



# Goals for the Town of Colchester

November 12, 2024



# Goals for the Town of Colchester

*“The mission of the Town of Colchester is to provide to its citizens the highest quality municipal services possible with the resources available.”*

# Achieved Goals 2023-2024



- It is important for the Town staff and Selectboard to review, align, and set goals on an annual basis
- Unforeseen challenges and opportunities sometimes supersede or delay goals

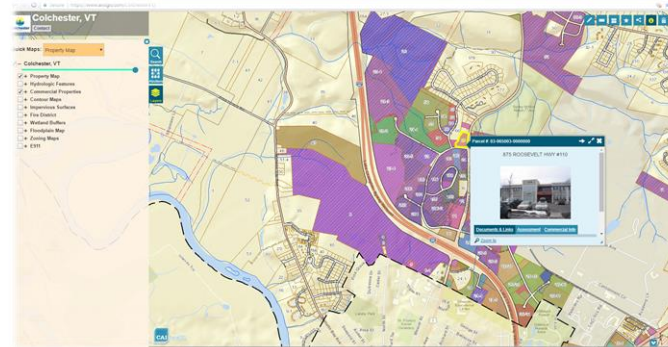
# Assessor

- Devised plan and timeline for the Town-wide reassessment including budget, customer service/appeals process, and review of assessment data
- Wrote contract/RFP for hiring reappraisal firm; work timeline, valuation schedule, citizen correspondence, inspection schedule, valuation parameters, insurance requirements, staffing requirements, information sharing, scheduled reporting, Town and state
- Evaluated the need to Mobile Home Parks to comply with State statutes and Town equity, determined this would be included in the Town-wide reassessment



# Economic Development

- Assisted agricultural businesses impacted by the flooding with resources available for recovery efforts
- Researched, interviewed, and selected new website vendor
- Retained existing business and maintained service to attract new businesses to town
- Assisted in development of Growth Center renewal application to the State



# Finance

- Obtained a clean audit
- Wasterwater billing is being transferred to Champlain Water District (CWD) as of the end of FY24; worked with DPW to meet with CWD and review contracts
- Continually evaluated opportunities and cash flow across Town controlled funds and invested Town funds into Treasury Bills that had earnings of \$425,000





# Fire

- Recruited and retained volunteer members
- Signed a three-year contract with Saint Michael's Fire
- Replaced all air packs within CFD, changed all lighting at all three stations to LED, upgraded department IT resources, and continued replacing department's aging portable radios



# Rescue

- Maintained high quality and number of volunteer providers
- Remained in service 24/7
- Low reliance on mutual aid partners



# Human Resources



- Continued recruitment and onboarding of new Town staff members – 20 positions filled in FY24
- Coordinated renewal of numerous Town insurance contracts
- Conducted an outreach campaign on supplemental retirement offerings, increasing awareness, participation, and contributions in FY24



# Library

- Since COVID, continued to bring the library out into the community:
  - Restarted outreach to daycare providers
  - Partnered with community organizations such as Holy Cross Senior Living, Steps to End Domestic Violence, Colchester Food Shelf, AARP, CSWD, and more
  - Expanded digital collection, and digital circulation by 25%



# Parks & Recreation

- Managed, updated, and implemented the Parks Capital Plan
- Maintained all greenways on public recreation paths
- LED lighting upgrade to Bayside Softball Field and Bayside Tennis Courts
- Currently working on plans to improve the walking paths at Airport Park and Fort Ethan Allen



# Planning & Zoning



- Adopted updates to Colchester Development Regulations, including Supplement 46 with more than 20 updates
- Submitted the Town's formal five-year check in for Growth Center Designation with the state's Downtown Development Board to be heard in the Fall of 2024
- Promoted the town-owned green and gazebo in the designated New Town Center through the second annual Autumnal Market

# Police Department

- Successful transition as CPD reduced command by one sworn member; added a civilian member to oversee records and communications
- Continued training standards, prepared officers for new assignments and supervisory positions
- Review and revised four major General Orders to include General Order 1



# Public Works

- Issued first three contracts and began construction of Malletts Bay Sewer
- Created Ash Borer Management Plan and received grant funding to begin removing ash trees
- Updated Phosphorous Control Plan and Stormwater Management Plan to include Chloride Response Plan
- Installed solar powered pedestrian crossing signals at Blakely Road and Williams Road and at Costco



# Town Clerk

- Completed digitization project of permanent land records books that date from early 1700 to 1922 and which are now available to customers online
- Continually evaluated opportunities and cash flow across Town controlled funds and invested Town funds into Treasury Bills that had earnings of \$425,000
- Worked with VT Old Cemetery Assoc. and many volunteers for monument repair and cleaning at the Munson Cemetery in June 2024



# Town Manager

- Installed energy efficient light fixtures in all town-owned buildings with majority of funding, approximately \$69,000, from pre-approved rebates.
- Negotiated three-year contract with Saint Michaels College Fire
- Permitted and began construction of a third solar farm
- Assisted with permitting and construction for the Malletts Bay Sewer and Colchester Recreation Center.





# Town Manager

- Conducted special ongoing outreach for open board and commission seats and re-engaged the Get Engaged student board member program with Colchester School District.

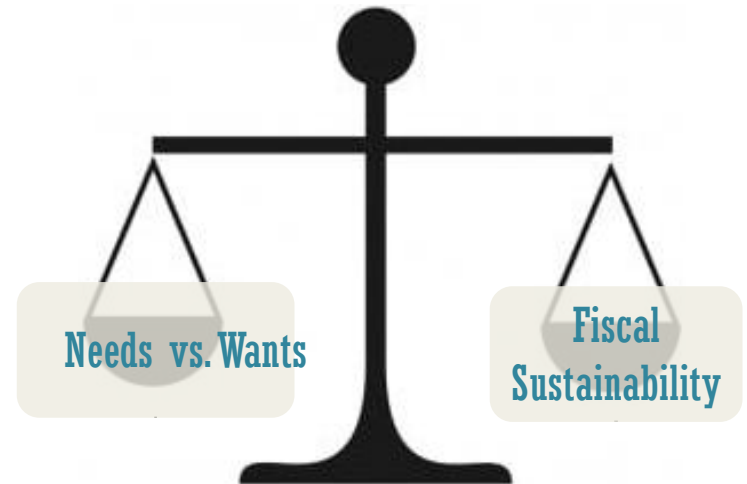


- Hired and onboarded new Public Works Director and Police Chief

*Left: Norm Baldwin, Public Works Director  
Right: Peter Hull, Chief of Police*

# Selectboard

- Included a substantial increase in public safety funding in the FY25 Municipal Service Budget, including the following additional staff: 2 police officers; 1 rescue member, 1 police support services manager, 1 firefighter, transitioned assistant fire chief from half time to full time
- Facilitated public hearings, elicited public input and advocated for plans and improvements for the intersection of U.S. Route 2 and Clay Point Rd. with VT Secretary of Transportation and CCRPC

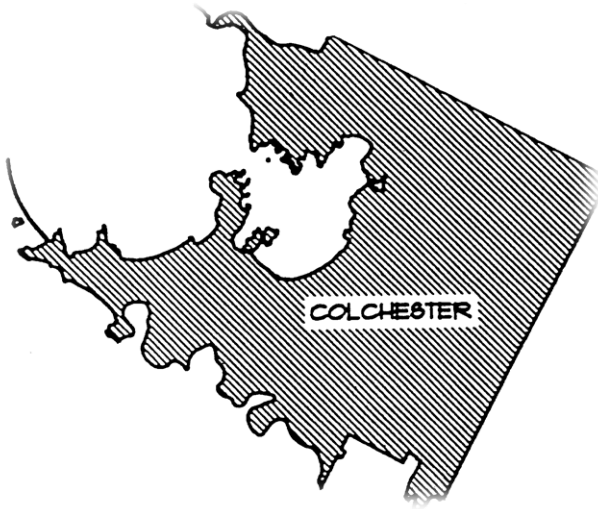


# Selectboard

- Honored Senator Mazza with an appropriate road renaming
- General Fund Capital Budget leveraged 53% by grants; Malletts Bay Sewer leveraged 68% by grants, with the remainder financed by a 2% U.S. EPA loan



# 2024-2025 Onward Goals & Future Priorities

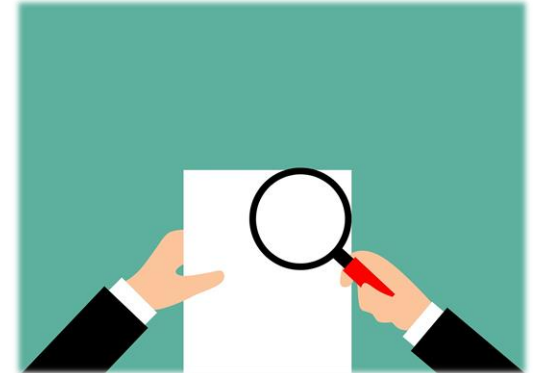


What comes next?

- It is important for the Town staff and Selectboard to review, align, and set goals on annual basis
- These goals will be challenged by labor availability, supply chain delay, and increased costs of goods and services

# Assessor

- Complete the contracting process with a reappraisal firm to conduct Town-wide reassessment by 2026
- Start the reappraisal project and work with, oversee, and assist reappraisal firm in the 2026 town wide reappraisal
- Implement oblique imagery, 3D imagery, and parcel change detection software to the Town's GIS mapping systems to improve accuracy to Town's data, increase efficiencies in collecting parcel data, and document parcel changes to assist DPW, Planning and Zoning, and the Assessor's Office.





# Economic Development

- Complete website development and transition Town website to new platform
- Continue work with UVM on \$20 million grant and economic impacts
- Assist with Growth Center Renewal Application to the State



# Finance



- Continue work to transition wastewater billings over to Champlain Water District
- Continuing tackling lack of storage capacity through digitization or disposition of documents as appropriate and according to State statutes
- Evaluate specialized software for potential use for stormwater billing



# Fire

- Recruit and retain new volunteer members
- Continue to improve the department's training program
- Continue upgrading fire hose and other appliances throughout the department



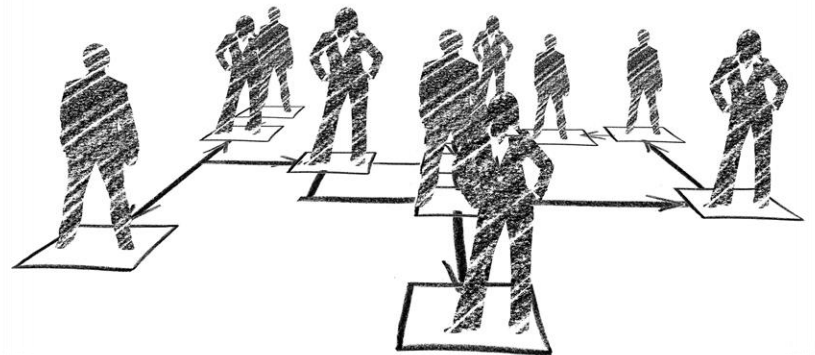
# Rescue



- Achieve 24/7 paramedic level coverage
- Maintain low reliance on mutual aid partners
- Continue to provide high quality EMS to the Colchester community

# Human Resources

- Continue digitizing and streamlining HR personnel files, recordkeeping
- Coordinate Management and Leadership training for all supervisory staff
- Review orientation process for new hires across departments and consider revisions to improve consistency, reduce redundancy, and add efficiency



# Library



- Continue to offer community events
- Expand programming and outreach
- Complete an evaluation of the condition of and future capital needs of the two buildings utilized by the library; and if funding permits, begin evaluation of future spatial needs

# Parks & Recreation

- Airport Park Pedestrian Access Improvements
- Prepare for the opening of the Colchester Recreation Center
- Resurface courts, playgrounds, and Rossetti Natural Area path



*Pictured: Recreation Center construction underway*

# Planning & Zoning

- Investigate and demo new permitting software
- Work with Economic Development and Department of Public Works to advance planning and design initiatives in support of Colchester businesses, including signage, parking, street design and permitting efficiencies
- Work with Department of Public Works to assess infrastructure standards in new development





# Police Department

- Fulfill recruitment goal of at least two new hires for the Spring 2025 academy class, in addition to the five new enrolled in the Fall class
- Train more staff to manage lost person searches
- Continue to foster the long-standing community focused ethic of the Colchester Police Department



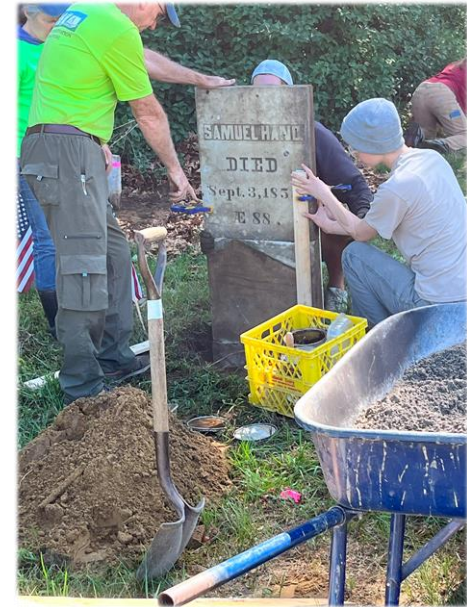
# Public Works

- Repave eight Town roadways
- Continue advancing the Malletts Bay Sewer project
- Continue developing and advancing stormwater initiatives, including water quality improvement, the Phosphorus Control Plan, and stormwater sites



# Town Clerk

- Prepare for and execute an appropriate and impartial Presidential Election
- Work with Selectboard and Cemetery Advisory Board to revamp cemetery funding for general maintenance, long-term costs and revenues
- Continue to prepare for Grand List software to change to statewide, online at beginning of FY2026 (VT Tax Department timeline was pushed back)





# Town Manager

- Continue to adjust services and policies in response to fiscal, supply chain, inflation, cost, employee availability, and funding constraints
- Update purchasing policy, ethics policy, public records policy and public meeting policies
- Implement Selectboard Goals and Voter approved capital projects and municipal services budget.

# Selectboard

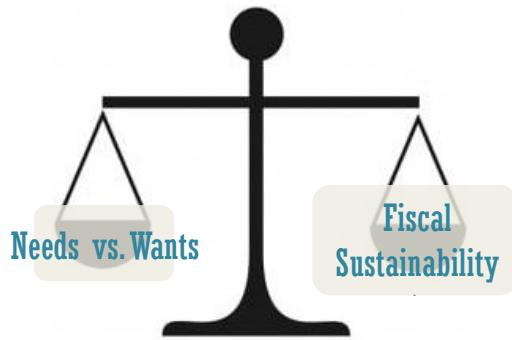


- Begin series of studies relating to recapitalization of spaces used by Colchester's Burnham Memorial Library

- Fund replacement for Creek Farm Road Bridge



*Right: Creek Farm Road Bridge*



- Revisit priorities for sidewalks and paths
- Balance Community Needs vs. Wants and Fiscal Sustainability



**Colchester**  
VERMONT



**Thank You!**