



**CITY OF BURLINGTON
DEPARTMENT OF PUBLIC WORKS**

645 Pine Street, Suite A
Post Office Box 849
Burlington, VT 05402-0849
802.863.9094 VOICE
802.863.0466 FAX
802.863.0450 TTY
www.burlingtonvt.gov/dpw

Chapin Spencer
DIRECTOR OF PUBLIC WORKS

M E M O R A N D U M

To: Tenzin Chokden, Clerks Office
From: Chapin Spencer, Director
Date: December 18, 2019
Re: Public Works Commission Agenda

Please find information below regarding the next Commission Meeting.

Date: **December 12, 2019**
Time: 6:30 – 9:00 p.m.
Place: **645 Pine St – Main Conference Room**

A G E N D A

ITEM

- 1 Call to Order – Welcome – Chair Comments
- 2 5 Min Agenda
- 3 10 Min Public Forum (3 minute per person time limit)
- 4 5 Min Consent Agenda
 - A Park St ADA Space
 - B Canfield St ADA Space Removal
 - C 2020 Sidewalk Work Plan

Non-Discrimination

The City of Burlington will not tolerate unlawful harassment or discrimination on the basis of political or religious affiliation, race, color, national origin, place of birth, ancestry, age, sex, sexual orientation, gender identity, marital status, veteran status, disability, HIV positive status, crime victim status or genetic information. The City is also committed to providing proper access to services, facilities, and employment opportunities. For accessibility information or alternative formats, please contact Human Resources Department at (802) 540-2505.

- 5 15 Min Garage Occupancy Strategy/Generic Parking Agreement Update
A Communication, J. Padgett
B Commissioner Discussion
C Public Comment
D Action Requested – Vote
- 6 20 Min Traffic Calming Overhaul
A Communication, N. Losch
B Commissioner Discussion
C Public Comment
D Action Requested – None
- 7 30 Min Snow and Ice Control Plan
A Presentation, L. Perry
B Commissioner Discussion
C Public Comment
D Action Requested – None
- 8 30 Min Construction Season Debrief
A Presentation, C. Spencer, N. Baldwin & M. Moir
B Commissioner Discussion
C Public Comment
D Action Requested – None
- 9 5 Min Approval of Draft Minutes of 11-20-19
- 10 10 Min Director's Report
- 11 10 Min Commissioner Communications
- 12 **Adjournment & Next Meeting Date – January 15, 2020**



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City of Burlington
Department of Public Works

Technical Services Engineering Division
645 Pine Street, Suite A
Burlington, VT 05402
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www.burlingtonvt.gov/DPW

Memo

Date: December 18, 2019

To: Public Works Commission

From: Madeline Suender, Associate Engineer

CC: Susan Molzon P.E., Senior Public Works Engineer

Subject: Park Street Accessibility (ADA) Parking Change

Staff recommends the DPW Commission adopt:

7A Accessible spaces designated.

No person shall park any vehicle at any time in the following locations, except automobiles displaying special handicapped license plates issued pursuant to 18 V.S.A. § 1325, or any amendment or renumbering thereof:

- On the east side of Park Street in front of 192 Park Street.

Purpose & Need:

The purpose of this request is accommodate the accessibility needs of a local Park St Resident by allowing reasonable access to their home.

Project Checklist:

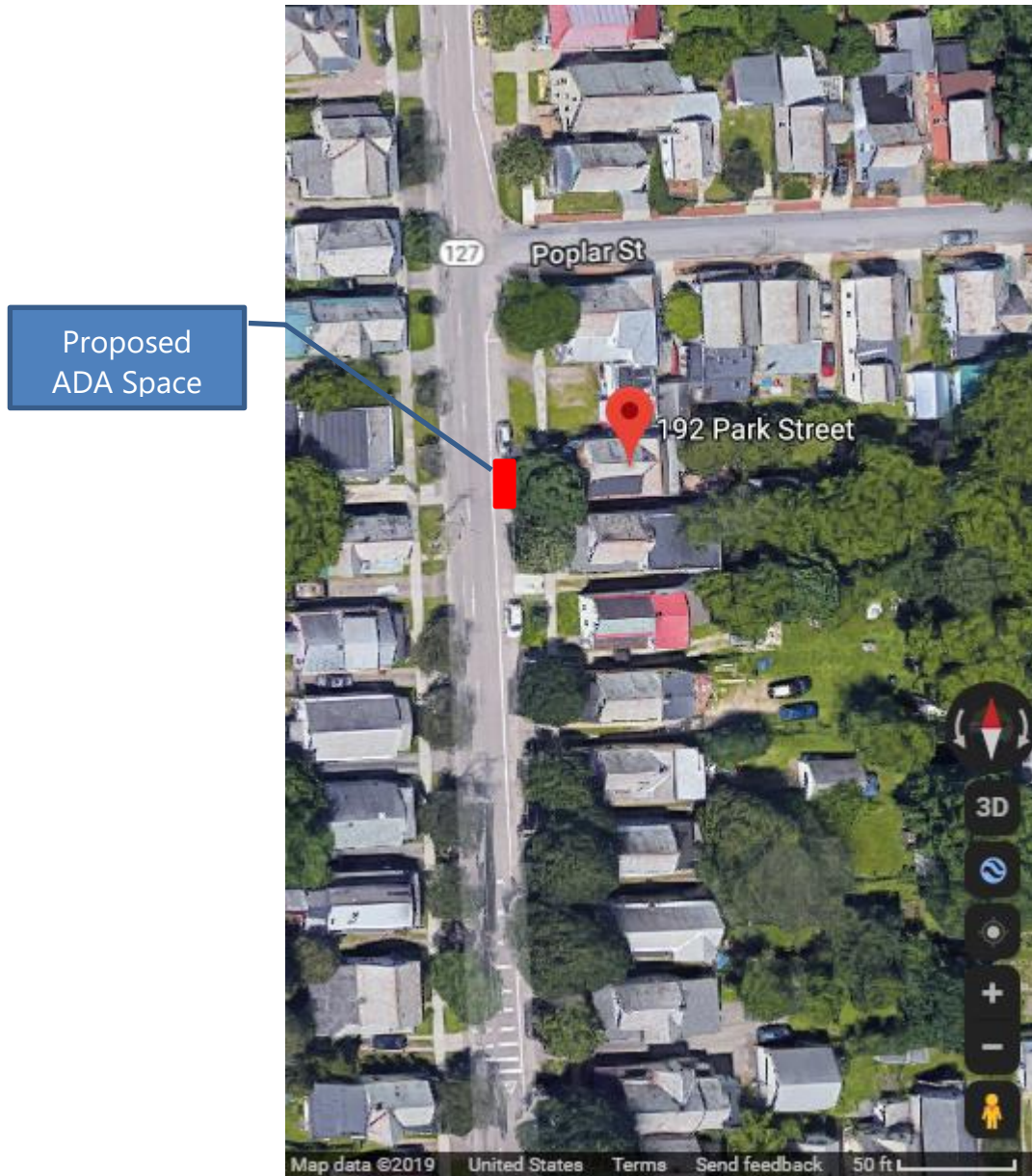
	N/A	Yes	No	Reference
Aligns with MUTCD standards and/or established City Policy?		X		PROWAG
Aligns with City plans?	X			
Followed Public Engagement Plan?		X		These Traffic Regulation changes are defined as an INVOLVE project in the Public Engagement Plan (PEP).

Summary and Conclusion:

This ADA space will allow better access to 192 Park St. This space was requested by a resident who will only need the space until May of 2020. A second round of flyers will be distributed in May to notify residents and again ask for feedback before the sign is proposed to be removed.

Public Engagement:

In preparation for the 12/18/19 DPW Commission Meeting, Staff distributed flyers to residents in the vicinity of 192 Park St. Staff received no communication in regards to this matter.

Site Map:



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Department of Public Works

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Memo

Date: December 18, 2019

To: Public Works Commission

From: Madeline Suender, Associate Engineer

CC: Susan Molzon P.E., Senior Public Works Engineer

Subject: Canfield Street Accessibility (ADA) Parking Change

Staff recommends the DPW Commission remove:

7A Accessible spaces designated.

No person shall park any vehicle at any time in the following locations, except automobiles displaying special handicapped license plates issued pursuant to 18 V.S.A. § 1325, or any amendment or renumbering thereof:

~~(163) On the south side of Canfield Street in front of 7 Canfield Street. (Reserved)~~

Purpose & Need:

The purpose of this request is to remove an ADA space that is no longer in use. The need is to accommodate general parking on the street.

Project Checklist:

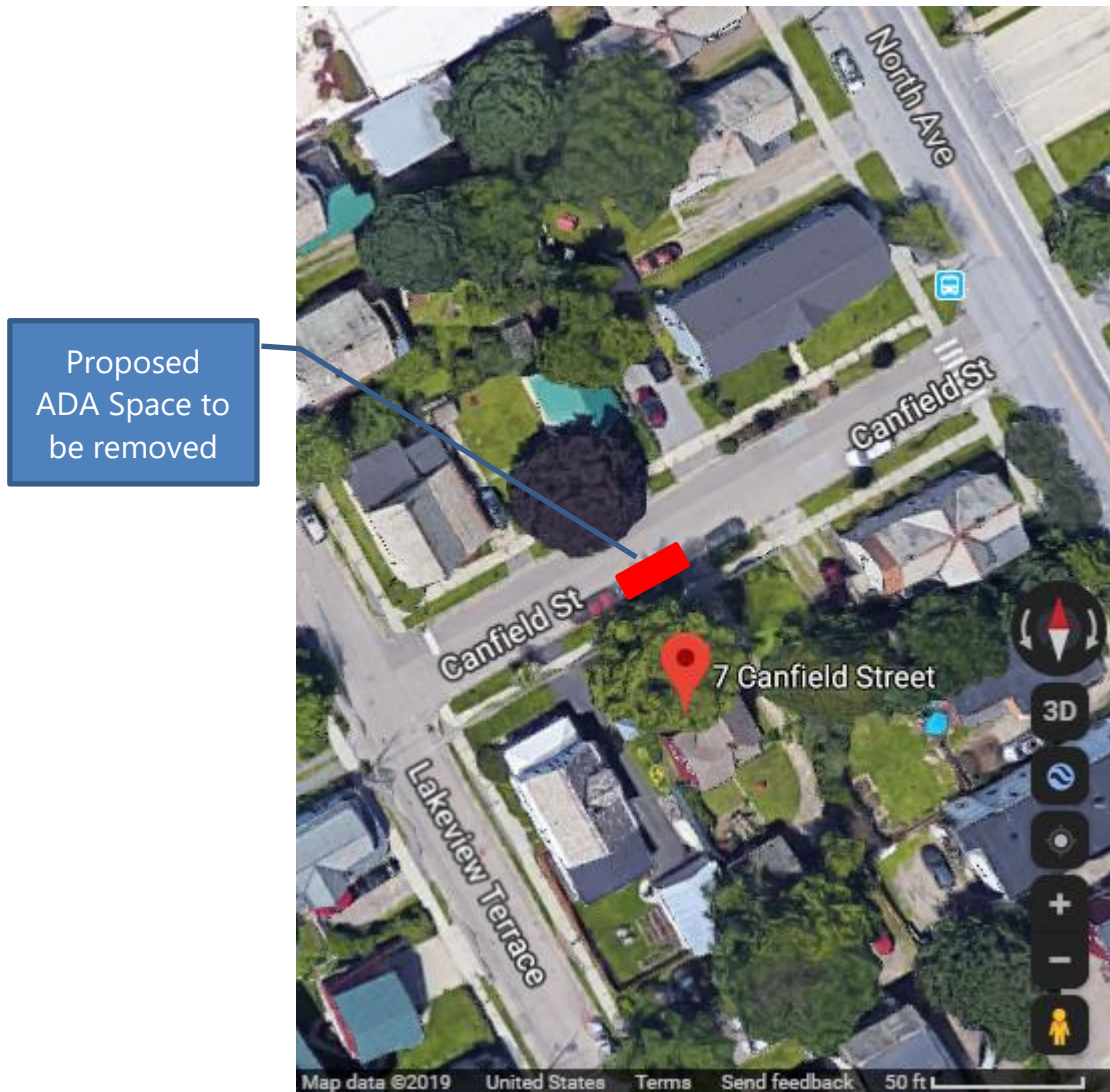
	N/A	Yes	No	Reference
Aligns with MUTCD standards and/or established City Policy?	X			
Aligns with City plans?	X			
Followed Public Engagement Plan?		X		These Traffic Regulation changes are defined as an INVOLVE project in the Public Engagement Plan (PEP).

Summary and Conclusion:

Staff received a request in November 2019 from a local resident of the Canfield Street neighborhood, to remove the on-street accessible parking space at 7 Canfield. The resident stated the space was no longer used. The resident requested that the ADA space be removed so other residents and the public may utilize the unrestricted parking space.

Public Engagement:

In preparation for the 12/18/19 DPW Commission Meeting, Staff distributed flyers to residents in the vicinity of 7 Canfield St. Staff received one email in regards to this matter in support of the proposal (see Public Correspondence).

Site Map:**Public Correspondence:**

Email received 12/10/19

I received your note regarding the request to remove the accessible parking space on Canfield Street. We do not have a need for the space and would be fine with the requested designation change.



MEMORANDUM

Date: December 18, 2019
To: Public Works Commission
From: Madeline Suender, Associate Engineer
CC: Laura Wheelock P.E., Senior Public Works Engineer
Subject: 2020 Sidewalk Work Plan

Introduction:

This memorandum contains the proposed sidewalk work plan for the upcoming 2020 construction season. This list is subject to change based on budget approvals, contract pricing, weather, etc. This work plan was made based on the draft budget and estimated production outcomes shown in Table 1. This budget includes the \$500,000 City Council designated short run funds.

Table 1: Budget

	Budget	Length (Feet)
Short Run	\$500,000	6250
Long Run	\$1,215,000	12150

This work plan was developed based on inspections and prioritization of the 2014 sidewalk inventory, SCF requests, emails, and staff recommendations. Repairs were prioritized as a function of use, safety criteria, coordination with other projects, and staff judgement. This work plan addresses 31% of total active sidewalk See Click Fix requests.

As we start our outreach for 2020 work season, we will create a webpage for people to get updates. As we finalize this list it will be found there. The finalized list is anticipated to be complete late winter.

Work Plan:

Table 2: Work Plan by Street

Street Name	Section (House # or Segment)	Length (Feet)
Archibald St	195	40
Austin	Dunder - Queen City Park Rd	1030
Bradley	8-12	10
Bradley	38	15
Brooks Ave	49	10
Brooks Ave	76	10
Brooks Ave	54	15

Brooks Ave	101	15
Brooks Ave	62	15
Case	19	45
Catherine St	91	15
Charlotte St	45	180
Clarke	36	50
Colchester Ave	Riverside - Chase	770
College	325	20
Covent	Southwest corner	75
Dewey/Wing	Southeast corner	105
Dorset Ln	14	10
Drew	38	90
East Ave	112	40
East Ave	102	55
East Ave	120	85
East Ave	206	105
Edgewood Ln	16	120
Ethan Allen Pkwy	464	5
Farrington Pkwy	29	1300
Gazo	68	15
Grant	85	45
Haswell St	3	60
Holly Ln	6	140
Home Ave	130	30
Home Ave	162	80
Home Ave	174	30
Home Ave	196	165
Hope St	60	160
Howard St	Pine-Hayward	400
Howard St	St Paul- Union	424
Intervale	Either side of Willow St	100
Juniper Terr	All	300
Lakewood Pkwy	Woodridge-North Ave	150
Ledge	50	60
Loomis	57	15
Loomis	180	25
Loomis	210	10
Loomis	Northeast side of Loomis/N prospect intersection	15
Loomis	146	25
Lori Ln	1	25
Manhattan	290	35
Manhattan	Washington - Voltz	200
Manhattan	N Champlain - Rose	340
Manhattan	205	40
Meridian St	42	15
Muirfield	27	10
N Prospect	49	20
N Prospect	89	20
N Prospect	179	50
N Williams	33	20
N Williams	21-15	365

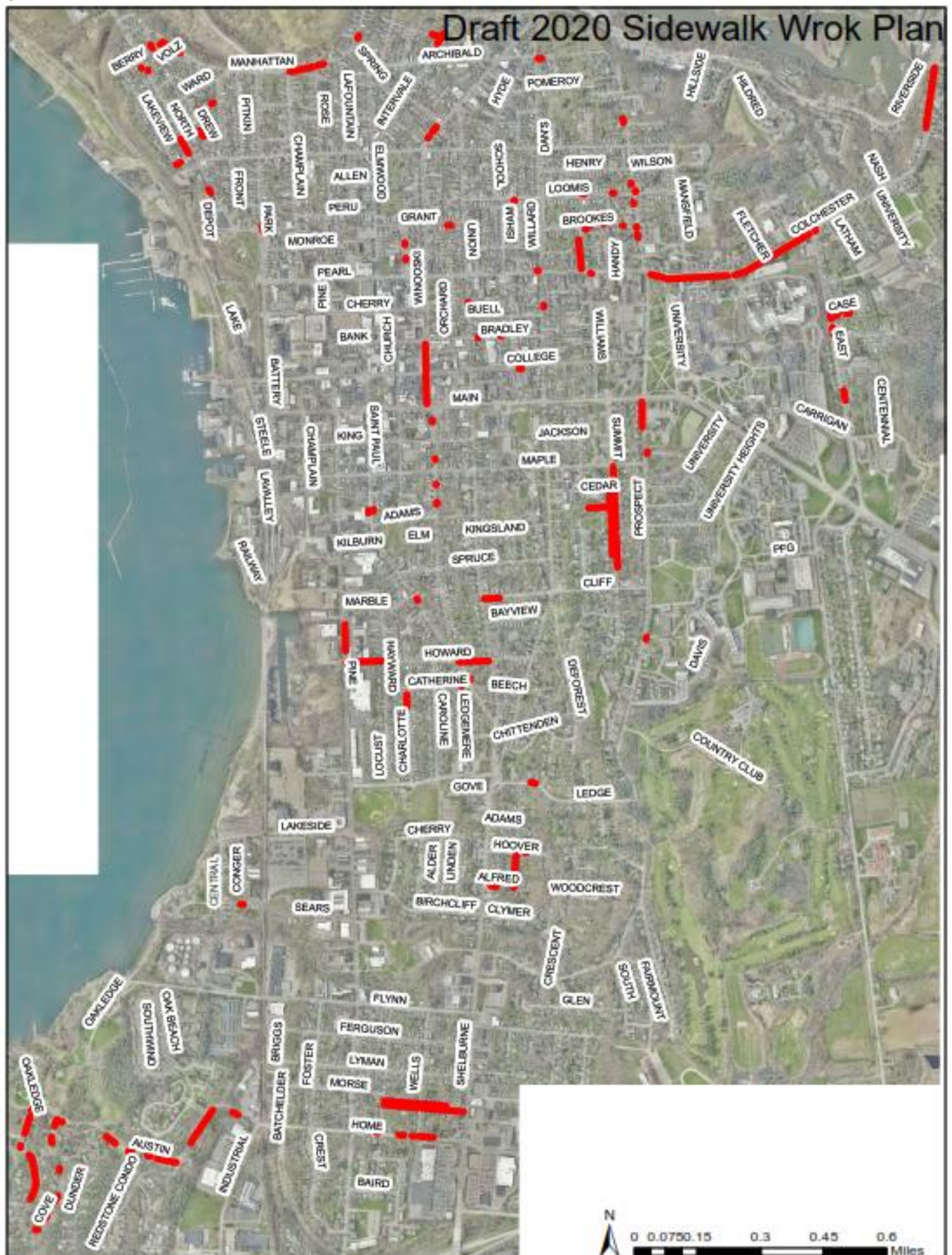
N Winooski	185	150
North Ave	277	5
North Ave	220	10
North Ave	33	30
North Ave	103-119	100
North Ave	614	120
North Ave	Cemetery	25
North Ave	Beltline Exit - #709	500
Oakland Terr	All	735
Park	60	75
Pearl	322	15
Pleasant Ave	70	35
Pleasant Ave	71	150
S Cove	All	1295
S Prospect	460	30
S Prospect	216	30
S Prospect	161	30
S Prospect	178	30
S Union	34	40
S Willard	44	20
S Williams/Pearl	14	20
S Winooski	207	20
S Winooski	176	30
S Winooski	230	20
S Winooski	256	15
S Winooski	Bank - Main	680
Scarff Ave	Richardson - Shelburn	1680
Shore	166	50
St Paul St	230	10
St Paul St	378	25
St Paul St	Howard - Shelburn St	600
Staniford Rd	Oakland - North Ave	675
Strong	30	45
Strong	44	20
Summit St	Maple - Cliff	1920
Village Green	6	45
Washington	33	50
Wildwood Dr	117	180
Willow St	St Mary's - Intervale	100
Woodbury Rd	Stanbury - North Ave	1175

Figure 1: New North End Sidewalk Map

Draft 2020 Sidewalk Work Plan



Figure 2: Downtown Sidewalk Map





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Jeff Padgett
DIVISION DIRECTOR: PARKING AND TRAFFIC

MEMORANDUM

TO: DPW Commission

FROM: Jeff Padgett, Interim Division Director – Parking and Traffic

DATE: December 18, 2019

RE: Generic Parking Agreement - *Updated*
Limited Generic Parking Agreement – *New*

Recommended Motion:

Approve for use by the DPW the *updated* **Generic Parking Agreement** for EXISTING parkers and the *new* **Limited Generic Parking Agreement** for use with NEW parkers to expressly state that the Agreement may terminate prior to 2022.

Background:

Generic Parking Agreements

As you know, we are engaged in an ongoing effort to optimize the usage of the Lakeview/College Street Garage complex. To that end the PWC has delegated authority to the Department (October 2019) to enter into a Generic Parking Agreement with parking groups, conditioned on an annual reporting requirement. This delegation is intended to streamline the Departments ability to achieve its goals to

- 1) execute legal agreements with monthly parkers and
- 2) better define, manage and optimize garage utility.

The existing delegation begins to serve those purposes well.

However, as we begin to address the specific occupancy challenges of the garage, we have realized that the approved agreement needed to be modified to cover two situations that are not fully addressed with the previously approved Generic Parking Agreement:

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- 1) Individual Parkers
- 2) New Parkers to be added in the next 2 years

The agreements included in this memo address these details.

1) Individual Parkers:

Historically, individual parkers have not been required to enter an agreement when they buy monthly parking. Therefore, the **Generic Parking** agreement presented herein has been modified to apply to both corporations and individuals. This will ensure that all monthly parkers are properly identified and covered by a legal document.

2) New Parkers to be added in the next 2 years:

Also, it became clear that language in the **Generic Parking Agreement** is only helpful for parking groups that are ALREADY in the garage. For any NEW groups, we need a **Limited Generic Parking Agreement** that explicitly informs the parkers that the agreement has a high likelihood of termination in 2022 due to *prior obligations*.

Prior Obligations

In January of 2017 the PWC approved a Parking Agreement with the University of Vermont Medical Center (UVMHC) which was subsequently executed by DPW. This agreement calls for up to 300 parkers to park in the Lakeview / College Street garage. Although it was expected in that agreement that these parkers would arrive in 2019, this is now expected by 2022. The City has made no effort to “reserve” these spaces over the past two years and this has not limited our activities relative to occupancy. In fact, occupancy continues to be sub-optimal.

Occupancy Planning

Occupancy in the garage continues to be sub-optimal and is frequently significantly below maximum occupancy. Therefore, the Parking Agreements requested provide the tools to support an occupancy planning approach that:

- 1) Optimizes the use of the Garage and increase occupancy sustainably
- 2) Honors outstanding Parking Agreement obligations and
- 3) Respectfully and clearly communicate with NEW parking groups that there may be limitations in the duration of their parking agreements relative to the City’s prior obligations

Fundamentally, we recognize that there are many unknowns relative to ongoing and future commitments to parking groups over the next two years that could significantly impact our ability to offer monthly parking (including, but not limited to UVMHC). However, we cannot afford to allow the garage to continue to operate at 65-85% occupancy through this period. There is significant demand for monthly parking that could fill up the garage in this interim period, but we need to be clear with folks from the start that their parking agreement could be limited in duration.

Additionally, this active management approach allows Director Spencer to provide the UVMMC with the assurance that they need to confidently move forward with their plans to bring approximately 500 office workers to downtown Burlington.

Two Week Parking Limit

In an unrelated matter, we are taking this opportunity to update another condition of the Agreements. In 2017 the PWC approved ordinance language to limit parking at the Lakeview/College Street Garage. However, is just now being processed through to be recorded in ordinance. Therefore, the attached agreement now contain language limiting occupancy to two weeks.

Summary

In the process of developing these updated Agreements additional legal review yielded various other improvements to the document to ensure the longevity and functionality of the documents. The following summarizes the substantive changes made from the document approved in October:

Generic Parking Agreement:

- 1) Pre-amble - adjusted to apply to individuals as well as business and other organizations.
- 2) 4.A – adjusted language relative to remove expiration and added a reference to 4.C
- 3) 4.B – removed because expiration removed from 4.A
- 4) 5.B – redefined to directly reference ordinance relative to the parking product being Purchased
- 5) 5.B - added the “two week” limitation
- 6) 6.A – modified to reference ordinance and 5.B
- 7) 6.B – added potential suspension of permits for non-payment
- 8) 9.0 – removed the Modification section, unnecessary based on other proposed changes.

Limited Generic Parking Agreement:

- 1) Same as above, plus
- 2) 4.C – added language to **expressly** notify that the agreement may terminate in 2022



PARKING PERMIT AGREEMENT
City of Burlington

This Parking Agreement ("Agreement") is entered into by the City of Burlington ("City"), by and through its Department of Public Works ("DPW") doing business as the ParkBurlington brand, and

_____ a corporation registered to conduct business in the State of Vermont

located at _____ ("Permittee")

OR

_____ an individual

with a mailing address: _____ ("Permittee").

The Permittee and the City agree to the terms of this Agreement.

1. EFFECTIVE DATE AND NOTICE OF NONLIABILITY

This Agreement shall not be valid or enforceable until the Effective Date. The City shall not be bound by any provision of this Agreement before the Effective Date and shall have no obligation to pay Permittee for any performance or expense incurred before the Effective Date or after the expiration or termination of this Agreement.

2. RECITALS

- A. Authority.** Authority to enter into this Agreement exists in the City Charter. Required approvals, clearance, and coordination have been accomplished from and within each Party.
- B. Consideration.** The Parties acknowledge that the mutual promises and covenants contained herein and other good and valuable consideration are sufficient and adequate to support this Agreement.
- C. Purpose.** Permittee seeks to utilize _____ parking permits at the College Street and Lakeview parking garages owned by the City for users that they employ/manage.

3. DEFINITIONS

- A. "Parking Structures"** means the City-owned parking structures known as the College Street Parking Garage (located at located at 60 College Street) and the Lakeview Parking Garage (located at 41 Cherry Street) that function as a single facility.

- B. **“Effective Date”** means the date on which this Agreement is approved and signed by the City, as shown on the signature page of this Agreement, whichever date is later.
- C. **“Party”** means the City or Permittee and **“Parties”** means both the City and Permittee.

4. TERM AND EARLY TERMINATION

- A. **Term.** This Agreement and the Parties’ respective performance shall commence on the **first day of the month** following the Effective Date and shall continue subject to termination in accordance with §4.B.
- B. **Termination.** Either Party may terminate this Agreement for any reason upon written notice to the other Party with 60 day notice. The notice shall specify the date of the effective termination. Permits may be suspended for use pursuant to the provisions set forth in Section 6 (B) and Section 7 below.

5. GRANT OF PERMIT

- A. **Use of Facilities.** The City shall provide Permittee with parking permits to be used by Permittee and its authorized permit users at the Parking Structures for the term of this Agreement as set forth in §4.A.
- B. **Timing Restrictions.** The parking permits granted under this Agreement shall be as follows and defined by Appendix C of the City of Burlington Ordinance:

Parking Permit Product 1: _____ Fee Per Product \$ _____

Parking Permit Product 2: _____ Fee Per Product \$ _____

Parking Permit Product 2: _____ Fee Per Product \$ _____

Parking duration is limited to 2 weeks of continuous parking on all products.

- C. **User Restrictions.** Only currently registered vehicles that are legally allowed to be operated on public streets may be issued a parking permit and utilize the Parking Structures privileges granted in this Agreement. Motorcycles, scooters, electric or motorized bicycles, bicycles of any other kind, or other similar light-weight vehicles are not allowed.
- D. **Permit Credentials.** All persons possessing parking permit granted under this Agreement must utilized the appropriate credentials via the automated entry/exit point to utilize the parking privileges granted herein. Such credentials may include a card, decal, hangtag, entry on a license plate registry, bar code, or other means as provided by the city.

6. PAYMENT

- A. **Permit Fee.** Permit shall pay the City the fee(s) shown in 5.B per month as defined by Appendix C of the City of Burlington Ordinance for each parking permit product granted under this Agreement. The City may change the fee for each parking permit by providing 60 days advanced notice to Permittee.
- B. **Billing.** The billable term of each issued permit shall begin on the day the permit is issued to Permittee, and no earlier than on the first day of the month following the Effective Date. Permittee shall be issued an invoice on the last day of the month with payment due within a grace period of

25 days of the invoice. The City reserves the right to suspend use of any parking permit for non-payment at any time after the grace period. There is no proration of permit fees.

7. PARKING CONDITIONS

- A. Use of Parking Structures.** The monthly parking permits issued under this Agreement authorize permit users designated by the Permittee to self-park (and lock) one vehicle for each permit in an available (i.e. not being used) parking space located within the Parking Structures. If a permit user is unable to park in the Parking Structures due to full occupancy, the City may, at its sole discretion, offer parking to permit users at a different City-owned parking structure. Notwithstanding the foregoing, the City **does not guarantee** the availability of parking spaces under this Agreement nor will it cover costs associated with obtaining alternative parking if the facility is full. The City will operate in good faith to maintain available capacity in the structure.
- B. Management of Parking Structures.** The City reserves the right to manage parking in its facilities in the best interests of the City. Permittee acknowledges and agrees that management of City facilities may require the users of the parking permits granted under this Agreement to use another parking structure or be relocated.
- C. Emergency Removal.** In the event of an emergency (a threat of imminent danger to life or property created by a problem with the Parking Structures or permit user's vehicle), the City may move the vehicle to another space in the Parking Structures or remove the vehicle to a space outside the Parking Structures without notification to the permit user. If the emergency derives from the condition of the Parking Structures, the City will notify the Permittee of the location of the removed vehicle after removal, and the City shall pay for removal expenses. If the emergency derives from the permit user's vehicle, the City will notify thereafter the Permittee of the location of the removed vehicle, and the Permittee/permit user may have to pay for removal expenses at the City's discretion. The City will determine what constitutes an emergency.
- D. Burlington Police Department Enforcement.** Permittee and permit users understand that the Burlington Police Department ("BPD") polices the Parking Structures and enforces all traffic laws, posted signs, striping, gates and other directions and markings provided in the Parking Structures. Parking Structures staff may issue warnings to assist permit users with compliance or call BPD to ensure enforcement of compliance with said directions and markings.
- E. Acceptance of Risk.** Parking is at the Permittee and its designated permit users' sole risk. The City shall not guard, assume care, custody, or control of any vehicle or its contents. The City shall not be responsible for any loss or damage caused to vehicles or their contents utilizing the City's Parking Structures including fire, theft, damage, or loss directly resulting from the negligence of the City. No bailment is created under this Agreement.
- F. Reporting.** Permittee shall require that as a condition of issuing a parking permit granted herein, the permit user shall report any damage to the Parking Structures caused by the permit user's vehicle. Such damage includes, but is not limited to, the leaking of any chemicals, oil, gas, or antifreeze.
- G. Leaks.** If a vehicle is discovered to be leaking any chemical, oil, gas, or antifreeze, the City may temporarily suspend the parking permit privileges of the permit user until the permit user provides the City with written proof that necessary repairs were made to prevent further leakage. Any suspension issued under this §7.F. shall not suspend Permittee's obligation to pay the fee set forth in §6.A.
- H. Limitation on Use.** The parking permits granted herein are for the exclusive use of the Permittee and its authorized permit user(s). Parking permits shall not be loaned, altered, transferred or sold.

Permittee agrees that misuse of a permit may be deemed as theft of services and the permit user may be locked out and that parking privileges in the Parking Structures may be rescinded/suspended. Permit users are limited to natural persons who can and will provide a legal name, a valid and active email address, and a license plate number to the City in order to create an account. Permittee must provide the City with a legal name and a valid and active email address to create an account with the City. Other information may be asked for by DPW to facilitate proper administration.

I. Compliance. Permittee shall inform its permit users that compliance with instructions for the use of a permit is a condition of its use. If a permit user fails to properly comply with use instructions the permit user's parking privileges in the Parking Structures may be rescinded/suspended.

J. Insurance. Permittee shall ensure that all permit users possess minimum levels of vehicle insurance as required by law. If a permit user fails to properly comply with use instructions the permit user's parking privileges in the Parking Structures may be rescinded/suspended.

8. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement and understanding of the Parties with respect to the subject matter of this Agreement. All prior representations and understandings of the Parties, oral or written, are merged into this Agreement. Prior or contemporaneous additions, deletions, or other changes to this Agreement shall not have any force or effect whatsoever, unless embodied herein.

9. THIRD PARTY BENEFICIARIES

This Agreement does not and is not intended to confer any rights or remedies upon any person or entity other than the Parties. Enforcement of this Agreement and all rights and obligations hereunder are reserved solely for the Parties. Any services or benefits which third parties receive as a result of this Agreement are incidental to the Agreement and do not create any right for such third parties.

10. WAIVER

A Party's failure or delay in exercising any right, power, or privilege under this Agreement, whether explicit or by lack of enforcement, shall not operate as a waiver, nor shall any single or partial exercise of any right, power, or privilege preclude any other or further exercise of such right, power, or privilege.

11. CHOICE OF LAW

Vermont law shall be applied in the interpretation, execution, and enforcement of this Agreement. Any provision included or incorporated herein by reference which conflicts with Vermont law shall be null and void. Any provision rendered null and void by operation of this provision shall not invalidate the remainder of this Agreement, to the extent capable of execution.

12. JURISDICTION

All suits or actions related to this Agreement shall be filed and proceedings held in the State of Vermont.

13. ASSIGNMENT

Permittee's rights and obligations under this Agreement are personal and may not be transferred or assigned without the prior written consent of the City. Any attempt at assignment or transfer without such consent shall be void. Any assignment or transfer of Permittee's rights and obligations approved by the City shall be subject to the provisions of this Agreement.

— *Signature Page Follows* —

14. SIGNATURE PAGE

Persons signing for the Parties hereby swear and affirm that they are authorized to act on behalf of their respective Party and acknowledge that the other Party is relying on their representations to that effect.

The Parties hereto have executed this Parking Agreement

PERMITTEE

Permittee Name: _____

Address: _____

Signature: _____

Printed: _____

Title: _____

Date: _____

CITY OF BURLINGTON Department of Public Works

Signature: _____

Printed: _____

Title: _____

Date: _____



PARKING PERMIT AGREEMENT
City of Burlington

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2. RECITALS

- A. Authority.** Authority to enter into this Agreement exists in the City Charter. Required approvals, clearance, and coordination have been accomplished from and within each Party.
- B. Consideration.** The Parties acknowledge that the mutual promises and covenants contained herein and other good and valuable consideration are sufficient and adequate to support this Agreement.
- C. Purpose.** Permittee seeks to utilize _____ parking permits at the College Street and Lakeview parking garages owned by the City for users that they employ/manage.

3. DEFINITIONS

- A. "Parking Structures"** means the City-owned parking structures known as the College Street Parking Garage (located at located at 60 College Street) and the Lakeview Parking Garage (located at 41 Cherry Street) that function as a single facility.

- B. **“Effective Date”** means the date on which this Agreement is approved and signed by the City, as shown on the signature page of this Agreement, whichever date is later.
- C. **“Party”** means the City or Permittee and **“Parties”** means both the City and Permittee.

4. TERM AND EARLY TERMINATION

- A. **Term.** This Agreement and the Parties’ respective performance shall commence on the **first day of the month** following the Effective Date and shall continue subject to termination in accordance with §4.B.
- B. **Termination.** Either Party may terminate this Agreement for any reason upon written notice to the other Party with 60 day notice. The notice shall specify the date of the effective termination. Permits may be suspended for use pursuant to the provisions set forth in Section 6 (B) and Section 7 below. Due to prior agreement obligations with other parties it is highly likely that this agreement will be terminated by the City at some point prior to 2022.

5. GRANT OF PERMIT

- A. **Use of Facilities.** The City shall provide Permittee with parking permits to be used by Permittee and its authorized permit users at the Parking Structures for the term of this Agreement as set forth in §4.A.
- B. **Timing Restrictions.** The parking permits granted under this Agreement shall be as follows and defined by Appendix C of the City of Burlington Ordinance:

Parking Permit Product 1:	_____	Fee Per Product \$	_____
Parking Permit Product 2:	_____	Fee Per Product \$	_____
Parking Permit Product 2:	_____	Fee Per Product \$	_____

Parking duration is limited to 2 weeks of continuous parking on all products.

- C. **User Restrictions.** Only currently registered vehicles that are legally allowed to be operated on public streets may be issued a parking permit and utilize the Parking Structures privileges granted in this Agreement. Motorcycles, scooters, electric or motorized bicycles, bicycles of any other kind, or other similar light-weight vehicles are not allowed.
- D. **Permit Credentials.** All persons possessing parking permit granted under this Agreement must utilized the appropriate credentials via the automated entry/exit point to utilize the parking privileges granted herein. Such credentials may include a card, decal, hangtag, entry on a license plate registry, bar code, or other means as provided by the city.

6. PAYMENT

- A. **Permit Fee.** Permit shall pay the City the fee(s) shown in 5.B per month as defined by Appendix C of the City of Burlington Ordinance for each parking permit product granted under this Agreement. The City may change the fee for each parking permit by providing 60 days advanced notice to Permittee.
- B. **Billing.** The billable term of each issued permit shall begin on the day the permit is issued to Permittee, and no earlier than on the first day of the month following the Effective Date. Permittee shall be issued an invoice on the last day of the month with payment due within a grace period of

25 days of the invoice. The City reserves the right to suspend use of any parking permit for non-payment at any time after the grace period. There is no proration of permit fees.

7. PARKING CONDITIONS

- A. Use of Parking Structures.** The monthly parking permits issued under this Agreement authorize permit users designated by the Permittee to self-park (and lock) one vehicle for each permit in an available (i.e. not being used) parking space located within the Parking Structures. If a permit user is unable to park in the Parking Structures due to full occupancy, the City may, at its sole discretion, offer parking to permit users at a different City-owned parking structure. Notwithstanding the foregoing, the City **does not guarantee** the availability of parking spaces under this Agreement nor will it cover costs associated with obtaining alternative parking if the facility is full. The City will operate in good faith to maintain available capacity in the structure.
- B. Management of Parking Structures.** The City reserves the right to manage parking in its facilities in the best interests of the City. Permittee acknowledges and agrees that management of City facilities may require the users of the parking permits granted under this Agreement to use another parking structure or be relocated.
- C. Emergency Removal.** In the event of an emergency (a threat of imminent danger to life or property created by a problem with the Parking Structures or permit user's vehicle), the City may move the vehicle to another space in the Parking Structures or remove the vehicle to a space outside the Parking Structures without notification to the permit user. If the emergency derives from the condition of the Parking Structures, the City will notify the Permittee of the location of the removed vehicle after removal, and the City shall pay for removal expenses. If the emergency derives from the permit user's vehicle, the City will notify thereafter the Permittee of the location of the removed vehicle, and the Permittee/permit user may have to pay for removal expenses at the City's discretion. The City will determine what constitutes an emergency.
- D. Burlington Police Department Enforcement.** Permittee and permit users understand that the Burlington Police Department ("BPD") polices the Parking Structures and enforces all traffic laws, posted signs, striping, gates and other directions and markings provided in the Parking Structures. Parking Structures staff may issue warnings to assist permit users with compliance or call BPD to ensure enforcement of compliance with said directions and markings.
- E. Acceptance of Risk.** Parking is at the Permittee and its designated permit users' sole risk. The City shall not guard, assume care, custody, or control of any vehicle or its contents. The City shall not be responsible for any loss or damage caused to vehicles or their contents utilizing the City's Parking Structures including fire, theft, damage, or loss directly resulting from the negligence of the City. No bailment is created under this Agreement.
- F. Reporting.** Permittee shall require that as a condition of issuing a parking permit granted herein, the permit user shall report any damage to the Parking Structures caused by the permit user's vehicle. Such damage includes, but is not limited to, the leaking of any chemicals, oil, gas, or antifreeze.
- G. Leaks.** If a vehicle is discovered to be leaking any chemical, oil, gas, or antifreeze, the City may temporarily suspend the parking permit privileges of the permit user until the permit user provides the City with written proof that necessary repairs were made to prevent further leakage. Any suspension issued under this §7.F. shall not suspend Permittee's obligation to pay the fee set forth in §6.A.
- H. Limitation on Use.** The parking permits granted herein are for the exclusive use of the Permittee and its authorized permit user(s). Parking permits shall not be loaned, altered, transferred or sold.

Permittee agrees that misuse of a permit may be deemed as theft of services and the permit user may be locked out and that parking privileges in the Parking Structures may be rescinded/suspended. Permit users are limited to natural persons who can and will provide a legal name, a valid and active email address, and a license plate number to the City in order to create an account. Permittee must provide the City with a legal name and a valid and active email address to create an account with the City. Other information may be asked for by DPW to facilitate proper administration.

I. Compliance. Permittee shall inform its permit users that compliance with instructions for the use of a permit is a condition of its use. If a permit user fails to properly comply with use instructions the permit user's parking privileges in the Parking Structures may be rescinded/suspended.

J. Insurance. Permittee shall ensure that all permit users possess minimum levels of vehicle insurance as required by law. If a permit user fails to properly comply with use instructions the permit user's parking privileges in the Parking Structures may be rescinded/suspended.

8. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement and understanding of the Parties with respect to the subject matter of this Agreement. All prior representations and understandings of the Parties, oral or written, are merged into this Agreement. Prior or contemporaneous additions, deletions, or other changes to this Agreement shall not have any force or effect whatsoever, unless embodied herein.

9. THIRD PARTY BENEFICIARIES

This Agreement does not and is not intended to confer any rights or remedies upon any person or entity other than the Parties. Enforcement of this Agreement and all rights and obligations hereunder are reserved solely for the Parties. Any services or benefits which third parties receive as a result of this Agreement are incidental to the Agreement and do not create any right for such third parties.

10. WAIVER

A Party's failure or delay in exercising any right, power, or privilege under this Agreement, whether explicit or by lack of enforcement, shall not operate as a waiver, nor shall any single or partial exercise of any right, power, or privilege preclude any other or further exercise of such right, power, or privilege.

11. CHOICE OF LAW

Vermont law shall be applied in the interpretation, execution, and enforcement of this Agreement. Any provision included or incorporated herein by reference which conflicts with Vermont law shall be null and void. Any provision rendered null and void by operation of this provision shall not invalidate the remainder of this Agreement, to the extent capable of execution.

12. JURISDICTION

All suits or actions related to this Agreement shall be filed and proceedings held in the State of Vermont.

13. ASSIGNMENT

Permittee's rights and obligations under this Agreement are personal and may not be transferred or assigned without the prior written consent of the City. Any attempt at assignment or transfer without such consent shall be void. Any assignment or transfer of Permittee's rights and obligations approved by the City shall be subject to the provisions of this Agreement.

— *Signature Page Follows* —

14. SIGNATURE PAGE

Persons signing for the Parties hereby swear and affirm that they are authorized to act on behalf of their respective Party and acknowledge that the other Party is relying on their representations to that effect.

The Parties hereto have executed this Parking Agreement

PERMITTEE

Permittee Name: _____

Address: _____

Signature: _____

Printed: _____

Title: _____

Date: _____

CITY OF BURLINGTON Department of Public Works

Signature: _____

Printed: _____

Title: _____

Date: _____



City of Burlington

Department of Public Works

Technical Services Engineering Division

645 Pine Street, Suite A

Burlington, VT 05402

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Memo

Date: December 11, 2019

To: Public Works Commission

From: Nicole Losch, PTP, Senior Planner
Norm Baldwin, Assistant Director
Chapin Spencer, Director

Subject: Cope Associates Report – Process Improvement for Traffic Calming and Traffic Requests

Recommendation

No action is recommended.

Background

The Department of Public Works (DPW) manages two programs (among others) within the Engineering Division:

1. Traffic Requests: typically address regulatory, stand-alone changes related to parking, signs, and small roadway improvements. Some traffic requests are simple, while others are complex and take longer to resolve. During the Cope Report analysis in 2017-2018,
 - a. New requests averaged 6 each month
 - b. Staff closed an average of 9 requests each month
 - c. There was an average of 68 open traffic requests

Since the report's completion in 2018, DPW Engineering increased in size and restructured. With the department's commitment for resources and additional clarity through supplemental policies (Public Engagement Plan, Narrow Streets, Crosswalk Guidelines, etc), the Division has been able to reduce the number of traffic requests in queue (currently 47), expedite the process, and improve customer service.

2. Traffic Calming and Neighborhood Enhancements: this program was established in the late 1990's and has not been updated since the early 2000's. Requests are neighborhood-initiated and require 1/3 of the neighborhood to support the request for traffic calming. Projects are advanced in the order they are received. During the Cope Report analysis, traffic calming projects generally took 1-2 years to begin and

4 years to construct after the neighborhood petition is submitted. Usually staff manage two traffic calming projects each year, leaving an average wait-list of 5 projects waiting to begin the process. Projects did not advance while the Cope Report was completed and the queue has since grown to 11.

There is overlap between the Traffic Request program and the Traffic Calming program. For example, a resident may request stop signs, but may not indicate that the reason is to slow traffic. In that case, the traffic request process would apply the stop sign warrant analysis, may find that stop signs are not warranted, present this to the customer and the Commission, only to have the customer then ask for traffic calming. The Cope Report considered ways to unify and streamline both programs to avoid this disjointed process.

Process Improvements

In early summer 2017, the DPW hired Cope & Associates to develop an understanding of the existing programs and recommend improvements. Their work assessed the organizational structure, the processes used to advance projects, and the strategy to advance change.

Cope & Associates conducted 10 interviews with staff, Commission members, and the community; they reviewed and mapped our current program information and processes; and have presented a report of the programs' strengths, weaknesses, opportunities, and threats (Attached). The Cope Report recommended a new approach to redesign the process, policies, and forms for an improved program.

Next Steps

Since the additional Engineering staff, program restructuring, and policy development, the Traffic Request program has been stable and may not currently benefit as much from the initial recommendations. However, the Traffic Calming program has not progressed and should still seek improvements for customers and staff. Several recommendations from the Cope Report are still relevant for the Traffic Calming program but should be modified for this program's unique needs (abbreviated from pages 10-11 of the report):

1. Redesign the intake process, policy, and forms
2. Formalize the process for gathering internal stakeholder input
3. Expedite and streamline the process, and apply technical standards already adopted by the City and/or State
4. Separate Neighborhood Enhancement projects from Traffic Calming projects and develop an annual budget for each program
5. Revise the process and policy for community input in traffic calming projects

In essence, these changes will prioritize traffic calming projects that address identified traffic safety issues (e.g. vehicle speed, vehicle volume, and/or crashes on a street). To accomplish this, a contract has been procured with Stantec to develop a new program and guide that implements these recommendations. This will include: thresholds that distinguish traffic calming from neighborhood enhancements (currently Appendix D of the Cope Report), design treatments tiered toward the different types of streets (considering total traffic volume, total truck traffic, number of travel lanes, etc.), and design standards for the traffic calming and neighborhood enhancement treatments.

Our goal is to have draft recommendations from Stantec in March 2020, a presentation of the draft guide in June 2020, and the final report complete by September 2020. For any streets that do not have current traffic data but are in the traffic calming queue, data will be collected in April 2020 (weather permitting). With new thresholds to identify streets eligible for traffic calming and with traffic data available for all streets in the

queue, staff will begin to separate traffic calming projects from neighborhood enhancements in June 2020. Depending on financial resources available, in July 2020 we will either hire a consultant or dedicate staff resource to manage the oldest requests in the areas of highest demonstrated need.



**Department of Public Works
Neighborhood Traffic Management Project
Consultant Final Report & Recommendations**

September 26, 2018



Cope & Associates, Inc.

802-951-4200

www.ConsultCope.com



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Acknowledgements

This project would not have been possible if not for the dedication of the entire Neighborhood Traffic Management Project Team:

Norm Baldwin – Assistant Director of Technical Services
Elizabeth Gohringer – Associate Planner
Nicole Losch – Senior Planner
Phillip Peterson – Engineering Technician / Interim Excavation Inspector
Chapin Spencer – Director of Public Works

Additional contributors

David Allerton – Former Public Works Engineer

Interviewees

A special thank you to those interviewed during the process

Jen Adrian, Kathleen Donahue, Val Ducharme, Nathan Lavery, Nicole Losch, Philip Peterson,
Justine Sears, John Shumaker, Chapin Spencer

Executive Summary

In July 2017, the Department of Public Works (DPW) selected Cope & Associates, Inc. (COPE) to facilitate a strategic planning process and provide expertise in process redesign for the DPW Traffic Calming, Neighborhood Enhancements and Traffic and Parking Regulation Programs. The main purpose of our work¹ to date then became three-fold:

1. To improve the customer experience
2. To improve multiple DPW processes
3. To reap efficiencies derived from the improvements in the DPW process

This work incorporates recommendations for process, form, and policy revisions which will offer DPW customers a streamlined experience and a faster turn-around time, affording our customers a less stressful and much more seamless experience. By utilizing current technologies to the fullest, DPW will increase process transparency for customers, a significant gain. Internally, the revised processes will shift staff functions and department operations; processes will no longer be person-dependent and the establishment of regular review meetings will significantly increase internal customer relations with other City departments. The re-design of DPW processes offer the department efficiencies through enhanced communications, streamlined processes through improvements in policy and form design, thus allowing DPW staff to take a more proactive approach to their work.

¹ Project Team Charter, Burlington Department of Public Works, 2017.

Goals of the Project

This Team is chartered to: Enhance the customers' positive experiences with the City of Burlington's Department of Public Works' Traffic Calming Program and Traffic Request Program, improve internal coordination, and improve the quality, efficiency, and transparency of the programs' processes that align with the City's vision of the transportation system.

The goals of the project are:

1. Identify all processes involved in the daily work of the programs;
2. Streamline the process for reviewing projects;
3. Propose a redesign to meet the Charter expectations; define metrics for process and responsiveness
4. Recommend and prepare to implement additional improvements and costs associated with these recommendations to reduce the queue of requests and fit within the City's and DPW's strategic initiatives.

Approach

COPE began the engagement by gathering information about the Department of Public Works' current and historical operation of Neighborhood Traffic Management, and conducting a qualitative interview process to inform a SWOT analysis (internal Strengths and Weaknesses, and external Opportunities and Threats). This data fueled the team's next phase of work: to redesign the neighborhood traffic management processes.

A thorough exploration of the current and historical documents, forms, policies and procedures was conducted to understand the current operations of the department. Documents included:

- DPW Standard Operating Policies
- Plan BTV Walk Bike
- Transportation Plan: Traffic Calming
- Regulations
- Decision Making Flow Charts
- Neighborhood Traffic Management Petition Request Form
- Neighborhood Enhancements Program Information Sheet
- Traffic Calming and enhancements flyer
- Burlington City Strategic Plan

Interviews

Once COPE had gained insight into the operations, policies and procedures of the department, COPE designed a qualitative interview question set and interview protocol. COPE conducted interviews to gain insight into the internal culture and external image of the department. The

Neighborhood Traffic Management Team reviewed and approved the materials and provided COPE with a list of 10 interviewees, internal and external to the department, who could speak to the work of DPW. The Interview Questions, Protocol and Interviewee List can be found in Appendix A. Data from the interviews was analyzed and compiled into a SWOT analysis.

SWOT Analysis

The SWOT helped produce a rich dialogue within the team about the opportunities the department could tackle with the redesign of the neighborhood traffic management processes, as well as offer opportunities to think more strategically about the bigger picture of the Department's mission. Developing a greater awareness of the organization from an array of sources internal and external to the organization provided a rich dialogue to support the strategic planning and process redesign initiatives. A SWOT analysis highlights the positives and challenges inside your organization (**S**trengths & **W**eaknesses), as well as the external **O**pportunities and **T**hreats to the organization.

Strengths • Strong Community Voice through current process • Safety Minded Process • High Quality technical expertise • Motivated and experienced staff are accessible and listen • DPW is a supportive environment	Weaknesses • Too many intake avenues and non-value-added steps • Unclear prioritization process and long wait times • Inconsistent escalation of decision-making and Commission support • City vision and related DPW work not well understood • Lack of DPW staff capacity and empowerment
Opportunities • City Council and DPW Commission collaboration (align city vision) • Delegate certain decisions to staff rather than Commission • Adopt clear policy for public input and for internal reviews • Balance needs of the community and build transparency and trust • Apply traffic changes proactively and in a consistent timeframe	Threats • Backlog of requests lead to poor communication • Perception of inequality for traffic requests and traffic calming • Commission process can be unclear and lead to delays • DPW Commission, staff and council may not have goals aligned • Politics sometimes trump technical recommendations

Process Redesign

The team mapped the current processes, then designed new processes. Throughout the process the team engaged in learning opportunities to further enhance the productivity and engagement of the team in the project. The team learned about team norms, project lifecycles, change management, and gained insight into the methodologies behind process redesign. The overall approach we took was the PDSA Model: Plan Do Study Act.



Each part of the current process was carefully mapped using sticky notes to start as a tactile engaging way to represent ideas, and then converted to an electronic format using Visio software for ease of manipulation. A large part of business process redesign (BPR) is storytelling. We used a set of standard shapes to tell the story of how the current processes unfold and the same shapes to portray the revised process; non-team members then attempted to “tell the story” that the process map described as a check on clarity and accuracy.

Sticky Note Approach

In order to accomplish the redesign, the team used sticky notes (shown below) to map current processes. Mapping the current processes, allowed us to reorganize steps and visually see opportunities to improve the customer experience, identify redundancies and inefficiencies.



After the sticky note approach, the steps were transcribed in Visio. Visio is a software which organizes ideas visually in a flow-chart format. The team learned the many uses of the symbols used in flow-charting. For example, blue boxes identified steps, green diamonds represented decision points and teal barrels indicated software dependencies. The snapshot below is only a portion of one mapped process.



A “blank slate” approach was used to envision the revised process through the eyes of the customer and staff. This approach was selected, as opposed to mapping the existing process and making incremental changes. The blank slate approach allowed us to think more freely and not get caught up in “how we have always done it.” Throughout the redesign phase, we researched a variety of options, involved key leadership to implement quick-wins and improvements, and reported progress.

Current Processes

The current processes that were mapped include:

- Intake
- Traffic Calming
- Residential Parking
- Traffic Requests
- Implementation

Twenty-one metrics were used to analyze the current process. These metrics represent customer impact, (e.g., customer wait time, manual steps that could be automated, risk points, places of discretion where exceptions can be made).

Current Processes Metrics

Measurements	Intake	Traffic Calming	Residential Parking	Traffic Requests	Implementation
# of Steps	11	53	18	24	12
# of Decision Points	4	12	5	8	5
# of People Involved - Internal	3	10	10	11	8
# of People Involved - External	0	10	3	3	2
# of "Person Dependent" steps	1	1	13	24	2
# of Handoffs to other Depts. / Div	2	8	4	4	3
# of Manual Steps	1	8	5	5	4
# of Software tools	1	7	2	6	5
# of software tools that interface		2	2	5	1
# of Forms	2	1	1	1	3
# of Manual Steps that could be automated	0	6	0	0	0
# of Manual Steps that could be automated - future (software)	0	1	4	4	2
# of Risk Points	3	9	6	5	3
# of Places Discretion/ Exceptions can be made	3	13	1	4	0
# of Times Photocopies are made	0	0	1	1	3
# of Points where Fire is involved	0	3	0	1	0
# of Points where Legal is involved	0	1	1	1	1
# of Points where City Council is involved	1	1	1	1	0
# of Points where DPW Commission is involved	1	1	1	2	0
# of possible sources of request	40				

The current process is antiquated and does not meet the expectations of our customers. In the current intake process there are 40 ways to submit a request for a traffic calming, traffic request or parking request, which creates a range of challenges for staffing efficiency. These submission options include, but are not limited to using SeeClickFix, phone or email to various DPW staff, through a City Council or DPW Commission representative, through the Mayor's office, etc.

These requests can be anonymous and include little information. This array of request mechanisms has evolved over the years due to a desire to serve the customer. However, the leniency of the request policy is no longer serving the customer. It is causing DPW staff to become "detectives", searching for contact information, request details necessary to assess the situation, and has ultimately led to customer dissatisfaction. After intake there are long wait times and periods of no communication as DPW staff attempts to navigate the many ways and formats for which a request lands on their desk. In addition, the staff must determine how to prioritize projects and when to advance projects.

The team conducted an analysis of averaged time and cost per process, summarized in the table below, for each process. The team was able to estimate time per step using their significant expertise and experience conducting the work. The analysis was checked against costs billed to each process, and was determined to be in line with costing. Average cost was calculated by multiplying the time per step by an averaged pay rate for staff involved in the process.

Current Process	Steps	AVG Time (Hours)	AVG Cost
Intake	11	0.6	\$ 35
Traffic Calming	53	108	\$ 8,233
Residential Parking	18	23	\$ 1,763
Traffic Requests	24	24	\$ 1,839
Approval & Implementation*	12	9	\$ 703
TOTAL	118	165	\$ 12,573

Neighborhood Traffic Management Projects are complex, time intensive and include public engagement. There are extensive wait times between steps, these wait times were not included in our analysis, as they varied tremendously due to the variability in project demands. The table above estimates that over the course of a Traffic Calming project, DPW staff will complete an average of 108 hours of work, costing, in employee time, \$8,233. Neighborhood Traffic Calming Projects take on average 3 years to implement.

The Traffic Calming Team took a series of complex processes that began with 118 steps and by reimagining it through the customers' eyes redesigned it to include only 45 steps. The team found opportunities to take advantage of existing technologies, to increase efficiencies, eliminate redundancies and minimize wait times; they were able to reduce the number of documents through consolidation and elimination.

Revised Processes

The revised processes were redesigned with the aim of improving the customer experience and the Neighborhood Traffic Management processes, as well as to reap efficiencies of improved processes. The blank-slate approach to redesign allowed the team to remove all boundaries and re-envision the processes, through the customer's eyes with the addition of value added steps. The team made dramatic changes in the following ways.

1. Redesigning the Intake Process, Policy and Forms;
2. Streamlining the Traffic Calming, Traffic Request and Residential Parking Requests into one process;
3. Formalizing the process for gathering Internal Stakeholder Input;
4. Expedite and streamline the process, and apply technical standards already adopted by the City and/or State.
5. Proposing changes to Ordinances and Policies to reflect staff expertise in decision making;
6. Separating Neighborhood Enhancement Projects from Traffic Calming Projects and recommending a budget for each program or project;
7. Revising the process and policy for community input in traffic calming projects; and,
8. Taking advantage of existing technology to improve transparency and ease of customer experience.

Redesigning the Intake Process, Policy and Forms

The team determined that creating one streamlined process would be beneficial for the customer. In the current process the customer can be bounced from one staff to another if the request is determined to be a traffic calming project rather than a traffic request or vice versa and then back again, once more information is collected. When looking at the processes from the customer's perspective the team realized that it doesn't matter to the customer who they are working with, but rather, that their request is met within a timely manner.

When the team looked back at 2017 data, of the requests that came in through the RFS system, they determined that of the 71 requests that were submitted only 18 were implemented. The large difference between requests submitted and those implemented can largely be attributed to duplication, incomplete, or anonymous requests. It can be assumed that those completing incomplete requests are not satisfied with their current customer experience. The team has developed multiple strategies for improving this customer experience by reducing the number of incomplete requests on the waitlist through the revision of policies, the intake process, and intake form. The current process includes 11 steps, 4 decision points and includes two handoffs; the revised process eliminates handoffs and established a new process for creating a stronger customer experience upfront. The team redesigned the intake form and will create a policy for what was considered a sufficient amount of information to move forward with the request (Appendix C, Intake Form).

Streamlining Processes

To streamline Traffic Calming, Traffic Requests and Residential Parking Requests into one streamlined process, the team had to reconsider how it is organized. In the current process there are 41-person dependent steps, and silos between staff members who work on traffic requests and those who work on traffic calming projects. In the revised process there is only one person-dependent step, for the City Engineer to sign off on a project. In the revised process, each team member will be able to follow any type of request through the entire process. This will prevent bottlenecks, redistribute workloads, and take pressure off of stakeholders through the elimination of person dependent steps. This work also created a greater appreciation and understanding of each other's work and workload.

Formalizing Internal Stakeholder Input

The redesigned process streamlined, formalized, and structured how stakeholders, including other city employees will be involved in the process. Currently, for each request, employees from the Fire Department, Parks, etc., are called for input at various times during the process. In the current process internal stakeholders could be called upon to provide input 42 times, within 1 traffic request, 1 residential parking request and 1 traffic calming project. In addition, staff did not coordinate these interactions or requests for information, so stakeholders could be tapped for information by multiple DPW staff, for multiple projects, with different deadlines and priority demands. City staff could not predict when they would have to provide input or information to

DPW staff. These informal relationships have led to bottlenecks and poor internal customer relations. In the revised process the team determined that they would set a schedule for stakeholder review and invite appropriate city staff to these meetings. The team determined that there are 10 key city stakeholders that should be looped into the process earlier, increasing buy-in and collecting vital information needed for decision making much earlier in the process.

Changes to Ordinances and Policies

A key theme emerged during interviews, the amount of requests that go before the DPW Commission may be unnecessary and is not in the best interest of the customer, City Residents, the Commission, or DPW staff. Currently, regulatory changes to traffic and parking require Commission approval. Staff spends significant time compiling, formatting and presenting items for the Commission and the Commission, in turn, spends significant time reviewing, deliberating and acting on each request.

The table below lists the current requests, which must be reviewed and approved by the Commission for which the team believes do not need to go before the Commission. The team determined that these requests are best decided by the DPW staff, due to their technical expertise and the clear decision-making criteria established in adopted manuals and guides. Recommended changes proposed by DPW staff should be approved by the Commission in the form of a Resolution to set parameters and criteria for approval by staff. Changes to each regulation will still be reflected in ordinance, so the process of drafting ordinance language, posting period etc. would remain unchanged. The option of appeal would remain, given staff-determined criteria; these decisions need to be articulated in advance to avoid discretionary actions as much as possible as these cause confusion and variance.

Revising the policies for which requests must go before the Commission, will reduce the time DPW staff spend on preparation for Commission meetings and will allow Commission meetings to be focused on complex issues or those which require forums for public input. The Commission's role of responding to community concerns remains intact. Most importantly, this shift in policy reflects a clarification and delineation between the roles and responsibilities of the Commission and DPW staff. Overtime the roles and responsibilities of the Commission and DPW staff have evolved with the staff and Commission members in a reactive manner. The shift in policy will publicly reestablish DPW staff as technical experts who are capable and authorized to make decisions that relate to the public safety of the City's roads. The team has determined that the following Ordinances will need to be revised and approved by the Commission to effect these changes in request approval. All staff decisions will be appealable to the Commission.

Regulation	Current Approval Process	Proposed Approval Process
Handicap Parking Designation	Commission	DPW Staff
No Right on Red Signs	Commission	DPW Staff
Parking setbacks at crosswalks and intersections	Commission	DPW Staff
Bus Stops	Commission	DPW Staff
School Crossing Guards	Commission	DPW Staff
Designation of Fire Lanes	Commission	DPW Staff

The following Ordinances have been determined to remain unchanged at this time.

Regulation	Current Approval Process	Proposed Approval Process
Stop or Yield Signs	Commission	DPW Staff
Meter Duration and Rates	Commission Continues to Approve Zone Changes	DPW approve rates and duration
15 min, 30 min, 1hr, 2hr limited parking	Commission	DPW Staff
No stopping, standing or parking	Commission	DPW Staff
Designated School Zones	Commission	DPW Staff
Parking facilities designation and regulation	Commission keeps designation	DPW Staff Regulates

Neighborhood Enhancement Projects

Currently, Neighborhood Enhancements requests are treated like traffic calming projects. However, there is a fundamental difference between these two types of projects. Traffic Calming projects include street design (or redesign) strategies to address a defined public safety problem with vehicle speed, vehicle volume, and/or crashes on a street.

Public safety problems created by traffic are defined by any one or all of these:

- Travel speeds exceeding _____ on (low-volume streets) as measured by the 85th percentile speeds;

- Traffic volumes exceeding ____ on (low-volume streets) as measured by AADT;
- Travel speeds exceeding 5 mph over the posted speed limit on (other street types) streets as measured by the 85th percentile speeds;
- Crash history involving ____ number of crashes in ____ years.

Neighborhood quality of life can still be impacted by traffic when none of the Traffic Calming criteria are met. In those situations, Neighborhood Enhancements may include more modest street design and management strategies to balance traffic with other uses on a street. The neighborhood will be involved in identifying the source of the problem, which will inform the type of enhancement that may be appropriate. See Appendix D for the breakdown of projects by revised definition.

The team made the decision to formalize a policy and budget for Neighborhood Enhancement projects as a way to recognize that the Department strives to work towards being pro-active in its project planning, allowing them to tackle more neighborhood enhancement projects. DPW staff also recognized the importance of tying all project planning to the City of Burlington's Walk Bike Plan.

Public Input Changes

In the current process, there are multiple opportunities for business owners, residents and landlords to contribute input into the design and decisioning of neighborhood traffic management projects. The City of Burlington enjoys an involved and vocal community; it is often said that "every living room in Burlington is a campaign headquarters". While this level of advocacy and involvement in civic government has made Burlington the vibrant community it is today, the level of community input offered in DPW projects has grown to be a challenge to manage. Over the years the amount of public input had increased organically as pressures, circumstances and leadership changed. Today, the process is less balanced, public input holds more weight than the expertise of the DPW staff, and public relations can win out over safety recommendations. In the revised process, DPW staff have eliminated mandatory petitions, and streamlined the community forums held for public input. The team also plans to address the changes in process through community education.

Technology

DPW is in the process of transitioning from RFS to See-Click-Fix software for intake. The team believes that the software, which has been implemented in other cities around the country, will improve the intake process. Through the redesign process, we developed a list of needs for communicating progress with the customer. It was determined that the See-Click-Fix software can meet these needs and will help keep the customer informed of the progress staff is making on their request. In addition, the team has determined that it will harness further functions of Teamwork.com project management software to ensure projects remain on track.

Revised Processes Metrics

These changes in process, policy and forms will significantly improve the DPW's processes. The same 21 metrics were used to analyze the revised processes and reflect the difference in design.

Measurements	<u>Revised Intake Process</u>	<u>Revised Process</u>	<u>Approval & Implementation</u>
# of Steps	2	33	12
# of Decision Points	1	10	5
# of People involved - Internal	2	10	8
# of People Involved - External	0	5	2
# of "Person Dependent" steps	0	1	2
# of Handoffs to other Depts. / Div	0	3	3
# of Manual Steps	0	2	4
# of Software tools	1	2	5
# of software tools that interface	0	0	1
# of Forms	1	3	3
# of Manual Steps that could be automated	0	0	0
# of Manual Steps that could be automated - future (softwre)	0	0	2
# of Risk Points	1	3	3
# of Places Discretion/ Exceptions can be made	0	3	0
# of Times Photocopies are made	0	0	3
# of Points where Fire is invoved	0	1	0
# of Points where Legal is involved	0	0	1
# of Points where City Coucil is involved	0	0	0
# of Points where DPW Commission is involved	0	0	0
# of possible sources of request	1	n/a	n/a
# Clouds	0	0	0

The revised processes were costed for time and cost.

Revised Processes	Steps	AVG Time (Hours)	AVG Cost
Intake	1	0.3	\$ 8
Redesigned Review Process	33	58	\$ 4,434
Approval & Implementation*	12	9	\$ 703
TOTAL	34	58.49	\$ 4,441.86

*The twelve existing steps for approval and implementation processes were assessed for opportunities for improvement, and it was determined by the team that these processes were sufficient and would remain unchanged at this time.

One of the goals of the redesigned review process is to improve staff workflow. Currently the DPW staff is reactive, trying to complete requests in a timely manner and have limited time to think proactively and develop new programs, strategies and initiatives to support the goals of DPW and the City of Burlington. In the current process the average staff time required to process a review for a traffic request is 24 hours and includes significant wait times for DPW staff between steps. The redesigned review process will actually take 58 hours from start to finish, however, the number of requests that will go through the entire review process will be significantly reduced due to the establishment of policies and a redesigned process that allows the team the decision-making power to close a request before going through the entire review process. In addition, the revised, streamlined process will have significantly fewer wait times, allowing staff to get through more requests in less time. Currently, it takes an average of 3 years to complete Traffic Calming Project. The team anticipates that the revised process will triple the speed in which they can implement a project.

Comparison

The total variance in steps from the current to the revised processes was 84, and resulted in an average time savings of 97 hours and average cost savings of \$7,429. The team determined that the dramatic change from the current processes would prevent them from making accurate projections of the number of requests they will receive and the number that will go through the entire process to implementation. Therefore, further extrapolation to estimate a projected annual cost savings could not be conducted. The team will need to establish a data management plan to assess the success of the redesign and for continuous improvement opportunities.

Comparison	Steps Saved	AVG Time (Hours)	AVG Cost
Intake	10	0.3	\$ 28
New Process - Traffic Calming, Res Parking, Traffic Requests	74	106.4	\$ 8,104
Implementation (Remained Same)	0	0	0
Total Variance	84	97	\$ 7,429

Recommendations

Throughout the analysis process we looked for ways to streamline, ensuring maximum efficiency and thereby increasing customer satisfaction through delivery of prompt and precise service. Paramount to succeeding in providing this level of service is a well-informed staff. Orientation and training does a great job equipping new employees with the knowledge they need to perform their roles.

As part of the work, Neighborhood Traffic Management Project Team identified and recommended the policies and procedures that need to be reviewed and considered while implementing any recommendations. It is the team's expectation that new policies and procedures will need to be developed to support the redesigned processes. The introduction of new technologies and the pursuit of quality will be embedded into every step.

Recommendations are provided under four umbrellas: Process & Staff, Policy, Technology, and External Communication changes. **All recommended changes are explicitly designed to ultimately improve service to the customer.**

Process & Staff

1. Recommend the Commission endorse reengineering of the process as presented, vote to approve a resolution regarding the ordinance decisioning and vote to recommend that the City Council make any amendments to City Code that requires their approval.
2. Recommend DPW establish the metrics that will measure the success of the redesign and for continuous improvement opportunities.
3. Recommend DPW establish an Implementation plan for staff for new processes
4. Recommend DPW establish an annual orientation for Commission members by Chair and staff

Policy

5. Recommend DPW Management convene with the Commission to clarify roles and expectations of each. Should clarity of role also be needed from City Council as a result of this process, then the Commission should approach the Council to generate role clarity between the bodies.
6. Recommend the Commission create a mechanism for DPW Management to provide a Biannual Report of all staff decisions made under the new process for the first year to enable the Commission to evaluate how the new process is working. DPW should define the measures for success and the format based on their technical expertise and understanding.
7. Recommend DPW Management engage in a process to determine what proportion of available staff resources and capital budgets should be focused on traffic improvements and what proportion may be available for neighborhood enhancements. This proration will be important to staff management of priority lists for projects.
8. Recommend that DPW Management update its traffic calming and neighborhood enhancements guidelines to address the changes of process and generally to modernize its documentation.

External Communications

9. Recommend public communications about traffic calming, traffic ordinances and/ or residential parking be considered part of a common program, something like *"Traffic Management"* to send clear signals that silos no longer exist.
10. Recommend intake of Traffic Management requests be internally channeled to a central repository. This will reduce public confusion about when an actual request has been made and provide a clear communications channel for DPW to update.
11. Recommend DPW conduct an education campaign to educate stakeholders about the revised process and expectations for requests.

Technology

12. Recommend full utilization of a software tool to assist in streamlining the process, providing a more customer-friendly entry into the process, as well as providing efficient and transparent project update communications.

Report Conclusion & Next Steps

Burlington DPW leaders have embraced this change project with energy and intent. The goals of the project have been addressed, with significant improvements seen in all areas. There is a positive energy to move quickly now into implementation.

One aspect that COPE wishes to highlight is the opportunity that still remains for the Strategic Planning process initially included in the design to leverage the energy and positivity of this process redesign. It has potential to clarify the balance of the Department's work between the City Vision (proactive, broad benefit) and requests from community members (reactive, localized benefit). COPE believes that there is a need to develop a single area of strategy pertaining to clarifying how the Department's work fits into the broader City vision.

There are some excellent "sources of truth" for the Department to draw from, including a highly engaged political environment, a City Vision that is inclusive of a multitude of transportation networks, and the BTV Walk Bike Plan. The themes from the SWOT analysis indicate opportunities for a more ambitious and holistic strategy:

Strengths • Strong Community Voice through current process • Safety Minded Process • High Quality technical expertise • Motivated and experienced staff are accessible and listen • DPW is a supportive environment	Weaknesses • Too many intake avenues and non-value-added steps • Unclear prioritization process and long wait times • Inconsistent escalation of decision-making and Commission support • City vision and related DPW work not well understood • Lack of DPW staff capacity and empowerment
Opportunities • City Council and DPW Commission collaboration (align city vision) • Delegate certain decisions to staff rather than Commission • Adopt clear policy for public input and for internal reviews • Balance needs of the community and build transparency and trust • Apply traffic changes proactively and in a consistent timeframe	Threats • Backlog of requests lead to poor communication • Perception of inequality for traffic requests and traffic calming • Commission process can be unclear and lead to delays • DPW Commission, staff and council may not have goals aligned • Politics sometimes trump technical recommendations

The themes in bold present a very clear picture of strengths that can be leveraged within a clearly defined vision of the role and value added of the Department of Public Works. Similarly, the highlighted weaknesses and threats offer the gift of feedback to align its work more explicitly

and strengthen the understanding of both the complexity of the work of the Department and of the integrity with which that work is carried out. With another term for the incumbent Mayor, there is also a known political leadership with which to partner and assume a full leadership role.

The potential demonstrated by the team is significant, without addressing a broader strategic alignment of City and Departmental vision and strategy, the team will be limited to working within a reactive and tactical space and the full advantages of the redesigned processes will not be realized.

Appendix A: Interview Protocol, Questions, Interviewee List

Interview Protocol

Introduction:

Welcome. Thank you for participating in this interview. As you know from the invitation email from Chapin Spencer, Director of Public Works for the City of Burlington the organization is reviewing the Traffic Calming Program.

I am with Cope & Associates, an organization development consulting and training firm. We are interviewing individuals who have knowledge of the Department of Public Works and its traffic calming scope and activities.

We use an Appreciative Inquiry approach to interviews, which means that we invite you to speak to what you consider most important on the topics provided and on aspects that we may not introduce. I may ask follow up questions for clarification or further detail.

- There are 2 of us conducting interviews.
- The format for each interview is the same. Each interview will last about 60 minutes. I will cover a few points here at the beginning, and we have a structured set of questions.
- If you later realize you forgot something, you are welcome to contact me with the changes.
- I will take notes while you talk. If you say something you want me to pay special attention to, just let me know and I will highlight it. If you regret saying something, I can delete it.
- No transcript, notes, or raw data will be given back to DPW.
- We may use quotes in our report, but no names will be attributed to specific comments.
- If you say something that truly represents the majority and could not be quoted without you being identified, I will ask your permission first.
- We want you to feel comfortable to talk openly. In considering your answers, please take time to reflect if needed. We really want to hear what you have to say. There are no right answers.
- We will aggregate all answers from the interviews and summarize themes.
- Themes will be used by the Steering Committee as information for decision making throughout the strategic planning process.

Topics for today's discussion:

We will be asking you questions that cover the following areas:

- Your relationship with DPW
- Insights on what works well and what is challenging about current practices
- Ideas on how to improve on current state
- Other related topics you feel are important to consider

Urgent Action Items:

Sometimes urgent situations are revealed during interviews, for example, safety, sexual harassment issues; if this happens, we address these items immediately with senior management.

We have a few ground rules:

- Turn off your cell phone or please put it on "silent."
- What is said in this room stays in this room
- Everyone's opinion has value

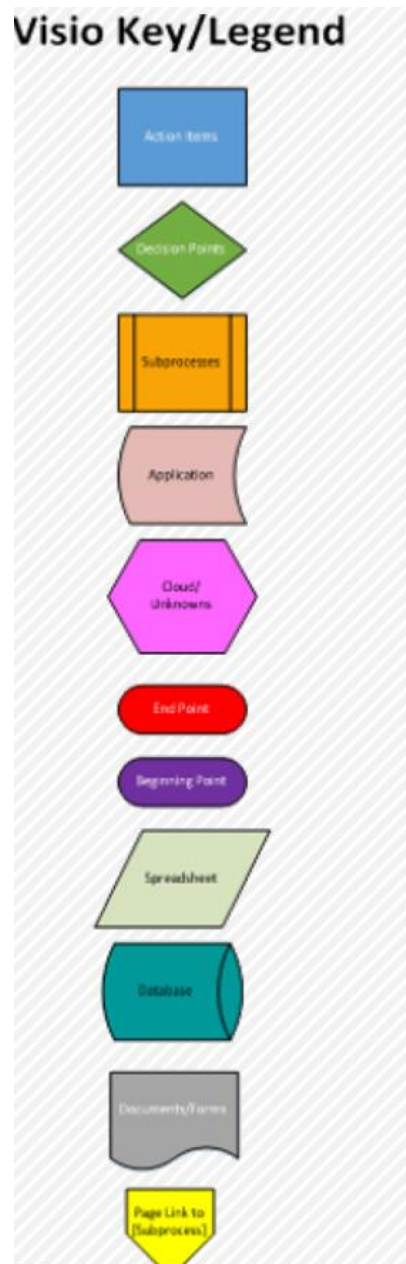
Interviewee List

Name	Title
Philip Peterson	Engineering Technician
Val Ducharme	Customer Service Representative
Justine Sears	Public Works Commission
Chapin Spencer	Director of Public Works
Nicole Losch	DPW Senior Planner
Kathleen Donahue	Owner Kings Corner Deli
Nathan Lavery	Former Public Works Commissioner and neighborhood leader for traffic calming on Hyde Street
Jen Adrian	Navigated Requests
John Shumaker	Car Share Vermont, Navigated Requests

Interview Questions

1. What is your relationship to DPW? (If a consumer, ask why they contacted DPW initially, and follow up to get clarity on the process they went through)
2. What are the strengths of the current process?
3. What do you see as areas for improvement?
4. What would you note about community supports and challenges that might make this work more effective?
5. What would you like to share about the scope of what the DPW is involved in regarding traffic solutions?
6. How does DPW's work connect to the City of Burlington vision?
7. What values do you see the DPW operate on? (If unclear, ask what criteria does DPW use to respond to requests)
8. Please speak to the quality of the work of the DPW's traffic request processing.
9. If you could change two things about the traffic calming request process, what would they be?
10. Imagine you wake up in five years and everything is working really well, what would you see?
11. What did we not ask that you wish we had, and how would you respond to that question?

Appendix B: Visio Shapes Key



Appendix C: Intake Form

Traffic Request Intake Form

Used for Requests Relating to:

- Traffic Regulations
- Residential Parking
- Traffic Calming
- Neighborhood Enhancements

Name of staff member who took this request

Date

1. Name (First, Last)
2. Full Address
3. Phone number
4. Email Address
5. Best time and method to reach you?
6. Describe the location relating to the request, be as specific as possible (specific intersection or block on a street)? Option to upload a photo
7. What is the nature of the issue(s) (speeding, unsafe intersection, unsafe pedestrian crossing, lack of parking, desire for greening/neighborhood project)?
8. If relevant, please describe when you noticed these issue(s) (times of day, days of the week)?
9. If relevant, have any prior steps been taken to address this issue? (speaking with neighbors, contacting other City departments, councilors/commissioners)

Appendix D: Neighborhood Enhancement and Traffic Calming Definitions

Neighborhood Enhancements vs. Traffic Calming

Traffic Calming includes street design (or redesign) strategies to address a defined public safety problem with vehicle speed, vehicle volume, and/or crashes on a street. Public safety problems created by traffic are defined by any one or all of these:

- Travel speeds exceeding ____ on (low-volume streets) as measured by the 85th percentile speeds;
- Traffic volumes exceeding ____ on (low-volume streets) as measured by AADT;
- Travel speeds exceeding 5 mph over the posted speed limit on (other street types) streets as measured by the 85th percentile speeds;
- Crash history involving ____ number of crashes in ____ years.

Neighborhood quality of life can still be impacted by traffic when none of the Traffic Calming criteria are met. In those situations, Neighborhood Enhancements may include more modest street design and management strategies to balance traffic with other uses on a street. The neighborhood will be involved in identifying the source of the problem, which will inform the type of enhancement that may be appropriate.

	Traffic Calming	Neighborhood Enhancement	Cost
VISUAL ALTERATIONS			
Painting lines	X	X	\$
Painting intersections		X	\$
One-way / two-way / travel lane conversion	X		\$\$
VERTICAL DEFLECTION			
Eliminating or adding parking	X	X	\$
Installing curb extensions and/or neckdowns	X	X	\$\$
Reduced corner radii	X	X	\$\$
Chicanes	X		\$
Narrowing streets	X		\$\$\$
Medians – raised or curbed	X		\$\$
HORIZONTAL DEFLECTION			
Speed humps / bumps / tables / cushions	X		\$\$
Traffic circles	X	X	\$\$

Raised intersection	X		\$\$\$
Rumble strips / pavement texture or material (brick or cobblestone)	X	X	\$\$\$
Diverter	X		\$\$
Closure	X		\$\$\$

Burlington Department of Public Works Commission Meeting
Draft Minutes, November 20, 2019
1 North Avenue, Burlington Police Department Community Room
Meeting video link: <https://www.cctv.org/watch-tv/programs/burlington-public-works-commission-147>

Commissioners Present: Tiki Archambeau (Chair); Jim Barr; Brendan Hogan (Vice Chair); Solvej Overby; Peggy O'Neill-Vivanco

Commissioners Absent: Pablo Bose; Chris Gillman

Item 1 – Call to Order – Welcome – Chair Comments

Chair Archambeau calls meeting to order at 6:30 pm and made opening comments.

Item 2 – Agenda

Commissioner Overby requested to remove Item C - Henry Street Parking Allocation off from the Consent Agenda and move it to Agenda Item 5.1.

Chair Archambeau requested to remove Item B – Proposed Adding 1 Hour Parking Zone on Intervale Ave. and move it to Agenda Item 5.2.

ACTION: Commissioner Barr moved to accept the amended agenda with the proposed changes requested by Commissioners Overby and Archambeau. Commissioner O'Neill-Vivanco seconded. Unanimous approval.

Item 3 – Public Forum

- Liz McDonnell – Requested more protected bike lanes in the City.
- Richard Orabie – Spoke of Parking issues on Henry St.
- Dave Hartnett – Spoke of meeting at St. Joseph's regarding North Winooski Ave and looking for a better way for improvement.
- Luca Kolba – Discussed organics collection and VT's composting law.
- Cindy Cook – Requested more traffic calming on East Ave and repairs to damaged sidewalks on East Ave.
- Caryn Long – Requested more walking & bicycle safety measures.
- Rebecca Mcknight –requesting better safety measures.
- Michael Long – Wanted protected bike lanes and additional crosswalk safety and spoke about Henry Street parking allocation.
- Russell Fawley– Requested a better solution on Russell St than the proposal to eliminate parking.
- City Councilor Sharon Bushor – Requested crosswalk improvements and flashing beacon at East Ave & Bilodeau Ct and East Ave & University Rd.

Item 4 – Consent Agenda

- A No Parking Zone on St. Paul St. Adjacent to Decker Towers
- B Proposed Adding 1 Hour Parking Zone on Intervale Ave.
- C Henry Street Parking Allocation
- D Single Vehicle Only Parking Space on North Willard St.

Consent Agenda item C pulled and made as Item 5.1.
Consent Agenda item B pulled and made as Item 5.2

ACTION: Commissioner Barr made a motion to pass the consent agenda with items B & C removed. Commissioner O'Neill-Vivanco seconded. Unanimous approval.

Item 5 – Water Resources Rate Affordability Study

Division Director – Water Resources Megan Moir presented an overview of Water Resources and the rate affordability study currently underway. City Council directed a study be completed prior to FY'21 budget approval. Raftelis is the consultant leading the effort. The study will evaluate potential rate structures, fees, affordability and conservation programs. Commissioners asked questions about efficiency audits and the use of more rain barrels. The Commission requested the opportunity to review the proposed recommendations in early 2020. Rebecca McKnight a resident of Burlington would love more resources on consumption reduction. No formal action was taken.

Item 5.1 – Henry St. Parking Allocations

Associate Engineer Maddy Suender reviewed the Henry Street traffic request regarding parking, delivery and noise concerns, the work undertaken, and staff's recommended ordinance changes to allow for safer, more effective use of on-street parking. In parallel with these recommended traffic regulation amendments, DPW staff has also 1) installed "NO PARKING" stencils painted on the north side of the street, 2) requested additional enforcement from the Burlington Police Department and 3) received a verbal commitment from the Henry St Deli owner to communicate the implications of illegal parking to their customers.

Commissioners and residents discussed the recommendations. There was interest in starting time-limited parking at 7AM instead of 6:30AM as was recommended by staff.

ACTION: Commissioner Barr moved to modify City ordinance and remove of the loading zone and replace with a 15-minute space from 7AM-6PM and keep the start time of the other adjacent 15-minutes spaces to 7AM. Commissioner Overby seconded. Unanimous approval.

Item 5.2 – One Hour Parking Zone at 1 Intervale Ave.

Associate Engineer Phillip Peterson reviewed the traffic request from a local business to create a one hour parking zone on the west side of Intervale Ave. to better manage the parking and to stop the parking in the greenbelt and on the sidewalk.

Commissioners Archambeau and Overby asked about placement of regulatory signs, preventing sidewalk obstructions, and access to and from businesses.

ACTION: Chair Archambeau makes the motion to approve staff's recommendation to create a one-hour parking zone adjacent to 1 Intervale Avenue. Commissioner Barr seconded. Unanimous approval.

Item 6 – Seasonal Parking Restriction Recommendation for Russell St. & Charles St.

Associate Engineer Phillip Peterson reviewed staff's recommendation, in accordance with DPW's Narrow Streets Policy, to restrict the parking on the South side of Charles St. from January 1st to March 1st, restrict parking on the west side of Russell St. from January 1st to March 1st, and relocate the ADA parking at 21 Russell St. during this time. The ADA parking space would revert back to 21 Russell St. from March 2nd to December 31st. The Narrow Streets Policy aims to improve minimum clearance widths for emergency and street maintenance services especially during winter months when snow banks further constrain narrow streets.

Commissioners O'Neill-Vivanco, Hogan, Overby and Archambeau asked about resident feedback, data collection, ADA signage, and why the proposed two-month duration was different from the other four-month seasonal parking restrictions.

Charles St. resident Jane Knodell said that DPW has done a good job with public engagement on this item, that there are homes such as hers that do not have a driveway and therefore minimizing the impact to on-street parking is critical, and she is willing to support the two-month parking restriction – but not a four-month restriction.

ACTION: Commissioner Barr made the motion to implement the seasonal parking restriction described above as a one-year pilot, request staff collect data on parking occupancy, effective street width, and resident feedback for the report back to the Commission before a decision is made on future winter seasons. Commissioner O'Neill-Vivanco seconded. Unanimous approval.

Item 7 – Refinancing of Existing Loan for the City Parking Facilities

Bond counsel Thomas Melloni of Paul, Frank & Collins and Director Spencer are requesting Commission approval for the issuance of notes or bonds in the amount of \$3,779,850.00 to refinance the existing term loan with Northfield Savings Bank for parking improvements. This is estimated to save the City approximately \$400,000 over the period of the loan.

Commissioner Overby asked for an explanation of a spring loan, the cost to refinance the loan, and whether the appropriate charter-required process was being followed.

ACTION: Commissioner Barr made the motion to approve the loan refinancing. Vice Chair Hogan seconded. Unanimous approval.

Item 8 – Street Seat/Parklet Draft Program Guide

Associate Planner Elizabeth Gohringer & Engineering Intern Kim Furtado requested that the Commission endorse the Street Seat and Parklet Pilot becoming a permanent program as generally described in the draft program guide.

Commissioner Overby and Archambeau asked about drainage issues, assisting applicants with State wastewater permits, and ways to ensure the public has clear access to the parklets and associated seating during hours when the parklet is public.

ACTION: Commissioner O'Neill-Vivanco made the motion to endorse into a permanent program. Commissioner Barr seconded. Unanimous approval.

Item 9 – Approval of Draft Minutes of 9-18-19 & 10-23-19

September 18, 2019 Draft Minutes

Commissioner Overby requested a sentence to the Commissioner Communications section be added clarifying her comments evaluating the intersections on the Pearl Street corridor N. Winooski Ave. and N. Champlain St.

ACTION: Commissioner Barr made the motion to accept the September minutes with the changes noted above. Vice Chair Hogan seconded. Unanimous approval.

October 23, 2019 Draft Minutes

Commissioner Overby stated that she was not late for the October meeting and requested the minutes be revised accordingly.

ACTION: Vice Chair Hogan made the motion to accept the October Minutes with changes noted above. Commissioner Barr seconded. Unanimous approval.

Item 10– Director’s Report

Director Spencer updated the Commission on the following items:

- Winooski Avenue Corridor Study
- Traffic calming status and program overhaul
- Manhattan Drive safety efforts
- Update on construction at 645 Pine St

Item 11 – Commissioners Communications

- Vice Chair Hogan and Commissioner Barr asked about East Ave and how to prioritize a review and consideration of additional safety measures including rapid flashing beacons? Staff reported that we’ve reviewed the Bilodeau Ct. intersection and have engaged Burlington Electric and Burlington Police. Assistant Director of Technical Services Norm Baldwin stated that we need to do additional review.
- Commissioner O’Neill-Vivanco asked whether residential parking permits could be issued for the Henry St Deli? Director Spencer stated that permits can only be issued to businesses that are located in a residential permit parking area and currently the business is outside the designated area.

Item 12 - Adjournment

Commissioner Barr made motion to adjourn meeting. Commissioner O’Neill-Vivanco seconded. Unanimous approval.

Meeting ended at 10:22 p.m.



**CITY OF BURLINGTON
DEPARTMENT OF PUBLIC WORKS**

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Burlington, VT 05401
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802.863.0466 FAX
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www.burlingtonvt.gov/dpw

To: DPW Commissioners
Fr: Chapin Spencer, Director
Re: **DPW Director's Report**
Date: December 12, 2019

645 PINE STREET RENOVATIONS

The renovation of 645 Pine Street to better serve the public and integrate the Permitting and Inspections Department is nearly complete. The final punch list work is being completed now and the project remains on budget. Our December Commission meeting will be back at 645 Pine Street. We are happy to provide a tour if Commissioners are interested. Thank you to Commissioner Archambeau for his continued efforts on the Permit Reform Advisory Committee – and for staff's patience with all the construction activities. The renovations have enabled the City to consolidate most permitting functions into the new Permitting & Inspections Department.

2019 CONSTRUCTION SEASON DEBRIEF & 2020 PLANS:

Our project management and engineering teams are completing an after action analysis of our 2019 construction season and are bringing forward several changes for 2020 as we seek to reduce the impact of our work on the community. For various reasons, a number of our 2019 project schedules were extended and there has been interest within and outside the department to conduct this debrief. Staff will have a short presentation at the upcoming Commission meeting to summarize our findings and our upcoming project management strategies. This process improvement effort is especially important as 2020 is shaping up to be another ambitious construction season in the City's public rights-of-way and there will be significant impacts.

TRAFFIC REQUESTS: As of 12/6/19, we had 42 traffic requests in queue – we had 47 in queue last month.

PARKING GARAGE STAYS:

At the June 21, 2017 DPW Commission meeting, the DPW Commission approved a Staff recommendation to revise City ordinance to limit the maximum parking stay in the Lakeview and College St garages to two weeks. Due to Staff transitions at that time, this traffic regulation amendment was not written and signed, and is therefore not yet effective. So that the Lakeview and College St garage traffic regulation amendment can become effective, DPW Technical Services will be publishing this traffic regulation amendment after the December 2019 DPW Commission meeting. The following language is what was approved by the DPW Commission on June 21, 2017.

Section 18. Parking facilities designations and regulations

Lakeview and College Street Parking Garages: The Lakeview and College Street Garages are limited for parking for up to two weeks. Vehicles may not be parked in the same space longer than 2 (two) weeks. The 2 (two) week period shall begin when an official of the City, including parking attendants, parking enforcement officers or police officers observes a vehicle in a space or by other evidence indicating that a vehicle has parked in the garage. The vehicle must be moved from the space within 2 weeks of that start time. For the purposes of this session, the term "moved from this space" means that the vehicle must leave the parking space, exit the garage, and if it returns to the

garage must not park any nearer to 3 parking spaces on either side of the parking space in which it was originally located.

WATERFRONT RAIL & BIKE PATH RELOCATION:

While it is not the City's project, DPW has been actively involved in the Amtrak storage and servicing study and the proposed waterfront rail projects to ensure the City's interests are well represented. There is general consensus that Amtrak passenger rail is a vital new intercity transportation option for the community – but how the service is established in our City is important to minimize the impact on adjacent uses. VTrans has requested that the City weigh in on its preferred location to store and service the Amtrak train, and we have been requesting additional information from VTrans, Vermont Rail System and community stakeholders to assist us in formulating our position. We've been working with the Council's Transportation Energy & Utilities Committee and additional materials on this topic have been posted on the TEUC's webpage: <https://www.burlingtonvt.gov/CityCouncil/TEUC>. The waterfront rail work will require the relocation of the Burlington Greenway (aka bike path) from the east side of the tracks to the west side between King and College streets. CEDO and Parks are working with a design consultant to advance the plans for this city-managed project.

Feel free to reach out with any questions prior to Wednesday's Commission meeting. Thank you.



BURLINGTON PUBLIC WORKS

SNOW AND ICE CONTROL PLAN

SNOW AND ICE CONTROL PLAN

The purpose of this plan is to define the operational procedures and best management practices (BMP's) for storing and utilizing snow and ice control materials, and for performing winter maintenance activities. It defines the level of service that Burlington Public Works will strive to provide on our 95 miles of streets, 130 miles of sidewalks, and 20.85 combined miles of bike lanes.

Since storms vary dramatically and occur during a variety of traffic conditions, this Snow and Ice Control Plan is intended to be flexible. It is a guide structured to fit average conditions, but able to accommodate the wide variety of conditions that will be encountered by maintenance crews who are working to maintain safe roads and conditions.

STORM WARNING NOTIFICATION

The Department of Public Works Right of Way uses multiple weather services available online, such as National Oceanic and Atmospheric Administration (NOAA) and the Weather Channel. DPW will issue storm related public service announcements via the local media, Facebook, Twitter, and any City website <http://www.burlingtonvt.gov/>

Text messages:

GovDelivery <https://public.govdelivery.com/accounts/VTBURLINGTON/subscriber/new>

Facebook: <https://www.facebook.com/BTVDPW>

Twitter: @btvdpw

Phone: 802-658-SNOW

Burlington Public Works has also invested in (4) traffic message boards stationed along key arterial roadways that will warn residents of any winter parking bans.

PERSONNEL SCHEDULING

Our Right of Way crew of (17) full time Street Maintenance Workers and approximately (2) seasonal employees, which may vary due to budgetary constraints, or availability of applicants, maintain the streets and sidewalks. Large storms may require around the clock coverage. This will require help from outside work groups and departments. The Street Maintenance Manager will secure volunteers during the normal workday and create a plan based on the available manpower and weather conditions. The plan will be reviewed by the Assistant Director - Maintenance Division before implementing.

MOBILIZATION

When the decision has been made to react to a storm, the Street Maintenance Manager will mobilize the crew. Since all trucks, tractors and routes are assigned, all the employees need is the call to deploy. If a storm event is predicted after normal business hours, the personnel will be put “on-call” per the union contract and the on-call employees will make themselves available by telephone. The department is aware that employees may have personal needs that may arise and may not be able to be “on call” at all times. If an employee has a personal issue, they may address it with their direct supervisor.

While DPW Street Maintenance is tasked specifically with the staffing for snow and ice control operations, the employees of the Fleet Maintenance group have a responsibility to assist with equipment repairs. Once the decision has been made to respond to a storm event, during normal working hours the street Maintenance Manager will notify the Fleet Manager. The Fleet Manager will then schedule his employees to provide maintenance assistance. After normal working hours, if the foreman in charge determines that the streets and sidewalks need to be plowed he will call the “on-call” maintenance team.

SNOW AND ICE CONTROL MATERIALS

Road salt (NaCl) is the primary snow and ice control material. The salt is normally purchased under the State of Vermont contract. FY20 the contract was awarded to Cargill; the local distributor is Barrett's Trucking in Burlington @ 863-1311. DPW uses approximately 4000tons of road salt per year. The Street Maintenance Manager is responsible for the ordering and inventory of the salt. The entire salt inventory is stored at 645 Pine Street. Liquids like magnesium chloride ($MgCl_2$) and Promelt Magic Minus Zero are being used to reduce the amounts of salt needed to clear the roads. Safety Data Sheets (SDS) are available in a binder in every truck and in the SDS binder located in the Street Maintenance area. As a courtesy, Burlington property owners are permitted to take (1) 5-gallon bucket of salt per winter from the salt shed at 645 Pine St. when it does not interrupt the City's operations.

EQUIPMENT INSPECTION

WEEKLY VEHICLE CHECK SHEET								
UNIT#:			UNIT HOURS:		UNIT MILES:			
DATE:			OPERATOR:					
		Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
Registration, ins card, vsi								
Engine oil level								
Coolant level								
Power steering fluid								
Washer fluid								
Brake fluid								
Trans fluid level								
Hyd oil level								
DOT pre trip inspection								

* VISUAL WALK AROUND OF VEHICLE FOR ANY DAMAGE SUCH AS DENTS, DINGS, BROKEN OR CRACKED GLASS

* NOTE ANY DAMAGE ON THIS SHEET AND ALSO REPORT TO MANAGER

*TIRE CONDITION AND AIR PRESSURE

*INSPECT RADIATOR FOR DEBRIS BLOCKING AIR FLOW. SEE EQM IF CLEANING NEEDED

*GREASE ALL APPLICABLE LUBE FITTINGS, DAILY IF REQUIRED.

*TOP OFF FUEL TANK AT END OF SHIFT. CHECK FUEL LEVEL BEFORE SHIFT

*CLEAN INTERIOR OF VEHICLE OF DEBRIS AND CLEAN . WASH EXTERIOR IF NEEDED.

*DRAIN AIR TANKS DAILY AT END OF SHIFT.

RECYCLING TRUCKS, EMPTY PACKER CLEAN OUTS DAILY AT END OF SHIFT

*TANKER TRUCKS, EMPTY AND WASHE DEBRIS BODY, PROP OPEN TO DRY OVERNIGHT

* SWEEPERS CHECK AND CLEAN AIR FILTERS DAILY. REPLACE IF NEEDED

*SWEEPERS CLEAN AND WASH DEBRIS BODY AND PROP OPEN TO DRY

* NOTIFY EQM OF ANY UNSAFE CONDITION AND REMOVE UNIT FROM SERVICE AND TAG OUT

OF SERVICE. |

All City equipment; to include all plow trucks, loaders, and sidewalk tractors will be operator level inspected before any snow operations. Immediately following a

storm on the next regular business day, all equipment will be cleaned, greased, fluids levels checked, and a proper preventive maintenance check per the manufactures operator manual. All deficiencies will be reported immediately to DPW Fleet Services.

EQUIPMENT CALIBRATION

Every November, all truck spreaders and computerized spreader controls will be calibrated with salt (NaCl) per the manufactures operation manual. After every storm event, each truck will have the mileage and pounds per lane mile recorded. This task will be assigned to a working foreman and one other street maintenance worker.

TRAINING OF PERSONNEL

Training is a key part to our snow plans success. All operators are properly trained before using any equipment utilizing operator manuals, manufacturers trainers, our in house trained employees, and on the job training. All employees will be able to properly operate, and maintain the equipment before actually plowing snow. Before the first snow storm, all operators will drive their route, getting familiar with obstacles such as high manholes, trees, narrow roads, mailboxes, etc. Any reported obstructions will be reported to the Right of Way Inspector for further action. Every truck has a binder with all route maps, bike routes, CCTA emergency routes, and the list of dead end roads.

SNOW ROUTE ASSIGNMENT

All operators will be assigned a route, whether it is in a truck or a sidewalk tractor. Continuity is important in assigning routes and equipment. Operators will learn the best way to battle snow and ice if they are doing the same streets every storm and will know areas that need special attention such as bridges, on and off ramps,

hills, curves, school zones, and bike lanes. The same with the equipment, the operators in the same truck or tractor will know how it handles and what the vehicles limits are.

The sizes of the routes are designed for the City's fleet of trucks and tractors. There are 10 large trucks, 1 small truck for dead ends and narrow streets, and 11 tractors. Of the 10 large trucks, 1 is a spare in case of a break down. With the 11 tractors, 2 are spares. Depending on the accumulation of snow, it could take an operator with a large truck approximately 5-7 hours to plow their route once. An operator on a sidewalk route will take approximately 6-7 hours to plow their route, if they are salting at the same time it will take 8-9 hours to complete once.



LOADING PROCEDURES

The loading of salt in all trucks will be by the oldest available loader in the fleet. The operation will be conducted by qualified City employees only. The trucks will be loaded to their max GVWR and not overloaded. The loader will have operator level preventive maintenance after every storm event and all loading procedures will be supervised by an assigned working foreman.



SALTING AND PLOWING PROCEDURES

Salting Operations

Streets will be salted during light storms where minor accumulations of snow are expected. This requires the use of 6 large trucks that will salt the primary streets with priorities going to the routes coming into and exiting

the City, primary roads leading into neighborhoods, school zones, downtown, intersections, and bike lanes. Not every street is salted unless there is a prediction of ice.

Plowing Operations

Plowing of the streets is the same regardless of the amount of snow predicted. The City owns (10) large plow trucks with (1) being used as a spare in case of break down and (1) small truck for dead ends and narrow streets. We can add plows to (1) front end loader for additional help in major storms.

The (9) large plow trucks are assigned a route and each route starts with its primary street, leading to its secondary main, and then into the neighborhood streets. (Truck route maps appendix B.) The (1) small plow truck is assigned a list of narrow and dead end streets. (Narrow and dead street list appendix B.)



Sidewalk Plowing and salting

There are (9) sidewalk routes and are plowed during the day concurrently with street, and bike lane plowing. Extra attention is given to the downtown, Old North End, areas around schools and school crossing guard locations.

During a night time snow push back or any night time plowing operation, sidewalk plowing usually starts around 3 a.m. so that the sidewalks are open when school begins. This time could vary depending on the size of the storm.

If the storm exceeds 12” of snow and there are snow banks along the sidewalk, we will have to snow blow every sidewalk. This will take considerable time and manpower. This operation could take up to 24 hours or more. Again the priorities are downtown, Old North End, and school zones. We normally have many equipment failures while snow blowing, so having fleet services available is key.

We routinely plow, scrape, and sometimes salt the sidewalks during the day to maintain a safe environment.



Accessibility (Handicapped) Parking Spaces

Burlington has a large amount of handicapped parking spaces that must be cleared of snow. This will take place once the streets and sidewalks have been cleared. After the storm, the department will start clearing the spaces starting from the downtown, working their way to the outskirts of the city. With the limited amount of manpower available it may take many days before all spaces can be cleared of snow. If a resident has a particular handicap parking space that needs immediate attention, please call DPW Customer Service @ 863-9094.



Bike lanes

Burlington currently has 18 miles of bike lanes (curbside, defined by paint only), .85 miles of protected bike lanes, and 2 miles of shared use paths.. They are located on residential, and main arterial roads, and the bike lane

will be plowed to the curb. DPW will dispatch a sidewalk tractor to clean the protected bike lanes of snow and salt. All unprotected bike lanes will be plowed utilizing city plow trucks in the corresponding plow route, and when plowing is complete a sidewalk tractor will clean and salt the bike lane as needed. When accumulated snow reaches levels that impact the City's ability to keep the bike lanes properly cleared, we will post the street for no parking in that area if needed, and perform snow removal operations. (Appendix A)



GMT Bus Routes

Burlington is a major hub for public transportation. Many of the priority routes are also major routes for the GMT public transportation system. The operators are familiar with their routes and understand the importance of the public transportation system. We routinely review the routes with the DPW Drivers. GMT passenger facilities (bus stops and shelters) are maintained by GMT and not the City of Burlington.

Performance Capabilities

As stated earlier, Burlington has 95 miles of roads, 130 miles of sidewalks, and 20.85 combined miles of bike lanes. During the average year we receive 80 inches of snow. Of course this is only an average and what really matters is when it falls, and how many snow events we have to deal with. Generally speaking, the length of the storm rather than the amount of snow determines how we deal with it. Our plans are built around these capabilities.

Street plowing routes	10
Hours to plow every street once	5 to 7
Hours to salt all streets @ 500 lbs. mile	4
Sidewalk plow routes	9
Hours to plow every sidewalk once	8
Hours to snow blow every sidewalk once (depending on depth and weight of snow)	24 - 30
Hours to salt every sidewalk	12

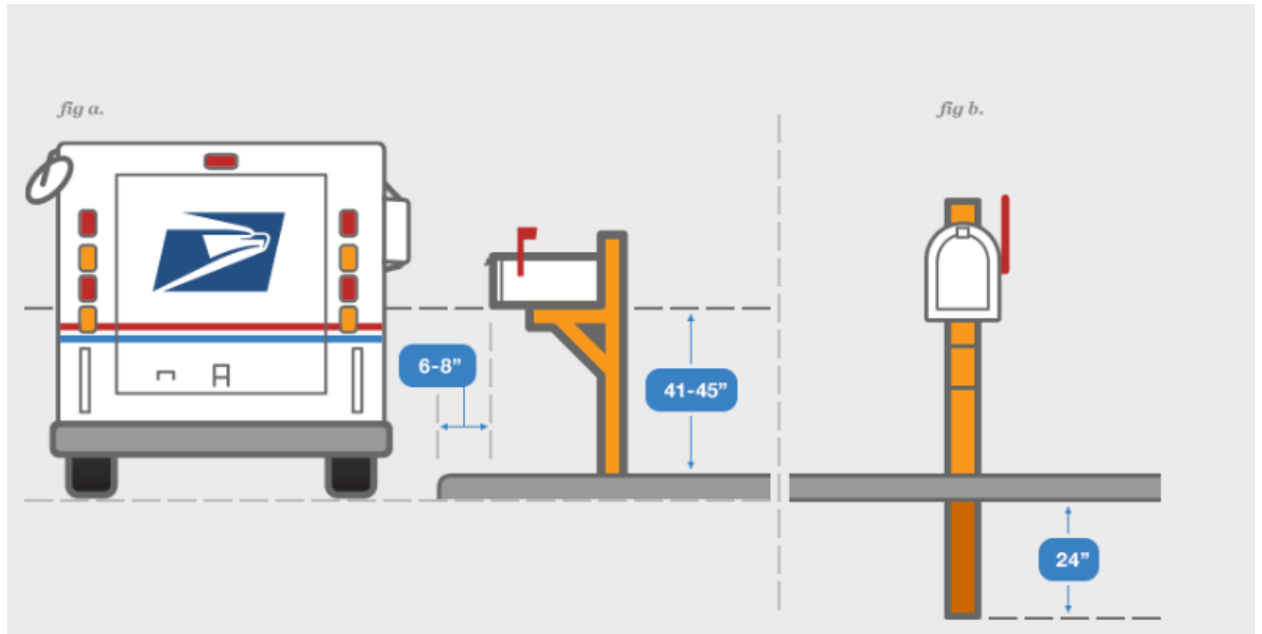
SNOW STORAGE

Snow removed from the City streets, greenbelts, parking lots, and parking meter spaces will be stored at 702 Lake Street in Burlington. This area is for the storage of City removed snow and not for any private contractor, unless contracted by a City department. This site is a former oil tank farm near the waterfront and has been an ideal storage area as the berm keeps contaminants from reaching the lake. This storage area will be cleaned of any trash and debris every spring.

SNOW OPERATION DAMAGES

1. Mailboxes and other structures within the Right-of-Way

Occasionally mailboxes and other property may be damaged by snow plowing operations due to poor visibility, the mailbox being buried in a snow bank or the weight /volume of snow being plowed. The damage is not deliberate and in most cases unavoidable. Burlington Public Works is not responsible for damage and does not repair, replace or re-erect mailboxes that are located within the right-of-way unless physically struck by a DPW plow truck. In these cases, the property owner shall submit a claim to the City for reimbursement. All mailboxes must be installed to the USPS standards.



Many residents have basketball nets in the right of way, these not only interfere with plowing to the curb, but during inclement weather the plow operator may not see the basketball net and damage the basketball net and City equipment. The City will not be responsible for any damages to basketball nets within the right of way. If any basketball nets are found in the right of way, the DPW Excavation Inspector will be notified and will have it removed.

While removing the snow from the sidewalks we find many fences, borders and decorative landscaping close to the sidewalk. This presents quite a challenge for the department to operate the tractors safely. We ask that all landscaping be built at least 12" from the sidewalk in order to minimize damage to private and city property. Burlington Public Works will not be responsible for any damages to landscaping or fences that are within 12" of the sidewalk. All reported damage will be inspected by our Right of Way Inspector, and if the inspection finds the City responsible, an insurance claim will be made with our agent.

2. Plantings in the right of way

Snow removal from the streets and sidewalks are a challenging task and there are many obstacles that the operators have to maneuver around, and the major items being trees and shrubs. While great care is taken not to damage the tree or shrubbery, the property owner must maintain the vegetation so it does not impede the right of way. While the City equipment may damage the vegetation, the trees and shrubbery may also damage the equipment. **The department will not be responsible for any damage to any plantings encroaching on the right of way.**

3. Accident Protocol

Plowing snow in a large truck with a wing plow takes a special skill. Public Works employees are highly skilled and properly trained before they operate any commercial vehicle. Vehicle accidents will happen, and when they do, the following must happen:

- a. Stop vehicle in a safe area.
- b. Check all people involved for injuries. Call 911 if needed.
- c. The DPW employee will call their supervisor either by cell phone or by 2-way radio and inform him of the situation.
- d. Supervisor will call the Burlington Police Department. A police report will be taken, the DPW employee will receive a copy of the report, if the report is not available, you are required to obtain the incident number.
- e. If the vehicle is able to be driven, it must report to DPW Fleet Services for an evaluation before continuing on with snow plow operations.
- f. All accidents must be reported to the Assistant Director – Maintenance Division and the insurance company. The Assistant Director will report all the proper information on the Travelers Insurance Portal.



PARKING LIMITATIONS

Burlington does not have a seasonal parking ban like most towns in our region. It is the responsibility of the Public Works Director to declare a winter parking ban. Parking bans are declared on a case by case basis. Criteria for a parking ban include length of storm, amount of snow during the storm and how much snow is already on the streets and has not been plowed to the curb. By City ordinance **20-56** the ban must be declared by 3p.m. in order to be in effect by 10 p.m. that evening until 8 a.m. the following morning, except in Zone F (downtown zone) where the ban is in effect from midnight until 6 a.m. In other cases, where snow needs to be removed from the City right of way, the City will do so by posting the street for no parking either with signage or by bagging meters. During this time there will be no parking in accordance to the date and times stated on the sign, or meter bag.

Parking Ban Notification

Parking bans are warned in the following manner:

- 1.** Using the City parking ban light system
- 2.** Sending a press release to local radio and television stations, and print outlets
- 3.** Posting alerts on social media, including Facebook & Twitter
- 4.** Sending out text messages and e-mails via GovDelivery. BPD currently also uses the VT Alert system to send text, auto-call and email notifications.

5. An up to date recording on 658-SNOW

Once the Director calls a ban, the street maintenance foreman will notify the parking enforcement supervisor, who is responsible for the enforcement of the winter parking ban. Second, he will activate up to 90 plus flashing parking ban lights. These lights are located at the entrances of the City, important intersections, and throughout the City's neighborhoods. They are a visual warning to the residents that a parking ban is in effect.

The DPW Foreman in charge of the plowing crew will meet with the parking enforcement crew at 9:30 p.m. at the police department to review and cover any last details.

Vehicles must be off of the streets during these hours if a ban is declared or they will be towed. While parking bans make it easier to plow snow, it is difficult for some people to find alternative parking. DPW does offer free parking in the City owned parking garages as an option. Parking is available in the Marketplace and the Cherry St Parking Garages on the lower decks only. Vehicles must be removed by 7:30 am or they will be charged the full day's rate. Additional information can be found at <http://www.burlingtonvt.gov/>.

While a winter parking ban is not called for every storm, if residents have access to off street parking, we urge them to use it. Additional information can be found at <http://www.burlingtonvt.gov/dpw/parking/winter-parking>

The City currently has 3 designated tow areas.

Lake St. Extension: Vehicles towed from the Old North End and west of Willard St. from Pearl St. to Maple St.

Gosse Court, North Ave to the end: Vehicles towed from the New North End.

Oakledge Park parking lot: Vehicles towed from the south end and west of Willard St. from Maple St. south.

When the lots are full, vehicles found on the street could also be towed to the nearest street the Public Works Department designates as a drop-off point. This would be a street that has been cleared of snow. For car owners to find their vehicle, please call (802) 540-2380.

AFTER STORM RESPONSIBILITIES

It is expected that 12 hours after a snow storm that every City street will have been plowed. The Street Maintenance Foreman will inspect every City street to ensure that the streets are cleared and passable. The department will continue to patrol the streets and maintain them to be safe and passable. It is possible that the downtown and some narrow streets may have to have the snow removed. If this service is needed, it will happen approximately 2-3 days after the storm using City owned equipment. Snow removal downtown usually happens in the early morning hours. For the narrow streets, dead end streets, and bike lanes we will post the streets for “no parking” and remove the snow during the day.

SNOW RELATED CITY ORDINANCES

27-84 Throwing snow into street prohibited.

No person shall throw or put, or cause to be thrown or put, snow or ice in the part of the street known as the travel portion nor on a sidewalk of a street.

(Rev. Ords. 1962, § 4303; 1969 Cum. Supp., § 4303)

27-2 Enclosing highway; erecting fence or encroachment; nuisance.

No person shall enclose a part of the highway or street, or erect a fence, building or other encroachment, or make obstructions, or create a nuisance on a highway or street, or continue such enclosure, fence, building, encroachment or nuisance on a highway or street.

(Rev. Ords. 1962, § 4209)

Appendix A Bike Lanes

Bike Lanes / Buffered Bike Lanes	Start / End	Bike Lane/Facility Width
Austin Dr north/east	Queen City Park Rd to Red Rocks	5'
Austin Dr south/west	Queen City Park Rd to Red Rocks	5'
Colchester Ave westbound	Mill St to Prospect St	5'/6'
Colchester Ave eastbound	Prospect St to East Ave	
Colchester Ave eastbound	Greenmount Cemetery to Mill St	5'/6'
College St eastbound	Union St to S. Prospect St	4'
East Ave southbound	Colchester Ave to Carrigan Dr	4'
Ethan Allen Parkway eastbound	North Ave to Farrington Pkwy	6.5' with buffer
Flynn Ave westbound	Pine St to Briggs St	6'
Flynn Ave eastbound	Briggs St to Shelburne St	5'/6'
Riverside Ave eastbound	N. Prospect St to Salmon Hole	
Riverside Ave westbound	Salmon Hole to N. Prospect St	
Main St eastbound	University Heights to Spear St	4'
Main St westbound	Spear St to University Heights	4'
Winooski Ave southbound	Decatur St to Pearl St	7'
Winooski Ave southbound	Maple St to Howard St	
Winooski Ave northbound	Howard St to Maple St	
North Ave northbound	Sherman St to Plattsburg Ave	6'
North Ave southbound	Plattsburg Ave to Berry St	
Park St southbound	North St to Sherman St	5'
Park St northbound	Pearl St to Sherman St	5'
North Champlain St northbound	Pearl St to Manhattan Dr	5'
Pine St southbound	Main St to Home Ave	5'

Pine St northbound	Home Ave to Locust St	5'
Willard St northbound	Cliff St to Maple St	
Willard St southbound	North St to Maple St	5'
Pearl St eastbound	Battery St to Prospect St	5'
Pearl St westbound	Winooski Ave to Battery St	5'
Mansfield Ave northbound	Colchester Ave to North St	
Sherman St eastbound	Park St to N Champlain St	5'
QB Separated Bike Lanes		
Union St northbound	Main St to Winooski Ave	6'
Elmwood Ave northbound & southbound	Grant St to Peru St	5'
North Champlain 2-way on east side	Sherman St to Peru St	8'
North Ave northbound	south of Rt 127 intersection	5'
Sherman St	Park St to North Ave	6'
Neighborhood Greenways		
ONE Greenway	Mansfield Ave to Sherman St	N/A
Advisory Lanes		
Flynn Ave westbound	Lake Forest Dr to Oakledge Park	5'
Flynn Ave eastbound	Oakledge Park to Lake Forest Dr	5'
Shared Lanes		
Colchester Ave both directions		N/A
Flynn Ave westbound	Shelburne Rd to Pine St	N/A
Pine St northbound	Locust St to Maple St(?)	N/A
Mansfield Ave southbound	North St to Colchester Ave	N/A
Winooski Ave northbound	Decatur St to Riverside Ave	N/A
Winooski Ave southbound	Riversie Ave to Decatur St	N/A
College St westbound	Prospect St to Union St	N/A
Pearl St westbound	Prospect St to S Winooski Ave	N/A
Shared Use Paths		
Riverside Ave	Winooski Ave to Mill St	8'
Colchester Ave	Mansfield Ave to East Ave	8'
Main St		12'
Parkway		9'

Appendix B – Narrow and Dead End Street List

DEAD END AND NARROW STREETS

MAIN ST AND SOUTH END

CROSS ROAD AND SPECIAL DIRECTIONS

ADAMS CT	SHELBURNE RD, AT LEFT TURN, CLEAN RIGHT SIDE DRIVEWAY ENTRANCE
LUDWIG CT	HOOVER ST, BACKDRAG AND PLOW ACROSS HOOVER ST
REDSTONE TERR	HOOVER ST
ALFRED ST	SHELBURNE RD
PEROTTA PL	HOOVER ST
GOVE CT	SHELBURNE RD
GOLDEN PL	HOWARD ST
SPRUCE CT	SPRUCE ST
ELM TERR	S. WINOOSKI AVE
BROWNS CT	KING ST
BEECH ST	WILLARD AND SOUTH UNION
KINGSLAND TERR	SOUTH UNION
UNIVERSITY TERR	MAIN ST, BACKDRAG AND PLOW OUT
PINE PLACE	PINE ST, NO SIDEWALK, SALT AND CLEAN WELL
LEDGEMERE ST	MARIAN ST
CATHERINE ST	LOCUST AND ST. PAUL

MAIN ST TO MANHATTEN DR

THIBAUT PKWY	COLCHESTER AVE
NASH PLACE	COLCHESTER AVE
LATHAM COURT	COLCHESTER AVE
CALARCO CT	COLCHESTER AVE
COLCHESTER CT	COLCHESTER AVE
CHASE LANE	CHASE ST
RUMSEY LANE	CHASE ST
CHASE ST	BARRETT ST, BACK DRAG END OF ST.
VERMONT PARK	HILLSIDE TERR, RIVERSIDE AVE
HYDE ST	ARCHIBALD ST
GERMAIN ST	ARCHIBALD ST
CHARLES ST	NORTH WILLARD
RUSSELL ST	NORTH WILLARD

CONVERSE COURT	HICKOK PL	
LAFAYETTE PL	PEARL ST	
ORCHARD TERR	BUELL ST	
CLOAREC CT	INTRVALE AVE	
ALLEN ST	ELMWOOD AVE	
MYTRLE ST	PARK ST	
POPLAR ST	NORTH CHAMPLAIN ST	
CROWLEY ST	NORTH AVE	
SUNSET CT	NORTH AVE	
VOLTZ ST	MANHATTEN DR	OVER →

NEW NORTH END

POIRIER PL
 PLATTSBURG AVE EXT (GRIT PIT RD)
 RIVERVIEW DR (CAMP DAISY RD)
 NORTH COVE ROADS (2)

APPLETREE PT ROAD
 SUNSET CLIFF RD
 LORI LANE
 WEST ST

CROSS ROADS AND SPECIAL INSTRUCTIONS

NORTH AVE, **BACK DRAG END OF STREET AND PLOW OUT**
 PLATTSBURG AVE, **PLOW PAST THE LAST HOUSE**
 NOTHVIEW DR
 NORTH AVE EXTENSION, **RIGHT BRANCH OF ROAD NEEDS TO PLOWED OUT**
DIRT ROAD, PLOW TO THE END
DIRT ROAD, PLOW TO END
ONLY PLOW ROTARY ON LEFT SIDE
 NORTH AVE

ALL STREETS ON THIS LIST WILL BE INSPECTED BY THE STREET MAINTENCE FORMAN AFTER THE STORM.

Plow Route #1

Areas to pay close attention to

Ledge Rd

Fern Hill (N Prospect)

Maple St

Cliff St

GMT Routes

Maple St

Cliff St

Prospect St

Bike Lanes

N/S Willard St



Plow Route #2

GMT Routes

Cherry St
Pearl St
Main St
North St
Colchester Ave
Battery St
Elmwood Ave
Grant St
N Winooski Ave

Bike Lanes

S Winooski Ave
N Union St
N Winooski Ave
N Willard St
Mansfield Ave
Pearl St
Colchester Ave
East Ave
College St



Plow Route #3

GMT Routes

Pine St

Shelburne St

Industrial Pkwy

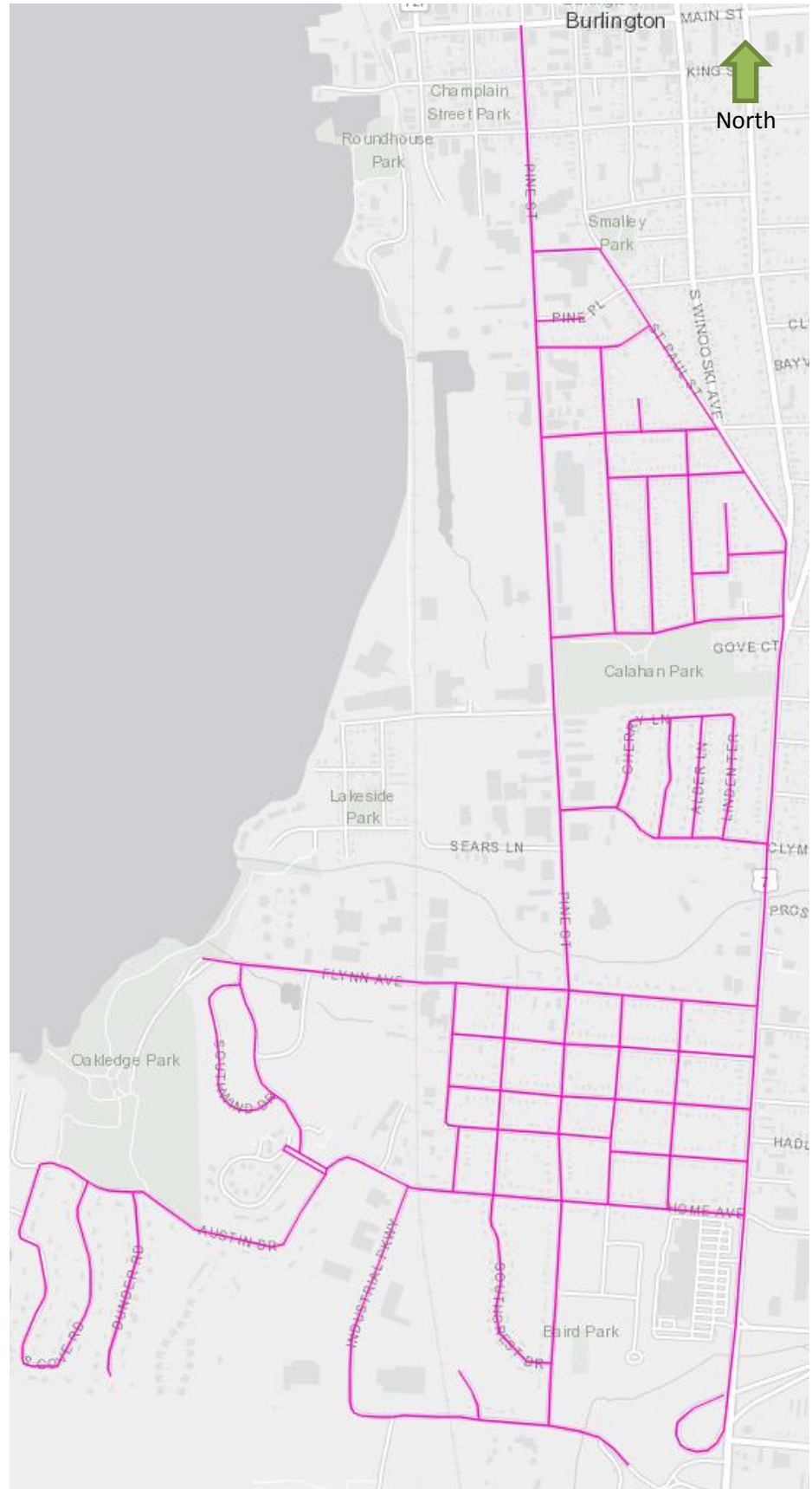
Howard St

Bike Lanes

Pine St Main – Home

Flynn Ave

Austin Dr



Plow Route #4

GMT Routes

Main St

Maple St

Cliff St

Kilburn St

S Union St

St Paul St

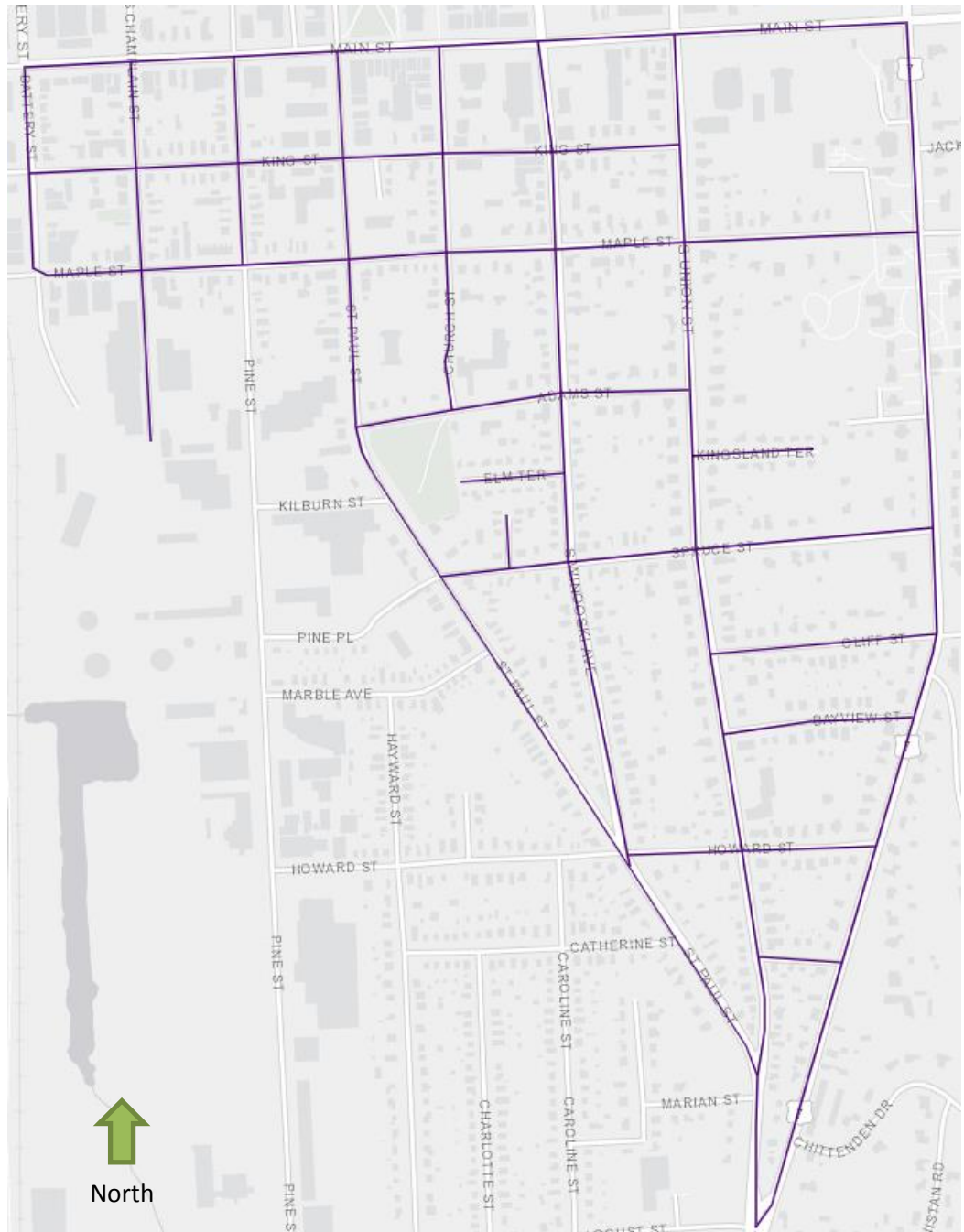
Howard St

Bike Lanes

S Winooski Ave

S Union St

S Willard St



Plow Route #5

GMT Routes

North Ave

Riverside Ave

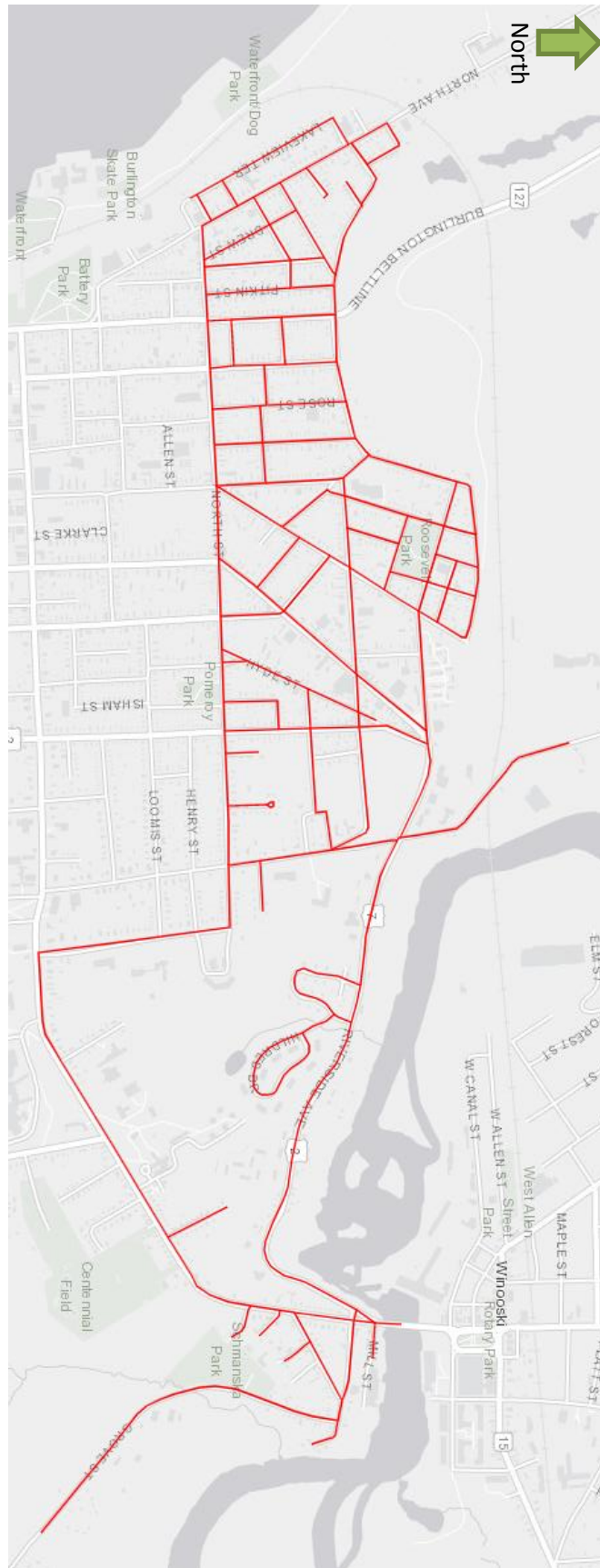
Colchester Ave

Bike Lanes

North Willard St

Colchester Ave

Riverside Ave



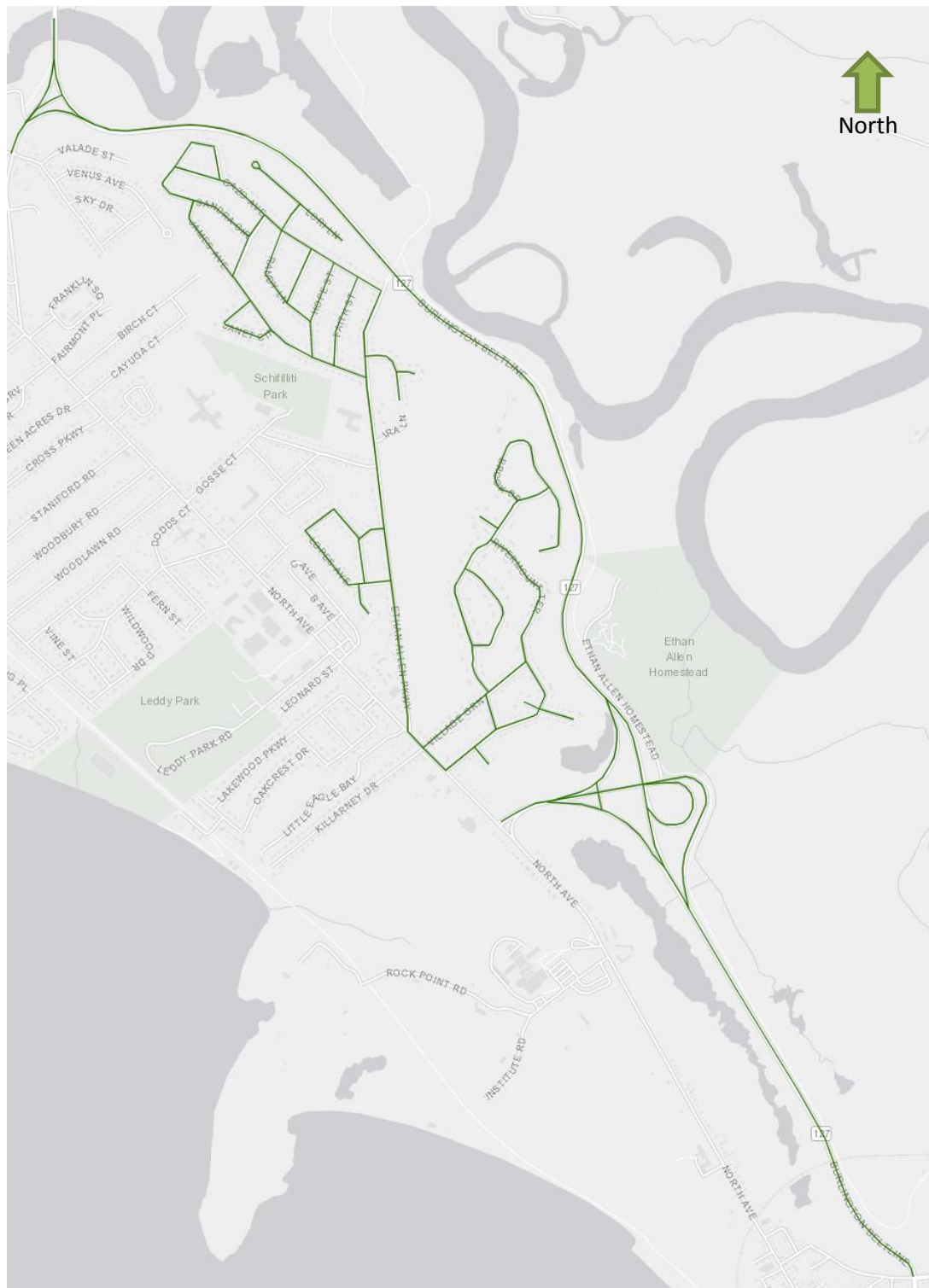
Plow Route #6

GMT Routes

North Ave

Bike Lanes

North Ave



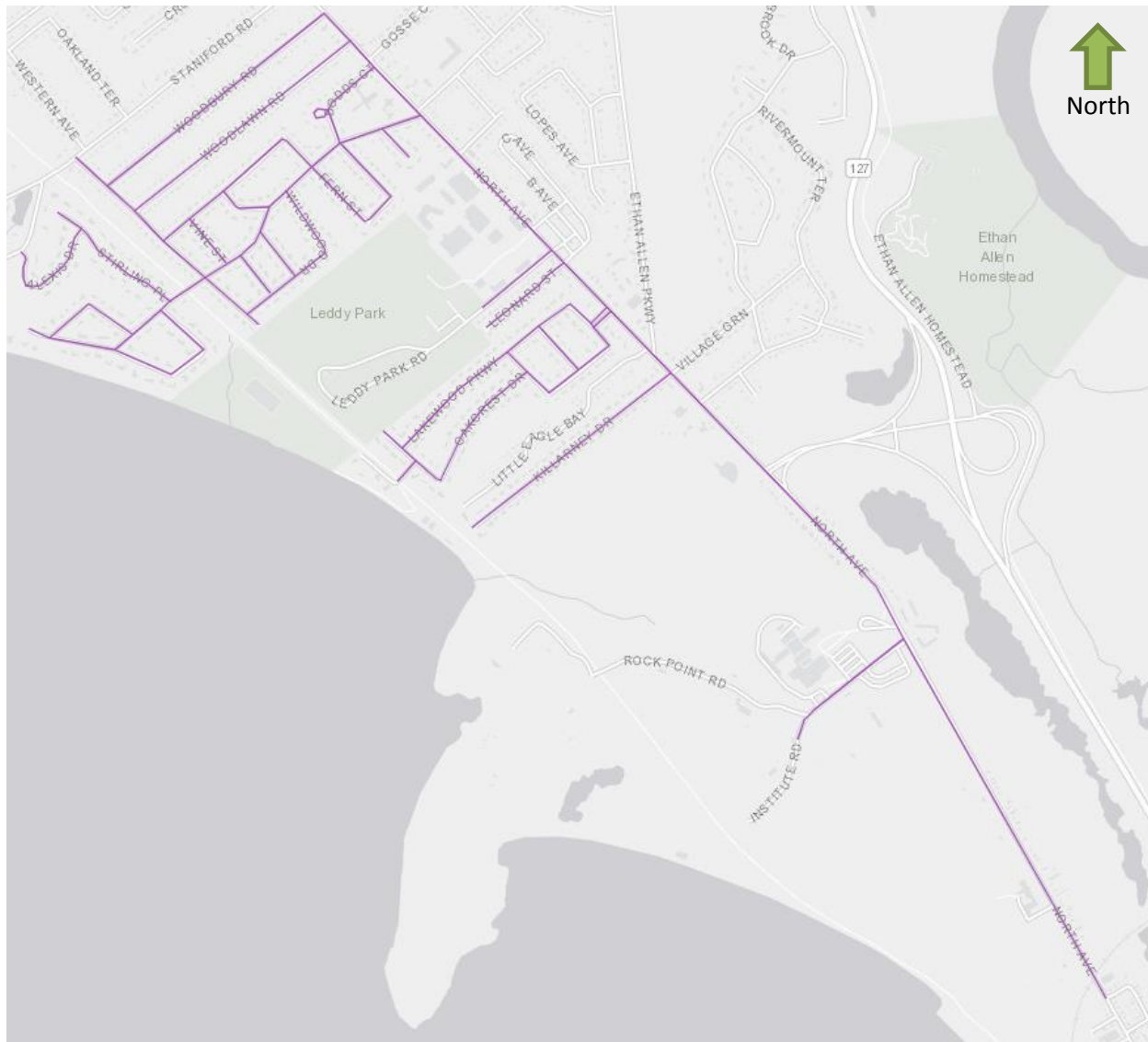
Plow Route #7

GMT Routes

North Ave

Bike Lanes

North Ave



Plow Route #8

GMT Routes

North Ave



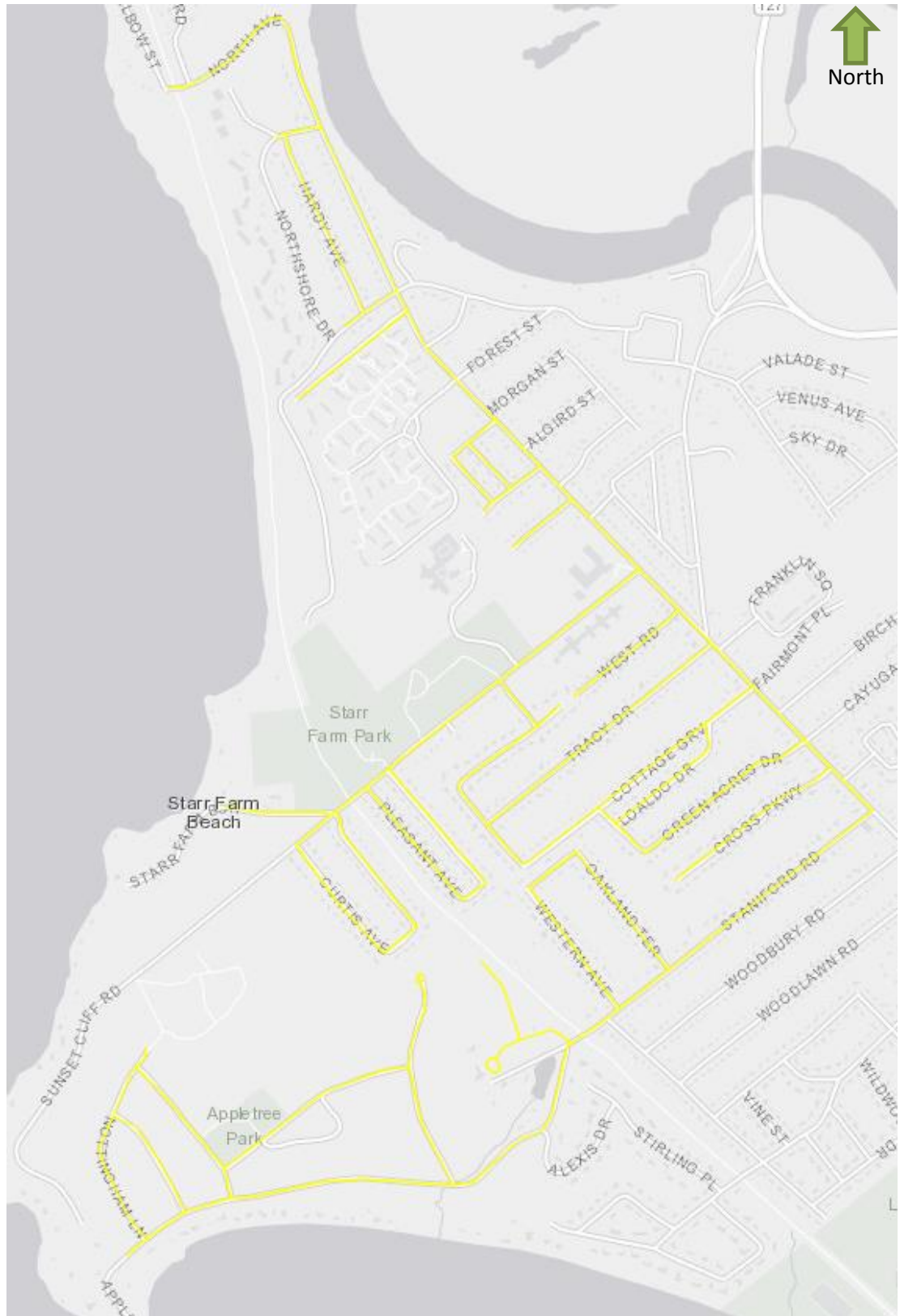
Plow Route #9

GMT Routes

North Ave

Bike Lanes

North Ave



BURLINGTON PUBLIC WORKS



2019 Construction Season Review and 2020 Planning

Sustainable Infrastructure Plan

	Annual Investment before Nov 2016 capital bond	2017	2018	2019 In Progress (End Of Year Calculations Underway)
Paving	~ 3 mi.	5.13 mi	7.37 mi	4.34 mi
Sidewalk Reconstruction	~ 1 mi.	3 mi 1.25 DPW 1.75 contractor	2.86 mi 1.26 DPW 1.6 Contractor	2.77 mi 0.85 DPW 1.92 Contractor
Water Main Relining	As needed	1.78 mi	1.93 mi	1.85 mi
Water Main Replacement	As needed	0.44 mi	1.5 mi	0.1 mi
Curb	As needed	0.62 mi	0.53 mi	0.15 mi
Sewer / Stormwater Pipe Rehab	As needed	\$165k	\$272k	\$455k

2019 Concerns & Issues:

- External Issues
 - Duration of projects and projects that start and stop
 - Desire for more frequent and accurate communication, more online resources

- Internal Issues
 - Coordination with private laterals and service lines
 - Determining appropriate level of pre-construction testing, locating, and analysis given challenges with soils, insufficient utility mapping

2020 Challenges:

- Continued high volume of work stretching staff resource
- Open WR Engineer position – first two recruitment rounds unsuccessful
- Expanded Water Resource work on major roadways

Planned & Potential Improvements - 1:

- Contract scope:
 - Combine paving, water, and other capital work into one contract where multiple assets are being rehabbed in the same season:
 - Lakewood
 - Tallwood
 - Howard / St Paul / S Winooski
 - North Prospect
- Contract terms:
 - Bid early and allow pre-July 1 work when other municipalities not ready
 - Consider performance bonuses
 - Consider bid requirements to demonstrate years of experience and financial viability
 - Tie milestones to duration of work on critical streets

Planned & Potential Improvements - 2:

- Parking management:
 - Permit staff and contractor vehicles to park in regulated areas excepting ADA spaces
 - Permit short-term use of RPP on-street parking for displaced residential vehicles
- Hire Resident Engineer early to:
 - Review constructability
 - Review and amend, if necessary, construction bid packages
- Develop service line / lateral strategy for Water and Wastewater projects
 - Work with City Attorney to develop modified approach

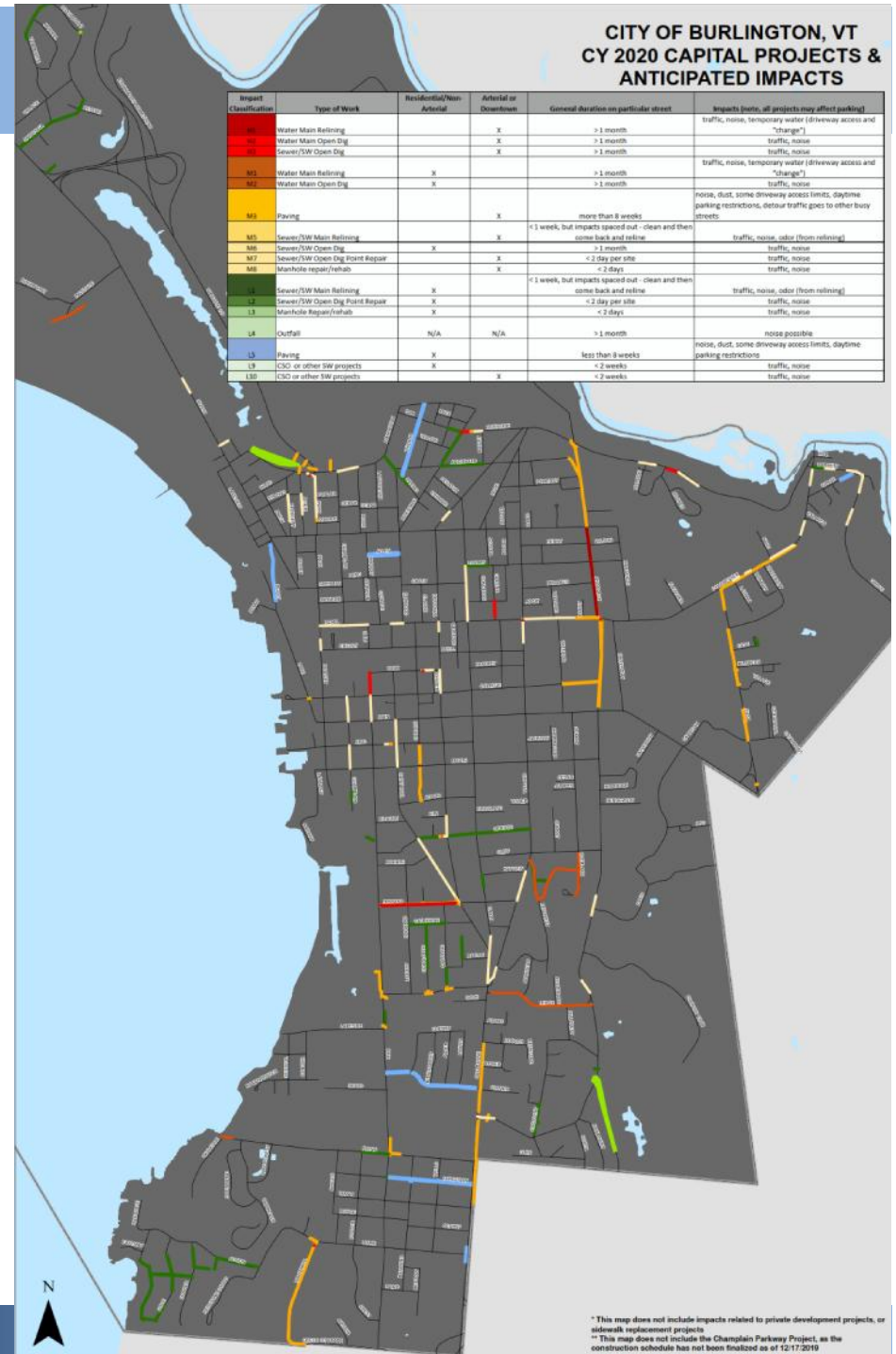
Planned & Potential Improvements - 3:

- Hone communications:
 - Explain to public what we learned in 2019 and how we're responding
 - Upgrade construction portal and upload 2020 projects loaded by end of February
 - Develop webpages specifically for sidewalk reconstruction and crosswalks
 - Explain coordination strategy with 2020 projects, Parkway and Roundabout to South End
 - Consider May BBQ as part of Public Works Week to have public meet staff and learn about projects

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2020 Planned Capital Projects in Downtown and South End (does not include sidewalks)



BURLINGTON PUBLIC WORKS



2019 Construction Season Review and 2020 Planning

COMMISSION MEETING SIGN IN SHEET

Date: 12/18/19

NAME - (PRINTED)	ITEM #	EMAIL ADDRESS	PHONE #	WARD
MATT DALY	N/A	MattDaly@dalyanddaly.com	598-3482	
Ben Katz	N/A	BenDKatz@gmail.com	238-5764	
Ashley Bond		Ashley.bond@lumhealth.org	847-4573	(1)
Sharon Bushor	N/A			1

Please note that this sign-in sheet and any information provided on it will be maintained as a public record and may be subject to disclosure under the Vermont Public Records Act

PETITION TO THE PUBLIC WORKS COMMISSION CITY OF BURLINGTON

December 18, 2019

Bilodeau Court and Bilodeau Parkway represent a vibrant neighborhood of 25 homes in ward 1. We are retirees, young families and students and we work to maintain a sense of community. We have a Labor Day street bar-b-cue, blocking off Bilodeau Parkway for grills, and someone will often host a holiday party. We share excess vegetables through a Bilodeau Google social media site and alert each other on community events and issues. As such:

My signature on this petition indicates that I believe that Bilodeau Court and Bilodeau Parkway represent one neighborhood and I urge you to convert the two parking zones to one.

Name:	Signature:	Address:
Mica DeAngelis	Mica DeAngelis	74 Bilodeau Ct
JOHN DRAKE	John Drake	37 BILODEAU CT
Jeanne Keller	Jeanne Keller	29 Bilodeau PKY
John T. Cane	John T. Cane	33 Bilodeau PKY
Susan Ames	Susan Ames	45 Bilodeau PKY
Carolina Rodriguez	Carolina Rodriguez	47 Bilodeau Ct.
Walt SMITH	Walt Smith	47 BILODEAU CT.
David Curley	David Curley	31 Bilodeau
Josue Colon	Josue Colon	14 Bilodeau
Annie Follett	Annie Follett	44 Bilodeau Ct.
Marni Slavik	Marni Slavik	50 Bilodeau Ct
Paul Slavik	Paul Slavik	50 Bilodeau Ct
Brett Phillips	Brett Phillips	64 Bilodeau Ct
Susan Allen	Susan Allen	45 Bilodeau PKY
CONOR MURTY	Conor Murty	35 BILODEAU PKY
David Harari	David Harari	59 Bilodeau Ct
Rick Cusick	Rick Cusick	51 BILODEAU CT
GREG NEEDLE	GREG NEEDLE	38 BILODEAU CT
Andrew Goodwin	Andrew Goodwin	22 Bilodeau Ct
ROY HENDRICK	ROY HENDRICK	75 BILODEAU CT.

WORKING DRAFT v.12.18.19

CITY OF BURLINGTON, VT CY 2020 CAPITAL PROJECTS & ANTICIPATED IMPACTS

Impact Classification	Type of Work	Residential/Non-Arterial	Arterial or Downtown	General duration on particular street	Impacts (note, all projects may affect parking)
M1	Water Main Relining		X	> 1 month	traffic, noise, temporary water (driveway access and "change")
M2	Water Main Open Dig		X	> 1 month	traffic, noise
M3	Sewer/SW Open Dig		X	> 1 month	traffic, noise
M4	Water Main Relining	X		> 1 month	traffic, noise, temporary water (driveway access and "change")
M5	Water Main Open Dig	X		> 1 month	traffic, noise
M6	Paving		X	more than 8 weeks	noise, dust, some driveway access limits, daytime parking restrictions, detour traffic goes to other busy streets
M7	Sewer/SW Main Relining		X	< 1 week, but impacts spaced out - clean and then come back and reline	traffic, noise, odor (from relining)
M8	Sewer/SW Open Dig	X		> 1 month	traffic, noise
M9	Sewer/SW Open Dig Point Repair		X	< 2 day per site	traffic, noise
M10	Manhole repair/rehab		X	< 2 days	traffic, noise
L1	Sewer/SW Main Relining	X		< 1 week, but impacts spaced out - clean and then come back and reline	traffic, noise, odor (from relining)
L2	Sewer/SW Open Dig Point Repair	X		< 2 day per site	traffic, noise
L3	Manhole Repair/rehab	X		< 2 days	traffic, noise
L4	Outfall	N/A	N/A	> 1 month	noise possible
L5	Paving	X		less than 8 weeks	noise, dust, some driveway access limits, daytime parking restrictions
L9	CSO or other SW projects	X		< 2 weeks	traffic, noise
L10	CSO or other SW projects		X	< 2 weeks	traffic, noise

* This map does not include impacts related to private development projects, or sidewalk replacement projects



WORKING DRAFT v. 12.18.19

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CY 2020 CAPITAL PROJECTS &
ANTICIPATED IMPACTS

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* This map does not include impacts related to private development projects, or sidewalk replacement projects
** This map does not include the Champlain Parkway Project, as the construction schedule has not been finalized as of 12/17/2019

Commissioners Present: Tiki Archambeau (Chair); Brendan Hogan (Vice Chair); Solveig Overby; Peggy O'Neill-Vivanco, Pablo Bose; Chris Gillman

Commissioners Absent: Jim Barr

Item 1 – Call to Order – Welcome – Chair Comments

Chair Archambeau calls meeting to order at 6:30 pm and made opening comments.

Item 2 – Agenda

ACTION: Vice Chair Hogan moved to accept the agenda as presented. Commissioner Gillman seconded. Unanimous approval.

Item 3 – Public Forum

- Matt Daly – Concerns with parking management on Overlake Park.
- Ben Katz – Concerns with parking management on Overlake Park.
- City Councilor Sharon Bushor –
 - Henry St Deli deliveries are still happening before 7am and parking on the north side of street is still happening.
 - Mansfield Ave. trash haulers are still picking up at 5:45am at the Red Cross.
 - Bilodeau Ct & Bilodeau Pkwy – residents want the two streets to have one Resident Permit Parking zone.
- Commissioner Overby thanked staff for the work on the 2020 sidewalk plan.

Item 4 – Consent Agenda

- A Park St. ADA Space
- B Canfield St. ADA Space Removal
- C 2020 Sidewalk Work Plan

ACTION: Commissioner Gillman made a motion to pass the consent agenda as presented. Commissioner O'Neill-Vivanco seconded. Unanimous approval.

Item 5 – Garage Occupancy Strategy/Generic Parking Agreement Update

Interim Assistant Director Parking & Traffic Jeff Padgett presented an overview of the ongoing effort to optimize the usage of the Lakeview & College Street garages. DPW updated the Generic Parking Agreement for existing parkers and created a new Limited Generic Parking Agreement for use with new parkers to notify customers that their Agreements may terminate prior to 2022. This is due to upcoming changes in corporate Agreements including UVMMC's relocation downtown and their 2017 Commission-approved Agreement for accommodating up to 300 parkers.

Commissioners asked questions about parking performance, parking limits, adding an annual/monthly update report, and marking the garages for monthly parkers. Staff reported that they will share their annual parking report to the Commission in February.

ACTION: Commissioner Gillman made a motion to approve both parking agreements as published with one amendment – adding “themselves or” after “by the City for” in section 2C to clarify that these agreements can be for individual and corporate customers. Commissioner O’Neill-Vivanco seconded. Unanimous approval.

Item 6 – Traffic Calming Overhaul

Senior Transportation Planner Nicole Losch referred to the memo and packet for the Process Improvement for Traffic Calming and Traffic Requests memo and final report. Cope & Associates recommended updating the process, policies and forms for the Traffic Calming and Traffic Request programs. At this time, staff is not recommending substantive changes to the Traffic Request program as staff has been able to substantively reduce outstanding requests through improvements already implemented. Staff is recommending an update to the traffic calming program will be updated to prioritize traffic safety issues.

Commissioners O’Neill-Vivanco, Hogan, Overby, Bose, Gillman and Archambeau asked about neighborhood enhancements, data collection, adding trees, prioritizing safety-oriented requests, crash analysis, and implementation moving forward.

No formal action was taken.

Item 7 – Snow and Ice Control Plan

Assistant Director of Maintenance & ROW Services Lee Perry gave a presentation on the City’s updated Snow and Ice Control Plan. Changes have been made to update route miles, add program forms and clarify the department’s approach to maintaining bike lanes. Non protected bike lanes will be plowed by the trucks initially and by tractors afterwards as needed. Protected bike lanes will be plowed by our sidewalk tractors. Plow route maps have been updated to reflect bike lane locations. Staff is upgrading parking ban lights so that they can be turned off and on with a cell phone. This will reduce staff time and save money.

Commissioners Hogan, Bose, Overby, O’Neill-Vivanco and Archambeau asked about staffing levels, plow driver input, where snow is placed when there is too much, utilizing GPS technology, and in what priority streets/sidewalks are cleared.

Public comment by City Councilor Sharon Bushor – Why was there so much lawn damage from the last storm on East Ave between University Rd and Colchester Ave and who to call when road is not plowed. Area will need top soil and seed in the spring.

No formal action was taken.

Item 8 – 2019 Construction Season Debrief

ctor Chapin Spencer and Division Director – Water Resources Megan Moir presented on lessons learned from the 2019 construction season and proposed adjustments to reduce the impact of our work in the public rights-of-way. This is especially important as

CY'2020 is shaping up to be another ambitious construction season with a number of upgrades on heavily-trafficked streets. Proposed adjustments include bidding multiple work types together for specific streets, aiming for pre-July 1 work, updating contracts to have stronger language on duration milestones for critical streets and performance bonuses, hiring resident engineers earlier, developing service line replacement strategy, and enhancing communications.

Commissioners Bose, Gillman, Overby and Hogan asked about improving map resources, tying communications to voter-approved priorities, staggering projects in high-impact areas, timing of 'no parking' sign installation, and conducting a spring NPA tour.

No formal action was taken.

Item 9 – Approval of Draft Minutes of 11-20-19

ACTION: Vice Chair Hogan made the motion to accept the November minutes. Commissioner O'Neill-Vivanco seconded. Commissioner Bose Abstained. Unanimous approval.

Item 10– Director's Report

Director Spencer referenced his written report in the Commission packet and updated the Commission verbally on the following items:

- 645 Pine Street Renovations for Permit Reform
- 2019 Construction Season Debrief & 2020 Plans
- Parking Garage Stays
- Waterfront Rail & Bike Path Relocation

Item 11 – Commissioners Communications

- Commissioner Overby:
 - Asked about possibly making the Rapid Flashing Beacon red instead of yellow.
 - Asked about the lack of a Crossing Guard at Mansfield and Colchester Ave.
 - Asked if there was a way to flag the rain gardens for the plow trucks – especially at Grant and Winooki.
 - Suggested design or paint changes at the Grant St. & Elmwood Ave intersection for the bike accommodations.
 - Expressed concern about privately-managed public parking downtown.
- Vice Chair Hogan inquired about the requested crosswalk at Locust St & Locust Terrace.
- Commissioner O'Neill-Vivanco notified us that Henry St was still getting early deliveries and that the noise ordinance should be followed.
- Commissioner Bose – Appreciated staff response to the Locust St & Terrace crosswalk.

Item 12 - Adjournment

Commissioner Gillman made motion to adjourn meeting. Vice Chair Hogan seconded. Unanimous approval.

Meeting ended at 9:08 p.m.

Burlington Department of Public Works Commission Meeting
Final Minutes, December 18, 2019
645 Pine St. – Main Conference Room
Meeting video link: <https://www.cctv.org/watch-tv/programs/burlington-public-works-commission-148>

Commissioners Present: Tiki Archambeau (Chair); Brendan Hogan (Vice Chair); Solveig Overby; Peggy O’Neill-Vivanco, Pablo Bose; Chris Gillman

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 - Bilodeau Ct & Bilodeau Pkwy – residents want the two streets to have one Resident Permit Parking zone.
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Item 4 – Consent Agenda

- A Park St. ADA Space
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