



2022 – 2023 and Future Priorities

Continued/Recurring and New

To be tempered with staff, equipment and material availability

ASSESSOR

- Continue work on an on-line appeal site which would allow property owners to submit an appeal and schedule a hearing on the Assessor's web page. The goal is to have it completed and ready to test for the 2023 GL in spring of 2023
- **Complete Assessor's Office yearly time table**, including statutory deadlines.
- **Update itemized instruction booklet for Property/Tax Specialist**
- **Develop plan and timeline for town-wide reassessment including staffing, budget, workflow, customer service/appeals process, and review of assessment data by staff prior to public disbursement, there shall be a town staff consideration after the contractor review and before the Lister's appeals**
- **Write RFP for town wide reassessment**

ECONOMIC DEVELOPMENT

- Retain existing businesses with support for maintenance and growth as needs arise
- Working with existing companies to bring additional value-added jobs, such as NuHarbor Security, Green Mountain Surgery Center, VIP, etc.
- Continue work on both brownfield sites and assist with additional funding options that may be available in the future similar to the money previously acquired
- Continue Town branding campaign, including signage when applicable.
- Continuation of the Economic Development Plan
- **Work with St. Mike's, realtors and developers on Fort properties and opportunities.**
- **Continue working with Green Mountain Surgical Center on their new facility**
- **Keep researching and monitoring new opportunities for Colchester**
- **Maintain involvement with Water Tower Hill investors and work with them on future needs including infrastructure, tenants, etc.**



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FINANCE

- Clean audit
- Cross train new staff
- Continue to scan old files/records
- **Finalize a new PO policy**
- **Implement upgraded Munis finance software**
- **Train outside departments on Munis upgrade**
- **Transition to Bi-weekly payrolls**
- **Review cash flow for investments**
- **Update all procedures with upgraded Munis screens**
- **Look into Utility billing software opportunities**

FIRE

- Continue to standardize personal protective equipment (Bunker Gear)
- Continue to work closely with other town emergency departments to best serve the needs of the residents of Colchester
- Continue to improve the department's Cadet Program
- Complete roof replacement
- **Recruit and retain volunteer members**
- **Replacement of department air packs**
- **Update and develop new department Standard Operating Guidelines**
- **Install new bathroom at the Bay Station**
- **Continue and improve relationship with Saint Michael's Fire**
- **Replace department's portable radios**
- **Replace flooring at Center Station**

RESCUE

- Rewrite department policies and procedures
- Continue to train career staff as paramedics
- **Continue to foster volunteer providers within Rescue**
- **Review and adjust fees as appropriate**



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HUMAN RESOURCES

- Update employee handbook
- Continue digitization of personnel records
- Recruitment and onboarding
- Continue use and development of Employee Self Service. Broaden functionality to potentially include time off requests, timesheet approval, electronic delivery of payroll, applicant intake
- **Rollout of Hearing Conservation Program to relevant workgroups**
- **Refresh and rollout of new employee training curriculum and reoccurring training**
- **Understand and address framework for drug screening among regulatory changes**
- **Monitor and assess updated annual performance review process.**

LIBRARY

Goal 1: Build on Success

- **Rebuild community partnerships**
- **Expand hours to pre-COVID level**
- **Install another new Little Free Library in the Fort**
- Replace two Little Free Libraries that are beyond repair; maintain remaining Little Free Libraries
- **Install new book drop in the Fort to be emptied by volunteers**
- Continue and expand programming as opportunities allow, paying special attention to reaching beyond cultural norms

Goal 2: Foster Creative Innovations

- **Master Gardener programming in conjunction with pollinator gardens and seed library**
- **Investigate new ways to partner with schools**

Goal 3: Focus on Civic Engagement

- Continue to provide accurate Town information

Goal 4: Stewardship of the Village Green

- Pollinator gardens installed/maintained by volunteers
- **Replace picnic tables with ADA accessible ones**
- Continue to work with Parks to maintain StoryWalk® at Village Park
- Continue to provide free public meeting space to the community

Goal 5: Capacity Building

- **Create new strategic plan for next five years**
- **Two staff members currently enrolled in State Library Certification program**
- Continue regular one-on-one meetings with staff to check-in informally
- Continue weekly brief staff meetings



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PARKS & RECREATION

- Provide safe parks for recreational activities
- Maintain the infrastructure for all municipal properties
- Maintain all greenways on public recreation paths
- Manage, update and implement Parks Capital Plan
- Provide afterschool, summer and special event programming
- Provide recreational opportunities to residents of all ages
- Park and program planning
- Project development, management and implementation
- Management and regulation of departmental ordinances
- **Complete design and estimation for Colchester Recreation Center so that the Selectboard can determine if there should be a public vote to build it**
- **Evaluate feasibility of a dog park in Colchester with the Recreation Advisory Board**
- **Completion of scheduled Park Capital Plan projects**
- **Expand outreach and information on programs**

PUBLIC WORKS

- Continue advancing the Malletts Bay Sewer project
- Continue advancing the Prim and West Lakeshore Drive Intersection project
- Continue advancing the Bayside Intersection project
- Continue advancing the Shore Acres Water Quality Improvement project
- Continue advancing capital facilities projects within the Town's Fire Stations
- Continue development of a phosphorus control plan
- Continue developing stormwater improvements for those properties subject to 3 acre permitting
- Continue to develop comprehensive maintenance employee training
- Continue to develop detailed written maintenance program
- **Begin alternatives analysis for the Creek Farm Road Bridge**
- **Develop an Emerald Ash Borer plan**
- **Begin preliminary design for stormwater improvements in the Smith Creek Watershed**
- **Begin preliminary analysis to replace large stormwater culvert on Middle Road**
- **Develop and implement town-wide safety plan**



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POLICE DEPARTMENT

- Policies – completion of full review/updates
- Recruitment and retention
- Continue to work with stakeholders on statewide law enforcement reform legislation and policies through VACOP
- Complete command vehicle equipment setup and put into use
- **Prepare for administrative/supervisory changes**
- **Promotions – mid level**
- **Streamline video release policies/procedures**
- **Expand ability to use technology for criminal investigations**

TOWN CLERK

- Continue to cross-train employees due to a full-time staff retirement from Jan. 2022 and in preparation for another retirement in the next two years
- Continue to update animal licensing software
- Continue to review which permanent records to digitize, conserve and/or restore
- **Populate all information into our cemetery software for the six town-managed cemeteries.**
- **Dispose of 102 Canyon Estates property so that it can be returned to housing use**
- **Codify and republish town ordinances**
- **With VT Old Cemetery Assoc., complete repair of monuments at the Munson Cemetery.**
- **Prepare for Grand List software to change to statewide, online at beginning of 2023.**
- **Research and potentially go out to bid for new tax management software to start FY2024.**
- **Plan cemetery improvements at Munson Cemetery including evaluation of columbarium with public input.**



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PLANNING & ZONING

- Continue to fulfill the requirements of 24 V.S.A Chapters 83 and 117 as well as Chapters Four, Seven and Eight of the Colchester Code of Ordinances
- Continue Annual Flood CRS queries and report
- Continue excellent customer service in daily permitting activities
- Continue to update forms and documents to electronic, readily-accessible versions
- Continue communication and cooperation with other town departments; increase collaboration and build efficiencies
- **Decrease permit and Bianchi letter turnaround times**
- **Update permitting fees and impact fees after benchmarking with other communities and evaluating current costs**
- **Increase outreach to business community**
- **Complete rezoning efforts for East Lakeshore Drive**
- **Revise Form Based Code requirements for Growth Center/Severance Corners area**
- **Update Town's 2000 Open Space Plan**
- **Review, update, and modernize Town ordinances (peddlers, carters, impact fees) as needed and where appropriate**
- **Other updates to Colchester Development Regulations**



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TOWN MANAGER

- Continue to adjust services and policies in response to fiscal, supply chain, inflation, cost, employee availability, and funding constraints
- Continue to expand on staff, volunteer public safety, Selectboard and Board and Commission chair training and education on diversity, inclusion, and cultural competency
- Develop an FY 24 Budget that balances continued provision of services with affordability
- Continue to support regional dispatch as board member and voluntary staff; Continue board alternate roles with CSWD and CWD.
- **Implement Malletts Bay Sewer Project**
- **Develop Recreation Center Plans and funding to the point the Selectboard can make a decision to place on public ballot**
- **Review language translation options for people seeking services from town hall**
- **Review information technology resources in light of increased security needs**
- **Continue and conclude causeway transition and demarcation of ownership with State of VT**
- **Permit another solar farm. Develop solar generation with Recreation Center to cover expanded electric energy consumption due to: taking on three fire departments, Malletts Bay Sewer, and the consumption of the Recreation Center itself.**
- **Review fees for service, adjust and make recommendations to Selectboard as appropriate**
- **Implement a protected personal information plan**
- **Complete department head evaluations in conjunction with town-wide goal setting**
- **Identify unused properties for disposition according to the Selectboard policy**
- **Evaluate needs and uses and opportunities for 883 Blakely Road**
- **Review Heritage Plan's overlap and integration with Town Plan**
- **Update purchasing policy**
- **Evaluate role of Cemetery Advisory Committee and opportunities for public input on cemetery capital improvements with committee chair, town clerk and recreation staff**
- **Assist with consolidation and transition of water supply services**



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SELECTBOARD

- Balance Community Needs vs. Wants and Fiscal Sustainability
 - Grants
 - Non-tax funding
 - Private sector investments in property
 - Cost containment
 - Efficiency
 - Maintain what we have first
 - Add resources as needs increase with community growth
- Long-term, vision-based, decision making:
 - Heritage Project/Town Plan
 - Fairness/Equity
 - Diverse development conforming with Town Plan
 - Infrastructure for quality of life and opportunities for business
 - Maintain natural resources for future enjoyment
 - Water quality
 - Recreational opportunities
 - Educated and engaged community
- Bring Community Recreation Center to voters for approval



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PLANS TO BE IMPLEMENTED

- Selectboard Priorities
- Emergency Management Plan Annual Update
- Town Plan
- Heritage Plan
- Economic Development Plan
- Capital Plans
 - Facilities, Equipment and Vehicles
 - Capital Transportation
 - Fire Capital
 - Park Capital
 - Information Technology
 - Communications Equipment
 - Public Safety Capital
 - Stormwater Capital
- Municipal Separate Storm Sewer Systems (MS4) Plan and Permit
- CSWD Drop Off Center siting alternatives
 - *Suggest dropping this as the community has successfully adjusted to composting or hauling leaves and only site CSWD would fund is at one of our gateways, away from the geographic center of Colchester and would primarily serve Burlington residents.*
- Exit 16 improvements
- Exit 17 development
- CIRC Alternative projects
- Emergency Operations Plan
- Operational efficiency and budget reduction