



2024 – 2025 and Future Priorities

Continued/Recurring and New

To be tempered with staff, equipment and material availability

ASSESSOR

- Update itemized instruction booklet for Property/Tax Specialist
- 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. This will 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.
- **Work with Town Clerk to split tasks of the Property/Tax Specialist from one full-time position to one full-time and one half-time position. This change will support the re-assessment and allow for a rolling re-assessment thereafter.**

ECONOMIC DEVELOPMENT

- Continue efforts for additional tenants at Water Tower Hill
- Research potential commercial tenants for Severance Corners quadrants
- Continue agricultural assistance specifically related to flooding impacts
- Maintain relationships with local, state and federal partners for resources to businesses
- Continue marketing and branding campaign with emphasis on new opportunities
- Continue business expansion and retention efforts
- **Hold business community meetings on hurdles, barriers and impediments**
- **Finish website development and transition to new platform**
- **Research and evaluate new vibrant eatery options for possible tenants in Town**
- **Work with P&Z and DPW to evaluate regulations that impede business growth and expansion**
- **Continue work with UVM on \$20 million grant and economic impacts**
- **Secure non-traditional funding for existing businesses in town**
- **Assist with Growth Center Renewal Application to the state**



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FINANCE

- Continue training new staff to share duties to include audit work, monthly reconciliations and reporting. Cross train all tasks.
- Transition wastewater billings over to Champlain Water District
- Evaluate specialized software for stormwater billing
- Continue scanning files and clearing out documents in storage
- Clean audit

FIRE

- Bring the different groups closer together that constitute the department
- Highlight and celebrate the successes of the department as a whole
- Recruit and retain volunteer members
- Continue and improve relationship with Saint Michael's Fire
- Continue to improve the department's Training Program, including developing standards for membership
- Update and develop new department Standard Operating Guidelines
- Continue to standardize personal protective equipment (Bunker Gear)
- Continue replacing department's portable and mobile radios
- Create file sharing system for department
- Take delivery of new fire engine
- Continue to upgrade fire hose and appliances throughout the department
- **Replace Air Packs for Saint Michael's Fire**

HUMAN RESOURCES

- Update Employee Handbook
- Continue digitization of personnel records
- Recruitment and onboarding
- Ongoing review of maximizing HR workflow and efficiency with the addition of second staff member
- **Review orientation process for new hires across departments and consider revisions to improve consistency, reduce redundancy and add efficiency**
- **Coordinate Management and Leadership training for all supervisory staff**



LIBRARY

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- Goal 1: Building & Maintaining a Welcoming Community
 - Continue to offer annual community events (ex. Ice Cream Social—July, Trunk or Treat—October, Festival of Lights—December)
 - Expand programming/outreach to new community groups (ex. Refugees & immigrants, veterans, homebound)
- Goal 2: Creating a Third Place
 - Continue reorganization of collection including full inventory
 - Complete an evaluation of the condition of and future capital needs of the two buildings utilized by the library; If funding permits, begin evaluation of future spatial needs.
 - Install ADA picnic table and accessible community garden beds
- Goal 3: Cultivating Curiosity Through Educational Enrichment
 - Continue to maintain collection development in relation to print vs digital demands
 - Continue to experiment with offering youth programming for working families (evenings & weekends)
 - Continue to provide equitable access to community resources by bussing Porters Point students to the library
 - Host regular programs directed by community members (ex. Lunch & Learn, Coffee & Conversation)
 - Facilitation of Lachman Author Series
- Goal 4: Sharing Information—Collaboration & Communication
 - Work with Board of Trustee student representative to improve communication via local schools
 - Create communications plans for local service organizations (ex. Josh's House, Refugee Resettlement, Holy Cross Retirement, Age Well)
 - Continue to explore staff strengths to build relationships and expand abilities

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
- Provide rental opportunities of park amenities to the public



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PARKS & RECREATION (cont.)

- **Bayside Softball Field Fencing**
- **All Playgrounds Surfacing Material Resurfacing**
- **Airport Park Baseball/Softball Infield Material Resurfacing**
- **Trash/Recycling Receptacles Replacement**
- **Sunny Hollow Parking Area Scoping Study**
- **Airport Park Pickleball and Tennis Court Resurfacing**
- **Rossetti Natural Area Path Resurfacing**
- **Airport Park Backstop Repairs**
- **Airport Park Pedestrian Access Improvements**
- **Airport Park Cold Storage Facility**
- **Lower Bayside Park Accessibility Improvement Planning**
- **Colchester Recreation Center Opening**

PLANNING & ZONING

- Continue to fulfill the requirements of 24 V.S.A Chapters 83 and 117 addressing building and planning regulations
- Decrease permit and Bianchi letter turnaround times
- Increase outreach to business community
- Update Town's 2000 Open Space Plan
- Review, update, and modernize Town ordinances (peddlers, carters, event)
- Begin data collection for 2027 Town Plan update
- **Updates to Colchester Development Regulations, including new state legislative mandates, work on Form Based Code requirements for the Growth Center/Severance Corners area, and consideration of increased zoning restrictions within the inner bay area, among others**
- **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**
- **Update Fireworks Ordinance**
- **Work with Department of Public Works to assess infrastructure standards in new development**
- **Continue to collaborate with and strengthen relationships with other Town departments**
- **Continue to foster and mentor positive customer service skills with all department employees**



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POLICE DEPARTMENT

- **Train more staff to manage lost person searches**
- **Renovate Squad Room, update building interior and paint**
- **Backfill open positions in BCI and special assignments as staff increases with new hires**
- **Retention of our current staff**
- **Recruitment Goal of at least two new hires for the spring 2025 academy class in addition to the five new that are enrolled in the fall class.**
- **Continue to foster the long-standing ethic of the Colchester Police Department**
- Continued review/revision of General Orders
- Continue close working relationship with Colchester School District
- Continue to work with and strengthen relationships with other town departments to include the rest of public safety

PUBLIC WORKS

- Expand collaboration in support of other departments, and advance a customer service culture, serving both external and internal customers
- Continue to advance culture of safety in the workplace
- Continue to advance a culture of learning, and personal growth, training, coaching, actively managing and leading staff
- Continue to standardize Project Management Procedures and Policies and a comprehensive training program for maintenance staff
- Continue to evaluate/adjust project priorities against existing staff and financial resources
- Continue advancing the Malletts Bay Sewer Project; Update Sewer Ordinance Related to allocations within project
- Continue project management and oversight of Colchester Recreation Center
- Continue advancing the Prim and West Lakeshore Drive Intersection Project and the Bayside Intersection Project
- Continue advancing stormwater initiatives including the Shore Acres water quality improvement project; refinement of Phosphorus Control Plan; and development of plans for 3-acre stormwater sites; design work for stormwater improvements in the Smith Creek watershed; design for the replacement of a large diameter culvert on Middle Road; Work on collections of aged stormwater receivables
- Continue implementation of the Emerald Ash Borer Plan



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PUBLIC WORKS (cont.)

- Continue to seek funding for and advancing the Creek Farm Road Bridge Replacement Project
- Continue advancing improvements at Clay Point Road and US Route 2 intersection; implementation of various Town-wide improvements funded under Highway Safety Improvement Program
- Continue advancing design of sidewalk along East Lakeshore Drive between Bayside intersection and South Bay Circle; and develop town-wide priority for sidewalks and multi-use paths including a public input process; **Investigate options to improve path crossing at Sharrow Circle**
- Work to collect aged receivables from Wastewater
- Continue advancing Salt Shed Expansion Project, evaluating options for solar and more covered equipment storage
- Continue implementation of EV Charging Stations at various Town buildings as required by regulations or as funded by grants
- Continue advancing HVAC Upgrades at Police Station
- Continue transfer of wastewater billing to Champlain Water District; **Evaluate whether stormwater billing can be done more efficiently, in-house with specialized software or outsourced**
- **Replace siding on Rescue building and add portico**
- **Expand restrooms to include showers at Malletts Bay Fire Station**
- **Replace flooring at Malletts Bay Fire Station**
- **Replace carpet at Library**
- **Replace furnace at Meeting House**
- **Improve access to Roosevelt Solar farm to current state standards and to reduce refuse dumping**
- **Repave eight Town roadways**

RESCUE

- Continue rewriting department policies and procedures
- Continue to foster volunteer providers within Rescue
- Evaluate training program ensuring all levels of licensure are provided with adequate training opportunities
- Review and adjust rescue fees
- Take delivery of a new ambulance and train staff thereon
- Evaluate incident volume to ensure a professional response to EMS incidents in the Colchester Community

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- Continue to populate all information into our Cemetery software. Have completed two of the six cemeteries
- Continue to prepare for Grand List software to change to statewide, online at beginning of FY2026. VT Tax Dept. timeline was pushed back
- Continue to research and potentially go out to bid for new tax management software to start FY2026. VT Tax Dept timeline was pushed back
- Prepare long-range maintenance plan for non-landscape elements of Colchester cemeteries with Parks Department
- **Prepare for long-time staff person to retire sometime next year including transition to short-term and long-term changes in the assessor's office**
- **Work with Selectboard and Cem. Advisory Board to revamp cemetery funding for general maintenance, long-term costs and revenues**
- **Prepare for and execute an appropriate and impartial Presidential Election**
- **Expand knowledge of care for aging, permanent paper records**
- **Work on collections of aged wastewater and stormwater billing**
- **Update ClerkBase to reflect the undated Codification of Town Ordinances**
- **Update Cemetery Fees**

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
- Continue board & alternate roles with CSWD and VLCT PACIF
- Continue to implement Malletts Bay Sewer Project
- Continue to implement Colchester Recreation Center
- Continue to plan for conclusion of lease for 883 Blakely Rd. while maintaining use for UVM Family Practice and increasing revenues for Town
- Review Heritage Plan's overlap and integration with Town Plan
- Update purchasing policy
- Assist with consolidation and transition of water supply services
- Continue condemnation of 885 East Lakeshore Drive
- Continue to assist the police department with external staffing



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TOWN MANAGER (cont.)

- Update public meeting guidance in line with new legislation
- Obtain funding from other public safety users of Diversity Hill communications location
- Continue to update public safety radio infrastructure
- Update public records policy to include police records
- Update ethics policy in line with new legislation
- Orient new Public Works Director
- Funding plan for Creek Farm Road Bridge
- Advance library/meeting house improvements and resources therefore with Library Director and Trustees
- Find additional staff assistance for the Town Manager's office
- Find off-taker and enter into contract for solar credits which exceed statutory limit of 500 kW DC (Town has a goal to generate energy equal to energy consumed, which is almost double the statutory limit)
- Monitor Regional Dispatch progress and or return of Town's \$120,310
- Address U.S. Route 2 Safety
- Continue to address outstanding zoning violations: Mongeon Bay Properties
- Identify and propose additional unused properties for sale



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SELECTBOARD

- Build Recreation Center
- Build Malletts Bay Sewer
- Fund replacement for Creek Farm Road Bridge
- Begin series of studies relating to recapitalization of spaces used by Colchester's Burnham Memorial Library
- Revisit priorities for sidewalks and paths
- 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



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PLANS TO BE IMPLEMENTED

- Selectboard Priorities
- Emergency Management Plan Annual Update
- Town Plan
- Heritage Plan – This annual goal review and goalsetting process including the goals in this document represent the ongoing implementation of the Heritage 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 System (MS4) Plan and Permit
- Exit 16 improvements
- Exit 17 improvements
- Construct CIRC Alternative projects (Prim-West Lakeshore Intersection; Severance Corners Intersection; East/West Lakeshore-Blakely Intersection)
- Operational efficiency and budget reduction