

DRAFT 5/2/2017  
FOR DISCUSSION PURPOSES ONLY

COMPILED SELECTBOARD VISION, GUIDING PRINCIPLES & GOALS  
(as-received)

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**COOK:**

Personnel policy  
Capital reserve funds  
Capital improvement plan  
Policies  
Equipment replacement  
Communication links between TM & SB

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**LANGHUS:**

Modernize the way that the Town is governed and how the Town (Including but limited to SB) communicates to its citizens.

Establish clear lines of authority and "jurisdiction" with the new TM, so that the SB is complimentary and supportive rather than duplicative of the TM's efforts.

Establish ourselves as a model of well-functioning small town government, as impressive and healthy as so many of the other aspects we all enjoy about Norwich.

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**FLANDERS:**

The goals appear to come in three flavors:

**Legislative** (which may result in new ordinances or committees),  
**Town Manager** (which would occur with the guidance of the SB), and  
**Procedural** (which affect how we conduct our meetings, etc.).

I'm fine with *prioritizing and scheduling goals*.

## FLANDERS (CONT)

### Goals and Objectives: March 8, 2017 – March 6, 2018

#### **Negotiated agreement**

**Goal:** Prepare for the next negotiated agreement with the bargaining unit

**Category:** Legislative

**Description:** Review and revise, as appropriate, proposals for:

- a) The grade and step system
- b) Position descriptions of town employees
- c) Mix of permanent, part-time and contract employees

**Benefit:** Negotiated agreement defines the pay structure for the town staff. Restructuring should improve the town's financial sustainability and best business practices for workforce structure.

**Action:** Selectboard, supported by the town manager

**Obstacles:** Previous agreements constrain future ones.

**Priority:** Highest

#### **Town ordinances**

**Goal:** Codify town ordinances

**Category:** Legislative

**Description:** Complete review of draft codification. The codification commenced by a prior selectboard is about 60% complete. There is an outstanding \$8,800 contract with a \$3,520 balance that awaits the action of the selectboard to complete.

**Benefit:** Addresses obsolete and contradictory past ordinances. Assures compatibility with Vermont statutes. Creates an easy-to-search structure.

**Action:** Further revision by one or two board members, assisted by one or more volunteers. Review and approval by the selectboard.

**Obstacles:** Requires local knowledge of Norwich.

**Priority:** Medium

**Personnel policy**

**Goal:** Review and revise personnel policy to coordinate with the current and future negotiated agreement

**Category:** Management

**Description:** The current personnel policies have been superseded in part by the negotiated agreement. They should be harmonized.

**Benefit:** Remove contradictions between the policy and the negotiated agreement.

**Action:** Town manager, reviewed by selectboard

**Obstacles:** Assure that each negotiated agreement results in an update to the policy.

**Priority:** Medium

**Town pool**

**Goal:** Determine feasibility of a privately funded town pool

**Category:** Legislative

**Description:** Appoint a committee to further identify the feasibility of a side-stream pool at the site of the previous Norwich pool.

**Benefit:** Bring closure to the question of whether a pool can be provided in town.

**Action:** Selectboard-appointed committee, advising the selectboard

**Obstacles:** Permitting, design feasibility, financing

**Priority:** Medium

**Property assessment**

**Goal:** Identify the most cost-effective model for property assessment

**Category:** Legislative

**Description:** Review the respective roles and responsibilities of the contract assessors and the listers. Identify the costs and benefits of effective assessment methods. Recommend an alternative model, if appropriate. Review past committee recommendations, current comparable practices and new legislation.

**Benefit:** Accurate assessments have a tremendous benefit to the town because of the role of the CLA on school taxes.

**Action:** Selectboard

**Obstacles:** Technical challenge of a cost-benefit analysis. Researching comparables.

**Priority:** Medium

**Town manager evaluation**

**Goal:** Set goals and method for evaluation of the town manager

**Category:** Board practices

**Description:** The previous selectboard identified a review process. Review candidate processes. Identify goals for the town manager. Identify review frequency.

**Benefit:** Clear expectations between manager and board.

**Action:** Selectboard

**Obstacles:** Differing views on the role of the town manager

**Priority:** Medium

**Selectboard policies**

**Goal:** Codify selectboard policies

**Category:** Legislative

**Description:** Review and revise Selectboard policies for currency and organization.

**Benefit:** Provides an easy-to-update format. Eliminates internal contradictions.

**Action:** Further revision by one or two board members, assisted by one or more volunteers. Review and approval by the selectboard.

**Obstacles:** Assuring complete review

**Priority:** Low

**Sidewalks**

**Goal:** Review sidewalk capital plan and shared relationship with Fire District.

**Category:** Legislative

**Description:** The town's sidewalks are owned variously by the Fire District and by the town. The Fire District is willing to divest, but the town in the past wanted them to be handed over in good condition at the expense of the district.

**Benefit:** The sidewalks would be managed by one entity.

**Action:** Selectboard and Fire District

**Obstacles:** Possible stranded costs—who pays?

**Priority:** Low

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## **LAYTON:**

A smooth and supportive relationship with Herb Durfee, including feedback using the evaluation tool we developed last year.

Review and evaluate the grade and step plan in reference to VLCT compensation report as compared to Condrey Report.

Determine what is reasonable growth for Norwich, and how to develop smaller scale affordable housing options.

Decide whether to encourage stewardship of trails and parks rather than adding to them. Find a balance between recreation and conservation of wildlife and natural areas.

Decide whether there needs to be a capital improvement plan for Tracy Hall.

Make a decision about whether to go forward on the Norwich Pool.

Hold a Town Eating Day, with entertainment and testimonials by residents, in Tracy Hall or on the Green.

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## **PEPPER**

### **Vision Statement**

Develop or modify an aspirational, collective "Vision Statement" (or similar) for the Norwich Selectboard (minding the guardrails of statutes of the State of Vermont which are a given)

### **Community outreach**

Create or review/modify a consistent survey (every quarter) to the residents of Norwich on critical issues so we can measure progress and effectiveness (perceived and actual) of Selectboard and Town Manager and staff.

Institute a less formal Selectboard meeting once a quarter at the Norwich Inn where residents can join, enjoy appetizers and spirits, and we devote entire meeting to open discussion and Q&A.

### **Position descriptions**

Review and draft a revision of the position descriptions of town employees to allow for more flexible hiring and better long-term performance and engagement (*modified SF*).

### **Performance evaluations**

*Pepper:* Consider more frequent informal feedback system (360 degrees) for town employees in addition to more formal feedback system that is being utilized.

### **Norwich pool**

Complete community pool feasibility study process and identify possible implementation options as well as viable alternatives to the pool should it not be possible for the town to consider. Determine feasibility and overall desire to get private funding support. (*modified SF*).

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**INCLUDING THIS FROM A PRIOR EMAIL 3-18-17 (REPETITIVE)**

## **DRAFT**

### **COMBINED SELECTBOARD GOALS: MARCH 18, 2017**

#### **Vision Statement**

*Pepper:* Develop or modify an aspirational, collective “Vision Statement” (or similar) for the Norwich Selectboard (minding the guardrails of statutes of the State of Vermont which are a given).

#### **Community outreach**

*Pepper:* Create or review/modify a consistent survey (every quarter) to the residents of Norwich on critical issues so we can measure progress and effectiveness (perceived and actual) of Selectboard and Town Manager and staff.

*Pepper:* Institute a less formal Selectboard meeting once a quarter at the Norwich Inn where residents can join, enjoy appetizers and spirits, and we devote entire meeting to open discussion and Q&A.

#### **Grade and step system**

*Flanders:* Review and draft a revision of the town grade and step system to improve financial sustainability.

*Layton:* In advance of the renegotiation of the Collective Bargaining Agreement in 2018, conduct a review of the Condrey Report, the grade and step plan, the COLA, and benefits.

#### **Position descriptions**

*Flanders:* Review and draft a revision of the position descriptions of town employees to allow for more flexible hiring.

*Pepper:* Review and draft a revision of the position descriptions of town employees to allow for more flexible hiring and better long-term performance and engagement (*modified SF*).

### **Negotiated agreement**

*Layton:* In advance of the renegotiation of the Collective Bargaining Agreement in 2018, conduct a review of the Condrey Report, the grade and step plan, the COLA, and benefits.

*Flanders:* Review and develop a proposal for the next negotiated agreement with the bargaining unit to improve financial sustainability and efficient business practices.

### **Performance evaluations**

*Layton:* Plan how and when to implement the Town Manager evaluation tool that we recently adopted. This can be in accordance with the goals we want to accomplish.

*Flanders:* Review Town Manager evaluation process to assure timely and applicable feedback.

*Pepper:* Consider more frequent informal feedback system (360 degrees) for town employees in addition to more formal feedback system that is being utilized.

### **Succession planning**

*Layton:* Make a five year Strategic Plan that includes provision for dealing with retirement of department heads.

*Flanders:* Review and draft a revision of the position descriptions of town employees to allow for more flexible hiring.

### **Norwich pool**

*Flanders:* Complete community pool feasibility study process and identify possible implementation options.

*Pepper:* Complete community pool feasibility study process and identify possible implementation options as well as viable alternatives to the pool should it not be possible for the town to consider. Determine feasibility and overall desire to get private funding support. (*modified SF*).

### **Construction projects**

*Layton:* Monitor progress with the help of the TM the construction projects that will be conducted this season.

### **Town code**

*Flanders:* Complete and adopt a Town Code to update and organize its ordinances.

*Pepper:* Complete and adopt a Town Code to update and organize its ordinances. (*adopted from SF*).

### **Personnel policies**

*Flanders:* Review and revise Town of Norwich Personnel Policies to coordinate with the negotiated agreement.

### **Lister/Assessor roles**

*Flanders:* Review and update lister and assessor roles to identify the most cost-effective model for Norwich.

**Sidewalks**

*Flanders:* Review sidewalk capital plan and shared relationship with Fire District to assure equitable and sustainable maintenance strategy.

**Selectboard policies**

*Flanders:* Review and revise Selectboard policies for currency and organization.