

Department of Public Works Review Committee

Final Report

With Recommendations

October 25, 2011



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Foreword

This report reflects many hours of research and deliberation from a dedicated committee of twelve Norwich citizens. It would honor work of these volunteers if the Town Manager would:

- Report to the members of the Norwich Department of Public Works Review Committee (DPW Review Committee) and the citizens of Norwich which recommendations are actionable.
- Develop a plan for the implementation of actionable recommendations.

A suggested timeframe would be before March 15, 2012, the first anniversary of the establishment of the DPW Review Committee.

We wish to thank the Director of Public Works, Andy Hodgdon, for his diligence, patience and thoughtfulness in providing information to the DPW Review Committee. We value his commitment to making Norwich the town that it is.

We also appreciate the courtesy and time that various town officials and knowledgeable parties afforded us. These include Pete Webster (Norwich Town Manager), Neil Fulton (Interim Town Manager), Nancy Kramer (Administrative Assistant to Norwich Town Manager), Bonnie Munday (Norwich Town Clerk), Peter Kulbacki (Hanover DPW), Dina Cutting (Lyme Town Administrator), Simon Carr (Lyme Selectboard), and Tig Tillinghast (Thetford Selectboard).

Margo Doscher, Co-Chair

James Gold, Co-Chair

Introduction

In March of 2011 the Norwich Selectboard formed a Committee to Review the Norwich Department of Public Works (NDPW). The Committee's Charge was: to assist the Selectboard in performing an evaluation of the Public Works Department including the following:

- The degree to which NDPW provides the level of services appropriate for Norwich residents and businesses.
- The efficiencies and cost-effectiveness of the Department's activities.

This Report represents the efforts and findings of all committee members, each of whom served on various subcommittees to evaluate specific areas of NDPW.

Committee Members – The committee members are: Jake Blum, Linda Cook (Norwich Selectboard), Margo Doscher (Co-Chair), Stephen Flanders (Norwich Selectboard), Todd Gammell, James Gold (Co-Chair), Jeff Goodrich, John Hanchett, Norman Miller, Keith Moran (Finance Committee Representative), Paul Sellman, and Gerry Tolman.

Committee Meetings – The DPW review Committee met almost weekly from March through September of 2011. All meetings were open to the public. Three meetings were Public Forums, each attended by a small number of Norwich residents. The first Forum discussed the Scope of Work, the second discussed the Work Plan, and the third discussed a Draft of Recommendations to be included in the Committee's final report to the Selectboard.

Public Survey – The DPW Review Committee developed and distributed to over 1200 Norwich households a Town Wide Survey to obtain opinions and comments relative to the work of the Norwich DPW. Three hundred and twenty four (324) surveys were returned for tabulation.

Topics of Study – The DPW Review Committee covered include the following topics, which reflect the three divisions of NDPW:

- General Topics
 - Decision-Making Processes
 - Comparable Towns
 - Survey Results
- Highway Division
 - Operations
 - Paved Roads
 - Gravel Roads
 - Bridges and Culverts
 - Snow Removal
 - Equipment
- Solid Waste Division
- Buildings and Grounds Division.

General Topics

Decision-Making Processes

The General Topics Subcommittee coordinated the survey of over 1200 Norwich households to determine public satisfaction with the services rendered by NDPW and conducted interview with officials in the towns of Norwich, Hanover and Lyme, NH, Thetford, VT. Those towns were chosen for comparison because of a variety of factors that encompass the practices and expectations found in Norwich.

Annex A contains a summary of the interviews. Annex E contains a compilation of the survey results.

Comparable Towns

The Highway Division comprises a major part of the NDPW expenditure budget. To compare Highway Division operational expenses, the Highways Subcommittee used selected towns in Windsor and Orange counties for comparison, based on climate, road mileages, population, town budget, and highway budget. The comparison towns chosen were, Chester, Hartland, Royalton, Thetford, and Woodstock. They then looked at highway department staffing, wages and benefits, total compensation, per capita income, paving expenditure and revenues from grants and fees to compare Norwich's statistics with the other towns. They compared the statistics directly with one another and as an index, normalized to the roadway mileage in each town. Note that town-to-town comparisons are limited by the fact that their budgets are structured differently.

The DPW Review Committee found that the Norwich Highway Division budget is about 39% of the municipal budget; this is consistent with the median for the towns used for comparisons.

The DPW Review Committee also found Norwich to have an 86% higher highway budget than the median for the comparable towns. This higher level of cost arises primarily due to a much higher rate of road retreatment (triple the median expenditure of the other towns) and secondarily higher levels of compensation and other factors than the median for the towns compared (43% higher level of total compensation and average compensation per full-time-equivalent employee 18% higher than the median).

Furthermore, the Norwich Highway Division expenditure budget grew by an average of 8.4% per year over the five fiscal years of record, compared with a median value of 0.8% for the towns compared. The average annual expenditure rate for the period was 63% higher than the median. The increases in cost of asphalt, applied to the planned rate of retreatment of paved Town Highways, explained three-quarters of this growth rate (6.1%), with other factors, including growth in compensation accounting for the remaining one quarter of the growth rate (2.3%).

Annex B contains a summary of Highway Division findings.

Recommendations

The DPW Review Committee recommends the following:

1. The NDPW would benefit from a more streamlined decision process at the Town government level than in the past, regarding equipment procurement.

2. The Town Manager should strive to define, clarify, educate and inform the Town's residents of the NDPW's responsibilities.
3. NDPW should seek new cost-efficiencies, consistent with the level of service expected by Norwich residents, that allow more resources to be allocated to the highest-priority portions of the NDPW budget.
4. The Director of NDPW should receive administrative support, which is currently not provided.
5. The Town Manager should periodically review NDPW wages and benefits to assess their competitiveness in the regional job market.
6. NDPW should strive to minimize the number of signs in town, while remaining in compliance with the Manual of Uniform Traffic Control Devices.

Survey Results

Regarding the *size of the NDPW Budget*, the following percentages of respondents thought that it should be:

- Increased or kept the same – 47%
- Decreased – 7.8%
- No opinion – 32.7%

Regarding *accepting reduced level of services if it resulted in a reduction in taxes*, the following percentages of respondents thought that they:

- Would not accept – 50%
- Would accept – 28%
- No opinion – 11.8%

Regarding *accepting an increase in taxes for an increase in NDPW services*, the following percentages of respondents thought that they:

- Would not accept – 54.4%
- Would accept – 21%
- No opinion – 12%

Regarding *the number of road signs*, the following percentages of respondents thought that the number of signs was:

- Appropriate – 45%
- Too many – 39.5%

Highway Division

Operations

The Town of Norwich receives aid from the State of Vermont Agency of Transportation (VAOT), based on 1) formulas that reflect mileage of Class 2 and Class 3 Town Highways and 2) the number of bridges and culverts with a span of greater than six feet. The Highway Division of NDPW is responsible for maintenance and construction of the following lengths, classes, and surface types of Town Highways: 15 miles of Class 2 paved, more than 17 miles of Class 3 paved and more than 44 miles of Class 3 gravel (dirt).

The Director of Public Works coordinates the division's activities with state and federal officials to assure that the town's highways, bridges and culverts comply with relevant guidelines and regulations. The director coordinates those activities with neighboring towns and with the Administrator of the Norwich Fire District. The director applies for state and federal funding and grants for which the town is eligible.

Annex B contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Ensure that Norwich has an accurate classification of Class 1, 2, and 3 Town Highways to qualify for appropriate State credit and aid.
2. Apply for the re-classification from Class 3 to Class 2 of the paved section of New Boston Road to Norford Lake Road to receive credit for 3.6 additional miles eligible for State aid and an increase in state aid.

Survey Results

Regarding *whether Norwich should pave more gravel roads* the following percentages of respondents responded:

- No – 65.4%
- Yes – 16.2%

Paved Roads

The NDPW Highway Division is responsible for the upkeep of more than 32 miles of paved roads. The Highways Subcommittee studied the extent to which the NDPW has followed the funding and road maintenance recommendations of the 2006 Marcon Report, pertaining to paved roads. The DPW Review Committee found that, although NDPW has addressed roads in a different order than described in that report, using differing maintenance techniques, the condition of Norwich's roads is consistent with the condition predicted in the Marcon report, given the funding levels provided. Funding of pavement reconditioning (repaving) since 2006 has been at a slightly higher than the lowest-funded scenario described in the Marcon report.

Members of the DPW Study Committee surveyed the roads of Norwich to develop a Pavement Condition Index for almost every segment, consistent with established methods.

Since the Marcon report was written in 2006, the cost of asphalt, a petroleum-related product, has risen at a rate that far exceeds the consumer price index, which makes proper care of Norwich's paved roads much more expensive in proportion to other expenses estimated in the report. The Marcon report recommended reconstruction of any given pavement segment every ten years. This would require about three miles per year of repaving, compared with the funded rate of 1.9 miles per year, achieved since the report came out.

Many other towns and the State of Vermont have deferred reconditioning of paved roads in order to save money, also deferring increased future financial consequences. The use of Pavement Management Software allows municipalities to make investments in pavement maintenance decisions in a manner that reveals future consequence, hence the following recommendations.

Annex B contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Incorporate the use of Pavement Management Software into the town's planning and budgeting for pavement maintenance.
2. Expediently address high-priority¹ paved roads that are in poor condition.
3. The NDPW budget should give weight to the recommendations provided via the Paved Management Software process.

Survey Results

Regarding the *condition of paved roads in Norwich*, the following percentages of respondents found them to be:

- Acceptable to excellent – 87.8%

Regarding *whether scheduled repaving be delayed in order to reduce taxes*, the following percentages of respondents answered:

- Yes – 43.6%
- No – 34%

Gravel Roads

The DPW Highway Division is responsible for the upkeep of more than 44 miles of gravel roads. Each Class 3 gravel road receives maintenance several times a year.

In late July, 2011 the Gravel Roads Subcommittee viewed approximately 25% of the town's gravel roads, representing a sampling of five categories of the town's gravel roads, using accepted standards for Vermont town roads and bridges. The subcommittee also viewed several roads in adjacent towns to provide a general comparison. They found that the roads viewed all met the town's standards for good maintenance practice, as follows:

Annex B contains further details.

- *Surface characteristics* – All roads had good surfaces with very few rough segments.

¹ The Town hasn't yet established a priority system for this type of action.

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- *Quality of gradable material* – More lightly traveled roads appeared to be smoother with less coarse gravel at the surface and had sufficient gravel.
- *Road crown* – Roads were crowned with proper grading assuring water movement from the roadway and minimum erosion and were without ridges or berms between the crown and the ditch.
- *Ditches* – Ditches appeared to be adequately maintained to control erosion and maintain the roadway structure.
- *Road width* – Road width appeared to be generally appropriate for degree of use, local topography, location and esthetics.

These summer observations suggest that the DPW Highway Division follows best management practices and that the Town's gravel roads are in good condition. The Town's gravel roads also compared favorably with those seen in the adjacent towns.

Annex B contains further details.

Recommendation

The DPW Review Committee recommends that the NDPW Highway division should continue to follow best management practices for gravel roads.

Survey Results

Regarding the *general condition of gravel roads in Norwich*, the following percentages of respondents found them to be:

- Acceptable to excellent – 77.4%

Bridges and Culverts

The Highway Division of NDPW is responsible for maintenance and construction of 20 bridges, 822 road-crossing culverts and an additional 326 driveway culverts. Such drainage structures are subject to the Town of Norwich policy of 2000 on road and road-related improvements, which itself followed then-applicable state guidelines. The policy uses 25-year events (Q-25) as the basis for designing drainage structures. For newer drainage structures the Highway Division has been building to a more stringent Q-100 standard, which can better accommodate flooding events like those from Tropical Storm Irene.

Annex B contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Continue the annual funding of the reserve fund to repair or replace culverts and bridges when necessary.
2. Consider adopting a higher standard for rainfall events, to ensure that the Town's road and bridge design standards meet or exceed the minimums found in the VAOT "Orange Book."

Survey Results

Regarding the *condition of Norwich's bridges*, the following percentages of respondents found them to be:

- Acceptable to excellent – 68%

Snow Removal

The Highway Division has published extensive information about its snow removal operations on the town website. The stated goal is to achieve safe traveling surfaces at the earliest practical time and in the most cost efficient manner during and after a storm event. The NDPW strives to use the minimum anti-icing or anti-icing material needed to restore safe travel conditions as soon as practical following each winter weather event. Salting and sanding units employ operator-controlled calibrated mechanical spreaders that accurately meter application rates of materials. The department reportedly trains employees on how to adjust application rates to each weather event. Anecdotal evidence suggests that occasionally chemical applications are not applied according to standards.

Annex B contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Assure that NDPW staff members are trained to minimize salt application, while maintaining application rates that return roads to a safe condition as soon as practical after winter weather events.
2. Identify and articulate a strategy that minimizes the movement of anti-icing agents onto private property.
3. Define a visible edge of the traveled roadways during and after plowing to improve safety.

Survey Results

Regarding the *application of anti-icing chemicals on roads*, the following percentages of respondents thought application rates were:

- The right amount – 51%
- Too high – 22.6%

Regarding the *application of anti-icing chemicals on sidewalks*, the following percentages of respondents thought application rates were:

- Acceptable to excellent – 53.5%
- No opinion – 38.6%

Equipment

NDPW has 17 vehicles, plus eight other major pieces of equipment. Many of these are part of a planned capital equipment replacement schedule.

The Highway Subcommittee studied the highway department fleets of Norwich and the towns of Woodstock, Royalton, Chester, Hartland, and Thetford, which it found to be comparable to Norwich.

The DPW Study Committee found that the NDPW has a larger equipment inventory than other towns. Five of these were vehicles at the end of their useful life, given up by other government entities, which NDPW acquired and repaired to make them operable for a few additional years. A preferable practice may be to assess the Town's needs objectively and acquire the inventory of vehicles and equipment that meets those needs most efficiently and cost-effectively.

The DPW Study Committee also found that NDPW does not have an effective means for capturing the real cost of owning and maintaining a vehicle. The committee notes that the Norwich Selectboard has recently developed an interim Vehicle Acquisition and Replacement Policy.

Annex B contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Incorporate a method for tracking the use and maintenance of NDPW's vehicle and equipment inventory to provide better accounting.
2. Reassess the purpose and function of the current vehicle and equipment inventory for efficiency and cost-effectiveness.
3. Assess the ideal alignment of a future fleet of NDPW vehicles and equipment inventory for efficiency and cost-effectiveness.
4. Compare the relative costs of equipment maintenance by in-house personnel and outside contractors for efficiency and cost-effectiveness.

Solid Waste Division

The Solid Waste Subcommittee² surveyed nine towns to identify the solid waste and recycling practices of comparable towns with a transfer station. Of those towns, Norwich is one of two using Zero-Sort[®] recycling (the combining of all recyclables). Norwich accepts corrugated cardboard as a separate revenue stream for recycling.

The DPW Study Committee found that Norwich pays a rate for the hauling and disposal of a ton of both recyclables and municipal solid waste that is on a par with the medians of those values for the towns compared. Norwich recovers the cost of non-recycled solid waste through a bag fee. Zero-Sort[®] recycling also incurs costs to the town, which are offset, in part, by a Transfer Station sticker fee. Also, Norwich is the only town of those compared, which provides some training for transfer station employees. The transfer station is open 18 hours a week, which is more than other towns.

Annex C contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Continue the current fee schedule and be prepared to adjust it depending on whether or not there is a deficit in future fiscal years.
2. Use both recycling compactors to combine cardboard and other recyclables for Zero-Sort[®] to lower costs while negotiating a revenue credit with the hauler. This could reduce the number of hauls out of the recycling area and reduce the carbon footprint.
3. Evaluate the working hours of the employees at the Transfer Station.
4. Provide nametags for Transfer Station Personnel.

Survey Results

Regarding the *quality of the transfer station services and facilities*, the following percentage of respondents reported:

- Good to excellent – 84.4%

² One member of this subcommittee works for Casella Waste, Norwich's Zero-Sort[®] vendor.

Buildings and Grounds Division

The Buildings and Grounds Division budget is currently included within that of the Highway Department in the Norwich Town Expenditure budget.

The division has two employees. One is a Buildings and Grounds Technician, who addresses the maintenance of grounds at Town buildings, parks, and recreational facilities in summer and the maintenance of the sidewalks in winter. The other is a Building Maintenance Custodian, who is responsible for limited building maintenance and minor repair, including the routine maintenance of HVAC systems, electrical lighting, plumbing, minor carpentry, doors and locksets, painting and cleaning of Tracy Hall and the Norwich Police Station.

Annex D contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Buildings and Grounds expenses should be budgeted and accounted for as a separate division of the Department of Public Works.
2. Consider outside contractors for certain services currently provided through in-house Buildings and Grounds staff, when it is efficient and cost effective to do so.

Survey Results

Regarding the *appearance town's buildings, parks and recreational facilities*, the following percentages of respondents rated them *excellent*:

- Buildings (interior and exterior) – 75%
- Parks and recreational facilities – 88.5%

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ANNEX A
General Topics Subcommittee – Summary Report

October 25, 2011



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General Topics

The General Topics Subcommittee addressed comparing decision-making processes and Department of Public Works (DPW) expenditures among nearby towns.

Decision-Making Processes

The General Topics Subcommittee coordinated the survey of over 1200 Norwich households to determine public satisfaction with the services rendered by NDPW and conducted interview with officials in the towns of Norwich, Hanover and Lyme, NH, Thetford, VT. Those towns were chosen for comparison because of a variety of factors that encompass the practices and expectations found in Norwich. Interviews are summarized here.

Pete Webster, Norwich Town Manager – Mr. Webster suggested that the Norwich Selectboard often micromanages the Town Manager and his Department heads. He felt that the Director of the NDPW receives very little if any clerical support and must work at home to complete his reports. He felt that some complaints about DPW were going to the Norwich Selectboard, by-passing him and the Director of the NDPW. He also discussed the prospect that the Fire District may give up sidewalk maintenance to NDPW over a four-years period. Stickers needed for the Transfer Station help ensure that users of the Transfer Station are Norwich residents. The fees from the stickers also help to offset the loss of income from the decrease in number of trash bags.

Andy Hodgdon, Norwich Director, DPW – Mr. Hodgdon felt that the Norwich Selectboard often revisits projects, which have been already approved. This is demoralizing to NDPW staff. He noted that the Town receives a substantial income from grants. Hodgdon works six days per week with the unpaid assistance of his wife, who helps with paperwork. He emphasized that the NDPW staff is cross-trained for different functions within the department.

Peter Kulbacki, Hanover DPW Director – Mr. Kulbacki noted that the Hanover Department of Public Works (HDPW) has 40 employees in several divisions, including utilities and highway, each with their own supervisor, who reports to the director daily. Staff members are cross-trained on jobs and can handle a variety of assignments. There are 13 employees for the Highway Dept, with two or three seasonal employees.

Regarding the decision-making process, Kulbacki noted that town-wide planning can take several years. Hanover sometimes hires consultants to provide an independent viewpoint. For planning large projects, Hanover takes several steps:

- Development of the concept.
- Estimated cost.
- Selectboard approval of project budget.
- Funding of approved projects has a 3-5 year window for implementation..

On other matters, Kulbacki noted that HDPW maintains all vehicles in house. Hanover contracts for other services that it may need through a pre-qualification process so that the contractor can be summoned rapidly. He said that Hanover strives to minimize signage to avoid clutter.

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Hanover includes curbside recycling among its services covered by property taxes. Curbside trash pickup is charged to each customer. Recycling is 3% of the HDPW budget. The HDPW budget was 29% of the Municipal budget for FY 2009-2010 and 35.5% for 2010-2011.

Dina Cutting, Lyme Town Administrator – Ms Cutting explained that the combined Highway (\$590K) and Solid Waste (\$64,416) operational expenditure budgets comprise about 34% of the Lyme expenditure budget (\$1.73M).

Lyme adopted a recycling system at their transfer station with the goal of having recycling pay for itself. They combine plastic and cans, but other recycling streams are handled separately.

Simon Carr, Lyme Selectboard – Mr. Carr explained that the Lyme Road Agent operates autonomously within his town expenditure budget and the funding that he receives from the state for paving. He explained that Lyme has capital reserve funds for its vehicles and heavy equipment. They predict the cost of vehicle replacement at least five years in the future, using an estimated inflation rate. Occasionally Lyme overhauls equipment to extend useful life.

The Lyme Highway Department staff includes the Road Agent, three road crew members and someone who services parks and recreation. The latter person plows in the winter. All the staff receives training on all the equipment.

The transfer station has a superintendent, who reports to the selectboard. The transfer station is open two days for a total of four and one half hours per week, with three part-time workers. Lyme uses a pay-per-throw trash disposal system, using green bags and coupons. Basically a 30-gal bag costs the resident \$2, a 16-gal \$1. These rates cover the cost of hauling to the landfill and disposal at the landfill. Scrap metal, paper, and cardboard bring in modest revenues, while all containers (cans, tins, plastic & glass) are commingled. Overall, the transfer station covers about 50% of its costs. Residents receive a town sticker for their cars.

Carr addressed several other points:

- Buildings and grounds is handled by a local contractor.
 - Lyme provides information to its citizens primarily through its listserv and the church newsletter.
 - Complaints are handled by the town administrator.
 - Lyme participates in the Upper Valley-Lake Sunapee Municipal Network.
- Budgetary Comparisons

Tig Tillinghast, Thetford Selectboard – Mr. Tillinghast explained that Thetford has a road foreman of a road department, which does do public works. Road department employees are cross trained so they can do other jobs than their own and can fill in. Often act as “emergency responders” as they are called in when power lines cross roads or windstorms occur and trees go down. Thetford has adopted some of Norwich DPW approach to vehicle maintenance. In addition to the highways, the road department plows the school and transfer station and sweeps up sand to re-use.

Thetford has a successful grant program. The town has a capital equipment fund, premised on a replacement schedule, e.g. usually 10 years per truck. The plan goes to the

budget committee, then to the SB for adoption. However, replacement decisions are based on an annual selectboard discussion with the road manager.

In Thetford the chair of selectboard takes on the role of the town manager. A vote on expenditure is valid for 1 budget year unless the money is set up into a permanent fund. The road department accounts for 30% of municipal tax but has fewer responsibilities than the Norwich DPW.

Budgetary Comparisons

The Norwich DPW Review Committee found that NDPW budget is about 38% of the municipal budget. This compares with 34% for Lyme and 30% for Thetford. Hanover's DPW costs as a percentage of their total Municipal expenses ranged from 29% for FY 2009-2010 to 35.5% for FY 2010-2011. Note that in FY 2010-2011 the capital expenses and project expenses included in the HDPW budget were higher than in 2009-2010.

Recommendations

The DPW Review Committee recommends the following:

1. The NDPW would benefit from a more streamlined decision process at the Town government level than in the past, regarding equipment procurement.
2. The Town Manager should strive to define, clarify, educate and inform the Town's residents of the NDPW's responsibilities.
3. NDPW should seek new cost-efficiencies, consistent with the level of service expected by Norwich residents, that allow more resources to be allocated to the highest-priority portions of the NDPW budget.
4. The Director of NDPW should receive administrative support, which is currently not provided.
5. The Town Manager should periodically review NDPW wages and benefits to assess their competitiveness in the regional job market.
6. NDPW should strive to minimize the number of signs in town, while remaining in compliance with the Manual of Uniform Traffic Control Devices.

Appendix A: Norwich Town Manager Interview Notes

Interview with Pete Webster June 11, 2011
Present: Margo Doscher, Jim Gold, Pete Webster

Topics discussed:

Communication with DPW head and Selectboard/ level of detail
Equipment replacement fund
Support for Andy
Complaint policy
Sidewalk transitions
Transfer station new fee/stickers

Main Points:

Town manager/department heads often micro-managed
Equipment replacement fund is approved each year; scheduled replacements
Andy works nights/weekends/at home/too much computer
Complaints about DPW should go to Andy and/or Town Manager
Fire District, over 4 years, will give up sidewalk maintenance to DPW
Stickers needed for Transfer Station to assure only Norwich residents use transfer station;
also to keep income up as number of trash bags goes down.

Appendix B: Hanover DPW Director Interview Notes

Interview with Department Head of Hanover, NH's Department of Public Works
With Peter Kulbacki, Jim Gold, & Margo Doscher
June 11, 2011

Decision making process

Town wide planning takes time: e.g. A bike path project is taking up to 3 years
Consultants may be hired to provide an independent viewpoint

For planning of a big project

First there is the concept

2nd, the Dollar estimate

Budget approval via Selectboard

Goes to the voters

If approved, the funding is good for 3-5 years

Equipment

The Department maintains all vehicles in house

Sub contracting: for equipment

Subcontractors are pre-qualified

Depends on what the use is:

If the Subcontractor has equipment that the DPW does not, then the sub is hired

Personnel

Each division has its own supervisor

Supervisors meet with the Director on a daily basis

Personnel do move around and are cross trained

They have one person who writes most of the grants

There are 40 employees for the entire DPW Department

There are 13 employees for the Highway Dept

There are 2-3 seasonal employees

Budgeting

The DPW budget was 29% of the Municipal budget for FY 2009-2010 and 35.5% for FY 2010-2011. The reason for the variance is that capital expenses and project expenses are also included in this figure. Further, some expenses, such as Street Lighting have been moved to this Department.

Question: If for example a water man breaks, can money be shifted into different categories

Answer: No, money comes from the general fund

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In NH there is a time period of up to five (5) years to spend a warrant article
The capital outlay program may extend out 10 years

Signage

Usually gets recommendations from Chief of Police
Fewer signs are better, reduces clutter

Trash/recycling

Curbside recycling at no charge to the residents except through taxes
This is only for residential not commercial
Trash pick up is contracted by each household and paid for by that household.
Curbside recycling makes up 3% of the DPW budget and 1% of municipal budget

Appendix C: Lyme Town Administrator Interview Notes

Phone Interview
With Dina Cutting
Lyme Town Administrator
Conducted by Jim Gold
July 6, 2011
Clarified October 13, 2011

Zero sort. When did it start? How are expenses compared with separate recycling? No cost analysis, they do sort paper & plastic.

Their goal of recycling was to get it to pay for itself. They are with a new company, which made it a personal goal to come out better. They do tandem pulls, 50 yards containers, both of which save the town money. CW Witcher company Chris Witcher, out of Warren NH, They do sort some stuff, all plastic and cans can go together, glass is separate, scrap metal is separate, paper & cardboard are separate,

What % of DPW costs make up municipal tax rate?

Operational not capital expenses;

Time frame one year: 1.733 303 w/o bond

Highway is 550,450

32%

If we add about \$40,500 to town municipal expenses for more accurate comparison, then 34%

Transfer station includes solid waste collection

Income projected for 2010 was \$64,416 which includes , payroll, dumpster rental, signs, hazardous waste, Freon, recycling costs,

. (from phone call October 13, 2011.) Therefore Highway Dept & Transfer station expenses are approx 38% of Municipal budget.

Appendix D: Lyme Town Selectboard Member Interview Notes

From Simon Carr,
Lyme Selectboard

July 5, 2011 Phone interview

Conducted by Jim Gold

Information below is a combination of question answered in
an e-mail and by phone

1. Decision making process -- there isn't much in the way of project decisions that the Road Agent actually comes to us on. He's got a budget and basically works through on road maintenance with that - mostly grading and culvert replacement. There's also a highway block grant from the state, which he'll use for maintaining the paved roads. He'll have mentioned informally which roads or sections of roads he plans to re-pave.

How about major equipment replacement? Is there a 5-10 yr plan?

How would you describe "teamwork?"

Capital reserve funds for all vehicles & heavy equip graders 2-4 yr interval. Similar for fire trucks. Cost out 5-6 yrs ahead. On estimated inflation rate. Trucks & cruisers are in one fund, fire trucks and heavy equipment two separate funds. They refurbish them which give several extra yrs. Deposits made into capital reserve funds every yr. Planning board sets up capital improvement plan. This is the law in NH.

2. Yes, at least partially. We've got a Road Agent, three road crew in the summer and the parks and recreation guy moves across to plow in the winter. All the guys can handle the loader and backhoe. One crew and the Road Agent are trained on the grader. The other two road crew is due for a grader course in August. There is cross training of personnel.

3a. Building and grounds. "Hmm, we're somewhat struggling with that at the moment. We appointed a buildings maintenance committee last year to plan future major maintenance. We're very aware that we need someone to pick up the minor maintenance - - right now we're using a local contractor on an ad-hoc basis but it's not satisfactory."

3b. Transfer Station: we've got a superintendent who reports direct to the Selectboard. The transfer station is open two days for a total of four and one half hours/week, so he's part-time and has two other part-time workers. We've got pay-per-throw for trash and C&D disposal, using green bags and coupons. Basically a 30-gal bag costs the resident \$2, a 16-gal \$1 and at this rate just covers the cost of hauling to the landfill and disposal at the landfill. Scrap metal, paper & cardboard bring in a small amount of revenue, while all containers (cans, tins, plastic & glass) are commingled. We switched contractor at the beginning of the year. He reckons that he can cover the haulage cost of the containers, but this is only achieved by using 50-yd containers which are not good from a safety point-of-view. Overall, the transfer station covers about 50% of its costs. Every resident is given a town sticker for their car. This is more critical for beach use. Strictly we should be checking these at the transfer station, but because the trash is disposed of by the green bags, anyone using them is covering their costs. Totally separate employees. Zero sort is more costly. Lyme switched to this zero sort about 1 yr ago.

Department of Public Works Review Committee

4. Information to citizens. If the work is necessary on a crisis basis, we'll put it out on the listserv and post notices on our regular notice boards. If it's planned well in advance, we'll also put it in to the church newsletter -- which tends to reach the old-timers better.

If residents have a complaint, how is it handled? They do not argue with road agent.

Hopefully they come to administrative assistant. Dina Cutting fields day to day calls. 795-4639

Other resources

Municipal network, Upper Valley Lake Sunapee

5:30- last Thursday of the month.

Informal group once a month, networking, some various scenarios, how to tackle towns working together.

Appendix E: Norwich DPW Director Interview Notes

Interview with Andy Hodgdon

June 7, 2011

Present: Jim Gold, Margo Doscher, Andy Hodgdon

Topics discussed:

How decisions are made from idea to finished project/purchase

Grant writing

Time spent by DPW head on paperwork

Staffing/job descriptions

Communication with Town Manager/Selectboard

Main Points:

Often approved projects get re-visited; demoralizing to DPW

Town receives good money from grants

Andy works 6 day week; his wife helps with paperwork (unpaid)

Staffing is flexible-can be used in different positions if needed/ great crew right now

Appendix F: Thetford Selectboard Member Interview Notes

Phone Interview
With Tig Tillinghast
Chairperson of Thetford Selectboard
Conducted by
Margo Doscher

Staff: Thetford does not really have a DPW. Has a road foreman/road department which does do public works but don't not want the name. Very flexible; employees are cross trained so they can do other jobs than their own and can fill in. Often act as "emergency responders" as they are called in when power lines cross roads or windstorms occur and trees go down.

Transfer station: the road crew salts the transfer station; is not responsible for it.

Decision Making: changed the process 3 years ago and developed a Capital Equipment Fund. Replacement is scheduled; usually 10 years per truck. SB has a conversation with the road manager each fall to discuss whether or not to replace equipment. Fire equipment is in a separate fund. The plan goes to the budget committee, then to the SB for adoption. Chair of selectboard takes on the role of the town manager. A vote on expenditure is valid for 1 budget year unless the money is set up into a permanent fund. Finances: Road department is 30% of municipal tax but is responsible for less than in Norwich.

Maintenance: Realized that Norwich paints trucks each summer and saw their trucks in better condition so have adopted some of Norwich DPW ways in maintenance. Accident reports need to be written if equipment damaged.

Plowing: road dept. plows school and sweeps up sand to re-use. Will bring in a road engineer for judgments on grader work for class 4 roads

Grant writing has been very successful. Thetford has gotten a "boatload" of money from cleverly written road grants.

Cooperation: in the top 20 things for a selectboard member to do, going to other town's selectboard meetings is key and has saved Thetford thousands of dollars and man hours.

Department of Public Works Review Committee

**ANNEX B
Highways – Summary Report**

October 25, 2011



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OPERATIONS

This section summarizes the types of roads and drainage structures that the Highway Division of Norwich Department of Public Works (NDPW) maintains and its major maintenance tasks.

Background

Norwich receives aid from the State of Vermont, according to formulas that are based on mileage of Class 2 and Class 3 Town Highways, which is significantly higher for Class 2 than Class 3. The state defines the eligibility of roads to receive Class 2 status in its “Orange Book.”¹ Generally speaking, a Class 2 Town Highway is one that carries traffic between towns and is built with certain specifications. A Class 2 or Class 3 Town Highway may be paved or gravel-surfaced. The state also provides aids for drainage structures with a span of six feet or greater.

Town Roadways

The Highway Division is responsible for maintenance and construction of all town Class 2 and Class 3 Town Highways, summarized in Table 1.

Table 1. Town Highway mileage, according to various sources. ^{lii iiiiv}

Road Classification	State (Values for highway aid)	Town (Current values from NDPW)	Marcon Report (Approximate values)
Class 2 Paved	14.55	14.55	
Class 3 Paved	17.11	23.34	
Total Paved	31.66	37.89	34
Class 3 Gravel	44.11	45.50	46
Total Class 2 & 3	75.77	83.39	80
Class 4	19.13	19.13	
Total Mileage	94.90	102.52	

Drainage Structures

The Highway Division is responsible for the drainage structures represented in Table 2, which span 67 stream crossings with 20 bridges and 47 culverts of at least four-foot span.² It also has some responsibility for drainage structures on Class 4 Town Highways.
^{3v}

¹ VT AOT, 2011. Hodgdon, 2010. Merchant, 2006

² Merchant, 2006

³ Hodgdon, 2010. Hodgdon, 2009

Table 2. Town drainage structures.

Drainage Structure	Town (Current values from NDPW)	Marcon Report (Older values)
Bridges	20	
Culverts: Span>6ft	23	
Culverts: 4 ft<Span<6 ft	24	
Total Road-Crossing Culverts	822	739
Additional Driveway Culverts	326	

Maintenance Task Overview

The Highway Division is responsible for the following major road maintenance tasks:

- Winter snow and ice control.
- Treatment and resurfacing of paved roads.
- Restoration and grading of gravel roads.
- Bridge inspection and reconstruction.
- Cleaning and replacement of culverts.
- Roadside ditching, mowing and brush control.
- Tree trimming and removal in Town Highway rights of way.
- Installation and maintenance of guardrails, roadway lines and markings, and signage.

Coordination and Planning

The Highway Division is responsible for financial planning of the above maintenance responsibilities and for the care of the division’s buildings, structures and equipment. It provides the staff to accomplish these tasks.

The Director of Public Works coordinates the division’s activities with state and federal officials to assure that the town’s highways, bridges and culverts comply with relevant guidelines and regulations. The director coordinates those activities with neighboring towns and with the Director of the Norwich Fire District. The director applies for state and federal funding and grants for which the town is eligible. ⁴

Standards of Maintenance

In June 2000, the Norwich Selectboard adopted a policy for road and road-related improvements, which covers both travel surfaces and drainage structures.⁵ The policy advocates drainage construction to address 25-year storm events. It specifies treatments for ditches of various slopes. It cites Vermont Agency of Transportation (VT AOT) standards for highway, roadway, driveway, and drainage structures.

⁴ Job Description: Norwich Public Works Director

⁵ Selectboard. “Town of Norwich Policy for Transportation Construction and Improvements.” Norwich, Vermont. June, 2000.

The VT AOT “Orange Book”⁶ provides a template for town road and bridge standards, which encompasses roadways, ditches and slopes, culverts and bridges, guardrails access management and training.

The Director of Public Works has been following a Q100, a higher standard than Q25 in the town and state policies, for the design of box culverts and bridges. Q100 is the return frequency of an hydrology event that has a 1% probability of being equaled or exceeded in any single year.⁷

Potential for additional Class 2 Highway mileage

The State of Vermont provides \$3,974/mile of Class 2 Highway as aid to towns, compares with only \$1,463/mile for Class 3 Highway. The “Orange Book” states that, “Class 2 mileage normally may not exceed 25% of total Class 2 and Class 3 mileage in the municipality.”⁸ Since the state ascribes 75.77 total Class 2 and Class 3 miles to Norwich, this makes the town eligible for a total of 18.94 miles of Class 2 Highways. With a current Class 2 mileage of 14.55, the town may be eligible for an increase of 4.39 miles.

Grants Received

Since 2001, NDPW has been awarded \$2,279,665.99 in highway-related grants. They are outlined in Table 2

Table 2. Grants awarded to NDPW as of July 2011.

Date	Grant Source	Project	Requested	Awarded
2001	VT AOT Paving	Beaver Meadow Road	\$75,000	\$63,000
2002	VT AOT Bridge	B-13-Beaver Meadow Road	\$50,000	\$49,600
2002	Vermont Local Roads	Happy Hill Road culverts	\$3,021	\$3,000
2003	VT AOT Bridge	B-31 Bragg Hill	\$100,000	\$100,000
2004	VT Hazard Mitigation	Hawk Pine/Main Street drainage project	\$71,973	\$31,860
2004	VT AOT Paving	Beaver Meadow Road-Howard Hill	\$21,175	\$14,823
2004	VT Local Roads	Goddard Road	\$5,993.48	\$5,900
2004	VT AOT Bridge	B-10 Turnpike Road	\$103,620	\$89,296
2005	VT AOT Bridge	Goddard Road/Bragg Hill Intersection	\$63,727	\$70,800

⁶ Merchant, 2006, Pp. 8-4,5.

⁷ Fulton, N. “RE: Town Policy for Transportation Construction and Improvements.” E-mail dated 4 September 2011.

⁸ Merchant, 2006

Department of Public Works Review Committee – ANNEX B

Date	Grant Source	Project	Requested	Awarded
2005	VT AOT Bridge	Bragg Hill emergency culvert	\$110,500	\$99,450
2005	US DOT, VT AOT	Bridge 46-Route 132	\$675,000	\$640,000
2006	Storm Water Mitigation	Bragg Hill	\$64,650	-0-
2006	VT AOT Bridge	Un-numbered bridge next above Goddard Road on Bragg Hill	\$75,000	\$67,500
2006	VT AOT Bridge	Un-numbered bridge beside Happy Hill Road	\$93,000	\$83,700
2007	FEMA	Reimbursement for storm damage of April 15 th and 16 th	\$12,000	\$12,000
2008	FEMA	Reimbursement for storm damage of July 9 th , 10 th , and 11 th .	\$48,000	\$48,000
2008	VT AOT Bridge	B-48 on Bragg Hill	\$163,000	-0-
2008	VT AOT Paving	Union Village Road	\$175,000	\$175,000
2008	VT AOT High Risk Rural Roads Program	Route 132/Union Village Road intersection.	\$37,000	\$45,542
2008	VT AOT	Park and Ride	\$4,500	\$4,500
2009	Norwich Women's Club	Plantings at "Welcome to Norwich" sign	\$700.00	\$700.00
2009	VT AOT High Risk Rural Roads Program	Safety improvements on Chapel Hill North and South and Turnpike Road	\$11,000+	\$11,000+
2009	VT AOT Paving	Beaver Meadow Road	\$175,000	-0-
2009	VT AOT	Church Street Sidewalks	\$164,750	\$164,750
2009	VT AOT	Corridor Enhancement	\$320,000	\$320,000
2010	VT AOT Bridge	B-48 on Bragg Hill	\$163,000	-0-
2010	VT AOT Bridge	B-48 on Bragg Hill	\$180,250	-0-
2010	VT AOT Paving	Beaver Meadow Road	\$177,600	-0-
2010	VLCT PACIF	Lift gate	\$2,495	\$2,495
	Norwich Women's Club	Roofing for Buildings and Grounds shed	\$3,500	\$1,750

Date	Grant Source	Project	Requested	Awarded
2011	VT AOT Structures	B-48 on Bragg Hill	\$175,000	\$175,000

Detailed Recommendations

The committee recommends that the Town obtain credit for all the Town Highways that would be eligible to qualify as Class 2. An example is if the town were apply for the re-classification from Class 3 to Class 2 of the paved section of New Boston Road to Norford Lake Road, it would provide 3.6 miles of the possible 4.4-mile increase. This would provide an extra \$2,511/mile in state aid for Class 2 Highway over Class 3. The Town should further obtain credit for all the Town Highways that would be eligible to qualify as Class 3, which would eliminate the discrepancies in Table1.

The committee further recommends that the Town seek expert testimony on the tradeoffs between continuing with the current Q-25 event standard for drainage structures and adopting a higher standard, e.g. Q-100, in order to adopt town road and bridge requirements that meet or exceed the minimums included in the January 4, 2011 VT AOT template in the “Orange Book.”

COMPARABLE TOWNS

This section compares Norwich Highway Division with other towns in the region with similar profiles to provide indicators of cost-effectiveness, demand for services, ability to pay, and activity levels.

Across time, year-to-year budget expenditure comparisons indicate the degree to which towns have contained costs, possibly at the expense of foregoing necessary maintenance.

Comparisons among towns highlight potential areas of inquiry when discrepancies are apparent. For example, expenditure per total miles of roadway owned could indicate an inefficiency of staffing levels and compensation or it could indicate a higher rate of diligence in maintaining a town's assets.

Background

The DPW Review Committee Scope of Work includes the expectation of study and recommendations on the following elements:

- The efficiencies and cost effectiveness of the department's activities.
- The history of DPW budgets, expenditures, grants and revenues and the scope of the department's responsibilities.
- What can be learned to improve standards, budgets, road conditions, and level of service by comparisons with similar towns.

How towns were chosen for comparison

Towns were chosen by one set of criteria and then used for comparison, based on other, related factors. The priorities for choosing towns were:

1. Climate—all towns studied are in Windsor and Orange counties to assure similar climatological factors as precipitation, freeze-thaw indices, temperatures, etc.
2. Road mileage—Road mileage determines the amount of infrastructure that must be maintained, as distinct from the level at which it is maintained.
3. Population—Similar-sized towns leads to similar expectations in levels of service and capabilities of the town public works department.
4. Total town budget—Budgets provide an indication of the town's willingness to fund services.
5. Highway budget—Spending on highways provides a basis for comparison among towns on expenses.

Also of interest was traffic counts and weight of traffic. Unfortunately, these figures weren't readily obtainable and could have been difficult to provide as the basis for comparison, if they were available.

The towns considered on the short list were: Chester, Harford, Hartland, Norwich, Royalton, Thetford, Tunbridge, and Woodstock. The populations and budgets for Hartford and Tunbridge were outliers and so those towns were not included in the compilation of comparables, shown in Table 3. (See Appendix A.)

Table 3. Comparable towns with indicators used to select them.

Town	Population (2010)	Municipal Expenditure (\$M)	Highway Expenditure (\$M)	Class 2 Roads (Miles)	Class 3 Roads (Miles)
Chester	3,154	3.275	0.864	13	75
Hartland	3,393	1.144	0.748	16	60
Norwich	3,414	3.804	1.446	15	61
Royalton	2,773	1.475	0.720	15	56
Thetford	2,588	1.791	0.649	14	49
Woodstock	3,048	5.740	1.341	11	65
Median	3048	2.798	0.806	14	60

Note that Norwich has approximately the same road mileage in roads as the comparable towns; it has a 12% larger population than the median and its municipal budgets are 36% larger than the median. In the reporting years of record, Norwich’s highway expenditure was 86% higher than the median.

What measures were used for comparison

In addition to the criteria that were the basis for choosing towns, the committee considered additional data for comparison among towns, shown in Table 4. Staffing levels, wages and benefits, total compensation, and paving expenditure contribute to highway department cost structures in town budgets. Per capita income is a measure of the residents’ ability to fund highway departments. Revenues from fees and grants highlight a department’s ability to acquire non-tax revenues. Most of the data shown are from Fiscal Year 2009-10.

Town mileages are somewhat challenging to interpret because one set of Vermont Agency of Transportation (VT AOT) data covers roads by class—of interest are 2nd and 3rd Class roads, either of which could be paved or gravel. A second source of VT AOT details paved and none-paved roads in Vermont towns, but does not call out those that are maintained by the state, like U.S. routes or Interstate highways.

Table 4. Additional data for comparison between towns for Fiscal Year 2009-10.

Town	Highway Department Employees (FTEs)	Total Compensation (\$K/year)	Average Compensation (\$K/FTE)	Per Capita Income (\$K)	Average Paving Expenditure (\$K/year)
Chester	8.5	386.0	45.4	44	107.5
Hartland	6.0	198.6	33.1	62	83.2
Norwich	8.0*	465.5	58.2	83	272.3
Royalton	4.5	179.1	39.8	39	27.2
Thetford	5.0	266.0	53.2	62	87.8
Woodstock	8.0	487.6	60.9	60	25.4
Median	7.0	326.0	49.3	61	85.5

*Includes Buildings and Grounds figures.

Note that in FY 10 Norwich had the same number of FTEs in the highway department as the median value (fewer than Woodstock). Its total compensation was 43% higher than the median. Its average compensation was 61% higher than the median. On the other hand, Norwich’s per-capita income is 18% higher than the median.

An independent study, commissioned by the Norwich Town Manager, stated in reference to a tabulation of Equipment Operator hourly wages that, “This data makes clear that the area’s wages are much higher than they are in much of the rest of the state. Norwich’s wages are the fourth highest in the state....”⁹ Norwich was also significantly higher than nearby towns, including Woodstock and Hanover.

The department is spending 218% more than the median on its average annual spending for paving from F& 05-06 to FY 09-10.

Rate of increase of departmental budget for highways

In addition to looking across towns at a snapshot of comparable data, the committee tracked town highway budgets over five fiscal years. Table 3 shows the average annual increase of highway expenditure and the average annual highway expenditure in Norwich over the five years of FY 06 – FY 10. Appendix B outlines how the pertinent budgetary line items contributed to the figures in Table 5.

Table 5. Annual highway expenditures for comparable towns from FY 06 to FY 10.

Annual Highway Expenditure (\$M)

Town	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Average Annual Increase	Average Annual Expenditure
Chester	0.871	0.903	0.903	1.101	0.864	-0.2%	0.928
Hartland	0.581	0.706	0.596	0.854	0.748	7.2%	0.697
Norwich	1.121	1.250	1.368	1.416	1.446	8.4%	1.330
Royalton	0.638	0.726	0.704	0.716	0.720	3.2%	0.701
Thetford	0.572	0.678	0.598	0.705	0.649	3.4%	0.640
Woodstock	1.389	1.475	1.216	1.686	1.341	-0.9%	1.421
Median	0.754	0.814	0.803	1.001	0.806	0.8%	0.819

Note that growth in Norwich’s actual highway expenditures from FY 06 to FY 10 was 8.4%, much higher than the median rate of growth. Norwich’s average annual expenditure over the period was 63% higher in its highway budget than the median value. This is a function of both higher total compensation costs and of performing more work than other towns (see Table 2). However, if one subtracts the “Retreatment” expenses from the Norwich Highway budget, the Average Annual Increase is only 2.3%.

⁹ Sadowski, Frank. “An analysis of the competitiveness of municipal salaries for the Town of Norwich.” Gallagher Flynn Human Resource Services, LLC. Hanover, NH. July 2010.

Input per mile of roadway

As instructive as the comparisons in the preceding Tables are, they provide input to indices that minimize the differences between towns by basing all comparisons on units measured per total mile of roadway (Class 2 and 3, combined).

The indices shown in Table 6 are:

- Employees/Total Miles (FTEs/mile)—This is a measure of how many people are used to maintain each mile of road. This is a measure of cost-effectiveness.
- Total Compensation/Total Miles (\$/hour-mile)—This measures the compensation burden for each mile of road. This is a measure of cost-effectiveness.
- Expenditure/ Total Miles (\$/mile)—This is the raw highway department expenditure for each mile of road. This is a measure of cost-effectiveness.
- Paving Expenditure/Paved Miles (\$K/mile)—This is the budgetary expense applied to repaving and maintaining each mile of paved road. Reflects level of activity.
- Revenue from Fees and Grants/Total Miles (\$K/year-mile)—This reflects the town’s ability to acquire funds that come neither from taxes or state funding formulas for Class 2 roads and bridges, applied to each mile of paved road.
- Population/Total Miles—Shows the density of population served for each mile of paved road. Reflects ability to pay for the service.
- Per Capita Income/Total Miles (\$/mile)—Shows the average per capita income in a town, divided by mile of road. Reflects ability to pay for the service.

Table 6. Indices measuring cost-effectiveness, activity, income and ability to pay, expressed in units per mile of road.

Measures of:

Town	Cost-Effectiveness		Activity	Ability to Pay	
	Employees / Total Miles (FTEs/mile)	Total Compensation / Total Miles (\$K/mile)	Expenditure / Total Miles (\$/mile)	Population / Total Miles	Per Capita Income/Total Miles (\$/mile)
Chester	0.10	4.39	9,829	36	501
Hartland	0.08	2.62	9,848	45	817
Norwich	0.11	6.14	19,764	45	1,095
Royalton	0.06	2.51	10,113	39	548
Thetford	0.08	4.19	10,218	41	975
Woodstock	0.10	4.66	17,512	40	783
Median	0.09	4.29	10,165	40	800

Note that a measure of staffing per mile of road was 20% higher than the median. Compensation per mile of road exceeded the median by 43%. Indices of activity compared as follows: Highway department expenditure per mile of road was 94% higher than the median value and paving expenditure per mile was about 161% higher than the median value.

The population per mile, requiring service, is 12% higher than the median and the per capita income per mile is 37% higher. Per capita income may reflect the level of expectations and the ability to pay for services.

Detailed Recommendations

The committee recommends that decision-makers of the Town of Norwich:

- Study in greater depth the staffing levels and total cost required for buildings and grounds functions, considering the option of contracting many of the services provided.
- Prior to union contract negotiations, review departmental wages to assure that the Town's negotiated compensation package is appropriately competitive with the regional job market.

PAVED ROADS

This section addresses the extent to which the Town of Norwich has followed the recommendations of the Marcon Report, pertaining to paved roads, and to make recommendations on how to proceed in the future. It summarizes the findings, predictions and recommendations of the report and compares them with what has been implemented by DPW since December 2006.

Background

In 2006, the Town of Norwich received a report from Robert Merchant, entitled “Town of Norwich—Transportation Capital Program.”¹⁰ Hereafter this report is referred to as the “Marcon Report” in reference to the name of Mr. Merchant’s consulting company, MARCON Corporation. The Marcon Report addressed the town’s paved roads in 29 of the report’s 39 pages. It also covered gravel roads, bridges and culverts.

Pavement Condition

The Marcon Report incorporated a 2006 RSMS¹¹ survey of Norwich paved Roads by the Two Rivers-Ottawaquechee Regional Commission. RSMS produces ratings ranging from Excellent to Very Poor for each surveyed segment of paving, based on a Pavement Condition Index (PCI) value, ranging between 100 (the best) to 0 (failure). In 2006, more than 50% of Norwich pavement was in Excellent to Good condition and about 40% was in Poor to Very Poor condition.

The committee performed a PCI survey of Norwich paved roads in 2011 and found that approximately 58% of the pavement was in Excellent to Good condition and 27% was in Poor to Very Poor condition. This represented an improvement in the intervening five years.

Rate of Pavement Projects

The Marcon Report recommended a rate of paving on a 10-year cycle, shown in Table 7. It recommends a schedule of maintenance on roads with no subgrade failure that includes crack sealing (years 3, 11, 21), surface sealing or reclamation as needed (year 8, 27). The committee found that the funded rate of repaving has been 1.9 miles/year between 2007 and 2011, compared with a requested annual value of 3 miles per year to achieve a 10-year cycle for repaving.

¹⁰ Merchant, Robert; Wise, C.; Hodgdon, A.; and Turner, R. “Town of Norwich—Transportation Capital Program.” MARCON Corporation. Island Pond, Vermont. December 2006. 39 pages.

¹¹ RSMS = Road Surface Management System

Table 7. Proposed and actual miles of pavement retreatment in budget request for Fiscal Year shown.¹²

FY:	2007-08	2008-09	2009-10	2010-11	2011-12
Miles Requested:	3	3	3	3	3
Miles Paved:	2.47	1.34	1.54	2.26	1.83

Funding of Pavement Projects

The Marcon Report delineated three different levels of funding and the consequent RSMS ratings that would result from each level by the year 2010. The report concluded that the following spending levels (adjusted for inflation) would result in the following distribution of RSMS ratings (Table 8).

Table 8. RSMS Ratings projected for 2010 and actual for 2005 and 2011, expressed as a percentage of the total paved road network.

Annual Funding Level	Excellent-Good	Poor-Very Poor
\$217K—Actual 2005	53%	40%
\$240K—Predicted Average	50%	40%
\$300K—Actual Average 2011	58%	27%
\$350K—Predicted Average	75%	17%
\$400K—Predicted Average	80%	13%

Note that the actual spending level resulted in ratings that were consistent with those predicted. The committee used both the rate of asphalt increase (\$/ton) and the CPI (Urban, Northeast) as indices for inflating the cost of pavement maintenance and established that the average actual rate of annual spending (ca. \$300K/year) exceeded the inflated rate for \$240K/year (\$254-294K/year) and was less than the inflated rate for \$350K/year (\$371-428K/year).

Standards

The committee found that the town’s paved roads are in a condition consistent with state paved highways and the paved roads of nearby towns, so the town is not differently situated in its upcoming maintenance requirements. On the other hand, the Marcon Report includes three curves¹³, two notional and the other empirical that relate pavement condition with the cost of repair (See Figure 1). All curves suggest that the cost of repairs becomes disproportionately greater, the worse the condition of the pavement, especially after 12 years. The Marcon hierarchy of road maintenance costs is shown in Table 9

¹² Memo To: Peter Webster, Town Manager for the Public Works Review Committee, From: Andy Hodgdon, Public Works Director, Subject: Requested information on retreatment, Date: August 17, 2011

¹³ Marcon Report, Pp. 13-14.

Table 9. Approximate road maintenance costs in 2006 and 2011. More details are in Appendix E.

Treatment	2006 Cost ¹⁴	2011 Cost ¹⁵
Crack Sealing ¹⁶	\$0.11/SY	\$0.07/SY
Sealing	\$5.50 /SY	\$2-\$5.75/SY
Overlay	\$10.25 /SY	\$9.30/SY
Reclamation	\$17.50 /SY	\$21.51/SY
Reconstruction	\$25.00 /SY	¹⁷

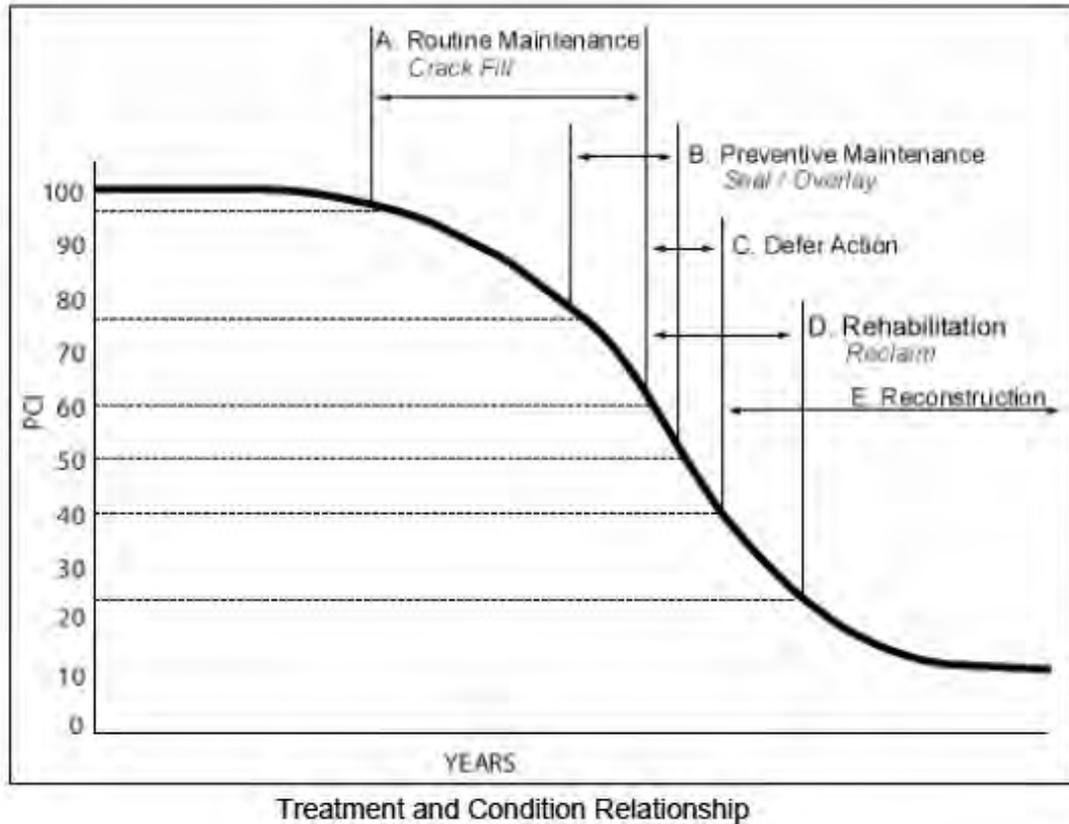


Figure 1. Treatment-Condition Relationship.¹⁸

The Marcon report explains that that a pavement could receive a seal or overlay treatment and extend its life by 5-8 years at \$5.50/SY, or a structural overlay could extend the life by 8-12 years at \$10.25/SY. However with substantial degradation of the sub-base reconstruction either by a reclamation process or by removing and building new from the

¹⁴ Marcon Report, P. 16.

¹⁵ Values supplied by **Error! Reference source not found.**

¹⁶ Assumed for Medium Severity and 20% coverage of longitudinal or transverse cracks.

¹⁷ Not recommended by Chief, DPW per 17 August 2011 memo, “Requested information on retreatment.”

¹⁸ Marcon Report, P. 14

subgrade would cost \$25.00/SY. In each instance, the retreatment is expected to bring the rating back to at least Very Good.

This hierarchy of actions and costs suggests that it would be unwise for Norwich to allow its roads to fall into the Poor-Very Poor range where reclamation and reconstruction are the only options.

Costs

Since the Marcon report was written, the cost of asphalt, a petroleum-related product, has risen at a rate that far exceeds the consumer price index (Figure 2.), which makes proper care of Norwich’s paved roads much more expensive in proportion to other expenses than before. The Marcon report recommended reconstruction of any given pavement segment every ten years. This would require about three miles per year of re-paving, a rate that has not been achieved since the report came out.

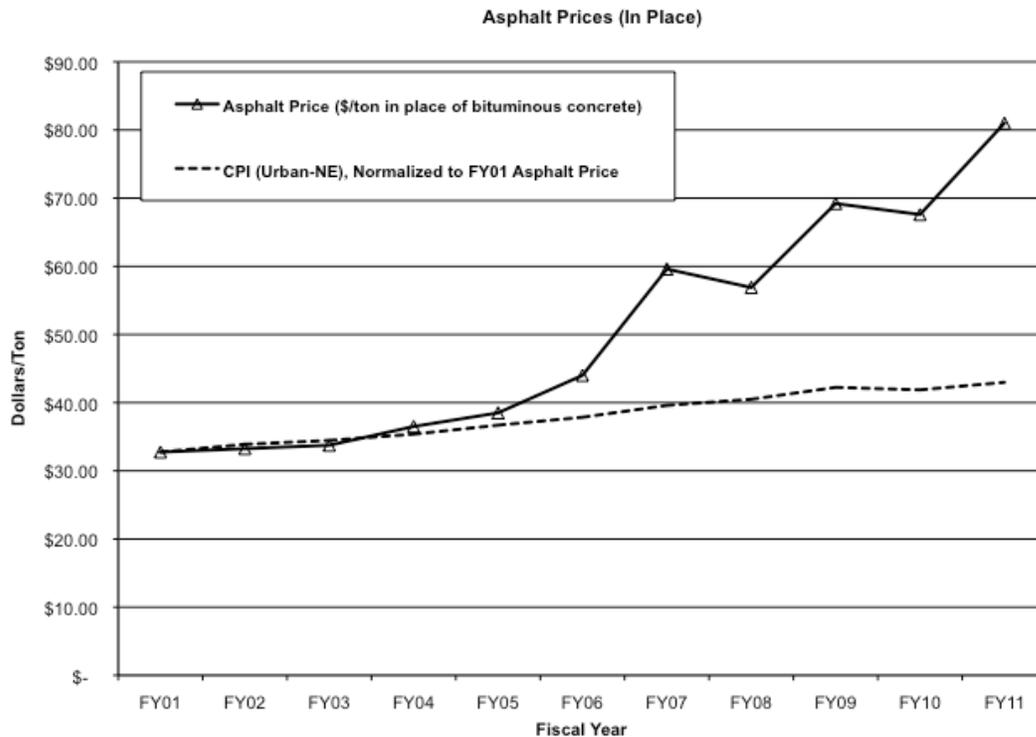


Figure 2. Asphalt (bituminous concrete) prices, compared with the Consumer Price Index (Northeast, Urban). Compiled by Neil Fulton.

Pavement Management Software

Fortunately, Pavement Management Software tools exist to guide those who are responsible for paved roads and parking areas to take timely action, based on the

observed PCI of each segment. Such tools include MicroPAVER, PASER, RSMS and others.¹⁹

Preventative Maintenance

DPW uses crack sealing on roads that are in mostly good condition. This improves the functional condition of the pavement and can extend the life of the pavement by as much as 3 years.

Table 10 shows a list of treatments with the extended length of service time for the pavement.

Table 10: Extended service life for various treatments.

Treatment	Extended Service Life
Crack sealing	Up to 3 years
Single chip seal	3-5 years
Double chip seal	4-7 years
Chip seal with fiber mat	3-6 years
Nova chip	Unknown
Micro-surfacing	Unknown
Hot-mix asphalt, shim and overlay 2”	8-10 years
Hot-mix asphalt, mill and overlay 1.5”	8-10 years

Rehabilitation

Rehabilitation consists of shim and overlay with paving fabric, if required. It improves the load carrying capability and extends the surface life of the pavement. These projects are designed to last 10 years.

Cold Planing

Cold planing consists of milling off 2” and applying 1.5” of shim and overlay. This prevents too deep a build-up of asphalt on the road. If the asphalt becomes too deep, it raises the road surface to the point where residents have trouble getting out of their driveways. Leaving a 3” to 4” base with 1.5” of shim and overlay is sufficient for load capacity for today’s 100,000lb.+ trucks.

Detailed Recommendations

The subcommittee recommends that the Town of Norwich:

- Acquire a user-friendly Pavement Management Software (PMS) that fits the capabilities of the Norwich DPW. RSMS 11 is a strong candidate (see Appendix D).

¹⁹ Gee, King W. “Pavement Management Catalog—Pavement Data Management Collection Software, Equipment.” Federal Highway Administration, Office of Asset Management, Washington, May 2002

Department of Public Works Review Committee – ANNEX B

- Acquire the services of a consulting organization to perform a professional pavement condition survey and train the Norwich DPW and citizen volunteers in the use of the PMS.
- Set priorities for road importance, based on such factors as connectivity to destinations, traffic, etc. to be a basis for maintenance in addition to roadway condition.
- Develop a rolling five-year plan for maintenance, based on the PMS results.
- Acquire the periodic services of a consulting organization to perform a professional pavement condition survey to maintain the integrity of PMS data.
- The Town budget should reflect recommendations provided via the Paved Management Software process..
- Address those high-priority pavements in Poor to Very Poor condition to avoid more costly maintenance methods.

GRAVEL ROADS

This section provides a general review of maintenance practices and condition of our gravel roads during the summer season. More rigorous quantitative gravel road assessment techniques are available, e.g. the “Unsurfaced Road Maintenance Management” manual, developed by the U.S. Army Corps of Engineers.¹ The committee identified accepted standards for Vermont town roads and bridges,¹ identified five simple factors for assessing the town’s roads and sampled roads in town to assess their compliance with standards.

Background

Norwich maintains 45.5 miles of gravel roads.¹ The DPW Highway Division is responsible for their upkeep, which occurs on seasonal cycles.

Gravel road types identified

The committee identified five categories of road for inspection:

- Major through-roads, which connect to adjacent towns.
- Through-roads, which connect to another town.
- Minor through-roads, which connect to an isolated portion of an adjacent town.
- In-town through-roads, which connect to other Norwich roads.
- In-town dead-end roads, which do not connect with another road.

Gravel road maintenance factors

The committee identified five factors for assessing gravel road maintenance:

- Surface characteristics, determining ride comfort (frequency of potholes, erosion channels and surface texture and smoothness).
- Quality of gradable material, which is available for continued maintenance.
- Road crown, the road cross section necessary to promote water drainage from the road center directly to the ditches.
- Ditching, which carry water away from the roadway and minimize road erosion.
- Road width, which allows for safe travel, routing of the road, and esthetics.

These categories are a simplified version of the Unsurfaced Road Condition Index, developed by the U.S. Army.¹

Gravel road survey

In late July 2011 the committee viewed approximately 25% of the town’s gravel roads, representing the above road types, plus several roads in adjacent towns to provide a general comparison. They found that the roads viewed all met the town’s standards for good maintenance practice, as follows:

- Surface characteristics: All roads had good surfaces with very few rough segments.
- Quality of gradable material: More lightly traveled roads appeared to be smoother with less coarse gravel at the surface. Roads also appeared to have sufficient gradable material.

- Road crown: Roads were crowned with proper grading assuring water movement from the roadway and minimum erosion and were without ridges or berms between the crown and the ditch.
- Ditches: Ditches appeared to be adequately maintained to control erosion and maintain the structural integrity of the roadway from rutting, frost heave or thaw weakening.
- Road width: Road width appeared to be generally appropriate for degree of use, local topography, location and esthetics.

Conclusions

These summer observations suggest that the DPW Highway Division follows best management practices and that the town's gravel roads are in good condition. The town's gravel roads also compared favorably with those seen in the adjacent towns.

BRIDGES AND CULVERTS

This section outlines the number and types of stream crossings in the Town of Norwich. It addresses the status of bridge maintenance and the funding required.

Background

NDPW maintains six state-inspected bridges and 30 non-state-inspected bridges and culverts over six feet in span. In addition NDPW maintains 822 road crossing culverts and 326 driveway culverts. Table 11 shows the roads that span the Town’s major stream crossings.

Table 11. Norwich bridges and culverts of six feet or greater span.

Town Highway	VT AOT Inspection	
	Yes	No
Beaver Meadow Road		2
Turnpike Road	4	4
New Boston Road		3
Norford Lake Road		1
Ladeau Road		1
Chapel Hill Road		1
Tigertown Road		7
Podunk Road		2
Sue Spaulding Road		2
Bragg Hill		6
Hopson Road		1
Elm Street	1	
Route 132	1	
Totals	6	30

Standards for Assessing Needed Maintenance

The state standards are on an inspection form in the VT AOT Orange Book.²⁰ It lists the condition of wing walls, bridge deck, guardrails on bridge, stream alignment, condition of concrete or metal culvert, etc.

Funding of Bridge Maintenance

Budget Amounts and allocations: \$5,000 is budgeted per year for bridge repairs. Any major projects are covered by grants.

As of 2009, VT AOT bases its grant program on a prioritization of bridge projects, reflecting their current condition and their priority for repair based on condition and importance to the region. VT AOT ranks the top 60 high priority bridges in the state without regional priority consideration. In addition, the regional planning commissions rank the top eight candidates in their regions for consideration. These bridge candidates will generate a list of the top 30 candidate bridge priorities that are included in the Governor's Recommended Budget, submitted to the Legislature each January.^{21,22}

State grant amounts are limited to \$175,000 for any one project. State funds are required to be matched by at least:²³

1. 20 percent of total project cost with municipal funds, or
2. 10 percent of total project cost with municipal funds providing that municipalities have:
 - Adopted town highway codes and standards that meet or exceed the minimum requirements of the VT AOT January 4, 2011 template, and
 - Conducted a highway infrastructure study (not less than three years old), which identifies all town culverts, bridges, and identified road problems. The inventory would include location, size, deficiency/condition, and estimated cost of repair – where the condition is less than acceptable.

The Director, NDPW has been applying for VT AOT structures grants over the past ten years to upgrade undersized stream-crossing structures with box culverts that would meet the 100-year flood standard.²⁴ Four of these have been placed along Bragg Brook, with another one due in the construction season of 2011 and project completion for Bragg Hill in 2012.

²⁰ Merchant, Robert L.; La Framboise, L.; Persons, K. "Handbook for Local Officials—2011-2013." Vermont Agency of Transportation. Montpelier, VT. 2011.

<http://www.aot.state.vt.us/ops/documents/OrangeBook.pdf>. Section 5.2

²¹ Memo from Director, NDPW to Norwich Town Manager, dated 1 November 2009, Subject: Pending Bridge Projects

²² Vermont Agency of Transportation

Program Development – Structures Section – 2011 Annual Report: Interstate Bridge Program, State Highway Bridge Program, Town Highway Bridge Program.

<http://www.leg.state.vt.us/reports/2011ExternalReports/263513.pdf>. Section 5.1.

²³ Merchant, Robert L.; La Framboise, L.; Persons, K., et alia.

²⁴ Memo from Director, NDPW to Norwich Town Manager, dated 24 July 2011, Subject: Pending Bridge Projects

The Director has compiled a list of Town bridges believes will need to be replaced within the next five to ten years. Three of these bridges are on Turnpike Road and have been rated by the VT AOT to be in poor condition. The Director has identified the most cost-effective structure for each of these locations. Each structure has been designed from a hydrologist’s report and will exceed Q100 storm events. These projects are shown in Table 12.

Table 12 Planned Norwich Bridge and Culvert Projects.

Bridge No.	Location	Structure Type	Projected Cost
41	TH 16 Turnpike	Galvanized Steel	\$300K
42	TH 16 Turnpike	Galvanized Steel	\$245K
32	TH 16 Turnpike	Galvanized Steel	\$255K
43	TH 60 Elm	Truss	\$300K
39	Beaver Meadow	TBD	\$180K

Recommendations

The DPW Review Committee recommends the following:

1. Continue the annual funding of the reserve fund to repair or replace culverts and bridges when necessary.
2. Consider adopting a higher standard for rainfall events, to ensure that the Town’s road and bridge design standards meet or exceed the minimums found in the VAOT “Orange Book.”

SNOW REMOVAL

This section addresses current NDPW snow removal practices, compares them with published best practices and offers suggestions.

Background

The Highway Division has published extensive information about its snow removal operations on the town website.²⁵ The stated goal is to achieve safe traveling surfaces at the earliest practical time and in the most cost efficient manner during and after a storm event. The NDPW strives to use the minimum anti-icing or anti-icing material needed to restore safe travel conditions as soon as practical following each winter weather event. Salting and sanding units employ operator-controlled calibrated mechanical spreaders that accurately meter application rates of materials. The department reportedly trains employees on how to adjust application rates to each weather event. Anecdotal evidence suggests that occasionally chemical applications are not applied according to standards.

Best Practices

The NDPW snow and ice control methods compare well with best practices outlined in the FHWA Manual of Practice for an Effective Anti-Icing Program,²⁶ which addresses state department of transportation snow and ice control methods. That publication discusses a variety of operational and decision-making tools, a variety of chemical and mechanical anti-icing techniques, and a variety of anti-icing chemical options (including organic materials), many of which are in use with the NDPW.

Operations

The DPW Review Committee encourages continuation of techniques that minimize the use of salt, while achieving safe driving conditions in a reasonable amount of time. The committee also encourages the use of organic anti-icing agents in cases where such agents may stray onto private property and cause harm.

NDPW may consider the cost-effectiveness of down-town snow-clearing options that avoid snow and chemicals from being placed on private property. One is to use the excavator-mounted snow blower to impel snow into rented ten-wheelers.

Another concern is roadway visibility after wing-plow operations. It is important to maintain visual cues to assure that drivers don't stray into ditches. This can be achieved by such measures as raising the wing-plow above the road surface or by using highway markers, where necessary.

²⁵ http://www.norwich.vt.us/town_departments/highway

²⁶ S. A. Ketcham, L. D. Minsk, R. R. Blackburn, and E. J. Fleege. Manual of Practice for an Effective Anti-Icing Program— A Guide For Highway Winter Maintenance Personnel. US Army Cold Regions Research and Engineering Laboratory. FHWA-RD-95-202. June 1993.

Recommendations

The DPW Review Committee recommends the following:

1. Assure that NDPW staff members are trained to minimize salt application, while maintaining application rates that return roads to a safe condition as soon as practical after winter weather events.
2. Identify and articulate a strategy that minimizes the movement of anti-icing agents onto private property.
3. Define a visible edge of the traveled roadways during and after plowing to improve safety.

EQUIPMENT

This section provides a general review of NDPW's vehicles and other equipment and compares its inventory with other towns. The Highway Subcommittee studied the highway department fleets of Norwich and the towns of Woodstock, Royalton, Chester, Hartland, and Thetford, which it found to be comparable to Norwich.

Background

NDPW has 17 vehicles and plus eight other items of equipment. Many of these are part of a planned capital equipment replacement schedule. (See Appendix F.)

Vehicles

The following is a description of vehicles provided by the Director, NDPW.

- Truck #1: 2007 5500 GM with plow, wing, and sander. Used for four seasons of Public Works activities. Please see designated plow, salt, and sand route on website. It is also used for pulling the utility trailer for hauling culverts, for patching potholes along paved roads, and for other uses that require a small truck.
- Truck #2: 1985 K2500 GM pickup. This truck was given to us through the military donation system and picked up at Fort Drum in New York. The body on the back of the truck was given to us by the Norwich Water Department. This vehicle is 26 years old and is not reliable for plowing snow. It has a fuel tank and generator in the back and is used by one of our grader operators to fuel up the grader and rotate the grader blades. It is also used by the roadside mowing tractor operators for transportation and fuel. This vehicle is not in the equipment replacement plan.
- Truck #3: 1981 L9000 Ford Louisville. This truck was given to us by the Norwich Fire Department. At the time it was given to us, the motor was blown. We had the engine rebuilt. It is used to spread Safe-Bind for dust control. This truck is 30 years old and not reliable for plowing snow. It is not on the equipment replacement plan.
- Truck #4: 2010 M2 Freightliner with plow, wing, and sander. Used for four seasons of Public Works activities. Please see designated plow, salt, and sand route on website. It is also used for hauling gravel and ledge products and snow removal. This truck also features a rubber belt conveyor system in the truck bed instead of a metal chain conveyor. It is used for redoing shoulders after paving and any other shoulder work that we need to do. Shoulder material does not get caught in the belt like it does in the chain.
- Truck #5: 2003 FL80 Freightliner with plow, wing, and sander. Used for four seasons of Public Works activities. Please see website for plow, salt, and sand route. It is also used for hauling gravel and ledge products, pulling the wood chipper for tree clean up after storms, snow removal, and any emergency services, as required.
- Truck #6: 2006 3500 Dodge pickup: This truck was purchased used from a guardrail company that was downsizing. It is used by me, as I am on call 24 hours a day, 7 days per week, 365 days per year.
- Truck #7: 1996 L8000 Ford Louisville with plow, wing, and sander. Please note: This truck is 14 years old and has 150,000 miles on it. It is used as a spare truck in case one of our other trucks breaks down.

- Truck #8: 2002 2554 Navistar with plow, wing, and sander. A replacement Freightliner M2 has been ordered to replace this vehicle. Used for four seasons of Public Works activities. Please see designated plow, salt, and sand route on website. Other uses are the same as Trucks #4 and #5.
- Truck #9: 1987 Dodge W350: This truck was given to us by the Norwich Fire Department. It is their former forestry truck. It came to us with a broken frame, which we repaired. The Buildings and grounds Technician uses this truck to pull a utility landscape trailer to move mowers from one area to another. The truck has a flatbed on the back for hauling bark mulch and for cleanup, etc. It cannot be used for plowing snow, as it is 24 years old and has had a broken frame. It is not in the equipment replacement plan.
- Truck #10: 2007 M2 Freightliner with plow, wing, and sander. Used for four seasons of Public Works activities. Please see website for plow, salt, and sand route. Other uses are the same as for Trucks #4, #5, and #8.
- Truck #11: 1997 2500 GMC. This truck was given to us from the Town of Windsor. They had scrapped it because it had a snowplow on it, which caused the frame to break. It could not be used for snowplowing because of this. We repaired the frame and made other various repairs to it. It is equipped with a generator in the back to run an electric impact wrench to rotate grader blades. It is used by the second grader operator to fuel the grader, rotate blades, and transportation to and from work sites or by the roadside mowing operators for transportation and fuel. We cannot use it for snowplowing due to the fact that it had a broken frame. It is not on the equipment replacement plan.
- Truck #12: 2003 F350 with snowplow. Please see designated plow route on website. This truck was purchased to be used in place of a contracted route for winter plowing. The route is now done in-house. This truck is equipped with a walk-in mechanic's body and is used for keeping all Buildings and Grounds woodworking equipment, plumbing equipment, and other supplies for projects at Town buildings, out-buildings, playground equipment, etc.
- Truck #13: 1989 Ford. This truck was discarded by the Fire Department. It is equipped with a hydraulic lift gate that was obtained through a PACIF grant. It also has an AC/DC combination welder/generator in the back for mobile repairs and a set of oxygen/acetylene torches, which are also used for mobile repairs. This truck is very versatile.

Major Equipment

The following is a description of major equipment provided by the Director, NDPW.

Grader #1: 2004 143H Caterpillar. It is equipped with a snow wing and a front hitch with snowplow. It is used for road grading, snow removal, winging back snow banks. The front snow plow would be used in case of a blizzard.

- Grader #2: 2012 672G John Deere. It is used for road grading and snow removal and four seasons operations for Public Works.
- 2004 Caterpillar 938G Loader: This is equipped with snowplow attachment and snow blower attachment. Used for designated plow route-please see website. It is used for loading gravel, salt, and sand, as well as pushing back snow and loading snow plows.

- 2004 Caterpillar 430D Backhoe: This is used for ditching and culvert installations. It is equipped with a set of forks, so can be used as a forklift. Also, during winter months, it is used for pushing back intersections for view clearing and for picking up snow piles during snow removal. It can be used for loading sand and salt if the loader is doing something else. It has an OSHA-approved basket that can be used as a man-lift.
- 1993 Brush Bandit Wood chipper: Used for chipping brush
- Mower #1-1999 John Deere 5401 and Mower #2-2008 John Deere 6415: Used for roadside mowing.
- 2007 Holder C4.74 sidewalk tractor: Used for winter sidewalk maintenance-salting, sanding, and plowing. Please see website for designated sidewalk routes. Used for spring cleanup-sweeping and for mowing Huntley Rec. Field.

Analysis

The DPW Study Committee found that the NDPW has a larger equipment inventory than other towns. Five of these were vehicles at the end of their useful life, given up by other government entities, which NDPW acquired and repaired to make them operable for a few additional years. A preferable practice may be to assess the Town’s needs objectively and acquire the inventory of vehicles and equipment that meets those needs most efficiently and cost-effectively.

The DPW Study Committee also found that NDPW does not have an effective means for capturing the real cost of owning and maintaining a vehicle. The committee notes that the Norwich Selectboard has recently developed an interim Vehicle Acquisition and Replacement Policy.

Comparisons with other towns showed that Norwich had a larger vehicle count than comparable towns, as shown in Table 13.

Table 13 Vehicle counts and related statistics for comparable towns.

Equipment Comparison						
Item	Norwich	Woodstock*	Royalton	Chester	Hartland	Thetford
Backhoe	1	0	2		1	1
Loader	1		1			1
Grader	2	2	1	1	1	1
Dump Truck	6	5	6	5	1	5
Pickup Truck	4			2		
Specialty Truck	3			1		
Excavator				1		
Rolling Stock Subtotal	17	7	10	10	3	8
Sidewalk Plow	1			1		
Wood Chipper	1					1
Trailer	2					
Mower	2		2		2	
Total Items of Equipment	23	7	12	11	5	9
Costs						
Repair/Maintenance	\$ 90,000	\$ 44,006	\$ 40,382	\$ 43,245	\$ 60,000	\$ 50,105
Personnel Costs	\$ 465,525	\$ 487,555	\$ 208,342	\$ 386,019	\$ 198,606	\$ 266,020
Budget	\$1,497,499	\$ 1,341,419	\$ 720,024	\$ 863,536	\$ 747,500	\$ 649,473

*Town and Village

Detailed Recommendations

The DPW Review Committee recommends the following:

1. Incorporate a method for tracking the use and maintenance of NDPW's vehicle and equipment inventory to provide better accounting of costs.
2. Reassess the purpose and function of the current vehicle and equipment inventory for efficiency and cost-effectiveness.
3. Assess the ideal alignment of a future fleet of NDPW vehicles and equipment inventory for efficiency and cost-effectiveness.
4. Compare the relative costs of equipment maintenance by in-house personnel and outside contractors for efficiency and cost-effectiveness.

Appendix A. Summary Data for Towns Considered for Comparison

Table A1. Attributes of towns considered for comparison before Hartford and Tunbridge were dropped.

Town	Population ²⁷	Municipal Expenditure (\$M) ²⁸	Public Works Expenditure (\$M)	Class 2 Roads (Miles) ²⁹	Class 3 Roads (Miles)
Chester	3,154	7.535	0.864	13	75
Harford	9,952	12.600	3.000	20	109
Hartland	3,393	1.144	0.748	16	60
Norwich	3,414	3.804	1.497	15	61
Royalton	2,773	1.475	0.720	16	56
Thetford	2,588	1.791	0.649	14	49
Tunbridge	1,284	1.200	0.800	5	66
Woodstock	3,048	5.740	1.470	15	73
Median	2,911	1.633	0.774	15	61

²⁷ U.S. Census data, 2010.

²⁸ Town reports of respective municipalities.

²⁹ Source: VTAOT, "Town Highway Grant Program." Montpelier. 2011.
<http://apps.VT AOT.vermont.gov/THGProgram/townlookup.aspx>

Appendix B. Summary of Line Items Chosen for Norwich DPW Expenditures

The committee chose actual expenditures for comparison town-to-town. The configuration of Norwich expenditure line items did not remain constant over the Fiscal Years, FY 05-06 through FY 09-10. Note that it was ambiguous how and where Buildings and Grounds numbers were handled in other towns, so they were left in the Norwich numbers. Here are the numbers chosen:

FY 05-06 (F/Y 06 Actual):

Total Public Works Dept. Expenditures: \$874,322

+ Highway Bridge Grant (Projected): \$208,960

+ Highway— Better Back Roads Grant: \$8,128

+ Highway— VT Rte 132 Bridge: \$20,000

+ Highway — Vehicles: \$10,000 = \$ 1,121,410.

FY 06-07 (FY-2007 Actual):

Total Highway Department Expenditures = \$1,249,587.

FY 07-08 (FY 08 Actual):

Total Highway Department Expenditures = \$1,367,511.

FY 08-09: (FY09 Actual):

Total Highway Department Expenditures: \$1,415,875

N.B. B&G is calculated as: Benefits burden on wages: (1.535) *(Bldgs & Grounds Wage: \$34,172+OT Buildings & Grounds: \$2,746) = \$56,683.

FY 09-10: (FY10 Actual):

Total Highway Department Expenditures: \$1,497,499

N.B. B&G is calculated as: Benefits burden on wages: (1.439) *(Bldgs & Grounds Wage: \$36,106+OT Buildings & Grounds: \$0) = \$51,964.

Appendix C. Summary of Pavement Condition in Norwich

The results of the committee’s informal survey of Norwich paved streets are in Table C1. Figure C1 shows examples of pavement condition.

Table C1. Pavement condition, categories by road mileage.

Norwich Roads Surveyed		Miles in Pavement Condition				
August 2011		Excellent	Good	Fair	Poor	Very Poor
Section:	Miles					
01 Union Village	5.4	4.9	0.3	0	0.2	0
02 Beaver Meadow	5.8	0	2.1	1.4	0	2.3
03 Route 132	2.8	1.3	0	0	0.6	0.9
04 Academy	0.3	0	0	0.3	0	0
11 Hogback	0.3	0	0	0	0.3	0
12 New Boston	3.6	2.6	1	0	0	0
17 Douglas	0.2	0	0	0	0	0.2
18 Turnpike	2.6	1.3	1	0.3	0	0
24 Goodrich Four Corners	2.2	0.5	0	0	0	1.7
36 Brigham Hill	0.2	0	0	0.2	0	0
40 Willey hill	0.6	0	0	0	0.6	0
41 Cliff	0.2	0.2	0	0	0	0
41 Sargent	0.1	0	0	0	0	0.1
41-42 Hazen	0.1	0.1	0	0	0	0
42-41 Huntley	0.3	0	0	0.3	0	0
43 Moore	0.5	0.5	0	0	0	0
57 Hillside Cemetery	0.1	0	0	0	0	0.1
58 Hopson	1.3	0	0.3	0.4	0.6	0
59-60 Elm	0.9	0	0.4	0.2	0	0.3
61 McKenna	0.3	0	0	0.3	0	0
63 Carpenter	0.3	0	0	0	0	0.3
66 Trumbull	0.1	0	0	0.1	0	0
68 Butternut	0.1	0	0	0.1	0	0
69 Kendal Station	0.2	0.1	0	0.1	0	0
77 Jones Circle	0.1	0	0	0.1	0	0
78 Partridge	0.2	0.2	0	0	0	0
79 Old Coach	0.2	0.2	0	0	0	0
82 Koch	0.2	0.2	0	0	0	0
86 Lower Loveland	0.1	0	0	0.1	0	0
88 Old Bridge	0.1	0	0	0.1	0	0
95 Glen Ridge	0.2	0	0	0.2	0	0
99 Farrell Farms	0.8	0.4	0	0.4	0	0
Totals	30.4	12.5	5.1	4.6	2.3	5.9



Figure C2. Examples of road conditions (Left: Old Coach—Excellent, Middle: Hopson—Fair, Right: Brigham Hill—Poor).

Appendix D: Details on RSMS 11

The following is a paraphrase of material found at

<http://www.maine.gov/mdot/mlrc/scheduled-workshops/rsms.php>:

RSMS is a pavement management system originally introduced to Maine municipalities in 1990. Since then many Maine towns/cities have used RSMS to justify their road maintenance budgets, based on objective measures.

The data collection method used for this software includes:

1. How to inventory a Town's entire local road network,
2. How to do road surface condition surveys and record the data,
3. How to interpret the surface distress information gathered, and
4. How to arrange the findings into a form that is useful to local decision makers who must produce fundable road maintenance programs.

The methodology and software for this system is flexible enough to accommodate the needs of all users in a simple, direct, and easily applied manner. The goal is to identify which road maintenance techniques should be considered for individual roads or streets in a particular local street network.

The system is generic and is simply a tool to manage a local road network. Its optimum value is when a town "customizes" the system with its own repair techniques and local costs.

"RSMS 11" should give town officials the knowledge to plan and carry out road management practices applicable to their own specific needs.

The RSMS software will run on the following operating systems: "Windows XP, Vista, and Windows 7; 32 or 64 bit". Also included is a Workshop Notebook. The cost to non-Maine public agencies is \$150.

Appendix E: Detailed Maintenance Costs

Director, NDPW reports the following about road treatment types and their costs:³⁰

Table C1: Road maintenance costs in 2006 and 2011.

Treatment	2006 Cost	2011 Cost
Crack Sealing	\$0.11/sy	\$0.07/sy ³¹
Sealing	\$3.26/SY	\$/SY(see various types below)
Single chip seal		\$2.00/sy
Double chip seal		\$3.50/sy
Chip seal with fiber mat		\$3.50/sy
20% rubberized chip seal		\$4.30/sy
Nova chip		\$5.75/sy
Overlay	\$6.83/SY (1" shim +1"overlay)	\$9.29/SY (1" shim + 1" overlay)
Reclamation ³²	\$17.50/ SY	\$21.51/SY
Reconstruction	\$25.00 / SY	Not recommended. ³³
2" Cold Plane + 1.5" overlay		\$3.55/SY + \$3.75/SY=\$7.30/SY

³⁰ Memo To: Peter Webster, Town Manager for the Public Works Review Committee, From: Andy Hodgdon, Public Works Director, Subject: Requested information on retreatment, Date: August 17, 2011

³¹ In 2006 DPW did 13 sections of roadway and parking lots; in 2011 we did 24 sections of roadway and parking lots with 108% increase in roadway coverage and a 33% increase in cost.

³² Cost of Reclamation

1. Reclaim existing roadway pavement. Rough grade and compact. Cap with 1/3 gallon per sy of calcium chloride. Cost: \$2.50 per sy x 12907 sy = \$32,368 per mile.
2. Add 6" of gravel overall. Grade and compact with vibratory roller. Gravel and hauling cost: \$4.51/sy x 12970sy=\$58,200 per mile
3. Paving: 3" depth of asphalt consisting of 2" base course of Type II mix plus 1" top course of Type III mix. Estimated tons: 2,220 tons @ \$81.00/ ton = \$179,820 per mile or \$13.93/sy.
4. Redo gravel shoulders to a width of 18" with recycled asphalt (RAP): \$7,350 per mile or .57/sy.

Total cost of reclaiming 1 mile: \$277,638 or \$21.51/sy

³³ Reconstruction consists of digging down two feet below the road surface, replacing the base gravel, and finishing with crushed gravel for a total of 18"-24" base and sub-base when you are finished with use of filter fabric, if needed. It has not been necessary for us to do any of this, no do I see any areas that would require it.

Appendix F: Public Works Vehicle Replacement Schedule

Table F1 shows the replacement schedule for the Town’s vehicle and equipment inventory.

Table F1. Vehicle and equipment replacement schedule.

Fiscal Year	Expenditures	Equipment Replaced
2010	\$ 157,712	Truck #4 - 2010 Freightliner M2
N/A		Truck #12 - 2003 F350 Pickup
2011		Grader #2 - 2011 John Deere D672G
2012	\$ 129,350	Truck #8 - 2002 International 2554
2013	\$ 133,831	Truck #5 - 2003 FL80 Freightliner
2014	\$ 103,313	Backhoe - 2004 Caterpillar 430D
2015	\$ 149,079	Loader - 2004 Caterpillar 938G
2016	\$ 44,987	Wood Chipper - 1993 Brush Bandit 90
2016	\$ 22,575	Truck #12 - 2003 Ford F350 Pickup
2017	\$ 173,139	Truck #10 - 2007 Freightliner M2
2018	\$ 25,748	Truck #6 - 2006 Dodge Ram 3500 (Used)
2018	\$ 116,890	Truck #1 - 2007 GM 5500
2019	\$ 267,364	Grader #1 - 2004 Caterpillar 143H
2020	\$ 125,696	Mower #1 - 1999 John Deere 5401 (Replace)
2020		Mower #2 - 2008 John Deere 6415 (Update)
2021	\$ 115,104	Sidewalk Tractor - 2007 Holder C4.74
2021	\$ 26,171	Truck #12 - 2016
2022	\$ 182,770	Truck #4 - 2010 Freightliner M2

References

- ⁱ Merchant, Robert L.; La Framboise, L.; Persons, K. “Handbook for Local Officials—2011-2013.” Vermont Agency of Transportation. Montpelier, VT. 2011. <http://www.aot.state.vt.us/ops/documents/OrangeBook.pdf>
- ⁱⁱ VT AOT, “Town Highway Grant Program: Vermont Agency of Transportation. Montpelier, VT. 2011. <http://apps.VT.AOT.vermont.gov/thgprogram/townlookup.aspx>
- ⁱⁱⁱ Andrew Hodgdon, “Public Works Director Report to Town Manager,” November 11, 2010.
- ^{iv} Merchant, Robert L.; Wise, C.; Hodgdon, A.; and Turner, R. “Town of Norwich—Transportation Capital Program.” MARCON Corporation. Island Pond, Vermont. December 2006. 39 pages.
- ^v Hodgdon, Andy. “Public Works Director Report to Town Manager.” November 1, 2009.

Department of Public Works Review Committee

ANNEX C
Solid Waste – Summary Report

October 24, 2011



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Solid Waste Division

The Solid Waste Subcommittee¹ surveyed nine towns to identify the solid waste and recycling practices of comparable towns with a transfer station. Of those towns, Norwich is one of two using Zero-Sort[®] recycling (the combining of all recyclables). Norwich accepts corrugated cardboard as a separate revenue stream for recycling.

Background

The Norwich Department of Public Works (NDPW) instituted a Zero-Sort[®] recycling program in June 2010 at its transfer station. Recyclables that previously had to be customer-sorted into multiple containers now are placed in a single compacter. This system of recycling was free to residents, upon establishment. At the same time, the Town charged a per-bag fee (Trash Coupon) for solid waste disposal. An aim of the system was to achieve a high trash diversion into recycling rate. The vendor for this system is Casella Waste.²

The Solid Waste Division (SWD) of NDPW is accounted for as a separate cost center in the Norwich Town Report.

Comparisons

The subcommittee obtained data for MSW and recycling for nine towns, Vermont: Norwich, Brandon, Pittsford, Fair Haven, Thetford, Shaftsbury, and Killington and in New Hampshire: Lyme and Claremont. Of these, only the six following towns had complete data to represent in Tables 1 and 2, depicting the disposal costs of MSW and recycling: Norwich, Brandon, Pittsford, Fair Haven, Killington, and Claremont.

Table 1. MSW disposal costs (per ton) for comparable towns.

Town	Disposal Fees	Transportation	Total Cost/Ton
Norwich, VT	\$97.54	\$127.50	\$225.04
Brandon, VT	\$100.54	\$145.93	\$246.47
Pittsford, VT	\$100.54	\$133.79	\$234.33
Fair Haven, VT	\$85.75	\$150.00	\$235.75
Killington, VT	\$100.54	\$143.93	\$244.47
Claremont, NH	\$81.00	\$224.00	\$305.00

¹ One member of this subcommittee works for Casella Waste, Norwich's Zero-Sort[®] vendor.

² <http://web.valley.net/files/norwichvt/OnJune26.pdf>

Table 2. Recycling disposal costs (per ton) for comparable towns.

Town	Disposal Fees	Transportation	Total Cost/Ton
Norwich, VT	\$15.00	\$345.00	\$360.00
Brandon, VT	\$63.46	\$146.93	\$210.39
Pittsford, VT	\$63.46	\$133.79	\$197.25
Fair Haven, VT	N/A	\$100.00	\$100.00
Killington, VT	\$63.46	\$143.93	\$207.39
Claremont, NH	\$59.00	\$206.00	\$265.00

Findings

The DPW Study Committee found that Norwich pays a rate for the hauling and disposal of a ton of both recyclables and municipal solid waste that is on a par with the medians of those values for the towns compared. Norwich recovers the cost of non-recycled solid waste through a bag fee. Zero-Sort® recycling also incurs costs to the town, which are offset, in part, by a Transfer Station sticker fee. Also, Norwich is the only town of those compared, which provides some training for transfer station employees. The transfer station is open 18 hours a week, which is more than other towns.

Appendix A contains further details.

Recommendations

The DPW Review Committee recommends the following:

1. Continue the current fee schedule and be prepared to adjust it depending on whether or not there is a deficit in future fiscal years.
2. Use both recycling compactors to combine cardboard and other recyclables for Zero-Sort® to lower costs while negotiating a revenue credit with the hauler. This could reduce the number of hauls out of the recycling area and reduce the carbon footprint.
3. Evaluate the working hours of the employees at the Transfer Station.
4. Provide nametags for Transfer Station Personnel.

Appendix A: Subcommittee Findings

NOTES

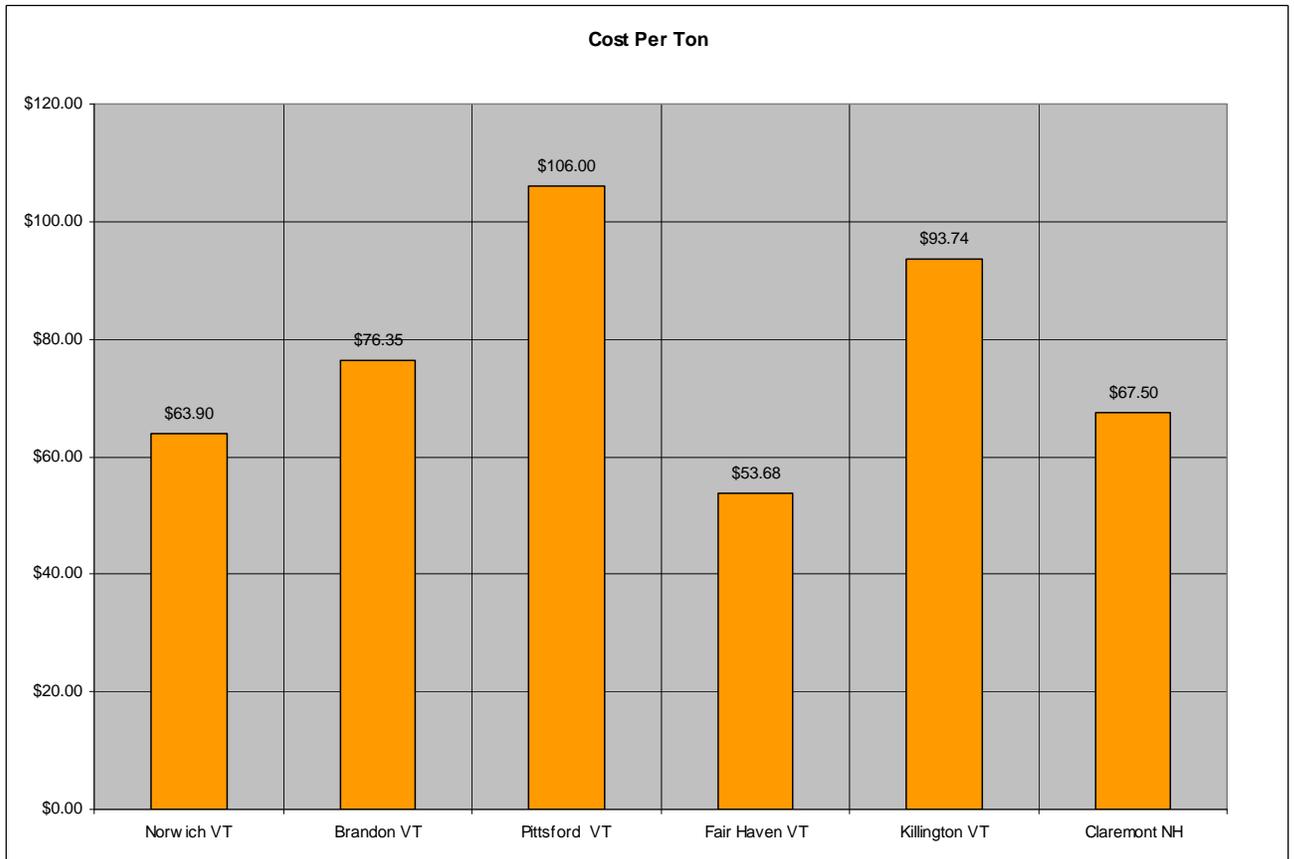
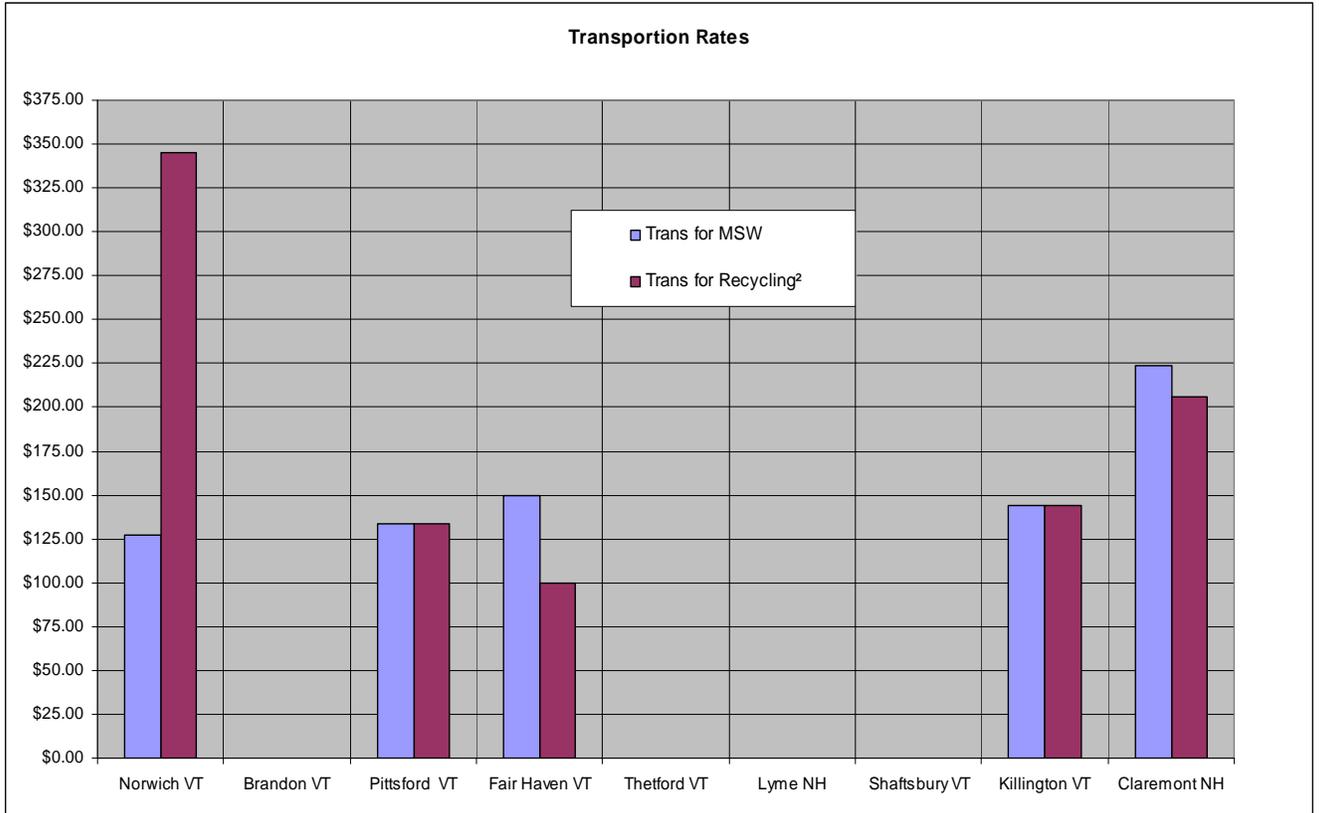
1. Norwich put in place a user fee July 1 2011
2. Thetford put in a user fee 8/23/2010
3. All disposal tons include all state and district fees
4. Recycling processing fees are per ton
5. The towns of Woodstock, Chester, and Hartland do not have transfer stations, but the town of Woodstock has a private hauling who has a transfer station in town.
6. Shaftsbury \$54 is with the use of a packer truck on site during the hours open
7. City of Claremont trans fees include the rental of the equipment
8. Norwich corrugated cardboard (occ) rebate from occ sale is about \$3600 to \$4200 per year at market price minus the haul and processing fees
9. Other towns recycling rebates are done sale minus the haul and processing fees
10. Sort types are as follows
 - 2 sort for Norwich one container occ and one container for all others
 - 2 sorts for Thetford and Lyme is one container for fiber and one container for all containers
 - Zero sorts is all fibers and containers in one container
 - 5 sort + is a separate container for each material
11. National avg weight per bag is 25 lbs for a 30 gallon bag
12. compaction ratio for a 40 yard break is 3-4 to 1 , which means a 40 yard breakaway compactor holds 90 to 120 yards of material to 1 / 30 yard open top container
13. Cost per ton is calculated by cost per ton x 8 ton per box + haul rate + avg rate of pay x hours open = cost per ton
14. Trash cost for the last 2 years 09-10 \$65546 10-11 \$60433 = \$5113 less yr over year
15. Recycling cost for the last 2 years 09-10 \$28500 10-11 \$29276 = -\$776 more yr over year
16. So the year over year saving of trash and recycling is \$5113 - \$776= +\$4337

Recommendations:

User fee was a good idea due the fact of the reduce revenue in trash disposal of by the towns people .

I would also have Andy look into turning the occ compactor to zero sort as well and work with the hauler to reduce rates on rentals and rebates received from the occ sales.

Look into reducing the hours of the operator of the trash compactor and only have them there during the busies of times maybe 9-3pm not 8-5pm.

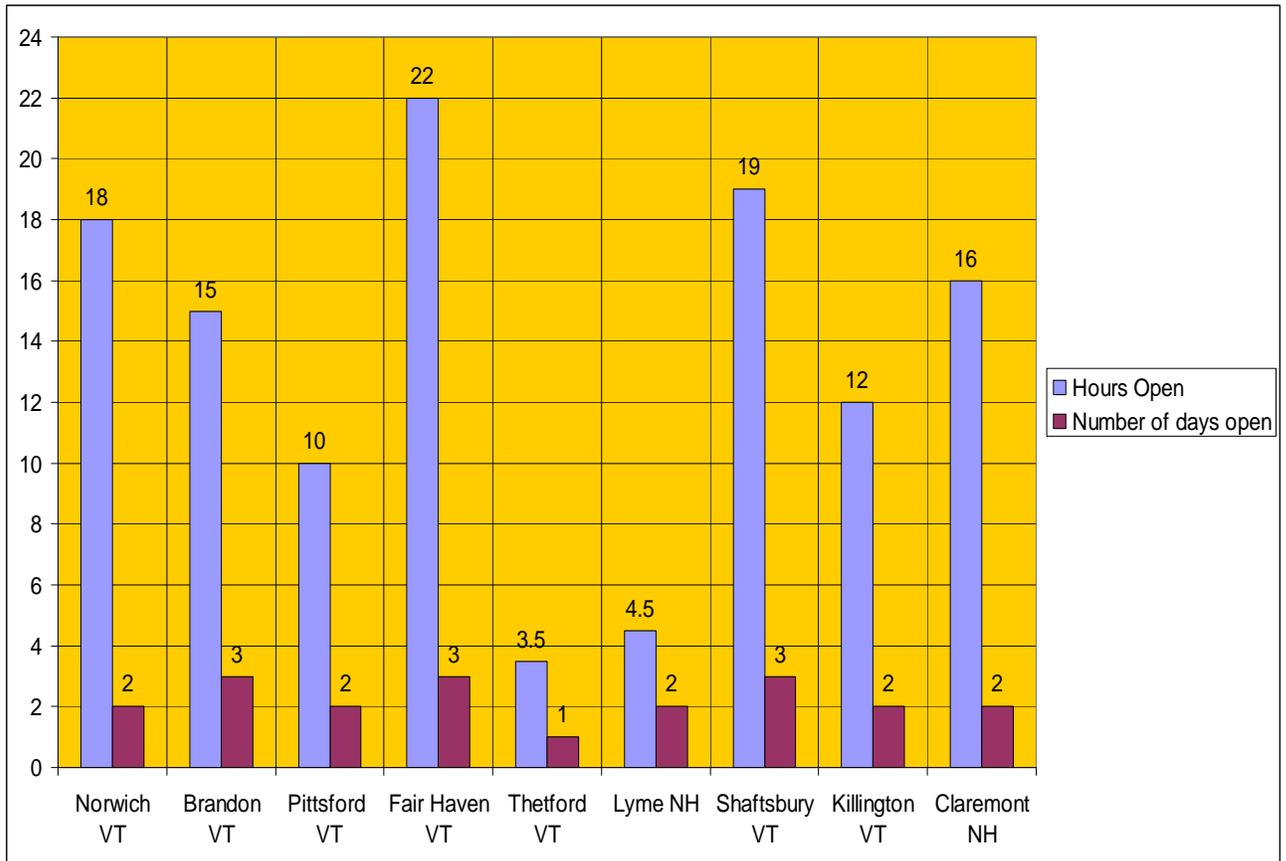
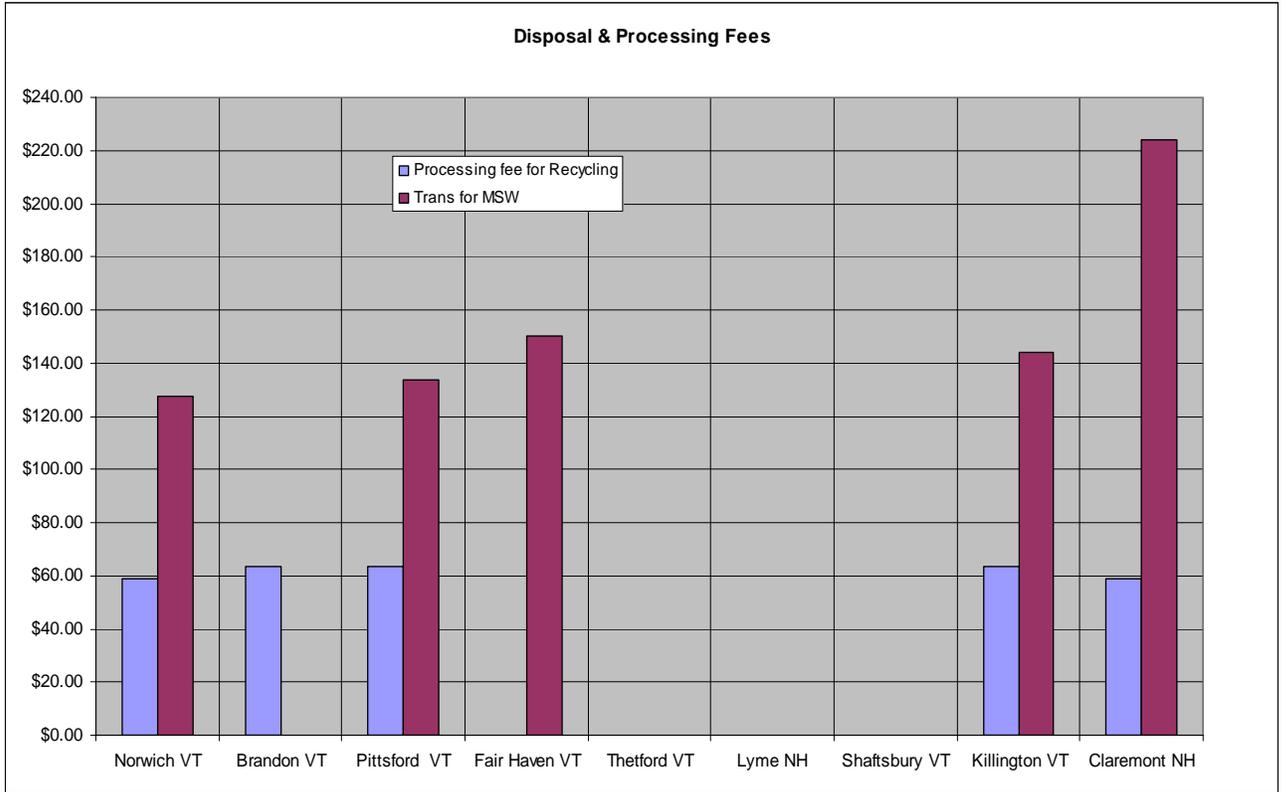


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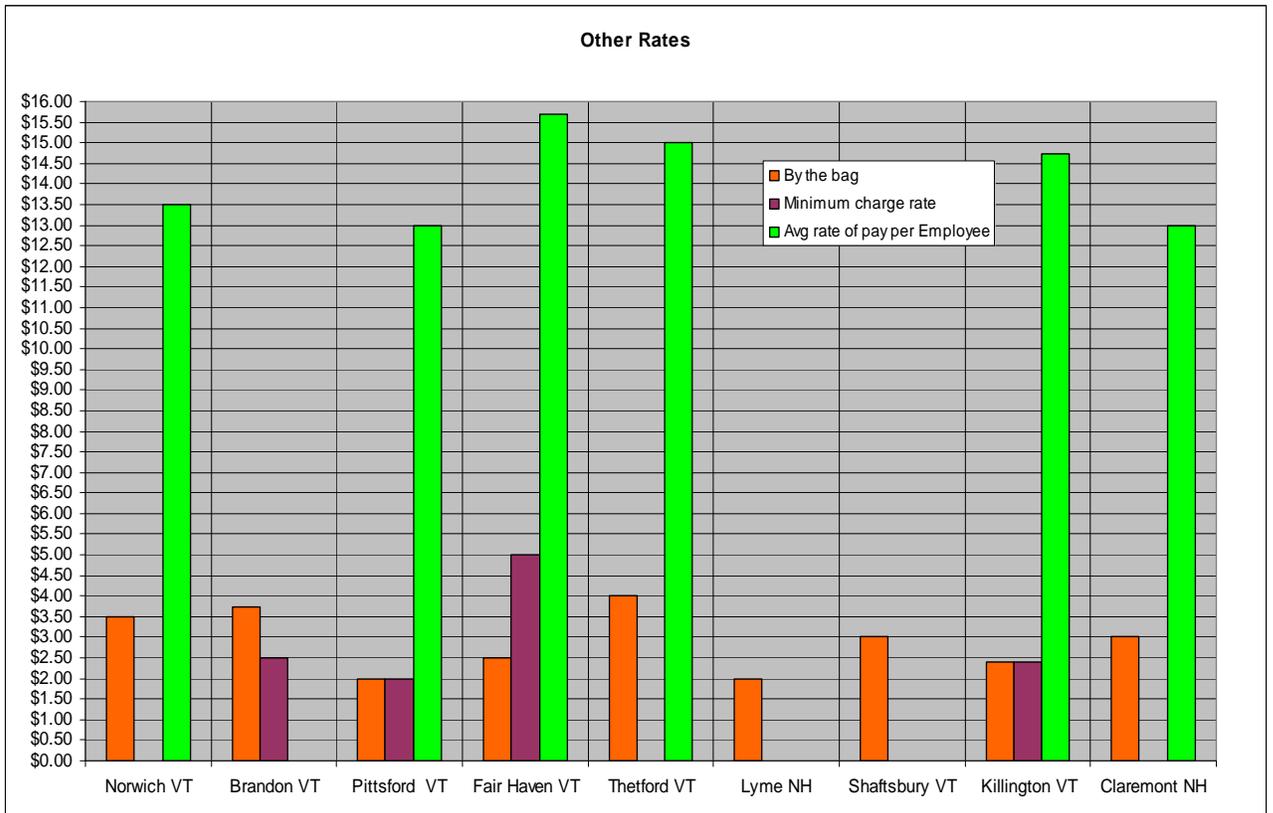
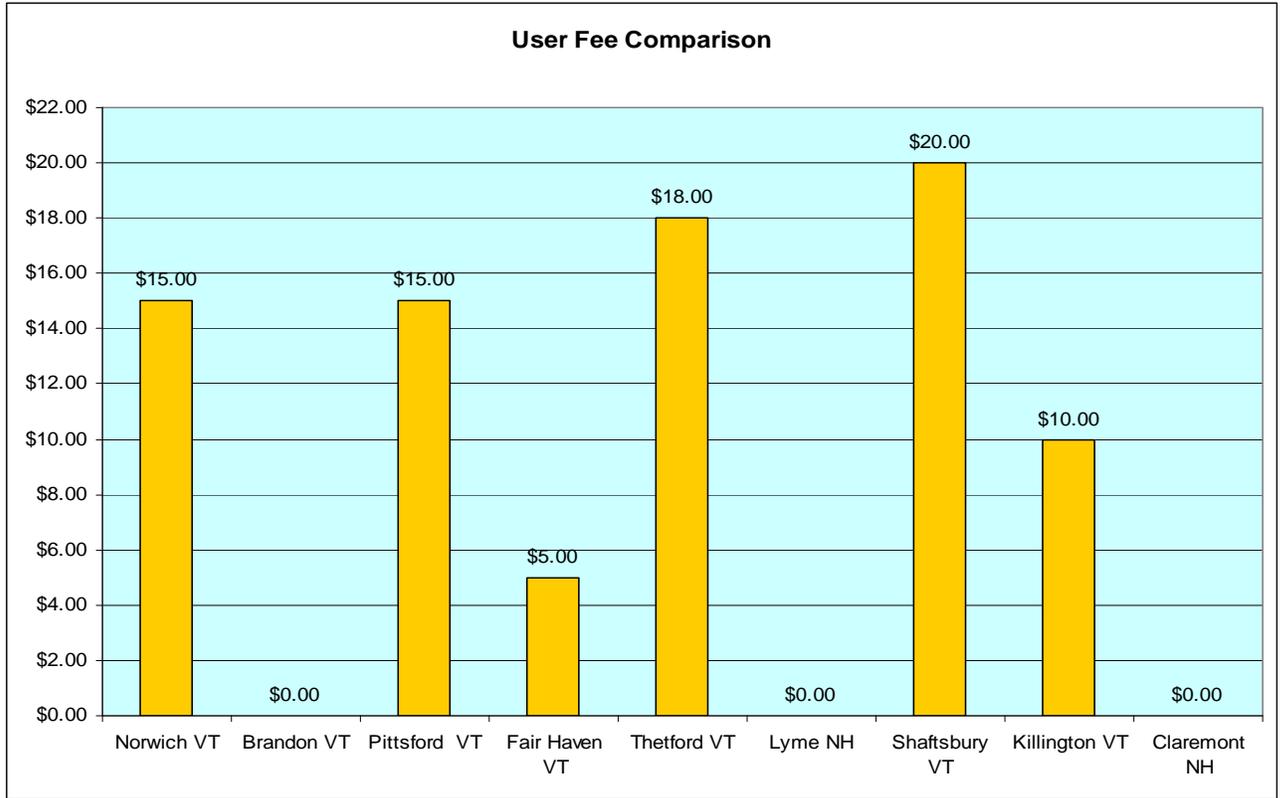
Table: Comparison of town finances.

Revenues	Norwich VT	Brandon VT	Pittsford VT	Fair Haven VT	Thetford VT	Lyme NH	Shaftsbury VT	Killington VT	Claremont NH
2010	\$119,068.00			\$163,378.00				\$44,449.37	
Surplus									
Deficit	\$27,294.00		\$50- 60k	yes	\$7,816.00		run in a deficit	\$19,532.26	
2009	\$122,940.00			\$143,449.00				\$48,036.44	
Surplus									
Deficit	\$17,727.00		\$50- 60k	yes	\$25,932.00		run in a deficit	\$26,229.34	
Cost per ton	Norwich VT	Brandon VT	Pittsford VT	Fair Haven VT				Killington VT	Claremont NH
	\$63.90	\$76.35	\$106.00	\$53.68				\$93.74	\$67.50
Other notes	\$15.00zs \$345 haul \$35.00 occ \$ 116.50 haul		63.46 per ton plus \$25.00 per ton extra			\$2.00 = 33 gal \$1.00= 16 gal	\$54,000.00	\$2.40 up to 33 gallon	

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Department of Public Works Review Committee

ANNEX D
Buildings and Grounds – Summary Report

October 25, 2011



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Buildings and Grounds Division

The Buildings and Grounds Subcommittee looked at funding and staffing levels for this division of the Norwich Department of Public Works (NDPW). They looked at the practices of Thetford, Hartland, Chester, and Woodstock for comparison, these are the same towns that the Highways Subcommittee chose for comparison. To assess the comparative advantage of in-house versus contract work, the subcommittee sought contractor prices for an equivalent amount of work.

Background

The Buildings and Grounds Division budget is currently included within that of the Highway Department in the Norwich Town Expenditure budget.

The division has two employees. One is a Buildings and Grounds Technician, who addresses the maintenance of grounds at Town buildings, parks, and recreational facilities in summer and the maintenance of the sidewalks in winter. The other is a Building Maintenance Custodian, who is responsible for limited building maintenance and minor repair, including the routine maintenance of HVAC systems, electrical lighting, plumbing, minor carpentry, doors and locksets, painting and cleaning of Tracy Hall and the Norwich Police Station.

Appendixes A and B contain further details of job descriptions on these positions, supplied by the Director, NDPW.

Comparisons with Other Towns

Other towns also include buildings and grounds (B&G) functions within their highway department budgets.

The following towns use DPW employees:

- **Hartland:** Buildings and Grounds (\$70.3K/year for 2 personnel)
- **Norwich:** Buildings and Grounds Wage (\$20K/year wages plus benefits).
Norwich custodial wages (\$31.7K/year wages plus benefits) are connected with individual buildings
- **Thetford:** Town Hall Physical Plant (\$19K)

Chester purchases grounds services by contract through the Highway Department budget (\$11K/year).

Contractor Prices

The subcommittee sought pricing for contract mowing services of five local vendors, representing two person-days per week with equipment supplied. These resulted in an average annualized cost of \$23.4K. Compare this with Norwich B&G Wages plus benefits, plus equipment costs.

Recommendations

The DPW Review Committee recommends the following:

1. Buildings and Grounds expenses should be budgeted and accounted for as a separate division of the Department of Public Works.

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2. Consider outside contractors for certain services currently provided through in-house Buildings and Grounds staff, when it is efficient and cost effective to do so.

Appendix A: Building Maintenance Custodian

Job Description

Job Title: Building Maintenance Custodian

Position: This is a full time FLSA non-exempt position.

Job Summary: This employee is responsible for limited building maintenance and minor repair, including the routine maintenance of HVAC systems, electrical lighting, plumbing, minor carpentry, doors and locksets, painting and cleaning of Tracy Hall and the Norwich Police Station. The purpose of this position is to maintain Town property for use by staff and the general public. Quality maintenance protects property value, extends equipment life and enhances the public image of the Town.

Supervision: The Building Maintenance Custodian reports to the Town Manager.

Duties:

- Performs preventative maintenance of Town buildings
- Performs construction, installation, finishing and renovation of Town properties including: interior walls and ceilings, flooring, rough carpentry, doors and hardware, and windows.
- Performs routine and minor plumbing, heating, and air conditioning repairs.
- Performs routine and minor electrical repairs.
- Performs routine and minor carpentry and locksmith repairs.
- Performs all janitorial duties including floor cleaning, bathroom cleaning, window washing, vacuuming, dusting, and trash removal.
- Assists in small painting projects as required.
- Repairs building furnishings
- Removes snow and ice from Town building walkways.
- Performs lawn and landscape tasks.
- Cleans and maintains building exteriors, including entrances, window wells, walls, trash enclosures, and building signs.
- Performs set up and take down of all Town events held at Tracy Hall.
- Performs minor furnace maintenance.
- Inspects and repairs exit/emergency lighting and fire extinguishers.
- Maintains and repairs tools used in the maintenance of Town buildings.
- Is on call for building-related emergencies.
- Develops materials lists for projects and requisitions needed for supplies.
- Supervises maintenance of inventory for repair, custodial, and maintenance supplies, equipment, and materials.
- Assists in the duties of the Buildings and Grounds Technician in his/her absence.
- Performs other duties as required.

Knowledge, Skills and Abilities:

- Knowledge of the standard practices, methods, materials and tools of general building maintenance.
- Basic knowledge of rough and finish carpentry.
- Basic knowledge of cabinetry and furniture repair.
- Basic knowledge of landscape tools
- Skilled in the use of basic hand power tools.
- Basic knowledge of HVAC systems
- Basic knowledge of plumbing and electrical.
- Ability to climb ladders and staging.
- Ability to paint.
- Ability to follow safety requirements.
- Ability to use and care for a large variety of hand and power tools.
- Knowledge of Town purchasing procedures.
- Skill in inventory control.
- Ability to understand and communicate oral and written directions.

Physical Demands: The work includes periods of sitting, standing, or stooping and walking. The employee must occasionally lift light to heavy objects, climb ladders, use tools or equipment requiring a high degree of dexterity, and distinguish between shades of color.

Work Environment: The work is typically performed in Town buildings. The employee is exposed to noise, dust, dirt, grease, chemicals, machinery with moving parts, and occasional inclement weather when exterior work is required. The work requires the use of protective equipment such as: masks, goggles, or gloves.

Supervisory and Management Responsibility: This Building Maintenance Custodian has no routine supervisory responsibility, but may be required to supervise temporary or seasonal help hired for building maintenance or special projects.

Minimum Qualification:

- High school education and some specialized training or experience in the field of building maintenance is desired.
- Possession of a valid driver's license issued by the State of Vermont for the type of vehicle or equipment operated.

Developed: April 27, 2008

Appendix B: Building Maintenance Custodian

Job Description

Job Title: Buildings and Grounds Technician

Position: This is a full time FLSA non-exempt position. The employee works for the Department of Public Works.

This position requires the employee to be on-call from November 15th through April 15th for winter maintenance with summer overtime required.

Job Summary: The primary responsibility of this employee is the maintenance of grounds at Town buildings, parks, and recreational facilities. In the winter months the employee is responsible for the maintenance of the sidewalks.

Other responsibilities of this employee include maintenance of Town buildings in conjunction with the Buildings Maintenance Custodian. The employee may cover for the Buildings Maintenance Custodian and duties include, but are not limited to, the maintenance of HVAC systems, electrical, plumbing, minor carpentry, doors and locksets, painting, and light cleaning. The purpose of this position is to maintain Town property for use by the general public. Successful performance helps ensure safe and well-maintained grounds, parks, and recreational fields and affects the public image of the Town.

Supervision: The Buildings and Grounds Technician reports to the Director of Public Works.

Duties-Ground Maintenance:

- Maintains all recreational fields.
- Performs maintenance activities such as seeding, aerating, and mowing parks and recreational fields.
- Recommends purchase of maintenance equipment and supplies.
- Maintains and repairs department equipment.
- Provides supervision to any seasonal employees hired for buildings and ground maintenance.
- Assists in setting up and taking down athletic field equipment, including goals and fences, as needed.
- Lines and paints athletic fields.
- Removes trash from playing fields, parks, and trail entrances.
- Performs landscaping duties such as cutting grass, planting, and trimming weeds.
- Performs pruning and brush removal
- Assists with window cleanup and air conditioners at all public buildings.
- Assists with election/town function setup.

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- Assists with fall/spring cleanup as needed.
- Develops a daily work log to be submitted to the Public Works Director weekly.
- Mows and trims grass at town buildings.
- Applies bark mulch as requested or needed.
- Assists with snow removal during winter months.
- Performs winter maintenance of sidewalks, which includes snowplowing and applying salt for snow and ice removal.
- Transports recreational equipment to playing fields as necessary.
- Repairs and maintains bus shelters.
- Provides routine maintenance of landscaping equipment by performing such duties as checking oil and fluid levels, sharpening blades, and other maintenance as required.
- Assists with building maintenance in conjunction with the Building Maintenance Custodian.
- Performs other related duties as assigned.

Vehicles:

- During summer months the employee will drive a Town vehicle while performing work duties at various locations around town. This vehicle will also be used when necessary to travel to purchase supplies and materials.
- During winter months, when work is primarily done in town buildings and around the downtown area, the employee will be asked to use his/her personal vehicle for traveling short distances in the course of his/her duties. The employee will be reimbursed at the current approved mileage reimbursement rate of the Town of Norwich.

Knowledge, skills, and abilities:

- Knowledge of town and safety policies and procedures.
- Knowledge of Town purchasing procedures.
- Knowledge of grounds maintenance techniques.
- Knowledge of athletic field maintenance techniques.
- Knowledge of carpentry, plumbing, and electrical maintenance and repair practices and procedures.
- Skill in operating and maintaining grounds maintenance equipment such as tractors, lawn mowers, bush hogs, trimmers, sod cutters, line machines, electric hedge clippers, chainsaws, chippers, and various hand tools. (This list is not meant to be exclusive)
- Skill in oral and written communication.

Physical Demands: The work includes sitting, standing, walking, bending, crouching, or stooping. The employee must frequently lift heavy objects, climb ladders, use tools or equipment requiring a high degree of dexterity, and distinguish between shades of color.

Work Environment: The work is primarily performed outdoors. The employee is exposed to noise, dust, dirt, grease, and inclement weather. The work requires the use of protective equipment such as masks, goggles, or gloves.

Minimum Qualifications:

- Ability to read, write and perform basic mathematical calculations.
- Sufficient experience to understand the basic principles relevant to the major duties of the position.
- Possession of, or ability to readily obtain, a valid driver's license issued for the type of vehicle or equipment operated. May be asked to obtain a Vermont Commercial Driver's License.
- High school and life experience related to job functions.

Revised 5/12/08

Suggestions for Daily, Weekly, Quarterly
Annual Upkeep in Tracy Hall

Office Spaces:

- Vacuum or sweep floors daily
- Empty wastebaskets daily
- Empty recycling containers twice/week
- Dust and/or polish desks, file cabinets, chair rails, shelves every two weeks
- Clean out lights and window sills of flies and dirt once / month
- Clean dirty spots on walls and doors once / month
- Clean under desks and shelving, or tables once / month
- Clean oak floors with Murphy's Oil cleanser for wood once / month
- Wash windows in spring and fall; inside and outside panes if possible

Tracy Hall Gym:

- Clean tops of radiators every two weeks
- Clean out window sills of flies and dirt once / month
- Clean dirty spots on walls and doors once / month
- Clean oak floor with Murphy's Oil cleanser for wood once / month

Tracy Hall Multi-purpose Room, Common Areas, Halls and Stairways

- Sweep or vacuum daily
- Mop / wash down stairs to basement and first level once / week at Tracy Hall

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- Clean oak stairs to upper level at Tracy Hall with Murphy's Oil cleanser for wood once every two weeks.
- Empty wastebaskets daily
- Empty recycling containers twice per week
- Clean out lights and window sills of flies and dirt once / month
- Clean dirty spots on walls and doors once / month
- Spot clean carpet weekly
- Clean carpet with Wet-Vac quarterly
- Wash windows in spring and fall; inside and outside panes if possible
- Clean portable tables once / month as needed

Bathrooms

- Scrub sinks with Bon Ami and polish up all the chrome (faucets, back of toilets and their handles, handicapped railings, chrome depositories in stalls—once every two weeks.
- Scrub build-up/residue from bathroom stall floors once / week
- Clean mirrors daily or as needed

Tracy Hall Kitchen

- Clean sink, faucet and countertops once / week
- Clean out expired items from fridge quarterly. Perhaps it would be a good idea to send out an e-mail first to warn everyone or put a note on the fridge saying that "fridge clean-out" time was coming up so they could get anything that was their out if they wanted it beyond its date.
- Put lingering dishes and cutlery away once per week.

Miscellaneous

- Clean outdoor picnic table and bench once per week at Tracy Hall. Other outside duties are typically done by the Buildings and Grounds Technician.

July 19, 2009

Department of Public Works Review Committee

ANNEX E
Norwich Public Works Survey – Summary Report

October 25, 2011



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Norwich Public Works Survey – Summary Report

Survey Purpose

As part of its charge from the Norwich Selectboard, the Norwich Department of Public Works Review Committee (NDPW Review Committee) devised, distributed, collected and tabulated a town-wide survey of 40 questions relevant to the operations of the Norwich Public Works Department (NDPW). The survey was designed to meet the charge’s request for a “poll to determine resident and business satisfaction with the current levels of services and costs and/or need for changes.”

Survey Distribution

The survey was distributed via U.S. Post Office bulk mail to each postal patron in zip code 05055 including both those with post office boxes and those along carrier routes. Additional copies were sent via first class mail to Norwich residents living on carrier routes served by other post offices including Sharon, Hartford and Thetford. Additional copies were available upon request from the Town Manager’s office. Total distribution was approximately 1900 surveys.

Town residents submitted 324 surveys. Of these, 44 were submitted electronically via the internet site SurveyGizmo.com. Approximately 100 surveys were submitted via U.S. mail and the remaining surveys were placed in a drop-off box provided at the Town Clerk’s office. All surveys submitted via mail or via the drop-off box were then entered for tabulation through SurveyGizmo.com by members of the NDPW Review Committee.

Survey Results Presentation

The results of the survey tabulation are shown in the pages of this section following this introductory text. For each question asked in the survey, the question as asked is presented followed by a table listing the possible answers and the number and percentage of respondents for each possible answer. Where the respondent has selected a response of “other (specify)” and has provided a response other than the predefined answers, the respondent’s comment is presented.

Where free-form text comments were requested, the comments provided by the respondents have been transcribed and are presented here. For both free-form comments and “other (specify)” responses any individual names or identifying characteristics of specific employees have been replaced with the text “(specific employee)” or “(employees)”. This has been done as individual personnel evaluations are not within the scope of the survey or of the committee’s charge and are more properly directed to the employee’s supervisor.

Survey Response to Committee Charge

The survey indicates a wide-spread very high level of satisfaction with NDPW’s performance with typically over 85% of respondents who expressed an opinion responding “excellent” or “good” to performance related questions. Where questions offered a possible response of “unacceptable” or “unsatisfactory” a remarkably low less than 3% of respondents chose those answers.

While the committee's charge included polling about satisfaction with the costs associated with the NDPW, it is hard to draw solid conclusions about costs from the survey results as 53% of the respondents to the question "How much do you know about the costs of running the NDPW?" answered "a. nothing". This, however, did not prevent respondents from expressing an opinion on these costs with 50% of respondents thinking the NDPW's budget should be kept the same or increased by the cost of living, only 28% of respondents being willing to accept a reduced level of NDPW services for a comparable reduction in taxes and 54% of respondents being unwilling to accept an increase in taxes in return for increased services from the NDPW.

Survey Results on Solid Waste

The survey indicates that 95% of respondents use the transfer station for recycling while 89% of respondents use the transfer station for trash disposal. With 95% of respondents rating the transfer station services and facilities as satisfactory or better (56% excellent and 29% good) there appears to be an extremely high level of satisfaction with the transfer station.

Despite the high level of satisfaction, respondents have expressed numerous suggestions for improvement through the comments they provided. These include suggestions on traffic flow, customer service and cost containment. These comments should be carefully reviewed by the NDPW staff.

Survey Results on Snow Removal

The survey indicates a high level of satisfaction with the snow removal operations of the NDPW with 86% of respondents who expressed an opinion rating gravel road winter conditions in Norwich as acceptable or excellent and 91% of respondents who expressed an opinion rating paved road winter conditions in Norwich as acceptable or excellent.

While the majority of respondents felt that the level of NDPW's use of salt and other chemicals to achieve bare pavement was the "right amount", a number of respondents expressed significant environmental concerns over what they consider to be excessive use. Similar concerns were expressed by a number of respondents about chemical use on sidewalks and resultant damage to lawns and trees.

Several questions were designed to compare residents' expectations for snow removal timing with NDPW standards for snow removal operations. While comments indicated understanding and acceptance of a challenging winter environment here in Norwich, responses indicated expectations for faster snow removal than defined by the standards. However, responses also indicated a general perception that the NDPW performance in recent storms has been better than that defined in the standards.

As in other sections, the respondents' comments provide a number of suggestions, both general and site-specific.

Survey Results on Highways

The survey indicates a high level of satisfaction with the highway maintenance operations of the NDPW with 88% of respondents rating paved road general conditions in Norwich as acceptable

or excellent and 77% of respondents rating gravel road general conditions in Norwich as acceptable or excellent.

Despite the lesser rating of gravel roads, 65% of respondents answered “No” to the question “Would you like to have Norwich pave more of its gravel/dirt/unpaved roads?” while 18% responded with “no opinion” and only 16% answered “Yes”. Additional analysis was performed on this question to determine if the respondents’ answers were affected by the type of road on which they live. No significant difference was detected with 61% of 158 respondents who live on paved roads answering “No” and 65% of 159 respondents living on gravel roads answering “No”.

Further analysis was performed on the gravel road conditions question to determine if responses were influenced by the area of town in which the respondent lives. The survey asked respondents to identify the route they would travel to get from their home to the center of town. Gravel road condition evaluations did not significantly differ by respondents’ locales with one significant exception. While most locales rated gravel road conditions between 75% and 85% acceptable or excellent, respondents with a travel route of “Willey Hill Rd.” rated gravel road conditions as being only 50% acceptable or excellent. The depth of some respondents’ concerns about Willey Hill Road conditions were further reinforced in their comments.

A delay in the repaving schedule in order to reduce taxes was seen as desirable by 44% of respondents. The comments in response to this question indicate some understanding of possible increases in long-term costs should there be a delay in repaving.

Answers are mixed in response to the level of signage in town with a significant 39% responding that there are too many signs on Norwich roads. While 45% of town-wide respondents feel the level is appropriate, further analysis by locale indicates contentious areas. Respondents traveling to the center of town via Union Village Road answered 51% “too many” and only 29% “appropriate” while those travelling via New Boston Road then Turnpike answered 60% “too many” and only 32% appropriate. Quite a number of specific comments further reinforced these answers particularly with regard to Union Village Road and to the section of Turnpike between New Boston Road and Main Street.

Other site-specific comments were provided and should be reviewed by the NDPW for possible further action.

Survey Results on Buildings and Grounds

Survey responses to these questions indicated a high level of satisfaction with the appearance of the town’s buildings and grounds with 92% of respondents rating the appearance of town buildings as satisfactory to excellent and 94% of respondents rating the appearance of the town’s parks and recreational facilities as satisfactory to excellent.

Despite these high ratings, a review of the comments indicates some site-specific trouble spots, particularly the appearance of the police station and the maintenance of Tracy Hall. Concern was also expressed about some items beyond the purview of the NDPW such as dog droppings at

Huntley Meadow. Publication of a guide to town facilities might also help to inform those who are at a loss to know what and where Foley Park is.

Survey Results on General Operations

Survey questions in this section asked about respondents' knowledge of the NDPW costs and budgeting and about interaction with the department. For analysis of the costs and budgeting questions please see the previous paragraphs under the Survey Response to Committee Charge heading.

The survey asked if the respondent had made a complaint within the last 3 years to or about the NDPW and if so if they were satisfied with the response. Of the 23% of total respondents who had made a complaint, 66% were either satisfied or partially satisfied with the response they received. A review of more detailed comments indicates that some complaints may be beyond the purview of the NDPW, more correctly falling under the category of budget decisions including complaints about perceived paving shortcomings and about dissatisfaction with the new dump sticker charge.

As with comments provided in other sections, the comments in this section should be reviewed by the NDPW for many helpful suggestions.

Survey Results on Demographics

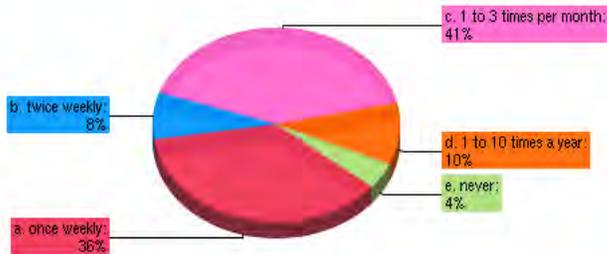
Several survey questions were designed to allow analysis based on the length of time a respondent had lived in town, where in town the respondent lives or what type of road the respondent lives on. Several questions were cross-tabulated with this information and where a significant effect was detected it has been noted under previous headings of this summary.

No analysis has been performed based on the question "How many miles is your home from Dan and Whit's?" as locale based cross-tabulations were performed using the travel route question instead. No analysis has been performed based on the question "How long have you lived in Norwich?" as 73% of respondents answered "> 10 years" and the remaining groupings did not provide sufficient numbers to perform significant analysis.

Summary Statistics

Survey: Norwich Public Works Survey

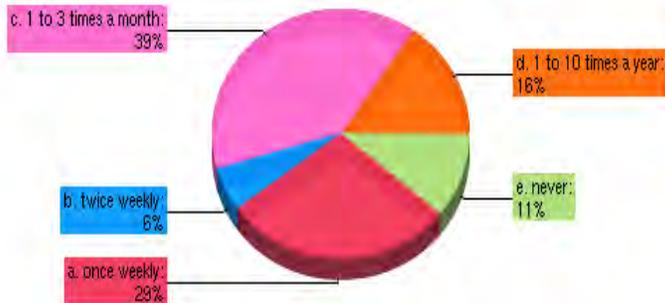
Do you use the town transfer station for recycling:



Value	Count	Percent %
a. once weekly	117	36.4%
b. twice weekly	25	7.8%
c. 1 to 3 times per month	132	41.1%
d. 1 to 10 times a year	33	10.3%
e. never	14	4.4%

Statistics	
Total Responses	321

Do you use the town transfer station for trash disposal:



Value	Count	Percent %
a. once weekly	91	28.6%
b. twice weekly	18	5.7%
c. 1 to 3 times a month	124	39%
d. 1 to 10 times a year	50	15.7%
e. never	35	11%

Statistics	
Total Responses	318

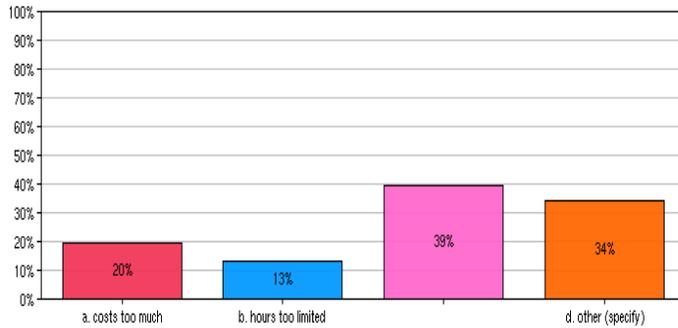
Do you use a commercial trash disposal service?



Value	Count	Percent %
a. no	266	85%
b. yes	47	15%

Statistics	
Total Responses	313

If you don't use the town transfer station, why not?

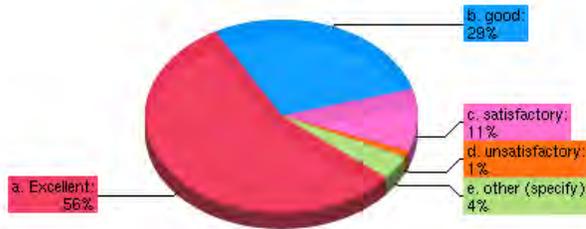


Value	Count	Percent %
a. costs too much	12	19.7%
b. hours too limited	8	13.1%
c. commercial service more convenient	24	39.3%
d. other (specify)	21	34.4%

Statistics	
Total Responses	61

Open-Text Response Breakdown for "d. other (specify)"
How could someone think the transfer station "cost too much?"
I would like extended hours!
I'm not very mobile.
N/A
Respondent checked "a" & "b"
comes with my monthly condo fee
commercial more expensive?
commercial service more convenient for elderly
condo ass't
don't have retrash (sic) to take smelly (sic) trash bags in car
free service elsewhere
hassle
land lord pays for dumpster
live in elder housing
n/a (2 respondents)
no longer drive
no need yet
very nasty staff
used it for 15 years then stopped. Attendants not friendly.They do have a tough job dealing with public and disposal issues, but they should be more approachable, without the attitude.
Even though we recycle there each week, it was still less expensive to have our trash pichecked up by a commercial service.

If you use the town transfer station do you find the service and facilities to be:



Value	Count	Percent %
a. Excellent	164	55.8%
b. good	84	28.6%
c. satisfactory	31	10.5%
d. unsatisfactory	3	1%
e. other (specify)	12	4.1%

Statistics	
Total Responses	294

Open-Text Response Breakdown for "e. other (specify)"
Accountability
Excellent. Personnel always nice 7 helpful
Mostly for young people
excellent to good
excellent to good. People are great.
excellent, except for the (specific) employee
poorly laid out
staff especially helpful for a disabled citizen's needs
the people (specific employee) could be a little nicer
too fancy
when I used to use it service was excellent years ago
for those who recycle on Saturdays there is often a jam up at the zero sort compactor. Also there is no step at either compactor to assist those of us who are vertically challenged.

Please use the space below for any comments you might have on the NDPW's solid waste operations:

Comments on NDPW's solid waste operations
1) great use of book barn! Keep it up 2) fix the potholes around compression containers
All good!
Being open Wednesdays in addition to Saturdays is VERY important
Book barn is a great idea
Don't like the setup of the new no sort recycling - not as convenient to dump bags.
Excellent
Friendly people, love plowshares-great for kids toys, love book exchange.
Good job (specific employees)
Good. Area can be muddy sometimes.
Great job.
Great. Is there a way to recycle Styrofoam?
Greatly improved, neat. efficient (sic) & fun. I like Matt's Hats!
Having only one small opening for recycling (no sort) is very inadequate. Causes long waits.
I like the new "no sort" policy. Parking is a little more awkward there now.
I love all of the recycling - fiber, plastic, books
I think (specific employee) is amazing! Also the staff.
I think the Town transfer station is great--very efficient.
I think the transfer station-aka "the dump" (with affection) is a bit fancy
I think they are one of the best things about Norwich - We should be very proud of this facility!
I understand it costs \$ to dispose of waste. I think Norwich does a good job.
It looks great over there!
It represents excessive overbuilding of a service that I do not want to support.
It would be nice if the Norwich Transfer station was like the one in Hartford.
It's difficult for a short person to reach the openings in recycling.
It's easy & great. I wish we still separated recycle items.
It's nice not to have to sort recyclables anymore.
(specific employee) and (employees) do a great job. They are friendly, informative and direct.
(specific employee) and (employees) are very helpful.
(specific employee) is so grouchy sometimes!! (specific employee) is very sweet.
(specific employee) needs training in customer service - is nasty when there is no reason, rigid, unpleasant
June 2010 - staff was so hostile, will never go back. We throw everything away now.
Keep up the good work!
Keep up the good work! It's organized & neat.
LOVE the no sort recycling. Inspired. Keep up the good work.
(Specific employee) - bad attitude!
Liked the feel of the place 5 years ago better. How fancy is it going to get?
Lot is too dusty and muddy Lines too long at trash and sometimes at recycling
Love the dump and the people who work there
N/A
Nametags might be nice
Norwich has an EXCELLENT facility.
Problem How can handy men from other towns who dump for Norwich residents get access?
Recycle batteries?
Should be a place to put deposit bottles nearer the zero-sort compactor.
Sometimes gets bachecked up on Saturday mornings
Styrofoam should be recycled. Building materials should be accepted for disposal.
The all sort system is terrific. Staff could be friendlier.
The employees are friendly and helpful.
The facility is a great asset to the community

Department of Public Works Review Committee – ANNEX E

Comments on NDPW's solid waste operations
The facility is getting more and more organized and well laid out as time goes on
The new \$15 yearly sticker is way too high!
The personnel are helpful and pleasant
The sudden jump to \$15/yr without explanation is excessive.
Travel routes in the transfer station need to be more defined
Very glad to have this in town. Have you explored the option of single stream?
We have that the zero sort goes to 3rd world countries. If this is true we should change.
Wish Town Report included cost per ton for trash and recycling.
Would be helpful to have electronics and fiberboard recycling.
Would like to be able to dispose of "hazardous" materials from time to time in Norwich.
Would like to use for paint, etc. and electronics
clearer directions for items not eligible for recycling
don;t mind the new transfer station fee - non-users should not have to pay.
employee should be commended for their help and courteousness
friendly helpful staff
i have doubt about the use of mixed recycling continually be cost effective
it seems a step backwards to combined all the recycling items are they separated
maybe (specific employee) could be nicer?
mood has changed for the better!
need better hours for recycling, friendlier staff
new arrangement is more difficult than the old
overbuilt!
parking space is confused and unclear
people who work there could be a trifle more pleasant & polite!
personnel are helpful
poor planning on new setup (illegible word) nitpick recycling
see above
staff there is great! Friendly and able to say no when appropriate
the area has really been spiffed up over the past few years - very nicely maintained
the hard work has paid off its amazing
the transfer station is well organized, and the staff friendly and helpful
there's money in trash & refuse services, I know that
very clean and tidy, pleasant personnel, appreciate the book exchange, grateful for the service
very well organized, helpful staff
we pay for garbage removal now you want to charge also for the using the dump
well organized
Not only is it more efficient (sic), the grounds is more attractive and no longer looks like a "Town Dump"
Clean, neat, convenient. We like how nice it looks. Not pleased with \$15 surcharge on top of cost/bag fee.
Waste disposal and re-cycling as necessary to our community. Therefore, all tax payers should bear the cost, just as they do for roadwork or schools, and not be charged a sticker fee based on opting in or out.
Have it open one more day a wk. It makes a lot of difference if personnel are pleasant and helpful; some are but not all. smiling is better than scolding
I think we have given the people of Norwich a convenient and easy (too easy) way to dispose of their trash as well as other items. If I had a complaint it would be that these services are not advertised well enough and possibly not enough education has been done to reduce waste (by a group of interested residents)
Until 1/11 I used the transfer station once a week for trash and recycling. The staff were wonderfully helpful and I miss not seeing him.
I would like curb side recycling and would like to have a town discussion about that and town composting
They should establish a landfill. We need to be able to dispose of heavy trash like construction materials
LOVE the single sort recycling! Everyone is always pleasant at the transfer station. I miss (specific employee). :)
- Probably could use another one-sorter or a different method of putting stuff into it--at times there are 5-

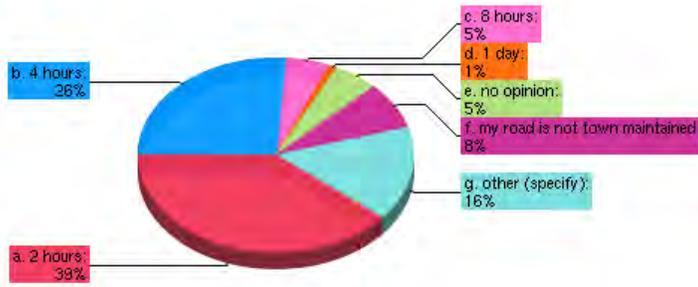
Department of Public Works Review Committee – ANNEX E

Comments on NDPW's solid waste operations
10 people waiting in line with their arms full, something that didn't happen under the old system. - Would be nice for staff to encourage people putting deposit bottles in the one-sort to put them in the deposit area in the future. It's unfortunate that the one-sort is "stealing" funds from the Haven.
The single-stream system with a single 3-sort opening and periodic compaction resulted in long enough delays on Saturdays that I switched to Wednesdays.
Access to recycle compactor too much of a bottle neck. Set up roller table for those waiting in line to the compactor mouth.
It's a long carry from where one's car is to the recycle compactors. The intended flow of vehicles is not obvious.
The zero sort is otherwise good, but is reducing the Town's annual contribution to the Haven by approx. \$1000
Would be willing to use it once a week--would it be possible to make it 2 X a week after holidays, when families visit?
I'm a fan. It has evolved over the years, and the latest commingle-recycling is very convenient. The employees are courteous, knowledgeable, and helpful.
Sometimes the line at the trash dumpster is very long and it doesn't seem like anyone tries to expedite things to help get people on their way a little faster.
We have the best transfer station (specific employee) and staff do an excellent job in educating, maintaining and making it an attractive, functional fun place to use.
The latest set of changes/improvements made the whole process of recycling & leaving trash much less convenient and more awkward
Last 3 years stopped taking trash. Attendants took full X for bags half full. A full bag weighs too much to carry. They said, "A bag is a bag". Now have pickup.
Sometimes (specific employee) is grumpy wonder why so much money is going into extra bldgs, fancy this, that? I love mixing all together but I hope it really is effective & encourages people to recycle.
I do not think we should pay \$15 for a dump sticker. Town Manager exaggerated problem of out of towners using Norwich dump. Also attached is full page letter re: dump stickers not transcribed.
Question why survey takes place after implementation of a new "tax" and sticker system for the dump
Thank you for taking all plastics. Thanks for being so responsive to community requests. Thanks for the Haven bottle collection.
Over the past 6 months or so I've been pleased to encounter cheerful and helpful service MUCH more consistently. But I do miss the guy with the hats. It may be a small matter, but I still do not understand why boxes made of white paper cannot be recycled.
New layout, traffic pattern, all-in-one recycling, and appearance are great! Also - the PEOPLE ARE GREAT! Thanks (specific employee) and everyone else for being out with a smile and helpful answers, no matter how bad the weather is.
Though I like zero-sort, the one stop location does create a bottle-neck. It's also lost some of its place-to-meet-up panache.
A few years back you could leave and get descent (sic) stuff, but now they really don't let you leave good stuff, therefore usually none to find.
It has been steadily improving over the years. Zero sort is very convenient & traffic pattern makes a lot more sense now.
The staff at the transfer station are simply wonderful. They provide a great service in a cheerful, helpful manner.
pls don't spend any more tax revenue on beautifying the transfer station. It is fine the way it is !
I appreciate the increased staffing; it is helpful to have a person manning the recycling compactors, to clarify what can/can't be recycled...
quite fancy/very upscale. I understand why we are being charged a \$15 fee, to recoup the lavish upgrades. I think as this is a town service, the cost should be born by all tax payers just not the users of the system. I don't have a problem with the beauty of the facility now, but object to footing the bill in a discriminatory fashion. Also, there should be better scheduling of the removal of full containers, so that at 8:30 AM, the container is empty rather than full.
1. I am troubled when I go to the transfer station and I see the big pile of debris over by where the trucks are housed. I don't mind that there is a pile of debris, mind you--what bothers me is the wasted wood (logs

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Comments on NDPW's solid waste operations
from felled trees) that could have been used for firewood in the town's wood shed for folks who need firewood to stay warm in the winter. From what I can see, it is not all softwood pine. There is good hardwood there as well. 2. Who made the decision to spend \$12,000 on a solar water heating system? And furthermore, I understand there are additional costs because there are problems with it. 3. I cannot even believe DPW and our Selectboard now plan to pave the transfer station. People, this is VERMONT. Other towns are removing pavement to return the roads to gravel but Norwich, in it's all-too-suburban/ anti-rural stance is paving their dump. Come on!! 4. Also is the "Kaufman Mall" sign necessary? It is placed so much higher than the rest of the town's street signs, I gather it was meant to be funny/cute/ a tribute to Dennis Kaufman, who was VOTED OUT by the taxpayer. Was taxpayer money used for this "good ole boy network" sign? I thought the legal, 911 address of the transfer station was Beaver Meadow Road? 5. Are the big, new wood posts over by the metal recycling bin necessary? It seems there is something new added quite frequently. It seems money could be better spent elsewhere-- we don't need a "decorated" transfer station.
I head the Board of Norwich Meadows condo Assn. Is there any way we can use town facilities? Charles Buell PO Box 1208 649-1601
One person at the transfer station has a tendency to be rather "particular" when scrutinizing our recycling items
I have seen no figures to substantiate the new July 1, 2011 price for stickers. Just because another town charges more, does not mean we must.
The workers at the transfer station are very helpful and know what is needed to be done. The highway department gives them ZERO support but they seem to shrug it off and do thier job the way it is supposed to be done regardless of what (specific employee) says. (specific employee) does not know what needs to be done or at least not the way it is supposed to be done.
except for not being able to dispose of construction debris-have to purchase a Hartford sticker in addition.
More open days would be a nice convenience but not really necessary. I like the layout of the facility and LOVE the implementation of no-sort recycling. Also, I appreciate the work of the people staffing the transfer station, who are (almost :) always cheerful and helpful despite some miserable hot, cold, and wet weather that they often have to put up with.
I thought we gave (specific employee) a raise (and no other town employees got a raise) because he promised the zero sort would LOWER costs, and yet they had the opposite effect. Are you going to continue to reward bad decisions with higher salaries?
The hours are very limited--especially for families with 2 working parents. Extended Wed. PM hours would be appreciated.
Hazardous waste collection twice a year is insufficient. We have a bottle of lighter fluid found while cleaning. Wish we could pay to store it safely. If you are selling your house what do you do?

How soon after the end of a snowstorm should the road you live on be plowed adequately for driving?



Value	Count	Percent %
a. 2 hours	124	38.9%
b. 4 hours	83	26%
c. 8 hours	17	5.3%
d. 1 day	3	0.9%
e. no opinion	17	5.3%
f. my road is not town maintained	25	7.8%
g. other (specify)	50	15.7%

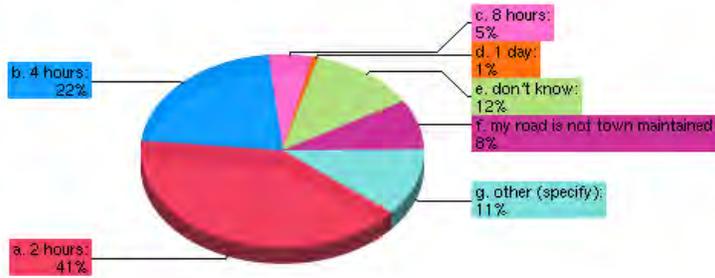
Statistics	
Total Responses	319

Open-Text Response Breakdown for "g. other (specify)"
depends on amount of snow
10 seconds!
12 hours-define "snowstorm"-6"? 12"?
2 hours unless it's a humongous snowstorm
2 hrs daytime 8 hrs nighttime
2 hrs, very steep hill
2-4 hours (3 respondents)
2-4 hrs
2hrs.in AM 6-10, 4 hours average. Depends on time of day
4 hours seems good, but of course, depends on how sever the storm is.
4-6 hrs
8 hours-this is not a complaint. I am comfortable with that amount of time.
ASAP
Depends on type of storm.
It's always plowed well.
Live on Rte 5
Respondent checked "b" & "c" adding "not sure - I live in a tough place"
Typically plowed during and after, current frequence adequate
We are on a dead end 7 appreciate that we always are out w/in 8 hrs.
b or c
before the end of the storm
by 7 AM in the morning
by 7AM weekdays
by morning
by the time the school bus goes by
depends - daytime/commuting 2 hrs nighttime - 4 hrs
depends on depth of snow and time of day
depends on the amount of snow

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Open-Text Response Breakdown for "g. other (specify)"
depends on the storm
depends on whether is night or day time
for morning and evening commute
if major storm, take more time to reasonably rest your people.
in time to go to work in the morning and return in the evening
it depends on the amount of snow
our road always seems plowed.
part of road is not town maintained, otherwise 2 hrs
really depends on time of day or night
respondent circled Route 5
respondent checked "b" and added, "depends on when the storm ends!"
respondent indicated with an arrow 2 or 4 hrs depending upon depth of snow
road should always be clear
road should be passable at all times
should be plowed even before storm is done don't wait til the end
they plow soon after
what you're doing now is OK
when they get to it
During the day in a heavy sno storm, the road should be plowed every 4-5 hours. Quit overnight, start again in AM
It depends on the storm. We should all take responsibility and have four-wheel drive if we are worried about getting to work/school

To the best of your recollection, how soon after the end of a recent snow storm was the road you live on plowed adequately for driving?



Value	Count	Percent %
a. 2 hours	125	40.5%
b. 4 hours	67	21.7%
c. 8 hours	16	5.2%
d. 1 day	2	0.6%
e. don't know	38	12.3%
f. my road is not town maintained	26	8.4%
g. other (specify)	35	11.3%

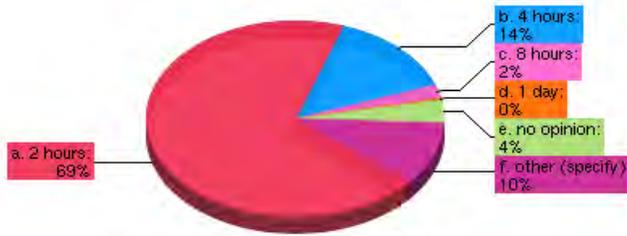
Statistics	
Total Responses	309

Open-Text Response Breakdown for "g. other (specify)"
i hr.
2 hrs They do an excellent job as our safety on this hill depends on it.
2-4 hours
2-they do a great job!
4 hours unless it's a weekend then longer
4-6
4-8 hrs
Don't remember. Ice is the bigger problem for us, sanding not always a s prompt as I would like.
I'm sure it was kept plowed all during the storm.
Immediately
Less than 2 hours
My tenant knows.
No idea... You're asking us at the end of JUNE?
(Specific employee) is great we have 4 wheel so it's OK
Respondent chechecked "b" & "c"
Road was always passable.
See above
The road I live on is always plowed adequately for driving before storms are complete.
The roads are plowed during and after the storm event.
They do a great job
Town plowed during big storms very soon after others.
always
b or c
depends on the storm and whether it was plowed by the dpw or contract service
depends on time of storm
depends sometimes 2 hours sometimes up to 6 or 8 hours
don't remember. not one of the first. we are on a dirt road
hard to know when storm is over

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Open-Text Response Breakdown for "g. other (specify)"
immediately after
less than 2 hours
not in time to get to work in the morning
plowed during storms final run maybe 2-4 HOURS AFTER STORM ENDED
should have been done as the storm is going! Don't wait until the end!
It's not important how soon after the end of the storm that a road is plowed. The road needs to be plowed every 4-5 hours during the storm, during the day. Quit at night, start again in the morning .g
respondent checked "d" and added "sometimes more than 1 day later. Dangerous (<u>underlined</u>) This is a narrow road with steep drops & blind corners. Chapel Hill. Cars went off all winter.

How soon after the end of a snow storm should the main roads to and through the Village be plowed adequately for driving?

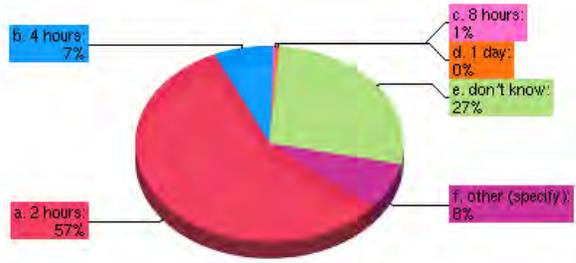


Value	Count	Percent %
a. 2 hours	218	69%
b. 4 hours	45	14.2%
c. 8 hours	7	2.2%
d. 1 day	1	0.3%
e. no opinion	12	3.8%
f. other (specify)	33	10.4%

Statistics	
Total Responses	316

Open-Text Response Breakdown for "f. other (specify)"
Left Blank
1 hr.
2-4 hrs, depends on storm!
1 hour (3 respondents)
2 hrs never risk a life
30 mins
4 hours during the day, not at nights during a storm.
6 hours
ASAP (2 respondents)
Between 4 & 8 hours, depends on severity of storm.
Depends on type of storm.
Immediately
It would depend on the storm.
Respondent checked "a" and added 4 hrs in a big blizzard
The roads are always plowed during and after a storm event.
Town plows during big storms and very soon after others
as appropriate for the time that the storm ends
depends on the storm
immediately (3 respondents)
keep it safe
kept plowed
plow while it still storming
roads should always be clear
same as 7
there again, (manpower) I'm not in favor of change.
The main roads to and through the village are currently plowed for adequate driving before storms are complete.
Again, people--this is Vermont--tell angry citizens you'll be there as soon as you can and do they 4 wheel drive??
respondent checked "b" and added "unless its a major dump. Then we understand it is more time consuming.

To the best of your recollection, how soon after the end of a recent snow storm were the main roads to and through the Village plowed adequately for driving?

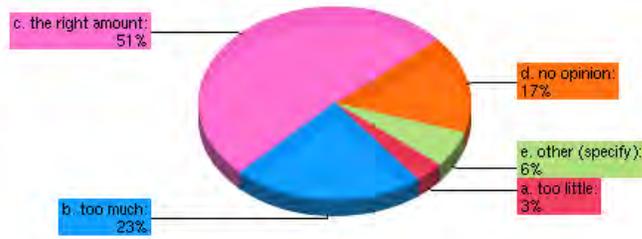


Value	Count	Percent %
a. 2 hours	178	57.1%
b. 4 hours	22	7.1%
c. 8 hours	2	0.6%
d. 1 day	1	0.3%
e. don't know	85	27.2%
f. other (specify)	24	7.7%

Statistics	
Total Responses	312

Open-Text Response Breakdown for "f. other (specify)"
1-2 hrs
2 minutes
2-4 hrs
30 mins
Always passable.
I don't want "more" plowing
Immediately
Less than 2 hours
My tenant knows.
Never had a problem with the roads not being plowed adequately.
No idea...You're asking us at the end of JUNE?
Respondent checked "a" & added " I think the town does a good job on Main ST.
Respondent checked "c" & added "Beaver Meadow often not plowed thoroughly this winter"
Village roads appear to be plowed every 1/2 hour
When I go to work @ 5 AM they are plowing
above
between 4-8 but sometimes even in the evening they weren't good
don't know often don;t get out of our road
immediatly (2 respondents)
made passable during storm
seemed good
smiley face
Throughout my lifetime, the main roads to and through the village have been plowed adequately for driving before storms are complete.

To achieve cold weather bare pavement in Norwich, the NDPW applies salt and other chemicals to paved roadways. Do you think the NDPW in applying salt and other chemicals uses:

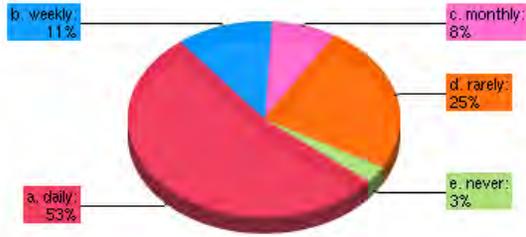


Value	Count	Percent %
a. too little	11	3.5%
b. too much	71	22.6%
c. the right amount	161	51.3%
d. no opinion	52	16.6%
e. other (specify)	19	6.1%

Statistics	
Total Responses	314

Open-Text Response Breakdown for "e. other (specify)"
Chemicals assist in plowing technique (unintelligible) to active bare pavement.
Don't know what too much is
Enough to create a clear line down the center of roads.
I PREFER NO SALTE BUT AM IN THE MINORITY
I think bare pavement is stupid in Vermont and bad for our environment.
Only applied middle of road. Not always safe: Prefer non-toxic chemical if possible.
Way too much. Dog cannot walk on too much salt.
a little much, especially on sidewalks.
c: they know best
don't know if less would do the job
needs more
not sure
prefers sand. respondent checked "b"
shld (sic) use the minimum needed
should use sand
sometimes more plowing and more sand would help
too much chemicals not enough sand
way too much.
what are the other chemicals and their ecological impact?

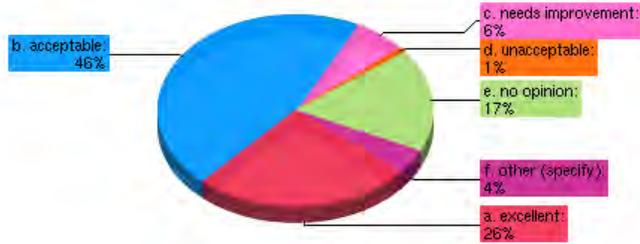
How frequently do you travel on Norwich's gravel/dirt/unpaved roads during the winter?



Value	Count	Percent %
a. daily	169	53.3%
b. weekly	36	11.4%
c. monthly	25	7.9%
d. rarely	78	24.6%
e. never	9	2.8%

Statistics	
Total Responses	317

How would you rate travel conditions on Norwich's gravel/dirt/unpaved roads during the winter?

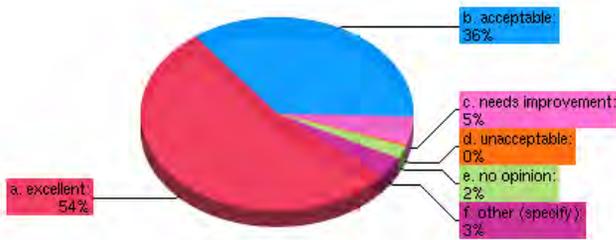


Value	Count	Percent %
a. excellent	81	25.6%
b. acceptable	145	45.7%
c. needs improvement	20	6.3%
d. unacceptable	3	0.9%
e. no opinion	55	17.4%
f. other (specify)	13	4.1%

Statistics	
Total Responses	317

Open-Text Response Breakdown for "f. other (specify)"
Good this past winger (2010-2011) Bad in 2008-2009
Respondent wrote "between" "a" & "b"
Respondent checked "c" and added "Chapel Hill needs improvement. Others seem ok.
a for Brookside Dr. where i live. don't know about others.
acceptable to excellent
excellent to acceptable
excellent-more than necessary
freezing rain on dirt is difficult; you do your best for us.
good,
my road not maintained
needs more sand
sometimes OK but sometimes full of holes we live way out
to acceptable

How would you rate travel conditions on Norwich's paved roads during the winter?

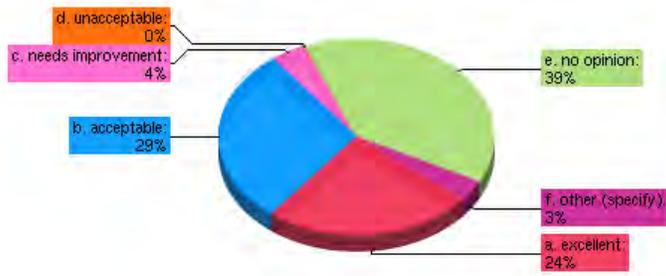


Value	Count	Percent %
a. excellent	172	53.6%
b. acceptable	115	35.8%
c. needs improvement	15	4.7%
d. unacceptable	1	0.3%
e. no opinion	7	2.2%
f. other (specify)	11	3.4%

Statistics	
Total Responses	321

Open-Text Response Breakdown for "f. other (specify)"
a bit more salt
exceed necessity
excellent to acceptable (2 respondents)
good
lots of frost heaves this year
often using salt chemicals creating sloppy roads, it would be better to plow instead
overboard
overdone
to excellent
too much salt

How would you rate conditions on Norwich's sidewalks during the winter?



Value	Count	Percent %
a. excellent	77	24.4%
b. acceptable	92	29.1%
c. needs improvement	13	4.1%
d. unacceptable	1	0.3%
e. no opinion	122	38.6%
f. other (specify)	11	3.5%

Statistics	
Total Responses	316

Open-Text Response Breakdown for "f. other (specify)"
respondent checked "b" and added "don't use them too much.
Require homeowners to shovel.
don't really notice
don't use them
overboard
rarely use them
respondent checked "b" Better tahn when homeowners had to shovel them
some days (many) not safe for walking
to excellent
too much salt
way too immaculate. Respondent checked "a" also.

Department of Public Works Review Committee – ANNEX E

Please enter any additional comments you have about the NDPW snow removal operations below:

Comments on NDPW snow removal operations
Adequate for me is 6" of snow, 2" of slush, sand on ice.
All good!!
Courteous and thoughtful driver - thank you!
Crew does a great job!
Crew is very responsive to called in concerns
Doing a good job.
Doing a great job
Don't blow snow onto walkways.
Excellent job
Excellent sidewalk clearance in the wintertime
Great job!
Hats off to the people who are out in the middle of the night in a snowstorm plowing our roads.
Have improved significantly since 1969 when we moved to Norwich
Homeowners should do their own walks.
Huntley/Sargent St way too much
I don't want to spend more money in town on Public Works
I think the dept has been doing well. No complaints re: winter snow removal.
I think the highway dept does a great job and am grateful for them
I think the roads crew does a great job!
I think they do an amazing job.
I think they do an excellent job!
I think winter road maintenance is great in Norwich!
I think you all do a great job on the roads
In my location (Union Village Road) snow removal operations are excellent.
Need more sidewalks
Need to salt Beaver Meadow by Arthur Owens more.
Need to use more sand on unpaved roads - more often on icy days/nights.
Our roads and walks are wonderful after a storm-MUCH better than Hanover's.
Overall, good job & I am satisfied.
Retired, so don't have to travel-others may want faster cleaning
Roads always seemed clear in a timely manner.
Sidewalks could be done in (illegible). The machine always leaves a "deposit"
Snow crew are my heroes
Sometimes my road(Pattrell) was not plowed until 9AM long after I needed to be at work.
Sometimes the distribution of salt on the roads seems too centered to be effective.
The NDPW snow removal team do a terrific job today - keep it up, guys!
The problem is unpaved roads in mud season. Winter is fine.
They are diligent on Hawk Pine - a critical area. I hear them @ 4am, 5am, 6am. Thank you.
They do a great job.
They do an excellent job.
They do an excellent job. Thank you!
Too much salt on my paved street whenever it snows, even less than one inch.
Try using fewer chemicals and plowing the slush more often.
Union village Road is a main road and is ALWAYS treacherous after a storm.
We are very pleased with the snow removal service.
We go south for the winter but would stay on if the roads were better
Winter is not the problem. spring is the problem.
Wish heavier coating/more sand was put down after a snow storm.

Department of Public Works Review Committee – ANNEX E

Comments on NDPW snow removal operations
Wow! we've never been anywhere with better snow removal! Really amazing job!
bless your crew
glad to have these services!
issue is regarding what is easily achievable versus unreasonable to achieve.
kudos for the hard work done by the crew!
much improved in recent years
need more sidewalks for winter walking
please reduce amount of road salt applied to paved roads, which may help pavement last longer
slat hurts dogs paws on sidewalks
thank you.
they do a great job
too much
too much salt down the middle of New Boston Rd
why do you have to ask ? 8 10 you should observe and record you cannot control a process
would love more sidewalks
I wish the salt didn't come so far on our bushes. The sidewalk plow throws it very (underlined) far from the sidewalk.
I think the snow removal is awesome, with the exception that there is excessive salt applications. As to the sidewalks.... having spent recent time in Anchorage Alaska and observed their process. Sidewalks are not plowed or salted or sanded because they are used by skiers or bikers (yes) or kids on their way to school as is. They also do not plow the main roads in the city limits of Anchorage, a city of 300,000. They do not use salt and very limited, really limited sand (coarser than ours.) They occasionally bring a grader like our graders to grade the snow. Side streets all have a hard packed glaze that is permanent throughout the winter. They do just fine. Our zero snow mandate is extreme, in my opinion.
This is Vermont. It snows in the winter. The road crew does a fabulous job plowing & sanding. If you don't lie it, move to Florida.
I'm the school nurse in Strafford. On snowy days when we have school I drive Union Village to 132 consistently Norwich roads need more plowing than Thetford & Strafford.
This year's mud season on Willey hill was impossible.-not the town's fault, but i think the rd should be paved as far as Hawk Pine entrance.
I'm of the opinion that if our roads are "too perfect" in the winter, it leads folks to drive at unacceptable/unsafe speeds for the conditions.
when plowing streets that have driveways, no excuse for piling up heavy snow blocking the driveway - there is a blade that can fold out and prevent this
I wish less salt was used on sidewalks. This past winter we had an amazing amount of salt/snow blown onto our lawn (Main St side of our property.) It did appear that towards the end of winter, the snow was being blown onto the street, not our lawn, and we appreciated that.
I am not at all opposed to less aggressive snow removal. It should be driven by emergency vehicle concerns, not by suburban values of instant gratification.
Would like to see what alternative there is to "slat + chemicals." Generally good work done, but Beaver Meadow Rd. can be dangerous higher up & on sharp curves, steep hills.
If people drove in winter as though it were winter, there would be less need for plowing so frequently-I find driving and walking on 2-3" snow safer. At least I feel that way.
Having lived here since 1978, I think this is all great - Roads are better than ever. My hill will always be a challenge.
They do a great job keeping pavement bare. The question is - does it need to be bare? Acceptable conditions can be achieved with plowing & sand - save the salt for the occasional black ice. Certainly no need for salt on snow, flat areas like Jones Circle.
I live at the end of the town maintained section of Douglas Rd. I have lived elsewhere in VT. The road crew here does a phenomenal job plowing show/maintaining road.
I think they do an excellent job. I live in the village so don't see much of the outlying roads. I would be happy to have non-bare pavement roads if it meant less chemicals and expense.

Department of Public Works Review Committee – ANNEX E

Comments on NDPW snow removal operations
WAYYYYYYYY TOO MUCH SALT WAYY TOO OFTEN - IS THERE A BETTER ALTERNATIVE - THIS IS KILLING LOTS OF PLANTS AS WELL AS THE BLOOD BROOK WATERSHED
if one choose to live in rural vt one should be prepared for occasional inconveniences and a slower pace of life . this is that a big city and citizens should not have big street expectations!!!
I don't like the way sidewalks are cleared by snow-blowing and piling up against the building. Last winter a rock broke one of my store's windows. The snow should be blown into a truck and cleared away. Piling it against the building prevents visibility for a store.
I am a walker. I have contempt for most drivers in most weather conditions and my opinion of their ability is even lower in the winter. I don't agree that we should strive to get bare road conditions in the winter. It gives people a false sense of security. Black ice conditions exist most mornings and people are going as fast on 10A as they do in warm months. I am terrified they will hit me on the sidewalk which brings me to the sidewalks. I would rather have the sidewalks cleared as the snow is plowed onto them. Many mornings they are not cleared until after the last street plow comes through. I find myself in the road. But I am really the only one. Maybe we could coax more people to walk if the sidewalks were plowed as well as the roads. Even a narrow passage is better than nothing.
I am really upset about Main Street sidewalk snow-blower blowing the snow onto people's lawns instead of toward the curb, where the road plow can send it in the right direction. Sidewalk snow doesn't add that much to the road plow's load. But the sidewalk salt, especially in this last heavy winter, is being blown 10 feet back into my yard and at the base of trees, where it is melting into the lawn and killed a lot of my grass. I don't understand why the snow blower can't blow it the other way. I'm happy to have the salt keeping sidewalks safe, but not if it's killing my lawn!
As a senior who walks to Dan and Whits and the post office I don't understand why driveways are left uncleared, making walking hazardous. Also, curbside snow is not cleared at the crossroads in town.
Sometimes it seems village roads are being plowed, salted, and sanded when the dangerous road conditions are at higher elevations due to ice and or bigger snow volume. By example- Howard Hill in Beaver Meadow.
re #11. I don't favor the bare road policy. I feel that folks should expect to drive cautiously in snowy conditions. We live in NORTHERN New England.
speed of snow removal depends a lot on timing and duration of the storm, but our winter difficulties have not been due to road plowing but our driveway plowing. I think the road crews do a fine job.
New Boston Road is often icy - dangerously so - around the turns near the entrance to the transfer station. New Boston Road is not plowed quickly enough after a storm.
We have always been pleased with the snow removal in Norwich and understand that the crew works hard to clear and salt roads after a storm.
They provide excellent service and I feel they are conservative when they need to be. They know their business.
With family and friends living on non-paved roads, my experience is the Town does a pretty good job with these roads in the context of the weather events of the day. This is, after all, what living on a dirt road is all about. I walk downtown often. The town seems to plow sidewalks well, but it is much more difficult to get down to pavement, which is what makes walking the safest. This is why I noted this effort needs improvement.
Short story: 2 winters ago, big snowstorm. Norwich was fully plowed and operational, whereas Hanover had only 1 lane in some locations. Norwich does an AWESOME job.
Would like the sidewalk snow to go towards the road-not fences and houses! The removal would be better for fences and houses!
I don't believe in criticizing anyone who does a job I wouldn't be willing to do myself. I think they do a tough job very well- I couldn't even stay awake at 3 or 4 am, let alone find the road in a heavy snowstorm at night.
I think the amount of salt, etc. could be reduced by applying only on hills, at intersections and at stop signs. I live on a flat section on my road and there's no need for salt as the plowing is done very well. I forgot-salt is needed too on curves.
Hard time answering these questions because they plow through storms. I think they do a great job plowing. I hope they use as little salt/chemicals as practical.

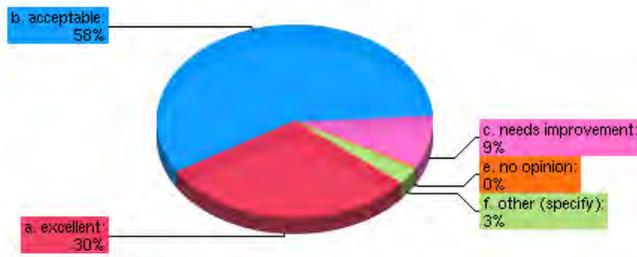
Department of Public Works Review Committee – ANNEX E

Comments on NDPW snow removal operations
Though I appreciate the need for clear sidewalks, I'd like for the town to remember that the houses along them are full of sleeping residents, and that some time after 6AM might be better for this task. Also, the sidewalk plow operator consistently pelts our house (and new windows) with gravel and sand--it's like someone firing a shotgun at our bedroom window--nigh after night!
I'm in the corner of town on an unimportant dirt road. I understand there are only so many trucks. Once the trucks get here, they do a good job.
There were storms this winter where the road I live on, Route 132, and other Norwich roads were not plowed for a day, and possibly the entire storm. Meanwhile, our friends in neighboring communities were right on it. Weird...
It's unfortunate this survey didn't word these questions differently. Of course we all want to have our roads plowed in less than two hours. Yes I like the job they're doing, but is that because there are too many employees? It seems there are more highway employees than a few years ago yet fewer residents.
I live on Willey Hill Rd. It has to be the heaviest travelled unpaved road in Norwich. Many days 300 cars go by my house. Believe me, we have counted. This road needs to be paved to safely support this kind of traffic. The NDPW does yeoman duty working on this road. It is a losing battle. We need to pave it so our road crews can spend their time and the town's money on other roads.
Should not block driveways with snow off a secondary road i.e. Goodrich 4 corners, snow from Patrell Rd. dumped across driveway
I dislike the practice of salting before a storm that leaves 4-5 inches of slush on the road. Very slippery, caused someone to rear end me. Plowing is much more effective
I think our town needs to respond differently to calls from impatient citizens. Where in Norwich leadership is that great Vermont humor other town leaders possess? I sincerely believe Noel Perrin's books should be required reading for every citizen of Norwich. When you get that nasty complaint about a road not plowed, tell them to enjoy the pretty snow, have another cup of coffee, get up earlier to drive out to work on snowy days or suggest they buy a four wheel vehicle. So what if they are angry. Who are these demanding, spoiled folks thinking they should have clean pavement after three feet of snow? Where is their personal responsibility in all this?
(Specific employee) and his crew are tireless, out there at all hours working efficiently until the job was done---and done well.
Anti-icing chemicals should be applied only to the extent necessary to prevent a bond with the pavement. Mechanical plowing should be used for actual snow removal.
i live on Brookside Drive which is not paved. However it is only 10 yards until i hit a paved road.
I don't know if there is any solution to this problem, but the sidewalk going toward Ledyard Bridge will be totally clear and then the street plow pushes all the snow from the street over the freshly plowed sidewalk. Also the hill from Ledyard Bridge to the rail bridge will be icy when the rest of the sidewalk is bare because of melting from the sun.
It's funny how Main St is always plowed but as you continue out of town the roads get worse the further away from town you go! Also, it's OK to plow after 5 pm and at night.
For the number of employees the highway department has they should be doing a much better job on the road. The roads would be acceptable NOW with one less employee.
Eliminate (underlined by respondent) salt and chemicals to achieve bare pavement. many state with more snowfall use none.
The boys clear Hawk Pine Rd in a most timely way - especially in blizzards. Important - as we are older and @ the end of the closed loop.
I chose to live in Norwich for its rural character. I have no interest in paying for more road clearing of snow.
We lost our mail box 3 times to the snow plowers. It would be great for Norwich to repair boxes knocked over at the end of winter.
For me, I don't care if a road is played 2 hours or 4 hours after a storm if the storm ends at 2 AM. I want the roads plowed by the time I go to work at 7 AM. That seems like a better question.
some times i wonder if the salt spreaders are properly calibrated . a stationary truck sometimes leave a sand pile (which we can retrieve (?) and reuse)
In general, I'm very impressed. I think you'd get a more favorable reaction if there were a choice between "excellent" and "acceptable." I would have selected "very good."

Department of Public Works Review Committee – ANNEX E

Comments on NDPW snow removal operations
Town should plow with the storm and not wait till its over. Should be no more than 3" old snow in road anytime
I understand that it is difficult to get down to pavement after a storm event, but the sidewalks are pretty messy for quite a while, which leaves people walking in the road.
Great job with snow removal! Especially in town and sidewalks to accommodate the pedestrian traffic.
Why are you implying that plowing wait until the storm is finished. Many residents have to go to work during storm - plowing should be ongoing.
excellent job keep an eye on snow piles on triangle at river road / rte 5 (?) the ledges to maintain visibility
These questions are inadequate. Roads should be open during storms, not just after, especially main roads. I've always found plowing in Norwich very acceptable.
Last winter the contract service plowed the roads in the northern part of Norwich after he plowed his regular customers. Although this is understandable from the provider's point of view, it was not so by the taxpayers.
Why is "bare pavement" in a northern snowy climate the goal? If you live here you know snow comes with the territory.
I think the drivers would make more effort to avoid sign posts & Valley News posts--they have to fix them come spring.
I think the plowing/snow removal is great. I wish there was a way to use less salt so vehicles and bicycles don't rust

How would you describe the general condition of Norwich's paved roads?

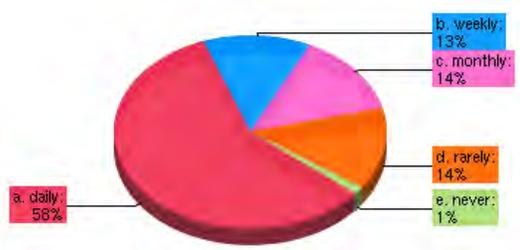


Value	Count	Percent %
a. excellent	96	30.1%
b. acceptable	184	57.7%
c. needs improvement	29	9.1%
e. no opinion	1	0.3%
f. other (specify)	9	2.8%

Statistics	
Total Responses	319

Open-Text Response Breakdown for "f. other (specify)"
Excellent in general, but Goodrich-Four Corners Road is pretty bad.
Goodrich 4 Corners Rd paved portion often has potholes
Many chronic problems.
Too broad a question to be useful.
a to b
acceptable, but serious frost heave problems
good (2 respondents)
to the best of the ability of the DPWD

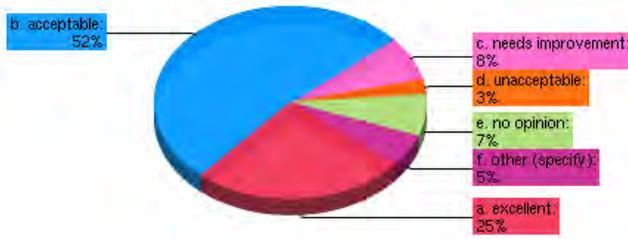
How frequently do you travel on Norwich's gravel/dirt/unpaved roads during the spring, summer and fall?



Value	Count	Percent %
a. daily	186	58.3%
b. weekly	41	12.9%
c. monthly	44	13.8%
d. rarely	44	13.8%
e. never	4	1.3%

Statistics	
Total Responses	319

How would you describe the general condition of Norwich's gravel/dirt/unpaved roads?



Value	Count	Percent %
a. excellent	79	25.2%
b. acceptable	164	52.2%
c. needs improvement	24	7.6%
d. unacceptable	8	2.5%
e. no opinion	22	7%
f. other (specify)	17	5.4%

Statistics	
Total Responses	314

Open-Text Response Breakdown for "f. other (specify)"
Too board a question to be useful.
acceptable usually except mud season
and needs improvement
ditches are too deep
excellent to acceptable
graded too often
mud on Willey Hill in the spring is a problem,
my road not maintained
needs improvement some need minor upgrade but much better than Sharon/Strafford's
some good, some bad
sometimes good, sometimes need work
sometimes too slow to fill serious potholes
too wide with "too deep" ditching
used to be excellent. Don't know now.
very acceptable
very good
don't build up the dirt roads its hard to get out of your driveways when they do that! If a driveway is level with the road the road should stay level with the driveway

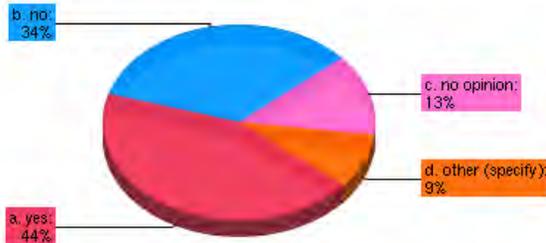
Would you like to have Norwich pave more of its gravel/dirt/unpaved roads?



Value	Count	Percent %
a. yes	51	16.2%
b. no	206	65.4%
c. no opinion	58	18.4%

Statistics	
Total Responses	315

The NDPW has a schedule for repaving roads based on best practices for road maintenance and on current pavement conditions. In the past few years, in order to reduce taxes, this schedule has not been followed. Should scheduled repaving be delayed in order to reduce taxes?



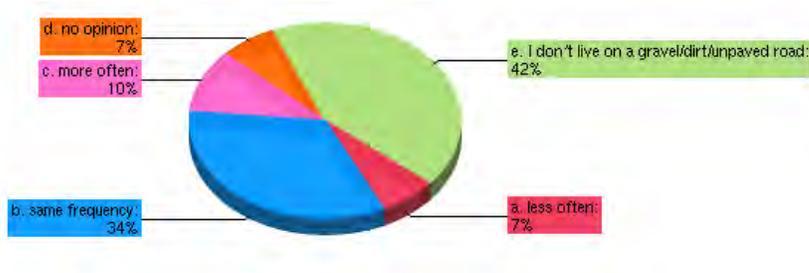
Value	Count	Percent %
a. yes	136	43.6%
b. no	106	34%
c. no opinion	42	13.5%
d. other (specify)	28	9%

Statistics	
Total Responses	312

Open-Text Response Breakdown for "d. other (specify)"
Left Blank
Depends on weather conditions & (?) effects on roads.
Depends upon overall town budget.
Depends. Patching might work?
I do not think that the DPW is our greatest tax burden.
Keep them safe
Need more info before giving opinion but lower taxes are a good aim
Nothing ever "reduces" taxes
Paving needs to include fixing problem issues.
Possibly needs discussion.

Open-Text Response Breakdown for "d. other (specify)"
Prioritize & do your best!
depends on road's conditions
leave to the highway dept
maybe - don't know
modest delay ok
no, but DPW should rework the schedule to be consistent with current tax situation.
not if costs much more in long run
not sure about the finances of this
not to the point of hazard or greater expense
safety should be priority
should be considered year by year to follow schedule or not
should depend on how badly the repair is needed
where else might we recover expenditures?
will it end up costing more if delayed? if so then don't delay.
yes cut back in (?) economic (sic) but not prolonged delays
Reclamation needs to be factored into the equation (e.g. improvements to the conditions of the road base in various locations would make paving last longer).
either amend the schedule for a longer span or adhere to est. schedule. waiting too long allows for too much deterioration.
roads are seeming okay to me; perhaps the schedule should be revised with longer times between pavings

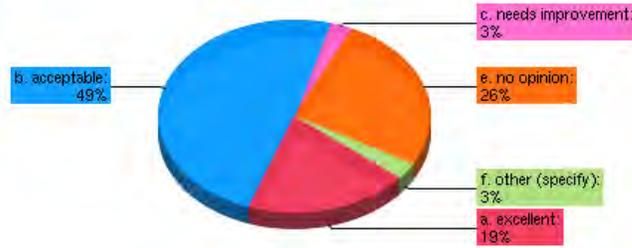
If you live on a town maintained gravel/dirt/unpaved road would you like to have the town grade your road more or less often?



Value	Count	Percent %
a. less often	20	6.8%
b. same frequency	99	33.6%
c. more often	31	10.5%
d. no opinion	20	6.8%
e. I don't live on a gravel/dirt/unpaved road	125	42.4%

Statistics	
Total Responses	295

How would you describe the general condition of Norwich's bridges?

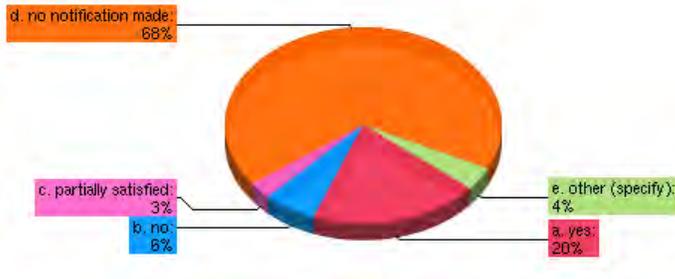


Value	Count	Percent %
a. excellent	61	19.3%
b. acceptable	154	48.7%
c. needs improvement	9	2.8%
e. no opinion	83	26.3%
f. other (specify)	9	2.8%

Statistics	
Total Responses	316

Open-Text Response Breakdown for "f. other (specify)"
?
Blood Brook on Elm looks in need top side. How is the structure?
Extremely ugly!
I don't know, I'll have to pay more attention to them to form any kind of opinion.
The ones I drive on are fine
better
make some wider
not sure
perhaps tweak best practices schedule for savings

If you have notified either the Town Manager or NDPW department head about a road or bridge problem in the last 3 years were you satisfied with the response you received?

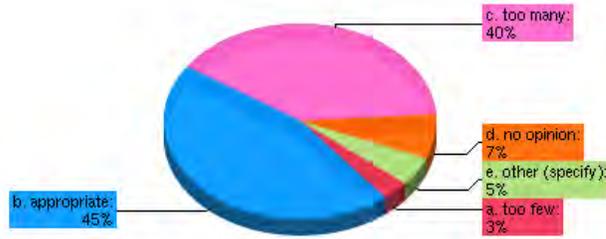


Value	Count	Percent %
a. yes	57	19.7%
b. no	18	6.2%
c. partially satisfied	8	2.8%
d. no notification made	196	67.6%
e. other (specify)	11	3.8%

Statistics	
Total Responses	290

Open-Text Response Breakdown for "e. other (specify)"
Left Blank
NA
extremely well satisfied
no follow through
no opinion
said they would fix it but didn't
see comment #35
see comment space
some jerk was spray painting Rt 5 & GFC
very satisfied
yes but took 9 months

Do you feel the number of signs on Norwich roads is:



Value	Count	Percent %
a. too few	10	3.2%
b. appropriate	140	45%
c. too many	123	39.5%
d. no opinion	23	7.4%
e. other (specify)	15	4.8%

Statistics	
Total Responses	311

Open-Text Response Breakdown for "e. other (specify)"
Dutton Hill East might benefit from "No passage beyond 256 or some such"
I think the number of signs that have appeared over the past few years is ridiculous!
There are way too may signs to the extent "the trees cannot be seen in the forest".
b. As a lot are mandated by State and paid by State (never look a gift horse in the mouth) bordering on too many
extremely excessive. some cannot be read at the speed limit where they are posted.
generally but the arrows at the turnpike-New Boston corner is misleading
see 26
truthfully I don't notice them enough to count them-but there does seem to be quite a few.
weight limit
well, you went a little crazy on Turnpike this year
From Dan & Whit's to Waterman Hill Rd. I counted 147 signs visible as you drive. This includes signs that are visible from union village as you cross perpendicular roads (stop & street name signs). My least favorite are all the arrows, reflectors and my least favorite, the signs telling you another sign is ahead.
Excessive and a waste of taxpayer dollars! A sign that say "recreational area" at Huntley? What on earth for?
would like a sign on Turnpike at Main to keep large truck brakes quiet 9 like the one on Beaver Meadow Rd near Moore's Ln.
way too many. why do you have to put up large yellow/black signs with road names telling you that you are approaching the road has a very clear green and white road sign very redundant. pls take them down, they are an eye sore

Department of Public Works Review Committee – ANNEX E

Please use the space below for any comments you might have on the NDPW's road and bridge maintenance operations:

Comments on the NDPW's road and bridge maintenance operations
re Q 20 my yes: applies to Elm street
Again, we need to tighten our belts and STOP (sic) spending money we don't have
All good!!
(Specific employee) and crew seem to do the best with what they have . Great job overall.
Can the number of signs on Main St. be reduced?
Clearly they work hard under challenging circumstances!
Do Not Pave any more roads. They are fine the way they are.
Doing a good job.
Don't pave the gravel roads!
Excellent job Pave Turnpike Road!
Hogback needs a sign
I question the need for safety of the new triangle at union village road rte 132 junction
I think the town crew does a great job - Thank you
Installation of fancy sidewalks and granite curbstones was unnecessary and costly
Main St. sidewalk snow thrower (blower) should NOT blow salt/snow/slush directly on my house!!
Minimize road signage!
Over all they should be commended-for everything!! Super crew!
Parts of Willey Hill need to be paved; they're almost impassable in mud season.
Paving seems about right.
Please don't pave any of the dirt roads!
Respondent added to ? # 25 "New Ones!" For ? # 26 Overall very good.
Road crew do a great job. Pls congratulate them
Road maintenance, especially on dirt roads is much better than let's say 10 years ago.
Road name signs are VERY important. signs warning that a road is coming up are NOT.
Thanks for all you do.
The DPW does a great job with road and bridge maintenance with the resources available.
The road grading puts too much slope on the sides sliding into the ditch in winter.
Way too many! It's a joke!
We appreciate the job you do.
We live on an unpaved road and the maintenance has never been better
We love (specific employee) and his crew.
We're fortunate to have a reliable, responsible highway department.
ditches too deep
money spent on 132, union village Triangle should have gone to road maintenance.
need to mow more often along the road sides
new signs close to town (around Moore Lane etc) were a waste of tax dollars in this economy!!
no comment
promote carpooling and walking
put a gps tracker on the big sigh when you enter town so if it is stolen you can trace it.
sign that are painted such that they glare in a driver eyes (w/ fluorescent paint) are ridiculous
some ditching seems excessive
there are some short sections of unpaved roads that are tough in mud season
Respondent added to ? # 25 !! as in overkill/distracting/as in unsafe/unattractive. Note: drivers of maintenance vehicals (sic) are always polite & helpful on our road. They try to get out of the way of traffic as soon as possible which can be trick on lower Dutton Hill. Thank you.
stop sign and island at Union Village Road and Rt 132 was a waste. Intersection of Route 5 and River Road has a higher potential for accidents. don't spend stimulus money just because you have it (e.g., guard rail on 132 eliminating pull off area between Rte 5 & U.V.R. Fix directional signs!

Department of Public Works Review Committee – ANNEX E

Comments on the NDPW's road and bridge maintenance operations
The deep cracks on the road on rt 5 north of the river road and porters where there is little or no shoulder are extremely hazardous to bikes and in a very high traffic area. We have notified the NDPW of this situation ..and no action has been taken. "please!!!"
1. consider wider crosswalk striping in Village 2. pedestrian crossings and bicycle facilities could be more adequately marked/signed for visibility in Village
Would like "blind driveways" marked on the curve of Tigertown Rd., Norwich end, just after bridge. Very dangerous corner. Mitchell Brook Rd has some bad blind corners, too. People drive too fast on these roads sometimes and there is no place to bail out without going into a ditch or over the banks into the brook.
I don't drive on Norwich roads much these days but in the past always felt they were very well maintained. I have lived on many dirt roads in my life in other places and found Norwich's to be far better maintained. Lived on a dirt road in Norwich for 9 years and was amazed we had no mud in the spring. I can't really comment much on current road conditions.
I've heard (specific employee) has offered certain residents the opportunity to have perfectly fine roads repaved. His grandfather used to try to save the town money, presumably because he lived in town. (specific employee) doesn't live in town, and seems to enjoy spending our money on new toys, new trucks, new employees, new lunchroom. he's doing a good job but it's time to cut his budget.
It seems NDPW uses good judgment. some strategic maintenance at target problem areas seems sensible. I was talking to a wrecker about how many cars he pulled out of mud on Willey Hill. I don't even live near there but maybe this is an area that needs attending in the spring. Maybe you need speed bumps on New Boston. Norwich drivers are crazy. also delayed paving leads to wear and tear on cars. we will pay it in taxes or pay it in bills. Just do it right.
not necessary to have signs warning a rural jct weeding a yield sign now it is littered with posters nor should the town be adding a light at the jct of UV road And rt 132
I think it would be mighty difficult to have excellent road conditions in Vermont all year round. I accept the road conditions as part of living here. I don't think repaving should be delayed to the point that roads become unsafe and I appreciate that NDPW has to find a balance between safety and affordability.
There are too many signs alerting drivers to share the road, which is an unnecessary reminder; as a rule, Norwich drivers are very courteous and sensitive to bike riders, and these signs are preaching to the choir. The recent increased signage along Turnpike Road is hugely excessive and an assault on the senses. Many of the signs are simply unnecessary. I would like to know what EVIDENCE exists to justify the waste of money for all these signs. In thirty years living in town, I am unaware of accidents at intersections, hit pedestrians, or even close calls that would suggest a need exists along this stretch of road. Why do we need signs announcing "Recreation Area", when it is plainly apparent to anyone that Huntley Meadow is exactly that? Why is a "Stop Ahead" sign needed when the stop sign is plainly visible in the distance? Why is a double arrow necessary at the intersection of Moore Lane and Turnpike Road -- what other conceivable options exist?
The clear cutting on Loveland Rd in June seemed excessive. It is now stripped. The cut all the healthy trees and left the rotten ones. To Answer # 20 respondent specifically mentioned "Goodrich 4 corners!"
Curb's at Rt 5 cor. Hopson & at intersection of 132 & Union Village Rd seem dangerous in several respects. Also weeds growing from Rt 132 gravel triangle are unsightly, like a highway. I favor Norwich retaining rural country roads as much as possible.
Why did we spend so much \$\$ on Town of Norwich sign? It's too far back from the road, hard and dangerous (as you're driving) to read + too fancy. Yuck!
Please get back to maintaining the paved roads on a schedule that is consistent with best practice. I realize that this will raise taxes.
given economic cond expenses should be kept at present level no additional equipment should be purchased & no additional contracts required. Anyone who lives on these roads should know that an AWD vehicle is desirable. if not necessary on occasion
maintaining roadside ditches seems overdone. Road is more like an arc than flat across. I worry about excessive speed when road appears like a blacktopped one. Some dirt roads lack safe shoulders/setbacks.
The only way to make major improvents (sic) in our road and bridges, is to spend more money (higher taxes) more equipment and more staff.

Department of Public Works Review Committee – ANNEX E

Comments on the NDPW's road and bridge maintenance operations
Signs: waste of Money! wow. We did not need that latest flurry of extra signage. I can only imagine the cost. RE: # 24, I did not make a personal call about this but my trusty neighbor did (to (specific employee)) to no avail. What about putting the money into guard rails? Those we did need! Mud: you didn't ask about mud season. Norwich has the best dirt roads in the state. I have seen most of them. Thank you!
I was kind of shocked to find more signs on Union Village (I think it was last summer). Even arrows pointing around the curve in front of my house are really unnecessary and detract from the beauty of the surroundings. Unless a strong case can be made for unsafe intersections/roads, I would prefer to see FEWER signs on roads like Union Village.
how can one possibly read all the sign when driving past at 25 mph. when possible dirt roads should be graded in dry weather at less when 1 / 2 dry days or forecast. holes and ruts appear within 24 hours if rain follows grading. could some (?) help in planning roads and frequency . some times no treatment is needed
Need to use finer gravel too many sharp stones that puncture tires and contribute to cars rolling off curbs Need to improve shoulders along Hawk Pine Road especially where drop off is steep. It's time to pave Willey Hill to Hawk Pine and all of Hawk Pine. Too many families and cars for it to remain unpaved.
On Bragg Hill the road is really corduroy and in one day the 'join' between gravel and pave (at the bottom Beaver Meadow road) has disappeared and a big bump is back.
It is nice to keep main travel roads (i.e.) Union Village, 132) safely paved to help cyclists and bikers stay safe. The more the biker has to move around holes/crevices the more dangerous! Thank you! The cycling people appreciate nice roads.
Willey Hill was a major problem this spring, but other than that I think the dirt roads are fine.
Big bump New Boston Rd by dump. I live on New Boston - frequently cars travel too fast making unsafe for walking, biking, consider signs to reduce speed.
The crew is great & works hard. I feel fortunate. Respondent added to ? 23: except in mud season, when it can't be graded anyhow most likely, in which case I just slow down and appreciate mud season. Respondent drew a line through # 24 Respondent underlined twice answer "c" for ? 25 too many!
I have travelled many of the paved roads in Norwich. Although all are in "passable" shape, some are really in need of some work. To wit, the rest of Rte 132 from U.V. road (Martin's Hill) to both town lines on Union Village Road & Rte 132. I believe there is also a culvert that should be replaced.
Respondent did not answer questions 21-25. Respondent wrote for #20, "Only where have specific bad mud problems i e Willey Hill Rd where unpaved. " Paving Willey Hill Road the rest of the way to Hawk Pine would be terrific.
It's time for Norwich to "grow up" and pave the 1/4-mile middle section of Goodrich Four Corners! It's ridiculous that we continue to keep it unpaved apparently as a deterrent to through-traffic ("epic fail" on that one!) and then spend \$10K's every Spring to rebuild it. Minimally I request a cost study done on the impact of keeping Goodrich Four Corners' very expense "speed bump" as is vs. paving it...
Signs are over the top ridiculous. I have attached comments from residents who commented to me by email about my list-serve posting. I have had many, many folks comment on the excess of signs in town following my list serve post. The general consensus is TOO MANY SIGNS!
I would prefer to have less frequent/normal maintenance to conserve NDPW costs. Residents should be more realistic about commute/travel times during stormy conditions. NDPW/(specific employee) would not be expected to have EVERYTHING in Norwich cleared in 2 hours.
Probably not efficient, but some areas get potholes rapidly and need special attention beyond the regular grading schedule.
Pavement should be done on the worse roads first. Not on the same roads over and over because someone special lives on that road.
Way too many signs. Many unnecessary! It looks like we live in the suburbs & that we're not too bright (we need signs to tell us what we already know)
there is a sign at the top of tucker hill that says "slow children" even though those children have graduated from college - DPW should have a periodic look to see which signs are actually necessary
Seems great to me. I do think the most recent spate of signs-"Moore Rd", "New Boston Rd"- to be a little too much.
They do an excellent job and should be allowed to do their jobs - the monkey on their backs constantly questioning there every step give them the resources that they need.

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Comments on the NDPW's road and bridge maintenance operations
When grading gravel/dirt/unpaved roads greater care needs to be taken at homes on or near the road. In my specific case the town DPW has created and failed to correct a problem at my home.
Ruts are dangerous in winter on gravel roads and conditions change quickly—the most heavily travelled dirt roads, i.e. Turnpike Rd-should be paved.
No more paving. Please. No more road signs. Please. There's well-run public works in a rural town & there's overly fussy, overly costly build-out flat feels like the suburbs. The new signage of the past 12-24 months is a daily reminder of misspent tax dollars & the loss of rural Norwich. Please don't pave to serve the increasingly fast & aggressive commuters. If they must drive the way they do let them absorb the cost at the mechanics. Better yet issue more tickets!
I am impressed by the methods used to minimize erosion on our steep winding narrow dirt road. In the winter the crew is vigilant about sanding the road often more important than plowing. The crew responds quickly to reports of wash outs before massive deterioration occurs, a great convenience for us and probably a savings for the town coffers. That makes mud season an adventure rather than a catastrophe!
Our dirt road needs to be graded more often. A "hump" on the crooked half mile of new Boston Rd should have been fixed months ago. trees leaning on phone wires should be removed
My pet peeve is the ditching on the side of both paved & un-paved roads. They create more of a hazard- A) They are too steep & deep to drive out of if you are forced over on a narrow road. B) They are too steep & deep & then erode. C) They are often occluded by long grass--I've known some out-of-state visitors attempt to turn around on a dirt road & back in to them, leaving 4 tires off the ground. Secondly, some of our dirt roads have been straightened & widened. Not only has this changed the beautiful rural character, but has resulted in an increase in speeding.
The NDPW was very responsive to our safety concern about Blood Brook eroding a segment of Turnpike Rd. under embankment. They added gravel, luminous markers for safety. Communication was friendly and follow-through was excellent. Really inspires trust. Thanks!
The new signs on union village Rd after paving last year or the year before seem like overkill. Also having the portions after and repaved so late in the season that they couldn't be "lined" made for trickier winter driving.
Use less or no salt on unpaved roads. They should be graded to encourage salt runoff away from important trees.
Respondent answered # 20 " only if cost effective. Again, I think this Department does a good job of maintaining all facilities. Roads maintained much better than 20-3- years ago.
I'm concerned about all the yellow road signs. Why are they going up? What a waste of money. Talk about sign blight.
FAR TOO MANY road signs, and imagine what it will be like in another 10 years. The entry to Norwich is cluttered with signs every few yards, and the more signs go up, the more they have to be bright and fluorescent in order to be seen apart from the others. How many things do we really need to read? Is this because it's a state highway at that point? I'm really mad. Imagine how beautiful the village could look if there were few signs - and buried phone/electrical wires too.
My road was fine until it was graded. Big loose rocks left all over road made it very, very uncomfortable to walk human or dog and just about impossible for horses. Created a lot of dust too. The last thing I want (other than more paved roads) is more grading!!
Norwich has a sign pollution problem. Starting to look like Mass. We spend way too much money on this dept. Other towns infrastructure is as good as we have in Norwich but they are able to do the job for a fraction of the cost.
People move to Vermont mostly because of its rural beauty. The number of signs makes Norwich look tacky-like N.J. One of the reasons VT bans billboards is to preserve its natural beauty.
This winter during a bad ice storm we called the road crew. They sanded Willey Hill but left Hawk Pine untouched were most of us live
Although I have marked many or the maintenance questions as "excellent", I feel maintenance is overdone-especially crowning on narrow sections of dirt roads that make rather precarious situations with 2 cars passing.
A public forum should exist for publicizing the condition of local bridges, incl. local, town and state inspected structures.
It would be a help to have Willey Hill & Hawk Pine paved. so much time and energy (too many car

Department of Public Works Review Committee – ANNEX E

Comments on the NDPW's road and bridge maintenance operations
chassis) is spent on repairs... The potholes have a strong life of their own in spite of the road crew. There is a great deal of daily heavy traffic, residents, UPS, oil deliveries etc, school bus too.
maintenance is appropriate. There should be NO PAVING of dirt roads. People who want paved roads should move south.
keep roads passable keep taxes down lower speed limits especially for trucks on town roads. This will save many tax \$\$\$
I believe we use far too much salt on the road and I think it is a health hazard for people and plants. It certainly takes the joy out of a walk on a winter day when every time a car or truck drives by one is engulfed in a cloud of dry salt. I feel pickled by the time I get home!. I hate to think what chemicals I am inhaling and ingesting. Ugh!
The skill with which our dirt roads are graded is exemplary, standing out among surrounding towns.
The gravel/dirt/unpaved Norwich Roads are a town treasure and to pave them would be a great loss to the character of Norwich.
Our roads need to be rebuilt to eliminate chronic problems, rather than simply adding additional pavement. If we need to cut down on paved roads, while addressing chronic problems & include interim slower speeds, this is acceptable.
The signs on Norwich roads are out of control - We have way too many signs + it spoils the feeling of being in a village environment
Suddenly there are unnecessary road signs on New Boston/Turnpike. The stop sign installed recently at the Turnpike/NBR intersection is difficult to read coming from town. you can't see the NBR sign well. And why do we need a road sign telling us a road sign is coming?
Bridge on dirt/gravel portion of Turnpike Rd develops serious and dangerous potholes very quickly. This is probably true of all dirt/gravel bridges. This problem needs attention.
The dirt part of Turnpike Rd (where is live) is maintained very well. Pot holes exist for only a week or two before the grader shows up and fixes them. This is very impressive. Whenever I have called about a problem (for example, a sinkhole forming on the road surface above a culvert), the road crew shows up to fix it that day or the next day. Very impressive!
1. Deferring maintenance of paved roads is a false economy-they cost much more to repair after the surface has been allowed to deteriorate. 2. From my own observation (along my part of New Boston Rd) the crack-sealing contractor's work of the past 2 summers has been sloppy and random. 3. During summer months, I travel Beaver Meadow Rd. to Sharon monthly.. If that's a representative sample, I'd say that OUR DPW does a much better job on our unpaved roads than Sharon does on theirs. (Yes, I understand that inside Norwich Beaver Meadow is all paved-I'm comparing to other Norwich roads of course).
The new signs put up on roadsides in June are ridiculous - redundant and unnecessary. They clutter to roads (sic) and take away from rural qualities I like about Norwich. Mud season is part of Vermont. Don't eliminate it for the convenience of those who want to drive fast all the time.
on dirt roads that are heavily travelled, it would be more cost effective in the long term to pave them rather than the grading required to keep them passable and with relatively manageable potholes and ruts...e.g. Willey Hill Rd, Hawk Pine Rd (at least the first segments of Haewk). The DPW does a good job trying to keep up w/grading but it is time/labor intensive.
Would like to have our portion of Douglas Road a town road - only 1/2 mile more to pave/plow/maintain.
I think 4-way stops are dumb! One direction should have some sort of caution sign only or nothing!
The new ditching technique used on dirt roads makes driving during winter much harder--the 45* angled ditch sides are easier to slip off of when roads are slippery and harder to accurately judge where road ends and ditch begins when filled with snow. Goodrich 4 corners especially is much more dangerous in winter than it used to be.
Main st between library and Norwich Inn is in really bad shape (especially if you are on a bicycle) but other roads seem to get precedence. Not clear why.
On Old Coach Road, where we live, we have found our Comcast cylinder (for underground cable service) near mailboxes has been knocked over and broken by plowmen. (Town? Private?) No Comcast service. Could NDPW be especially careful to avoid building up snow where Comcast cylinders exist? Thank you!
Our road has been improved greatly over the 30 years we've been here - Early on (in the 80's) we often had to walk to our home during mud season - it was really a mud season! Now Norford Lake Rd stays pretty solid - good work - Thanks

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Comments on the NDPW's road and bridge maintenance operations
I think the town deserves an explanation on the list serve why dozens of signs went up out of nowhere, way too many for example on Turnpike there is now 2 stop signs, a sign ahead sign, a sign telling you at the end of the road you have to turn right or left (really?!?! if you don't know that you shouldn't have a license) and its paint on the road to turn right or left - how about the sign "recreation area" by Huntley - really?? DUH!
Here's the problem with town management. In the interest to reduce taxes, infrastructure maintenance is deferred. It is a shame, because we then will have a major spike in the budget, and things get presented as a crisis. ie police and fire, and probably roads and bridges! The number of signs is simply a blight on our beautiful town. Stand at the gateway and look up Main Street. And that is just the beginning. Plus it is all negative communication.
(Specific employee) and the road crew are to be complimented on their hard work, long winter hours, and dedication to making our town roads drivable on the budget they work with. Spring was tough—too many deep muck, mud holes. The crew responded with dirt fill and gravel-very costly. Should consider paving in the future?
Willey Hill Road was a disaster this spring. It should be paved through Hawk Pine. It was dangerous—we are lucky no one was injured—and damaging to vehicles.
PLEASE stop putting up so many signs! and using so much yellow paint. I hope the sidewalk Main St plan that is calling for marking parking spaces does not go past the Norwich Inn. Pave Bragg Hill.
once a year grading of class 4 roads would be great along with minor ditch/culvert maintenance as needed, but checked annually.
How about this: Maybe some could work a split shift. start at 7-3:30 and others 8:30-5. Then more work could get done with the same number of people that are employed. That would help to extend the day and the work. Other people have to work those hours. (specific employee) and his crew have built up the level of Turnpike Rd (dirt part) that we have a hard time seeing down the road. We've asked (specific employee) for some gravel to build up our end of the driveway. He has yet to deliver!! Our driveway is after one of the bridges across Blood Brook, all we see is wooden guardrail on bridge, which gets lower and lower as the road gets higher and higher. It's not easy to see traffic coming up the road.
Delaying road paving to save taxes is minor compared to the school taxes, and costs quality of life and more money later. I prefer the infrastructure is kept up. There are too many signs! (Speaking only about from Partridge Hill to the Ledyard Bridge - not sure if this applies to other areas)
On dirt roads the grader blade is too "heavy handed". Crowning of the road itself is fine, but the trenches on the sides are cut way too sharply. The "V" shape and general disturbance of plants/roots promotes excessive erosion. In the winter after a heavy snowfall it's hard to tell just where the edge of the road is before it's plowed.
Reduce the number of employees to reduce taxes. I have called the Town Manager and (specific employee) on several occasions and all each time that have agreed with my complaint and say they will take care of it but NOTHING gets done. Problem doesn't get corrected
Beaver Meadow Road - needs more speed limit signs. Drivers go too fast and there are many walkers, runners and bikers on the road. I also think beaver meadow road should have a sidewalk to the pool.
Would love another 25 mph sign on my dirt road further down from Union Village (Bradley Hill). People drive TOO FAST on the road.
Best to keep costs down until overall economy improves. However, safety should be the primary concern long shot-but it would be great to have a plan for sidewalks and bike lanes for the roads into town ex. Hopson
I understand why there are so many signs. I may not care for them, but I will accept their existence as I have the realignment of the intersection of Union Village Road and Vt Rte 132

How would you describe the appearance (interior and exterior) of the town's buildings (Tracy Hall, Fire Station, Police Station)?

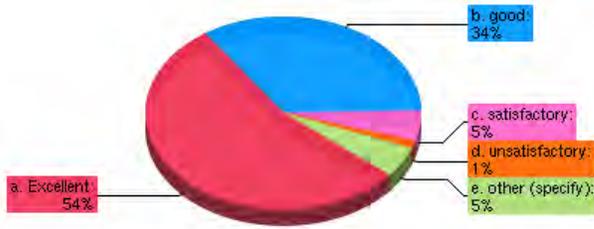


Value	Count	Percent %
a. Excellent	91	29.3%
b. good	142	45.7%
c. satisfactory	53	17%
d. unsatisfactory	8	2.6%
e. other (specify)	17	5.5%

Statistics	
Total Responses	311

Open-Text Response Breakdown for "e. other (specify)"
Only go to Tracy Hall, which is fine.
Tracy Hall excellent, police station good
Tracy Hall excellent. Don't know about the others.
Tracy Hall/good; the rest need work
Tracy hall excellent, fire station satisfactory, police station unsatisfactory
fire and police are barely adequate
haven't seen enough to have an opinion
needs repairs
police station is poor
see below (2 respondents)
some good 0 others need work
town hall excellent. Don't know about others
tracy hall excellent, police station unsatisfactory, fire station satisfactory
tracy hall is good
tray hall is excellent, police station needs improvement
satisfactory - women's bathroom has shown water damage on outside wall for a long time - this needs repair

How would you describe the appearance of the town's parks and recreational facilities (Huntley Field, Norwich Pool, Foley Park)?



Value	Count	Percent %
a. Excellent	170	54.3%
b. good	107	34.2%
c. satisfactory	16	5.1%
d. unsatisfactory	4	1.3%
e. other (specify)	16	5.1%

Statistics	
Total Responses	313

Open-Text Response Breakdown for "e. other (specify)"
Left Blank (2 respondents)
Don't use
What is "Foley Park???"
a bit over the top
don't know (2 respondents)
don't use them
don't use these areas
looks like suburbs
this town is way overdue for a pool + rec center for summer
too good
too much dog poop in winter (2 respondents)
too perfect and manicured
very good

Please use the space below for any comments you might have on the NDPW's road and bridge maintenance operations:

Comments on the NDPW's road and bridge maintenance operations
A/C at town hall is ridiculously loud!
All good!!
Appearance and maintenance appear to be exemplary.
Exception to #28. the tennis courts are poor.
Excessive grooming in Huntley Meadow potentially leading to erosion and loss of wildlife habitat
Fix auto door on Tracy Hall for handicap access
Good to use Huntley parking lot for Ride share! Thank you.
Great Job
Great job!! Thanks (specific employee) and B&G!!
Has turned a quaint small Vermont town into a suburban appearance (too bad)
Highway department is fine, Tracy Hall is fine, need new police and fire station.
Huntley Field is a wonderful resource!

Department of Public Works Review Committee – ANNEX E

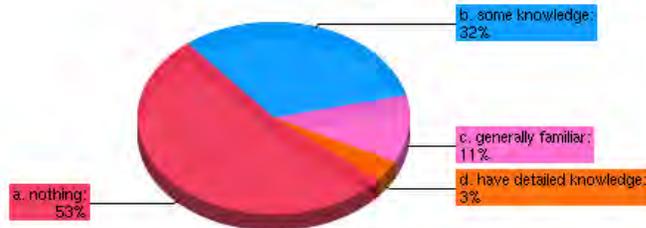
Comments on the NDPW's road and bridge maintenance operations
Huntley Field is fabulous. Keep up the good work. We never use the Norwich Pool.
I have no idea what "Foley Park" is and I've lived in Norwich for 18 years...
I wish we could have a dog park like they have in Hartford, VT.
I've never been inside the police station so can't comment on its condition.
In this time of recession keep taxes from increasing.
It seems the town is now responsible for a lot of mowing - more than I remember
Keep pool open 1-2 weeks past Labor Day.
Lately the condition of MCS and town parks has improved
Let's put in a real pool! :-)
Need a new pool house at the Norwich Pool
Nicely maintained we are happy we live here.
Norwich Pool, last seen (early spring) was badly littered/trashed.
Norwich pool facilities could use some improvement, signage, grounds maintenance, etc.
Police and fire should have a new joint building.
Police and fire stations need upgrading
Pool getting better thank you. fields look great
Quite proud of the way Norwich's building and grounds look.
The playground at Huntley could benefit from more things for kids to play on.
The playing fields look beautiful.
The pool building could be cleaned up. It is not (underlined by respondent) satisfactory
Town should have disc golf course.
Tracy Hall needs paint job & will soon need to updated again.
Tracy Hall: Good Norwich Police Station: UggggllleeeeeYYY! Fire Station: No opinion.
Tracy hall is dirty---not well maintained. Bathroom floors are always wet... Dangerous situation
What/where is Foley Park
better replaced the police station before it collapses
in question # 28 respondent drew a line through Foley Park.
no comment
police station needs upgrade
ruined the rural character of Norwich
should have put the Police dept in the old Gardner church building
tennis courts have cracks @ Huntley
the changing rooms at the pool should be torn down. Scary, dark, creepy.
the pond needs some improvements I think they are being made already
very supportive of sidewalks which is good
we are appalled by the increase in road signage over the last several years
wish the town could clean up or remove the changing shed at the Norwich Pool.
wonderful!
The buildings and grounds are fine. NO changes necessary. Quit "improving" the transfer station. It just gets more awkward and less convenient.
I think that Huntley Meadow is the nicest recreation field around. It is always meticulously mowed and attractive. Great job!
last time I was at the Norwich pool the building that should serve as a changing facility was in dangerous shape--- but I go rarely so perhaps it has been fixed.
I am embarrassed to the core by the unwelcoming, snotty sign above the Huntley Meadows playing fields saying , "for Norwich residents and their guests, groups must get permission". Woodstock does not do this...hmm ...can't think of anywhere else that does. What is going on in this town? Who is changing the character of Norwich so much?????
I support new police/fire (EMS) building outside of town. Rte 5? Old Agway? Tracy Hall could use a good cleaning. Needs new blinds/window coverings up on stage.
No opinion Huntley field or Foley. Grassy area at pool was in poor condition last summer - bare areas.
The town does a great job maintaining our public facilities. There should be no significant changes

Department of Public Works Review Committee – ANNEX E

Comments on the NDPW's road and bridge maintenance operations
too many sandwich boards in town center and the only sign in the Norwich Womens Club beautiful garden should be theirs....in a matter of days another sign has moved in, remove it!
re # 28: too "tidy" Please don't trim so much. All the foliage of the spring daffodils was weed whacked away immediately after blooming (at Huntley). These plants need their green leaves for a while. I think the town isn't doing the same to the streamside shrubs anymore Thank you. Thanks for the help replanting Huntley Shrubs. Do big people know if they cut buckthorn, they have to keep cutting repeatedly same year or it will grow back thicker? Big problem. Thank you.
Haven't been into fire station or police station recently. Tracy Hall appears to be well maintained.
Tracy Hall is a good-looking building. Inside maintenance has improved, but woodwork needs to be cleaned more often. As does the front door. Fire station is an ugly building. Police station looks cute on outside, but needs some capital put into it.
I think Norwich is fast losing its feel of a small, rural town. Too polished and perfect. Far too many road signs (further extensive comments on excess signage too long to transcribe.)
Huntley - too many dogs and dog poop so we don't use it much and we'd like to as we have 4 kids. Norwich pool - tear down or redo the changing building (it is a disgrace)
There could be more trashcans and recycling places at Huntley, although far too many people deem disinclined to separate bottles from trash. More frequent trash pick-up on Huntley would be helpful. I know at times there is more than other times.
Mission? Survey does not address what is the mission of DPW. DPW, created a few years ago, mission has never been clearly stated or agreed upon by residents. Thanks
Tracy Hall exterior is excellent; inside just OK. Huntley Field is nice if not always covered in dog poop.
Too much mowing on 10-A. Too much brush cutting at Huntley and Foley ...looks like busy work. get rids of some help and lower taxes
I walk the dogs in the winter. Would a second garbage can by the tennis courts cut down on the dog do and leaves found with it. to where a compost system for the do.
the back entrance of Tracy Hall always reeks of pine sol. Is there a more eco-friendly alternative? I know there is.
Of three buildings, I am only familiar with Tracy Hall, which appears to be in good shape. Huntley Field is well maintained, but I am not sure how the Norwich Pool or Foley Park compare.
Grateful for good maintenance of public recreational facilities - hoping for river access improvements!
In general our public places look as though we care about them. The fire department is usually immaculate and Foley Park is attractively uncluttered. Huntley field looks as though it's used a lot and it should look that way, but also has the appearance of being appreciated and cared for by the people that use it.
I feel that Tracy Hall deserves an "excellent" rating on appearance and maintenance. I am satisfied with a good rating for fire and police.
The field at Huntley Meadow that was reseeded a year or two ago has been roped off WAY TO LONG. Please let us use all of the fields at Huntley.
I am a member of the Norwich tennis team. We play a match against surrounding towns every Wednesday night in the summer. Some are played on the Norwich courts. Our courts are an embarrassment. I know tennis courts must be viewed as a luxury. But we as a town want to encourage outdoor activities for all our citizens. If we allow our courts to become unusable we are being very shortsighted. I hope we can begin a process of refurbishing our courts so we will encourage more people to play. At this moment they are in very bad condition.
I have no complaints or concerns about the condition of either the buildings or parks & rec. facilities.
For ? # 27 respondent wrote excellent for Tracy Hall, Unsatisfactory for the Police Station, & Satisfactory for the Fire Station
I think Norwich should a better facility (sic) for the police dept. Where is it?! (I know where it is, but how many people do?)
Who is responsible for median maintenance on Rte 5 from Ledyard Bridge to Norwich gateway? If the State, what can we do to enhance the appearance? (Keep weeds down, maintain plantings) Is partnership w/State possible so Town maintains medians in summer?

Comments on the NDPW's road and bridge maintenance operations
Tracy Hall is always filthy and now in need of another painting inside. (Specific employee) is and has been for the last 14 years incapable of doing the daily maintenance and cleaning. (Specific employee) is constantly using the computer in the Assistant Town Clerk's office. I object to my tax dollars paying for services that are not done.
Why pay for full time workers when this work can be contracted out to the private sector and done much less expensively.
You can't compare Tracy Hall with the appearance and condition of the NPD and the NFD. They are clean and neat but that are substandard in appearance and function.
Huntley Field looks beautiful. Changing sheds at Norwich Pool need to be chechecked frequently for litter and graffiti. Also Foley Park. Chairs are nice addition. Thanks!
Doesn't work very well to group Tracy Hall, which looks great, with the police station, which doesn't.
I think Norwich tries hard but the finances & weather simply don't help. How about asking for ideas.
Recognize where people tend to walk at the front of Tracy Hall and get rid of the gravel and pave the walk-ways!
Please stop landscaping Huntley Meadow. It was great how it was 10-15 years ago. It used to be much nicer for walking. Now it's just a big sports field.
We usually only drive on Main St in bad weather so we don't know about other road conditions. Main St has always been safe.
When I go to the dump I am AMAZED @ the buildings and grounds fleet. It seems WAY overboard in the equipment for a small town. Where is all that \$ coming from our taxes? Slow DOWN!!
Why do we have so many full-time employees to mow the lawns and weed whack? We could save alot of money sending the lawn mowing jobs out to bid - which would also stimulate the economy. (Specific employee) can't keep these guys busy, and that's why they end up sawing down trees that didn't need to get cut, and putting up more and more signs that make the town look awful!@!

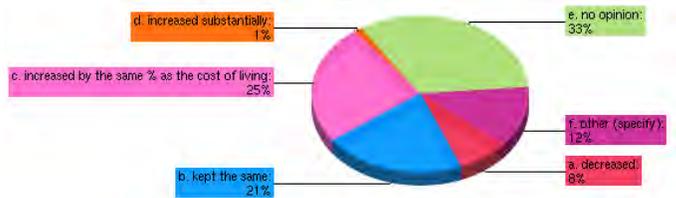
How much do you know about the costs of running the NDPW?



Value	Count	Percent %
a. nothing	167	53%
b. some knowledge	101	32.1%
c. generally familiar	36	11.4%
d. have detailed knowledge	11	3.5%

Statistics	
Total Responses	315

Should the NDPW's budget be:



Value	Count	Percent %
a. decreased	24	7.8%
b. kept the same	64	20.9%
c. increased by the same % as the cost of living	76	24.8%
d. increased substantially	4	1.3%
e. no opinion	100	32.7%
f. other (specify)	38	12.4%

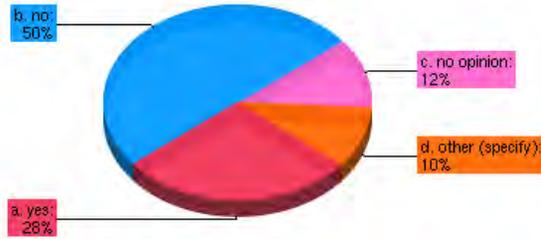
Statistics	
Total Responses	306

Open-Text Response Breakdown for "f. other (specify)"	
Budget should reflect the needs of the town.	
Depends on how spent long-term.	
I can't make a statement without being able to correlate changes with costs...	
Re-prioritized.	
Respondent answered with a comment which was illegible to this reader.	
The budget should reflect the need at the time it is prepared.	
adjust as really needed, not as preferred	
b or c	
but needs to be made more cost effiecient/costs can be decreased	
c, plus increase in cost of materials	
can't comment. Lack of knowledge	
can't say without more info	
can't say without more knowledge	
comfortable!	
decreased substantially	
depends	
depends of use of fdunds	
depends on needs	
don't know (2 respondents)	
enough to maintain town facilities safely	
good to review as we are	
huge lawns at transfer station are expensive & not needed	
increase road/highway budget	
increased as needs (paving, equipment and replacement) require	
increased only if needed	
increased to meet its needs	
maintain bridge and road per above	
need more information	
not a strong opinion could be convinced to raise it if the case were made	
not known	
not sure	
possibly a slight increase	
reduced if taxes cut	

Department of Public Works Review Committee – ANNEX E

Open-Text Response Breakdown for "f. other (specify)"
remove encumbrances
should be adequate so as to not delay maintenance
would need to study it
increased sufficiently to pay staff appropriate raises; otherwise increased as needed to maintain current level of quality of facilities

Would you be willing to accept a reduced level of services from the NDPW if that reduction also resulted in a reduction in taxes?

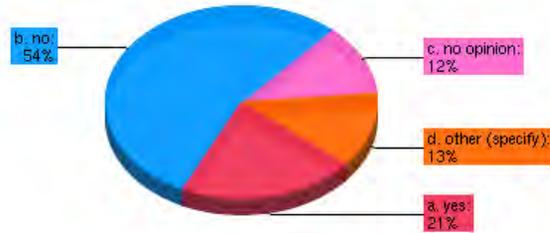


Value	Count	Percent %
a. yes	88	28%
b. no	157	50%
c. no opinion	37	11.8%
d. other (specify)	32	10.2%

Statistics	
Total Responses	314

Open-Text Response Breakdown for "d. other (specify)"
DPW not our greatest tax burden in town.
Depends on what changes to services were proposed.
I would only want such a reduction if the reduction in NDPW services was small.
I'd need to know what would be affected
Service vs. achievement.
That depends on where the savings are taken.
The School District is the source of our tax woes, not the DPW.
depends (2 respondents)
depends how much & what reductions
depends on amounts of \$ + services
depends on degree of service
depends on reduction
depends on specific service
depends on what services are reduced
depends upon the nature of the reduction
don't know - which services?
it depends on what service are reduced
it depends on what services
it would depend what services reduced
maybe (3 respondents)
maybe/how reduced
no-bad idea
not a taxpayer
not sure (2 respondents)
respondent checked a) and commented " but not for safety"
see previous page
unsure
yes if modest change

Would you be willing to accept an increase in taxes if that increase also resulted in an increase in the level of services from the NDPW?



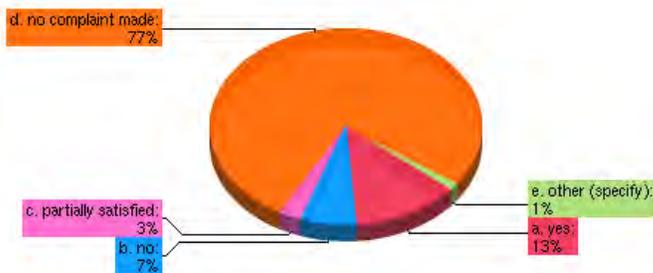
Value	Count	Percent %
a. yes	65	21%
b. no	168	54.4%
c. no opinion	37	12%
d. other (specify)	39	12.6%

Statistics	
Total Responses	309

Open-Text Response Breakdown for "d. other (specify)"
Left Blank
Budget is fine as is.
Depends on what changes to services were proposed.
I am happy with the current level of service
It would depend on area.
It's fine as is. Respondent also checked "b"
Not in service but in improvements.
Reduce Staff
Respondent checked "b" and added " I think we can be smarter about what we do.
Respondent checked between "b" & "c"
See comment to question 32.
We don't need granite curbs, excess equipment spending, etc.
content with level now
depends (2 respondents)
depends how much
depends on amounts of \$ + services
depends on services
depends on specific service
fine as is
happy with level service
if convinced of need, eg get to fix bridges
it depends
not sure
not sure - can't take anymore taxes
not sure. what is increase in services?
possibly
prefer not
probably, depends on the services
see #32
taxes are already too high
unsure
what other services do we need?

Open-Text Response Breakdown for "d. other (specify)"
yes - not just pay more - know what paying for
yes if that means keeping marcon repaving recomendationso
yes if they are needede
yes,for more paving
I think services are at a good level so don't see a need to increase funding substantially (one-time events excepted, such as purchase of replacement big equipment)
yes, if i knew what the increased level of services consisted of, and i wouldn't necessarily have to agree with them.

If you have made a complaint to or about the NDPW to either the Town Manager or the NDPW Department Head within the last 3 years were you satisfied with the response you received?



Value	Count	Percent %
a. yes	37	12.7%
b. no	19	6.5%
c. partially satisfied	8	2.7%
d. no complaint made	223	76.6%
e. other (specify)	4	1.4%

Statistics	
Total Responses	291

Open-Text Response Breakdown for "e. other (specify)"
Left Blank
NA
began a complaint about signs--was not able to get appointment that day and dropped the ball
I think the snow plow drivers are great guys, I leave my house open on storm nights so they can come in for coffee and cookies. So far, no takers. I simply adore that Norwich tradition!!

Department of Public Works Review Committee – ANNEX E

Please use the space below for any other comments you might have on the NDPW:

Other comments on the NDPW
Again, I think we have good people doing a good job.
All good!!
Definitions: level of service snowstorm
Do not have more employees than there are pieces of equipment for them to use.
How about reducing costs?
I feel a \$30 dump card and a \$30 dump sticker yearly is too much
I have always found the DPW to be responsive and professional.
I think the NDPW works hard & basically does a very good job.
NDPW is wonderful
NDPW seems to have grown too big especially all the equipment.
(Specific employee) , etc have put a very good budget together . thanks
(Specific employee) is doing a great job!
See previous comments box
TAXES TOO HIGH NOW
Thanks for asking!
They are working hard and within town budget constraints to provide best possible results
This is a tough job-especially in the winter. We appreciate the work you do for all of us.
Town manager hadn't even seen the triangle referred to earlier when it was under construction.
We are spending way too much money on beautification projects and taking on way too much.
Why was bottom of Bradley Hill repaved? Seemed to be in fine shape.
Worried about widening of the roads. some roads widened too much lose character of shady lane.
complaints about speed? here on turnpike rd one day late NDPW had warning signs out. Great job!
have always found DPW road crew staff to be courteous and reliable.
no comment
PEOPLE ARE GREAT. When I talk to them out on the road or at Dan & Whit's, it's clear they really care about the town and the quality of their work. Thank you staff!!!
Because a sign was replaced on the corner of Elm and Main Streets which had a blaze on it, AT through hikers come to my shop to ask directions.
DEAR NDPW: I am distressed by the proliferation of signs in Norwich. They have become a visual blight and, most recently, they defy common sense. Why, at a T-intersection, do we need an arrow pointing in each direction? How does a large arrow labeled "New Boston Rd." or "Moore Lane" indicate that the street name refers to the tiny spur and not the arrow? How does a fire engine sign next to a private driveway indicate the fire station further down the street? I do not need to be warned that a recreation area is coming up, nor that a Park and Ride is around the corner. I do not need to be told that a bike lane is beginning or ending or about to begin or about to end. I can see that with my own eyes and so can drivers. (I do appreciate the bike lanes! Thank you!) And though I value bike safety, I do not want to see three full-size signs towering one atop the other to compel drivers to share the road.(See Hanover's small bicycle sign that serves the same purpose.) I don't want to be told to "Click it or ticket." We all know the state law. I don't want to be told that I shouldn't drink and drive because "I can't afford it." (Aren't there more ethical reasons than that for obeying the law?) Please, please, dear NDPW, exercise sign restraint in the future AND BEGIN NOW to remove silly ones that tell residents what they already know and non-residents what will only confuse them. "Signed, Sealed, Delivered, I'm Yours"
When notified about trees in road or impassable conditions (maintenance issues, etc) Dept has responded promptly.
Made complaint 5 years ago & was satisfied. Thanks to (specific employee). Please do not pave more of Willey Hill.
Way, way too many new signs. Dangerous crown on dirt road grading--especially in winter. We use to have much more parking on Main Street. I can't say it is any safer now.
There is a clogged culvert in our front yard that we have been asking to have cleaned out for 3 years. It has not happened

Department of Public Works Review Committee – ANNEX E

Other comments on the NDPW
I just really want to see the amount of salt reduced. It is expensive and toxic. People need to drive carefully and in accordance w/ road conditions. I think Willey Hill should be paved just to Hawk Pine because there is so much traffic, which makes it hard to maintain the dirt road.
I wish I had complained sometimes about sidewalks near us. But it is not a crisis. We lost our entrance to the back yard - no one asked us if we wanted an entrance. Owner should be asked. (The sidewalk was widened and a curb made).
lower speed limits will save most of the wear and damage on roads. Outside the village on town roads lower speed limits to 30 mph for cars and 25 for heavy trucks. Dump trucks and construction and oil trucks now speed 50 or 60 and higher. I have seen too many close calls to avoid a tragedy and save the roads, lower limits and have town police enforce them
Increases in costs to run at current levels are acceptable. (i.e. fuel) Don't believe additional services should be considered at this time.
My perception is that a small increase in \$\$ to NDPW won't affect taxes very much because it is the school budget that dominates taxes. If we defer maintenance on roads (sealing cracks and repaving) too much longer, we will end up paying for it with more expensive repairs later on.
I suggested to TM, during winter heavy wet snow only-a plow follow the larger pay loader and remove the large chunks of snow from ends of driveways-it only happened once but no snow blower or shoveler could move them easily-I used a splitting maul for the large balls which froze after the plow went by-this was once provided in Michigan & worked very well
Stop putting up so many signs They are an unnecessary distraction and expense even if paid for w/ Fed. dollars
It seems that NDPW does an exemplary job. I am not familiar with the costs & would like a cost/benefit analysis.
Continued promotion of all-sort recycling is important, as is supportive clarification & explanation of rules re what is accepted & not e.g. "recyclable" plastic bags.
As i said, willey hill Rd. was a mess and dangerous this spring-not the NDPW's fault but it should have been paved 30 years ago and would have paid for itself over those 3 decades.
I would like to see the DPW budget be closer to 33 % of the municipal budget. It is now close to 38%. Too many signs, directional arrows, reflectors, placed on some roads. Discussions with DPW & TM to have them significantly reduced in number led to only a token reduction, with others put in their stead. Signs cost money. Safety would not be compromised if they were reduced.
We have lived on Bragg Hill Rd for 36 years the current condition and services of Bragg Hill Road are the best we have ever experienced. Kudos to (specific employee) and his crew!
Lots of waste in DPW...lower budget to cut costs and force the same amount of work from the dept.
Why did every town employee get no salary increase (some got a decrease) but (specific employee) got a raise? (Specific employee's) grandfather kept equipment until it couldn't run anymore. Why is he allowed to keep buying more things and upgrading older equipment? It's bad for the environment to be constantly buying new equipment, it's bad for our pockets, and it sends the wrong message about our economy.
I think they are doing a good job - just when I think the road needs grading it happens; the road is plowed during snow storms; grit is spread when it's icy; etc. I've visited friends in Thetford in mud season and was amazed at how bad their road was!
Generally do a pretty decent job. I am satisfied. But again some people drive much too fast when they get past Turnpike Road.
The level of service is just right. I maintain that although the DPW budget is the largest it is not the reason we have high taxes. Not only is the level of service right, I think the department is progressively trying to save money. Some of the improvements are not that tangible - such as changing the street lighting to LED. There have also been some grants that were not needed, such as "safe roads" that I think were a disaster in the resulting configuration of the road. So the lure of making changes because the state (taxpayer) is footing 80% is something that should be looked at closely.
I believe NDPW has done a great job; I cannot offer an opinion on cost increases versus reductions unless I know what changes are proposed. In other words, I won't accept either an increase or reduction without knowing exactly what services are impacted.

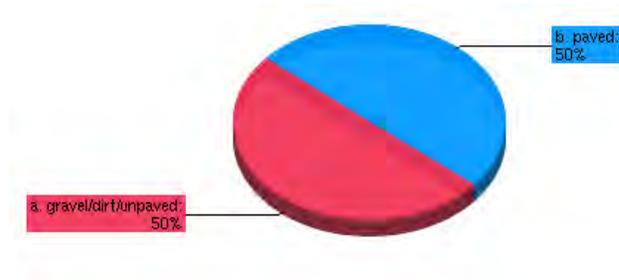
Department of Public Works Review Committee – ANNEX E

Other comments on the NDPW
I have had several situations arise where I or one of my neighbors have needed immediate assistance from (specific employee) & his crew and they have always been receptive. The man knows his job and does it well.
The NDPW, given the manpower and limited resources, does an excellent job of maintaining the town's infrastructure.
Pavement program is way behind. Severe cracking is evident on many of town roads. May require a bond to make up for lagging paving. Consider whether staffing levels are appropriate seasonally.
Please paint center lines on Union Village Road on hill north of village - safety issue . Thank you. I appreciate greatly the work of the NDPW
(Specific employee) does a great job. He is very conscientious and runs the dept. well. But I think there is way to much salt used on the roads. It harms vehicles the environment and the roads. It ultimately costs more to repair. I hope a cot effective, efficient, safe alternative can be used.
I don't know what the budget of the NDPW is, but I do know that Norwich is one of the best maintained cities I've ever seen, AND our taxes are astronomical. I don't see any reason for additional services, nor to raise taxes to provide additional services.
DPW is responsive to what needs doing in town. As a member of the women's club, I've found (specific employee) to be VERY helpful with planting and other help.
Suggestions -- --Decrease salt & chemicals to maintain bare pavement during winter months. --Reduce signage/reflector along roadways. the intersection of U.V. Road & 132 is a prime example of signage/reflectors/lighting run amok. Signs identifying the roads names at an upcoming intersection are pointless in a rural community. Especially in the age of GPS. Question: When will Norwich (along with Thetford & Strafford) resurface 132 from the UV intersection northward to complete the work Norwich began several years ago?
I do not support charging \$15 for a sticker for the dump & the \$30 for the card. why so many new structures etc. at the dump & then they panic & say - we need to charge for a sticker. Totally bogus! Was there discussion about this that I missed? I resent the fees.
the grass and the weeds are so high it is difficult to see at corners (specific employee) needs to mow at least twice a year and not to worry about the athletic field and entrance to the town
I do not think there should be an increase in the level of services (exception to perform overdue maintenance deferred to reduce taxes.) I believe there is a very high level of service being performed now, but I also don't think it should be reduced.
The town must rely upon its leadership team of the Town Manager and the NDPW Head as to what is needed to best service the needs of the residents and not worry about the complaints of a few. Especially when that few are always the same people.
are all the guard rails cost effective ie has many accidents loses have been achieved and at what cost in installation and maintainance
Many have expressed an opinion that NDPW budget is too high so it does need careful consideration. Did we really need a new grader? I have always felt that Norwich's roads were well maintained in the 35 years I've lived here. Gravel roads maintain our rural character. Please don't pave them. Paving also means wider roads and speeding cars.
Great people, just too much spent. I think the idea of adding electronic recycling for some 30 towns is a HORRIBLE idea. It will add way too much traffic to our village and to our roads...then, the-powers-that-be-will say, "oh now we need an even bigger budget as we have so many more cars using the roads! Plus, it will mean spending more money to enlarge the transfer station. Maybe the-powers-that-be could get the "decorating itch" out of their system by spending their own money on their own properties rather than spending taxpayer money to unnecessarily "enlarge/improve" departments that don't need it.
I like the idea that the tree warden uses suitable downed trees on the town rights-of-way to provide firewood for people who need it. I have already had a response to a request for removal of 2 dead trees before they fall on my roof, hopefully before the next big wind storm.
We live in a small town with limited resources, therefore trying to create an "upscale" service is simply too costly. Let's do what needs to be done WELL, without trying to overdo it.
when a tree fell across the road and onto our lawn, they cleaned up both the road and (underlined by respondent 0 our lawn. Never forget service like that!

Department of Public Works Review Committee – ANNEX E

Other comments on the NDPW
Regarding "increase taxes to increase service": I guess I would need examples. Right now it seems like NDPW is doing everything a town should be doing. Maybe they are doing this without the right tools - if so, then I would prefer they get good tools and equipment.
My recent (and only) complaint was in regard to SHODDY, careless work regarding a culvert cleanout on my property. (specific employee) was not present at the time and has made EVERY effort to correct the situation. I don't doubt for a moment that he won't make right the situation. It was his workers (whose names I don't know) that were sloppy and SURLY.
Hard working, well meaning people. WE need good communication about whatever occasional issues arise. Preferably before major operations (e.g. new signage).
30: Budget figures. As stated on other page: DPW mission unclear & roads need rebuilding in problem spots, not just paving. Town has concentrated a service last 20 years in genes department, rather than on balance between service & infrastructure.
NDPW and town manager did respond, came to meet with me @ my home and made an attempt to resolve the problem the road buildup has created for my home; however, since the initial attempt, the problem has not been continuously attended to when grading Happy Hill Rd. Though NDPW and Town Manager were willing to work w/ me, it would be helpful if they showed the same concern as then to keep the problem under control.
Keeping roads unpaved is good in that on narrow road cars have to go more slowly. (Bumps/ruts also make cars slow down-good.)
I feel like we are spending for too much \$ on extras too many signs granite posts duplicating the street signs crosswalks w/ fake brick. What about just painted lines? Keep is simple! granite edges on sidewalks why?
My only complaints in norwich are the number of unleashed dogs walking with their owners on the sidewalks and most especially running loose at Huntley Field. (ALL CAPS!)
An observation - its seems that we have recently created A LOT of mown (sic)areas in town. The Green & athletic fields need regular maintenance. But the huge "welcome Norwich" area & other "new" mown (sic)areas have increased tremendously & to me, unnecessarily. All that grass does not need to be maintained at a lawn length (its silly and we aren't Connecticut?
I'm very pleased with the services. My only beef related to roads has to do with the drivers. People drive too fast on the curvy mile of New Boston. I don;t feel safe letting my kids bike there.
I am not sure how the decision was made to put curbs on main st nor how much it cost but I believe it was a huge waste of money. we went from what was a perfectly adequate small town looking road to what looks like a strip mall with all the curbing. completely unnecessary.
The town manager is doing a good job and apparently has an excellent working relationship with the NDPW people which is a very valuable to the town. Encourage that!

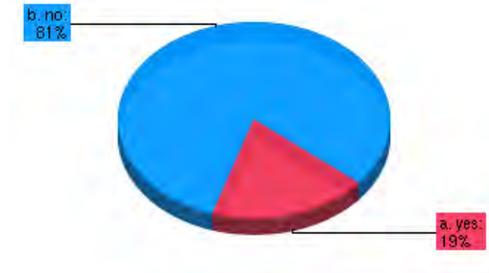
What type of road do you live on?



Value	Count	Percent %
a. gravel/dirt/unpaved	159	50.2%
b. paved	158	49.8%

Statistics	
Total Responses	317

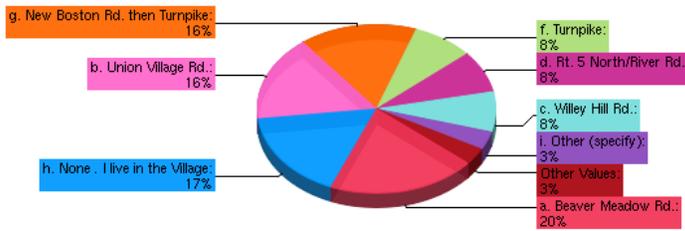
Do you live on a road that is not maintained by the town (route 5, 10A or 91; a private road or a class 4 road)?



Value	Count	Percent %
a. yes	59	18.8%
b. no	255	81.2%

Statistics	
Total Responses	314

If you were to travel to the center of town from your home, which of the following main routes would you take?

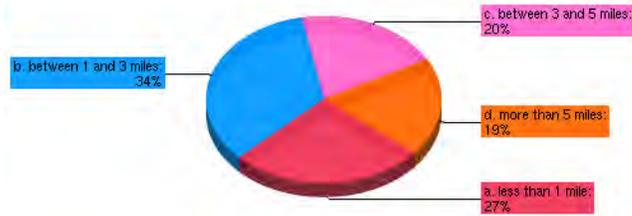


Value	Count	Percent %
a. Beaver Meadow Rd.	63	20.1%
b. Union Village Rd.	51	16.3%
c. Willey Hill Rd.	24	7.7%
d. Rt. 5 North/River Rd.	25	8%
e. Rt. 5 South/Christian St.	10	3.2%
f. Turnpike	26	8.3%
g. New Boston Rd. then Turnpike	50	16%
h. None - I live in the Village	53	16.9%
i. Other (specify)	11	3.5%

Statistics	
Total Responses	313

Open-Text Response Breakdown for "i. Other (specify)"
10 a main street (rt 5) I live on McKenna rd
Elm Street to Main Street
Lewiston Hill (McKenna Rd)
Main ST.
Respondent checked "c" and wrote " And walking Down Direct Path"
Route 10 Main St
Rt. 10A
Rte 5 Ledyard Bridge Main st. D & W's
Willey Hill Road and Union Village Road
elm st
goodrich 4 corners Rd.

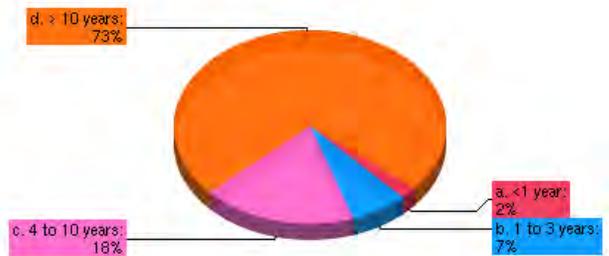
How many miles is your home from Dan and Whit's?



Value	Count	Percent %
a. less than 1 mile	81	26.6%
b. between 1 and 3 miles	104	34.2%
c. between 3 and 5 miles	61	20.1%
d. more than 5 miles	58	19.1%

Statistics	
Total Responses	304

Optional - How long have you lived in Norwich?



Value	Count	Percent %
a. < 1 year	6	2%
b. 1 to 3 years	21	6.8%
c. 4 to 10 years	56	18.2%
d. > 10 years	224	73%

Statistics	
Total Responses	307

Optional : Do NOT answer this question if you wish to remain anonymous -- Street address of person answering survey:

Street address of respondent
1 hazen st
107 spring pond rd off pine tree (private)
1074 New Boston
11 Brookside Drive
112 US Route 5 South (Tomahawk Village)
12 sargent st.
1209 Turnpike Rd
1232 Tpke
1238 Turnpike
1285 Union village Rd
1396 New Boston Rd
14 Olcott Rd
1463 Union village Road
1495 new boston (JB)
15 Heritage Lane #2
15 Melview Ridge
154 Blood Hill Road
155 Union Village Road
1592 new boston
16 Birch Hill Lane
1655 Turnpike
166 dutton Hill Rd. E
17 Beaver Meadow Road
17 Carpenter St.
1729 Rte 5 North
1745 Turnpike Road
175 Kerwin Hill Rd
175 Kerwin Hill Road
176 upper turnpike road
18 Sargent St
19 Church st
190 New Boston Rd. Heather Hoisington
191 Pattrell Rd
192 Willey Hill Rd.
192 willey hill road
210 Kerwin Hill Road
212 Kendall station
218 Dutton Hill East
22 Beaver Meadow
224 Farrell Farm Rd
227 Elm Street, Norwich
23 Heritage Lane
234 Kerwin Hill Rd.
255 Maple Hill Road
256 Dutton Hill Rd.
256 tucker hil
259 Beaver Meadow Road (2 respondents)
261 Main Street

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Street address of respondent
261 route 132
267 Main St
27 Partridge Hill (Harley Cudney)
270 Middle road
280 Norford Lake Rd
2844 Chapel Hill
287 Bragg Hill Rd.
287 dutton hill
30 Loveland
31 Brookside Drive
31 Upper Pasture Rd.
313 Beaver Meadow
317 Hopson Road
32 Pattrell Road
32 elm St.
34 Carpenter
344 bragg hill rd
344 hogback rd
348 Main Street
354 Dutton Hill Rd
37 Beaver Meadow Rd
370 Chapel Hill Road
37: Road swap with Thetford.
387 Hawk Pine
39 church st
394 Main Street
4 Dorrance Drive, Apt.3
428 Hawk Pine Rd.
433 Union Village Road
435 Bragg Hill/2 Happy Hill Roads
447 New Boston Rd.
458 Main St
465 New Boston
47 Tigertown Road
476 Hawk Pine Rd
49 Cliff St.
49 Norford Lake Road
5 town Farm Rd
535 Campbell Flat Rd
55 Church Street
56 McKenna Rd
572 U Village road
60 blood hill rd east
608 Bragg Hill
618 new boston
63 Douglas Hill
65 Union Village Road
652 Pattrell
687 Chapel Hill Road
689 Tigertown Rd
69 Simpson Rd.
707 Route 132, Norwich, VT

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Street address of respondent
73 Needham Road
746 Pattrell Rd.
748 turnpike rd
752 Tigertown Rd.
76 McKenna Road, Sharon Racusin
8 Spur Ln
82 Glen Ridge Rd.
850 Newton Lane
86 McKenna Road
866 New Boston
914 Union Village Road
937 Union village Rd
95 Meetinghouse Rd
96 Hawk Pine Road
97 McKenna rd
Beth Perry 5 Happy Hill Rd.
Bradley Hill
Bramble Lane
Brigham hill road---very well plowed in winter
Charles Buell 40 Route 5 South Norwich Meadows Condos
Douglas Lane
Douglas Road
Elm Street (2 respondents)
Hawk Pine
Hawk Pine Rd
Hawk Pine Road
Hickory Ridge
Kendall Station Road
Kendall station rd
Liz russell, 11 Cossingham
Louise Nunan Taylor 829 Upper Turnpike Rd
Maple Hill Road
U V road 831
Upper Pasture Road
Waterman Hill Rd
Waterman Hill Road
rt 5 south
turnpike Rd