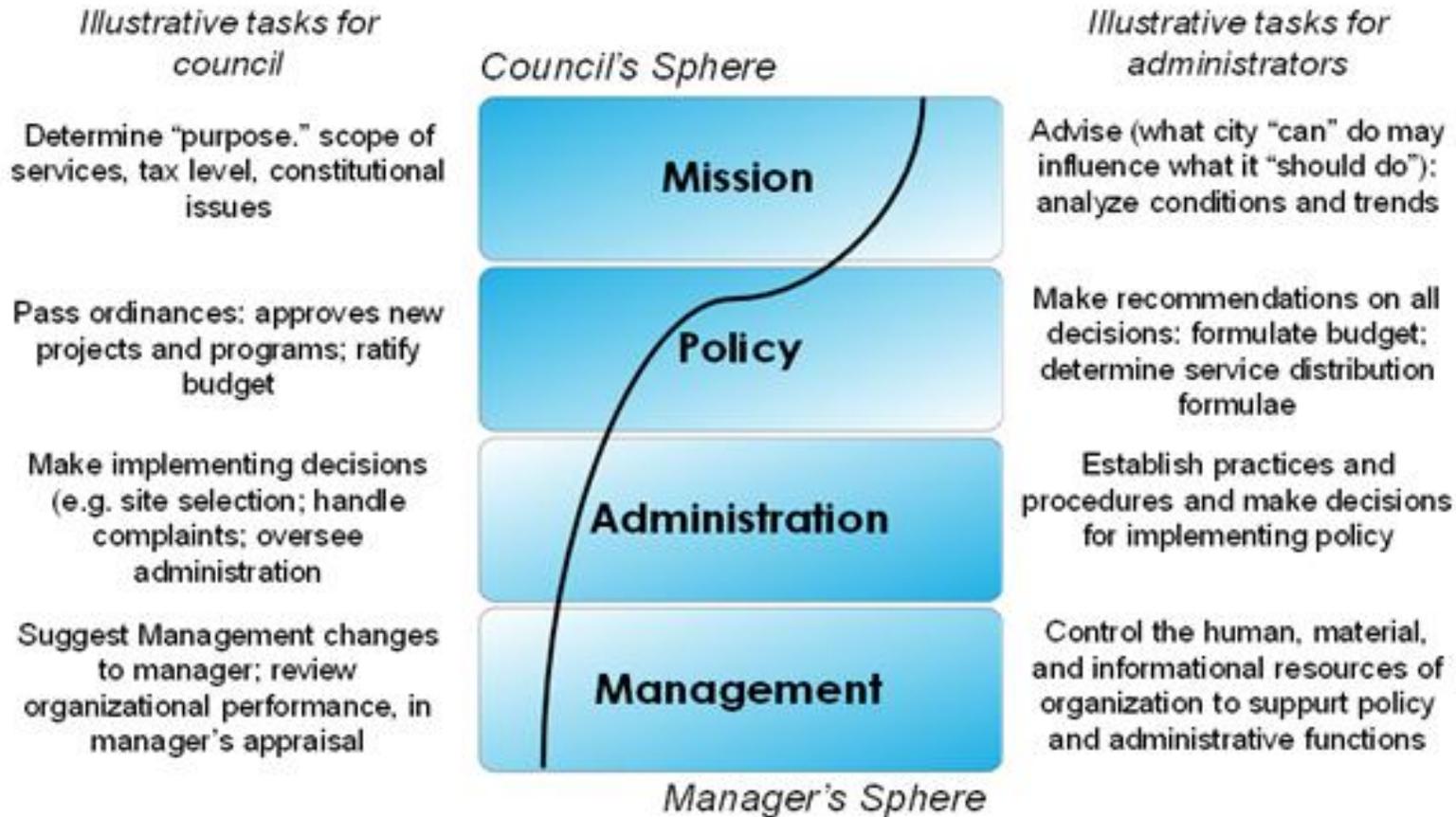
## **The City Manager** is the **Chief Administrative Officer** - runs the **City Operations**

- Run day-to-day operations of the City
- Supervise and direct all staff
- Support Council in developing policy



# Overview of Roles

## Dimensions of Governmental Process



The curved line suggests the division between the council's and the manager's sphere's of activity. The division presented is intended to roughly approximate a "proper" degree of separation and sharing.



# Council Authority (as a group)

- Hire and manage the City Manager
- Acquire, sell, lease property
- Adopt, amend, and repeal ordinances
- Adopt and amend personnel policies
- Provide for resident participation through boards and commissions
- Oversee infrastructure
- Responsible for the financial affairs of the City
- In consultation with the City Manager, create the city's organization structure
- Serve as the Liaison to a Commission
- Appoint:
  - City Treasurer
  - City Attorney or firm
  - Auditor or firm
  - A Health Officer
- Serve as the:
  - Board of Health
  - Liquor Control Board
  - Cannabis Control Board
  - Board of Water and Sewer Commissioners
  - Personnel Board
  - Members of the Board of Civil Authority
  - Trustees of the Winooski Community Development Corporation

**Resource: City of Winooski Charter, 24 V.S.A. App. § 19.501-505 (2017)**



# Council Authority: Mayor

The Mayor is a member of the Council.

Specific duties:

- Serves as the presiding officer of the Council
- Chairs the Strategic Planning Committee
- Acts as the liaison between
  - the Council and the City Manager
  - Governmental entities (State and Federal government)
  - Independent agencies (any other entities entering negotiations with the Council)



# City Manager Authority

The City Manager is the Chief Administrative Officer of the City.

Specific duties:

- Appoint, manage, suspend or remove City employees and appointed officers
- Direct and supervise the administration of all departments of the City
- Allow for movement of funds within City functional area (movement between functions must be approved by the Council.)
- Attend all Council meetings, take part in discussion, and provide policy guidance
- Ensure that all laws, provisions of the charter, and acts of the Council, are executed
- Prepare and submit the capital program, annual budget, and budget message to the Council
- Act as the Emergency Management Director

The City Manager appoints

- City Clerk & Assistant Clerks
- City Grand Juror
- Constable
- Collector of Taxes
- Police Chief
- Fire Chief
- Fire Marshal
- City Assessor
- Zoning Administrator
- Emergency Management Coordinator
- Department Heads
- All other staff

**Resources: City of Winooski Charter, 24 V.S.A. App. § 19.501-505 (2017)**

Serve as the Personnel Director

**International City and County Management Association – Code of Ethics**



# **Staff Authority: As Directed Under State Statute**

**Zoning Administrator:** Must adhere to 24 V.S.A. Chapter 17 and enforce the Land Use and Development Regulations of Winooski

**Police Chief:** Must adhere to 24 V.S.A Chapter 55 and enforce all local and state laws.

**Fire Staff and Building Inspection Staff:** Must adhere to V.S.A. relevant to a variety of building trades and fire safety protocols.

**City Clerk:** Must adhere to 24 V.S.A. Chapter 35 and administer all elections and recording as prescribed.

**Resource: Vermont State Statute**



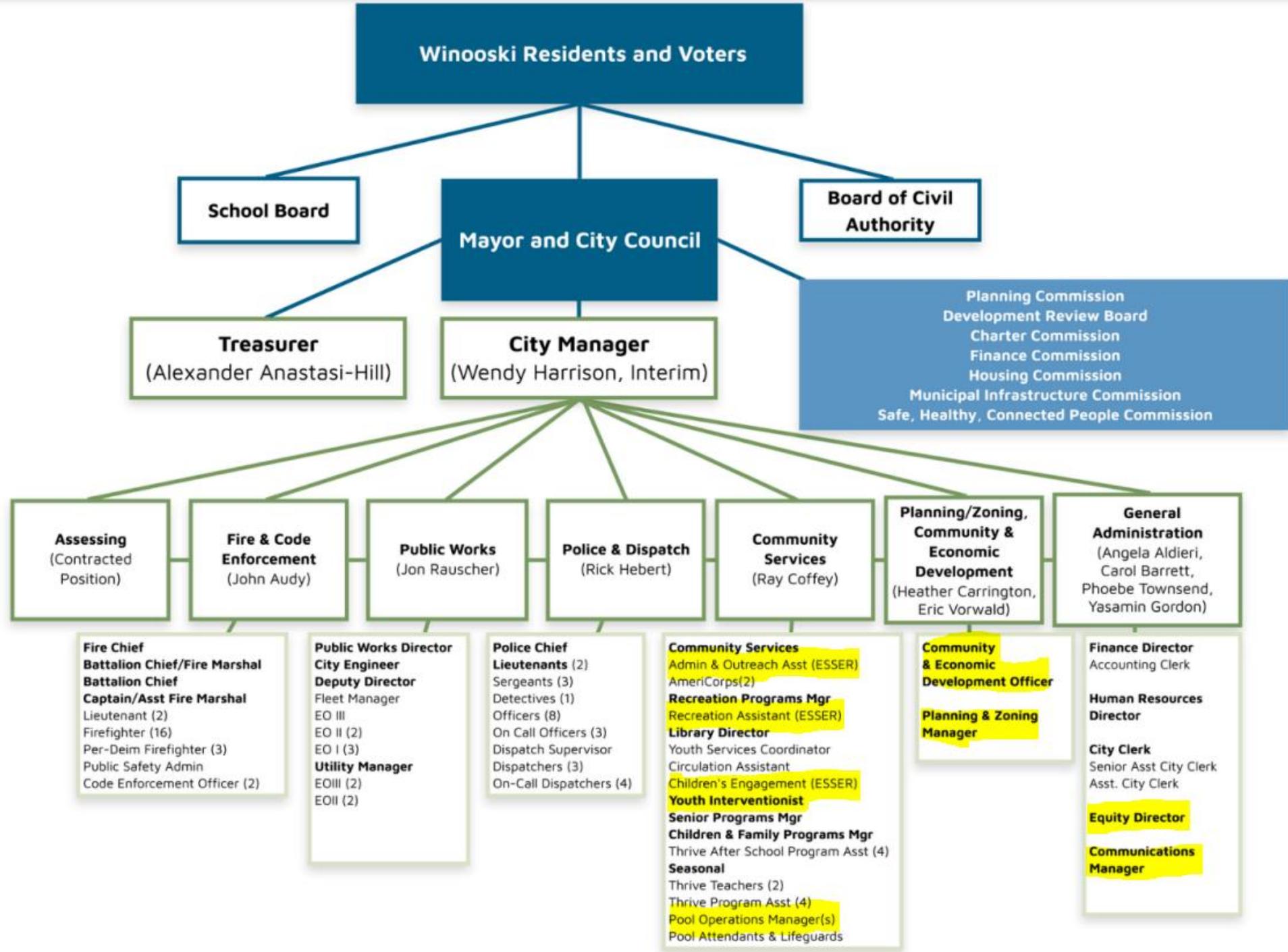
# City Organizational and Staffing

## Labor Relations

- Public Works: AFSCME
- Police: FOP

## 98 Staff

- 57 Full-Time and 41 Part Time
  - 76 Regular
  - 2 Temporary
  - 19 On Call/Per Diem
  - 1 Contract Employee
- 9 Leadership Team
- 18 Supervisory
- 71 Non-Supervisory
- 9 Temporarily Funded





# Communicating with Staff

- Questions and requests should be directed to the Manager
- To the extent, general questions or history is requested, it will be shared with the full Council
- Councilors are encouraged to regularly meet with the Manager
- Department Heads and staff are available to meet with Councilors and provide facility tours upon request
- You are highly encouraged to reach out to staff with questions and to understand more about an issue or item on the agenda
- The Manager must be cc'ed on all correspondence between staff and Councilors
- Direct constituents to staff when asked about an operational issue

**Resource: Mayor and Council Rules of Procedure**



# Legal Requirements: Transparency

- All (but executive session) communication by a Councilor discussing City business is considered public
- Use your @winooski.vt.gov email to conduct City business
- Meetings must be warned with minutes produced
- Avoid instances where 3 or more Councilors are present
- Information can be shared via email or text but debate must take place in public setting. Careful of “reply all.”
- Executive session content and items marked confidential must be kept private, do not forward confidential emails



# Legal Requirements: Ethics

**“The business of Winooski will be conducted in such a way that no public officer of the municipality will gain a personal or financial advantage from his or her work for the municipality and so that the public trust in municipal officials will be preserved...all decisions made by municipal officers are based on the best interest of the community at large.”**

- Councilors are to recuse themselves from decisions in which they are conflicted
- The Council shall judge if a conflict exists



# Council Protocols

- Meetings 1<sup>st</sup> & 3<sup>rd</sup> Monday and follow Robert's Rules of Order
- A quorum is 3 members
- Affirmative vote is the majority of the Council
- Agendas (and related materials) are distributed on Friday before a meeting and available on **winooski.vt.gov**
  - Requests for agenda items must be submitted to the Mayor or Manager by 4:30 pm the Thursday before a meeting
  - The Mayor and Manager finalize the agenda
- Agenda Outline
  - Public Comment
  - Consent Agenda
  - City Update
  - Council Updates
  - Regular Agenda (discussion, approval)
  - Executive Session (if needed)

**Resource: Mayor and Council Rules of Procedure, Agenda Planner spreadsheet**

City of Winooski Vermont's Opportunity City	
27 West Allen Street Winooski, Vermont 05404 802.695.6410 winooski.vt.gov	
Agenda Item	
Date	
Submitting Department	
Recommended Action	
Strategic Vision Area and Strategy	
Expenditure Required (amount and source)	
Background Information	
Supporting Documents	
Interested Parties	
City Manager Approval	





# Media and Outside Agencies

- Speaking for yourself vs for the Council
- Emergency situations
  - Staff will make every attempt to keep the Council informed
  - During emerging events, the focus must be on the event. In these instances, it's best to speak with one voice (Manager, Chief, or Mayor.)
- Mayor is charged with speaking on behalf of the Council to outside agencies



# City Media and Outreach Channels

City Website and Email News Updates: [winooskivt.gov](http://winooskivt.gov)

Facebook: [facebook.com/winooskivt](https://facebook.com/winooskivt)

Twitter: [twitter.com/winooskivt](https://twitter.com/winooskivt)

Instagram: [instagram.com/winooskivt](https://instagram.com/winooskivt)

Front Porch Forum: [frontporchforum.com/areas/84](https://frontporchforum.com/areas/84)



# Master Plan

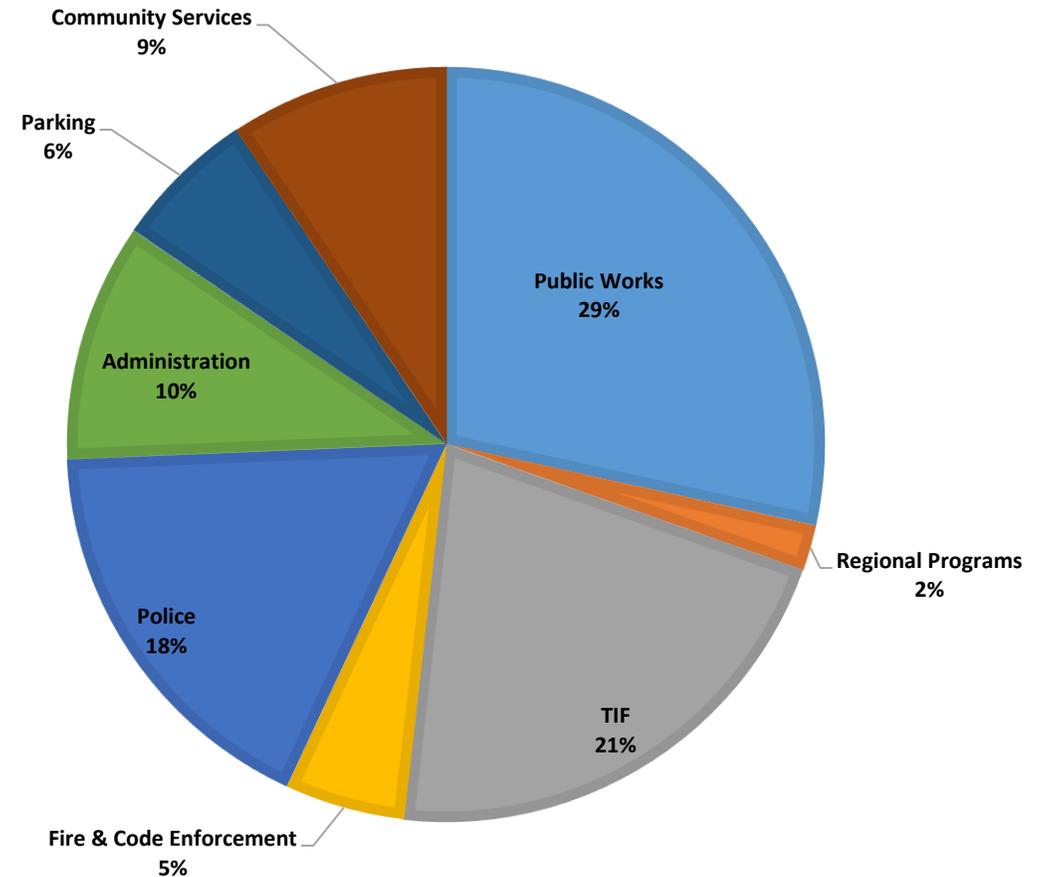
- Guiding document for planning, goals - a “roadmap” for how the City will grow, develop, use resources, and plan for the future.
- Organized by Strategic Vision Area.
- Statutorily required, update every 8 years – current adopted 2019
- Supported by other planning documents:
  - 2017 Parking Plan
  - Economic Development Strategic Plan
  - Enhanced Energy Supplement to Master Plan
  - Form Based Code Report
  - Main Street Corridor Plan
  - Transportation Master Plan
  - Winooski Housing Needs Assessment
  - Parks & Open Space Master Plan



# Finances and Fiduciary Responsibly

FY23 EXPENSES

Service Area	FY23 Expenses
Public Works	\$4,459,578.74
TIF	\$3,351,219.00
Police	\$2,732,905.91
Administration	\$1,602,765.61
Parking	\$953,049.75
Community Services	\$1,463,717.53
Fire & Code Enforcement	\$803,264.49
Regional Programs	\$305,395.30
	<hr/>
	\$15,671,896.33





# Development and Affordability (as of 2020)



## Over the last 6 years

- Grand List = Total value of assessed properties in the City
- The total Grand List has increased on average by 1.22% a year
- The non-TIF Increment GL has increased by 1.03% a year
- 1% growth a year = \$5.1M in new assessed value
- \$5.1M = \$59,000 in new property tax dollars
- As costs increase over time and new projects are prioritized, we can:
  1. strategically grow
  2. raise the tax rate
  3. cut the budget



# Facilities

- City Hall and Police Department
- Department of Public Works Garage
- Wastewater Treatment Plant
- Fire Station
- O'Brien Community Center
- Senior Center
- Parks
  - Casavant Natural Area
  - Gilbrook Natural Area
  - Landry Park
  - Memorial Park
  - Myers Pool
  - Richards Park
  - River Walk
  - Rotary Park
  - West Allen Park



# Council and Staff Annual Priorities

- Annual retreat for Council and Leadership Team
- Use Master Plan, Commission input, Staff Knowledge, and Council priorities, to set a workplan for the year
- Workplan drives project focus for staff and commission work for the year
- Organized by Strategic Vision Area
- Quarterly progress updates by vision area



# Commissions: Policy Advisory Support

<b>Policy Advisory</b>	<b>Staff Liaison</b>
Safe, Healthy, Connected People -Library Committee -Senior Committee	Ray Coffey, Community Services Director
Finance	Angela Aldieri, Finance Director
Municipal Infrastructure -Tree Committee	Jon Rauscher, Public Works Director
Housing	TBD
<b>Regulatory</b>	
Planning Commission	Eric Vorwald, Zoning Administrator
Development Review Board	Eric Vorwald, Zoning Administrator

## **Roles:**

- Council provides high level priorities for Commissions
- Commissions deep dive into their policy area to make recommendations to Council
- Commission Chair sets agenda
- Council Liaison serves a passive role to share Council priorities with Commission, and Commission updates back with Council
- Council Liaison does not drive Commission work or priorities, should only intervene if commission drifts off track from Council priorities



# Emerging Issues

- Hire a new City Manager – Council interviews March 12
- Update the Policy Priorities and Strategies shared workplan
- Lot 7D – 17 Abenaki Way Redevelopment
- TIF – Planning for 2024 expiration
- Temporary funded staff roles
- ARPA – \$2 Million COVID relief funds
- Working Communities Challenge grant
- Airport Commission and F-35s
- Regional Dispatch
- **Fire Truck Bond**
- Champlain Housing Trust – Affordable Homeownership at OCC
- Main St. Revitalization
- City-wide Reappraisal
- AFSCME contract negotiations

City of Winooski  
2017-2018 Policy Priorities and Strategies

Area	Policy Goal	POLICY		ADMINISTRATION		
		Council Guidance and Values	FY18 Council Role	Staff Recommended Strategies	FY18 Staff Role	Long-term Effort
Strategic Vision Economic Vitality (EV)	Maintain and expand our economic development to ensure long term vibrancy with a small town feel.		Support efforts through funding, Commission alignment, and policy feedback during process; Approve Master Plan	Develop a Municipal Plan/Master Plan	Plan process; Align efforts of the Commissions; Provide staff support to process; Start process	Complete the Municipal Master Plan and implement
		Ensure that the Economic Development Strategic Plan addresses the needs of all residents and provides economic opportunity for residents of all income levels	Participate in process; Consider adoption of the plan; Consider funding/policy recommendations from plan	Complete and implement the Economic Development Strategic Plan	Work with Camoin and the Planning Commission, complete the plan; Identify tools to incentivize recommendations	Implement
		Ensure that the stakeholders are on board and pulling in the same direction	Continue to support staffing and investments to system	Implement the Parking Study	Onboard staff; Wayfinding signage; Access control; Promotion and improved communications; Maintain infrastructure	Potential contract negotiations; Capital investments; Ongoing improvements; Update technology
		Monitor indicators of gentrification to help strategically manage growth including the needs of our most vulnerable community members. Expand focus to neighborhoods.		Address potential gentrification through Master Plan, housing policy and planning, and the Economic Development Strategic Plans (see these areas)		
Municipal Infrastructure	Invest in the City's transportation infrastructure in order to make our City safe and accessible to residents and visitors while recognizing the critical role that we play in the region's system.	Execute plan with clear deliverables including a spending plan on value-based transportation projects. Connect the entire City through sidewalks and/or bike paths	Consider as part of the Municipal plan	Implement the recommendations of the Transportation Master Plan	Outline an implementation plan; Integrate into the Municipal Master Plan; Execute projects	Ongoing
			Consider capital policies	Fully implement the Asset Management System	Launch, test, train, and implement; Explore updating our capital asset policies; Expand to include	Maintain system
		Linked to the implementation of the Transportation Master Plan. Ensure that projects are clearly communicated and completed on time.	Consider CIP; Align budget decisions to CIP	Update the City's Capital Improvement Plan (CIP) including replacement planning and lease analysis	Integrate documents into one; Use for planning and budgeting; Complete analysis of leasing policy	Maintain
			Consider FY19 budget and long-term options	Address the financial reality at the O'Brien Community Center, future of Lot D, and next steps in the City's space study	Move to the OCC to the General Fund budget in FY19; Work to fill the space in the short-term; Bring on a development consultant to outline options; Present options to the	Implement options
		Ensure regional connectivity	Consider options, funding required, and community support during construction	Address the Winooski/Burlington bridge needed repairs	Repair the railing in the summer of 2018; Study replacement options	Plan for long-term replacement
		Provide a multiyear plan aligned to the CIP and as part of space planning.	Consider options and funding mechanisms	Modernize the City's technology infrastructure (phone system, access control, use of servers, and technology planning)	Present options to move to an email exchange server and update phone system and implement; Present options to replace expiring server with a cloud solution and	Plan for preventive maintenance