

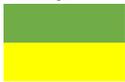


Memorandum

Date: September 6, 2022
From: Elaine Wang, Angela Aldieri
To: City Council
Subject: 2022-2023 Policy Priorities and Strategies Update: All

Per the Council adopted 2022-2023 Policy Priorities and Strategies and the accompanying monitoring plan, we present the next goal update on All. Below you will find a chart of the adopted strategies, a narrative of the updates.

Key



= proceeding as planned

= proceeding but slower than planned



= started but not proceeding well

= not started yet

POLICY			ADMINISTRATION	Status
Area	Policy Goal	Priority	Strategies	
All	Winooski will continue to be a livable, diverse, and affordable community where the role of government will be to foster and guide: Economic Vitality, Municipal infrastructure, Housing, and Safe, Healthy, Connected People.	Must Do	Planning for TIF expiration (including public process) - ongoing***	Green
			Develop and adopt access policy/plan, including language and information access policy***	Yellow
			Launch and support Inclusion and Belonging Commission***	Green
			Continue ARPA funding allocation discussions and next steps. - ongoing**	Yellow
			Expand systems capacity and assess necessary resources for expanded and integrated Diversity, Equity, and Inclusion work Citywide - Work on Audit Recommendations**	Yellow
			City Manager on-boarding*	Green
			Assess Administrative Structure and Systems Efficiency (including Public Safety in preparation for Regional Dispatch - See SHCP Section)*	Green
			IT Services Bid - Winter 2022	Grey
			Update Employment Policies (Human Resources) - ongoing	Green
			Orient new Treasurer	Green
		Recommended	Improve structure and access for Commission system (Equity Audit findings; Additional resources needed; Commission supports/trainings? Better representation	Yellow
Phone System, Door Access System upgrades	Grey			

		Update Financial Procedures - ongoing	
		Procedures Manual to address Fraud Risk Assessment Items - ongoing	
		Conduct staffing audit (including skills matrix) to assess current capacity, including Yasamin's staffing analysis	
	New Ideas (Pending Additional Resources)	All-Commission summit	

Must Dos

Planning for TIF expiration (including public process) - ongoing***

Staff are tracking needs and interests raised by community members appropriate for this ongoing revenue stream, including such ideas that have come up in consulting the public on COVID-19 impacts/how to spend ARPA funds and are less appropriate for those one-time funds. The Finance Commission has been discussing also. Once ARPA-appropriate data analysis is ready, the City Manager will have a recommendation as to public process regarding revenue from the expiring TIF district.

Develop and adopt access policy/plan, including language and information access policy***

This was a project planned by the Equity Director before her resignation. The first step was to be a language study conducted by a consultant, with funding to come from the Working Communities Challenge additional grants program. The budget for the scope was not agreed on before her departure. Staff are meeting with the WCC to get clarity on those additional grants to inform the access study, which in term will inform plan development. The Communications Manager will be the primary staff person on the project, and the Inclusion and Belonging Commission will be consulted on the plan and policy.

Launch and support Inclusion and Belonging Commission***

The former Equity Director formed the Commission with Council support before she left. Jenny Willingham has staffed, and Councilor Hurd has managed, the development of the Commission since. The Ambassadorships have been decided on, and Councilor Hurd is notifying the other Commissions and providing light guidance on how to go about the Ambassador model. Staff expect Council liaisons to the Commissions may need to provide support to the Ambassadors and advice to the Chairs and Commissions as we all try this new model.

Continue ARPA funding allocation discussions and next steps. - ongoing**

The Communications Manager and the City Manager are using qualitative data analysis methods to distill the survey responses and our listening session notes. We anticipate having results for you for your September 19th meeting as planned, for you to discuss initial investments. However, the data will not include any from Somali/May May nor Burmese listening sessions, since we were not able to secure the cultural liaisons or audience to hold those. Staff is considering organizing listening sessions specifically for seniors and youth (separately).

Expand systems capacity and assess necessary resources for expanded and integrated Diversity, Equity, and Inclusion work Citywide - Work on Audit Recommendations**

The City Manager is currently approaching 'expand systems capacity' as expanding the capacity of existing staff to integrate equity into their operations. Without this, any future equity specialists on staff will be overburdened, and any current or future minoritized staff will be overburdened with equity-related tasks. The Leadership Team recently completed a 6-part professional development series on equity co-designed and co-delivered by the former Equity Director. Next steps include discussing what's next to advance each department's operations and staff in the direction of equity, referring to the equity audit recommendations (especially recruitment, retention, and civic

participation) and the equity framework developed by the former Equity Director for the City of Winooski. As capacity of existing staff on equity increases, the resource needs will become clearer.

Regarding the housing-specific audit recommendations, more resources and capacity is needed, which the housing position is expected to partly address.

The Superintendent and the City Manager have a biweekly meeting and regularly discuss equity approaches and how to act on the audit recommendations.

City Manager on-boarding*

Orientation to personnel, stakeholders, systems, procedures and histories is proceeding apace, thanks to the partnership of staff, the Mayor, Councilors, and many others. As more work time is built into my calendar, I will get back to familiarizing myself with policies and ordinances.

Assess Administrative Structure and Systems Efficiency (including Public Safety in preparation for Regional Dispatch - See SHCP Section)*

Job description reviews with the Leadership Team and some departments, including the Police Department, have begun.

IT Services Bid - Winter 2022

This is still planned for Winter 2022.

Update Employment Policies (Human Resources) - ongoing

The Human Resources Director is making progress on the Personnel Policy Manual. The slow speed is to be expected given the length of the document, the many legal implications, and the day-to-day HR matters that crop up.

Orient new Treasurer

Johnathan Fenney was appointed by the City Council on August 8th. Since then, he and the Finance Director have met in person or by phone twice to discuss the processes that the Treasurer reviews on behalf of the Council including payroll, journal entries, and warrants. Copies of the approved policies and procedures have been provided for reference. Changes to bank signatories have been requested at all financial institutions used by the City and are being presented tonight for Council approval. Access privileges for the e-mail, accounting and invoice management systems have been set up and reviewed with Mr. Fenney. Training for the payroll system is being scheduled by the HR Director and access to our online banking system are being coordinated with TD Bank.

Recommended

Improve structure and access for Commission system (Equity Audit findings; Additional resources needed; Commission supports/trainings? Better representation

The Inclusion and Belonging Commissioners can access a grant-funded stipend, a pilot approach to reducing barriers to joining a Commission.

Phone System, Door Access System upgrades

This has been deprioritized given time constraints

Update Financial Procedures - ongoing

Staff have handwritten notes documenting changes that need to be integrated into financial procedures to accommodate operational changes that have occurred since last adoption. Changes to positions and reporting structures need to be integrated into the segregation of duties as well as new best practices recommended by the Vermont League of Cities and Towns, the Governmental Accounting Standards Board, and the Governmental Finance Officers Association. Work is slated to begin on this project in the spring following the completion of the audit and budget process when staff will be available.

Procedures Manual to address Fraud Risk Assessment Items - ongoing

Fraud risk assessments are conducted on an annual basis. There are a number of items identified in this report that can be addressed by adopting or updating procedures. Some of these will be integrated into financial and or personnel policies and procedures up for review. Work is slated to begin on this

project in the spring following the completion of the audit and budget process when staff will be available.

Conduct staffing audit (including skills matrix) to assess current capacity, including Yasamin's staffing analysis

This has been deprioritized given time constraints. A review of job classing is planned with regards to the equity audit finding that we have disproportionately filled our lower paid caretaker positions with people of color.

New Ideas (Pending Additional Resources)

All-Commission summit

Per Mayor Lott, this was originally proposed in previous years as a gathering of all Commissioners to review progress against the Master Plan, hear about activities outside their own Commission, and collaborate. On August 15, a variation of this was held with Commission Chairs, Council liaisons, and staff liaisons. The group discussed their Commissions' priorities for the year and what they might do together.