

**TOWN OF NORWICH**  
**P.O. Box 376**  
**NORWICH, VERMONT 05055-0376**  
**TEL. (802) 649-1419 Ext. 101 or 102**

**Agenda for the Selectboard Meeting of Wednesday, July 8, 2015 at 6:30 PM**

(Times Are Approximate)

- 1) Approval of Agenda (Action Item) 2 minutes
- 2) Public Comments (Discussion) 10 minutes
- 3) Town Manager's Report (Discussion) 10 minutes
- 4) Interview/Reappoint C. Stuart White, Jr. to the Historic Preservation Commission (Discussion/Action Item) 5 minutes
- 5) Errors and Omissions - William & Hali Wickner, 1260 Podunk Road (Discussion/Action Item) 5 minutes
- 6) Memo from Norwich Energy Committee re: possible solar project at Exit 13 (Discussion/Possible Action Item) 10 minutes
- 7) FY16 Tax Rate Setting (Discussion/Action Item) 10 minutes
- 8) FY16 Paving Program Expenditure of \$275,000 from the Paving Reserve Fund (Discussion/Action Item) 10 minutes
- 9) Committee on Town Communications (Discussion/Possible Action Item) 10 minutes
- 10) Norwich Multi-Hazard Mitigation Plan (Discussion/Action Item) 10 minutes
- 11) Project Management (Discussion/Possible Action Item) 10 minutes
  - a) Opinion from Paul Gillies
- 12) Senior Action Council (Discussion/Possible Action Item) 10 minutes
- 13) Correspondence (Discussion/Possible Action Item) 5 minutes
  - a) Email from David Hubbard re: Conservation Easements
  - b) Email from D. Rodman Thomas re: Turnpike Road Speed Limit
- 14) Selectboard
  - a) Follow-up from VLCT Forum (Discussion/Possible Action Item) 10 minutes
  - b) Town Manager Evaluation Process (Discussion) 5 minutes
  - c) Town Manager Contract (Discussion) 5 minutes
  - d) Approval of the Minutes of the 6/10/15 Selectboard Meeting, 6/17/15 Special Selectboard Meeting, 6/23/15 Special Selectboard Meeting and 6/24/15 Selectboard Meeting (Action Item) 5 minutes
  - e) Review of Next Agendas (Discussion/Possible Action Item) 5 minutes

**Next Regular Meeting – August 26, 2015 at 6:30 PM**

***To receive email notices of Selectboard meetings and hearings, agendas, minutes and other notices, send an email to [manager-assistant@norwich.vt.us](mailto:manager-assistant@norwich.vt.us) requesting to be placed on the Town Email List.***

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OFFICE OF THE TOWN MANAGER

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TO: SELECTBOARD  
FROM: NEIL FULTON  
SUBJECT: JUNE 2015 MONTHLY REPORT  
DATE: JUNE 2, 2015

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This is the Town Manager's Report for June 2015. Department specific monthly reports are attached.

**General**

- The 2015 Grand List was lodged by the Listers. The 2015 Grand List is \$695,005,733. This compares to the 2014 Grand List of \$692,647,800.
- FEMA has approved the Norwich Multi-Hazard Mitigation Plan pending adoption by the Selectboard. This will be an item on the July 8, 2015 agenda.
- Effective July 1, 2015 State law prohibits the disposal of the following recyclables in the trash compactor:
  - Metal: aluminum and steel cans, aluminum foil and pie plates
  - Glass: bottles and jars from foods and beverages.
  - Plastics: #1 and #2 (PET and HDPE resin types) containers.
  - Paper: corrugated cardboard, white and colored paper, newspaper, magazines, paper mail and envelopes, boxboard, and paper bags.

**Projects**

- Norwich Pool
  - A public forum was held on June 23, 2015. It is anticipated that the permit application will be submitted to the Agency of Natural Resources in late July.
- Safe Routes to Schools
  - AOT issued a Letter of Intent approving the cross section design. The design is now being coordinated with the utilities.

**Assessor**

- The Listers heard 20 grievances as a result of the 331 change of appraisal notices that were mailed.
- The 2015 Grand List was lodged.
- Field inspections as part of the cyclical reappraisal process continued.

**Finance Department**

- Delinquent taxes at the end of June were \$129,003. This compares to \$136,507 at the same time last year.

- There was a tax sale conducted in June 2014 because of delinquent taxes and the property was not redeemed within one year so a tax collectors deed was issued to the winning bidder.

#### **Fire Department and Emergency Management**

- Developing protocols and informational material as a result of the recently adopted alarm ordinance.
- The Norwich Multi-Hazard Mitigation Plan was tentatively approved by FEMA. The purpose of mitigation planning is to identify policies and actions that can be implemented over the long term to reduce risk and future losses

#### **Planning and Zoning**

- Route 5 South/River Road Planning Study – Final Draft received and posted on the Planning Commission web page.
- Zoning – Pete Fellows from TRORC attended the June 11 Planning Commission meeting to discuss changes in state resiliency policies and mapping for river corridor management of fluvial erosion hazards and flood hazards. Some of these changes will be incorporated in the update of the zoning regulations.

#### **Police Department**

- Seven of the 106 calls for service were outside of the officer's normal work schedule.
- The Police Department is investigating five burglaries that were reported during the month of June. All the burglaries reported involved unlocked residences. The police department encourages residences to lock their doors as well as their vehicles.

#### **Public Works Department**

- As a result of heavy rains there was a lot of storm cleanup on washout repairs, shoulder restoration, tree cleanup and culvert cleaning.
- Roadside mowing has started with the priority of those areas with identified wild parsnip.
- Clean Harbors picked up 4,000 lbs. of paint for recycling.
- Sale of transfer station windshield stickers for FY16 started on June 1.

#### **Recreation**

- The summer brochure was completed, posted on-line and handed out to Marion Cross students.
- There are nine varied summer programs being offered.
- Summer staff has been hired and multiple orientation meetings have been conducted to prepare everyone.

Town of Norwich  
Assessors'/Listers' Office  
Post Office Box 376 <> Norwich, VT 05055-0376  
(802) 649 1419 x6  
assessing-clerk@norwich.vt.us

### **Monthly Report – June 2015**

- (1) The Listers held grievance hearings on 1, 4 and 6 June, heard 20 grievances and performed inspections of properties grieved where deemed necessary.
- (2) The Listers deliberated on grievances previously heard on 11 June.
- (3) The Listers met on 12 June. Liz Blum and Lee Michaelides voted to approve the 2015 Final Grand List, which they subsequently signed. Cheryl Lindberg voted against.
- (4) The Office mailed out the Result of Grievance notices on 12 June.
- (5) The Listers met with their District Advisor from PV&R, Nancy Merrill, on 29 June.
- (6) The Listers approved an Errors & Omissions request for the Wickner Revocable Trust, 14-001.000, for submission to the Selectboard.
- (7) The Listers reviewed the Homestead non-filer list for properties that potentially should have filed an HS-122 but did not, and directed the Clerk to submit the results to the State for follow-up.
- (8) The Assessor continued field inspections of the properties on Maps 8, 9, 13 & 14 in response to property owners who contacted the office.
- (9) The Canon Imagerunner copier, which has performed great service for the Listers and other Tracy Hall Departments since 2003, was retired in favor of a new, more economical machine.

Respectfully submitted,

William Krajeski  
Assessor  
Town of Norwich

TOWN OF NORWICH  
FINANCE OFFICE  
PO BOX 376  
NORWICH, VERMONT 05055-0376

rrobinson@norwich.vt.us  
802-649-1419 ext 105

July 1, 2015

TO: Neil Fulton, Town Manager

FROM: Roberta Robinson, Finance Director

RE: Finance Department Monthly Report for June

- Delinquent Tax collections through June were \$ 13,543. Delinquent Taxes as of June 30, 2015 are **\$129,003**. Interest collections were \$ 2,263 and penalty collections were \$1,083.

The following is a table showing delinquent taxes as of June 30<sup>th</sup> for the last 7 years:

June 30, 2014	\$ 136,507
June 30, 2013	182,849
June 30, 2012	133,444
June 30, 2011	121,269
June 30, 2010	127,221
June 30, 2009	132,390
June 30, 2008	75,845

- A tax sale was finalized on June 19, 2015. Since the property was not redeemed during the one year time frame, a tax collectors deed to the winning bidders, the William's was executed. The excess funds are being remitted to the Estate of Julia Hancock.
- Met with the public assistance team of Emergency Mgmt. & Homeland Security to discuss FEMA project closeouts. More suggestions were made regarding the final closeout for Bridge 41. This will be wrapped up and sent as soon as we get the final documents required. The Town Pool/Dam was also discussed.
- Continue to monitor spending and year end projections in conjunction with year-end closeout.



# Norwich Fire Department

11 Firehouse Lane

P.O. Box 376

Norwich, VT 05055-0376

Phone: 802-649-1133

sleinoff@norwich.vt.us Fax: 802-649-1775

Chief: Stephen Leinoff

To: Neil Fulton, Town Manager  
 From: Stephen Leinoff, Chief  
 Subject: Fire Department and Emergency Management Monthly Reports  
 Date: June 30, 2015

## Fire and FAST Department

We are preparing for the implementation of the alarm ordinance. We are developing administrative procedures for responses, training officers, and planning notification of alarm system owners.

The Department of Public Works (DPW) completed annual service and motor vehicle inspections of our fleet. This was a difficult fiscal year for apparatus repair

and maintenance. There were many major repairs to the apparatus; most of these were to the fire pumps and related equipment on Engine 1 and Tanker 1. The service work performed by DPW saved us thousands of dollars in labor charges.

We conducted an assessment process to fill vacant captain's and lieutenant's position. The assessment was conducted on June 29<sup>th</sup>. The selected candidates will be notified in July.

We issued pagers to Support Team members. The Support Team automatically responds on all second alarm incidents and earlier at the request of the incident



Norwich Fire and Police, and Hanover Ambulance at the scene of a motorcycle accident

Call Types	Month	Year to Date	Prior Year to Date
<b>Structure Fires</b>	0	7	5
<b>Vehicle Fires</b>	0	1	0
<b>Wildland Fire</b>	0	8	2
<b>Other Fires</b>	0	0	1
<b>Medical</b>	5	45	49
<b>Vehicle Crashes</b>	1	13	15
<b>Hazardous Conditions no fire</b>	4	18	6
<b>Service Calls</b>	0	6	9
<b>Good Intent Calls</b>	2	16	14
<b>False Alarms</b>	5	16	12
<b>Other</b>	0	0	0
<b>Total</b>	<b>17</b>	<b>130</b>	<b>113</b>

commander. The team provides food for responders.

## **Incidents**

June was a much quieter month for responses following a very busy month. The rain and natural “greening up” stopped the rash of wildland fires that kept all area fire departments busy.

## **Training**

Fast Squad training was on Mass Casualty Incidents. Fire training was on ladder rescues, and “mayday” procedures. Mayday is a term used for firefighters to report an emergency where his or her personal safety is in danger. Individual members attended the VT International Association of Arson Investigators’ seminar on heating system fires and explosions and the New England Association of Fire Chiefs conference.

## ***Emergency Management***

We received a draft of our 2015 Local Hazard Mitigation Plan (LHMP). The Two Rivers-Ottawaquechee Regional Commission and the Town of Norwich Emergency Management Committee prepared the plan. The LHMP evaluates the probability and consequences of hazardous events and develops plans to reduce the impact of these events.

### **A. Mitigation Goals**

- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the natural hazard of flash flooding, flooding and fluvial erosion.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of structural fire.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of water supply contamination.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of hazardous material spill(s).
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the natural hazard of severe weather.<sup>1</sup>

Engineering, education and enforcement are all strategies used to meet the mitigation goals. Engineering includes building and road designs, and infrastructure. Alarm systems, culvert and drainage systems, and building designs are examples of engineering. Education includes providing information to the public about hazards. Examples are practicing home fire drills, recognizing and avoiding hazardous situations. Enforcement activities are regulations to prevent or mitigate the impact of a hazard. Land use and zoning, traffic regulations, and the State Fire Prevention and Building Code are example of enforcement activities.

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<sup>1</sup> Town of Norwich, Vermont 2015 Local Hazard Mitigation Plan  
June 2015 Draft Prepared by the Two Rivers-Ottawaquechee Regional Commission and the Town of Norwich

# TOWN OF NORWICH ZONING & PLANNING

July 1, 2015

## June 2015 Monthly Report – Director of Planning & Zoning

### 1. Planning Commission

- Route 5 South/River Road Planning Study. –Final Draft received and posted on the Planning Commission web page. Municipal Planning Grant closed-out.
- Zoning – Pete Fellows from TRORC attended the June 11 meeting to discuss changes in state resiliency policies and mapping for river corridor management of fluvial erosion hazards and flood hazards. Some of these changes will be incorporated in the update of the zoning regulations.

### 2. DRB

- There were no hearings in June.

### 3. ZA – Activities included:

- Meetings with landowners on future development plans, permits, and hearings.
- Site visits and office visits regarding permit applications, permit research for properties to be sold, and inspections of possible violations.

### 4. Other

- Church Street Sidewalk Project - Received Vtrans Section 1111 permit for reduced lane widths. The consultant working on design updates and preparing construction easement documents.
- Vacation – 6/5/15 to 6/28/15

Phil Dechert



# NORWICH POLICE DEPARTMENT



CHIEF OF POLICE  
DOUGLAS A. ROBINSON

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775 ~ E-MAIL drobinso@dps.state.vt.us

Neil Fulton  
Town Manager  
Tracy Hall // 300 Main St.  
Norwich, Vermont 05055

July 1, 2015

RE: June 2015 Monthly Report

Neil;

As you requested, here are some of the monthly stats of the Police Department from the month of June 2015.

Norwich Officers responded to 106 incidents during the month of June, and of those calls seven (7) were outside the officers work schedule meaning officers responded seven (7) times to calls during off duty hours.

After an approximately two (2) year investigation which involved several subpoenas and internet service providers, officers concluded an investigation of inappropriate e-mails from an anonymous person as well as items left in the victims mailbox. As a result of the investigation a 53 year old Norwich man will be cited into court for Stalking and Disorderly Conduct by Use of Electronic Communication.

Norwich Police officers applied for and were granted an ECO (Emergency Care Order) for a Five (5) year old female. The ECO, which was granted by the superior court judge, based on reports of abuse and/or neglect, authorized officers to take custody of the five year old from her biological father and return custody to her biological mother.

The Norwich Police Department had five (5) burglaries reported during the month of June, all of these were reported that an unknown person/s entered the unlocked residence and took cash, electronics and other items easily sold for money or drugs. Norwich Police are reminding everyone to lock their doors as well as their vehicles to discourage the would be thieves. These burglaries are under investigation

## May Traffic Enforcement

Motor Vehicle Stops	68
Traffic Tickets Issued	20

**ACTIVITY**

<b>CALL TYPES</b>	<b>May 2015</b>	<b>2015 YEAR TO DATE</b>	<b>PREVIOUS YEAR</b>
Burglaries	5	6	6
Vehicles Crashes	4	39	88
Intrusion Alarms	5	34	58
Frauds	5	16	32

- 1. Over Time Hours                    12 hours
- 2. Sick Time Hours                    16 hours
- 3. Vac/Hol/Per Time Hours            16 hours
- 4. Part Time Officer Hours            8 hours
- 5. Total #of calls responded to      106 calls
- 6. Training Hours                      25 hours
- 7. Grant Funded Hours                0

Respectfully;  
**D.A.R.**

Douglas A. Robinson  
Chief of Police



# Norwich Fire Department

11 Firehouse Lane

P.O. Box 376

Norwich, VT 05055-0376

Phone: 802-649-1133

Chief: Stephen Leinoff

[sleinoff@norwich.vt.us](mailto:sleinoff@norwich.vt.us) Fax: 802-649-1775

To: Neil Fulton, Town Manager  
 From: Stephen Leinoff, Chief  
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<sup>1</sup> Town of Norwich, Vermont 2015 Local Hazard Mitigation Plan  
June 2015 Draft Prepared by the Two Rivers-Ottauquechee Regional Commission and the Town of Norwich



**TOWN OF NORWICH**  
**DEPARTMENT OF PUBLIC WORKS**  
26 New Boston Road  
Norwich, VT 05055  
802-649-2209 Fax: 802-296-0060  
[Ahodgdon@norwich.vt.us](mailto:Ahodgdon@norwich.vt.us)

To: Neil Fulton, Town Manager  
From: Andy Hodgdon, Public Works Director  
Subject: Public Works Monthly Report  
Date: June 30, 2015

Part of this month's report will come from an excel program that provides statistics for all Public Works functions.

**Storm Cleanup:**

- Storm cleanup continued this month after more heavy rains and thunderstorms. This involved washout repairs and tree cleanup.

**Roadside Mowing:**

- We completed mowing of all the known areas of wild parsnip throughout town.

**Illness and Injury:**

- Paul Betters passed away on June 11<sup>th</sup>.

**Transfer Station:**

- Clean Harbors picked up 4,000 lbs. of paint for recycling.
- The sale of windshield stickers for fiscal year 2015/2016 started on June 1<sup>st</sup> and is going well.

**Fire Department Vehicles:**

- Public Works finished VT State Inspections and full services on all Fire Department vehicles.

**Paving Program:**

- We are now in the process of completing the 2014/2015 paving program.

**Pavement Markings:**

- Lazer Lines is currently working on remarking all of the crosswalks.

**Pending Projects:**

- We will be going out to bid for crack sealing along our paved roads that are still in good condition.
- We will continue grading every gravel road in town, as time allows.

- I continue posting an advertisement for seasonal roadside mowing help.
- In July, I will post an advertisement for an equipment operator for Public Works to fill the open position.
- I will be submitting my recommendation for the 2015/2016 paving program.

# NORWICH RECREATION DEPARTMENT

Jill Kearney Niles – Director

649-1419; Ext. 109

[Recreation@norwich.vt.us](mailto:Recreation@norwich.vt.us)

## June 2015 - Monthly Recreation Report

Recreation Program and Staff Update - I managed to observe most of our Norwich baseball and lacrosse teams, as well as our running groups. We are very fortunate to have dedicated, quality volunteer coaches. All participants seemed to be enjoying their recreation experience.

The summer brochure was completed, posted on-line and handed out to Marion Cross students. Almost the entire fall soccer line-up of coaches and practice times was arranged and shared, so families can plan well ahead.

A wonderful summer staff was hired and multiple orientation meetings took place to prepare everyone. We have nine varied programs being offered to help keep residents active this summer. All the camps that began the last week of June were a success: Sensational Summer Day Camp, Sports Camps, "Challenger" Soccer Camp as well as Adult Boot Camp and Sunrise Yoga. We had an extremely early June 16th start due to the 6/15 end date for school this year.

Facilities - The phone was ringing off the hook all month with folks asking to reserve the pavilion at Huntley Meadow for all sorts of end of school events and celebrations. What a wonderful anonymous donation it was to receive this structure a decade and a half ago and now to observe its ever-growing popularity. Both Huntley and Barrett Meadow are looking beautiful thanks to Andy and his Buildings & Grounds team. Many thanks to them for their hard work. I followed up on closing up fiscal year contracts and finalized all summer rentals and reservations as well.

Miscellaneous - I attended our Norwich Recreation Council and Department Head meetings, both of which were valuable. Thank-you to the entire Select Board for calling the Pool Public Forum meeting which was very informative for all attendees.

Respectfully submitted by,

Jill Kearney Niles

#4

RECEIVED  
JUN 25 2015  
TOWN MANAGER'S OFFICE

**C. Stuart White, Jr.  
PO Box 40  
Norwich, VT 05055**

June 22, 2015

Nancy Kramer  
Town Secretary  
Norwich, Vermont  
05055

Dear Ms Kramer,

I am a member of the Norwich Historic Preservation Commission and my term is set to expire 2015. By this letter I am asking to be reappointed.

Many thanks.

Sincerely,



C. Stuart White, Jr.

Norwich Board of Listers  
Post Office Box 376  
Norwich Vermont 05055-0376

To: The Norwich Selectboard  
From: The Norwich Board of Listers  
Date: June 29, 2015  
Subject: Errors and Omissions

The Norwich Board of Listers have determined that the following parcel was incorrectly listed during the preparation of the 2015 Grand List. Changes cannot at this date be made to the 2015 Grand List without prior approval from the Selectboard. Accordingly, the Listers request approval for correcting the following error:

**Owner:** William & Hali Wickner, Trustees  
**Location:** 1260 Podunk Road  
**Parcel ID:** 14-001-000  
**2015 Grand List Value:** \$909,500

**Reason:** The Wickner's filed for Current Use of their land for the 2015 Grand List. The notification of their acceptance to the program was received by the Town on June 10, 2015. The Grand List was set by the Listers on June 12, 2015. The change was not applied to the proposed Grand List.

**2015 Grand List Revised Value Request**

The value of the property does not change. This request is for permission to apply the calculated current use deduction to the property.

Current Use Calculation

The State sets the current use per acre value. The deduction is the difference between the full market value and the current use value.

24 acres agricultural @ 289 per acre	6,936
110 acres forest @ 110 per acre	14,410
Total Current Use value 134 acres	21,346
Full and fair market value 134 acres	277,600

<b>Current Use deduction</b>	<b>256,254</b>
Current Grand List Total	909,500
Use Deduction applied	-256,254
Adjusted Grand List Total	653,246

The Listers request permission to apply a 256,254 deduction for current use to the Wickner property adjusting the taxable value to 653,246.

The Norwich Board of Listers

Liz Blum  
Cheryl A. Lindberg  
Lee Michaelides

TO: Norwich Selectboard  
FROM: Norwich Energy Committee  
DATE: June 23, 2015  
RE: Possible solar project at Exit 13

The Norwich Energy Committee recommends that the Selectboard support and endorse the committee's efforts to pursue installation of a solar project in the land surrounding Exit 13 of Interstate 91, specifically the area carved out by the I-91 southbound entry ramp.

The concept has been percolating with NEC members for a number of years. Developing solar in the open, mowed sides and medians of highways makes a huge amount of sense:

- It uses land otherwise unusable for anything else and which already has to be kept mowed.
- It is often near 3-phase power and usually unobstructed.
- It helps the Town and State achieve our renewable energy and greenhouse gas emissions goals.
- It provides a great showcase for where our clean power is coming from.

While such projects have not yet been developed in Vermont, they are being done in many places.

From the Federal Highway Administration:

“State Departments of Transportation are increasingly exploring the use of highway right-of-way (ROW) to accommodate renewable energy technologies. The ample lands DOTs manage are often close to electrical loads and have sometimes already been disturbed, potentially making these properties ideal locations for renewable energy applications.”

[http://www.fhwa.dot.gov/real\\_estate/right-of-way/corridor\\_management/alternative\\_uses.cfm](http://www.fhwa.dot.gov/real_estate/right-of-way/corridor_management/alternative_uses.cfm)

“Several state DOTs, including Colorado, Massachusetts, Texas, Ohio and California are conducting comprehensive statewide renewable energy feasibility studies to identify promising renewable energy technologies and locations to implement them.”

[http://www.fhwa.dot.gov/real\\_estate/publications/alternative\\_uses\\_of\\_highway\\_right-of-way/rep03.cfm](http://www.fhwa.dot.gov/real_estate/publications/alternative_uses_of_highway_right-of-way/rep03.cfm)

Massachusetts has already approved and executed site-specific agreements for five sites. In these instances, there is no up-front capital cost involved. By way of further example, the Town of Carver, Massachusetts, is benefiting from a net-metering agreement similar to the Town of Norwich agreement with Solaflect, for a project in the right-of-way of a state highway in Carver:

[http://www.boston.com/news/local/massachusetts/articles/2012/08/30/carver\\_roadside\\_solar\\_project\\_is\\_towns\\_new\\_route\\_to\\_energy\\_savings/](http://www.boston.com/news/local/massachusetts/articles/2012/08/30/carver_roadside_solar_project_is_towns_new_route_to_energy_savings/)

One possible option for the project is that Solaflect, which currently provides Norwich municipal and elementary school electricity from remote sites, could partner on the project so that this local site could replace/serve as the Norwich municipal/school PV site. A successful project in a public highway right of way would serve as a model that could pave the way for other towns to do the same.

While there are certainly a lot of “ifs” between concept and construction, our initial inquiries indicate that a solar project at the I-91 ramp is possible. This type of project is viable, and we can draw from the experience of other states going forward. The NEC would like to work with the Town Manager, Bob Walker of SERG, and other contacts to discuss and explore the project with the appropriate state and federal decision-makers. Preliminary support from the Selectboard can play a significant role in generating a positive response from these decision-makers; that's why we seek your endorsement now.

#7

Town of Norwich  
Property Tax Rates

FY2016 Draft Tax Rate for SB Tax Rate Setting

Grand List

4/1/2016 Town Grand List	\$ 695,005,733	Comcast	\$1,264,600
1%	\$ 6,950,057	Town Exemptions	
4/1/2016 Education Grand List	\$ 698,566,933	Homestead	\$ 245,900
1%	\$ 6,985,669	Non-Residential	\$ 2,175,100

School (Rates Set by State)	FY16	FY15	
Common Level of Appraisal	97.8200	99.3300	
District Spending Adjustment	1.82470	1.83040	
<b>Homestead Tax Rate</b>			
HGL Education Grand List	\$ 4,467,812	\$ 4,690,383	
Tax Rate	\$ 1.8468	\$ 1.8059	2.26%
State Education Taxes	\$ 8,251,156	\$ 8,100,281	
<b>Non Residential Tax Rate</b>			
NRGL Education Grand List	\$ 2,517,857	\$ 2,271,804	
Tax Rate	\$ 1.5692	\$ 1.5252	2.88%
State Education Taxes	\$ 3,951,021	\$ 3,789,444	
<b>Total State Education Taxes</b>	<b>\$ 12,202,177</b>	<b>\$ 11,889,725</b>	<b>2.63%</b>

Town Total Town Budget w/o Articles	\$	4,222,828	\$	FY16	\$	FY15	
Voted Monetary Articles							1.68%
Advance Transit		12,860	\$	0.0019			
Cemetery Commission		15,000	\$	0.0022			
The Family Place		4,000	\$	0.0006			
Good Beginnings		3,000	\$	0.0004			
Green Mountain RSVP		500	\$	0.0001			
Headrest		2,500	\$	0.0004			
Health Care Rehab Services		3,093	\$	0.0004			
Norwich American Legion		1,500	\$	0.0002			
Norwich Child Care Scholarship		4,348	\$	0.0006			
Norwich Historical Society		8,000	\$	0.0012			
Norwich Lion's Fireworks		3,000	\$	0.0004			
Norwich Public Library Operating		257,500	\$	0.0371			
SEVCA		3,750	\$	0.0005			
Upper Valley Trails Alliance		2,000	\$	0.0003			
VT/NH Visiting Nurse		15,600	\$	0.0022			
White River Council on Aging		5,300	\$	0.0008			
Windsor County Partners		1,000	\$	0.0001			
WISE		2,500	\$	0.0004			
Youth-in-Action		3,000	\$	0.0004			
<b>Total Monetary Articles</b>	<b>\$</b>	<b>348,451</b>	<b>\$</b>	<b>0.0501</b>	<b>\$</b>	<b>0.0557</b>	
<b>Total Town Expenditures</b>	<b>\$</b>	<b>4,571,279</b>					
<b>Offsetting Revenues</b>							
Property Tax Fees and Interest		(42,000)					
Current Use Payment		(184,000)					
Permit and License Fees		(12,515)					
Intergovernmental Revenues		(218,798)					
Service Fees		(299,860)					
Public Safety Revenues		(15,000)					
Other Town Revenues w/o Interest from Banks		(33,500)					
Interest Earned from Banks		(5,500)					
Miscellaneous Revenues		(4,000)					
<b>Total Offsetting Revenues</b>	<b>\$</b>	<b>(815,173)</b>					
Payment from Reduction in Undesignated Fund Balance	\$	(180,536)		16.0%			
Allowance for Tax Adjustments		40,000					
<b>Amount to raise from Property Taxes</b>	<b>\$</b>	<b>3,615,570</b>	<b>\$</b>	<b>0.5202</b>	<b>\$</b>	<b>0.5180</b>	<b>0.42%</b>
<b>Town Tax Rate</b>							
Local Agreement Taxes	\$	38,920	\$	0.0056	\$	0.0053	
<b>Total Town Tax Rate</b>	<b>\$</b>	<b>0.5258</b>	<b>\$</b>	<b>0.5231</b>	<b>\$</b>	<b>0.5231</b>	<b>0.52%</b>

Summary

	TR Estimate				
	FY16	FY15	% Change		
School Homestead Tax Rate	\$ 1.8468	\$ 1.8059	2.26%		
School Non Residential Tax Rate	\$ 1.5692	\$ 1.5252	2.88%		
Town Tax Rate (With Local Agreement Rate)	\$ 0.5258	\$ 0.5231	0.52%		
Windsor County Rate	\$ 0.0081	\$ 0.0090	-9.86%		
Total Homestead Tax Rate	\$ 2.3807	\$ 2.3380	1.83%		
Total Non Residential Tax Rate	\$ 2.1031	\$ 2.0573	2.23%		

Optional Payments from Reduction in Undesignated Fund Balance					
	Amount	Tax Rate	% Change FY15	UDF Balance	
FY16	\$	0.5258			
FY15	\$	0.5231			
Undesignated Fund Balance Use					
16.0%	\$ 180,536	\$ 0.5258	0.52%	\$ 675,652	
10.0%	\$ 433,905	\$ 0.4894	-6.44%	\$ 422,283	
11.0%	\$ 391,677	\$ 0.4954	-5.30%	\$ 464,511	
12.0%	\$ 349,449	\$ 0.5015	-4.13%	\$ 506,739	
13.0%	\$ 307,221	\$ 0.5076	-2.96%	\$ 548,968	
14.0%	\$ 264,992	\$ 0.5137	-1.80%	\$ 591,196	
15.0%	\$ 222,764	\$ 0.5197	-0.65%	\$ 633,424	
16.0%	\$ 180,536	\$ 0.5258	0.52%	\$ 675,652	
17.0%	\$ 138,308	\$ 0.5319	1.68%	\$ 717,881	
18.0%	\$ 96,079	\$ 0.5380	2.85%	\$ 760,109	
19.0%	\$ 53,851	\$ 0.5440	4.00%	\$ 802,337	
20.0%	\$ 11,623	\$ 0.5501	5.16%	\$ 844,566	

OFFICE OF THE TOWN MANAGER

TO: SELECTBOARD
FROM: NEIL FULTON
SUBJECT: FY16 PAVING PROGRAM
DATE: JULY 3, 2015

Bids were received on June 3, 2015, for the FY16 paving program. One bid was received from Blaktop, Inc. as follows:

Bituminous Concrete \$70.23 - \$75.57/Ton
Cold Planning \$3.15/Sq. Yd.
Fabric \$4.25 - \$6.88/Sq. Yd.

The following table compares this year's cost for paving in place with previous years.

Table with 2 columns: Year, Cost. Rows: FY16 (\$70.23), FY16 (\$75.57), FY15 (\$72.24), FY14 (\$71.40), FY13 (\$73.30), FY12 (\$81.00)

The FY16 budget includes the following amounts for paving:

Paving - Reserve Fund \$275,000.00
Paving - Contracted Services \$60,000.00
Total \$335,000.00

The following paving is proposed for FY16.

Table with 5 columns: Road, Start, End, Estimated Cost, Notes. Lists paving projects for Main Street, Douglas Road, McKenna Road, Upper Loveland Road, Old Bridge Road, Route 132, and Route 132 with start/end points and costs.

This total, including the Route 132 section between US Route 5 and the Pompanoosuc bridge, exceeds the amount of monies in the FY16 budget by \$18,234 so the Route 132 segment between US Route 5 and the Pompanoosuc bridge will be split between FY16 and FY17.

We asked the Fire District, who is responsible for maintaining the Main Street sidewalk between the north terminus of Hazen Street and Koch Road, to contribute to the cost of replacing the curb and sidewalk and they declined. See the attached. This portion of Main Street will be cold planed to the existing asphalt curb and repaved.

I recommend that Blaktop, Inc. be awarded the FY16 paving contract.

**Possible Motion**

*Authorize the expenditure of \$275,000 from the Paving Reserve Fund.*

To: The Norwich Select Board

From: The Prudential Committee of the Norwich Fire District

Date: July 1, 2015

Re: Ownership of Sidewalks in Norwich

The Fire District has been approached by Andy Hodgdon, acting in his position as Director of Public Works, asking the District to pay \$25,000 toward the restoration of and the installation of new granite curbing on the sidewalk from Koch Road to Hazen Street. This would be coordinated with the Town's repaving of that section of North Main Street.

The Board voted unanimously not to pay the \$25,000, since our budget has been stretched by the nearly completed repairs to the pump house, as well as miscellaneous other repairs.

In the past the District was able to budget a small amount, about \$10,000 each year, for sidewalk maintenance and repair, but has been unable to do so for the past several years. Accordingly, since the sidewalks are used by all in the Town, and do need upkeep, the Prudential committee is proposing turning over the remaining sidewalks in its possession to the Town at no charge.

The Town has money set aside in a sidewalk fund, and is in a far better position to properly maintain the sidewalks. If this proposal is acceptable, please let us know so that the necessary documents can be drawn up. We expect them to be similar to those used throwing up the Fire District land at the transfer station to the Town some years ago.

Respectfully,

Jonathan Vincent, Chair  
Barbara Currier  
Vince Watts

The Prudential Committee of the Norwich Fire District

Town of Norwich, Vermont



CHARTERED 1761

Neil R. Fulton  
Town Manager

November 1, 2012

Brion McMullan  
Norwich Fire District  
P.O. Box 777  
Norwich, VT 05055

Re: Transfer of Fire District Sidewalks to the Town

Dear Brion,

This is a follow-up to the ongoing discussions we have been having in regard to the Fire District sidewalks and a proposal for transferring the ownership of the current Fire District sidewalks to the Town of Norwich. I am prepared to recommend to the Selectboard the approval of a Memorandum of Agreement (MOA) based on the following:

- The Town and Fire District will work together by contributing labor and equipment to reduce the costs to both entities within the capabilities of the Town and Fire District.
- The Fire District upgrades the sidewalks as shown in the attached spreadsheet.
- Any new or reset granite curb is backed by concrete.
- The sidewalk is paved with a 2" of Type II  $\frac{3}{4}$ " base and 1" of Type IV  $\frac{3}{8}$ " top coat.
- Where required in areas where a sidewalk is paved or repaved detectable warning truncated cones shall be installed.
- The Town would accept the responsibility for the sidewalks identified as "No upgrade needed" once the MOA is signed by both parties.

I am available to meet with you and/or the Prudential Committee to work out any details.

Thank you for all your help reviewing options for the Town to assume the responsibility for the current Fire District sidewalks.

Sincerely,

Page 2 of 2

Neil R. Fulton  
Town Manager

Enclosure

cc: Andy Hodgdon  
File

/ndk

**Fire District Sidewalks  
Proposal for Transfer to Town**

<b>Calendar Year</b>	<b>Street</b>	<b>From</b>	<b>To</b>	<b>Notes</b>
2013	Main Street	Gateway Project	Elm Street	No upgrade needed
2013	Main Street	Elm Street	Dan & Whit's	No upgrade needed
2013	Church Street	Main Street	Congregational Church	No upgrade needed
2013	Main Street	Tracy Hall	Tracy Hall	No upgrade needed
2013	Main Street	Tracy Hall	Carpenter Street	No upgrade needed
2013	Main Street	Carpenter Street	Stone Planter	No upgrade needed
2013	Main Street	Stone Planter	Hazen Street South	FD - Install granite curb Town - Paves
2013	Main Street	Hazen Street South	Hazen Street North	FD - Install granite curb Town - Paves
2013	Main Street	Hazen Street North	Koch Road	FD - Replaces asphalt curb with granite
2014-2015	Beaver Meadow Road	Cemetery	Bridge	FD - Replaces asphalt curb with granite and paves
2016	Main Street	Norwich Inn	Beaver Meadow Road	FD - Resets granite curb and paves
2016	Beaver Meadow Road	Norwich Inn	Norwich Inn Service Driveway	FD - Resets granite curb and paves
2016	Beaver Meadow Road	Cross House/Inn Service Driveway	Crosswalk	FD - Installs granite curb and paves

FD - Fire District  
Town - Town of Norwich

**Existing Norwich Sidewalks**

Street	From	To	Length	Width	Sidewalk Material	Curb Material	Condition	Current Cost to Replace	Year Built	Remaining Life (Years)	Annualized
Main Street	Montshire Drive	Ledyard Bridge	1,302	5	Concrete	Granite	Fair	\$20,181	1970	5	\$1,009
Main Street	Under Ledyard Bridge	Foley Park	805	5	Concrete	Granite	Excellent	\$12,478	2003	11	\$624
Main Street	Ledyard Bridge	Gateway Condos	3,626	5	Asphalt	Granite	Fair to Poor	\$56,203	1970	5	\$2,810
Main Street	Gateway Condos	Church Street	909	5	Concrete	Granite	Excellent	\$14,090	2009	17	\$704
Church Street	Main Street	Marion Cross	277	5	Concrete	Granite	Excellent	\$4,294	2009	17	\$215
Main Street	Koch Road	Turnpike Road	530	5	Asphalt	Granite	Excellent	\$8,215	2010	18	\$411
Turnpike Road	Main Street	Huntley Rec. Entrance	2,100	4	Asphalt	Granite	Poor	\$74,235	1999	7	\$3,712
Turnpike Road	Huntley Street	Moore Lane	740	5	Asphalt	Granite	Excellent	\$11,470	2009	17	\$574
Elm Street	Holland	Holland	200	5	Asphalt	Granite	Good	\$3,418	1994	10	\$171
Main Street	Library Bus Stop	Library Bus Stop	40	5	Concrete	Granite	Excellent	\$1,257	2004	12	\$63
Beaver Meadow Road	Bridge	Huntley Street	90	5	Asphalt	None	Poor	\$3,680	1982	0	\$184
Hazen Street	Main Street	Library entrance	100	5	Asphalt	Granite	Poor	\$3,853	1999	5	\$193
		<b>Total</b>	<b>10,529</b>					<b>\$213,372</b>			<b>\$10,669</b>

# Charge for Committee on Town Communications Town of Norwich

#9

## 1. Introduction

The Norwich Selectboard has long discussed the need to improve communications between the citizens of the town and its town government. It recognizes that many channels are available, yet it remains difficult for citizens to become aware of matters of importance to them and for town officials to have a good sense of the priorities and insights of its citizens. The Selectboard seeks recommendations that improve general public knowledge of current and proposed town initiatives and improves the ability of town government to serve its public with a better understanding of the public's needs and priorities.

## 2. Statement of Purpose

The role of the Committee is to make recommendations to the Selectboard regarding improving two-way communications between townspeople and their government.

## 3. Public Participation and Involvement

Public participation and involvement in the Committee's work is a high priority and the Committee is invited to support the Selectboard in presenting ideas and receiving feedback through public forums.

## 4. Membership

The Committee shall consist of a minimum of three Norwich members of the public at large, appointed by the Selectboard.

The table below shows the number of members required for a quorum and the number of votes required to pass a motion as a function of filled positions on the committee:

Number of Filled Positions	Quorum	Votes Required
0-2	N/A	N/A
3-5	3	3
6-7	4	4

## 5. Meetings

The Committee's meetings shall be held at a regular time and place when possible. The time and place of each meeting and draft minutes shall be made available and posted in compliance with Vermont's open meetings law with support from the Town Manager's office. The committee will disband upon delivery of its final report.

## **6. Committee Review and Analysis**

The Committee will determine what information needs to be gathered and reviewed in order to prepare a report to the Selectboard. It may choose to take the following steps:

- Organizational meeting to choose a chairperson and other positions and to review Vermont's open meeting and public records laws.
- Identification of scope of the problem.
- Research to identify current best practices.
- Analysis of best options for Norwich.
- Preparation of recommendations to the Selectboard.

## **7. Final Report**

The final report from the Committee, including its findings and recommendations, should be presented to the Selectboard on, or before, November 1, 2015.

DRAFT

***Town of Norwich, Vermont***  
***2015 Local Hazard Mitigation Plan***  
***June 2015***

***Prepared by the Two Rivers-Ottauquechee Regional Commission and  
the Town of Norwich***

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***Date of Town Adoption***

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***Date of Final Approval by FEMA***

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## **I. Introduction**

Natural and human-caused hazards may affect a community at any time. They are not usually avoidable; however, their impact on human life and property can be reduced through community planning. Accordingly, this Local Hazard Mitigation Plan (hereafter referred to simply as the Plan) seeks to provide an all-hazards mitigation strategy that will make the community of Norwich more disaster resistant.

“Mitigation” is defined as any sustained action that reduces or eliminates long-term risk to people and property from natural and human-caused hazards and their effects. Previous Federal Emergency Management Agency (FEMA), State and Regional Project Impact efforts have demonstrated that it is less expensive to anticipate disasters than to repeatedly ignore a threat until the damage has already been done. While hazards cannot be eliminated entirely, it is possible to identify prospective hazards, anticipate which might be the most severe, and recognize local actions that can be taken ahead-of-time to reduce the damage. These actions, also known as ‘hazard mitigation strategies’ can (1) avert the hazards through redirecting impacts by means of a structure or land treatment, (2) adapt to the hazard by modifying structures or standards or, (3) avoid the hazard through improved public education, relocation/removal of buildings in the flood zone, or ensuring development is disaster resistant.

## **II. Purpose of the Plan**

The purpose of this Plan is to assist Norwich in identifying all hazards facing the town, ranking them, and identifying strategies to reduce risks from known priority hazards.

The Town of Norwich seeks to be in accordance with the strategies, goals, and objectives of the State Hazard Mitigation Plan.

The 2015 Norwich Local Hazard Mitigation Plan is the first stand-alone mitigation plan drafted for the Town. Previously, the Town had a town-specific 2011 Annex in the Regional Pre-Disaster Mitigation Plan. This new Plan has been reorganized and new sections have been added:

- Program eligibility subsequent to plan approval
- Authority for plan development
- Participating jurisdictions
- Funding for plan development
- Brief information about the community

Old assumptions have been challenged throughout, and new information has been added to make the plan stronger and more useful for the Norwich town officials and residents who will implement the hazard mitigation strategies in the future.

### III. Community Profile

The Town of Norwich is located in the northeast corner of Windsor County on the Connecticut River, bordering the State of New Hampshire along approximately 8.5 miles of the Town's southeastern border. The Town has an area of approximately 44.8 square miles. The Town borders the Vermont towns of Thetford to the north, Sharon to the west, and Hartford to the south, and the New Hampshire town of Hanover. In addition to the Village of Norwich, the Town includes the villages or hamlets of Lewiston, Goodrich Four Corners, Pompanoosuc, Beaver Meadow, and New Boston.

The topography of the town rises from east to west from a mean elevation along the Connecticut River of 380 feet above mean sea level to highlands along the border of Sharon. Several hills exceed 1,700 feet in elevation. The Connecticut River is the dominant geographic feature of the town. The Ompompanoosuc River, which drains upland areas in Vershire, West Fairlee and Thetford, enters the Connecticut River in Norwich, one and one-half miles south of the Thetford town line. The Blood Brook<sup>1</sup> watershed, which includes Charles Brown and New Boston Brooks, is about 18 square miles.

Approximately 80 percent of the land area of the Town of Norwich is forested. A few small farms currently operate in town. Commercial areas include Norwich Village, Lewiston Village, and sections of Route 5. Residential housing is, in addition to the village area, along the five major roads, including Beaver Meadow Road, Turnpike Road, New Boston Road, Main Street/Union Village Road and Church Street/US Route 5. The south-central and southwest edge of town is accessible by road only through Hartford.

According to the U.S. Census Reports, population levels have increased in Norwich since 1970. In 2000, the Town had its highest ever-recorded population with 3,544 residents. The 2000 population numbers for the Town are 80% higher than the 1970 figure of 1,966 residents, which demonstrates the marked increase in residents at a pace far higher than many other towns in the region. There was a slight decline in the number of residents in 2010 when the population dropped to 3,414 (a 3.7% decline overall), meaning that there was roughly 76% growth in population numbers in the forty years between 1970 and 2010. The 76% rate of growth in Norwich far exceeded the rate of growth Windsor County or the State of Vermont experienced over the same time period (29% and 41%, respectively).

There were 1,553 housing units in Norwich in 2010, according to the U.S. Census Reports. In 2000 there were 1,505 units, and in 1990 there were 1,382 housing units. The average annual rate of housing growth over the 2000s was 3.2%, a marked decrease from the 8.9% growth experienced over the 1990s. The increase of 4.8 units per year, including second-homes, was roughly a third of the State's rate of growth of 9.6%, and was also significantly lower than Windsor County's rate of 7.9%. Compared with its neighboring towns in the Two Rivers-Ottawaquechee region (Thetford 8%, Sharon 10.9%, and Hartford 5.7%), Norwich had the lowest level of housing growth in the 2000s.

The Town lies within the service area of Green Mountain Power, which supplies electrical power to all sections of town.

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<sup>1</sup> The name of the stream is Blood Brook but it is often referred to as Bloody Brook.

The Norwich Fire Department, a municipal department, provides fire protection services to the Town of Norwich. The Town participates in the Upper Valley Regional Emergency Services Association, a mutual aid system. Norwich has a part-time salaried fire chief and between 30-40 paid-on-call members, some of whom are certified emergency medical technicians. The department has one station that houses two engines, one tanker, one quint and one forestry truck. The fire department is dispatched by Hanover dispatch.

Established in 1973, the Norwich Police Department is available 24-hours a day, and is comprised of a chief, three full-time officers, two part-time officers, and a full-time clerk-dispatcher. The police department is dispatched by Hartford dispatch.

Medical emergencies are handled by the First Aid Stabilization Team (FAST) Squad. The FAST Squad has approximately 18 members, who are trained at or above the EMT level and provide emergency care before the arrival of an ambulance. Norwich has a contractual agreement with neighboring town of Hanover to provide first-response ambulance and emergency medical services. This agreement is funded by both a per-capita payment from the Town of Norwich as well as user fees. The closest hospital is Dartmouth-Hitchcock Medical Center in Lebanon, NH. Medivac services are available by the DHART helicopter.

## IV. The Planning Process

### A. Plan Developers

Samantha Holcomb and Ellie Ray, both Land Use Planners at the Two Rivers-Ottauquechee Regional Commission (TRORC), assisted the Town of Norwich with updating its Hazard Mitigation Plan. Committee members who assisted with the revisions include:

This section of the Plan satisfies 44 CFR 201.6(b)(1) and 201.6(c)(1) (or, A3.a and A3.b of FEMA's Local Mitigation Plan Review Guide, 2011).

Name	Role/Organization	How Participation Was Solicited
Steve Leinoff	Fire Chief/Deputy Emergency Director	On 01/19/2014, Samantha Holcomb and Ellie Ray (TRORC staff) reached out to the Norwich Selectboard, the Town Manager (Neil Fulton), and the EMD/EMC (Jennie Hubbard). TRORC staff coordinated with Norwich town officials to set up an introductory meeting. The first meeting was scheduled for 04/10/2014. TRORC's staff attended that meeting, followed by many more meetings in which participants revised and developed the HMP. See below for more meeting-specific details.
Andy Hodgdon	Director of Public Works	
Douglas Robinson	Police Chief, Norwich Police Department	
Sam Eaton	Norwich Fire District #1 & Municipal Water Department	
Roberta Robinson	Finance Director	
Neil Fulton	Town Manager/Emergency Management Director	
Dani Ligett	Counselor and Director of Admissions, Marion Cross School	
Phil Dechert	Director of Planning	
John Lawe	Town Health Officer	

#### Additional Participants in the Process:

- Brion McMullan, Norwich Fire District #1 & Municipal Water Department (now retired)

## B. Plan Development Process

The 2011 Norwich Annex was originally part of the 2008 multi-jurisdictional Regional Hazard Mitigation Plan, drafted by Two Rivers-Ottawaquechee Regional Commission, and approved by FEMA on September 30, 2008 with its first local annex. The Norwich Annex received subsequent FEMA approval and was formally adopted on December 14, 2011, but, since it was part of a larger plan, FEMA treats its start date as September 30, 2008, meaning the Norwich Annex expired on September 30, 2013.

This Plan has been reconstructed now as a single jurisdiction, stand-alone Norwich Local Hazard Mitigation Plan that will be submitted for individual approval to FEMA. As such, several sections have been added or updated to include all necessary information.

This section of the Plan satisfies the Element A: Planning Process requirements set out in 44 CFR 201.6.

### The changes to this Plan include:

- **General**
  - New sections: Plan Development Process, 2011 Mitigation Strategies Status Update chart, Existing Hazard Mitigation Programs, Projects & Activities, Plan Maintenance;
  - Data updates: New hazard incidents, emergency declarations, US Census data;
  - Hazards have been reevaluated with the hazard ranking system used by the Vermont Division of Emergency Management and Homeland Security.
- **Hazards Analysis**
  - Flooding/Flash Flooding/Fluvial Erosion, Hazardous Material Spills, and Structure Fire remain on the list of “top hazards,” which reflects the belief of local officials that their town is still vulnerable to these hazards;
  - Winter/Snow/Ice Storms have been removed from the list of “top hazards;”
  - Severe Weather and Water Supply Contamination have been added to the list of “top hazards,” which reflects the intention/priorities of local officials to expand their analysis of hazards that the Town is or may be vulnerable to in the next five years;
  - For each hazard, a location/vulnerability/extent/impact/likelihood table has been added to summarize the hazard description.
- **Maps**
  - A map of the Town of Norwich depicting critical facilities, town infrastructure, and the NFIP designated floodway and 1%- floodplain has been added.

### The following represent the avenues taken to draft the Norwich Local Hazard Mitigation Plan:

- **Activities**
  - 04/10/2014: Met with Norwich HMP committee members to introduce the update/plan development process, reviewed Norwich’s existing Hazard Mitigation Plan (adopted in December 2011), considered the status of various mitigation actions, potential hazards, and the data collection/research process.

- 06/20/2014: Held a meeting with the Norwich committee to discuss and rank hazards to determine the “Top Hazards” in the Town. Explained to the committee what the next steps in the process are (draft plan, then schedule a meeting to review and discuss it).
- 08/06/2014: Met with committee to discuss first draft. The entire draft was reviewed in detail, with TRORC staff making note of any comments or errors.
- 09/25/2014: Met with the committee to devise a list of hazard mitigation actions to address the Town’s top five hazards, as determined during the hazard ranking exercise on 06/20/2014.
- **Public participation and involvement (44 CFR 201.6(b)(1))**
  - October 2014: A notice was placed in the Two Rivers-Ottawaquechee Regional Planning Commission Newsletter alerting recipients that Norwich was engaging in hazard mitigation planning and updating their Hazard Mitigation Plan. Contact information was provided in the notice to allow those interested in Norwich’s efforts to receive more information and how to find out about upcoming meetings. No comments were received.
  - Posted a notice in four local papers alerting the public to the Hazard Mitigation Planning process that was taking place. Contact information was provided in the notice to allow those interested in Norwich’s efforts to receive more information and how to find out about upcoming meetings. No comments were received.
    - Valley News—ran 3/20/2014
    - The Herald of Randolph—ran 3/20/2014
    - Journal Opinion—ran 3/20/2014
    - Vermont Standard—ran 3/20/2014
  - 10/22/2014: TRORC staff attended a Selectboard meeting to inform those in attendance about the work that had been done to update the Town’s Local Hazard Mitigation Plan. The Selectboard agenda is posted at the Town Office, and on the Town’s website. A digital copy of the draft Plan was posted on the Town’s prior to the meeting and asked for comments. TRORC staff also asked for comments at the meeting, but no substantive comments were received.
- **Governmental participation and involvement (44 CFR 201.6(b)(2))**
  - Sent revised draft to Norwich Selectboard and provided contact information for receiving comments via hard copy —10/14/2014
    - No comments were received.
  - Sent revised draft to Planning Commission Chair and provided contact information for receiving comments via hard copy —10/07/2014
  - Sent revised draft to Division of Emergency Management and Homeland Security—10/23/2014
    - No comments were received.
  - Note: Town officials were given the opportunity to review, provide feedback and approve the changes that were made through the initial Plan drafting process, and during Plan revision and FEMA review process, if applicable.

- **Neighboring community participation and involvement (44 CFR 201.6(b)(2))**
  - October 2014: A notice was placed in the Two Rivers-Ottawaquechee Regional Planning Commission Newsletter alerting recipients that Norwich was engaging in hazard mitigation planning and updating their Hazard Mitigation Plan. Contact information was provided in the notice to allow those interested in Norwich’s efforts to receive more information and how to find out about upcoming meetings. No comments were received.
  - Posted a notice in four local papers alerting the public to the Hazard Mitigation Planning process that was taking place. Contact information was provided in the notice to allow those interested in Norwich’s efforts to receive more information and how to find out about upcoming meetings. No comments were received.
    - Valley News—ran 3/20/2014
    - The Herald of Randolph—ran 3/20/2014
    - Journal Opinion—ran 3/20/2014
    - Vermont Standard—ran 3/20/2014
  - Sent revised draft to neighboring towns’ Selectboards for comment and provided contact information for receiving comments via hard copy —10/07/2014
    - Towns of: Thetford, and Sharon
    - No comments were received.
  - Sent revised draft to the Town Manager and Planning & Development Director for the Town of Hartford and provided contact information for receiving comments via hard copy —10/07/2014
    - No comments were received.
  - Sent revised draft to the Town Manager and Planning Board Chair for the Town of Hanover, New Hampshire and provided contact information for receiving comments via hard copy —10/07/2014
    - No comments were received.
- **Review of existing plans, studies, reports, and technical information (44 CFR 201.6(b)(3))**
  - State of Vermont Hazard Mitigation Plan, 2013
  - Norwich Hazard Mitigation Plan (Adopted 12/14/2011)
    - This Plan was referenced extensively during the plan development process, especially with regard to the worst threats and mitigation action strategies identified in 2011.
  - Norwich Town Plan (Adopted 12/14/2011)
    - The Town Plan provided TRORC’s staff with background information on the community, as well as more detail on their emergency services.
  - Norwich Zoning Bylaws (Adopted 12/03/2008, last revision 7/1/2009 )
    - The Zoning Bylaws were referenced for general knowledge and for Norwich’s Flood Hazard Regulations.
  - Norwich Subdivision Regulations (Adopted 08/06/2002, last revision 7/3/2013)

This section of the Plan satisfies 44 CFR 201.6(b)(3) (or, A4.a and A4.b of FEMA’s Local Mitigation Plan Review Guide, 2011).

- The Subdivision Regulations were referenced for general knowledge of the Town's regulations.
- Phase 1 and 2 Stream Geomorphic Assessment, Blood Brook Watershed, Norwich, VT
  - Phase 1 Stream Geomorphic Assessment (10/2006)
  - Phase 2 Stream Geomorphic Assessment (02/27/2007)
  - This information was incorporated into the mapping/GIS components of this Plan; specifically in determining the number of structures that are vulnerable to fluvial erosion hazards.
- Blood Brook Watershed Corridor Plan, Norwich, Vermont (03/27/2008)
  - The Blood Brook Corridor Plan provided information about a small, yet important tributary to the Connecticut River. The entire Blood Brook watershed is located within the Town of Norwich. This Corridor Plan was used for background information and was also reviewed for projects that could be incorporated into the 'hazard mitigation strategies' identified in this Hazard Mitigation Plan.
- Ompompanoosuc River Corridor Plan, Thetford to Norwich, Vermont (01/10/2014)
  - The lower reaches and convergence of the Ompompanoosuc River with the Connecticut River are located in the Town of Norwich. This River Corridor Plan provided background information and was also reviewed for projects that could be incorporated into the 'hazard mitigation strategies' identified in this Hazard Mitigation Plan.
- Flood Insurance Study for Windsor County, Vermont (Dated 09/28/2007)
  - The Flood Insurance Study was referenced for general knowledge of the flooding in Norwich; as well as, the Connecticut River, and the Ompompanoosuc River, and its tributaries, including Blood Brook.
  - Relevant peak discharge information for Norwich's water bodies can be found on page 20 (Blood Brook), page 21 (Connecticut River), page 23 (New Boston Brook), and page 24 (Ompompanoosuc River) of Volume 1.
  - This information was incorporated into the mapping/GIS components of this Plan; specifically in determining the number of structures that are vulnerable to SFHA, and into the Severe Weather and Flash Flood/Flood/Fluvial Erosion sections of this Plan.
  - For the next Local Hazard Mitigation Plan update, the Town will review the 2007 Flood Insurance study in greater depth.

### C. Status Update on Mitigation Actions Identified in 2011

The following table outlines the mitigation actions that were proposed in Norwich's 2011 All-Hazard Pre-Disaster Mitigation Plan for the Town of Norwich (adopted on December 14, 2011 as an appendix to the Two Rivers-Ottawaquechee Regional Commission's multi-jurisdictional Pre-Disaster Mitigation Plan).

This section of the Plan satisfies the requirements of 44 CFR 201.6(d)(3).

Participants in the new Plan update process reviewed these actions and reported on the status of each (in order of 2009 priority). Actions related to long-term mitigation of natural hazards are so noted.

Mitigation Action (2011)	Who (Leadership) (2011)	When (Timeframe) (2011)	How (Funding/Support) (2011)	Status of Mitigation Action (2014/2015)
<p><u>ALL HAZARDS</u></p> <p>1. Ensure that the Basic Emergency Operations Plan (BEOP) is current.</p>	Town Manager	April of each year	With TRORC assistance	The new iteration of the BEOP is the Local Emergency Operations Plan (LEOP). The Town updates and adopts this document annually. The current LEOP was adopted on March 30, 2015.
<p><u>FLOOD</u></p> <p>2. Maintain culvert and bridge inventory and continue to keep program up-to-date. (Mitigation)</p>	Road Foreman and Town Manager	Inventory is updated each October	With TRORC assistance	On-going. Latest culvert inventory was completed in 2013. This action has been carried over into the 2015 Plan.
<p>3. Improve flood and fluvial erosion Hazard Identification and Mapping. (Mitigation)</p>	Town Manager	December 2012	With TRORC and state assistance	In progress. The Town currently has fluvial erosion hazard data (FEH) for Blood Brook and major tributaries as well as FEH for the Ompompanoosuc River. These data are in the process of being transferred to FEH regulations and should be adopted by the end of 2014 (tentatively). The Town is working with Vermont's River Management Division on how to handle streams without FEH zones.
<p>4. Consider adopting Fluvial Erosion Hazard regulations. (Mitigation)</p>	Planning Commission and Selectboard	December 2012	Local resources, TRORC assistance	In progress. See above. This action has been carried over into the 2015 plan.

Mitigation Action (2011)	Who (Leadership) (2011)	When (Timeframe) (2011)	How (Funding/Support) (2011)	Status of Mitigation Action (2014/2015)
5. Identify frequently flooded roads and bridges. (Mitigation)	Road Foreman	December 2012	Local resources	Complete. An assessment of roads and infrastructure has shown that there are not many that are frequently/repeatedly flooded.
6. Pre-planning, tabletop, and field training exercise for major flood events.	EMC	6 times a year	With LEPC12	On-going. This process is not completed every other month; however, it is completed annually. Programs include field exercises (last done in 2011), ICS sessions, and water supply contingency plans.
<u>HAZMAT</u> 7. Identify and create emergency access points to the railroad corridor in locations where access is presently difficult in the event of a derailment.	Emergency Management Coordinator	December 2012	With state transportation agency assistance	Complete. A review of emergency access points demonstrated that railroad corridor access is not really an issue for the Town.
8. Hazmat response training for police, highway and emergency management town personnel.	Fire Dept.	Annual refresher.	Funded by Fire Service Training Academy	On-going. Annual training is completed for HAZMAT response.
<u>FIRE</u> 9. Develop additional dry hydrant sites in rural locations.	Fire Department	Annually identify new locations.	Local resources, work with Dry Hydrant Program.	On-going. A new dry hydrant was installed in fall of 2013, located at Beaver Meadow Road near the Sharon town line. This action has been carried over into the 2015 plan.
<u>WINTER STORM</u> 10. Identify areas where trees are encroaching on utilities and trim to prevent snow load. (Mitigation)	Road Foreman, Fire Dept.	Annually – December to April	Local resources	On-going. In the last decade, many problem areas have been rectified through collaborative work with utility companies. This action has been carried over into the 2015 plan.

The Town of Norwich is located on the banks of the Connecticut River, and is located across the River from the Town of Hanover in New Hampshire. Norwich is also located just north of the Town of Hartford, a major economic and commercial hub of the Upper Connecticut River Valley. As a result, Norwich may experience some additional development pressures that may not be present in other nearby towns. Between 2013 and 2014, there were 6 permits issued for new home development. In 2013, 22 permits were issued for home-additions in Norwich, and thus far in 2014, 8 addition permits have been issued. One home-addition to an existing structure, located on River Edge Lane, is currently under construction and located in the Special Flood Hazard Area. Another proposed addition project on Campbell Flats Road, also located in the Special Flood Hazard Area, is currently being reviewed by the state floodplain management office. Aside from home development and/or home-additions, no large scale commercial or multi-unit housing projects have occurred or sought a permit in Norwich in either 2013 or 2014. The Town is currently conducting a mixed development land-use study for an area south of the Village on Route 5. Part of this area is located near Blood Brook, and is within the Special Flood Hazard Area (SFHA), but much of this area is not located in the SFHA. Any new development in this area would be regulated by the Town's Zoning Bylaws, and the Town's fluvial erosion/river corridor regulations, which will regulate hazard areas not regulated by the Zoning Bylaws.

## D. Existing Hazard Mitigation Programs, Projects & Activities

The Town of Norwich is currently engaged in the following hazard mitigation programs, projects and activities:

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(3).

	Type of Existing Authority / Policy / Program / Action	Resources: Staffing & Funding	Ability To Expand/Improve On
<b>Community Preparedness Activities</b>	Program—Annual update of Norwich’s Local Emergency Operations Plan (LEOP)	Staff time from the Town Manager and Norwich Fire Chief, with assistance from TRORC. Funding from Vermont DEMHS.	Current program works well, no need to expand or improve on. Last updated and approved on 03/30/2015.
	Program— Participation/attendance in the Local Emergency Planning Committee District 12 (LEPC 12)	Staff/volunteer time from the Norwich Fire Department; meetings convened by TRORC. Funding from Vermont DEMHS.	There is no need to expand or improve on attendance as it is considered satisfactory.
	Completed Action— Designated Red Cross Shelter  Formerly at the Town Hall but since relocated to the Hartford High School.	Staff time from the Town Manager and perhaps other emergency management personnel. Funding from American Red Cross.	This was a one-time action.
	Program/Action— Inclusion in the Orange and Windsor Counties Public Works Emergency/Non-Emergency Public Works Mutual Aid group.	Staff/volunteer time from the Norwich Public Works Department. Funding from local budgets/pubic works department budget.	This mutual aid group provides a framework through which nine municipalities assist each other in times of extraordinary need or emergency circumstances. There is no need to expand or improve on the Town’s participation/inclusion in this mutual aid group.
<b>Insurance Programs</b>	Authority/ Program— participation in National Flood Insurance Program (NFIP)  [Note: This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(3)(ii).]	The Norwich Planning Director serves as the NFIP Administrator. Assistance from TRORC and Vermont ANR. Funding from local resources— annual town budget.	Norwich’s initial Flood Hazard Boundary Map was identified on 10/18/74. The Town’s initial Flood Insurance Rate Map (FIRM) was dated 6/15/88. The Town’s FIRM and Flood Insurance Study (FIS) have both been updated, and the current effective date for both is 9/28/07. The Town continues its participation in the NFIP by administering and enforcing its Zoning Regulation which includes a Flood Hazard Overlay District. These regulations were last amended on 07/01/2009. These regulations apply to new construction in the areas of special flood hazard. At the end of 2014, the Town’s Planning Department was working on incorporating fluvial erosion hazard language into their Zoning Regulations.

	<b>Type of Existing Authority / Policy / Program / Action</b>	<b>Resources: Staffing &amp; Funding</b>	<b>Ability To Expand/Improve On</b>
<b>Land Use Planning</b>	<p>Policy/Program— Norwich Town Plan.</p> <p>Adopted on 12/14/2011, includes “Floodplain” and “Fluvial Erosion” sections within the Natural and Historic Resources element.</p>	<p>Volunteer time from Planning Commission, and assistance from TRORC and other state agencies on specific subject matter. Funding from Municipal Planning Grants.</p>	<p>The Town Plan is updated every five years, as required by statute. The Planning Commission may expand or improve on any section it deems necessary, or that is required by changes in state statute.</p>
	<p>Authority— Norwich Zoning Regulations</p> <p>Last amended/adopted on 07/01/2009, and includes a “Flood Hazard Overlay” (FHO) zoning district.</p>	<p>Volunteer time from the Planning Commission, and assistance from TRORC. Funding from Municipal Planning Grants.</p>	<p>During the Town Plan review/update period, the Zoning Regulations are also reviewed and updated if needed. As of fall 2014, the Planning Department was working on fluvial erosion hazard regulations/updates and were anticipated to be complete by the end of 2014.</p>
	<p>Policy/Program—Norwich Hazard Mitigation Plan</p> <p>Adopted on 12/14/2011</p>	<p>Staff/volunteer time from Town officials; assistance from TRORC and Vermont DEMHS. Funding from FEMA; Vermont DEMHS; TRORC.</p>	<p>The 2015 Norwich Local Hazard Mitigation Plan will replace the 2011 Plan. The 2015 LHMP has evolved from the 2011 Plan and has greatly expanded and improved upon it. Future iterations of the Town’s LHMP will be updated by the Town at least every five years.</p>
<b>Hazard Control &amp; Protection of Critical Infrastructure &amp; Facilities</b>	<p>Policy/Program—Norwich Hazard Mitigation Plan</p> <p>Adopted on 12/14/2011</p>	<p>Staff/volunteer time from Town officials; assistance from TRORC and Vermont DEMHS. Funding from FEMA; Vermont DEMHS; TRORC.</p>	<p>The 2015 Norwich Local Hazard Mitigation Plan will replace the 2011 Plan. The 2015 LHMP has evolved from the 2011 Plan and has greatly expanded and improved upon it. Future iterations of the Town’s LHMP will be updated by the Town at least every five years.</p>
	<p>Program— Culvert inventory in summer of 2013</p> <p>This culvert inventory includes georeferenced locations for all Norwich culverts and recommendations for culvert upgrades to reduce vulnerabilities to flooding.</p>	<p>Staff time from the Public Works Director; assistance from TRORC. Funding from Better Backroads grant; local personnel time and funding.</p>	<p>The Town is currently using the culvert inventory to further its culvert improvement program, and seeking funding through the Better Backroads grant program for implementation projects.</p>
	<p>Authority— Town Road and Bridge Standards (Adopted 03/13/2013)</p> <p>Certificate of Compliance issued 01/08/2014</p>	<p>Adopted by the Selectboard, implemented by the Road Foreman, assistance from TRORC. Funding from VTrans and the local budget to implement.</p>	<p>Specifies minimum construction standards for roadway, ditches, culverts and bridges and guardrails. VTrans updates the Town Road and Bridge Standards on a fairly regular basis. The Town has the authority to require above-and-beyond what is written in the policy.</p>

	<b>Type of Existing Authority / Policy / Program / Action</b>	<b>Resources: Staffing &amp; Funding</b>	<b>Ability To Expand/Improve On</b>
<b>Education/ Public Outreach</b>	Ongoing Action—Citizen Handbook at Town Clerk’s Office	Staff time from the Town Office/ Funding from local budgets.	There is no need to expand or improve on this action.
	Program—Fire District Emergency Operations Plan (different from the LEOP referenced above)	Staff/volunteer time from the Norwich Fire District. Funding from the fire district budget.	This Emergency Operations Plan is updated regularly, and there is no need to expand or improve on this Plan.
	Program—Fire Safety Education provided by Norwich Fire Department	Staff/volunteer time from the Norwich Fire Department. Funding from the fire department budget.	There is no need to expand or improve on this action.
	Program—A Consumer Confidence Report is distributed to consumers connected to the Norwich Fire District #1 water system.	Staff time from the Norwich Fire District #1’s staff. Assistance provided by Vermont Department of Environmental Conservation’s Drinking Water and Groundwater Protection Division. Funding from the Norwich Fire District #1.	A Consumer Confidence Report is distributed each year. There is no need to expand or improve on this program.

### **E. Plan Maintenance**

The Emergency Management Committee (EMC) has the primary responsibility for maintenance of the Norwich Local Hazard Mitigation Plan. The EMC will report and make recommendations, through the Town Manager, to the Selectboard on the status of plan implementation and any necessary changes to the Local Hazard Mitigation Plan.

This Plan (the Norwich Local Hazard Mitigation Plan) will be updated and evaluated, by discussing its effectiveness and making note to incorporate any necessary revisions in the update process, annually at an April EMC meeting, along with the review of their Local Emergency Operations Plan (LEOP). At this meeting, the EMC will monitor the implementation of the hazard mitigation strategies outlined in this Plan, by noting those that have been completed, are in the process of completion, or any issues with initiating the activity. Any comments from local officials and the public will be incorporated when relevant. This meeting will constitute an opportunity for the public and other town officials to hear about the town’s progress in implementing mitigation strategies and to give input on future activities and Plan revisions. The public will be given the opportunity to comment at this meeting, and the comments will be incorporated when relevant.

Updates and evaluation of this Plan by the EMC and the local Emergency Coordinator/Director will also occur within three months after every federal disaster declaration directly impacting the Town of Norwich. The Town will monitor, evaluate and update this Local Hazard Mitigation Plan at every April at an EMC meeting and after every federally declared disaster according to the graphic on page 47. The Town shall reference the Local Hazard Mitigation Plan when working on Town Plan amendments or changes to the Town’s bylaws.

This section of the Plan satisfies 44 CFR and 201.6(c)(4)(i), 201.6(c)(4)(ii), and 201.6(c)(4)(iii).

At least one year before the Plan expires, the update process will begin (though annual updates, monitoring of progress and evaluation will occur at the April EMC meeting). For this next Plan update, the Two Rivers-Ottawaquechee Regional Commission (TRORC) will help with Plan updates if the Town of Norwich requests assistance and if funding is available. If TRORC is unable to assist the Town, then Norwich's Town Manager/Emergency Management Director will update the Plan with the assistance of the Emergency Management Committee. Ultimately, it will be the Town's responsibility to update their Local Hazard Mitigation Plan.

The process of evaluating and updating the plan will include continued public participation through public notices posted on the municipal website, notice within the municipal building, and notice in Valley News of White River Junction, and the TRORC newsletter and blog, inviting the public to the scheduled Selectboard (or specially scheduled) meeting. The public will be given the opportunity to comment during the public meeting(s). Additional stakeholders will be invited to the meeting; these include: Norwich Fire District #1, VTrans, and the Vermont Agency of Natural Resources (VT ANR). VT ANR will be invited because they can provide assistance with NFIP outreach activities in the community, models for stricter floodplain zoning regulations, delineation of fluvial erosion hazard areas, and other applicable initiatives. These efforts will be coordinated by the Town Manager.

Updates may include changes in community mitigation strategies; new town bylaws, zoning and planning strategies; progress on the implementation of initiatives and projects; effectiveness of implemented projects or initiatives; and evaluation of challenges and opportunities. If new actions are identified in the interim period, the plan can be amended without formal re-adoption during regularly scheduled Selectboard meetings.

Norwich will also incorporate mitigation planning into their long-term land use and development planning documents<sup>2</sup>. To do so, flood hazard and fluvial erosion hazards will be identified, and strategies and recommendations will be provided to mitigate risks to public safety, critical infrastructure, historic structures and public investments. This Local Hazard Mitigation Plan will help Norwich comply with the new community flood resiliency requirement for town plans adopted after July 2014.

The Town will review and incorporate elements of the Local Hazard Mitigation Plan into updates for the municipal plan, zoning regulations, and flood hazard/ fluvial erosion hazards (FEH) bylaws. The incorporation of the goals and strategies listed in the Local Hazard Mitigation Plan into the municipal plan, zoning regulations and flood hazard/FEH bylaws will also be considered after declared or local disasters. The Town will also consider reviewing any future TRORC planning documents for ideas on future mitigation projects and hazard areas.

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<sup>2</sup> 24 V.S.A § 4302 requires all towns to incorporate flood resiliency elements into their town plans as of July 2014.

## V. Community Vulnerability by Hazard

### A. Hazard Identification

Mitigation efforts are grounded in a rational evaluation of hazards to the area and the risks these hazards pose. This was done through a process, which in essence asked and answered three basic questions:

- What bad things can happen?
- How likely are they to occur?
- How bad could they be?

This process, which is laid out in the table below, is an attempt to inventory known hazards, establish the likelihood of them occurring in the future, and then assess the community's potential vulnerability to each. In performing this analysis, Norwich will prioritize actions that are designed to mitigate the effects of each of these disaster types and ultimately make Norwich a safer place.

Disasters that have occurred within the Town of Norwich, the larger region, and the State of Vermont provides good information about the types of disasters that can be expected in the future and what kinds of damage they might cause. This historical data can inform us of what might happen in the future, but it is not predictive. While Norwich might not have been impacted by a specific hazard in the past, this does not necessarily mean it will never be affected in the future. Indeed, climate change may mean that historic weather patterns may not be predictive of future weather patterns. For instance, in recent years, Vermonters have seen an increase in the number and severity of storms, especially rainfall events. Armed with historical data and information on climate change and the unknown, we have tried to identify hazards and prepare for the future.

The following table reflects the hazards that can be expected, or are at least possible, in the Norwich, Vermont area. We have considered factors such as frequency of occurrence, warning time and potential community impact to rank each and determine which hazards pose the greatest threats to life and property in Norwich.<sup>3</sup> The worst threats (bolded in the table, below) are then followed-up with discussion and mitigation strategies throughout the rest of this Plan.<sup>4</sup> It should be noted that hazards assigned with the same "Hazard Score" are not in order and their placement in the table should not be assumed to reflect their potential to create hazards for the town.

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<sup>3</sup> The ranking methodology used in this Plan (see Appendix A) is closely modeled on that which is used by the Vermont Division of Emergency Management & Homeland Security (VDEMHS). The only changes made were intended to reflect the more limited geographical scope of this analysis, which is focused on a small, rural town rather than the entire State of Vermont (which is the focus of VDEMHS).

<sup>4</sup> It's important to note that those hazards which were not found to pose the greatest threats may still occur in Norwich's future; however, they are not the focus of this Plan.

Hazard	Frequency of Occurrence	Warning Time	Potential Impact	Hazard Score
<i>Flash Flood/Flood/Fluvial Erosion</i>	<i>Highly Likely</i>	<i>3-6 Hours</i>	<i>Moderate</i>	<i>10</i>
<i>Structural Fire</i>	<i>Highly Likely</i>	<i>None-Minimal</i>	<i>Minor</i>	<i>10</i>
<i>Water Supply Contamination</i>	<i>Occasionally</i>	<i>None-Minimal</i>	<i>Major</i>	<i>10</i>
<i>Hazardous Material Spill</i>	<i>Likely</i>	<i>None-Minimal</i>	<i>Moderate</i>	<i>10</i>
Dam Failure*	Occasionally	None-Minimal	Moderate	9
<i>Severe Weather (Thunderstorm, Lightning, High Wind, Hail, and Flooding)</i>  <i>*Note: We have defined "Severe Weather" to include two or more of the above hazards)</i>	<i>Highly Likely</i>	<i>6-12 Hours</i>	<i>Minor</i>	<i>8</i>
Hurricanes/Tropical Storms	Likely	>12 Hours	Major	8
Wildfire	Occasionally	None-Minimal	Minor	8
Extreme Cold/Snow/Ice Storm	Highly Likely	>12 Hours	Minor	7
Tornado	Occasionally	3-6 Hours	Moderate	7
Landslides/Mudslides/Rockslides	Unlikely	None-Minimal	Negligible	6
Invasive Species/Infestation	Highly Likely	>12 Hours	Negligible	6
Ice Jams	Occasionally	6-12 Hours	Negligible	5
Drought	Occasionally	>12 Hours	Minor	5
Earthquake	Unlikely	None-Minimal	Negligible	5
Extreme Heat	Likely	>12 Hours	Negligible	5
Hail Storms**	N/A	N/A	N/A	N/A

*\*While Dam Failure has historically been an issue for the Town, the dam that posed the most significant risk was located at Charles Brown Brook (also known as "The Pool") and was destroyed during Tropical Storm Irene (while the previous Hazard Mitigation Plan was in force). As a consequence, the Town determined the impacts of dam failure to be less than those of other Severe Weather events going forward.*

*\*\*The Committee viewed Hail Storm events to not impact the Town as a standalone hazard; rather, they are a byproduct of a Severe Weather event, and would be addressed in the Severe Weather hazard profile.*

The Norwich HMP Committee discussed the results of the hazard ranking activity and decided to focus on hazards that had the potential to impact the Town on a town-wide scale and/or had the potential to occur frequently. Refer to Appendix A for definitions of the hazard ranking terms used in the above chart.

After engaging in discussions using their best available knowledge, the Town of Norwich identified the following “top hazards” that they believe their community is most vulnerable to:

- Flash Flood/Flood/Fluvial Erosion
- Structural Fire
- Water Supply Contamination
- Hazardous Material Spill
- Severe Weather

Each of these “top hazards” are discussed in the following sections. Within each section, previous occurrences of each hazard are listed, including the County-wide FEMA Disaster Declarations (DR-#), where applicable. Hazards information was gathered from local sources (ex., town history book), the National Climatic Data Center’s (NCDC’s) Storm Events Database (1950-2014 and 2006-2014), the Spatial Hazard Events and Losses Database for the United States (SHELDUS) 1960-2012, and Special Reports produced by the National Weather Service in Burlington, Vermont. This section also includes a description of each “top hazard” and a hazard matrix that also includes the following information (please see each hazard profile for a hazard-specific matrix):

<b>Hazard</b>	<b>Location</b>	<b>Vulnerability</b>	<b>Extent</b>	<b>Observed Impact</b>	<b>Likelihood/Probability</b>
Type of hazard.	General areas in community that may be vulnerable to the hazard.	Community structures affected by hazard.	Strength or magnitude, and details of a notable event(s).	Dollar value or percentage of damages.	<u>Occasionally</u> : 1–10% probability of occurrence per year, or at least one chance in next 100 years <u>Likely</u> : >10% but <100% probability per year, at least 1 chance in next 10 years <u>Highly Likely</u> : 100% probable in a year

## B. Hazard Profiles for “Top Hazards”

### 1. Flash Flood/Flood/Fluvial Erosion

Flooding is one of the worst threats to Norwich’s residents and infrastructure. Past instances of flooding in Norwich have included rain and/or snowmelt events that cause flooding in the major rivers’<sup>5</sup> floodplains and intense rainstorms over a small area that cause localized flash-flooding and flooding in the tributaries to the major rivers. Both kinds of events can be worsened by the build-up of ice or debris, which can contribute to the failure of important infrastructure (such as culverts, bridges, and dams).

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(2)(i), 201.6(c)(2)(ii), and 201.6(c)(2)(iii) for **Flash Flood/Flood/Fluvial Erosion**.

The worst flood disaster to hit the Town of Norwich, as well as the region and the State of Vermont, occurred on November 3, 1927. This event was caused by nearly 10 inches of heavy rain from the remnants of a tropical storm that fell on frozen ground. Eighty-four Vermonters, including the Lieutenant Governor, were killed. The flooding in the Connecticut River valley was particularly violent, with an estimated 136,000 cubic feet/second (cfs) flow in the Connecticut River at West Lebanon, New Hampshire. Like many towns in the region, the Town of Norwich received heavy precipitation, seeing roughly 6-7 inches of rainfall over the storm period.

A more recent flooding event that devastated the region and the state was the result of Tropical Storm Irene, which occurred on August 28, 2011. Record flooding was reported across the state and was responsible for several deaths, as well as hundreds of millions of dollars of home, road, and infrastructure damage. Due to the strong winds, 50,000 Vermont residents were initially without power, and many did not have electricity restored to their homes and businesses for over a week. Despite the damage wrought, the flooding caused by Tropical Storm Irene is considered to be the second greatest natural disaster in 20<sup>th</sup> and 21<sup>st</sup> century Vermont, second only to the Flood of 1927.

The Town of Norwich suffered major damage to property and infrastructure during Tropical Storm Irene, although no lives were lost. It is estimated that Tropical Storm Irene dropped 4-6 inches of rain over the Town of Norwich in a very short span of time with local reports of 9 inches, moderate precipitation totals when compared to Windsor County as a whole (which averaged 4-7 inches over its land area). Norwich, like many of the towns in Windsor County bordering the Connecticut River and state of New Hampshire, saw lower precipitation totals than did numerous towns in the interior of the county. The flooding that occurred as a result of Tropical Storm Irene is considered to be greater than a 1% flood event, and was likely closer to a 0.2% flood.

During Tropical Storm Irene, the Town suffered moderate damage, which was largely confined to roadways and infrastructure. Many of Norwich’s roads and bridges were damaged by the storm, including parts of: Bragg Hill Road, Mitchell Brook Road, Tigertown Road, Cossingham Road, Hickory Ridge, Hawk Pine Road, Colton Drive, Chapel Hill North, and Bridges 32, 39, 40 and 41. Additionally, clean-up projects occurred in a number of other areas across the Town. With respect to damage to

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<sup>5</sup> Connecticut River and Ompompanoosuc River

property, Saint Francis of Assisi Catholic Church and a few other properties experienced some minor flooding issues. The county-wide damage for Windsor County totaled over \$32.5 million. The damage in Norwich exceeded \$1.2 million. Following the flood damage, the State of Vermont and FEMA have been coordinating on the home buy-out process across the state. Norwich was spared property losses that warrant buy-outs in the wake of the storm.

Unfortunately, flooding is very common across the region, with many events impacting the Town of Norwich specifically. Flooding is one of the worst threats to Norwich’s residents and infrastructure, owing to the prevalence of rivers, streams, and brooks throughout the Town. The following list indicates the history of occurrence with regard to this hazard in Windsor County (given the small population of Norwich, town-specific data is limited); an asterisk “\*” denotes the few instances in which town-specific data is available, and federal disaster numbers are listed where appropriate.

**History of Occurrences:**

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Extent</b>
08/28/2013	Flash Flood	Windsor County	Severe thunderstorms with heavy rainfall hit the region, resulting in isolated flash flooding. Portions of Routes 4 and 5 in nearby White River Junction were flooded with two feet of water.
06/25/2013-07/11/2013 (DR-4140)	Severe Storms & Flooding	Windsor County	Severe storms over this period caused flooding in places, property damage, intermittent power losses, etc. Two to three inches fell in Windsor County on 7/2 alone, flooding many roadways. No major damage in Norwich.
08/28/2011-08/29/2011 (DR-4022)*	Flood, Tropical Storm Irene	Norwich, Windsor County	Tropical Storm Irene brought winds in excess of 60 mph in places and heavy rains to the state, causing significant flooding in places. Homes, businesses and roads were flooded throughout Windsor County along the Ottauquechee River. Norwich was recorded as having 4-6” of rainfall over the course of the storm in a matter of hours. A total of \$32.5m in damage was reported for Windsor County. \$1,234,340.21 for Norwich from FEMA’s Public Assistance database (captures at least 70% of total damage).
04/27/2011	Flood	Windsor County	High temperatures, snowmelt and rainfall combined to produce significant flooding in places throughout the region.
08/07/2008*	Flash Flood	Norwich, Windsor County	Heavy rains combined with previously saturated soils resulted in scattered flash flooding, washing out several driveway culverts.
07/21/2008-08/12/2008 (DR-1790)*	Severe Storms & Flooding	Norwich, Windsor County	Severe storms and flooding hit Windsor County and other parts of Vermont, leaving damage in their wake. Storms on 8/6 caused over \$100k in damage alone in Windsor County. Scattered flash flooding occurred in West Norwich.
07/09/2007-07/11/2007 (DR-1715)	Severe Storms & Flooding	Windsor County	Severe storms and flooding struck a number of counties in Vermont, including Windsor.
04/15/2007-04/21/2007 (DR-1698)	Severe Storms & Flooding	Windsor County	Severe storms and flooding hit Windsor and other counties throughout Vermont.
05/14/2006	Flood	Windsor County	Strong storms brought 3-6” of rainfall to Windsor County, causing flooding and minor washouts on several roads. \$25k in damages reported throughout the county.
10/07/2005-10/09/2005	Heavy Rain	Windsor County	Heavy rains reached over 6” in portions of Windsor County, causing flooding, mudslides, and clogged culverts in places

Date	Event	Location	Extent
07/21/2003-08/18/2003 (DR-1488)	Severe Storms & Flooding	Windsor County	Severe storms and flooding his Windsor County and other portions of the state, causing damage.
04/13/2002-04/14/2002	Flood	Windsor County	A combination of snowmelt and rainfall of 1-3" across the area caused flooding in areas. \$50k in damage reported throughout the county.
12/17/2000-12/18/2000	Flash Flood	Windsor County	Small streams overflowed their banks, causing some road and low-land flooding. \$5k in damage reported throughout Windsor County.
07/31/2000	Flash Flood	Windsor County	A strong storm brought heavy rainfall to the region, causing many smaller rivers to reach or exceed bankfull conditions. \$10k in damage reported in Windsor County.
07/14/2000-07/18/2000 (DR-1336)	Flash Flood	Windsor County	Strong showers and thunderstorms across the state resulted in especially heavy rainfall. \$500k in reported damage throughout the county
04/04/2000	Flash Flood	Windsor County	Mild temperatures and steady rains resulted in melting mountain snows, which led to many rivers and streams rising up bankfull or above and some flooding in areas. \$5k in damage reported in Windsor County.
03/28/2000	Flash Flood	Windsor County	Steady rain and melting snow resulted in rising water levels on country rivers and streams. \$5k in damage reported in the county.
09/16/1999-09/21/1999 (DR-1307)	Tropical Storm	Windsor County	Tropical Storm Floyd brought heaving rains, high winds, and flooding to many counties in Vermont, including Windsor.
06/27/1997	Flash Flood	Windsor County	Heavy rains brought 3 to 6 inches of rainfall to northern portions of Windsor County, causing extensive flood damage. \$1m in damages were reported throughout the county.
01/19/1996-01/20/1996	Flood	Windsor County	Rainfall, strong winds, and above-normal temperatures precipitated snowmelt, leading to deadly flooding in places. Two fatalities were associated with the storm, and there were numerous power outages reported.
07/06/1973 (DR-397)	Severe Storms, Flooding, Landslides	Norwich, Windsor County	Extensive rains fell on already soaked watersheds, including the Ottauquechee. Recorded data of select Windsor County towns shows that many experienced between 5-9" of rainfall over the course of the storm, forcing evacuations. Rivers and streams throughout the town reached or breached bankfull conditions, causing widespread damage.
11/03/1927-11/04/1927*	Flood	Norwich, Windsor County	The greatest recorded flood disaster in Vermont history devastated the state, losing countless homes, 1,285 bridges, hundreds of miles or roadways and railway tracks, and taking a total of 84 lives, including then-Lt. Gov. S. Hollister Jackson. Rain totals over the 3rd and 4th reached 6-7" in Norwich.

The Town has flood hazard regulations that are integrated into the Norwich's Zoning Bylaws, which are currently being updated and are scheduled to be adopted in late 2014. The Town's Flood Hazard Overlay (FHO) district restricts development in flood-prone areas within the designated FHO overlay district, in part to minimize and prevent the loss of life and property resulting from flood events.

There are 52 residential (50 residential, and 2 mobile homes) and 3 commercial/industrial/public structures in the 0.2% floodplain, which would equal \$11,847,700 if all properties were damaged/destroyed in a severe flooding event. There are no critical facilities currently sited in the Town's floodplain.

Across Vermont, most child and elder care facilities are not registered with the State. Most child day care is likely to be private in-home care in Norwich, but there are also six licensed childcare facilities. There are no elder care facilities in the Town of Norwich. Finally, low income housing is not registered with the State, and currently there are no mobile home parks located in Norwich that are registered with the State.

Recent studies have shown that the majority of flooding in Vermont is occurring along upland streams, as well as along road drainage systems that fail to convey the amount of water they are receiving. These areas may not be recognized as being flood prone, and property owners in these unmapped areas are not required to have flood insurance (DHCA, 1998). While small, mountainous streams may not be mapped by FEMA in NFIP FIRMs (Flood Insurance Rate Maps), flooding along these streams is possible, and should be expected and planned for. Flash flooding in these reaches can be extremely erosive, causing damage to road infrastructure and to topographic features including stream beds and the sides of hills and mountains. The presence of undersized or blocked culverts can lead to further erosion and stream bank/mountainside undercutting. Furthermore, precipitation trend analysis suggests that intense, local storms are occurring more frequently. There are 14 single-family homes located in Norwich’s fluvial erosion hazard zone.

Norwich maintains an up-to-date list of culverts and culvert condition, and has engaged in culvert upgrading since before the 2011 Norwich Annex was drafted. The process of upgrading culverts happens routinely, and the latest culvert inventory was completed in 2013 with assistance from Two Rivers-Ottawaquechee Regional Commission.

There are two home-addition projects in Norwich that are located in the Special Flood Hazard Area, one currently under construction and one currently being reviewed by the state floodplain management office. Due to their location in the Special Flood Hazard Area, both of these projects are or could be vulnerable to flooding. There are no repetitive loss properties in the Town of Norwich on FEMA’s NFIP list.

Hazard	Location	Vulnerability	Extent	Observed Impact	Likelihood/Probability
Flooding	Along the Connecticut River, southern section of Kendall Station Road and all of River Edge Lane. Low areas adjacent to Blood Brook.	Culverts, bridges, road infrastructure. There are 52 residential (45 single family dwellings, 4 multi-family dwellings, and 3 mobile homes) and 3 commercial/industrial/public structures in the 0.2% floodplain.	Tropical Storm Irene- 4-7” across the county (4-6” in Norwich).	From TS Irene: \$1,234,340.21 for Norwich from FEMA’s Public Assistance database (captures at least 70% of total damage).	Highly Likely

## 2. Structure Fire

Vermont has one of the highest per capita death rates from fire in the nation. This is, in fact, the deadliest form of disaster throughout the state. In 2010, there were 1,956 reported structural fires in the state, which included 5 fatalities and over \$18 million dollars in damage. Although there have been requirements for smoke detectors in rental housing for over 20 years, and requirements for smoke detectors in single-family dwellings since 1994, there was only one building involved in the fatal fires in 2000 that had evidence of working smoke alarms.

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(2)(i), 201.6(c)(2)(ii), and 201.6(c)(2)(iii) for **Structure Fire**.

Structure fires may occur at any point, and are typically initiated within a single fuel object. Smoke produced by the burning object forms a smoke plume and rises, creating a layer of smoke while also transporting heat to the smoke layer. Fire then spreads quickly by radiation from the flames, or from the smoke layer. Once other objects are engulfed, more smoke plumes are formed and heat radiates to other objects. Fire burns and moves across different materials depending on the material's composition, orientation, surface-to-mass ratio, and air supply in the structure/room.

The majority of the Town of Norwich's growth is centered in the village area that extends out from Route 5 along the Connecticut River Valley, skirting along Interstate 91. The Town is typified by a number of old wooden and brick town buildings, residences, and a number of commercial spaces, including the popular Norwich Inn. A review of the fires listed in the "History of Occurrences" chart below demonstrates the potential for structures located in the rural Town of Norwich to be completely or severely destroyed by fire.

The following occurrences were reported by the Committee or obtained from local sources. It is reasonable to assume that more structural fires have occurred in the period of time between the entries listed below, and that such fires have caused varying extents of property damage.

### History of Occurrences:

Date	Event	Location	Extent
03/05/2014	House Fire	New Boston Road	Estimated damage/losses: \$240,000. Home completely destroyed.
08/07/2013	Fire at Norwich Water Pump Station	Route 5 North	The investigation showed the cause of this fire to be undetermined. The building damage and contents estimated of \$500,000.00. There were no reported injuries as a result of this fire.
05/24/2013	Building Fire	Hemlock Road	Estimated damage/losses: \$10,500
09/13/2012	Building Fire	Falcon Lane	Estimated damage/losses: \$120,000
05/29/2012	Building Fire	Route 132	Estimated damage/losses: \$45,000
02/28/2011	Building Fire	Hickory Ridge	Estimated damage/losses: \$11,000
12/20/2010	Building Fire	Turnpike Road	Estimated damage/losses: \$30,000
08/10/2010	Building Fire	Elm Street	Estimated damage/losses: \$25,000
03/06/2010	Building Fire	Blood Hill Road	Estimated damage/losses: \$40,000
06/16/2009	Building Fire	Carpenter Street	Estimated damage/losses: \$500

As noted, recognized fire protection problems for the community include the following: development in areas distant from the village center of the Town, development on class 3 and 4 roads, distance from water sources (rivers, hydrants and/or fire ponds), inaccessibility to fires that may spread from more forested areas, and inadequate snow removal (for building access). Scouting for additional rural locations for new hydrants in Norwich is an on-going process, and the Town installed one new dry hydrant within town limits in the past year (on Beaver Meadow Road in the autumn of 2013). There are additional areas that could potentially be utilized to this end, and a comprehensive survey may prove an effective means of determining if and where more sites are needed.

Hazard	Location	Vulnerability	Extent	Observed Impact	Likelihood/Probability
Structure Fire	Town-wide	All housing, municipal buildings, retail/commercial sites.	Depends on the location and extent of the fire.	Varies depending on the location and extent of the fire.	Highly Likely

### 3. Water Supply Contamination

The majority of towns and individuals in Vermont use groundwater as their primary source of water. While groundwater is more protected from contamination than surface water and is generally of a high quality, groundwater is still at risk of contamination from a number of point and non-point sources, as a result of microbial, organic, inorganic, and radioactive contaminants, or pesticides and herbicides. Sources of surface contamination located directly above the aquifer may leach through the soil and into the groundwater, or groundwater contamination from another distant source may migrate, and, consequently, contaminate a town or individual's water supply.

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(2)(i), 201.6(c)(2)(ii), and 201.6(c)(2)(iii) for **Water Supply Contamination**.

The migration of contaminants is made more complex because the patterns of groundwater movement, and their relationship to surface water movement, are not completely understood. This creates the potential for groundwater supplies to become contaminated from discrete and unknown sources. It is important to protect groundwater supplies from contamination to the greatest extent possible, because, once contaminated, it is difficult and expensive to clean them to the point where they are again suitable for drinking water.

The following data was retrieved from the Vermont Department of Environmental Conservation's Spill List. It includes some data copied from the Hazard Materials Spill section of this Plan discussed later because the spilling of any hazardous materials also has the potential to contaminate the water supply for the Town of Norwich.

**History of Occurrences:**

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Extent</b>
09/02/2010	Unspecified Spill	Ompompanoosuc River	Sheens were seen on the river. FD Chief investigated, but the sheens dissipated before the source of contamination could be identified.
04/15/2008-04/16/2008	Oil Spill	Marion Cross School	Oily water was being pumped from the school basement, discharging in range of a nearby stream. FD responded, shutting down the pump and disconnecting the water heater. On 4/16, 2 gallons of oil were found on the groundwater due to sump pump failure. Drums tipped over in the boiler room when water levels rose.
09/13/2006	Unspecified Spill	Route 5	A private resident was concerned her well was contaminated. Water was sampled and ultimately found to contain no high levels of toxic/hazardous substances.
05/17/2004	Oil Spill	Route 5	Oil was reported in the sump at a private residence. A water supply sample was taken. Months later, the soil persisted in the sump, being pumped onto the lawn though the source of the oil was not identified.
03/08/2002	Unspecified Spill	Route 5	Norwich Water Department had an overflow shutoff failure, resulting in a 197 gallon spill. Some contaminants went to the floor drain and outside.

Norwich has a public community water system, operated by the Norwich Fire District #1, which provides potable water to approximately 310 homes and 20 commercial businesses throughout the Town. Residents and businesses not hooked-up to the community water system may be reliant on private water wells. The system that is in place is a closed well system that is permitted to operate is for 252,000 gallons per day at rate of 350 gallons a minute for 12 hours a day. Historically, while there have been threats to the Town’s water supplies, there have not yet been any actual contamination incidents that have severely impacted the municipal water supply. Any threats that do exist are typically man-made in nature. Due to the water system being a high-pressure system, the overriding belief is that there is less likelihood of malicious tampering with the water system.

Norwich Fire District #1’s Source Protection Plan identifies potential sources of contamination for the Town’s water supply, denotes actions that have been taken to minimize the risk of groundwater contamination, and creates a Source Protection Area. This Area operates similar to a zoning district overlay, and prohibits certain activities that may contaminate the wellhead area, such as using herbicides. Property owners located in the Norwich Fire District #1 vicinity are informed of that fact, and offered assistance in the ways they can help minimize contamination into the groundwater supply. The list of hazardous materials spills, particularly on or near Route 5 and Interstate 91, demonstrates the threat of contamination facing the Town’s municipal supplies. These transportation corridors, along with railways, are amongst the main threats noted within the Source Protection Plan, along with residential septic tanks and the Connecticut River (given the latter provides 80 to 90% of the recharge for the Town’s water system).

Private well contamination also threatens those residents and business owners who are not located in the area served by the public water supply system, and maintain their own well for drinking water. As private wells are not required to develop a Source Protection Plan or Source Protection Area, the

activities nearby a property owner’s well are not necessarily regulated. While an individual property owner may only be affected by his or her well being contaminated by a small contamination source, a hazardous material spill may impact multiple wells. The list of hazardous material spills in the Town of Norwich demonstrates the ease with which private wells could be contaminated, even with a few gallons of hazardous material.

It is important to note that groundwater supplies can also become contaminated by bacteria from a number of sources. These sources may include: a poorly designed leach field, a ruptured septic tank, or over-application or improper storage of manure or fertilizer.

Hazard	Location	Vulnerability	Extent	Anticipated/Potential Impact	Likelihood/Probability
Water Supply Contamination	Private homes and businesses located throughout the Town of Norwich.	Approximately 310 homes and 20 commercial businesses connected to the Norwich Fire District #1 system.	Depends on the amount of and location of the source of contamination — may impact one individual’s well or the public water supply.	For individual homeowners who experience a heating oil spill, and the groundwater becomes contaminated: \$90,000 (according to the Massachusetts Dept. Environmental Protection). For the public water supply, it would depend on the type and extent of contamination. (To clean a very small water system of MTBE (a gasoline additive) over a 10 year period are estimated at \$500,000-\$1,000,000.) A new supply may also be sought (\$3/1000 gallons in small system and community wants a 65,000 gallon capacity) = \$195,000. The costs of medical treatment are not factored in here, but could be substantial.	Occasionally

#### 4. Hazardous Material Spill

Based on available VT Tier II data, there are no sites in town that have sufficient types and/or quantities of hazardous materials to require reporting. Norwich is predominantly located along Route 5, running parallel to the Connecticut River. Further, Interstate 91 and an active rail line also run parallel to Route 5 and the river along the eastern edge of the Town. There are a total of 23 Tier II Critical Facilities in the Town, with no hazardous material storage facilities. There are 636 residential (600 single family dwellings, 45 multi-family dwellings, 17 mobile homes, and one other residential property) and 63 commercial, industrial or public buildings within 1,000 feet of a potential HAZMAT spill on major roads, such as Route 5 and Interstate 91. This includes the Town Office, the Fire Department, the Police Station, and Marion Cross Elementary School. In the event that 5% of these structures were involved in a HAZMAT incident, the estimated damage would be approximately \$16,000,000, using figures from the Vermont Department of Taxes. It should also be noted that the State of Vermont currently has a FEMA Type I HAZMAT Team with 27 members and with the three HAZMAT Response Vehicles, broad range of

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(2)(i), 201.6(c)(2)(ii), and 201.6(c)(2)(iii) for **Hazardous Materials Spill**.

instruments and chemical protective suits and highly trained and experienced technicians. The State's HAZMAT team is requested through Vermont Emergency Management. The vehicles are located in Essex, Putney and Pittsford. The HAZMAT crew chief is available within minutes of a call for the team, but on-scene response could be a matter of hours. In the event of a serious incident in Town, the Norwich Fire Department, with assistance from the mutual aid system and other agencies, would respond.

The following data was retrieved from the Vermont Department of Environmental Conservation's Spill List and by searching the archives of local newspapers. The table above is used to illustrate the ease with which trucks, trains and the day-to-day activities in the Town have the potential to create a hazardous material spill and dangerous conditions for emergency responders and town residents.

**History of Occurrences:**

Date	Event	Location	Extent
11/12/2013	Diesel Spill	I-91 NW (near MM73) <sup>6</sup>	A tractor trailer accident on I-91 led to ruptured saddle tanks that spilled 100-200 gallons of diesel in the shoulder/against the ledge. Contaminated soils were excavated from the shoulder and replaced with clean brown sand, per VTrans, before being graded and secured.
02/13/2013	Chromium Contamination	New Boston Road	Elevated chromium levels were found in a phase II evaluation in soil borings at 21 feet below ground surface where the Norwich Communication Tower was installed. Determined soils may need to be managed.
02/06/2004	Diesel Spill	Church Street	A 20 gallon diesel spill occurred at the Agway Bulk Plant due to a piping leak.
12/16/2005	Diesel Spill	Turnpike Road	A vehicle accident on Turnpike Road led to a 10 gallon diesel spill, which Norwich FD responded to.
09/01/2005	Diesel Spill	I-91 (Exit 3)	A backhoe overturned, spilling 50 gallons of diesel. Contained the spill with SpeediDri.
08/29/2002	Fuel Oil Spill	Route 132	20 gallons of fuel oil spilled at a private residence, which was cleaned up with sand by the fire department before being disposed of in 5 drums.
03/08/2002	Unspecified Spill	Route 5	Norwich Water Department had an overflow shutoff failure, resulting in a 197 gallon spill. Some contaminants went to floor drain and outside.
09/11/1998	Diesel Spill	Butternut Lane	An AST was punctured, leaking 200 gallons of diesel. Required excavation and polywrapping of soil.
05/22/1997	Unspecified Spill	Route 5	An excavator hose failure at the Farrell Gravel Pit led to a 25 gallon spill of an unspecified substance.
01/29/1997	Unspecified Spill	Route 12	200 gallons of an unspecified substance spilled during a transfer at the Agway Facility. Presumably gas/diesel.
01/07/1997	Diesel Spill	Route 5	A saddle tank at the Agway Bulk Facility leaked overnight, causing a 100 gallon diesel spill. Soil had to be excavated and shipped off-site.
09/06/1995	Unspecified Spill	Hawk Pine	An AST leak in a private residence's basement led to a 40 gallon spill.
04/22/1992	Waste Oil Spill	L H Cook Inc.	440 gallons of waste oil was illegal dumped at L H Cook Inc.

<sup>6</sup> In Hartford.

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Extent</b>
10/13/1990	Kerosene Spill	Beaver Meadow Road	A kerosene tank tipped over after being delivered, leading to a 100 gallon spill.
04/13/1989	Unspecified Spill	Elm Street	A tank was accidentally overfilled, leading to a 200 gallon spill of an unspecified substance.
06/13/1983	Road Oil Spill	Cossingham Property	Town Selectmen approved road oiling, but the process ultimately led to a 300 gallon accidental spill of oil.
08/25/1980	Asbestos Spill	I-91	A truck accident led to a 1 cubic yard asbestos spill on the highway, which was cleaned by the Highway Dept.
01/20/1976	Unspecified Spill	Johnson & Dix	A valve on a tank froze in the open position during winter, causing a 50 gallon spill of the substance it contained.

While fewer than half of the spills recorded in Norwich have consisted of hundreds of gallons of hazardous materials, the potential for a major spill exists. Route 5 and Interstate 91 pose constant threats to the Town and Village of Norwich due to the volume of traffic they see, particularly during rush-hour. These routes serve as the main thoroughfares for trucks and other motor vehicles transporting a wide-range of goods, including a vast array of hazardous materials, within the vicinity of Norwich. A truck accident and a resulting hazardous material spill could be exceedingly disastrous for the Town and its residents. The majority of Routes 5 and Interstate 91 in the Town and Village of Norwich are built very close to the Town's rivers and streams, namely the Connecticut Rivers, which could create additional water contamination issues, were a hazardous material spill to occur along either of these major routes.

In order to prepare for hazardous material spills in Norwich, FAST Squad members are trained at a minimum to the HAZMAT Awareness level and firefighters are trained to both the HAZMAT Operations and Decon levels. The Police Department and the Public Works Department are also trained, at a minimum, to the HAZMAT Awareness level. There is one employee of Marion Cross School that is trained to HAZMAT Awareness level.

Hazard	Location	Vulnerability	Extent	Impact	Likelihood/Probability
Hazardous Material Spill	Route 5 and Interstate 91 running along the Connecticut River and the Ompompanoosuc River.	Road and rail infrastructure, nearby structures (ex. Town Office or fire department if fuel tank struck), Connecticut River, and Ompompanoosuc River.	Initially, local impacts only; but depending on material spilled, extent of damage may spread (ex. into groundwater)	Within 1,000 feet of Route 5, Interstate 91 and other Class 2 roads, 636 residential (600 single family dwellings, 45 multi-family dwellings, 17 mobile homes, and one other residential property) and 63 commercial, industrial or public buildings. In the event that 5% of these structures were involved in a HAZMAT incident, the estimated damage would be approximately \$16,000,000.	Likely

### 5. Severe Weather

More common than hurricanes or tropical storms are severe thunderstorms (usually in the summer), which can cause flooding as noted above, and are often associated with lightning, high winds, hail and tornadoes. Hailstorms have occurred in Vermont, usually during the summer months. While local in nature, these storms are especially significant to area farmers, who can lose entire fields of crops in a single hailstorm. Large hail is also capable of property damage. Three hundred eighty-two hail events were recorded between 1950 and 2008 in the state, making hail a regular annual occurrence in at least some part of the state. Most of these events had hail measuring 0.75 inches, but some had hail at least 1.5 inches in size. The largest hail during the period was 3-inch hail that fell in Chittenden County in 1968 (NCDC). Tennis ball-sized hail was reported in the town of Chittenden during a storm in the summer of 2001. Thunderstorms can generate high winds, such as hit the region on July 6, 1999, downing hundreds of large trees in a few minutes.

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(2)(i), 201.6(c)(2)(ii), and 201.6(c)(2)(iii) for **Severe Weather (Thunderstorm, Lightning, High Winds, Hail, Flooding)**.

In Norwich, severe weather is quite common, typically in the late spring and summer months when the region experiences high temperatures. Severe thunderstorms tend to bring other hazards, such as high winds, hail, and lightning, and flooding. These hazards are often experienced in combinations that create many unique weather and emergency management situations. Over the years, Norwich has been hit with high winds that have downed and uprooted numerous trees, and knocked out electricity to residents in the Town. Town-specific wind data could not be found, but the “Remarks” section of NCDC Database helps to illuminate the impact strong winds can have on the Town of Norwich. Sizeable hail has also accompanied storms moving through the Town and region.

The following list indicates the history of occurrence with regard to this hazard in Windsor County (given that small population of Norwich, town-specific data is limited); an asterisk “\*” denotes the few

instances in which town-specific data is available, and federal disaster numbers are listed when appropriate. In an attempt to capture the individual hazards that may arise, and the different circumstances caused by the hazards in concert, the separate hazards are documented in the table below.

**History of Occurrences:**

Severe Weather Date	Event					Location	Extent
	Thunderstorm / severe storm	Flooding	Hail	High Winds	Lightning		
09/11/2013	✓		✓	✓		Norwich; County-wide	Severe thunderstorms, hail, and winds of up to 50 kts hit the county. Several trees were downed on I-91 between MMS 62 and 73.
06/25/2013-07/11/2013 (DR-4140)	✓	✓		✓		Norwich; County-wide	Severe storms caused flooding, property damage, intermittent power losses, etc. Two to three inches of rain fell within two hours in early July alone.
09/08/2012	✓			✓		County-wide	Severe thunderstorms and high winds hit the region, with winds reaching 50 kts. Branches and small trees were downed in many places, with \$10k in reported damage for the county.
07/17/2012	✓			✓		County-wide	Severe thunderstorms and high winds hit the region.
06/02/2013 *	✓		✓	✓			Widespread thunderstorms with pockets of damaging winds and large hail hit the region. Nearly 20,000 customers were without power. In Norwich, several trees were downed.
05/28/2012	✓		✓	✓		County-wide	A severe storm brought heavy rains, lightning, high wind, and hail to the region.

Severe Weather Date	Event					Location	Extent
	Thunderstorm / severe storm	Flooding	Hail	High Winds	Lightning		
08/28/2011-08/29/2011 (DR-4022)*	✓	✓		✓		Norwich; County-wide	Tropical Storm Irene brought winds in excess of 60 mph in places and heavy rains to the state, causing significant flooding in places. Homes, businesses and roads were flooded throughout Windsor County along the Ottauquechee River. Norwich was recorded as having between 4-6" of rainfall over the course of the storm, but escaped the high winds. The Connecticut River in West Lebanon, NH crested at 29.62 feet (4 <sup>th</sup> highest recorded height), though 5 feet below the record crest of 35.00 feet set in the Great Flood of 1927. A total of \$32.5m in damage was reported for Windsor County. \$1,234,340.21 for Norwich from FEMA's Public Assistance database (captures at least 70% of total damage).
08/21/2011	✓			✓		County-wide	Severe storms brought high winds and hail to the region. Microbursts of 70-90mph winds were recorded in neighboring Rutland County.
07/06/2011	✓			✓	✓	Norwich; County-wide	Severe storms, including high winds and lightning, hit the state. Over 15K Vermonters lost power during the storm.
06/09/2011	✓		✓	✓		County-wide	A cold front moved into the region, bringing scattered thunderstorms and reports of high winds up to 59mph and large hail.
05/31/2009	✓		✓	✓		County-wide	A strong cold front moved into the region, bringing 40-55mph winds in places along with heavy rains and reports of hail. Many fallen trees and power outages were recorded in the area.
05/09/2009	✓		✓	✓		County-wide	Severe storms and high winds hit the area. Reports of hail up to 1" diameter were made, and many trees were downed.
08/07/2008 (DR-1719)	✓	✓				County-wide	Heavy rainfall led to flash flooding throughout the region. \$25k in property damage was reported in the county.
07/21/2008-08/12/2008 (DR-1790)	✓	✓				County-wide	Severe storms and flooding hit Windsor County and other parts of Vermont, leaving damage in their wake. Storms on 8/6 caused over \$100k in damage alone in Windsor County.

Severe Weather Date	Event					Location	Extent
	Thunderstorm / severe storm	Flooding	Hail	High Winds	Lightning		
08/25/2007	✓		✓	✓		County-wide	Numerous thunderstorms produced widespread damaging winds and some large hail throughout the region, and caused \$75k in damage in Windsor County.
07/09/2007-07/11/2007 (DR-1715)	✓	✓				Norwich; County-wide	Severe storms and flooding struck a number of counties in Vermont, including Windsor. As much as 3" of rain fell within two hours in some areas, washing out roads and causing flash flooding.
06/27/2007	✓			✓		County-wide	Severe storms and high winds struck the area, taking down trees and power lines in many places.
04/15/2007-04/21/2007 (DR-1698)	✓	✓				County-wide	Severe storms and flooding hit Windsor and other counties throughout Vermont.
05/14/2006	✓	✓				Norwich; County-wide	Strong storms brought 3-6" of rainfall to Windsor County, causing flooding and minor washouts on several roads.
06/09/2004	✓		✓	✓		Norwich; County-wide	Thunderstorms, damaging winds, and large hail struck the area. In many places, trees and power lines blew down. Widespread power outages were reported.
07/21/2003-08/18/2003 (DR-1488)	✓	✓			✓	County-wide	Severe storms with lightning and flooding hit Windsor County and other portions of the state, causing damage. In Norwich, a lightning strike exploded a large tree, throwing branches about 100 ft. in all directions and causing \$5k in property damage.
07/14/2000-07/18/2000 (DR-1336)	✓	✓				County-wide	Strong showers and thunderstorms across the state resulted in especially heavy rainfall. \$500k in reported damage throughout the county.
09/16/1999-09/21/1999 (DR-1307)	✓	✓		✓		County-wide	Tropical Storm Floyd brought heaving rains, high winds, and flooding to many counties in Vermont, including Windsor.
06/27/1998	✓	✓				County-wide	Heavy rains brought 3 to 6 inches of rainfall to northern portions of Windsor County, causing extensive flood damage. \$1m in property damage was reported throughout the county.

Severe Weather Date	Event					Location	Extent
	Thunderstorm / severe storm	Flooding	Hail	High Winds	Lightning		
07/06/1973 (DR-397)*	✓	✓				Norwich; County-wide	Extensive rains fell on already soaked watersheds, including the Connecticut and Ompompanoosuc. Norwich was recorded to have had 5-9" of rainfall over the course of the storm, forcing evacuations. Rivers and streams throughout the town reached or breached bankfull conditions, causing widespread damage.
11/03/1927-11/04/1927 *	✓					Norwich; County-wide	The greatest recorded flood disaster in Vermont history devastated the state, losing countless homes, 1,285 bridges, hundreds of miles of roadways and railway tracks, and taking a total of 84 lives, including then-Lt. Gov. S. Hollister Jackson. Rain totals over the 3rd and 4th reached 6-7" in Norwich. The Connecticut River in West Lebanon, NH crested at its highest ever level of 35.00 feet during the storm.

The main hazard caused by severe weather throughout the Town is flooding. One of the more recent examples of the extent of flooding from severe storms is Tropical Storm Irene in late August 2011. Most damage that occurred during the storm was to roadways and infrastructure in the Town, including: Bragg Hill Road, Mitchell Brook Road, Tigertown Road, Cossingham Road, Hickory Ridge, Hawk Pine Road, Colton Drive, Chapel Hill North, and Bridges 32, 39, 40 and 41. Minor flooding damage was reported for a number of buildings in the village, including the St. Francis of Assisi Catholic Church on Beaver Meadow Road.

Most recently, the spring and early summer of 2013 brought numerous severe storms and flooding to much of the State of Vermont. These storms prompted a federal disaster declaration (DR-4140 VT), covering Orange, Washington and Windsor Counties. Multiple inches of rain fell within a matter of hours in early July. Luckily, the Town of Norwich did not suffer any major damage to road infrastructure.

With assistance from Two Rivers-Ottawaquechee Regional Commission, Norwich completed a full culvert inventory in 2013, which included geo-referenced culvert locations and information on the condition of each culvert. The Town maintains an up-to-date culvert inventory, and its work to upgrade culverts remains in progress. Additionally, Norwich's Planning Department is working to complete fluvial erosion hazard area regulations.

Hazard	Location	Vulnerability	Extent	Observed Impact	Likelihood/Probability
Severe Weather	Town-wide for wind, hail, high winds, lightning and thunderstorm impacts; for flooding:	Town and private buildings, utilities; culverts, bridges, road infrastructure	June/July 2013 storms damaged nearly 20% of the town's road, downed trees. TS Irene brought 4-6" of rain and caused over \$1,234,340.21 in damage (from FEMA's Public Assistance Database, capturing at least 70% of total damage).	Often minimal, but severe weather has the potential to cause significant damage.	Highly likely

**\*\*Note:** The main hazard caused by severe weather is typically flooding (though not always). In addition, flooding is often the most expensive hazard caused by severe weather. Therefore, the Extent and Impact categories for Severe Weather will reflect the data reported in the Flash Flood/Flood/Fluvial Erosion, as it represents the higher limits of damage caused by severe weather.

## **VI. Mitigation**

### **A. Mitigation Goals**

- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the natural hazard of flash flooding, flooding and fluvial erosion.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of structural fire.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of water supply contamination.
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the hazard of hazardous material spill(s).
- To reduce injury and losses, including loss of life and to infrastructure, structures and businesses, from the natural hazard of severe weather.

### **B. Excerpted Town Plan Goals & Objectives Supporting Local Hazard Mitigation**

- Protect the aquifers and groundwater that are the sources of Norwich's present and future drinking water supply (p. 2-4).
- Identify and map all public water supplies and known aquifers in Norwich (p. 2-4).
- Maintain provisions in Norwich's zoning and subdivision regulations to minimize the loss of wetlands to development (p. 2-4).
- Map larger blocks of contiguous forest land and potential travel corridors between those blocks in Norwich and neighboring towns (p. 2-4).
- Consider, as part of a long-term public town planning process, developing wastewater treatment for areas without adequate on-site, soil-based wastewater treatment capacity that are otherwise suitable for higher density development. Alternatives, subject of course to considerations of feasibility and cost-effectiveness, may include a new municipal system, connections to existing systems in neighboring towns, decentralized community systems, or use of new on-site treatment technologies (p. 2-5).
- Limit the rate of residential and commercial development to not exceed the capacity of existing and planned municipal infrastructure, facilities, and services (p. 4-10).
- Maintain roads and bridges in the most cost-effective manner (this may require increased maintenance at an earlier stage of deterioration) (p. 8-12).
- Update the pavement and bridge inventory on an annual basis (p. 8-12).
- Recommend residential sprinkler systems to all homeowners in the rural areas. Consider requiring them for new houses not readily accessible to emergency vehicles (p. 8-12).
- Prohibit the stockpiling of sand, gravel, soil, salt or similar materials in areas adjacent to public water supplies, identified aquifers and surface waters (p. 11-20).
- Protect public safety and private property from flood hazards by maintaining the natural functions of the town's floodplains and stream corridors (p. 11-21).

- Participate in and meet the requirements of the National Flood Insurance Program so that owners within floodplains are eligible for flood insurance (p. 11-21).
- Regulate development in order to prevent loss of life or property by prohibiting further significant development within identified floodways and floodplains (p. 11-21).
- Review any proposed development, alteration of the natural grade or loss of pervious ground cover within identified floodways and floodplains in order to prevent restrictions to the flow of floodwaters or reductions in the natural ability of the land to absorb floodwaters (p. 11-21).
- Complete geomorphic assessments on the town's streams and implement measures to minimize loss of life or property due to fluvial erosion (p. 11-21).

The Norwich Town Plan was updated and adopted on 12/14/2011, and has a 5 year lifespan.

### C. Hazard Mitigation Strategies: Programs, Projects & Activities

Vermont’s Division of Emergency Management & Homeland Security encourages a collaborative approach to achieving mitigation at the local level through partnerships with Vermont Agency of Natural Resources, VTrans, Vermont Agency of Commerce and Community Development, Regional Planning Commissions, FEMA Region 1 and others. That said, these agencies and organizations can work together to provide assistance and resources to towns interested in pursuing hazard mitigation projects.

This section of the Plan satisfies the requirements of 44 CFR 201.6(c)(3)(ii), 201.6(c)(3)(iii) and 201.6(c)(3)(iv).

With each mitigation strategy, general details about the following are provided: local leadership, possible resources, implementation tools, and prioritization. The prioritization category is based upon the economic impact of the action, Norwich’s need to address the issue, the cost of implementing the strategy, and the availability of potential funding. The cost of the strategy was evaluated in relation to its benefit as outlined in the STAPLEE guidelines (includes economic, political, environmental, technical, social, administrative, and legal criteria). A range of mitigation strategies was vetted by the committee, and those that were determined to be feasible are included in the table below.

Strategies given a “High” prioritization indicate they are either critical or potential funding is readily available, and should have a timeframe of implementation of less than two years. A “Medium” prioritization indicates that a strategy is less critical or the potential funding is not readily available, and has a timeframe for implementation of more than two years but less than four. A “Low” prioritization indicates that the timeframe for implementation of the action, given the action’s cost, availability of funding, and the community’s need to address the issue, is more than four years.

The Town of Norwich understands that, in order to apply for FEMA funding for mitigation projects, a project must meet more formal FEMA benefit cost criteria, and a project seeking FEMA funds would undergo a full benefit-cost assessment in the FEMA-approved format. The Town must have a FEMA-approved Hazard Mitigation Plan as well.

The following strategies will be incorporated into the Town of Norwich’s long-term land use and development planning documents. In addition, the Town will review and incorporate elements of this Local Hazard Mitigation Plan into updates for the municipal plan, zoning regulations, and flood hazard/fluvial erosion hazards (FEH) bylaws. The incorporation of the goals and strategies listed in the Local Hazard Mitigation Plan into the municipal plan, zoning regulations and flood hazard/FEH bylaws will also be considered after declared or local disasters. The Town shall also consider reviewing any future TRORC planning documents for ideas on future mitigation projects and hazard areas.

<b>Hazard(s) Mitigated</b>	<b>Mitigation or Preparedness Actions</b>	<b>Local Leadership</b>	<b>Prioritization (Mitigation Project Status)</b>	<b>Possible Resources</b>	<b>Time Frame</b>
All Hazards	<i>Ensure that Norwich's Local Emergency Operations Plan (LEOP) is kept up-to-date and identifies vulnerable areas and references this Plan. (Preparedness)</i>	Emergency Management Director	High	Local resources; TRORC; Vermont Division of Emergency Management and Homeland Security	1 year from date of Plan Approval
	<i>Consistently document infrastructure damage after weather events.(Mitigation and Preparedness)</i>	Public Works Director/DPW	High (new)	Local resources; Vermont Division of Emergency Management and Homeland Security and FEMA (after a disaster)	As needed
	<i>Research and establish a system to alert residents of emergencies.(Preparedness)</i>	Emergency Management Deputy Director	High	Vermont Division of Emergency Management and Homeland Security; VT Alert; Code Red	1 year from date of Plan Approval
Flash Flood/ Flood/ Fluvial Erosion// Severe Weather	<i>Develop a program to maintain and update town bridge and culvert inventories. Regularly inspect and maintain town bridges and culverts; and develop a schedule to replace undersized culverts. (Mitigation)</i>	Public Works Director/DPW	High (1 <sup>st</sup> priority of 5 natural hazard mitigation actions in 2011 Plan)	Local resources; TRORC; VTrans	Annually /As needed
	<i>Adopt fluvial erosion hazard (FEH)/river corridor regulations which will incorporate VT ANR's river corridor maps. (Mitigation)</i>	Planning Director; Planning Commission; Selectboard	High (3 <sup>rd</sup> priority of 5 natural hazard mitigation actions in 2011 Plan)	Local resources (Planning Dept.); Vermont Agency of Natural Resources (ANR)	6 months-1 year from date of Plan Approval
	<i>Identify areas of fluvial erosion that could benefit from river/stream corridor plantings on both public and private property. (Mitigation)</i>	Conservation Commission; Planning Dept.; DPW	Medium (new)	Local resources; VT ANR's Rivers Program	2-4 years1 year from date of Plan Approval

Hazard(s) Mitigated	Mitigation or Preparedness Actions	Local Leadership	Prioritization (Mitigation Project Status)	Possible Resources	Time Frame
Flash Flood/ Flood/ Fluvial Erosion// Severe Weather	<p>Complete the following culverts projects:</p> <ul style="list-style-type: none"> <li>• Replace 3 wooden bridges on Tigertown Road with 60" HDPE culverts.</li> <li>• Replace one undersized steel culvert on Bragg Hill with a new precast concrete box culvert: 5' x 10' x 52'.</li> <li>• Replace an old cement box-type culvert on Route 132 with a 117" x 79" metal pipe arch with concrete headwalls.</li> <li>▪ Replace a wooden bridge on Olcott Road with a 60" HDPE culvert.</li> <li>• Replace an undersized culvert on Four Wheel Drive with a new 24" HDPE culvert. (Mitigation)</li> </ul>	Department of Public Works	Medium-High (new)	Local resources; TRORC; state grants (Better Backroads; etc.); HMGP and PDM-C grants	1-4 years from date of Plan Approval
Severe Weather (high wind)	<p>Develop a program to clear and maintain town road rights-of-way, and work with local utilities to request that utility corridors are cleared and maintained, as needed. (Mitigation)</p>	Norwich Department of Public Works	High (5 <sup>th</sup> priority of 5 natural hazard mitigation actions in 2011 Plan)	Local resources	1 year from date of Plan Approval
Structural Fire	<p>Ensure that fire department personnel maintain their Firefighter certifications. (Preparedness)</p>	Norwich Fire Department	Medium	Local resources; Vermont Fire Academy	As needed

<b>Hazard(s) Mitigated</b>	<b>Mitigation or Preparedness Actions</b>	<b>Local Leadership</b>	<b>Prioritization (Mitigation Project Status)</b>	<b>Possible Resources</b>	<b>Time Frame</b>
Structure Fire	<i>Complete a comprehensive survey of potential dry hydrant sites to determine the need for additional sites and potential location, and install dry hydrants. (Mitigation)</i>	Norwich Fire Department	Medium (4 <sup>th</sup> priority of 5 natural hazard mitigation actions in 2011 Plan)	Local resources; Vermont Rural Fire Protection Task Force	2-4 years from date of Plan Approval
	<i>Promote installation of sprinklers in new buildings. (Preparedness)</i>	Norwich Fire Department	High	Local resources; US Fire Administration; Vermont Division of Fire Safety	Yearly
	<i>Inspect public buildings for potential fire hazards and conduct a voluntary home inspection program. (Preparedness)</i>	Norwich Fire Department	Medium	Local resources; US Fire Administration; Vermont Division of Fire Safety	Yearly/ As needed
	<i>Conduct a public education program on fire prevention and disseminate information at the school and on the Town's listserv. (Mitigation)</i>	Norwich Fire Department	Medium (new)	Local resources; Vermont Division of Fire Safety	Yearly/ As needed
Water Supply Contamination	<i>Continue to maintain and update the Town's Source Protection Plan. (Mitigation)</i>	Water Operations Manager for the Norwich Fire District and Municipal Water Department; Planning Director	Medium-High (new)	Local resources; Dept. of Environmental Conservation's Drinking Water and Groundwater Protection Division	At least every 3 years
	<i>Install motion-detection equipment that is connected to dispatch to prevent/discourage intrusion at the reservoir. (Preparedness/Mitigation)</i>	Water Operations Manager	High (new)	Local resources	1 year from date of Plan Approval
	<i>Install an effective fire alarm system at the pump house that is connected to Hanover Dispatch. (Preparedness/Mitigation)</i>	Water Operations Manager	High (new)	Local resources	1 year from date of Plan Approval

<b>Hazard(s) Mitigated</b>	<b>Mitigation or Preparedness Actions</b>	<b>Local Leadership</b>	<b>Prioritization (Mitigation Project Status)</b>	<b>Possible Resources</b>	<b>Time Frame</b>
	<i>Install a sprinkler system or remotely monitored fire alarm system at the Norwich Fire District and Municipal Water Department's pump house. (Preparedness/Mitigation)</i>	Water Operations Manager	High (new)	Local resources	1 year from date of Plan Approval
	<i>Install a generator at the Norwich Fire District and Municipal Water Department's pump house. (Preparedness/Mitigation)</i>	Water Operations Manager	High (new)	Local resources; Hazard Mitigation Grant Program (HMGP)	1 year from date of Plan Approval
Hazardous Material Spill	<i>Ensure that all emergency response and management personnel continue to receive HAZMAT Operations training at a minimum. (Preparedness)</i>	Norwich Fire Department	High	Local resources; State HAZMAT Team	As needed
	<i>Continuously stock gear to help contain small spills when they occur (booms, absorbent materials, etc.). (Preparedness)</i>	Norwich Fire Department	Medium	Local resources	As needed
Hazardous Material Spill// Flash Flood/ Flood/ Fluvial Erosion// Severe Weather	<i>Use flood hazard maps to determine the need and plan for response in HAZMAT response in flood hazard areas. (Mitigation)</i>	Norwich Fire Department; Planning Department; Emergency Management Coordinator	Medium (new)	Local resources; TRORC	2-4 years from date of Plan Approval

**CERTIFICATE OF ADOPTION**

<<DATE>>

**TOWN OF Norwich, Vermont Selectboard**

**A RESOLUTION ADOPTING THE Norwich, Vermont 2015 Local Hazard Mitigation Plan**

WHEREAS, the Town of Norwich has historically experienced severe damage from natural hazards and it continues to be vulnerable to the effects of the hazards profiled in the **Norwich, Vermont 2015 Local Hazard Mitigation Plan (Plan)**, which result in loss of property and life, economic hardship, and threats to public health and safety; and

WHEREAS, the Town of Norwich has developed and received conditional approval from the Federal Emergency Management Agency (FEMA) for its **Norwich, Vermont 2015 Local Hazard Mitigation Plan** under the requirements of 44 CFR 201.6; and

WHEREAS, the **Plan** specifically addresses hazard mitigation strategies, and Plan maintenance procedures for the Town of Norwich; and

WHEREAS, the **Plan** recommends several hazard mitigation actions (projects) that will provide mitigation for specific natural hazards that impact the Town of Norwich with the effect of protecting people and property from loss associated with those hazards; and

WHEREAS, adoption of this **Plan** will make the Town of Norwich eligible for funding to alleviate the impacts of future hazards; now therefore be it

RESOLVED by Town of Norwich Selectboard:

1. The **Norwich, Vermont 2015 Local Hazard Mitigation Plan** is hereby adopted as an official plan of the Town of Norwich;
2. The respective officials identified in the mitigation action plan of the **Plan** are hereby directed to pursue implementation of the recommended actions assigned to them;
3. Future revisions and **Plan** maintenance required by 44 CFR 201.6 and FEMA are hereby adopted as part of this resolution for a period of five (5) years from the date of this resolution; and
4. An annual report on the process of the implementation elements of the Plan will be presented to the Selectboard by the Emergency Management Director or Coordinator.

IN WITNESS WHEREOF, the undersigned have affixed their signature and the corporate seal of the Town of Norwich this \_\_\_\_ day of \_\_\_\_\_ 201\_\_.

\_\_\_\_\_  
Selectboard Chair

\_\_\_\_\_  
Town Clerk

## Appendices

### Appendix A: Hazard Ranking Methodology

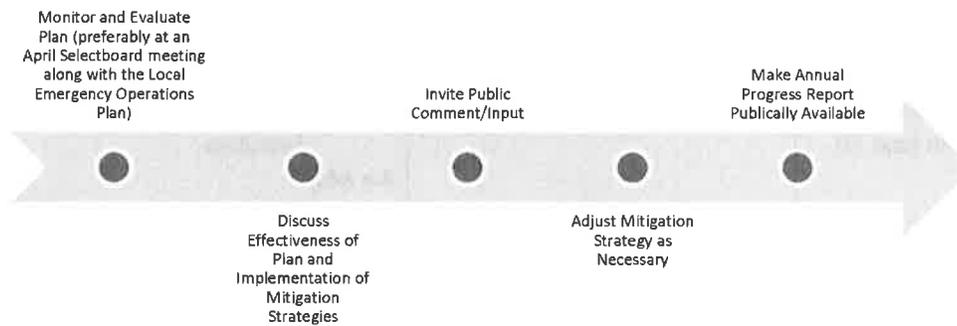
<u>Frequency of Occurrence</u> Probability	<u>Warning Time</u> Amount of time generally given to alert people to hazard	<u>Potential Impact</u> Severity and extent of damage and disruption
<p>1 = <i>Unlikely</i> &lt;1% probability of occurrence in the next 100 years</p> <p>2 = <i>Occasionally</i> 1–10% probability of occurrence per year, or at least one chance in next 100 years</p> <p>3 = <i>Likely</i> &gt;10% but &lt;100% probability per year, at least 1 chance in next 10 years</p> <p>4 = <i>Highly Likely</i> 100% probable in a year</p>	<p>1 = More than 12 hours</p> <p>2 = 6–12 hours</p> <p>3 = 3–6 hours</p> <p>4 = None–Minimal</p>	<p>1 = <i>Negligible</i> Isolated occurrences of minor property damage, minor disruption of critical facilities and infrastructure, and potential for minor injuries</p> <p>2 = <i>Minor</i> Isolated occurrences of moderate to severe property damage, brief disruption of critical facilities and infrastructure, and potential for injuries</p> <p>3 = <i>Moderate</i> Severe property damage on a neighborhood scale, temporary shutdown of critical facilities, and/or injuries or fatalities</p> <p>4 = <i>Major</i> Severe property damage on a metropolitan or regional scale, shutdown of critical facilities, and/or multiple injuries or fatalities</p>

## Appendix B: Five-Year Review and Maintenance Plan

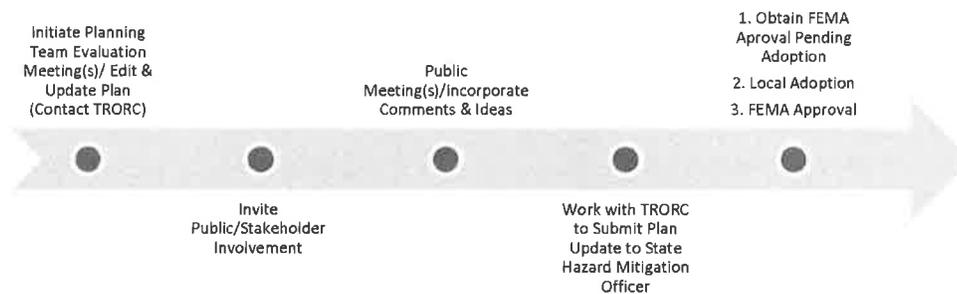
### Five-Year Local Hazard Mitigation Plan Review/Maintenance



#### After Plan Adoption—Annually Implement & Evaluate



#### Fifth Year, and After a Major or Federally Declared Disaster Directly Impacting the Town Evaluate & Revise



## **Attachments**

### **Attachment A: Map of the Town of Norwich**

#11

TARRANT, GILLIES & RICHARDSON

44 EAST STATE STREET  
POST OFFICE BOX 1440  
MONTPELIER, VT 05601-1440

GERALD R. TARRANT  
PAUL S. GILLIES  
DANIEL P. RICHARDSON

(802) 223-1112  
FAX: (802) 223-6225 April 29, 2015

HANNAH L. SMITH  
OF COUNSEL  
STEPHEN A. REYNES

To: Neil Fulton

From: Paul Gillies 

RE: Section 1236(4) and who votes to shift supervision

You ask for my view of the meaning of 24 V.S.A. § 1236(4). That subsection lists one of the duties of a Town Manager,

(4) To have charge and supervision of all public town buildings, repairs thereon, and repairs of buildings of the town school district upon requisition of the school directors; and all building done by the town or town school district, unless otherwise specially voted, shall be done under his or her charge and supervision.

You wonder if the words, “and all building done by the town or town school district, unless otherwise specifically voted,” refer to a vote of the Selectboard or the town voters. That question turns on another—do voters have authority to vote to turn the supervision of buildings to some other official or entity than a manager.

The statute is outdated, as it does not reflect the changes to the laws relating to school districts, which formerly were treated as departments of a town, with school houses frequently having been purchased with deeds placing the town, not the school district, as the owner of the lot and occasionally the school house built on that land. That is still the case in some towns. Current school law divides the power over infrastructure this way: the voters “[m]ay authorize the school board to enter into leases of real property for more than three years, to purchase buildings or sites for school purposes, to locate and erect schoolhouses, and to sell, or otherwise dispose of, schoolhouses or sites for same,” and the school board “[s]hall have the possession, care, control, and management of the property of the school district, subject to the authority vested in the electorate or any school district official.” The school board is also authorized to “keep the school buildings and grounds in good repair, suitably equipped, insured, and in safe and sanitary condition at all times.” 16 V.S.A. §§ 562(7) and 563(3) & (4).

Laws relating to the upkeep of buildings owned by a town are not as articulate. They do provide clear authority for the voters of the town at a regular or special town meeting to “vote to place the construction of a building to be erected for public purposes under the general supervision and control of a building committee.” 24 V.S.A. § 2803. In other words, the Selectboard’s authority is exclusively to appoint a committee, once the voters have decided the

question. In light of these laws, "unless otherwise specifically voted" means a town meeting vote, not one of the Selectboard. This reflects the way the law handles Town Managers. Unlike Town Administrators, the office of Town Manager is largely independent of the Selectboard, the powers of the office being delegated not by the Board but by the law, once the Town Manager system has been established by a vote of the town.

The "other entity," the building committee mentioned in section 2803, is a body appointed by the Selectboard. As with the Manager, the Selectboard is not empowered to go beyond an advisory role in the way the committee does its work. The committee would decide whom to hire to do the work; the Board would need to sign the contract, and could exercise some control during that process.

You also asked whether the appointment of a building committee applies only to one project or to all projects until the appointment is rescinded. The statute suggests the delegated authority is not a general grant of power over all buildings, but only one building at a time, unless the resolution creating the committee specified that the delegation applied to other known projects.

Thanks.

# Municipal Authority to Act is Controlled by the State

Vermont's constitution doesn't actually grant *any* power or legal authority directly to towns and cities.

Instead, municipalities receive *all* of their legal authority from the Vermont legislature. Towns are truly a subdivision of the state.



# Vermont is a Dillon's Rule State

In contrast to the powers of states – which are unlimited except for express state or federal constitution restrictions – municipalities only have the powers that are expressly granted to them by their state legislatures.

Under Dillon's Rule, one must assume that local government does NOT have the power in question.

If there's a question about a local government's power or authority, then the local government does NOT receive the benefit of the doubt.



# Selectboard Legal Authority

“We have consistently adhered to the so-called Dillon’s Rule that a municipality has only those powers and functions specifically authorized by the legislature, and such additional functions as may be incident, subordinate or necessary to the exercise thereof.”



— *Petition of Ball Mountain Dam Hydroelectric Project,*  
*154 Vt. 189 (1990)*

SPRING SELECTBOARD INSTITUTE MARCH 2015

# Dillion's Rule

Local governments have only three types of power:

1. Those granted in express words;
2. Those necessarily or fairly implied in or incident to the powers expressly granted; and
3. Those essential to the declared objects and purposes of the corporation.



VERMONT **GENERAL ASSEMBLY**

## **The Vermont Statutes Online**

### **Title 24 : Municipal And County Government**

#### **Chapter 077 : Construction; Condemnation**

##### **§ 2803. Building committee; vote of town or district**

A municipality may vote to place the construction of a building to be erected for public purposes under the general supervision and control of a building committee.

#13a

**Neil Fulton**

---

**From:** dwhubbard@valley.net  
**Sent:** Tuesday, June 30, 2015 12:39 PM  
**To:** Neil Fulton  
**Subject:** Permanent conserved easement: Wiggin & Norwich Farm / VTC

Neil,  
On behalf of the Conservation Commission, and after confirming with the Upper Valley Land Trust, I wish to confirm the easement on the Wiggin's property and the purchase of 350 +/- acres of the VTC property by the UVLT will permanently conserve these properties.

David H.  
Tel: 649-3882  
Cell: 802-296-1160

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

**Nancy Kramer**

---

**From:** Pmtdrt <pmtprt70@gmail.com>  
**Sent:** Wednesday, July 01, 2015 11:30 AM  
**To:** Nancy Kramer  
**Subject:** Turnpike Road Speed Limit

Hello,

Would the select board consider looking into whether it would be advisable to reduce the speed limit from 35 MPH to 25 MPH on a section of Turnpike Road? Specifically, the road curves and narrows considerably at its junction with Bramble Lane and then S curves abruptly about 200 yards further along. There is another curve and narrowing of the road and a blind hill about a mile further up the road (near the very big white pine tree). In addition, as the popularity of the Gile Mountain tower continues to grow, the volume of traffic increases and much of that is by tourists and other visitors who are unfamiliar with the road and how to navigate it when an oncoming car is met at one of its narrower points.

Thank you for considering my inquiry.

D. Rodman (Rod) Thomas  
16 Birch Hill Lane  
Norwich, VT  
649.5785  
[pmtprt70@gmail.com](mailto:pmtprt70@gmail.com)

#14b

VLCT

JUL 26 2005

RECEIVED

## CITY OF SOUTH BURLINGTON

### MANAGEMENT EVALUATION FOR THE CITY MANAGER

#### PURPOSE

A periodic evaluation process is critical to the ongoing effectiveness of City Council and City Manager relations. The process should focus on how effectively the Manager is accomplishing the duties delineated in the City Charter, as well as several key performance areas identified in the evaluation form. Ultimately, this process should provide City Council and the City Manager the opportunity to evaluate objectively the effectiveness of the Manager, and to identify areas of needed improvement in a constructive and thoughtful manner.

#### PROCESS

There are two written components of the evaluation process: 1) the Self-Evaluation Form to be completed by the City Manager, and 2) the Evaluation Form to be completed by each member of City Council and the City Manager. The Self-Evaluation Form offers the manager the opportunity to provide narrative responses to questions regarding accomplishments, goals, strengths and weaknesses, etc. The Evaluation Form itself is mainly a numerical rating of specific performance criteria. Combined, these forms should provide a useful picture of past performance and future expectations. Please note that while it is intended for this process to be undertaken annually, the City Council may choose to have interim evaluations if it deems necessary.

The timetable for implementing this process is as follows:

1. The evaluation process should be completed by February 28 of each year. Annually, the Council Chair and City Manager will establish a date, time and location for the Evaluation Session. City Manager will initiate completion of the Self-Evaluation Form.
2. At least three weeks before the scheduled evaluation, the City Manager will provide each Councilor a copy of the evaluation form to be completed.
3. At least two weeks prior to the scheduled evaluation, each Councilor completes an evaluation form, signs it, and returns one copy to the Chair of the Council.
4. The Chair tabulates the results of the evaluation forms.

**CITY MANAGER's Annual Evaluation**  
February, 2009

By \_\_\_\_\_

The purpose of the annual evaluation is to facilitate communication between the Manager and Council about the Manager's performance and how the Council can be best served by the Manager. This form is intended to provide input and guidance which is then reviewed in a face to face meeting.

The **International City/County Management Association (ICMA)** has developed a list of core practices that are essential to local government management. This list has been adapted to for local use. Please rate the City Manager's performance in these areas and offer any additional comments as you see fit. If you're not completing this electronically, feel free to use the back for added comments if you need more space. Please use the following rating scale.

- 5 – Excellent, regularly exceeds expectations in this area
- 4 – Very good, often exceeds expectations in this area
- 3 – Satisfactory, meets expectations in this area
- 2 - Below Average, occasionally fails to meet expectations in this area
- 1 – Poor, regularly fails to meet expectations in this area.

**1. Staff Effectiveness:** Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

- **COACHING/MENTORING** Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
- **TEAM LEADERSHIP** Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
- **EMPOWERMENT** Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
- **DELEGATING** Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Rating: \_\_\_\_\_

Comments:

**2. Policy Facilitation:** Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

- **FACILITATIVE LEADERSHIP** Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)
- **FACILITATING COUNCIL EFFECTIVENESS** Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

- **MEDIATION/NEGOTIATION** Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

Rating: \_\_\_\_\_

Comments:

**3. Functional and Operational Expertise and Planning:** Practices that contribute to this core content area are:

- **FUNCTIONAL/OPERATIONAL EXPERTISE** Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)
- **OPERATIONAL PLANNING** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

Rating: \_\_\_\_\_

Comments:

**4. Citizen Service:** Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Rating: \_\_\_\_\_

Comments:

**5. Performance Measurement/Management and Quality Assurance:** Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

Rating: \_\_\_\_\_

Comments:

**6. Initiative, Risk Taking, Vision, Creativity, and Innovation:** Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

- **INITIATIVE AND RISK TAKING** Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives
- **VISION** Conceptualizing an ideal future state and communicating it to the organization and the community

- **CREATIVITY AND INNOVATION** Developing new ideas or practices; applying existing ideas and practices to new situations

Rating: \_\_\_\_\_

Comments:

**7. Technological Literacy:** Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

Rating: \_\_\_\_\_

Comments:

**8. Democratic Advocacy and Citizen Participation:** Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

- **DEMOCRATIC ADVOCACY** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)
- **CITIZEN PARTICIPATION** Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

Rating: \_\_\_\_\_

Comments:

**9. Diversity:** Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

Rating: \_\_\_\_\_

Comments:

**10. Budgeting:** Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

Rating: \_\_\_\_\_

Comments:

**11. Financial Analysis:** Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)

Rating: \_\_\_\_\_

Comments:

**12. Human Resources Management:** Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

Rating: \_\_\_\_\_

Comments:

**13. Strategic Planning:** Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

Rating: \_\_\_\_\_

Comments:

**14. Advocacy and Interpersonal Communication:** Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

- **ADVOCACY** Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- **INTERPERSONAL COMMUNICATION** Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

Rating: \_\_\_\_\_

Comments:

**15. Presentation Skills:** Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

Rating: \_\_\_\_\_

Comments:

**16. Media Relations:** Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)

Rating: \_\_\_\_\_

Comments:

**17. Integrity:** Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

- **PERSONAL INTEGRITY** Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly
- **PROFESSIONAL INTEGRITY** Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)
- **ORGANIZATIONAL INTEGRITY** Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

Rating: \_\_\_\_\_

Comments:

**18. Personal Development:** Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

Rating: \_\_\_\_\_

Comments:

In addition to the above listed practices, there are four additional areas of discussion:

**19. Overall Performance:** Balancing all priorities and issues, practices and skills. In a general way, how does the Manager's overall performance meet your expectations as a City Council Member?

Rating: \_\_\_\_\_

Comments:

**20. City Government performance:** How does the performance of the City Government meet your expectations as a City Council Member. If there are particular areas of praise or concern, please identify in the comments section.

Rating: \_\_\_\_\_

Comments:

**21. Accomplishments or Concerns:** Are there any specific areas of praise or concern of the City Manager and/or any specific accomplishments or problems that you would like to mention?

Comments:

**22. Upcoming Issues:** Please list what you think are the top five issues for the city in 2009-2010?

Comments:

Thank you very much for taking the time to complete this. Please send it back via e-mail or hard copy to Sandy Pitonyak at the City Manager's office by Friday February 7<sup>th</sup> so that it can be compiled for discussion on February 14<sup>th</sup>.

## Performance Expectations and Review

**Norwich Town Manager:** (Name)

**Review Period:** (Date 1) – (Date 2)

Element	Supporting Goals (May include specific major initiatives. May include deadlines.)	Technical Ability	Communication Customer Care	Total Score
<b>A.</b> <i>Develops Budget</i>	<ol style="list-style-type: none"> <li>1. Assists Selectboard in development of budgetary guidelines.</li> <li>2. The proposed budget meets guidelines as set by September 15.</li> <li>3. Budgetary briefing provides clear justifications and options.</li> <li>4. Assists SB in developing final budget for Town Meeting approval.</li> </ol>			
<b>B.</b> <i>Manages Expenditures and Income</i>	<ol style="list-style-type: none"> <li>1. Controls expenditures against budget.</li> <li>2. Adapts to emergencies within the budget.</li> <li>3. Applies appropriate controls to town financial obligations, consistent with SB financial policies.</li> <li>4. Collects delinquent taxes.</li> </ol>			
<b>C.</b> <i>Manages Town Departments</i>	<ol style="list-style-type: none"> <li>1. Plans and approves departmental programs within budget.</li> <li>2. Assures that departmental programs meet town expectations.</li> <li>3. Assures that the town’s fixed assets are maintained to expectations.</li> <li>4. Assures that the town’s capital assets are maintained to expectations.</li> </ol>			
<b>D.</b> <i>Manages Personnel Policies</i>	<ol style="list-style-type: none"> <li>1. Conducts documented interim and annual performance reviews of department heads.</li> <li>2. Reviews and approves annual performance reviews, performed by department heads.</li> <li>3. Promotes and supports policies that encourage staff development.</li> <li>4. Assures compliance with personnel policies, EEO laws and other statutory requirements.</li> </ol>			

## Performance Expectations and Review

<b>Element</b>	<b>Supporting Goals</b> (May include specific major initiatives. May include deadlines.)	<b>Technical Ability</b>	<b>Communication Customer Care</b>	<b>Total Score</b>
<b>E.</b> <i>Assists the Selectboard</i>	<ol style="list-style-type: none"> <li>1. Supports the Selectboard in policy development.</li> <li>2. Effectively conveys SB policy to departments and departmental concerns to SB.</li> <li>3. Effectively implements policies and decisions.</li> <li>4. Assists the SB in developing a strategic plan.</li> <li>5. Assists the SB in the development of a capital plan and budget.</li> <li>6. Assists the SB other strategic initiatives.</li> <li>7. Effectively assists SB decision-making and problem solving.</li> </ol>			
<i>Totals</i>	(Total five elements; divide "Total Score" column by two—should equal sum of others.)			
<b>Score:</b>	(Divide totals by five— <b>Combined score is in "Total Score" column.</b> )			

## Performance Expectations and Review

<b>Comments :</b>
Commendations:
Recommendations:

## Performance Expectations and Review

<b>Discussion:</b>	<b>Initial:</b>	<b>Mid-Term:</b>	<b>Final:</b>
<b>Dates:</b>			

Selectboard	Signatures	Concurrence
(Name), Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Vice-Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Interim Town Manager:	Signature acknowledges receipt only.	
Position Description Requires Update:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

## Performance Expectations and Review

**Scoring Level of Performance:** “Meets” is based on the level at which a similarly compensated, manager of average competency would perform.

Term:	Excels <sup>1</sup>	Exceeds <sup>1</sup>	Meets <sup>2</sup>	Needs Improvement <sup>3</sup>	Fails <sup>4</sup>
Score:	5	4	3	2	1
<b>A.</b> <i>Develops Budget</i>	Proposes budget that is likely to improve town finances over several years, efficiently using capital planning and operating assets.	Proposes budget that is likely to improve town finances over the next fiscal year, efficiently using capital planning and operating assets.	Proposes budget that anticipates the town’s needs and that is likely to meet budgetary guidelines and maintain the UFB <sup>5</sup> and Capital Reserve Funds at target levels.	Proposes budget that fails to incorporate the resources for planned operations and projects and is likely to diminish the town’s finances in a few areas.	Proposes budget that contains mistakes, omissions, and incorrect calculations that are likely to substantially diminish the town’s finances.
<b>B.</b> <i>Manages Expenditures and Income</i>	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over several years.	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over fiscal year.	Adjusts spending among accounts and considers income and other factors to allow for the smooth operation of the town. Maintains the UFB and Capital Reserve Funds at target levels.	Actions require moderate reduction of the UFB and Capital Reserve Funds from target levels.	Actions require serious reduction of the UFB and Capital Reserve Funds from target levels.

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<sup>1</sup> Requires explanation in **Commendations**.

<sup>2</sup> To the degree, which a similarly compensated manager of average competency would be able to do so.

<sup>3</sup> Requires explanation in **Recommendations**.

<sup>4</sup> Requires explanation in **Recommendations**. Basis for immediate performance improvement program.

<sup>5</sup> Undesignated Fund Balance.

## Performance Expectations and Review

Term:	<b>Excels<sup>1</sup></b>	<b>Exceeds<sup>1</sup></b>	<b>Meets<sup>2</sup></b>	<b>Needs Improvement<sup>3</sup></b>	<b>Fails<sup>4</sup></b>
Score:	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>C.</b> <i>Manages Town Departments</i>	Establishes enduring processes for planning and executing the roles of the town departments in a manner that far exceeds public expectations.	Establishes improved processes for planning and executing the roles of the town departments.	Planning and execution of the roles of the town departments is consistent with town expectations.	Planning and execution of the roles of the town departments overlooks foreseeable events.	Planning and execution of the roles of the town departments overlooks obvious and serious contingencies.
<b>D.</b> <i>Manages Personnel Policies</i>	Establishes enduring processes for staffing and developing the town departments in a manner that serves the public in an exemplary fashion.	Contract negotiations, staffing and staff development improves the effectiveness of the town departments over the year.	Contract negotiations, staffing and staff development are consistent with expectations.	Elements of contract negotiations, staffing and staff development overlook foreseeable events.	Elements of contract negotiations, staffing and staff development overlook obvious and serious unforeseen events.
<b>E.</b> <i>Assists the Selectboard</i>	Proposes strategies, policies and other initiatives that are likely to substantially improve the town's government services within budgetary constraints for several years.	Proposes strategies, policies and other initiatives that are likely to improve the town's government services within budgetary constraints over the fiscal year.	Proposes strategies, policies and other initiatives that are consistent with expectations. Provides timely and complete information on SB agenda items, including analysis on various options.	Requested information provided to the Selectboard omits some readily available, pertinent data.	Requested information provided to the Selectboard omits or misrepresents readily available, important data.

## Performance Expectations and Review

**Standards:** Reflect how a similarly compensated, manager of average competency would perform.

Standard	Knowledge, Skill or Ability from Job Description
<p><b>Technical Ability:</b> Addresses how well the TM conducts the basic duties of the position.</p>	<ul style="list-style-type: none"> <li>4.1. Thorough knowledge of municipal management and community problems and potential solutions.</li> <li>4.2. Thorough knowledge of municipal, state and federal programs and decision-making processes.</li> <li>4.3. Thorough knowledge of financial administration and the design of financial accounting and reporting system.</li> <li>4.4. Thorough knowledge of the theory and practice of public personnel administration.</li> <li>4.5. Thorough understanding of administrative organization, design, and evaluation.</li> <li>4.6. Thorough knowledge of computers programs and systems, including word-processing, spreadsheets, databases, networks and email.</li> <li>4.7. Knowledge and skill in municipal processes and techniques.</li> <li>4.8. Knowledge of collective bargaining procedures and practices.</li> <li>4.9. Knowledge of road, drainage and bridge maintenance programs.</li> <li>4.19. Ability to organize and use time effectively, and handle several significant responsibilities simultaneously.</li> <li>4.21. Knowledge of municipal management practices.</li> </ul>
<p><b>Communication:</b> Addresses how well the TM promotes teamwork and documents decisions.</p> <p><b>Customer Care:</b> Addresses the needs of all those whom the TM's position affects.</p>	<ul style="list-style-type: none"> <li>4.10. Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions.</li> <li>4.11. Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public.</li> <li>4.12. Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff.</li> <li>4.13. Ability to resolve conflict.</li> <li>4.14. Ability to be creative and analytical.</li> <li>4.15. Ability to direct, supervise and evaluate staff.</li> <li>4.16. Ability to react quickly to changing situations that may be physically taxing.</li> <li>4.17. Possession of public relations skills and publication knowledge.</li> <li>4.18. Ability to motivate selectboard, other town boards and commissions, community groups, legislators, etc.</li> <li>4.20. Ability to listen to and accept criticism.</li> </ul>

## CITY OF SOUTH BURLINGTON

## MANAGEMENT EVALUATION FOR THE CITY MANAGER

PURPOSE

A periodic evaluation process is critical to the ongoing effectiveness of City Council and City Manager relations. The process should focus on how effectively the Manager is accomplishing the duties delineated in the City Charter, as well as several key performance areas identified in the evaluation form. Ultimately, this process should provide City Council and the City Manager the opportunity to evaluate objectively the effectiveness of the Manager, and to identify areas of needed improvement in a constructive and thoughtful manner.

PROCESS

There are two written components of the evaluation process: 1) the Self-Evaluation Form to be completed by the City Manager; and 2) the Evaluation Form to be completed by each member of City Council and the City Manager. The Self-Evaluation Form offers the manager the opportunity to provide narrative responses to questions regarding accomplishments, goals, strengths and weaknesses, etc. The Evaluation Form itself is mainly a numerical rating of specific performance criteria. Combined, these forms should provide a useful picture of past performance and future expectations. Please note that while it is intended for this process to be undertaken annually, the City Council may choose to have interim evaluations if it deems necessary.

The timetable for implementing this process is as follows:

1. The evaluation process should be completed by February 28 of each year. Annually, the Council Chair and City Manager will establish a date, time and location for the Evaluation Session. City Manager will initiate completion of the Self-Evaluation Form.
2. At least three weeks before the scheduled evaluation, the City Manager will provide each Councilor a copy of the evaluation form to be completed.
3. At least two weeks prior to the scheduled evaluation, each Councilor completes an evaluation form, signs it, and returns one copy to the Chair of the Council.
4. The Chair tabulates the results of the evaluation forms.

page 2

City Manager Evaluation Process

5. At least one week prior to the scheduled evaluation, the composite evaluation of the City Council, plus the City Manager's Self-Evaluation Form, are distributed by the Chair to the Council. A copy of the composite evaluation also is provided by the Chair to the City Manager at this time.
6. The City Council meets with the City Manager in the scheduled Executive Session to jointly review the evaluation.
7. Following the evaluation, the City Manager shall present to the Chair any requests regarding changes to the Employment Agreement, including salary adjustments.
8. In Executive Session, the Chair shall present to the City Council the City Manager's Employment Agreement adjustment requests. At the Executive Session, the Chair shall also solicit additional adjustment suggestions from the Council. At any point during the Executive Session, the Council may choose to excuse the City Manager from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Council shall inform the Manager of its pending decision in Executive Session and then reconvene in open session to ratify the changes.

## CITY MANAGER *SELF-EVALUATION* FORM

The two parts of this form should be completed by the City Manager and given to the City Council three weeks before the scheduled evaluation.

**PART I:** The City Manager should complete the Evaluation Form that also will be completed by City Council.

**PART II:** The City Manager should complete the following questions. Additional pages may be added as necessary.

1. What progress have you made in accomplishing your goals and/or work assignments since your last evaluation?
2. What other job-related accomplishments have you had that were not part of the goals set at your last evaluation?
3. What obstacles or setbacks did you encounter during the year?
4. What do you see as your major goals for this next evaluation period?
5. What can the Council do to help you accomplish these goals?
6. What suggestions do you have for improving the effectiveness between you and the Council?
7. Do you have specific training needs which the Council can facilitate, and how will these needs help you in meeting your goals?
8. Are there any other issues or comments you wish to share?

# CITY MANAGER EVALUATION FORM

This form shall be used by each member of the City Council to evaluate the City Manager's performance in fulfilling each of the roles which he/she plays in the city's government. The City Manager is graded 1 - 10, with the following scale:

- 1-2: Unacceptable performance; plan needs to be in place for improvement
- 3-4: Bare minimum performance for job function
- 5-6: Performance acceptable; "meets standards"
- 7-8: Initiative shown to exceed basic job requirements
- 9-10: Superior ability and initiative demonstrated; "exceeds standards by a wide margin"

Each member of the Council should sign the form and forward it to the Council Chair for compilation at least two weeks prior to the scheduled evaluation.

## 1. PERSONAL

- \_\_\_ Invests sufficient efforts toward being diligent and thorough in the discharge of duties.
- \_\_\_ Composure, appearance and attitude are fitting for an individual in his/her executive position.

## 2. PROFESSIONAL SKILLS AND STATUS

- \_\_\_ Knowledgeable of current developments affecting the management field.
- \_\_\_ Respected in management profession.
- \_\_\_ Has a capacity for innovation.
- \_\_\_ Anticipates problems and develops effective approaches for solving them.
- \_\_\_ Willing to try new ideas proposed by Council members or staff.

3. RELATIONS WITH COUNCIL

- Carries out directives of the Council as a whole rather than those of any one Council member.
- Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action.
- Assists the Council in establishing policy while acknowledging the ultimate authority of the Council.
- Responds to requests for information or assistance by the Council in a timely manner.
- Informs the Council of administrative developments and current issues in a timely manner.
- Provides equal information to all members of the Council.
- Receptive to constructive criticism and advice.

4. POLICY EXECUTION

- Implements Council action in accordance with the intent of the Council.
- Supports the actions of the City Council after a decision has been reached.
- Enforces city policies.
- Understands the city's laws and ordinances.
- Reviews enforcement procedures periodically to improve effectiveness.
- Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.

5. REPORTING

- Provides the Council with reports concerning matters of importance to the City.
- Reports are accurate and comprehensive.

\_\_\_ Reports are generally produced through own initiative rather than when requested by the Council.

\_\_\_ Prepares a sound agenda which prevents trivial, administrative matters from being reviewed by the Council.

6. **CITIZEN RELATIONS**

\_\_\_ Accommodates complaints from citizens in a timely, consistent and respectful manner.

\_\_\_ Dedicated to the community and to its citizens.

\_\_\_ Skillful with the news media, avoiding political positions and partisanship.

\_\_\_ Openly listens to others.

\_\_\_ Works well with others.

\_\_\_ Willing to meet with members of the community and discuss their concerns.

\_\_\_ Cooperates with neighboring communities.

\_\_\_ Cooperates with the county, state and federal governments.

\_\_\_ Cooperates with governmental units within the City, such as the School Board.

7. **STAFFING**

\_\_\_ Recruits and retains competent personnel for city positions.

\_\_\_ Aware of weak or inefficient administrative personnel and works to improve their performance.

\_\_\_ Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions.

\_\_\_ Impartially administers the merit system.

- Adheres to terms of employee union contracts.
- Professionally negotiates the terms of employee union contracts and ably represents the City's position.

8. **SUPERVISION**

- Encourages department heads to make decisions within their own jurisdictions without City Manager approval, yet maintains general control of administrative operations.
- Instills confidence and initiative in subordinates and emphasizes support, rather than restrictive controls, for their programs.
- Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager office.
- Evaluates personnel periodically and points out staff weaknesses and strengths.

9. **FISCAL MANAGEMENT**

- Prepares a balanced budget to provide services at a level intended by the Council.
- Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively.
- Prepared budget is timely, consistent and thorough.
- Anticipates problems and provides Council with solutions for consideration.

10. **What have been the finest accomplishments of the City Manager this past year?**

11. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

12. **OTHER**

A. **Legal Services**

- City Attorney meets the City's needs as Corporate Counsel.
- City Attorney is knowledgeable about City issues and about legal trends that may impact the City.
- City Manager utilizes legal services appropriately.

**Comments:**

B. **Department of Planning**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

**C. Department of Zoning**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

**D. Department of Parks and Recreation**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

**E. Department of Public Works**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

## Performance Expectations and Review

**Norwich Town Manager:** (Name)

**Review Period:** (Date 1) – (Date 2)

Element	Supporting Goals (May include specific major initiatives. May include deadlines.)	Technical Ability	Communication Customer Care	Total Score
<b>A.</b> <i>Develops Budget</i>	<ol style="list-style-type: none"> <li>1. Assists Selectboard in development of budgetary guidelines.</li> <li>2. The proposed budget meets guidelines as set by September 15.</li> <li>3. Budgetary briefing provides clear justifications and options.</li> <li>4. Assists SB in developing final budget for Town Meeting approval.</li> </ol>			
<b>B.</b> <i>Manages Expenditures and Income</i>	<ol style="list-style-type: none"> <li>1. Controls expenditures against budget.</li> <li>2. Adapts to emergencies within the budget.</li> <li>3. Applies appropriate controls to town financial obligations, consistent with SB financial policies.</li> <li>4. Collects delinquent taxes.</li> </ol>			
<b>C.</b> <i>Manages Town Departments</i>	<ol style="list-style-type: none"> <li>1. Plans and approves departmental programs within budget.</li> <li>2. Assures that departmental programs meet town expectations.</li> <li>3. Assures that the town's fixed assets are maintained to expectations.</li> <li>4. Assures that the town's capital assets are maintained to expectations.</li> </ol>			
<b>D.</b> <i>Manages Personnel Policies</i>	<ol style="list-style-type: none"> <li>1. Conducts documented interim and annual performance reviews of department heads.</li> <li>2. Reviews and approves annual performance reviews, performed by department heads.</li> <li>3. Promotes and supports policies that encourage staff development.</li> <li>4. Assures compliance with personnel policies, EEO laws and other statutory requirements.</li> </ol>			

## Performance Expectations and Review

Element	<b>Supporting Goals</b> (May include specific major initiatives. May include deadlines.)	Technical Ability	Communication Customer Care	Total Score
<b>E.</b> <i>Assists the Selectboard</i>	1. Supports the Selectboard in policy development. 2. Effectively conveys SB policy to departments and departmental concerns to SB. 3. Effectively implements policies and decisions. 4. Assists the SB in developing a strategic plan. 5. Assists the SB in the development of a capital plan and budget. 6. Assists the SB other strategic initiatives. 7. Effectively assists SB decision-making and problem solving.			
<i>Totals</i>	(Total five elements; divide "Total Score" column by two—should equal sum of others.)			
<b>Score:</b>	(Divide totals by five— <b>Combined score is in "Total Score" column.</b> )			

## Performance Expectations and Review

<b>Comments :</b>
Commendations:
Recommendations:

## Performance Expectations and Review

<b>Discussion:</b>	<b>Initial:</b>	<b>Mid-Term:</b>	<b>Final:</b>
<b>Dates:</b>			

Selectboard	Signatures	Concurrence
(Name), Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Vice-Chair:	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name):	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(Name), Interim Town Manager:	Signature acknowledges receipt only.	
Position Description Requires Update:	<input type="checkbox"/> Yes	<input type="checkbox"/> No

## Performance Expectations and Review

**Scoring Level of Performance:** “Meets” is based on the level at which a similarly compensated, manager of average competency would perform.

Term:	<b>Excels<sup>1</sup></b>	<b>Exceeds<sup>1</sup></b>	<b>Meets<sup>2</sup></b>	<b>Needs Improvement<sup>3</sup></b>	<b>Fails<sup>4</sup></b>
Score:	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>A.</b> <i>Develops Budget</i>	Proposes budget that is likely to improve town finances over several years, efficiently using capital planning and operating assets.	Proposes budget that is likely to improve town finances over the next fiscal year, efficiently using capital planning and operating assets.	Proposes budget that anticipates the town’s needs and that is likely to meet budgetary guidelines and maintain the UFB <sup>5</sup> and Capital Reserve Funds at target levels.	Proposes budget that fails to incorporate the resources for planned operations and projects and is likely to diminish the town’s finances in a few areas.	Proposes budget that contains mistakes, omissions, and incorrect calculations that are likely to substantially diminish the town’s finances.
<b>B.</b> <i>Manages Expenditures and Income</i>	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over several years.	Acquisition of grants or skillful management of capital assets substantially reduces tax burden or increases service level over fiscal year.	Adjusts spending among accounts and considers income and other factors to allow for the smooth operation of the town. Maintains the UFB and Capital Reserve Funds at target levels.	Actions require moderate reduction of the UFB and Capital Reserve Funds from target levels.	Actions require serious reduction of the UFB and Capital Reserve Funds from target levels.

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<sup>1</sup> Requires explanation in **Commendations**.

<sup>2</sup> To the degree, which a similarly compensated manager of average competency would be able to do so.

<sup>3</sup> Requires explanation in **Recommendations**.

<sup>4</sup> Requires explanation in **Recommendations**. Basis for immediate performance improvement program.

<sup>5</sup> Undesignated Fund Balance.

## Performance Expectations and Review

Term:	<b>Excels<sup>1</sup></b>	<b>Exceeds<sup>1</sup></b>	<b>Meets<sup>2</sup></b>	<b>Needs Improvement<sup>3</sup></b>	<b>Fails<sup>4</sup></b>
Score:	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>C.</b> <i>Manages Town Departments</i>	Establishes enduring processes for planning and executing the roles of the town departments in a manner that far exceeds public expectations.	Establishes improved processes for planning and executing the roles of the town departments.	Planning and execution of the roles of the town departments is consistent with town expectations.	Planning and execution of the roles of the town departments overlooks foreseeable events.	Planning and execution of the roles of the town departments overlooks obvious and serious contingencies.
<b>D.</b> <i>Manages Personnel Policies</i>	Establishes enduring processes for staffing and developing the town departments in a manner that serves the public in an exemplary fashion.	Contract negotiations, staffing and staff development improves the effectiveness of the town departments over the year.	Contract negotiations, staffing and staff development are consistent with expectations.	Elements of contract negotiations, staffing and staff development overlook foreseeable events.	Elements of contract negotiations, staffing and staff development overlook obvious and serious unforeseen events.
<b>E.</b> <i>Assists the Selectboard</i>	Proposes strategies, policies and other initiatives that are likely to substantially improve the town's government services within budgetary constraints for several years.	Proposes strategies, policies and other initiatives that are likely to improve the town's government services within budgetary constraints over the fiscal year.	Proposes strategies, policies and other initiatives that are consistent with expectations. Provides timely and complete information on SB agenda items, including analysis on various options.	Requested information provided to the Selectboard omits some readily available, pertinent data.	Requested information provided to the Selectboard omits or misrepresents readily available, important data.

## Performance Expectations and Review

**Standards:** Reflect how a similarly compensated, manager of average competency would perform.

Standard	Knowledge, Skill or Ability from Job Description
<p><b>Technical Ability:</b> Addresses how well the TM conducts the basic duties of the position.</p>	<ul style="list-style-type: none"> <li>4.1. Thorough knowledge of municipal management and community problems and potential solutions.</li> <li>4.2. Thorough knowledge of municipal, state and federal programs and decision-making processes.</li> <li>4.3. Thorough knowledge of financial administration and the design of financial accounting and reporting system.</li> <li>4.4. Thorough knowledge of the theory and practice of public personnel administration.</li> <li>4.5. Thorough understanding of administrative organization, design, and evaluation.</li> <li>4.6. Thorough knowledge of computers programs and systems, including word-processing, spreadsheets, databases, networks and email.</li> <li>4.7. Knowledge and skill in municipal processes and techniques.</li> <li>4.8. Knowledge of collective bargaining procedures and practices.</li> <li>4.9. Knowledge of road, drainage and bridge maintenance programs.</li> <li>4.19. Ability to organize and use time effectively, and handle several significant responsibilities simultaneously.</li> <li>4.21. Knowledge of municipal management practices.</li> </ul>
<p><b>Communication:</b> Addresses how well the TM promotes teamwork and documents decisions.</p> <p><b>Customer Care:</b> Addresses the needs of all those whom the TM's position affects.</p>	<ul style="list-style-type: none"> <li>4.10. Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions.</li> <li>4.11. Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public.</li> <li>4.12. Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff.</li> <li>4.13. Ability to resolve conflict.</li> <li>4.14. Ability to be creative and analytical.</li> <li>4.15. Ability to direct, supervise and evaluate staff.</li> <li>4.16. Ability to react quickly to changing situations that may be physically taxing.</li> <li>4.17. Possession of public relations skills and publication knowledge.</li> <li>4.18. Ability to motivate selectboard, other town boards and commissions, community groups, legislators, etc.</li> <li>4.20. Ability to listen to and accept criticism.</li> </ul>

**CITY MANAGER's Annual Evaluation**  
February, 2009

By \_\_\_\_\_

The purpose of the annual evaluation is to facilitate communication between the Manager and Council about the Manager's performance and how the Council can be best served by the Manager. This form is intended to provide input and guidance which is then reviewed in a face to face meeting.

The **International City/County Management Association (ICMA)** has developed a list of core practices that are essential to local government management. This list has been adapted to for local use. Please rate the City Manager's performance in these areas and offer any additional comments as you see fit. If you're not completing this electronically, feel free to use the back for added comments if you need more space. Please use the following rating scale.

- 5 – Excellent, regularly exceeds expectations in this area
- 4 – Very good, often exceeds expectations in this area
- 3 – Satisfactory, meets expectations in this area
- 2 - Below Average, occasionally fails to meet expectations in this area
- 1 – Poor, regularly fails to meet expectations in this area.

**1. Staff Effectiveness:** Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses). Practices that contribute to this core content area are:

- **COACHING/MENTORING** Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
- **TEAM LEADERSHIP** Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
- **EMPOWERMENT** Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
- **DELEGATING** Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Rating: \_\_\_\_\_

Comments:

**2. Policy Facilitation:** Helping elected officials and other community actors identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes). Practices that contribute to this core content area are:

- **FACILITATIVE LEADERSHIP** Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community actors and their interrelationships)
- **FACILITATING COUNCIL EFFECTIVENESS** Helping elected officials develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

- **MEDIATION/NEGOTIATION** Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)

Rating: \_\_\_\_\_

Comments:

**3. Functional and Operational Expertise and Planning:** Practices that contribute to this core content area are:

- **FUNCTIONAL/OPERATIONAL EXPERTISE** Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options)
- **OPERATIONAL PLANNING** Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)

Rating: \_\_\_\_\_

Comments:

**4. Citizen Service:** Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Rating: \_\_\_\_\_

Comments:

**5. Performance Measurement/Management and Quality Assurance:** Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/ productivity standards and objectives and measure results)

Rating: \_\_\_\_\_

Comments:

**6. Initiative, Risk Taking, Vision, Creativity, and Innovation:** Setting an example that urges the organization and the community toward experimentation, change, creative problem solving, and prompt action (requires knowledge of personal leadership style; skill in visioning, shifting perspectives, and identifying options; ability to create an environment that encourages initiative and innovation). Practices that contribute to this core content area are:

- **INITIATIVE AND RISK TAKING** Demonstrating a personal orientation toward action and accepting responsibility for the results; resisting the status quo and removing stumbling blocks that delay progress toward goals and objectives
- **VISION** Conceptualizing an ideal future state and communicating it to the organization and the community

- **CREATIVITY AND INNOVATION** Developing new ideas or practices; applying existing ideas and practices to new situations

Rating: \_\_\_\_\_

Comments:

**7. Technological Literacy:** Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application)

Rating: \_\_\_\_\_

Comments:

**8. Democratic Advocacy and Citizen Participation:** Demonstrating a commitment to democratic principles by respecting elected officials, community interest groups, and the decision making process; educating citizens about local government; and acquiring knowledge of the social, economic, and political history of the community (requires knowledge of democratic principles, political processes, and local government law; skill in group dynamics, communication, and facilitation; ability to appreciate and work with diverse individuals and groups and to follow the community's lead in the democratic process). Practices that contribute to this core content area are:

- **DEMOCRATIC ADVOCACY** Fostering the values and integrity of representative government and local democracy through action and example; ensuring the effective participation of local government in the intergovernmental system (requires knowledge and skill in intergovernmental relations)
- **CITIZEN PARTICIPATION** Recognizing the right of citizens to influence local decisions and promoting active citizen involvement in local governance

Rating: \_\_\_\_\_

Comments:

**9. Diversity:** Understanding and valuing the differences among individuals and fostering these values throughout the organization and the community

Rating: \_\_\_\_\_

Comments:

**10. Budgeting:** Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information)

Rating: \_\_\_\_\_

Comments:

**11. Financial Analysis:** Interpreting financial information to assess the short-term and long-term fiscal condition of the community, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them)

Rating: \_\_\_\_\_

Comments:

**12. Human Resources Management:** Ensuring that the policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal, and current; ensuring that human resources are adequate to accomplish programmatic objectives (requires knowledge of personnel practices and employee relations law; ability to project workforce needs)

Rating: \_\_\_\_\_

Comments:

**13. Strategic Planning:** Positioning the organization and the community for events and circumstances that are anticipated in the future (requires knowledge of long-range and strategic planning techniques; skill in identifying trends that will affect the community; ability to analyze and facilitate policy choices that will benefit the community in the long run)

Rating: \_\_\_\_\_

Comments:

**14. Advocacy and Interpersonal Communication:** Facilitating the flow of ideas, information, and understanding between and among individuals; advocating effectively in the community interest (requires knowledge of interpersonal and group communication principles; skill in listening, speaking, and writing; ability to persuade without diminishing the views of others). Practices that contribute to this core content area are:

- **ADVOCACY** Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- **INTERPERSONAL COMMUNICATION** Exchanging verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives (requires ability to receive verbal and nonverbal cues; skill in selecting the most effective communication method for each interchange)

Rating: \_\_\_\_\_

Comments:

**15. Presentation Skills:** Conveying ideas or information effectively to others (requires knowledge of presentation techniques and options; ability to match presentation to audience)

Rating: \_\_\_\_\_

Comments:

**16. Media Relations:** Communicating information to the media in a way that increases public understanding of local government issues and activities and builds a positive relationship with the press (requires knowledge of media operations and objectives)

Rating: \_\_\_\_\_

Comments:

**17. Integrity:** Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities (requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations). Practices that contribute to this core content area are:

- **PERSONAL INTEGRITY** Demonstrating accountability for personal actions; conducting personal relationships and activities fairly and honestly
- **PROFESSIONAL INTEGRITY** Conducting professional relationships and activities fairly, honestly, legally, and in conformance with the ICMA Code of Ethics (requires knowledge of administrative ethics and specifically the ICMA Code of Ethics)
- **ORGANIZATIONAL INTEGRITY** Fostering ethical behavior throughout the organization through personal example, management practices, and training (requires knowledge of administrative ethics; ability to instill accountability into operations; and ability to communicate ethical standards and guidelines to others)

Rating: \_\_\_\_\_

Comments:

**18. Personal Development:** Demonstrating a commitment to a balanced life through ongoing self-renewal and development in order to increase personal capacity (includes maintaining personal health, living by core values; continuous learning and improvement; and creating interdependent relationships and respect for differences).

Rating: \_\_\_\_\_

Comments:

In addition to the above listed practices, there are four additional areas of discussion:

**19. Overall Performance:** Balancing all priorities and issues, practices and skills. In a general way, how does the Manager's overall performance meet your expectations as a City Council Member?

Rating: \_\_\_\_\_

Comments:

**20. City Government performance:** How does the performance of the City Government meet your expectations as a City Council Member. If there are particular areas of praise or concern, please identify in the comments section.

Rating: \_\_\_\_\_

Comments:

**21. Accomplishments or Concerns:** Are there any specific areas of praise or concern of the City Manager and/or any specific accomplishments or problems that you would like to mention?

Comments:

**22. Upcoming Issues:** Please list what you think are the top five issues for the city in 2009-2010?

Comments:

Thank you very much for taking the time to complete this. Please send it back via e-mail or hard copy to Sandy Pitonyak at the City Manager's office by Friday February 7<sup>th</sup> so that it can be compiled for discussion on February 14<sup>th</sup>.

## Sample Manager Performance Evaluation<sup>1</sup>

Organization: \_\_\_\_\_

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

\_\_\_\_\_  
Elected Body Member's Name

Each member of the elected body should complete this evaluation form, sign it in the space below, and return it to \_\_\_\_\_. The deadline for submitting this performance evaluation is \_\_\_\_\_. Evaluations will be summarized and included on the agenda for discussion at the work session on \_\_\_\_\_.

Mayor's Signature \_\_\_\_\_

Date \_\_\_\_\_

Elected Body Member's Signature \_\_\_\_\_

Date Submitted \_\_\_\_\_

### INSTRUCTIONS

This evaluation form presents ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the manager's performance.

**5 = Excellent** (almost always exceeds the performance standard)

**4 = Above average** (generally exceeds the performance standard)

**3 = Average** (generally meets the performance standard)

**2 = Below average** (usually does not meet the performance standard)

**1 = Poor** (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including responses to specific questions and any observations you believe appropriate and pertinent to the rating period.

Please write legibly. Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the elected body to the manager as part of the agenda for the meeting indicated on the cover page.

\_\_\_\_\_  
<sup>1</sup> Adapted from City Manager Performance Evaluation, University of Tennessee Institute for Public Service

## PERFORMANCE CATEGORY SCORING

### 1. INDIVIDUAL CHARACTERISTICS

- \_\_\_\_\_ Diligent and thorough in the discharge of duties, "self-starter"
- \_\_\_\_\_ Exercises good judgment
- \_\_\_\_\_ Displays enthusiasm, cooperation, and willingness to adapt
- \_\_\_\_\_ Exhibits mental and physical stamina appropriate for the position
- \_\_\_\_\_ Exhibits composure, appearance, and attitude appropriate for executive position

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

Initials \_\_\_\_\_

### 2. PROFESSIONAL SKILLS AND STATUS

- \_\_\_\_\_ Maintains knowledge of current developments affecting the practice of local government management
- \_\_\_\_\_ Demonstrates a capacity for innovation and creativity
- \_\_\_\_\_ Anticipates and analyzes problems to develop effective approaches for solving them
- \_\_\_\_\_ Willing to try new ideas proposed by elected body members and/or staff
- \_\_\_\_\_ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### 3. RELATIONS WITH MEMBERS OF THE ELECTED BODY

- \_\_\_\_\_ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- \_\_\_\_\_ Sets meeting agendas that reflect the guidance of the elected body and avoids unnecessary involvement in administrative actions
- \_\_\_\_\_ Disseminates complete and accurate information equally to all members in a timely manner
- \_\_\_\_\_ Assists by facilitating decision making without usurping authority
- \_\_\_\_\_ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### 4. POLICY EXECUTION

- \_\_\_\_\_ Implements elected body actions in accordance with the intent of council
- \_\_\_\_\_ Supports the actions of the elected body, both inside and outside the organization, after a decision has been reached

- \_\_\_\_\_ Understands, supports, and enforces local government's laws, policies, and ordinances
- \_\_\_\_\_ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- \_\_\_\_\_ Offers workable alternatives to the elected body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category  
Initials \_\_\_\_\_

#### 5. REPORTING

- \_\_\_\_\_ Provides regular information and reports to the elected body concerning matters of importance to the local government, using the charter as guide
- \_\_\_\_\_ Responds in a timely manner to requests from the elected body for special reports
- \_\_\_\_\_ Takes the initiative to provide information, advice, and recommendations to the elected body on matters that are nonroutine and not administrative in nature
- \_\_\_\_\_ Produces reports that are accurate, comprehensive, concise, and written to their intended audience
- \_\_\_\_\_ Produces and handles reports so as to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

#### 6. CITIZEN RELATIONS

- \_\_\_\_\_ Is responsive to requests from citizens
- \_\_\_\_\_ Demonstrates a dedication to service to the community and its citizens
- \_\_\_\_\_ Maintains a nonpartisan approach in dealing with the news media
- \_\_\_\_\_ Meets with and listens to members of the community to discuss their concerns, and strives to understand their interests
- \_\_\_\_\_ Makes an appropriate effort to maintain citizen satisfaction with services

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

#### 7. STAFFING

- \_\_\_\_\_ Recruits and retains competent personnel for staff positions
- \_\_\_\_\_ Applies an appropriate level of supervision to improve any areas of substandard performance
- \_\_\_\_\_ Stays accurately informed and appropriately concerned about employee relations
- \_\_\_\_\_ Manages the compensation and benefits plan professionally
- \_\_\_\_\_ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**

### **8. SUPERVISION**

\_\_\_\_\_ Encourages heads of departments to make decisions within their jurisdictions with minimal manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff

\_\_\_\_\_ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level

\_\_\_\_\_ Develops and maintains a friendly and informal relationship with the staff and workforce in general, yet maintains the professional dignity of the manager's office

\_\_\_\_\_ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback

\_\_\_\_\_ Encourages teamwork, innovation, and effective problem solving among the staff members

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

### **9. FISCAL MANAGEMENT**

\_\_\_\_\_ Prepares a balanced budget to provide services at a level directed by council

\_\_\_\_\_ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively

\_\_\_\_\_ Prepares a budget and budgetary recommendations in an intelligent and accessible format

\_\_\_\_\_ Ensures that actions and decisions reflect an appropriate level of responsibility for financial planning and accountability

\_\_\_\_\_ Monitors and manages fiscal activities of the organization appropriately

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category **Initials**

### **10. COMMUNITY**

\_\_\_\_\_ Shares responsibility for addressing the difficult issues facing the community

\_\_\_\_\_ Avoids unnecessary controversy

\_\_\_\_\_ Cooperates with neighboring communities and the county

\_\_\_\_\_ Helps the council address future needs and develop adequate plans to address long-term trends

\_\_\_\_\_ Cooperates with other regional, state, and federal government agencies

Add the values from above and enter the subtotal \_\_\_\_\_ ÷ 5 = \_\_\_\_\_ score for this category

## **NARRATIVE EVALUATION**

What would you identify as the manager's strength(s), expressed in terms of the principal results achieved during the rating period?

What performance area(s) would you identify as most critical for improvement?

What constructive suggestions or assistance can you offer the manager to enhance performance?

**Initials** \_\_\_\_\_

What other comments do you have for the manager (e.g., priorities, expectations, goals, or objectives for the new rating period)?

**Initials** \_\_\_\_\_

# SAMPLE MANAGER EVALUATION FORM<sup>1</sup>

Person Completing the Form \_\_\_\_\_

## SECTION ONE: BEHAVIORS

### 1. ELECTED BODY RELATIONS

A. \_\_\_\_\_ Does the manager carry out directives of the elected body as a whole rather than those of any one elected body member?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Is the manager available for elected body consultation and responsive to elected body input and needs?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Does the manager keep the elected body informed of important developments and current issues affecting the community?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager maintain open lines of communication with the elected body as a body and with individual members?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager assist in facilitating elected body consensus and in identifying and setting goals and policies?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (50 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

### 2. LEADERSHIP AND POLICY EXECUTION

A. \_\_\_\_\_ Does the manager implement elected body action in accordance with the intent of the elected body?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Does the manager support the actions of the elected body after a decision has been reached?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ <sup>1</sup> Adapted from City Manager Evaluation Form, City of Mountlake Terrace, WA

C. \_\_\_\_\_ Does the manager enforce and carry out organizational policies?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager present comprehensive factual information and analysis of issues for elected body decisions, and ensure that the elected body receives timely and sound advice and information in evaluating policy initiatives?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager have the respect and confidence of the elected body, employees, the community, and government officials?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

F. \_\_\_\_\_ Does the manager articulate a vision that motivates the organization to perform consistent with the elected body's policy direction?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

### 3. COMMUNICATION

A. \_\_\_\_\_ Does the manager provide the elected body with reports (written and/or verbal) concerning matters of importance to the organization in a timely fashion, and does the manager provide equal information to all members of the elected body?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Does the manager continuously evaluate and enhance methods to provide information to the widest audience possible through the efficient use of resources and technology?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Does the manager prepare a sound, well-organized elected body meeting agenda with clear staff reports fairly describing the issues and outlining more than one alternative action?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager provide adequate, timely information and provide follow-up to individual elected body requests for information?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager serve as an effective advocate in communicating support for organizational policies, programs, and plans?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

F. \_\_\_\_\_ Does the manager provide clear and concise oral explanations to the elected body at elected body meetings?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

**4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS**

A. \_\_\_\_\_ Is the manager approachable, accessible, available, and responsive to the community, and does the manager displays diplomacy and tact when responding to others?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Does the manager have a successful, working relationship with the news media?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Does the manager cooperate and work well with neighboring communities and other government units, such as the neighboring cities, the county, special-purpose districts, and the state and federal governments, and does the manager represent the community's interests through regular participation in local, regional, and state groups?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager project a positive public image, based on courtesy, professionalism, and integrity?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (40 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

**5. MANAGEMENT AND ADMINISTRATION**

A. \_\_\_\_\_ Is the manager successful at recruiting and retaining competent personnel for city and does the manager ensure the fair and equitable treatment of employees?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Is the manager willing to try new ideas to supplement or stretch resources and improve the management of services and programs?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Does the manager anticipate problems and develop effective solutions for solving them?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager ensure that the organization's resources—human, material, and fiscal—are used wisely?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager structure administrative work plans designed to accomplish elected body's goals?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (50 points possible)

1 –Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 –Exceeded expectations; 10 – Outstanding

## 6. FINANCIAL MANAGEMENT

A. \_\_\_\_\_ Does the manager direct the preparation of a balanced budget that provides services at levels consistent with elected body policy and direction?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ Does the manager makes the best possible use of available funds, conscious of the need to operate the organization in an efficient and effective manner?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ Is the budget prepared in a readable and easy-to-understand format?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ Does the manager keep the elected body apprised of major financial issues affecting the organization?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ Does the manager monitor the budget to ensure that funds are spent correctly?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

F. \_\_\_\_\_ Does the manager evaluate programs and services (e.g., opportunities for cost reduction, revenue enhancement, incorporation of supplemental resources) and make adjustments as needed?  
Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

**7. PERSONAL CHARACTERISTICS**

A. \_\_\_\_\_ IMAGINATION: Does the manager show originality in approaching problems? Does she create effective solutions? Is she able to visualize the implications of various alternatives?

Comments: \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_ OBJECTIVITY: Does the manager take a rational, impersonal, and unbiased viewpoint based on facts and qualified opinions? Is he able to put aside his personal feelings when considering the community's best interest?

Comments: \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_ ENERGY: Is the manager energetic and willing to spend the time necessary to do a good job? Does she have good initiative, and is she a self-starter?

Comments: \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_ JUDGMENT AND DECISIVENESS: Is the manager able to reach quality decisions in a timely fashion? Are his decisions generally good? Does he exercise good judgment in making decisions and in his general conduct?

Comments: \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_ INTEGRITY: Is the manager honest and forthright in her professional capacities? Does she have a reputation in the community for honesty and integrity?

Comments: \_\_\_\_\_  
\_\_\_\_\_

F. \_\_\_\_\_ SELF-ASSURANCE: Is the manager self-assured of his abilities? Is he able to be honest with himself and take constructive criticism? Does he take responsibility his own mistakes? Is he confident enough to make decisions and take actions as may be required without undue supervision from the elected body?

Comments: \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ **Total Score** (60 points possible)

1 – Needs improvement; 3 – Marginally met expectations; 5 – Met expectations;  
7 – Exceeded expectations; 10 – Outstanding

**SECTION TWO: GOAL PERFORMANCE**

GOAL 1				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u>				
<u>Performance-Level Term: (CIRCLE)</u>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 2				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u>				
<u>Performance-Level Term: (CIRCLE)</u>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 3				
--------	--	--	--	--

OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u>				
<u>Performance-Level Term: (CIRCLE)</u>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 4				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION: (DESCRIBE THE RESULTS ACHIEVED)</u>				
<u>Performance-Level Term: (CIRCLE)</u>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 5				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <b>(DESCRIBE THE RESULTS ACHIEVED)</b>				
<u>Performance-Level Term:</u> <b>(CIRCLE)</b>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

GOAL 6				
OBJECTIVE				
<i>Performance achieved</i>				
<u>DESCRIPTION:</u> <b>(DESCRIBE THE RESULTS ACHIEVED)</b>				
<u>Performance-Level Term:</u> <b>(CIRCLE)</b>				
1	3	5	7	10
Needs Improvement	Marginally Met Expectations	Met Expectations	Exceeded Expectations	Outstanding

**Conclusions**

**In what areas has the manager excelled over the past year?**

**What areas need improvement? What constructive, positive ideas can you offer the manager to improve these areas?**

**Do you have other comments or observations you want to share with the manager?**

**Manager Comments:**

**COMPOSITE PERFORMANCE RATING**

<b>SECTION ONE: BEHAVIORS (with points possible)</b>	<b>TOTAL SCORE</b>	<b>AVERAGE SCORE</b>
1. RELATIONS WITH ELECTED BODY (50)	_____	_____
2. LEADERSHIP AND POLICY EXECUTION (60)	_____	_____
3. COMMUNICATION (30)	_____	_____
4. COMMUNITY AND INTERGOVERNMENTAL RELATIONS (40)	_____	_____
5. MANAGEMENT AND ADMINISTRATION (50)	_____	_____
6. FINANCIAL MANAGEMENT (60)	_____	_____
7. PERSONAL CHARACTERISTICS (60)	_____	_____
<b><u>SECTION ONE AVERAGE SCORE</u></b>		_____

**SECTION TWO: GOAL PERFORMANCE**

1. PROTECT AND ENHANCE COMMUNITY'S FINANCIAL HEALTH AND STABILITY	_____	
2. GENERATE ECONOMIC DEVELOPMENT THROUGHOUT THE COMMUNITY	_____	
3. REVIEW AND PRIORITIZE CAPITAL INFRASTRUCTURE NEEDS AND IMPLEMENT PROJECTS	_____	
4. DEVELOP AND IMPLEMENT A STRATEGY TO ADDRESS THE COMMUNITY'S AGING PUBLIC FACILITIES	_____	
5. DEVELOP AND IMPLEMENT MORE EFFECTIVE COMMUNICATION AND OUTREACH WITH THE COMMUNITY	_____	
6. MAINTAIN APPROPRIATE AND ESSENTIAL PUBLIC SERVICES IN A COST-EFFECTIVE MANNER	_____	
<b><u>SECTION TWO- AVERAGE SCORE</u></b>		_____

**SECTION ONE + SECTION TWO = TOTAL /2 = COMPOSITE SCORE**

## COMPENSATION ADJUSTMENT MECHANISM

Performance-based Adjustment Based on Comparable Cities' Manager/Administrator Compensation using Composite Performance Score:

0 to 2.49	No increase in base pay
> 2.50 to 3.49	No increase or base pay equals 90 percent of comparables average (whichever is greater)
> 3.50 to 5.49	Base pay equals average of comparables, no performance pay
> 5.50 to 7.49	Base pay equals average of comparables plus 3% one-time performance pay
> 7.50 to 10.00	Base pay equals average of comparables plus 5% one-time performance pay



Average

Very good

Excellent

Poor

Good



# Manager Evaluations

## HANDBOOK

**ICMA**



*Leaders at the Core of Better Communities*

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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## Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

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# Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

# Executive Summary

**T**he periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

# Successful Evaluation Tips<sup>1</sup>

## **Performance evaluations will allow you to**

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

## **Discussing tasks that the manager performs well**

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

### Reminders:

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

## **Discussing areas that need improvement**

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

### Reminders:

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

## **Do's and Don'ts**

### DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

### DON'T:

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

## Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of [18 Practices for Effective Local Government Management](#) that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the [ICMA Practices](#) also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present traditional

evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

## The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

## Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

## How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the ICMA Recruitment Guidelines for Selecting a Local Government Administrator and the ICMA Model Employment Agreement.)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

## How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

### **Developing the Rating Instrument**

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

**Using a consultant.** If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government

***Proceeding without a consultant.*** If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

### ***Measure observable behaviors and progress toward goals***

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance, ideally through a strategic planning process.

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 18 core areas critical for effective local government management. While this list, the [ICMA Practices for Effective Local Government Management](#), was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Staff effectiveness
2. Policy facilitation
3. Functional and operational expertise and planning
4. Citizen service
5. Performance measurement/management and quality assurance
6. Initiative, risk taking, vision, creativity, and innovation
7. Technological literacy
8. Democratic advocacy and citizen participation
9. Diversity
10. Budgeting
11. Financial analysis
12. Human resources management
13. Strategic planning
14. Advocacy and interpersonal communication
15. Presentation skills
16. Media relations
17. Integrity<sup>2</sup>
18. Personal development

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be specific and observable by the members of the elected

body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

### **Using the Rating Instrument**

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in itself. In addition, nothing in the evaluation ought ever

to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

### **Public versus private evaluations**

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

## **Frequency and Timing of Manager Evaluations**

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations, will ideally have been discussed as part of the employ-

### **Benefits of executive session/closed meeting to evaluate manager's performance**

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

### **Benefits of an open session/meeting to evaluate manager's performance**

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

### **Benefits of providing a public summary once the process is completed**

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

ment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not take place until the elected officials and the manager

have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

### ***Relationship of Evaluation to Compensation***

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obliged to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensation decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

### **The Evaluation Results**

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The second section contains an agreed-upon list of the

goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

## **What Others Are Doing: Survey Results**

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

### **Failure to Undertake Evaluations**

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a requirement for an annual evaluation within the employment

contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

## Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

## Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby the explicit roles of the manager, elected body, and

other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

## Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.<sup>3</sup>

## Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

## Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

## Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the "crisis of the day" or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 18 core areas noted in the [ICMA Practices for Effective Local Government Management](#) that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

## 360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a "self-development" tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

## Conversation Evaluation System<sup>4</sup>

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

### **Step #1: Create Factors**

The elected officials divide themselves into subgroups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?,” to which he or she can also respond with a number of factors listed on a flipchart page.

### **Step #2: Reach Consensus on the Factors**

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

### **Step #3: Assign Weight Values for the Factors**

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

### **Step #4: Reach Consensus on Weight Values for the Factors**

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

### **Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager**

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

### **Step #6: Select Goals**

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

## Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation *is* a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

## Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the ICMA Practices for Effective Local Government Management—that would enhance any evaluation. These 18 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

## Sample Evaluation Forms for Local Government CAOs

- [Sample Appraisal of Performance](#)
- [Sample Manager Evaluation Form](#)
- [Sample Manager Performance Evaluation](#)
- [Sample County Administrator Performance Evaluation](#)

## Other Resources

- [ICMA Practices for Effective Local Government Management](#)
- [Recruitment Guidelines for Selecting a Local Government Administrator](#)
- [ICMA Model Employment Agreement](#)
- [ICMA Code of Ethics with Guidelines](#)

## Notes

- 1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. <http://icma.org/Documents/Document/Document/3602>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, [lewbender@aol.com](mailto:lewbender@aol.com)

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City Manager Evaluation Process

5. At least one week prior to the scheduled evaluation, the composite evaluation of the City Council, plus the City Manager's Self-Evaluation Form, are distributed by the Chair to the Council. A copy of the composite evaluation also is provided by the Chair to the City Manager at this time.
6. The City Council meets with the City Manager in the scheduled Executive Session to jointly review the evaluation.
7. Following the evaluation, the City Manager shall present to the Chair any requests regarding changes to the Employment Agreement, including salary adjustments.
8. In Executive Session, the Chair shall present to the City Council the City Manager's Employment Agreement adjustment requests. At the Executive Session, the Chair shall also solicit additional adjustment suggestions from the Council. At any point during the Executive Session, the Council may choose to excuse the City Manager from deliberations regarding these items. Following the reaching of a majority consensus on any adjustments, the Council shall inform the Manager of its pending decision in Executive Session and then reconvene in open session to ratify the changes.

## CITY MANAGER *SELF-EVALUATION* FORM

The two parts of this form should be completed by the City Manager and given to the City Council three weeks before the scheduled evaluation.

**PART I:** The City Manager should complete the Evaluation Form that also will be completed by City Council.

**PART II:** The City Manager should complete the following questions. Additional pages may be added as necessary.

1. What progress have you made in accomplishing your goals and/or work assignments since your last evaluation?
2. What other job-related accomplishments have you had that were not part of the goals set at your last evaluation?
3. What obstacles or setbacks did you encounter during the year?
4. What do you see as your major goals for this next evaluation period?
5. What can the Council do to help you accomplish these goals?
6. What suggestions do you have for improving the effectiveness between you and the Council?
7. Do you have specific training needs which the Council can facilitate, and how will these needs help you in meeting your goals?
8. Are there any other issues or comments you wish to share?

# CITY MANAGER EVALUATION FORM

This form shall be used by each member of the City Council to evaluate the City Manager's performance in fulfilling each of the roles which he/she plays in the city's government. The City Manager is graded 1 - 10, with the following scale:

- 1-2: Unacceptable performance; plan needs to be in place for improvement
- 3-4: Bare minimum performance for job function
- 5-6: Performance acceptable; "meets standards"
- 7-8: Initiative shown to exceed basic job requirements
- 9-10: Superior ability and initiative demonstrated; "exceeds standards by a wide margin"

Each member of the Council should sign the form and forward it to the Council Chair for compilation at least two weeks prior to the scheduled evaluation.

## 1. PERSONAL

- \_\_\_ Invests sufficient efforts toward being diligent and thorough in the discharge of duties.
- \_\_\_ Composure, appearance and attitude are fitting for an individual in his/her executive position.

## 2. PROFESSIONAL SKILLS AND STATUS

- \_\_\_ Knowledgeable of current developments affecting the management field.
- \_\_\_ Respected in management profession.
- \_\_\_ Has a capacity for innovation.
- \_\_\_ Anticipates problems and develops effective approaches for solving them.
- \_\_\_ Willing to try new ideas proposed by Council members or staff.

**3. RELATIONS WITH COUNCIL**

- Carries out directives of the Council as a whole rather than those of any one Council member.
- Assists the Council in resolving problems at the administrative level to avoid unnecessary Council action.
- Assists the Council in establishing policy while acknowledging the ultimate authority of the Council.
- Responds to requests for information or assistance by the Council in a timely manner.
- Informs the Council of administrative developments and current issues in a timely manner.
- Provides equal information to all members of the Council.
- Receptive to constructive criticism and advice.

**4. POLICY EXECUTION**

- Implements Council action in accordance with the intent of the Council.
- Supports the actions of the City Council after a decision has been reached.
- Enforces city policies.
- Understands the city's laws and ordinances.
- Reviews enforcement procedures periodically to improve effectiveness.
- Offers workable alternatives to the Council for changes in the law when an ordinance or policy proves impractical in actual administration.

**5. REPORTING**

- Provides the Council with reports concerning matters of importance to the City.
- Reports are accurate and comprehensive.

City Manager Evaluation Form

\_\_\_ Reports are generally produced through own initiative rather than when requested by the Council.

\_\_\_ Prepares a sound agenda which prevents trivial, administrative matters from being reviewed by the Council.

6. CITIZEN RELATIONS

\_\_\_ Accommodates complaints from citizens in a timely, consistent and respectful manner.

\_\_\_ Dedicated to the community and to its citizens.

\_\_\_ Skillful with the news media, avoiding political positions and partisanship.

\_\_\_ Openly listens to others.

\_\_\_ Works well with others.

\_\_\_ Willing to meet with members of the community and discuss their concerns.

\_\_\_ Cooperates with neighboring communities.

\_\_\_ Cooperates with the county, state and federal governments.

\_\_\_ Cooperates with governmental units within the City, such as the School Board.

7. STAFFING

\_\_\_ Recruits and retains competent personnel for city positions.

\_\_\_ Aware of weak or inefficient administrative personnel and works to improve their performance.

\_\_\_ Accurately informed and concerned about employee insurance, fringe benefits, promotions, and pensions.

\_\_\_ Impartially administers the merit system.

Adheres to terms of employee union contracts.

Professionally negotiates the terms of employee union contracts and ably represents the City's position.

**8. SUPERVISION**

Encourages department heads to make decisions within their own jurisdictions without City Manager approval, yet maintains general control of administrative operations.

Instills confidence and initiative in subordinates and emphasizes support, rather than restrictive controls, for their programs.

Has developed a friendly and informal relationship with the work force as a whole, yet maintains the prestige and dignity of the City Manager office.

Evaluates personnel periodically and points out staff weaknesses and strengths.

**9. FISCAL MANAGEMENT**

Prepares a balanced budget to provide services at a level intended by the Council.

Makes the best possible use of available funds, conscious of the need to operate the city efficiently and effectively.

Prepared budget is timely, consistent and thorough.

Anticipates problems and provides Council with solutions for consideration.

**10. What have been the finest accomplishments of the City Manager this past year?**

11. What areas need the most improvement? Why? What constructive, positive ideas can you offer the City Manager to improve these areas?

12. **OTHER**

A. **Legal Services**

\_\_\_ City Attorney meets the City's needs as Corporate Counsel.

\_\_\_ City Attorney is knowledgeable about City issues and about legal trends that may impact the City.

\_\_\_ City Manager utilizes legal services appropriately.

**Comments:**

B. **Department of Planning**

\_\_\_ Department is perceived as efficient.

\_\_\_ Services seem to be effective in meeting community needs.

\_\_\_ Department is responsive, innovative and anticipates problems.

**Comments:**

**C. Department of Zoning**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

**D. Department of Parks and Recreation**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

**E. Department of Public Works**

- Department is perceived as efficient.
- Services seem to be effective in meeting community needs.
- Department is responsive, innovative and anticipates problems.

**Comments:**

DRAFT Minutes of the Selectboard Meeting of Wednesday, June 10, 2015 at 6:30 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager and Jonathan Bynum.

There were about 12 people in the audience.

Also participating: Kris Clement, Dennis Kaufman, Steve Leinoff, Cheryl Lindberg, Suzanne Lupien, Doug Robinson, Henry Scheier, Irv Thoma

Cook opened the meeting at 6:30 pm.

1. Approval of Agenda (Action Item). The Selectboard, by consensus, approved the Agenda as is.

2. Public Comments. None at this point.

3. Town Manager's Report (Discussion). Fulton's report included updates on the wildfire on Tigertown Road, the possibility of siting a solar project in the infield of the I-91/Route 10A interchange, and the progress of the Safe Routes to School project. There were some questions on the location, size, and esthetics of the possible solar project.

a. Norwich Pool Dam Replacement Status. There is a public forum scheduled for 23 June 2015. There was discussion of whether it was possible for fish to migrate up Blood Brook from the Connecticut, given the presence of the steep culvert under I-91.

4. Finance – Board to Sign Accounts Payable/Warrants (Action Item). After some questions, Ashley **moved** (2<sup>nd</sup> Layton) to approve Check Warrant Report #15-28 for General Fund in the amount of \$55,438.27 and for Land Management Council Fund in the amount of \$512.50 for the period from 05/28/15 to 06/10/15. **Motion passed.**

5. Request to Expend \$13,200 from the Town Clerk Equipment and General Administration Reserve Funds to Replace Two Multifunction Printers (Discussion/Action Item). Fulton presented some options for replacing the Town's two multifunction copier/printers. The current machines are expensive to maintain. After discussion, Ashley **moved** (2<sup>nd</sup> Flanders) to authorize the Town Manager to spend approximately \$4,985 from the Town Clerk Reserve Fund and \$8,215 from the General Administration Reserve Fund. **Motion passed.**

6. Ordinance to Regulate Alarm Systems in the Town of Norwich (Discussion/Possible Action Item). Leinoff and Robinson spoke in favor of the draft ordinance. After some discussion of the actual cost to the Town of responding to false alarms, the penalties described in the ordinance, and how this information would be disseminated to citizens, pursuant to Title 24 VSA § 1971, Flanders **moved** (2<sup>nd</sup> Goulet) for the Selectboard to adopt the Ordinance to Regulate Alarm Systems in the Town of Norwich and authorize the Chair to sign. **Motion passed.**

7. Process to Publicize VLCT Forum on Selectboard/Town Manger Form of Government (Discussion/Possible Action Item). After discussion of the usual forms of publicizing such events, Flanders **moved** (2<sup>nd</sup> Goulet) that Layton, coordinating with Cook and Fulton, draft a letter on the VLCT forum, and that Ashley, coordinating with Cook and Fulton, draft a letter on the Pool Dam forum for publication in the Valley News. **Motion passed.**

8. Effective Communications with the Public (Discussion/Possible Action Item). Cook submitted a copy of an electronic newsletter distributed weekly by the Windsor Town Manger as an example of effective communications with the public. After discussion of this idea and other means of disseminating information, Kris Clement suggested that the Selectboard appoint a Communications Committee to study how most effectively to communicate with the public. It was agreed to revisit this issue at the next meeting.

9. Finance Committee Charge and Appointment Process (Discussion/Possible Action Item). There was discussion of the difficulty in finding volunteers, the history of the Norwich Finance Committee, and the appointment process. It was agreed to revisit this issue at the next meeting.

10. East Central Vermont Telecommunications District. Approve that the East Central Vermont Telecommunications District Qualifies as a Communications Union District under 30 V.S.A. Chapter 82 and Appoint Irv Thomae as Norwich's Representative. (Discussion/Action Item). Irv Thomae presented the reasons why this step is necessary. After discussion, Ashley **moved** (2<sup>nd</sup> Flanders) for the Selectboard to Adopt the Resolution Approving the Formation of the East Central Vermont Telecommunications District, which qualifies as a Communications Union District under 30 V.S.A. Chapter 82 and Appoint Irv Thomae as Norwich's Representative. **Motion passed.**

11. Correspondence (Please go to [www.norwich.vt.us](http://www.norwich.vt.us), click on Boards & Committees from the blue banner, click on Selectboard and click on Recent Selectboard Correspondence in the middle section to view resident correspondence): (Discussion/Possible Action Item)

- a) Memorandum from the Town Clerk re Dog Licenses. Flanders **moved** (2<sup>nd</sup> Goulet) to receive a Memorandum from the Town Clerk re Dog Licenses. **Motion passed.**

13. Selectboard

- a) Approval of the Minutes of the 5/13/15 and 5/27/15 Selectboard Meetings (Action Item)  
Flanders **moved** (2<sup>nd</sup> Goulet) to approve the minutes of the 5/13/15 Selectboard meeting and the minutes of the 5/27/15 Selectboard meeting. **Motion passed.**
- b) Review of Future Agenda Items (Discussion/Possible Action Item)
  - Burn ordinance
  - Statute on Budget Advisory Committee
  - Background on setting of tax rate/treatment of undesignated fund
  - Personnel policies
  - Selectboard calendar and goals
  - Meet with Rob Gurwitt
  - Expenditure from Conservation Commission Reserve Fund
  - FY16 Paving Program
  - Trustee of Public Funds Appointment
  - Norwich Pool Dam
  - Summer schedule

Goulet **moved** (2<sup>nd</sup> Flanders) to adjourn. **Motion passed.** Meeting adjourned at 8:46 pm.

Approved by the Selectboard on \_\_\_\_\_.

Jonathan Bynum

Linda Cook  
Selectboard Chair

Next Regular Meeting – June 24, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH  
SELECTBOARD.

DRAFT Minutes of the Special Selectboard Meeting of Wednesday, June 17, 2015 at 6:00 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager and Jonathan Bynum.

Representatives of Vermont League of Cities & Towns: Garrett Baxter (Senior Staff Attorney, Municipal Assistance Center, VLCT), Abby Friedman (Director, Municipal Assistance Center, VLCT).

There were about 21 people in the audience.

Also participating: Watt Alexander, Ernie Ciccotelli, Kris Clement, Rob Gere, Jim Gold, Linda Gray, Brian Livingston, Suzanne Lupien, Arline Rotman

Cook opened the meeting at 6:01 pm.

1. VLCT Workshop—topic is the roles and responsibilities of the Selectboard and Town Manager in the Town Manager form of local government.

Cook related three questions that had been posed to the VLCT by the Selectboard:

- (a) What is the general statutory authority and relationship between the Town Manager and the Selectboard?
- (b) What does VLCT consider best practice for employee performance evaluations?
- (c) What is VLCT's analysis of the Nelson v. St. Johnsbury case?

Cook introduced Abby Friedman, who described the role of the VLCT, and then introduced Garrett Baxter. Baxter said that his presentation was not directed towards Norwich's particular issues, and that he would be unable to answer specific questions pertaining to Norwich.

- (a) What is the general statutory authority and relationship between the Town Manager and the Selectboard?

Baxter explained that Vermont is a Dillon's rule state, meaning that a municipality has only those powers and functions specifically authorized by the Legislature. Sixty-one towns in Vermont have adopted the municipal manager form of government. This change substantially alters the role of the Selectboard, by transferring most of the administrative and managerial functions previously performed by the Selectboard to the Town Manager. This in turn allows the Selectboard to focus primarily on setting policy.

The Town Manager's authority is not delegated by the Selectboard, but rather flows from the Vermont Statutes. As such, the Town Manager has the independent legal authority to follow his/her own judgement, but must be willing to accept the consequences.

At this point, there were various questions from the Selectboard and the audience, some of which Baxter declined to answer. Baxter related that, in a Town Administrator form of government, the authority of the Town Administrator *is* delegated to him/her by the Selectboard, but reiterated that in the Town Manger form, the authority of the Town Manager is derived from State statute.

- (b) What does VLCT consider best practice for employee performance evaluations?

Baxter stated that the VLCT recommends at least annual performance evaluations. These should be documented and signed by the employee to acknowledge receipt. This harmonizes employer/employee expectations, facilitates improvement, assists retention, and helps avoid litigation in case of termination.

(c) What is VLCT's analysis of the Nelson v. St. Johnsbury case?

Baxter explained the legal distinction between an *at-will* and a *for cause* employee. The Vermont Supreme Court ruled in the Nelson case that a Town Manager is a *for cause* employee.

An *at-will* employee may be terminated at any time for any reason, as long as the reason is not unlawful. A *for cause* employee can be terminated only for misconduct or poor performance resulting in a substantial detriment to the employer's interest, and must be afforded due process during termination. What constitutes due process requires a balancing of the interests at stake, but the Supreme Court has recognized three procedures that protect due process—

- (i) Limited pre-termination and more comprehensive post-termination hearings
- (ii) Suspension with pay
- (iii) Suspension without pay

At this point, there were various questions from the Selectboard and the audience, some of which Baxter declined to answer. Ashley asked whether a Selectboard executive session would count as a pre-termination hearing. Baxter said that this question had not been litigated. Gold, Alexander, Clement and Lupien had questions about contracts—whether the Town Manager can be compelled to sign a contract during his/her tenure, and whether having one can turn the Town Manager into an at-will employee. Baxter replied that questions about contracts had not been litigated in the Nelson case, but that in general, a contract must be entered into freely by both parties. Clement suggested that the VLCT study how successful the Town Manager form of government has been. Gere asked whether a Town Manager's refusal to sign a contract during his/her tenure could be acceptable cause for termination. Baxter replied that he didn't see a cause basis for termination in this situation, but that the issue has not been addressed by the Supreme Court.

Cook thanked Baxter and Friedman for coming. Ashley **moved** (2<sup>nd</sup> Flanders) to adjourn. **Motion passed.** Meeting adjourned at 7:52 pm.

Approved by the Selectboard on \_\_\_\_\_.

Jonathan Bynum

Linda Cook  
Selectboard Chair

Next Regular Meeting – June 24, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD.

DRAFT Minutes of the Special Selectboard Meeting of Tuesday, June 23, 2015 at 7:00 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager and Jonathan Bynum.

Pool Dam Design Team: Jeff Tucker (President, Dubois & King); Chandler Engel (Water Resources Engineer, Dubois & King); Phil Downey (Aquatec Biological Sciences); Nate Stearns (Hershenson, Carter, Scott & McGee, PC).

There were about 35 people in the audience.

Also participating: Nancy Dean, Peter French, Milt Frye, Dana Ireland, Jill Kearney-Niles, Lizann Peyton, Kris Strobehn, Kate White

Cook opened the meeting at 7:01 pm.

1. Pool Dam Public Forum—Update on the status of the replacement of the Pool Dam.

Fulton related some of the history of the effort to rebuild the Norwich Pool Dam since it was destroyed by Hurricane Irene in August 2011. FEMA estimates \$567,000 for replacement of the structure, 95% of which would be paid with Federal and State funds. The primary hold-up has been the reluctance of the Vermont Agency of Natural Resources (ANR) to issue a permit for the new dam, in spite of efforts by Norwich Town government and our State legislators. Fulton then introduced the design team responsible for preparing a stream alteration permit application that would be satisfactory to ANR.

(a) Jeff Tucker introduced the proposed concept of a removable dam, erected from mid-June to mid-September, which would allow Charles Brown Brook to be free-flowing 42 weeks out of the year.

(b) Chandler Engel described the proposed dam, which would make use of a flood barrier-type product comprised of a series of removable aluminum stop-logs held in place by buttressed stanchions set into a concrete base. This structure would have a primary spillway to maintain the required minimum water flow, producing a pool similar in depth and surface area to the one that pre-existed Irene. The surviving section of the original dam will also be replaced as funds allow.

There were questions from the Selectboard and the audience about the effect of serious weather events like Irene on the proposed structure, and the procedure for erecting and removing the dam. Tucker and Engel said that the dam was designed to withstand a 0.2-percent annual exceedance probability (500 year return frequency) flood without any damage to the dam structure, but that it would be prudent to remove some or all of the stop-logs prior to such an event. Erecting and removing the dam is a relatively quick procedure. The pool would fill quickly in June, but would be drawn down slowly in September.

(c) Phil Downey related that Charles Brown Brook is primarily a brook trout fishery, a species that is very sensitive to habitat degradation. He said that the design of the pool dam and the surroundings were created to maintain the cool water temperatures that brook trout need by spilling unheated water from the bottom of the pool downstream and providing shading to minimize solar heating. Efforts would also be made to improve the existing channel habitat and to ensure that fish would not become stranded during pool emptying.

There were questions and comments pertaining to the fish census before and after the failure of the earlier dam, and potential safety issues with the residual and new structures. Christopher Ashley pointed out that there is some chance that ANR will reject the Town's permit application, but that all this preparatory work has been done so that the Town will be best positioned for successful litigation if necessary.

(d) Nate Stearns said that the test for ANR was whether the dam would cause "significant" damage to fish-life or wildlife, but that in general ANR wants no new dams to be built in Vermont. An appeal of a rejection of the permit application would be to Environmental Court. Fulton said that, since the old dam had washed away, the proposed dam was considered to be a new dam rather than a replacement, making the regulatory hurdles much higher. Stearns continued that, while the Town would love to collaborate with ANR, they were also prepared to let the Environmental Court decide what constitutes "significant" damage to fish-life.

There was then some discussion of the Fire District dam just upstream and possible costs of legislation.

Cook closed the meeting with the remark that the Selectboard had put \$25,000 into a fund for the Pool Dam permitting process.

Meeting adjourned at 8:33 pm.

Approved by the Selectboard on \_\_\_\_\_.

Jonathan Bynum

Linda Cook  
Selectboard Chair

Next Regular Meeting – June 24, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD.

DRAFT Minutes of the Selectboard Meeting of Wednesday, June 24, 2015 at 6:30 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager and Jonathan Bynum.

There were about 15 people in the audience.

Also participating: Watt Alexander, Kris Clement, Rob Gurwitt, David Hubbard, Dennis Kaufman, Cheryl Lindberg, Suzanne Lupien, Stuart Richards, Doug Robinson, Liz Russell, Demo Sofronas.

Cook opened the meeting at 6:32 pm.

1. Approval of Agenda (Action Item). The Selectboard, by consensus, approved the Agenda as is.
2. Public Comments. No action taken.
3. Town Manager's Report (Discussion). Fulton spoke about the fiscal year end and the previous night's forum on the Pool Dam structure. There was discussion of the logistics of requesting an extension for dam construction from FEMA. No action taken.
4. Finance – Board to Sign Accounts Payable/Warrants (Action Item). After some questions, Flanders **moved** (2<sup>nd</sup> Goulet) to approve Check Warrant Report #15-29 for General Fund in the amount of \$218,759.01, for Conservation Commission Fund in the amount of \$5,000.00 and for Highway Equipment Fund in the amount of \$58,900.00 for the period from 06/19/15 to 06/24/15, and to approve Check Warrant Report #16-1 for General Fund in the amount of \$139,090.13 for the period from 6/25/15 to 07/1/15. **Motion passed.**
5. Review and Receive Financial Management Questionnaire from Treasurer (Discussion/Possible Action Item). In the absence of Cheryl Lindberg (who was expected later), it was agreed to postpone this item to later in the meeting.
6. Interview/Appoint Ann Harvey as a Trustee of Public Funds (Action Item). After discussion, in the absence of Ann Harvey and Cheryl Lindberg, it was decided to postpone this item until later in the meeting.
7. Meet with Rob Gurwitt re DailyUV.com (Discussion). Rob Gurwitt and Watt Alexander of dailyuv.com presented a demonstration of the capabilities of this free local website. The current traffic is about 600-1400 visits per week. They are interested in helping the Town of Norwich use this platform as an information utility for communication with townspeople. No action taken.
5. Review and Receive Financial Management Questionnaire from Treasurer (Discussion/Possible Action Item). Cheryl Lindberg had filled out a one-page questionnaire on the Town's financial management practices that had been created by the Vermont Auditor of Accounts. After a number of questions on bank reconciliations, who approves Town payments, and whether there has been misuse of Town funds or property, Ashley **moved** (2<sup>nd</sup> Flanders) to receive the Financial Management Questionnaire from the Treasurer. **Motion passed.**
6. Interview/Appoint Ann Harvey as a Trustee of Public Funds (Action Item). Cheryl Lindberg had recruited Ann Harvey to this position, and endorsed her appointment. After discussion, Flanders

**moved** (2<sup>nd</sup> Ashley) to appoint Ann Harvey as a Trustee of Public Funds until the next regular Town meeting. **Motion passed.**

8. Norwich Conservation Commission Request to Spend \$9,000 from the Conservation Commission Reserve Fund to Help Conserve 50 Acres on Sugartop Road (Discussion/Possible Action Item). David Hubbard of the Conservation Commission explained that the plan was for John & Judith Wiggin, Trustees to donate a conservation easement on 50 acres of land to the Upper Valley Land Trust. The parcel abuts other conserved land along the Appalachian Trail corridor. The \$9,000 is to assist with legal costs pertaining to the transfer and to create a fund for future stewardship of the land. Flanders **moved** (2<sup>nd</sup> Ashley) to approve the Conservation Commission's request to spend \$9,000 from the Conservation Commission Reserve Fund to Help Conserve 50 Acres on Sugartop Road. Dennis Kaufman expressed concern over a previous conservation easement donated to a different land trust that contained language that did not create a permanent protection for the donated land.

After further discussion, Ashley **moved** (2<sup>nd</sup> Flanders) to append to Flanders' original motion the words, "provided that the Conservation Commission verifies in writing that it's a permanent easement." **Motion passed 4-1** (yes—Ashley, Flanders, Goulet and Layton; no—Cook). The Selectboard then voted on Flanders' amended motion, to approve the Conservation Commission's request to spend \$9,000 from the Conservation Commission Reserve Fund to Help Conserve 50 Acres on Sugartop Road, provided that the Conservation Commission verifies in writing that it's a permanent easement. **Motion passed 4-1** (yes—Ashley, Flanders, Goulet and Layton; no—Cook).

9. Norwich Conservation Commission Request to Spend \$30,000 from the Conservation Commission Reserve Fund to Help the Upper Valley Land Trust Conserve 345 acres on Turnpike Road (Norwich Farms) (Discussion/Possible Action Item). Hubbard then explained that the Upper Valley Land Trust planned to acquire 345 acres of former Sigler land recently donated to Vermont Technical College. The \$30,000 is a donation from the Conservation Commission towards the purchase price (which will in turn be used to support VTC's new Norwich dairy operation) and other expenses associated with the transfer. After discussion, Ashley **moved** (2<sup>nd</sup> Flanders) to approve the Conservation Commission's request to spend \$30,000 from the Conservation Commission Reserve Fund to Help the Upper Valley Land Trust Conserve 345 Acres on Turnpike Road, provided that the Conservation Commission verifies in writing that the protection is permanent. **Motion passed 4-1** (yes—Ashley, Flanders, Goulet and Layton; no—Cook).

10. Follow-up from Norwich Pool Dam Forum (Discussion/Possible Action Item). After discussion, Ashley **moved** (2<sup>nd</sup> Goulet) to authorize the Town Manager to submit the Pool Dam application as soon as possible, but to present the application to the Selectboard as soon as possible after it is finalized. **Motion failed 2-3** (yes—Ashley and Goulet; no—Cook, Flanders and Layton). Flanders then **moved** (2<sup>nd</sup> Goulet) to authorize the Town Manager to submit the application for the rebuilding of Norwich's Pool structure. **Motion passed 4-1** (yes—Ashley, Flanders, Goulet and Layton; no—Cook).

11. Finance Committee/Budget Advisory Committee (Discussion). After discussion, no action was taken.

12. FY16 Tax Rate Setting Preparation (Discussion)  
a) Undesignated Fund Balance Policy.  
b) EOY Projections.

Fulton presented the key considerations in setting the tax rate, the Selectboard Undesignated Fund Balance Policy, and the End of Year projections. Discussion, no action.

13. FY16 Selectboard Goals and Calendar (Discussion/Possible Action Item). On Selectboard Goals, there was discussion of revisiting strategic planning and whether a report should be expected from the Quality of Community Committee. On the Selectboard calendar, there was discussion of the two unscheduled meeting dates of July 22<sup>nd</sup> and August 12<sup>th</sup>. It was agreed to wait until the next meeting to see whether the Selectboard needs to schedule further meetings over the summer.

14. Capital Facilities (Discussion/Possible Action Item). There was discussion of the difficulties of the process and the message the Norwich voters were trying to send in the two failed bond votes. There was also discussion of how to move forward, and whether the Selectboard could bring another bond proposal to the voters prior to next Town meeting. Layton **moved** (2<sup>nd</sup> Goulet) to ask Dan Goulet to conduct research of comparative regional construction costs and costs of creating working construction drawings. Results should include statements in writing from qualified professionals. After discussion of whether a motion was needed for this, Layton withdrew the motion, and Goulet withdrew the 2<sup>nd</sup>. It was agreed that Goulet would pursue this research. It was also agreed to revisit the letter from Paul Gillies on the role of the Town Manager in overseeing building projects at a later meeting.

15. Update of Personnel Policies (Discussion Item). Fulton said that he had a major reworking of the Personnel Policies underway. It was also pointed out that the VLCT is shortly coming out with a new Personnel Policy template. It was decided to postpone further discussion of the Personnel Policies to a later meeting.

In view of the lateness of the hour, Cook **moved** (2<sup>nd</sup> Ashley) to put agenda items 16(a)-(d) off until the next meeting, and move on to 16(e). **Motion passed.**

16. Selectboard

- (e) Review of Next Agendas (Discussion/Possible Action Item). Next agenda items—
- Summer schedule
  - Letter from Paul Gillies on Town Manager oversight of building projects
  - FY16 Paving
  - Tax rate setting
  - Correspondence (Selectboard to see two deeds from Upper Valley Land Trust)

Goulet **moved** (2<sup>nd</sup> Ashley) to adjourn. **Motion passed.** Meeting adjourned at 10:34 pm.

Approved by the Selectboard on \_\_\_\_\_.

Jonathan Bynum

Linda Cook  
Selectboard Chair  
Next Regular Meeting – July 8, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD.

Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
ADVANCE	ADVANCE AUTO PARTS	05/21/15	DPW-WAX & CLEANER 084514108869	01-5-703403.00 PARTS & SUPPLIES	16.98	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	05/29/15	FD-LIGHT BULB 084514963811	01-5-555528.00 FIRE TRK R & M	5.65	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/02/15	DPW-STOCK REPLACEMENT 084515386840	01-5-703403.00 PARTS & SUPPLIES	12.54	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/09/15	DPW-PARTS CREDIT 084516009733	01-5-703403.00 PARTS & SUPPLIES	-67.27	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/11/15	PD-OIL & AIR FILTERS 084516271264	01-5-500742.00 CRUISER MAINT	23.52	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/12/15	DPW-PD-BRAKE FLUID 084516309949	01-5-703403.00 PARTS & SUPPLIES	3.30	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/12/15	DPW-PD-BRAKE FLUID 084516309949	01-5-500742.00 CRUISER MAINT	13.18	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/15/15	DPW-OIL PLUG 084516600078	01-5-703403.00 PARTS & SUPPLIES	25.92	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/16/15	DPW-EXHAUST CAP 084516700154	01-5-703403.00 PARTS & SUPPLIES	13.40	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/17/15	DPW-OIL 084516800215	01-5-703405.00 PETROLEUM PRODUCTS	103.76	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/18/15	DPW-OIL FILTER 084516971575	01-5-703403.00 PARTS & SUPPLIES	9.18	2158	06/30/15
ADVANCE	ADVANCE AUTO PARTS	06/19/15	DPW-OIL & SPARK PLUGS 084517087232	01-5-704403.00 PARTS & SUPPLIES	51.70	2158	06/30/15
ARC	ARC MECHANICAL CONTRACTOR	06/22/15	TH-RECREATION A/C 74890	01-5-706113.00 REPAIRS & MAINTENANCE	205.00	2159	06/30/15
BARDEN	ROBERT V. BARDEN	06/17/15	B&G-UNIFORM BOOTS 06/16/2015	01-5-704311.00 UNIFORMS	194.99	2160	06/30/15
CASELLA	CASELLA WASTE SERVICES	06/01/15	TS-MAY RECYCLING 0178931	01-5-705305.00 RECYCLING	2239.69	2161	06/30/15
CASELLA	CASELLA WASTE SERVICES	06/01/15	TS-MAY 15 TRASH 0178932	01-5-705303.00 MUNICIPAL SOLID WASTE	3953.90	2161	06/30/15
CHILDCARE	CHILD CARE CENTER IN NORW	06/23/15	FY15 APPROPRIATION 6/23/15	01-5-800324.00 NORWICH CHILD CARE SCHOLA	4348.00	2162	06/30/15
CHILDSUPP	OFFICE OF CHILD SUPPORT	06/22/15	CHILD SUPP PPEND 6/20/15 PEND6-20-15	01-2-001115.00 CHILD SUPPORT PAYABLE	244.92	2156	06/25/15
CONNRIVER	CONNECTICUT RIVER WATERSH	06/17/15	CONS COMM-PHRAGMITE REMOV POLATI N	01-5-650632.00 WATER QUAL MONIT	2000.00	2163	06/30/15
COTT	COTT SYSTEMS INC	04/21/15	TC-PAPER 103086	01-5-100610.00 OFFICE SUPPLIES	59.05	2164	06/30/15
CRICKET'S	CRICKET'S PAINT & AUTO PA	06/18/15	DPW-STOCK PARTS 621246	01-5-703403.00 PARTS & SUPPLIES	15.03	2165	06/30/15
CRYSTAL	CRYSTAL ROCK, LLC	05/31/15	DPW-TRAN STA-WATER&RENTAL 05/31/15	01-5-703515.00 ADMINISTRATION	72.10	2166	06/30/15
CRYSTAL	CRYSTAL ROCK, LLC	05/31/15	DPW-TRAN STA-WATER&RENTAL 05/31/15	01-5-705515.00 ADMINISTRATION	12.00	2166	06/30/15
D&W	DAN & WHIT'S GENERAL STOR	06/10/15	REC-SUPPLIES 4407749	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	6.76	2167	06/30/15
D&W	DAN & WHIT'S GENERAL STOR	06/22/15	REC- SUPPLIES 4421791	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	27.12	2167	06/30/15

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Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
DAVES	06/11/15	DAVE'S STARTER & ALTERNAT PD-BATTERIES 10065143	01-5-500742.00 CRUISER MAINT	202.50	2168	06/30/15
DAVISAUTO	06/22/15	DAVIS AUTO SALES & RECOND PD-IMPALA RECON W/ BUFF 3011	01-5-500742.00 CRUISER MAINT	185.00	2169	06/30/15
DAVISAUTO	06/23/15	DAVIS AUTO SALES & RECOND PD-FORD TAURUS RECON 3017	01-5-500742.00 CRUISER MAINT	185.00	2169	06/30/15
DAVISAUTO	06/25/15	DAVIS AUTO SALES & RECOND PD-13 FORD TAURUS RECON 3032.	01-5-500742.00 CRUISER MAINT	185.00	2169	06/30/15
ECONO	06/01/15	ECONO SIGNS, LLC DPW-SPEED LIMIT SIGNS 10-922172	01-5-703217.00 SIGNS	228.82	2170	06/30/15
EVANSMOTO	06/22/15	EVANS GROUP, INC. DPW- 405.9 GAL DIESEL 562262	01-5-703405.00 PETROLEUM PRODUCTS	878.45	2171	06/30/15
FLANDERS	06/11/15	FLANDERS & PATCH MOTOR SA PD-REAR CALIPERS EQ1 67795	01-5-500742.00 CRUISER MAINT	290.88	2172	06/30/15
FLANDERS	06/12/15	FLANDERS & PATCH MOTOR SA PD-REAR CALIPERS EQ-2 67801	01-5-500742.00 CRUISER MAINT	290.88	2172	06/30/15
GLANFR	06/20/15	FRED GLANZBERG CON COMM-MFNA INVASIVE INVOICE #2``	01-5-650635.00 MILT FRYE NATURE AREA	3377.33	2173	06/30/15
GMPC	06/17/15	GREEN MOUNTAIN POWER CORP DPW-STREETLIGHTS 051192JUNE15	01-5-703307.00 STREETLIGHTS	40.96	2174	06/30/15
GRAPHIC	06/11/15	THE GRAPHIC EDGE, INC REC-HATS 890976	01-5-425208.00 TEE SHIRT/HAT	591.75	2175	06/30/15
GREATWEST	06/23/15	GREAT-WEST TRUST COMPANY, DEFERRED COMP JUN 15 JUN 15	01-2-001116.00 DEFERRED COMPENSATION	3132.72	2176	06/30/15
GREATWEST	06/23/15	GREAT-WEST TRUST COMPANY, DEFERRED COMP JUN 15 JUN 15	01-2-001116.10 ROTH PLAN 457	1030.00	2176	06/30/15
HARTFORD	05/27/15	TOWN OF HARTFORD PD-MOBILE BROADBAND USE 6611	01-5-500535.00 VIBRS	245.08	2177	06/30/15
HEADREST	06/23/15	HEADREST FY15 APPROPRIATION 6/23/15	01-5-800354.00 HEADREST	2500.00	2178	06/30/15
HILLS	06/26/15	HILLS SIGNS PD-NON REFL EQUIP MARKERS 27668	01-5-550301.00 SUPPLIES	72.00	2179	06/30/15
INNOVATIV	06/15/15	INNOVATIVE MUNICIPAL PROD DPW-4498 GALS DUSTCONTROL INV28756	01-5-703205.00 DUST CONTROL	3598.40	2180	06/30/15
JOESEQUIP	06/15/15	JOE'S EQUIPMENT SEV. INC. DPW-GENERATOR COIL 48695	01-5-703403.00 PARTS & SUPPLIES	42.95	2181	06/30/15
JPCHEMICAL	06/12/15	JP PEST SERVICES, INC PD-QUARTERLY FUMIGATION 1457961	01-5-475430.00 REPAIRS & MAINT	237.00	2182	06/30/15
KENYON	06/15/15	C. KENYON CONSTRUCTION CONCOMM-GILE MTN GRANT 264278	01-5-650725.00 GRANT	1495.00	2183	06/30/15
KENYON	06/18/15	C. KENYON CONSTRUCTION CON COMM-GILE MTN GRANT 264290	01-5-650725.00 GRANT	1260.00	2183	06/30/15
LINDBERG	06/22/15	CHERYL A LINDBERG ASSESS-MILEAGE 6/22/15	01-5-300580.00 MILEAGE REIMB	28.75	2184	06/30/15
MAYER	06/23/15	MAYER & MAYER JUN 15 JUDGEMENT ORDER JUN 15	01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	50.00	2185	06/30/15
MIS1	06/23/15	ESTATE OF JULIA HANCOCK EXCESS FROM TAX SALE TAX SALE	01-2-003011.00 TAX SALE/REDEMPTIONS	7638.02	2186	06/30/15
NACOP	06/23/15	NAT'L ASSN OF CHIEFS OF P PD-NATIONAL CHIEFS MEMBER MEMBERSHIP	01-5-500615.00 DUES/MTGS/EDUC	60.00	2187	06/30/15

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
NORSOLAR	06/23/15	NORWICH SOLAR PROJECT I, TH & HWY GARAGE-JUNE2015 JUNE 15	01-5-706101.00 ELECTRICITY	485.49	2188	06/30/15
NORSOLAR	06/23/15	NORWICH SOLAR PROJECT I, TH & HWY GARAGE-JUNE2015 JUNE 15	01-5-703501.00 ELECTRICITY	39.98	2188	06/30/15
PBA	06/23/15	NEW ENGLAND PBA, INC JUN 15 UNION DUES JUN 15	01-2-001117.00 UNION DUES PAYABLE	412.00	2189	06/30/15
PIKE	06/09/15	PIKE INDUSTRIES INC DPW-28.02 TON GRAVEL 805176	01-5-703207.00 GRAVEL & STONE	263.39	2190	06/30/15
PIKE	06/09/15	PIKE INDUSTRIES INC DPW-10.73 TON GRAVEL 805191	01-5-703207.00 GRAVEL & STONE	104.62	2190	06/30/15
PIKE	06/09/15	PIKE INDUSTRIES INC DPW-17.13TON CRUSH STONE 805540	01-5-703207.00 GRAVEL & STONE	163.37	2190	06/30/15
PIKE	06/09/15	PIKE INDUSTRIES INC DPW-13.77 TON 5" LEDGE 805550	01-5-703207.00 GRAVEL & STONE	127.38	2190	06/30/15
PIKE	06/09/15	PIKE INDUSTRIES INC DPW-6.92 TON 5" LEDGE 805553	01-5-703207.00 GRAVEL & STONE	64.01	2190	06/30/15
PIKE	06/12/15	PIKE INDUSTRIES INC DPW-6.92 TON 4"EROSION ST 806192	01-5-703207.00 GRAVEL & STONE	72.66	2190	06/30/15
PIKE	06/19/15	PIKE INDUSTRIES INC DPW-18.33 TON CRUSH STONE 807395	01-5-703207.00 GRAVEL & STONE	168.64	2190	06/30/15
PIKE	06/19/15	PIKE INDUSTRIES INC DPW-33.17 TON CRUSH STONE 807897	01-5-703207.00 GRAVEL & STONE	328.39	2190	06/30/15
PIKE	06/23/15	PIKE INDUSTRIES INC DPW-22.66 TON RIP RAP 808546	01-5-703207.00 GRAVEL & STONE	403.35	2190	06/30/15
R&R	05/19/15	R&R COMMUNICATIONS INC PD-CRUISER RADIO REPAIR 50153	01-5-500510.00 RADIO MAINTENANCE	306.70	2191	06/30/15
R&R	06/02/15	R&R COMMUNICATIONS INC PD-RADIO REPAIR 50232	01-5-500510.00 RADIO MAINTENANCE	217.95	2191	06/30/15
RICH	06/28/15	NEAL RICH DPW-UNIFORM, BOOTS 6/28/2015	01-5-703311.00 UNIFORMS	95.99	2192	06/30/15
RICHARDSO	06/28/15	TAD RICHARDSON GEN ADMIN-SERVER MAINT. 1024	01-5-275632.00 SERVER MAINTENANCE	93.75	2193	06/30/15
SABIL	06/18/15	SABIL & SONS INC FD-LIGHT SWITCH 24707	01-5-555528.00 FIRE TRK R & M	33.61	2194	06/30/15
SABIL	06/22/15	SABIL & SONS INC FD-SWITCH 24733	01-5-555528.00 FIRE TRK R & M	88.36	2194	06/30/15
SERG	06/23/15	SUSTAINABLE ENERGY RESOUR 14-15 APPROPRIATION 6/23/15	01-5-800330.00 SERG	750.00	2195	06/30/15
SMALLFOOT	06/21/15	SMALL FOOTPRINT DPW-SOLAR CHECKUP 06/21/2015	01-5-703511.00 REPAIRS & MAINTENANCE	100.00	2196	06/30/15
SOLAFLECT	06/23/15	SOLAFLECT SOLAR PARK I, L PD,SW,PD,FD, TS-JUNE 2015 JUNE 2015	01-5-500542.00 SPEED SIGNS	132.58	2197	06/30/15
SOLAFLECT	06/23/15	SOLAFLECT SOLAR PARK I, L PD,SW,PD,FD, TS-JUNE 2015 JUNE 2015	01-5-706101.00 ELECTRICITY	82.86	2197	06/30/15
SOLAFLECT	06/23/15	SOLAFLECT SOLAR PARK I, L PD,SW,PD,FD, TS-JUNE 2015 JUNE 2015	01-5-705501.00 ELECTRICITY	127.06	2197	06/30/15
SOLAFLECT	06/23/15	SOLAFLECT SOLAR PARK I, L PD,SW,PD,FD, TS-JUNE 2015 JUNE 2015	01-5-475233.00 ELECTRICITY	328.66	2197	06/30/15
SOLAFLECT	06/23/15	SOLAFLECT SOLAR PARK I, L PD,SW,PD,FD, TS-JUNE 2015 JUNE 2015	01-5-550233.00 ELECTRICITY	176.97	2197	06/30/15

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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-005531.00 ADMIN TELEPHONE	4.20	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-100531.00 TELEPHONE	1.01	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-200531.00 TELEPHONE	1.43	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-275531.00 TELEPHONE	0.01	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-300531.00 TELEPHONE	7.37	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-350531.00 TELEPHONE	8.20	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-425127.00 TELEPHONE	10.48	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-500531.00 ADMIN TELEPHONE	7.70	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-550235.00 TELEPHONE & INTERNET	0.35	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-705505.00 TELEPHONE	1.15	2198	06/30/15
SOVERNET	06/15/15	MAY/JUNE-LONG DISTANCE 3514491	01-5-703505.00 TELEPHONE	7.35	2198	06/30/15
STAPLELNK	06/13/15	PD-FIN-OFFICE SUPPLIES 8034758985	01-5-200610.00 OFFICE SUPPLIES	59.30	2199	06/30/15
STAPLELNK	06/13/15	PD-FIN-OFFICE SUPPLIES 8034758985	01-5-500610.00 OFFICE SUPPLIES	6.44	2199	06/30/15
TAYLORT	06/24/15	DPW-CROSSWALK MARKING 1511	01-5-703319.00 PAVEMENT MARKING	2475.00	2200	06/30/15
UNIFIRST	06/15/15	DPW-UNIFORMS, SUPPLIES 035 3903890	01-5-703311.00 UNIFORMS	124.18	2201	06/30/15
UNIFIRST	06/15/15	DPW-UNIFORMS, SUPPLIES 035 3903890	01-5-704311.00 UNIFORMS	30.70	2201	06/30/15
UNIFIRST	06/15/15	DPW-UNIFORMS, SUPPLIES 035 3903890	01-5-703515.00 ADMINISTRATION	12.40	2201	06/30/15
UNIFIRST	06/15/15	DPW-UNIFORMS, SUPPLIES 035 3903890	01-5-703507.00 SUPPLIES	1.88	2201	06/30/15
UNIFIRST	06/22/15	DPW-UNIFORMS 035 3906169	01-5-703311.00 UNIFORMS	124.18	2201	06/30/15
UNIFIRST	06/22/15	DPW-UNIFORMS 035 3906169	01-5-703515.00 ADMINISTRATION	12.40	2201	06/30/15
UNIFIRST	06/22/15	DPW-UNIFORMS 035 3906169	01-5-704311.00 UNIFORMS	30.70	2201	06/30/15
UNIFIRST	06/22/15	DPW-UNIFORMS 035 3906169	01-5-703507.00 SUPPLIES	1.88	2201	06/30/15
VMERSDC	06/22/15	TM/FD/FIN/ASS--RETIREMENT PEND6-20-15	01-2-001112.00 VMERS DEF CONTRB PAY	412.53	2157	06/25/15
VMERSDC	06/22/15	TM/FD/FIN/ASS--RETIREMENT PEND6-20-15	01-5-005126.00 VT RETIREMENT	226.12	2157	06/25/15
VMERSDC	06/22/15	TM/FD/FIN/ASS--RETIREMENT PEND6-20-15	01-5-555125.00 VT RETIREMENT	116.38	2157	06/25/15

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VMERSDC	06/22/15	TM/FD/FIN/ASS--RETIREMENT	01-5-200126.00	50.99	2157	06/25/15
		PEND6-20-15	VT RETIREMENT			
VMERSDC	06/22/15	TM/FD/FIN/ASS--RETIREMENT	01-5-300126.00	29.36	2157	06/25/15
		PEND6-20-15	VT RETIREMENT			
VERIZWIRE	06/04/15	TM-DPW-FD-PD-CELL PHONES	01-5-005532.00	56.26	2202	06/30/15
		9746782310	T MNGR CELL PHONE			
VERIZWIRE	06/04/15	TM-DPW-FD-PD-CELL PHONES	01-5-703505.00	56.26	2202	06/30/15
		9746782310	TELEPHONE			
VERIZWIRE	06/04/15	TM-DPW-FD-PD-CELL PHONES	01-5-550235.00	66.28	2202	06/30/15
		9746782310	TELEPHONE & INTERNET			
VERIZWIRE	06/04/15	TM-DPW-FD-PD-CELL PHONES	01-5-500531.00	56.26	2202	06/30/15
		9746782310	ADMIN TELEPHONE			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-005126.00	82.70	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-100126.00	404.53	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-200126.00	256.65	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-350126.00	256.65	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-425126.00	256.65	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-500126.00	167.87	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-703126.00	1439.51	2203	06/30/15
		JUN 15	RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-704126.00	360.45	2203	06/30/15
		JUN 15	RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-5-500126.00	1290.18	2203	06/30/15
		JUN 15	VT RETIREMENT			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-2-001111.00	2850.00	2203	06/30/15
		JUN 15	VEMRS GRP B PAYABLE			
VMERS	06/23/15	JUN 2015 RETIREMENT	01-2-001113.00	1797.04	2203	06/30/15
		JUN 15	VEMRS GRP C PAYABLE			
WINDSORPA	06/23/15	FY15 APPROPRIATION	01-5-800356.00	1000.00	2204	06/30/15
		6/23/15	WINDSOR COUNTY PARTNERS			
WRPC	04/27/15	REC-TRASH CAN LINERS	01-5-425330.00	49.11	2205	06/30/15
		W042715/S	REPAIRS & MAINT			
WRPC	03/19/15	TH-VACUUM BAGS	01-5-706109.00	23.64	2205	06/30/15
		W036313/S	BUILDING SUPPLIES			

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Town of Norwich Accounts Payable

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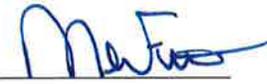
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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				60838.41		

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ \*\*\*\*60,838.41  
 Let this be your order for the payments of these amounts.

FINANCE DIRECTOR   
 Roberta Robinson

TOWN MANAGER:   
 Neil Fulton

SELECTBOARD:

\_\_\_\_\_  
 Christopher Ashley

\_\_\_\_\_  
 Linda Cook  
 Chair

\_\_\_\_\_  
 Stephen Flanders

\_\_\_\_\_  
 Dan Goulet

\_\_\_\_\_  
  
 Mary Layton