
INTEROFFICE MEMORANDUM

TO: ROGER ARNOLD

FROM: RICK MCGUIRE

SUBJECT: DRAFT RECRUITMENT PLAN

DATE: 9-23-21

CC: ABBY FRIEDMAN, VLCT

Based on our telephone conversation last week, I have prepared a proposed recruitment plan. The plan includes follows the general outline that I presented to the Selectboard. Modifications and details were added based on my understanding of our conversation but can be further modified if the Selectboard chooses. With that in mind this document can serve as a basis for discussion. The following components are included:

1. Recruitment steps
2. Proposed Advertisement
3. Schedule
4. Screening Committee Charge; and
5. Advertising Plan

The schedule assumes that both the consultant and the town will both provide any required information in a timely manner and the interview dates remain as scheduled.

Please let me know if you have any questions. I look forward to getting the process started.

Town of Norwich

Recruitment Plan

Step 1: Finalize Search Process

- Consultant will review job description and pay range
- Selectboard will set pay range and review and consider approving changes to job description, if needed.
- Consultant will prepare profile which will include interviews with Selectboard members and Ron Francis along with a review of Town Plan and other related documents
- Consultant will assist Town in setting up a brief web survey (optional).

Step 2: Prepare and Post Advertisements

- Selectboard (or representative) will review and approved draft advertisement
- Consultant will post advertisements
- Consultant will acknowledge receipt of resumes received and review for minimum qualifications

Step 3: Conduct preliminary screening of applications

- Consultant will recommend list of candidates for screening committee to review and select 8 to 10 for interview
- Consultant will facilitate review of remaining applications by the designated screening committee
- Screening Committee will select 8 to 10 candidates for first round interviews

Step 4: Conduct first round of interviews

- Screening committee members will be selected by Selectboard;
- Screening committee will consist of 2 Selectboard members; 2 members of the community who have demonstrated they have good judgment; 1 municipal manager or other professional in a related field. (Actual membership to be determined by Selectboard. The size should be limited to 5 members)
- Consultant will schedule and facilitate interviews
- Questions will be screened by consultant
- Interviews will be conducted remotely using Zoom or similar platform. Technical arrangements to be provided for by Town.

- Following interviews, consultant will report to Selectboard on thoughts of screening committee members.

Step 5: Conduct final interview process

- Selectboard to select 2 to 3 candidates for final interview process
- Consultant will prepare schedule for final interview process
- Process will be conducted in-person. Selectboard will determine if any travel assistance will be provided to candidates.
- Final interview process will consist of 4 components:
 - A written assignment will be given to each of the finalists for them to complete and present.
 - A panel interview will be conducted by a panel to be selected by the Selectboard. Membership should include 5 to 7 community members and/or staff. Suggested membership is 2 to 3 Selectboard members; 1 to 2 staff members; and 1 to 2 members of the public. Members should be different from those who participated in the first round of interviews. Consultant will screen interview questions and will facilitate interviews which will be 45 minutes in length.
 - Tour of Town – Each candidate will be given a 45-minute tour of the town and town facilities by Planning Director.
 - Meeting with Interim Manager – Each candidate will have an opportunity to ask questions of the Interim Manager for 45 minutes.
 - Interview with Selectboard – Each candidate will be interviewed for 45 minutes. Consultant will facilitate.
- Selectboard will debrief panel members, Planning Director, and Interim Manager
- Selectboard will select preferred candidate

Step 6: Reference and Background Checks

- Consultant to check references of preferred candidate and provide verbal report to Selectboard on findings of reference check
- Background Check to include:
 - Comprehensive check: Estimated cost - \$395
 - Additional criminal records check (to be determined)
 - Adverse Social Media Check: Estimated cost - \$95
 - Credit check: Estimated cost - \$95
- Selectboard to approve job offer contingent on successful negotiation of the terms and conditions of employment
- Consultant initiates employment agreement negotiations
- Selectboard to negotiate terms and conditions with review by Town's legal counsel

Draft Advertisement 9-23-21

Town of Norwich

Proposed Advertisement

The Town of Norwich, Vermont seeks a collaborative and dynamic full-time Town Manager. Norwich (pop.3,400) has a \$5.3 million budget and ??? full-time employees. The community features a rural area and lifestyle, scenic beauty and natural resources, as well as a quality school system.

Commented [RM1]: Need number of full time equivalent employees

The Town Manager is responsible for supervising and coordinating the overall operations of the town and is responsible for managing the day-to-day affairs under the general direction of the five-member selectboard as provided for under Vermont law. A detailed job description is available at ??????.

Commented [RM2]: Need posting link from Town web site.

The successful candidate will have a minimum of a bachelor’s degree from an accredited college in business administration or public administration, a master’s degree is preferred along with some municipal experience in an administrative or managerial capacity; or an equivalent combination of experience and training.

Commented [RM3]: Preferred or required?

Salary range is \$85,000 to \$102,000, commensurate with experience and training. Excellent benefits are offered.

Commented [RM4]: This needs to be set by SB

To apply, please email a cover letter, resume, and contact information for three references as PDF file attachments, in confidence, to municipal.recruitment@vlct.org with Norwich as the subject. Our preferred deadline to receive applications is Friday, October ??, 2021.

Commented [RM5]: Note that we are suggesting a soft deadline versus hard deadline to provide more flexibility

EOE

Commented [RM6]: Needs to be determined

Draft Schedule 9-23-21

Town of Norwich

Dates	Step	Tasks
September 1, 2021		Contract Start
September 27 th to October 8 th	1	Define job qualifications & requirements for position
October 11 th to October 29 th	2	Identify & recruit qualified candidates
October 29 th		Preferred deadline for submitting applications
November 1 st or November 2 nd	3	Screen/Evaluate applicants
November 4 th or November 5 th	4	Conduct first round of interviews
November 15 th to November 19 th	5	Conduct second round of interviews
November 22 nd to December 3 rd	6	Complete reference & background check
December 6 th to December 30 th		Employment Agreement negotiations
February 1, 2022		Start work

Town of Norwich

AGENDA ITEM 3

Advertising Plan

Newspaper/Website	Location	Run	Cost Per Run	Deadline	Estimated Cost (Actual Amounts Vary)	Notes
ICMA Newsletter/website	National	Newsletter and Online 60 days	\$600.00	Rolling	\$450.00	60 days online (renewable at no cost), newsletter included. Paid w/VLCT cc includes consultants lifetime member discount
ICMA Add-ons	Varies	Newsletter and Online 60 days	\$37.50 per add-on	Rolling	\$112.50	Featured jobs, Women Leading Government and California Managers Association
Seven Days	Burlington	Weekly rates; online 30 days	\$250-\$900	Friday for Wednesday print; immediate online	\$600.00	Wide northern distribution with weekly print and online for thirty days (Estimate based on 2 runs with abbreviated ad)
Valley News	Vermont and New Hampshire	Print/Online 30 days	\$219 on-line posting only;	Rolling	\$219.00	Your job will be posted on a variety of sites including Valley News Jobs, ZipRecruiter, GlassDoor, Search Engines, and our mobile job app, reaching more than 37 million job seekers monthly. With Featured Jobs, your ad will be promoted via a special banner across our jobs page and across our news site.
National League of Cities	National	On-line 30 days	\$350-\$1495	Rolling	\$350.00	30 days online
MA Municipal Association	Massachusetts	Online 30 days	\$270.00	Rolling	\$150.00	30 days online
New Hampshire League of Municipalities	New Hampshire	Online 30 days	\$150.00	Rolling	\$150.00	30 days online
Maine Municipal Association	Maine	Online 30 days	no charge	Rolling	\$0.00	Reciprocal agreement. Ad is run at no charge until deadline
Connecticut Conference of Municipalities	Connecticut	Online 30 days	no charge	Rolling	\$0.00	Reciprocal agreement. Ad is run at no charge until deadline
VLCT Newsletter and website, distribution to members VLCT will also use social media venues	Vermont	Online 30 days	no charge	1st week of month for newsletter inclusion; Rolling for online	\$0.00	Ad is run at no charge until deadline
Total Potential Cost					\$2,031.50	

The information above shows the proposed advertising sources. If additional sources are desired or run schedule is increased, the cost will likely be higher.

Draft Committee Charge 9-23-21

Charge for the Town Manager Screening Committee

The Town Manager Screening Committee (committee) is charged with assisting the Selectboard's search for a new Town Manager. This is a confidential process and the final decision rests with the Selectboard. The committee will:

- Review all applications for Town Manager received by the Vermont League of Cities and Towns.
- Recommend 8 - 10 candidates (with 2 – 3 alternates) for first round interviews.
- Help conduct first round interviews.
- Provide thoughts to consultant on which 2 to 3 candidates should be considered for the second-round interview process.
- Be available to attend committee meetings and candidate interviews.
- Maintain confidentiality throughout the process.
- Abide by the Town Committee Policy *[if applicable]*

Committee members will be appointed by the Selectboard at its meeting on *[day and date]*. The committee is a “public body” as defined by Vermont’s Open Meeting Law and must comply with the law’s requirements 1 V.S.A. §§ 310-314. Meetings and interviews will be conducted in Executive Session to consider the appointment of a public employee per 1 V.S.A. Section 313(a)(3).

Policy for the Acceptance of Gifts

Purpose: To provide uniform criteria, procedures, and guidelines for accepting gifts and donations in a responsible, transparent, and accountable manner.

Policy: The Town of Norwich will ensure that gifts are subject to consistent criteria and procedures, have adequate resources for their administration, and have appropriate acknowledgement of the generosity of the donor.

Authority: 17 VSA section 2664. Gifts to the Conservation Commission are subject to 24 VSA section 4505.

Effective Date: [upon adoption].

Definitions:

Donation or Gift shall mean a monetary (cash) contribution, endowments, bequests, personal property, real property, equipment, in-kind goods or services, or any other asset that the Town has accepted and for which the donor has not received any goods or services in return. For purposes of this Policy, the terms “donation” and “gift” shall be synonymous.

Donor shall mean a person or other legal entity that proposes or provides a donation to the Town.

Endowment shall mean donations that are restricted to the extent that only earnings, and not principal, may be used for a particular Town department, location or purpose.

Restricted Donation shall mean donations designated at donor request for a particular Town department, location, or purpose.

Unrestricted Donation shall mean a donation to the Town without any limitations being placed upon its use.

Procedures

General

- 1) Donations do not become the property of the Town until accepted by the Selectboard consistent with this Policy
- 2) Committees, subcommittees, departments, volunteers, groups, or any other actor or entity representing itself as “the Town” may not accept or solicit donations without prior approval of the Selectboard.
- 3) All applications for gifts from philanthropic, charitable or business organizations by any entity representing itself as the Town must be approved by the Selectboard.

- 4) The Town has no obligation to accept any donation proposed by a donor.
- 5) All donations shall be evaluated by the Town prior to acceptance to determine whether the donation is in the Town's best interest and is consistent with applicable Town policies, ordinances, and resolutions.
- 6) The Town does not provide legal, accounting, tax or other such advice to donors. Each donor is ultimately responsible for ensuring their proposed donation meets and furthers the donor's charitable, financial, and estate planning goals.
- 7) The Town must determine whether an expenditure of Town funds, either a direct outlay of Town funds or the use of Town forces and materials, is associated with or required by acceptance of the donation prior to acceptance.
- 8) A donor may restrict a donation for a particular department, location or purpose but not designate the Town official who may use the donation. **Any restriction to a donation should be clearly identified by the donor, and the Town reserves the right to determine if a donation may cause undue burden for the Town or if the purpose of the donation does not remain consistent with the voter-approved budget.**
- 9) No gift will be accepted if there is the possibility of an appearance of a quid-pro-quo ("one thing in return for another") relationship.
- 10) The Selectboard will consider the budgets of the Town and particular departments as appropriate when evaluating the offer of a gift and ensure that no gift would have the appearance or actual effect of influencing any Town decision or decisionmaker, nor inappropriately impact any budgetary issue within the Town or any of its departments.
- 11) The Town Manager or their designee is responsible for acknowledging receipt of and thanking, on behalf of the Town, the donors of donations.
- 12) The Town Manager or their designee shall work with the Finance Director or their designee to determine the appropriate accounting for the donation according to procedures established by the Town Manager.

Types of Donations

Donations may be received in the form of cash or real or personal property. Donations may be Restricted or Unrestricted .

- *Donations of Real Property*: Donations of real property may be accepted upon completion of the following process:
 - 1) The Town Manager or designee shall determine the approximate value of the donation and shall seek Selectboard approval

- 2) When making such approval, the Selectboard shall consider
 - the appraised value of the donation;
 - any expenditures or maintenance obligations for the Town associated with the donation;
 - potential liabilities associated with the donation, such as hazardous conditions or environmental concerns;
 - whether the donation has any special restrictions, and if so, if those restrictions are acceptable to the Town; and
 - any recommendations for conditions of acceptance
- 3) The Town may require the donor to conduct a title search at donor's cost to demonstrate no clouds, encumbrances, defects in title, or covenants running with the land are attached.

Donations of Cash and Real Goods: Donations of cash and real goods may be accepted upon completion of the following process:

1. The Town shall evaluate whether the donation:
 - (a) is in the Town's best interest and is consistent with applicable Town policies, ordinances, and resolutions;
 - (b) has any special restrictions and if so, if those restrictions are acceptable to the Town;
 - (c) obligates the Town to make an immediate or initial Town expenditure which has not been included in the approved Town budget; and
 - (d) creates a new, one-time or an on-going general maintenance obligation for the Town and/or
 - (e) creates a form of maintenance including but not limited to cultural, technical and/or historic stewardship which is beyond the capacity of the town to provide
2. Individual donations of cash and real goods under \$200 may be accepted by the Town Manager without Board approval. The Town Manager or their designee shall establish regular reporting of these donations to the Selectboard
3. The Town Manager or their designee shall seek approval from the Selectboard to accept, appropriate and expend the donation if the donation requires expenditures in excess of any department's approved annual department budget.
4. The Town Manager or their designee shall give notice of the Selectboard's decision to the donor within 10 business days following the Selectboard's determination to accept or reject the proposed donation and specify if the gift has been accepted as an unrestricted or restricted donation.

Named Funds

This policy recognizes the John Girard Fund for the purposes of supporting programming and projects of the Town of Norwich Recreation Department. Named Funds following the effective date of this policy require approval of the Selectboard.

Section 6: Capital Budget & Program Policy for Operational Planning and Municipal Improvement Planning

Effective: Upon Adoption

Purpose: The purpose of this Capital Budget & Program Policy for Operational Planning and Municipal Improvement Planning [hereinafter referred to as the “CBP”] is to establish and maintain the capital budget and program policy processes for the Town of Norwich. This policy is intended to provide both the framework and flexibility for the Selectboard to plan for all existing and future town needs.

Policy: The CBP will undergo preliminary review in the Spring prior to the Fall/Winter budget season. It will be reviewed and updated annually in conjunction with the Operational Planning process and any capital budget items identified in the current municipal or “town” plan in force.

Authority: For general capital budgeting needed for purchases, maintenance, and on-going operation of a town, the Vermont Statutes annotated do not require towns to create a capital budget policy. Rather, the Selectboard has general supervision of the affairs of the town,¹ including approval of spending. Creation of a capital budget policy for the general affairs of the town is the prerogative of the selectboard² and a prudent tool for overall budgetary planning.

Separately, municipalities have the option to develop a ‘capital program and budget policy’ for the implementation of an existing municipal plan [hereinafter referred to as a “town plan”]. Chapter 117 of the Vermont Statutes Annotated “allows the establishment of municipal and regional planning commissions and sets forth general purposes to guide them.”³ Specifically

- Chapter 117, Subchapter 3, 24 VSA § 4403 defines the general provisions of a town plan;
- Chapter 117, Subchapter 8, 24 VSA § 4430 explains the capital budget and program for the town plan; and

¹ 24 V.S.A. § 872(a).

² E-mail from Garret Baxter, Esq., VLCT, May 24, 2021 on record in Selectboard Trello document repository.

³ Vermont Department of Housing and Community Development Planning Manual, April 2017, page 89, here: <https://accd.vermont.gov/sites/accdnew/files/documents/CD/CPR/DHCD-Planning-Manual-Module1.pdf>

cb proposed new 5/4/21; msc comments added 6/3/21. CBP v.2 msc7-19-21

Comment [SR1]: Roger Arnold Comment: Determine if policy is consistent with statute (24 VSA 1762; 1767)

Comment [SR2]: Claudette Brochu Comment: Capital Budget and Plan: Determine the date by which the Town Manager presents CBP to the Selectboard. I propose that the date be well in advance of the presentation of the operational budget. Add a sentence that clearly states the Selectboard will determine the priorities (based on TM and Dpt head input). Also set a date by which the Planning Commission input (if any) must be received.

Comment [CC3]: 24 VSA 1762 is about maximum debt limit. “24 V.S.A. § 1762)

(a) A municipal corporation shall not incur an indebtedness for public improvements which, with its previously contracted indebtedness, shall, in the aggregate, exceed ten times the amount of the last grand list of such municipal corporation. Bonds or ... [1]

Comment [CC4]: 24 VSA 1767 is about ... [2]

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Deleted: Capital Budget for Operational ... [5]

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Comment [SR5]: Mary Layton Commer ... [4]

Comment [SR6]: Marcia Calloway Cort ... [6]

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Moved (insertion) [1]

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- [Chapter 117, Subchapter 9, 24 VSA § 4443](#) explains the adoption, amendment or repeal process for a town plan.

Procedures:

1. Capital Budget and Program:

- a. **A Capital Budget:** Each year the selectboard will develop a capital budget that lists and describes the capital expenditures to be undertaken by the town during the coming fiscal year. As resources are available, the capital budget for improvements pursuant to the the town plan will be incorporated into the current year operating budget. The capital budget shall list identify expenses as related to the town's Operational Plan or the town plan, with the estimated cost of such projects, and the proposed method of financing each.
- b. **Capital Program:** A capital program is a plan of capital projects proposed to be undertaken during the coming year but which may be in contemplation of associated needs in future years. All expenses or projects will be identified as related to the Operational Plan or the town plan, and will be arranged in order of priority and will state for each expense or project:
 - i. a description of each proposed expense or project,
 - ii. the estimated total cost of each proposed expense or project,
 - iii. the proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established reserve funds, the amount estimated to be received from the federal or state government, the amount to be financed by impact fees if applicable, and the amount to be financed by the issuance of debt obligations, showing the proposed type or types of obligations, together with the period of probable usefulness for which they are proposed to be issued; and,
 - iv. an estimate of the effect, if any, upon operating costs of the town,
- c. **Capital Expenditures:** For purposes of capital projects related to either Operational Planning or the town plan, a capital expenditure is defined as any expenditure including furnishings, machinery, apparatus, land, land improvements, buildings, building improvements, vehicles, preliminary studies and surveys costing more than \$5,000 and any expenditure for infrastructure (e.g. roads, bridges, and storm water collection system) costing more than \$10,000.

Moved up [1]: Municipalities are not prohibited from instituting a 'capital budget and program or other informal capital asset planning tool which is unrelated, either in whole or in part, to the implementation of its municipal plan'.

Deleted: allows the Selectboard to adopt a capital budget program to effectuate the implementation of a 'municipal plan' and is only legally required if a town seeks to impose impact fees on new development in town. This policy is not related to any municipal/town plan.

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Comment [SR7]: Marcia Calloway Comment:

Page 17 Capital Budget and Program paragraph 1.a.

Existing MFP language: "a. A Capital Budget: A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, the estimated cost of those projects, and the proposed method of financing."

Amendment suggested: [8]

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Comment [CC8]: The clause below is ... [12]

Comment [CC9]: The following text is ... [13]

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Comment [SR10]: Marcia Calloway ... [16]

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Comment [SR11]: Marcia Calloway ... [18]

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Comment [CC12]: The clause (below) ... [19]

- 2. **Designated or Reserve Funds:** In conjunction with the Town’s Debt Management Policy, the Selectboard or Town Manager shall annually, as applicable, propose funding (i.e., new appropriations) of Designated (voted at annual or special meeting) and/or Reserve funds, created in accordance with 24 VSA § 2804, to accumulate resources to pay for any of the capital expenditures identified in either the town’s Operational Plan or town plan. The use of such Designated or Reserve Funds should minimize large fluctuations in the tax rate and will reduce the need for incurring additional debt. Other capital improvements may be funded by bond issuance pursuant to the town’s Debt Management Policy.
- 3. **Priority Criteria:** Capital projects and/or capital assets will receive a higher priority if they meet some or most of the following criteria:
 - a. The project or asset meets a policy goal or fulfills a strategic objective of the Selectboard and the Operational Plan or the town plan.
 - b. The project or asset is required under a state or federal mandate, law or regulation.
 - c. The project or asset will mitigate or eliminate a known safety hazard.
 - d. The project or asset will maintain and improve the delivery of public services to the majority of the population.
 - e. The project or asset will improve the quality of existing infrastructure or equipment.
 - f. State or federal grant funds are available to assist in funding the project.

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Deleted: included in the capital budget and program. Such funds would be voted at annual or special meeting as provided by 24 VSA 2804 Reserve Funds

Comment [CC13]: The clause below is deleted because the purpose of a capital budget policy is to be able to plan for large purchases which are beyond the scope of the operating (“keep the lights on”) budget.

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Comment [CC14]: The clause below is deleted because this capital budget plan is not authorized for town plan capital budget projects. The latter would need a separate CBP consistent with the statutes cited for municipal plan capital budgeting.

Deleted: Town’s Operational Plan.

Deleted: Is required under a state or federal mandate, law, or regulation.

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¶

24 VSA 1762 is about maximum debt limit. “24 V.S.A. § 1762)

(a) A municipal corporation shall not incur an indebtedness for public improvements which, with its previously contracted indebtedness, shall, in the aggregate, exceed **ten times the amount of the last grand list** of such municipal corporation. Bonds or obligations given or created in excess of the limit authorized by this subchapter and contrary to its provisions shall be void.

24 VSA 1767 is about how to compute the max debt limit. “24 V.S.A. § 1767)

- **. Computation of amount**

(a)(1) In determining the amount of municipal indebtedness permitted by this subchapter, obligations created for current expenses, for a water supply or for electric lights, and temporary loans created in anticipation of the collection of taxes and necessary for meeting current expenses shall not be taken into account.

(2) Sinking funds and other monies set aside for the sole purpose of paying outstanding bonds shall be deducted.

(b) The provisions of this section and of section 1762 of this title shall not apply when the charter of a municipal corporation or special act otherwise limits its indebtedness.

specifically separate from the “capital budget” provided for in 24 VSA §§ 4403, 4430, and 4443. Those statutes being expressly tied to such capital budget requests associated with an appropriately adopted and currently effective municipal (a.k.a “town”) plan.

Mary Layton Comment:

The Capital Budget and Program Policy would benefit in my opinion from an edit under "Policy: The Selectboard will adopt a six year Capital Budget & Program (CPB) for the Town of Norwich through the annual Budget process." The Capital Budget will undergo preliminary review in the Spring prior to being taken up in the Fall/Winter budget season. "The CPB will be reviewed and updated annually."

Capital Budget for Operational Planning

Page 1: [6] Comment [SR6] Seth Robertson 5/4/2021 11:57:00 PM

Marcia Calloway Comment:

Page 17 Capital Debt – Policy

The policy says the Selectboard will adopt a six-year Capital Budget & Program. When was the last one done? Where is it?

Page 1: [7] Deleted Colin Calloway 7/19/2021 11:54:00 AM

Municipalities are not prohibited from instituting a ‘capital budget and program or other informal capital asset planning tool which is unrelated, either in whole or in part, to the implementation of its municipal plan

Page 2: [8] Comment [SR7] Seth Robertson 5/4/2021 11:57:00 PM

Marcia Calloway Comment:

Page 17 Capital Budget and Program paragraph 1.a.

Existing MFP language: "a. A Capital Budget: A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, the estimated cost of those projects, and the proposed method of financing."

Amendment suggested:

"a. A Capital Budget: A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, **consistent with the town's Operational Plan** and the estimated cost of those projects, and the proposed method of financing."

Page 2: [9] Deleted Colin Calloway 7/19/2021 1:18:00 PM

and describe the capital projects to be undertaken during the coming fiscal year,

Page 2: [10] Deleted Colin Calloway 7/19/2021 1:19:00 PM

Master Comprehensive/Operational

Page 2: [11] Deleted Colin Calloway 7/19/2021 12:58:00 PM

for purposes of Operational Planning

Page 2: [12] Comment [CC8] Colin Calloway 6/3/2021 8:08:00 AM

The clause below is deleted because it is based on the VLCT CBP model which is about municipal plans. That time frame would be consistent with the DHCD Planning Manual recommended long-term planning of 6 years. However no time frame is required in this document because this CBP is for Operational Planning, a term which the Selectboard has been using to describe the capital budgeting needs for one (1) year ahead.

Page 2: [13] Comment [CC9] Colin Calloway 7/19/2021 1:29:00 PM

The following text is from the VLCT Model plan for town plan projects.

Page 2: [14] Deleted Colin Calloway 7/19/2021 1:23:00 PM

estimated cost of those projects, and the proposed method of financing.

Page 2: [15] Deleted Colin Calloway 7/19/2021 1:30:00 PM

Capital[SR1] Project: A capital project for purposes of Operational Planning is any one or more of the following:

Any physical betterment or improvement, including furnishing, machinery, apparatus, or equipment for that physical betterment or improvement when first constructed or acquired.

Any preliminary studies and surveys relating to any physical betterment or improvement **which has been approved by the voters and/or the Selectboard as part of the *town's Master Comprehensive/ Operational Plan***.

Land or rights in land to further the purposes of the current Operational Plan.

Any combination of the above cited items.

Page 2: [16] Comment [SR10]	Seth Robertson	5/4/2021 11:57:00 PM
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Marcia Calloway Comment:

Page 17 Capital Budget and Program paragraph 1.c.

Existing MFP language:

"c. Capital Project: A capital project is any one or more of the following:

- Any physical betterment or improvement, including furnishing, machinery, apparatus, or equipment for that physical betterment or improvement when first constructed or acquired.
- Any preliminary studies and surveys relating to any physical betterment or improvement.
- Land or rights in land.
- Any combination of the above cited items."

Amendment Suggested:

"c. Capital Project: A capital project is any one or more of the following:

- Any physical betterment or improvement, including furnishing, machinery, apparatus, or equipment for that physical betterment or improvement when first constructed or acquired.
- Any preliminary studies and surveys relating to any physical betterment or improvement **which has been approved by the voters and/or the Selectboard as part of the *town's Master Comprehensive/ Operational Plan***.
- Land or rights in land.
- Any combination of the above cited items."

Page 2: [17] Deleted	Colin Calloway	7/19/2021 1:34:00 PM
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The[SR2] CBP for Operational Planning will be arranged to indicate the **Order of Priority**, consistent with the ***Town's Master Comprehensive/Operational Plan***, of each capital project and to state for each project the following:

A description of each proposed project and the estimated total cost of the project.

The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established by vote and creation of Reserve or Sinking Funds; the amount estimated to be received from the federal or state government; the amount to be financed

by impact fees; and the amount to be financed by the issuance of obligations (see section 5 Debt Management Policy above), showing the proposed type(s) of obligation, together with the proposed period of usefulness for which they are proposed to be issued.

An estimate of the effect, if any, upon operating costs of the Town, consistent with the *town's Master Comprehensive/Operational Plan*.

-[CC3]

Annually, the capital budget and program for Operational Planning should be updated consistent with the *town's Master Comprehensive/Operational Plan*.

Annually, the capital budget portion of the capital budget and program should be incorporated into the Selectboard's proposed budget for voter approval, consistent with the *town's Master Comprehensive/Operational Plan*, at the March Town Meeting.

Page 2: [18] Comment [SR11]	Seth Robertson	5/4/2021 11:57:00 PM
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Marcia Calloway Comment:

Page 17 Capital Budget and Program paragraph 1.e., 1.f., and 1.g.

Existing MFP language:

“e. The CBP will be arranged to indicate the Order of Priority of each capital project and to state for each project the following:

- i. A description of each proposed project and the estimated total cost of the project.
- ii. The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established Designated and Special Purpose funds; the amount estimated to be received from the federal or state government; the amount to be financed by impact fees; and the amount to be financed by the issuance of obligations (see section 5 Debt Management Policy above), showing the proposed type(s) of obligation, together with the proposed period of usefulness for which they are proposed to be issued.
- iii. An estimate of the effect, if any, upon operating costs of the Town.
- iv. Annually, the Planning Commission may submit recommendations to the Town Manager and the Selectboard for the capital budget and program that shall be in conformance with the Town plan.

f. Annually, the capital budget and program should be updated.

g. Annually, the capital budget portion of the capital budget and program should be incorporated into the Selectboard's proposed budget for voter approval at the March Town Meeting.

Amendment suggested:

“e. The CBP will be arranged to indicate the **Order of Priority**, *consistent with the town's OperationalPlan*, of each capital project and to state for each project the following:

- i. A description of each proposed project and the estimated total cost of the project.
- ii. The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established **by vote and creation of Reserve or Sinking Funds**; ~~Designated and Special Purpose funds~~; the amount estimated to be received from the federal or state government; the amount to be financed by impact fees; and the amount to be financed by the issuance of obligations (see section 5 Debt

MEMO

From: R. Arnold

To: Town Manager's Office, Selectboard

Re: Establishing a budget calendar for FY23

There are six regularly scheduled meetings between now and the submission of the budget. In the interest of agenda setting, I have begun to draft how best to develop our budget conversations by calendar date. I have added special meetings for your consideration. I would appreciate feedback, with knowledge that much of this may change under the leadership and consideration of our incoming interim town manager.

Currently

- Interim Town Manager to distribute capital and operating budget worksheets as applicable to all Department Heads

September 29

- Selectboard to advise on expectations for tax impact
- Selectboard to determine and schedule any additional special budget meetings
- Selectboard to discuss planning process for determining eligible ARPA projects as it relates to capital budgeting

October 13

- Pre-Audit Report
- Finance and Town Manager office to project growth in salary and associated costs anticipated in the budget year
- Finance and Town Manager office to provide estimates for COLA and health care increases across departments, as applicable
- Interim Town Manager and Department Head Determine provide expected cost factors or increases to typical budget operations (e.g fuel) and provide list of possible new initiatives or projects of consideration
- Summary of balance and major activity of all existing Designated Funds
- Summary of prioritized capital budget needs (two fiscal years of a five fiscal year plan)

October 27

- Town Manager to present recommended operating budget and tax rate increases developed from budget principles or other informed methodology
- Summary of prioritized capital budget needs paired with an analysis of designated fund spending
- Discussion of what existing capital projects would be eligible for ARPA funding

Special Meeting: November 3

- Continued discussion of capital budget needs
- Discussion of what existing capital projects would be eligible for ARPA funding

November 10

- Budget Presentation and Discussion: Police
- Budget Presentation and Discussion: Fire

Special Meeting: November 17

- Adopt/affirm vehicle replacement schedule for Police and Fire
- Budget Presentation and Discussion: Department of Public Works

November 24

- Adopt/affirm vehicle replacement schedule
- Town Manager to present revised Police and Fire budgets based on Board Discussions on November 10
- Budget Presentation and Discussion: Department of Public Works

December 8

- Budget Presentation: Administration
- Budget Presentation: Town Clerk's Office
- Budget Presentation: Planning and Zoning
- Budget Presentation: Lister's
- Budget Presentation: Town Committees supported by Budget (Energy, Conservation and Trails)

December 22

- Budget Presentation and Discussion: Department of Public Works (continued discussion)
- Budget Presentation and Discussion: Recreation
- Town Manager to present revised budgets for Administration, Planning and Zoning, Lister's based on board's December 8 discussions

Special Meeting: January 5

Adopt Budget

January 13

Last day to file with town clerk petitions signed by at least five percent of the voters for articles to be included in town meeting warning.

*Drafted for the September 22 Regular Meeting
Revised for September 29 Special Meeting*