

Selectboard Strategic Operating Plan for April 2012 – March 2013

Presented by the Town Manager and unanimously adopted by the Board on April 10, 2012



Background

Since August 2011, the Board has:

- Effectively responded to the flood, managed the ongoing recovery
- Created a budget, that addresses our obligations without raising taxes, which was overwhelmingly supported by the voters
- Transitioned Town Managers and EDT

Now, as we move from reacting to looking forward, its time to define our operating priorities for the upcoming year to ensure we move in the right direction

This presentation outlines a proposed Strategic Operating Plan for the Selectboard for the next 11 months.

It articulates **our vision and goals, and prioritizes administrative and policy actions** for the current fiscal year

Between April '12 and March '13, the Board hold approximately 25 meetings

We need to ensure we focus on key issues that will help us accomplish our goals & become the community we hope to be

Selectboard Powers and Duties

[Selectboard members] shall have the general supervision of the affairs of the town and shall cause to be performed all duties required of towns and town school districts not committed by law to the care of any particular officer. 24 V.S.A. § 872.

- Vermont Statutes provide broad authority and detail overall responsibilities for Selectboards
- But the Statutes don't tell us how to think strategically about how to focus our energy and time, -- about how we should prioritize our actions
- In addition to fulfilling the statutory requirements, **let's be strategic in our march to the future**

SOME OF THE SELECTBOARD'S RESPONSIBILITIES:

- Selectpersons are responsible for general supervision of the affairs of town and must cause to be performed all duties required of the town not committed by law to the care of any particular officer.
- The selectboard may enact ordinances and rules in many areas including traffic regulation, regulating nuisances, managing solid waste, dogs and recreation, and establishing bike paths. Many of these are listed in 24 V.S.A. § 2291, but others are scattered throughout the statutes.
- The selectboard warns all town meetings and specifies business to be conducted at the meeting, including proposing an annual budget. If the town does not set the tax rate, the selectboard must set a tax rate that will raise the specific amount voted at town meeting.
- The selectboard is responsible for hiring, directing, and firing almost all town employees *unless the town has a Town Manager form of government*; for setting salaries if voters do not do so at town meeting, and for establishing and enforcing personnel policies.
- The selectboard must authorize all town expenditures by signing orders for the treasurer to draw town funds.
- The selectboard supervises the expenditure of the highway fund and has charge of keeping town highways in repair. It also is responsible for laying out, classifying and discontinuing town roads.
- The selectboard is responsible for animal control.
- The selectboard may borrow money for periods of less than a year in anticipation of taxes.
- The selectboard must fill all town vacancies until an election is held.
- The selectboard may license many operations within the town (e.g., liquor sales, restaurants, junkyards and entertainment).
- The selectboard appoints several minor town offices (e.g., fence viewers, pound keepers, inspector of lumber and tree warden).
- The selectboard appoints and removes planning commissioners unless the town has voted to elect them. In "rural towns," selectpersons serve as ex officio planning commission members. A "rural town" is a town with a population of less than 2,500 or a town with a population of at least 2,500 but less than 5,000 which has voted by Australian ballot to be considered a rural town. The selectboard adopts the town plan unless the town votes to adopt it by Australian ballot. It also holds public hearings on proposed zoning bylaws and may, in some circumstances, adopt zoning bylaws.
- The selectboard appoints police officers and *municipal* fire department officers.
- The selectboard appoints and may remove a town manager when a town has voted to adopt such form of government.
- The selectboard purchases all insurance for the town.
- The selectboard requires certain town officers to obtain a bond and sets the amount necessary.
- The selectboard regulates and issues certificates for junkyards.
- The selectboard controls cemeteries if there is not a cemetery commission.
- Selectboard members serve as members of the Board of Civil Authority.

Focus & Prioritize

Let's focus on:

- What kind of community we want to be (Our Vision)
- What we need to do accomplish our vision (Goals)
- What the Board can do during the next 11 months to move us in the right direction (Key Actions)

TOWN & SCHOOL BUDGET SUMMARY & <u>ANTICIPATED</u> 2012 TAX RATES		
TOWN	2011	2012
<i>Revenues</i>		
Balance Forward (Cash Deficit)	-	(1,081,025)
Applied from the EDT Reserve Fund	163,118	183,304
Applied from Undesignated Gen. Funds	-	-
Applied from Capital Reserve Funds	172,785	-
Total Property Taxes Collected	2,294,457	2,271,919
Non-Property Tax Revenue	1,348,922	1,375,150
Estimated FEMA Reimbursement	-	2,090,364
<i>Total Revenues</i>	3,979,282	4,839,712
<i>Expenses</i>		
General Fund Expenses	3,646,239	3,757,289
Flood Recovery Expenses	1,414,068	1,082,423
<i>Total Expenses</i>	5,060,307	4,839,712
TOWN GEN. FUND OPER. BALANCE	(1,081,025)	(0)

p. 17 of 2011 Town Report

Due to the Tropical Storm Irene, we are beginning the year with a \$1MM+ operating deficit. We can't afford not to focus right now.

Our Vision

Be Vermont's premier resort community, offering residents a high quality of life and tourists a memorable mountain adventure.



Defining “Resort Community”

A **resort town** is a town or area where [tourism](#) or vacationing is a primary component of the local [culture](#) and [economy](#).

Typically, **the economy of a resort town is geared almost entirely towards catering to tourists, with most residents of the area working in the tourism or resort industry.** Shops and luxury boutiques selling locally-themed souvenirs, motels, and unique restaurants often proliferate the downtown areas of a resort town.

If the resorts or [tourist attractions](#) are seasonal in nature (such as a [ski resort](#)), resort towns typically experience **an on-season** where the town is bustling with tourists and workers, and **an off-season** where the town is populated only by a small amount of local year-round residents.

In addition, **resort towns are often popular with wealthy [retirees](#) and people wishing to purchase [vacation homes](#), which typically drives up [property values](#) and the [cost of living in the region](#).** Sometimes resort towns can become [boomtowns](#) due to the quick development of retirement and vacation-based residences.

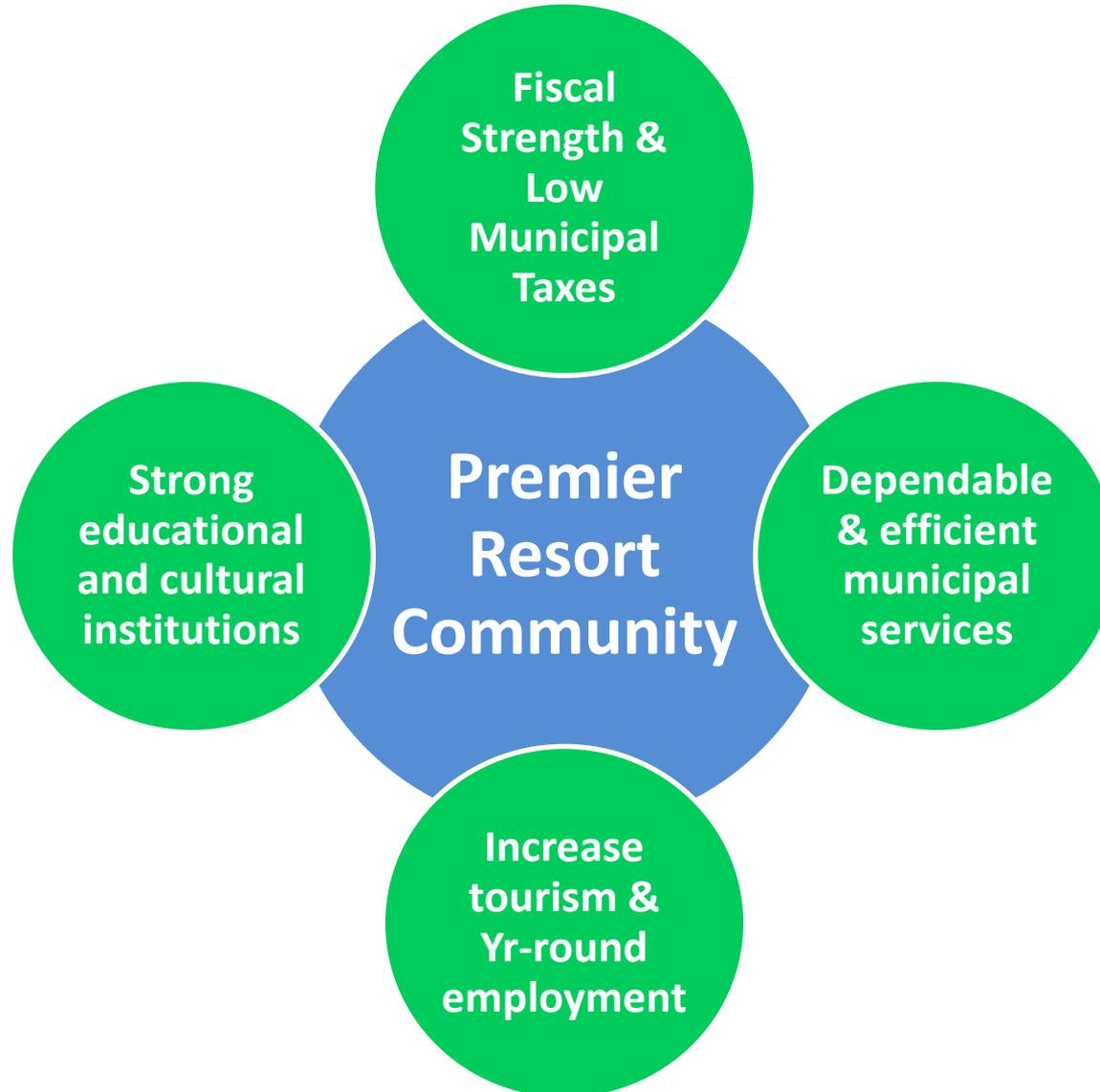
However, **most of the employment available in resort towns are typically low paying and it can be difficult for workers to afford to live the area in which they are employed.**

Resorts towns sometimes **struggle with problems regarding sustainable growth, due to the seasonal nature of the economy, the dependence on a single industry, and the difficulties in retaining a stable workforce.**

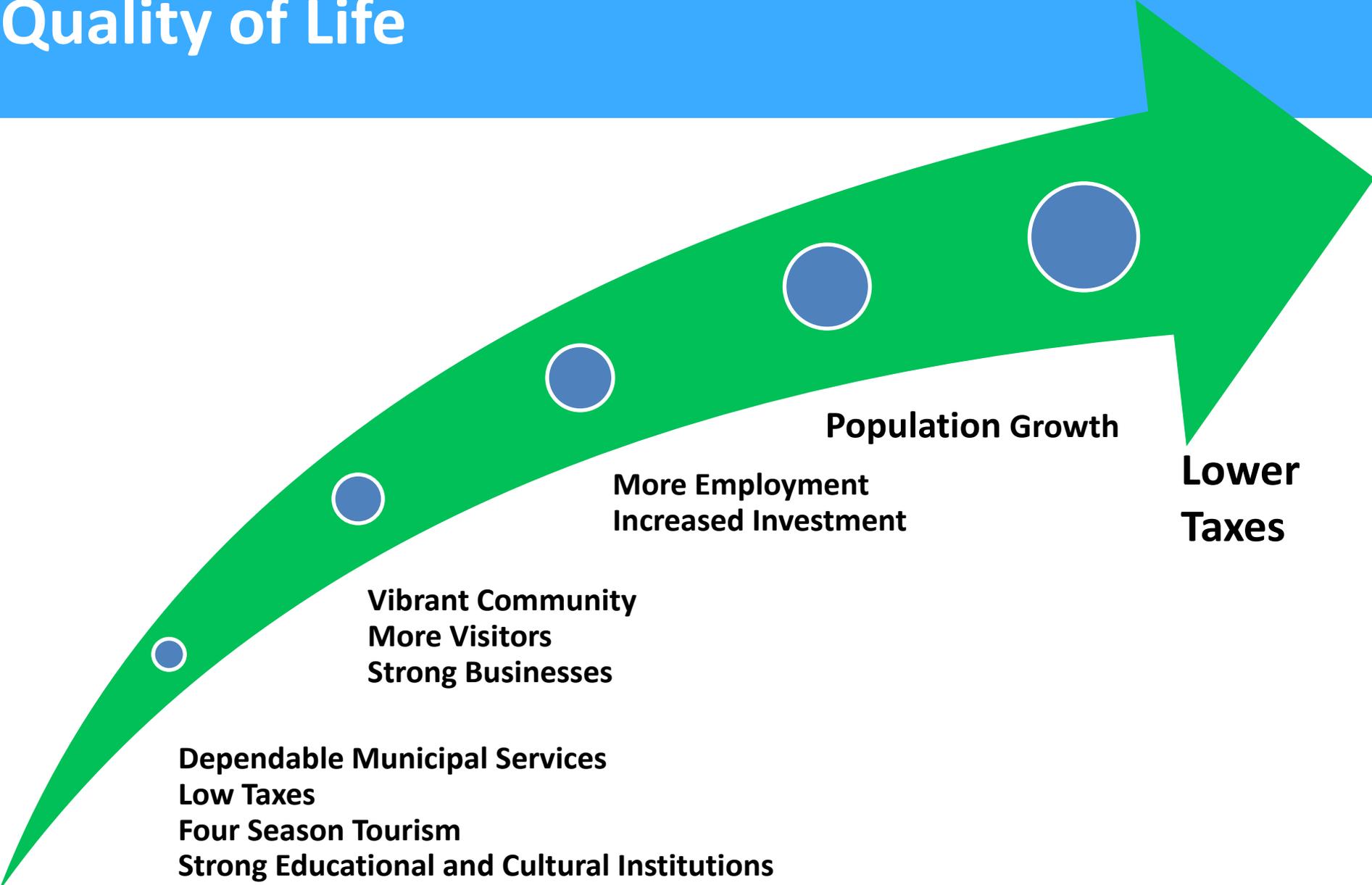
Strategic Goals

1. Maintain fiscal strength and low municipal taxes
2. Provide dependable and efficient municipal services
3. Increase tourism, year round employment and support the growth of our tourism based economy
4. Maintain strong educational and cultural institutions to enhance quality of life and help attract new full time residents

Strategic Goals



Quality of Life



Key Selectboard Actions

April 2012- March 2013

Proposed actions to support each of our goals and helps us realize our vision for community



Strategic Goals



Key Actions: Maintain Fiscal Strength and Low Municipal Taxes

Strategy	Selectboard Actions
Manage expenses & keep costs down; seek efficiencies	Monthly Budget Reviews & 2013 Budget Planning
	Review the Annual Audit
	Set Sewer Rates
	Secure Tax Anticipation Note
	Review Capital Purchases
	Support walkway lighting upgrade to save on electric costs
	Review Zero Sort proposal for Transfer Station
Meet Revenue Targets for Tax Collections; FEMA Reimbursement, 1%, Golf	Monthly Budget Updates and 2013 Planning
	FEMA reimbursement updates
	Act as ambassadors for Town as a Tourist Destination
	Investigate strategies to make Rec Programs self-sustaining
Lobby for property tax and options tax reform to retain more money locally	Assign Rep. to VT Coalition of Municipalities; reactivate/ strategize
	Educate residents on differences bet. State Ed. Tax & Local Prop. Tax

Key Actions: Maintain Fiscal Strength and Low Municipal Taxes

In 2011, Municipal Taxes represented 16% of the total tax bill for Killington Residents *

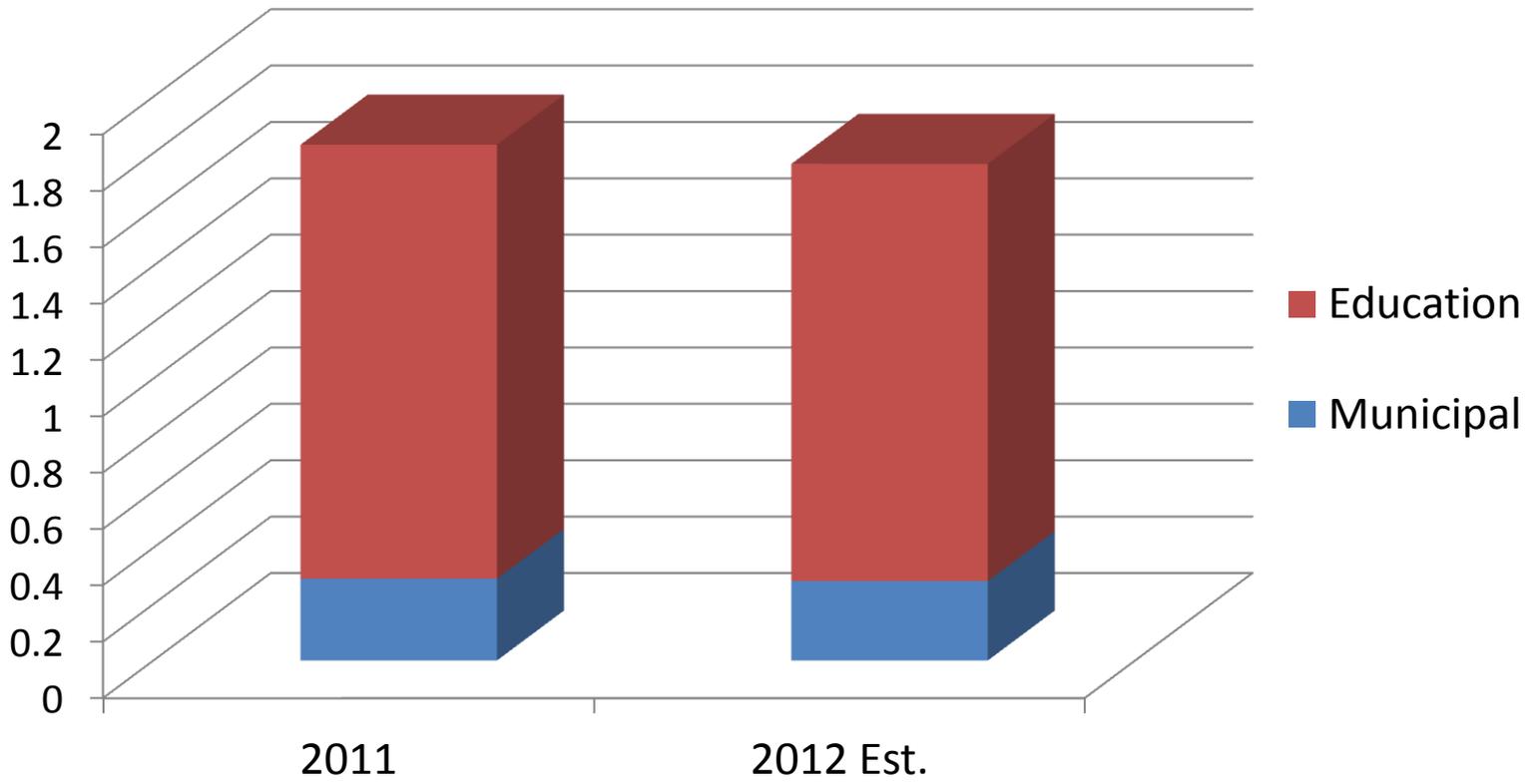


Chart: Breakdown of Residential Taxes: Education (State) and Municipal

** Does not calculate 1% options tax*

Key Actions: Maintain Fiscal Strength and Low Municipal Taxes

- In 2011, **84% of town property taxes went to Non-General Fund Expenses**
- In 2011, we spent 100% of our time talking about that 16%
- We need to spend more time trying to retain money locally; we can't ignore 84% of the overall picture
- Making change at the state level is not something that's easy, and we may not be successful, but.... With over 80% of taxes out of our control and a host of other Towns sharing our burden, it only makes sense to join them and try to make a change
- This plan offers four distinct strategies to tackle the issue of retaining more money locally (next page):

Key Actions: Maintain Fiscal Strength and Low Municipal Taxes

4 Strategies to retain more investment in Town

1. Join with other towns to lobby for property tax reform
2. Join with other towns to lobby for option tax reform
3. Investigate alternative options for funding Destination Marketing
4. Drive population growth: more families = more kids in school = lower equalized cost per pupil = lower payments to state education tax = lower taxes for residents

Dover & Wilmington Release Education Study

Towns Ask the Legislature to Discuss Whether Act 60/68 Buys Equal Education

- January 23, 2012

According to the report commissioned by the Vermont Legislature, since the passage of Act 60:

Vermont has experienced the largest growth of per-pupil spending in the country – 149.9% between 1999 and 2011. Yet, despite this dramatic rise in spending, the report finds that, “Vermont's results have been relatively flat, or exhibit only modest increases, over the past five years.”

Strategic Goals



Key Actions: Provide dependable and efficient Municipal Services

Strategy	Selectboard Actions
Maintain roads	Adopt a Road Management Plan
	Manage Capital Plan & plan for future needs
Plan for future growth w/ Village development	Review and adopt Zoning Bylaws
	Consider Phase II of Water Study
Provide accessible, updated public information	Open meetings, Website, Town Report
Retain and manage an effective workforce	Provide competitive salary & benefits
Offer ongoing training & prof. development	Budget Planning Review w/ VLCT
	Attend & Support VLCT & other Conf.

Strategic Goals

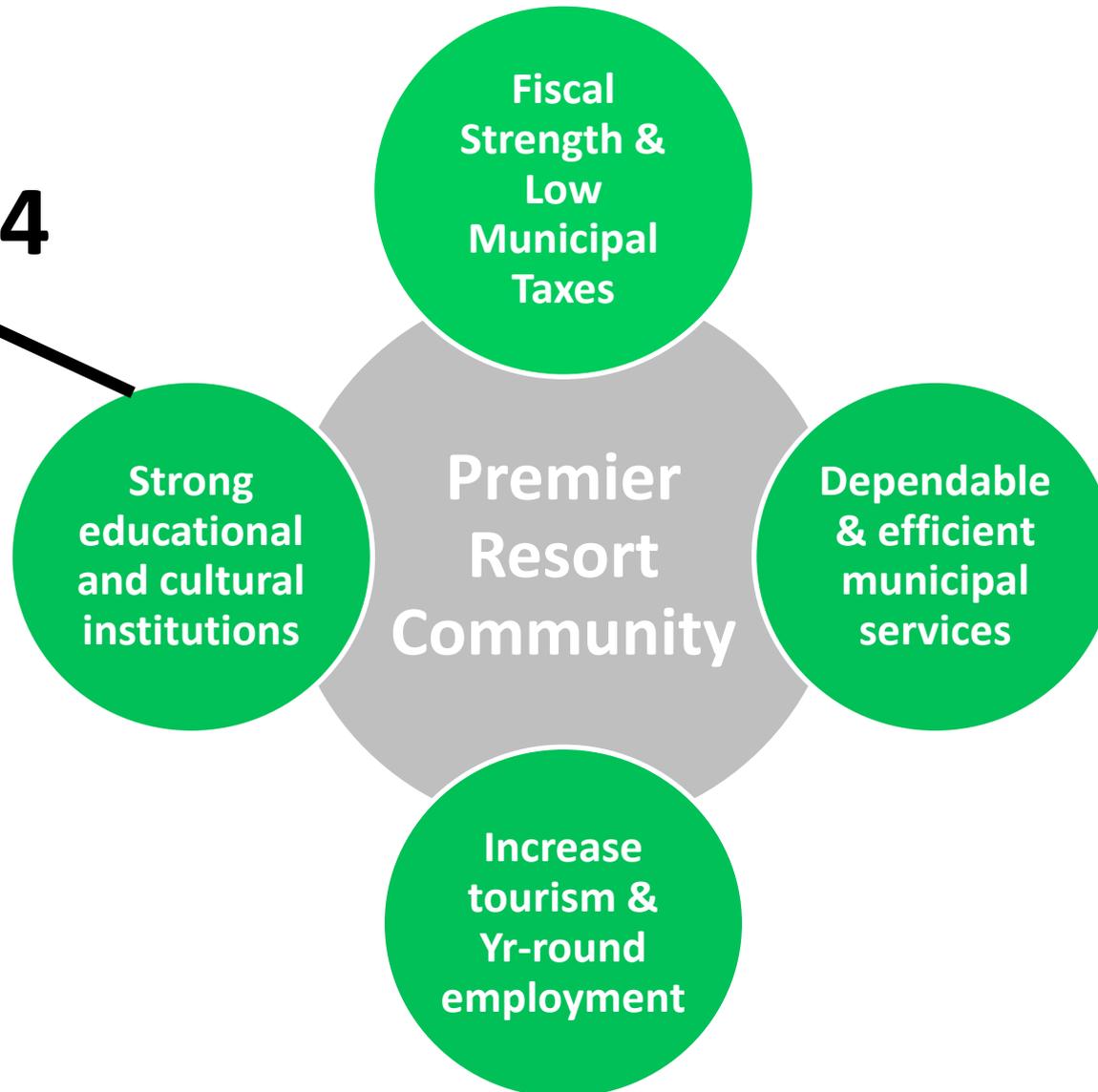


Key Actions: Increase Tourism & Yr-Round Employment

Strategy	Selectboard Actions
Promote policies & services that support business growth while protecting the rights of residents	Ensure planning & zoning policies enable responsible growth
	Consider adopting a "Buy Local" Purchasing Policy
	Capital Planning: Prioritize infrastructure investments & maintenance for roads, sewer, water, telecom, buildings & grounds
Invest in Summer and Fall Tourism	Receive regular updates on EDT and Golf performance to help determine effective policies and investments
Improve amenities to support tourism	Prioritize Gateway and Trails projects; Consider applying to be a TIF District
	Ask Rec. Commission for recommendations on how its future programming will improve amenities
Consider improvements to funding & management of Destination Marketing	Analyze other models; consider recommendations from EDTC

Strategic Goals

Goal # 4



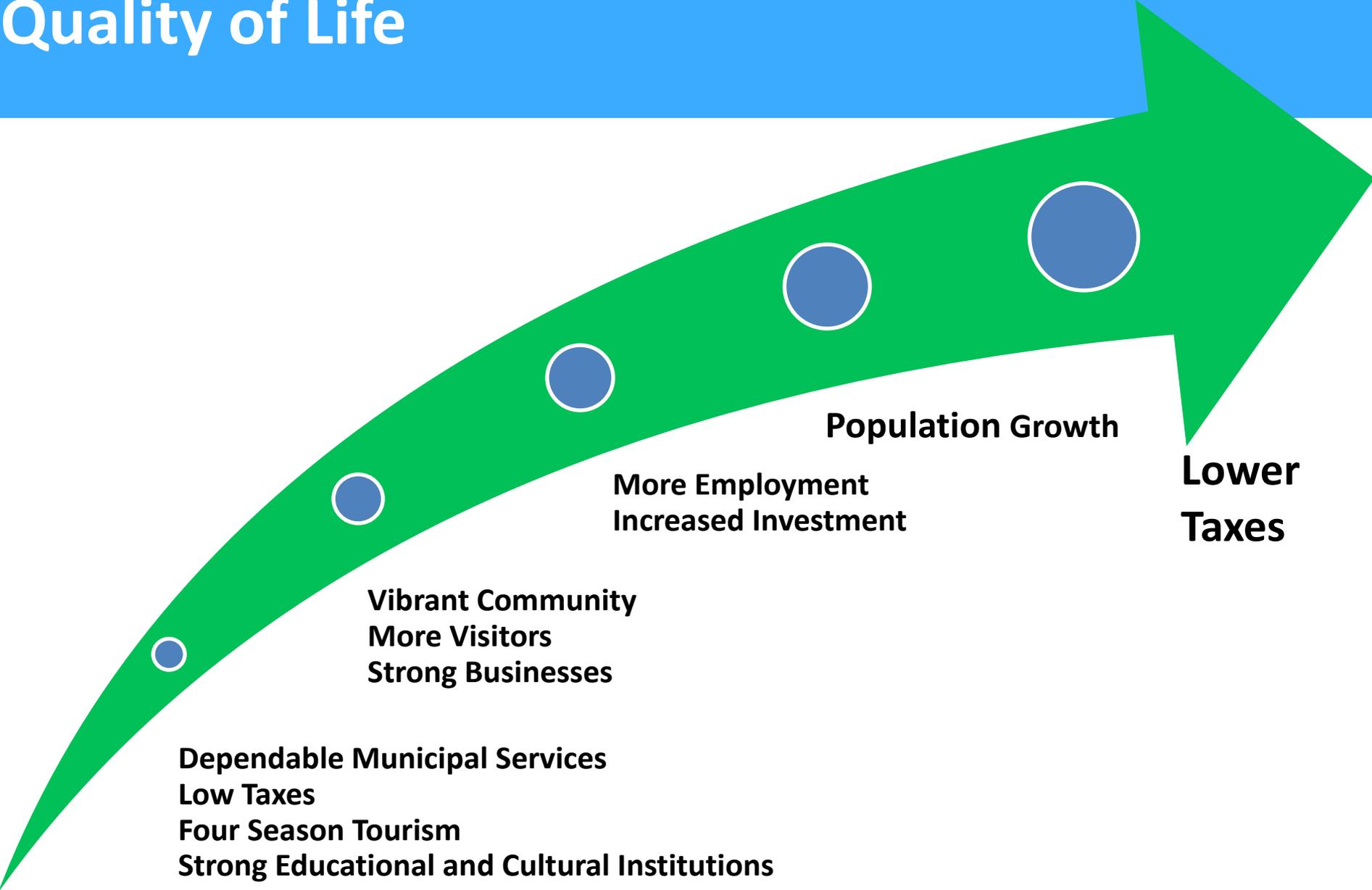
Key Actions: Maintain Strong Educational & Cultural Institutions to enhance quality of life & help attract new full time residents

Strategy	Selectboard Actions
Recruit new families to town and students to school	Work with KES & EDTC to create a <u>growth strategy</u> ; get participation from Library Board and Rec. Commission
Publicize benefits of community and school	Support and serve as ambassadors, speaking at meetings and events including Library Centennial

Strategic Goals



Quality of Life



Key Selectboard Actions: Timeline

April 2012- March 2013



Timeline: April – June (Q2)

April	Adopt Strategic Plan
	EDT Annual Report Review
	Water Study
	Set Sewer Rates
	Appoint Committee Assignments (Tax Reform, Population Growth)
	Tax Anticipation Note Planning
	Monthly Budget review & Capital Purchases review
May	Zoning Bylaws
	Budgeting Seminar
	Flood Recovery Update
	Golf Update
	Gateway Plan: Learn about financing options and TIF Districts
	Review Destination Marketing Report
	Monthly Budget Review & Capital Purchases review
June	Capital Plan Review
	Meet w/ Rec. Commission re: Sustainable Programs and Trails work
	EDT Report
	Meet with Vol. Fire Department
	Monthly Budget Report

Timeline: July – September (Q3)

July	Special Mtg to set Tax Rate
	Tax Reform Committee Report w/ State Rep.
	Zero Sort Transfer Station Proposal
	Flood Recovery Update
	Golf Update
	Monthly Budget Report
August	Population Growth Committee Report
	"Buy Local Policy"
	EDT Update
	Annual Meeting with Library Board
	Monthly Budget Report
September	Road Management Plan
	Golf Update
	Flood Recovery Update
	EDTC Recommendations
	Monthly Budget Report

Timeline: October - December (Q4)

October	Tax Reform Committee Update
	Begin Budget Process
	EDT Update
	Monthly Budget Report
November	Population Growth Committee Report
	Budget Hearings
	Golf Closing Update
	Flood Recovery Update
	Monthly Budget Report
December	Budget Discussions
	Department Reviews
	Monthly Budget Report

Timeline: January - March (Q1)

January	Finalize Budget
	Warning for Town Meeting
	Tax Reform Committee Update
	Prioritize Outstanding issues
February	Outstanding Budget Issues
	Public Information Meeting Preparation
	Tax Reform Committee Update

Next Steps

- **Feedback**
- **Adopt Plan**
- **Assign Committees**
- **Scheduling**

This plan, guided by input from the selectboard, town boards and commissions and citizens, represents a strategic approach for our next 11 months. We can revisit & revise as steps are completed and as new issues arise.