



CITY OF BURLINGTON, VERMONT
CITY COUNCIL COMMUNITY DEVELOPMENT &
NEIGHBORHOOD REVITALIZATION and HUMAN
RESOURCES COMMITTEES—Joint Meeting
c/o Community & Economic Development Office
City Hall, Room 32 • 149 Church Street • Burlington, VT 05401

CDNR

Councilor Selene Colburn, Chair, East District

Councilor Tom Ayres, Ward 7

Councilor Adam Roof, Ward 8

HR

Councilor Karen Paul, Chair, Ward 6

Councilor Chip Mason, Ward 5

Councilor Adam Roof, Ward 8

Tuesday, May 12, 2015

6:00 – 7:00 PM

2rd Floor—LBG Room (relocated from 3rd Floor)

The BCA Center

135 Church Street

Draft Minutes

Also in attendance: Councilor Bushor, Councilor Giannoni, Joe Speidel and Jim Holway.

City Staff: CEDO Director Peter Owens, CEDO Asst Director for Community Marcy Esberg and HR Director Susan Leonard.

Meeting was called to order by Councilor Colburn at 6:08.

Motion to approve the agenda was made by Councilor Paul and seconded by Councilor Mason.
Motion passed.

Public Forum:

Jim Holway, Ward 4: Welcomed new council members. Asked about including New North End in CDNR agenda for FY16—would like a planBTV New North End. On subject meeting: Reiterate that he always appreciates CEDO staff, please don't diminish it.

CEDO Re-Oreg FY16: Background presented by Director Owens:

Changes are a culmination of a 3 year process. Response to chronic underfunding of CEDO over recent years leaving staff stressed and support uncertain:

- Shrinking Federal dollars—just less money
- Increasing misalignment of work and funding restrictions of federal grant programs
- Result is chronic annual short fall and deficit spending

In FY15 made considerable progress in addressing the problem:

- More efficient grant management and cost cutting (one staff cut)
- Begin to look for other revenues (TIF, performing assets)
- Introduction of idea of CEDO as a core part of the City with baseline general fund support--started

In FY16 proposal solidifies direction of baseline City support. Worked with CAO's office to complete transition from Special Revenue dept to General Fund dept with 4 special revenue funds. Turnover of five long time staff = opportunity to rethink org. Re-org proposal is fundamentally about better alignment of work with funding

- more efficient grant = more \$ to community
- flexible funding for economic development (grand list, projects policy reform)
- integrate housing as a major CEDO wide priority across the department.

Councilor Selene Colburn: Opened the floor for discussion and questions

Councilor Karen Paul: Special Revenue Funds can't be in the general fund. Question on how the four SR funds are organized.

Staff response: Will need clarification from CAO Rusten. The recommendation from CAO was to use existing grant account categories as framework for SR funds.

Councilor Sharon Bushor: Wanted to make sure the reorg was facilitating collaboration and not siloed efforts. Councilor Bushor was concerned that we are not overloading jobs; work needs to get done but need capacity to do it.

Councilor Karen Paul: Are positions being eliminated and are any current staff members being downgraded?

Staff response: No one is being downgraded. Technically there are two positions that are being re-imagined, *Executive Secretary to Community Development Specialist* and *Assistant Director of Housing to Policy and Project Specialist - Housing plus Housing Programs Director*. An additional *Policy and Project Specialist - Development* position is re-imagined from the former *Special Projects Manager* but is not funded in current FY16 budget proposal due to constrained resources.

Councilor Adam Roof: How will reorg help with outcome and deliverables—to be more outcome, goal driven?

Staff-Peter: With the Flex team, there will be clearer goals set as part of team work plan as opposed to one person trying to do it all. Funding aligned with work is critical—especially in the area housing and development work. The team will be less ad hoc and more deliberate about establishing a work plan and goals and working systematically to fulfill them. The three areas this team will focus on will be policy reform initiatives, business assistance and development projects. The later will have an implementation schedule that will facilitate creating milestones and tracking progress.

Staff-Marcy: Grants are outcome driven with very specific goals that are reflected in the Action Plan that the Council will be reviewing next week. Two additional successes will be staff working across grants to assist and creating collaborations between grant programs like CDBG and Lead.

Councilor Chip Mason: Expressed concerned over capacity to advance projects on flex teams goals.

Councilor Selene Colburn: Asked what the final General Fund request will be for CEDO. While Peter reviewed those numbers, Councilor Colburn asked about the affordable housing grants worked and their amounts and if they would all work through the Assistant Director and Housing Program Manager.

Staff-Marcy: Explained the LEAD Hazards and Healthy Homes Grants at \$3.5 million; HOME Investment Partnership at \$340K, CDBG at \$742K with about \$200 or more for housing.

Staff-Peter: Reviewed the General Fund numbers with the Committee. Currently the DRAFT budget numbers show General Fund Expense of about \$700,000 offset by General Fund revenue of about \$320,000 (Waterfront TIF, Leases, Partners) leaving gap of about \$380,000. Downtown TIF revenue of about \$120,000 is reimbursable in future years after the District is activated and funded but cannot be counted as General Fund revenue in FY16. Also explained that the Flex Team would work on a wide variety of housing efforts including workforce housing, mixed used/mixed income housing, neighborhood stabilization and housing policies subject to staff capacity to do so.

Councilor Selene Colburn: Outlines what she considered the pros and cons of this reorganization. Big pro separating out grant stuff. She is not convinced that it will expand really expand capacity around housing. Concerned about the amount of work needed to be undertaken contrasted with loss of capacity. Especially if budget is not funding one the Flex team positions.

Councilor Karen Paul: Nate is point person on PIAP projects. Concerning that funding that position will be overloaded without additional staff. Concerned about burning out current staff

and mentioned an interest in funding the second position.

Councilor Chip Mason: Housing is the single biggest issue in the City of Burlington. A host of issues that might not have been addressed within the other framework. This is a team based approach to housing.

Staff-Marcy: Housing is the single most important issue facing the City. If we are saying that many of the same issues and needs are present as we faced 20 years ago, maybe it's time to try a new approach. Our model is based on best practices – collaboration, team approach, mixed use/mixed income developments and projects.

Councilor Karen Paul: Request at work session presentation on budget list of CEDO priorities for FY16 with a list of deliverables . That would be very helpful. Will this be a model that you can live with for a couple of years and not change again?

Staff-Peter: Yes, we see this organization change as a final step to put in place a structure where our line work priorities are aligned with our funding. It will allow us to be more nimble, innovative, and efficient within the realities of diminished Federal Funding and increased reliance on creative local funding—especially in the area of economic development.

Staff-Susan Leonard: It is also important to note how the new org chart provides teams with opportunities for staff to grow into leadership positions by creating a range of grades within each team. The org chart from 2 years ago had 9 direct reports to Director with no place for any of those folks to go. The new structure creates teams with a range of positions that allow staff to move up over with time and experience.

Motion: Adam Roof made the motion to authorize Chairs to summarize the sense of meeting beyond the meeting notes. Tom Ayers seconded. Unanimous approval of the motion.

Motion to adjourn by Karen Paul at 7:15.