

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, October 14, 2015 at 6:00 PM
(Times Are Approximate)

- 1) 6:00 pm – Town Manager Contract (Executive Session May be Required)
- 2) **6:30 pm** - Approval of Agenda (Action Item) 2 minutes
- 3) Public Comments (Discussion) 10 minutes
- 4) Town Manager's Report (Discussion) 10 minutes
- 5) Finance – Board to Sign Accounts Payable/Warrants (Action Item) 5 minutes
- 6) Waiver under Section 6 of the Alcohol Ordinance for the Preview Party for the Annual Gingerbread Festival (Discussion/Action Item) 5 minutes
- 7) Nomination of Norwich Representative to The White River Council on Aging (Bugbee Senior Center) (Discussion/Possible Action Item) 5 minutes
- 8) Favreau/Greene Request Regarding Town Property Adjacent to 378 Hobson Road (Discussion/Possible Action Item) 10 minutes
- 9) Capital Facilities – Discuss Process for Evaluating Police/Fire Proposals (Discussion/Possible Action Item) 10 minutes
- 10) Water Access from River Road to the Connecticut River (Discussion/Possible Action Item) 10 minutes
- 11) Strategic Planning Process (Discussion) 10 minutes
- 12) Correspondence (Discussion/Possible Action Item) 5 minutes
 - a) Email from Watt Alexander Re: SB Agenda for 9/23
 - b) Norwich Trails Committee Draft Strategic Plan for Trails
 - c) Email from Bill Bender Re: Town Solar Celebration
 - d) Email from Christopher Ashley Re: The Process for Neil Fulton's 2014 Evaluation
- 13) Selectboard
 - a) Approval of the Minutes of the 9/9/15 and 9/23/15 Selectboard Meetings (Action Item) 5 minutes
 - b) Review of Next Agendas (Discussion/Possible Action Item) 5 minutes
 - c) Town Manager Evaluation Process (Executive Session May be Required)

Next Regular Meeting – October 28, 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 requesting to be placed on the Town Email List.

OFFICE OF THE TOWN MANAGER

TO: SELECTBOARD
FROM: NEIL FULTON
SUBJECT: SEPTEMBER 2015 MONTHLY REPORT
DATE: OCTOBER 8, 2015

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

General

- Norwich has become a member of the U.S. Environmental Protection Agency's Green Power Partnership. This recognizes, that as a result of using solar power, Norwich is helping support the development of new renewable generation capacity nationwide while also helping protect the environment. A copy of the certificate is attached.
- We have received a \$175,000 paving grant which will allow the completion of the Route 132 paving project.
- We received notification that we will be receiving a \$175,000 Structures Grant. This will be used for needed repairs and improvements to Bridge 42 on Turnpike Road.
- The MFNAC is working with Marion Cross School and the Upper Valley Land Trust on building a ~200 sq. ft. structure on the conserved land for use by MCS classes.
- Allen Follensbee with the Vermont Department of Forests, Parks & Recreation inspected the MFNA and determined that the objectives of the MFNAC for invasive plant control were accomplished.
- The Turnpike Road speed study is scheduled for October.
- The Energy Committee is preparing an application for an EV charging station that may be installed at Dan & Whit's.
- A draft of a major revision to the Personnel Policies has been completed and is being reviewed by the Department Heads. We are still waiting for a personnel policy template from VLCT to see if it contains items that should be included.
- We have been advised by VLCT that the definition of workers that are required to be covered by Workers' Compensation Insurance has been expanded. This will increase the cost of Workers' Compensation Insurance.

Projects

- Norwich Pool
 - ANR has begun the review of our permit application and supporting documents. Catherine Gjessing, General Counsel of the Department of Fish and Wildlife, has been identified as our principal contact with the Agency. I have discussed the project with Secretary Markowitz.

- Safe Routes to Schools
 - The ROW section of AOT requested some changes involving driveway easements which have been made. On September 29th a meeting was held with abutters to discuss the changes and begin the process of obtaining the necessary easements. The current schedule is to bid the project in February 2016 for spring or summer construction.
- Facilities
 - Met with three design-build firms to obtain budget estimates for improvements to the Public Works facilities based on the RFI. We expect to receive two budget estimates in October.
 - Distributed the revised draft RFP for obtaining prices for architectural/cost estimating services for improvements to the police and fire facilities. Nine individuals attended a pre-proposal meeting held on September 24th. Proposals are due on October 8th.

Assessor

- One of the two appeals heard by the BCA was appealed to PVR.
- The Listers approved the Certificate of No Appeal or Suit Pending for the 2013 and 2014 Grand Lists.
- The Detailed Reappraisal Compliance Plan was submitted to PVR in preparation for the 2016 Town-wide Reappraisal.
- Field inspections as part of the cyclical reappraisal process continued.

Finance Department

- Delinquent taxes at the end of September were \$113,133. This compares to \$96,274 at the same time last year.
- There is \$96,059 outstanding on the first installment of FY16 property taxes.

Fire Department and Emergency Management

- Firefighter Aaron Lamperti was promoted to Lieutenant.
- Captain Chad Poston has accepted a position with FEMA and will serve on an Incident Management Assistance Team (IMAT) team. An IMAT responds to requests from state or local governments to assist in the management of disaster response operations. The team supports the initial establishment of a unified command and provides crucial situational awareness that may be required for federal and state decision makers.
- Town, Fire District, School and Hanover Fire Department employees participated in an Emergency Management training exercise. The training was held at Marion Cross School and involved a major water main break and a school bus accident.

Planning and Zoning

- The Planning Commission continued to work on an implementation plan for Route 5 South/River Road Planning Study to be part of the Zoning Regulations update.

Discussion included mixed use zoning districts, and incentives for affordable, workforce, and senior housing.

Police Department

- Five of the 121 calls for service were outside of the officer's normal work schedule.
- Anna Ingraham was offered and accepted a position as a police officer to replace Officer Rataj. She started work on September 21st.

Public Works Department

- Clean Harbors picked up 3,200 lbs. of paint for recycling on September 2nd and 2,600 lbs. on September 29th.
- Good Point Recycling picked up 2,500 lbs. of electronics for recycling.
- We have been notified by the National Center for Electronics Recycling that, because of significant changes in the market for electronic recyclables, there will no longer be collector payments but the pickups will remain free.

Recreation

- There were 155 runners in the Labor Day Road Race. This year a certified 10K race was offered.
- There are just under 200 children participating in the Fall Soccer program. This is approximately 65% of all the Marion Cross School students.



Certificate of Partnership

presented to

Town of Norwich, Vermont

By the U.S. Environmental Protection Agency's Green Power Partnership
in recognition of efforts to reduce the risk of climate change
through the use of green power.

Matt Clouse, Acting Branch Chief
Energy Supply and Industry Branch, Climate Protection Partnerships Division
Office of Air and Radiation, U.S. EPA

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

Monthly Report – September 2015

- (1) The Listers met on 9/14/15 and heard an appeal of a penalty assessed for late filing of a Homestead Declaration. The Listers requested that the appellant gather more information, and continued the appeal hearing to a future meeting.
- (2) The Listers approved the Assessor's request that three Errors & Omissions changes be presented to the Selectboard. All three changes to the 2015 Grand List result from the unusually slow dissemination of Current Use information by the State of Vermont this year. These Errors & Omissions changes were subsequently approved by the Selectboard at its meeting of 9/23/15.
- (3) The Listers reviewed and submitted Vermont Form RA-308—Detailed Reappraisal Compliance Plan in preparation for the 2016 Townwide Reappraisal.
- (4) The Listers reviewed and signed Vermont Form PVR 4261—E&O Certificate—Classification Change Only detailing homestead changes received since the Grand List was published, for inclusion in the Town Clerk's Grand List book.
- (5) The Listers reviewed and signed Vermont Form PVR 4155.08—Certificate—No Appeal or Suit Pending for the 2013 and 2014 Grand Lists. These forms were subsequently also signed by the Selectboard at its meeting of 9/23/15.
- (6) The Assessor's Office continued to collect data for the three-year cyclical inspection process in preparation for the 2016 Townwide Reappraisal. This process is designed to ensure quality and accurate data when valuing both residential and commercial property.

Respectfully submitted,

Jonathan Bynum
Assessing Clerk

On behalf of

William Krajeski
Assessor
Town of Norwich

TOWN OF NORWICH
FINANCE OFFICE
PO BOX 376
NORWICH, VERMONT 05055-0376
robinson@norwich.vt.us
802-649-1419 ext 105

September 30, 2015

TO: Neil Fulton, Town Manager

FROM: Roberta Robinson, Finance Director

RE: Finance Department Monthly Report for September

- Delinquent Tax collections through September were \$ 1307. Delinquent Taxes as of September 30, 2015 are \$ 113,133. Last year at this time delinquent taxes were \$ 96,724.
- The outside audit firm of A.M. Peisch was here for one day doing their field work for the audit. Since we did not spend over \$ 500,000 in grant funds this year, no Single Audit will be required. The Federal government has raised the bar and the Single Audit is now only required for expenditures of grant funds exceeding \$ 750,000.
- It has been a year since we have had the town accounts with Ledyard Bank. A new Sweep Account has been set up to automatically roll the money in and out of the ICS Account.
- There is \$ 96,059 outstanding on the first installment of 15-16 property taxes.



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 Fax: 802-649-1775

To: Neil Fulton, Town Manager
From: Stephen Leinoff, Chief
Subject: Fire Department and Emergency Management Monthly Reports
Date: September 29, 2015

Fire and FAST Department

We have been distributing information on the new alarm ordinance to residents and businesses. Alarm monitoring companies have been informing their customers as well. We responded to two alarm system malfunction since the ordinance went into effect. In both cases, the property owners submitted documentation of repair work done by a technician.

Ryan Malone was appointed as a firefighter/EMT. Firefighter Aaron Lamperti was promoted to Lieutenant. Captain Chad Poston will be leaving the department. Chad accepted a job with FEMA and will serve on an Incident Management Team. Chad was a valuable contributor to making our community safer.



Our recruiting banner and sign have been out for about a month. We have one pending application and one other interested resident.

Training

Fire and FAST Squad members attended joint training sessions on vehicle extrication. Sabil and Sons donated two cars and towing service to and from Public Works. The cars were used three nights and gave all members the opportunity to practice vehicle extrication, patient removal and triage skills. Three members completed an EMT class and their practical exam. They will be

taking the written test in the near future.

Call Types	Month	Year to Date	Prior Year to Date
Structure Fires	0	7	5
Auto Fires	1	4	0
Wildland Fire	0	8	2
Other Fires	0	0	1
Medical	6	60	67
Vehicle Crashes	1	20	22
Hazardous			
Conditions no fire	0	18	13
Service Calls	2	12	16
Good Intent Calls	4	27	22
False Alarms	5	31	21
Other	0	0	0
<i>Total</i>	19	187	169

Emergency Management

Town Employees and Officials, Fire District, School and Hanover Fire Department employees attended an Emergency Management training exercise. The training was held at Marion Cross School. The scenario was a major water main break that undermined the road causing a school bus accident. The accident created other consequences including power outage, road destruction, water outage, and major traffic issues.

TOWN OF NORWICH ZONING & PLANNING

October 2, 2015

September 2015 Monthly Report – Director of Planning & Zoning

1. Planning Commission
 - Planning Commission continued to work on an implementation plan for Route 5 South/River Road Planning Study to be part of the Zoning Regulation update. Discussion included mixed use zoning districts, and incentives for affordable, workforce, and senior housing.
2. DRB
 - The DRB did not meet in September.
3. Zoning Administrator – 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. Church Street Sidewalk Project
 - On September 29th eight of the ten owners of property adjacent to the proposed sidewalk met with the Consultant Project Manager and the Director of Planning at Tracy Hall to review the plans and walk the proposed route of the sidewalk. The impacts of the project on each property were discussed. Based on these discussions some revisions will be made to the plans. At this time it is anticipated the project will go out for bid in February to be constructed next spring or summer.
5. Other
 - Participated on a panel with Planning Directors of Hanover, Hartford, Enfield, and Lebanon at an Upper Valley Housing Coalition meeting on recent, current, and planned future development activity in the region.

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

October 1, 2015

RE: September 2015 Monthly Report

Neil;

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

Norwich Officers responded to 121 incidents during the month of September, and of those calls five (5) were outside the officers work schedule meaning officers responded five (5) times to calls during off duty hours.

Norwich Police Department participates in the Click It Or Ticket campaigns along with agencies throughout the state. The most recent campaign, 2015 Labor Day Campaign Norwich officers stopped a vehicle for speeding. As a result of the stop and evidence obtained at the scene the vehicle was seized. Norwich officers then obtained a search warrant for the vehicle and during the search 290 bags of heroin were located hidden in the vehicle. Arrest Warrants are being requested for the three occupants of the vehicle all of whom are from New York

Officer Anna Ingraham has started work as the newest Norwich Officer. She is well into her training and is expected to be working on her own within the next couple weeks. Officer Ingraham comes with four years of Vermont Law Enforcement experience and will be an asset to the department and the town as well.

Norwich Officers are continuing to investigate a series of Forgery cases. As a result of the investigations Norwich Officers have made one for forgery arrest and a second arrest is anticipated in the very near future.

We will be conducting a Speed Study on Turnpike Road during the month of October. The speed study will determine if the posted speed limits are appropriate for Turnpike Road or if they should be lowered.

ACTIVITY

CALL TYPES	September 2015	2015 YEAR TO DATE	PREVIOUS YEAR
Burglaries	0	7	6
Vehicles Crashes	4	54	88
Intrusion Alarms	8	54	58
Frauds	2	25	32
One arrest for Gross Careless and Negligent operation of a motor vehicle, and attempting to elude. After a brief pursuit the operator of the vehicle was taken into custody and cited to appear at a later date.			

1. Over Time Hours 44 hours
2. Sick Time Hours 12.5 hours
3. Vac/Hol/Per Time Hours 8 hours
4. Part Time Officer Hours 42 hours
5. Total #of calls responded to 121 calls
6. Training Hours 20 hours
7. Grant Funded Hours 13 hours

Respectfully;

D.A.R.

Douglas A. Robinson
Chief of Police



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

To: Neil Fulton, Town Manager
From: Andy Hodgdon, Public Works Director
Subject: Public Works Monthly Report
Date: September 26, 2015

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

Transfer Station:

- Clean Harbors picked up 3,200 lbs. of paint for recycling on September 2nd and 2600 lbs on September 29th.
- Good Point Recycling picked up 2500 lbs. of electronics for recycling.

Vermont Agency of Transportation Grants:

Public Works has been awarded a VT AOT paving grant for paving segments 1 and 3 of Route 132 as well as part of Segment 2. We have also been awarded a VT AOT structures grant for the replacement of the deck and other repairs on Bridge 42 on Turnpike Road.

The values of these grants are as follows:

Paving Grant: \$175,000
Structures Grant: \$175,000
Total: \$350,000

There is a 20% match for each grant: $\$35,000 \times 2 = \$70,000$

Salt Prices:

I have received price quotes from Cargill and Morton Salt for this coming winter season. I am still waiting to hear from American Rock Salt.

Pending Projects:

- Roadside mowing will continue throughout the month of October.
- We will continue grading operations as needed.
- AS time permits, we will work on culvert replacements and the related ditching.

NORWICH RECREATION DEPARTMENT

Jill Kearney Niles – Director

649-1419; Ext. 109

Recreation@norwich.vt.us

September 2015 - Recreation Report

31st Annual Labor Day Road Race:

I picked up all the great prizes for our Labor Day Road Race. 'King Arthur Flour' donated 24 mixes. 'Stateline Sport's' donated four gift cards and 8 running related products and Susan Zak from Bakewell Bakery donated chocolate chip cookies for prizes which folks loved, also. Todd from 'Stone Arch Bakery' in Lebanon also helped sponsor the food end of the event. There were twenty-four volunteers who helped make the race possible, and safe. It could not have run without all the support from the Recreation Council, 'Youth In Action' and the Norwich Police Department, who were all instrumental in the success of the race once again this year. Thanks to our awesome sponsors & volunteers!

We had 155 runners on a beautiful day. Runners chose from 2 race distances: 2.2 miles or our newly certified 10K. See attached results.

Recreation Program Update: There are just under 200 children participating in our Fall Soccer program. That is approximately 65% of all the Marion Cross School students!

We also have 27 Middle School students enjoying our Cross country Running offering, a record 35 involved in our Fencing program and a dozen involved in our Fall (off-season) Lacrosse.

I thoroughly enjoyed observing a number of our fall programs, soccer games & practices. I also lined up basketball coaches for the upcoming season.

For Adults, Fall Yoga, Table Tennis, Fitness and Kung Fu continue.

Facilities: Andy and the Public Works/Building and Grounds Departments have done a phenomenal job at Huntley Meadow. It has never looked so good.

Meetings, Clinics & Professional Development:

I attended our monthly Recreation Council meeting and the Upper Valley Recreation Association meeting which included a Director's sector and Soccer Game Scheduling. We had an extremely productive meeting when the Vermont Recreation & Parks Association (VRPA) Executive Committee met in northern VT to plan the year ahead. I am looking forward to the Annual VRPA Conference, held at the Lake Morey resort on 9/30 & 10/1. I will report details in October.

Respectfully submitted by,

Jill Kearney Niles

10/09/15

Town of Norwich Accounts Payable

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10:14 am

Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

RRobinson

All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
AMPEISCH	A.M. PEISCH & COMPANY, LL	09/28/15	AUDIT SERVICES 53202	01-5-200322.00 INDEPENDENT AUDIT	4000.00	-----	--/--/--
APD	ALICE PECK DAY MEMORIAL H	09/22/15	FD--PRE-EMPLOY PHYSICAL 087215	01-5-555636.00 OSHA COMPLIANCE	117.37	2519	10/14/15
AT&T	AT&T MOBILITY	09/23/15	DPW & FD CELL PHONES AUG/SEP 2015	01-5-550235.00 TELEPHONE & INTERNET	27.48	2520	10/14/15
AT&T	AT&T MOBILITY	09/23/15	DPW & FD CELL PHONES AUG/SEP 2015	01-5-703505.00 TELEPHONE	49.76	2520	10/14/15
BARTOL	CURT R BARTOL PHD	09/13/15	PD--EVALUATION 9/13/15	01-5-500320.00 PROFESS SERVICE	25.00	2521	10/14/15
BERGERON	BERGERONS LAWN SVC & LAND	08/11/15	REC--HUNTLEY MOWING 16494	01-5-425322.00 REC FIELD CARE	350.00	-----	--/--/--
BROWN	CHARLIE BROWN'S	09/23/15	B&G--SHAFT & BEARINGS 458794	01-5-704403.00 PARTS & SUPPLIES	507.83	2522	10/14/15
BUDZYN	BUDZYN REMOVAL & RECYCLE	09/09/15	SW--152 TIRES RECYCLED 302901	01-5-705305.00 RECYCLING	359.50	2523	10/14/15
BUSINESS	BUSINESS CARD	09/17/15	GADMIN--NETWORK CABLES AMAZ 9/15 #1	01-5-275632.00 SERVER MAINTENANCE	19.55	2524	10/14/15
BUSINESS	BUSINESS CARD	09/24/15	FD--TOURNIQUETS AMAZ 9/15 #2	01-5-555424.00 EMS TOOLS/ EQUIP	149.85	2524	10/14/15
CANON	CANON SOLUTIONS AMERICA,	09/29/15	GADMIN--COPIERS Q'RTLY 4017103161	01-5-275620.00 PHOTOCOPIER	314.00	2525	10/14/15
CASELLA	CASELLA WASTE SERVICES	09/01/15	SW--AUG 15 RECYCLING 0201126	01-5-705305.00 RECYCLING	2249.04	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	09/01/15	SW--AUG 15 TRASH FEES 0201127	01-5-705303.00 MUNICIPAL SOLID WASTE	4176.64	-----	--/--/--
CHIEFSUPP	CHIEF SUPPLY	09/23/15	PD--SAFETY VESTS 368262	01-5-500423.15 2015 EQUIP INCENTIVE GRAN	254.44	2526	10/14/15
CHIEFSUPP	CHIEF SUPPLY	09/25/15	PD--SAFETY VESTS 370059	01-5-500423.15 2015 EQUIP INCENTIVE GRAN	65.98	2526	10/14/15
CHILDSUPP	OFFICE OF CHILD SUPPORT	09/26/15	CHILD SUPP PPEND 9/26/15 PEND9-26-15	01-2-001115.00 CHILD SUPPORT PAYABLE	244.92	2517	09/30/15
COMCAST	COMCAST	09/06/15	TH--FIXED IP 9/6/15 #1	01-5-275632.00 SERVER MAINTENANCE	19.95	2527	10/14/15
COTT	COTT SYSTEMS INC	10/01/15	TC--OCT 15 HOSTING 105765	01-5-100613.00 SOFTWARE	225.00	-----	--/--/--
CRICKET'S	CRICKET'S PAINT & AUTO PA	09/02/15	HWY--ANTI-FREEZE 627560	01-5-703403.00 PARTS & SUPPLIES	131.88	2528	10/14/15
CRICKET'S	CRICKET'S PAINT & AUTO PA	09/16/15	HWY--TRK #5, 8 EXH FLUID 628771	01-5-703405.00 PETROLEUM PRODUCTS	53.96	2528	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/01/15	FD--HARDWARE 4504285	01-5-550301.00 SUPPLIES	3.99	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/04/15	REC--RACE SUPPLIES 4508129	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	69.99	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/07/15	REC--RACE ICE & CUPS 4511065	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	18.15	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/07/15	CEMCOM--GAS 4511295	01-5-675430.00 REPAIRS & MAINT.	15.00	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/14/15	CEMCOM--GAS 4519167	01-5-675430.00 REPAIRS & MAINT.	7.50	2529	10/14/15

10/09/15

10:14 am

Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

RRobinson

All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
D&W	DAN & WHIT'S GENERAL STOR	09/22/15	PL--EXTENSION CORDS 4527620	01-5-350610.00 OFFICE SUPPLIES	7.98	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/22/15	FD--HARDWARE 4527695	01-5-555530.00 EQUIPMENT MAINTENANCE	2.99	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/15/15	B&G--GRASS SEED 4529377	01-5-704201.00 GARDEN SUPPLIES & PLANTS	65.52	2529	10/14/15
D&W	DAN & WHIT'S GENERAL STOR	09/25/15	PD--PAINT TRAY 4530620	01-5-475430.00 REPAIRS & MAINT	2.99	2529	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-500125.00 DELTA DENTAL	277.33	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-703125.00 DENTAL INSURANCE	311.60	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-704125.00 DENTAL INSURANCE	64.51	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-555126.00 DENTAL INSURANCE	34.27	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-425125.00 DENTAL INSURANCE	34.27	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-100125.00 DENTAL INSURANCE	129.02	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-005125.00 DENTAL INSURANCE	64.51	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-200125.00 DENTAL INSURANCE	135.78	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-300125.00 DENTAL INSURANCE	42.77	2530	10/14/15
DELTA DEN	DELTA DENTAL	09/21/15	DELTA DENTAL OCT 2015 OCT 15	01-5-350125.00 DENTAL INSURANCE	64.51	2530	10/14/15
DUBOIS	DUBOIS & KING, INC.	09/29/15	DAM ENGINEERING 915160	01-5-425347.00 FEMA-POOL GRANT	14853.00	-----	--/--/--
EVANSMOTO	EVANS GROUP, INC.	09/21/15	HWY--39.7 GALS DIESEL 568982	01-5-703405.00 PETROLEUM PRODUCTS	70.18	-----	--/--/--
EVANSMOTO	EVANS GROUP, INC.	09/21/15	HWY--400.0 GALS DIESEL 568983	01-5-703405.00 PETROLEUM PRODUCTS	707.08	-----	--/--/--
EVANSMOTO	EVANS GROUP, INC.	09/23/15	1012.4 GALS REG UNLEADED 569173	01-1-004102.00 PREPAID EXPENSES	2108.14	-----	--/--/--
EYEMED	COMBINED INSURANCE CO OF	10/05/15	VISION INS--OCT 2015 7024878	01-2-001126.00 VISION SERV PLAN-PAYROLL	158.80	2532	10/14/15
FIRETECHS	FIRETECH SPRINKLER CORP	03/15/15	TH--COMPRESSOR REPAIR 38382	01-5-706113.00 REPAIRS & MAINTENANCE	1257.00	-----	--/--/--
FOGGS	FOGG'S HARDWARE AND BUILD	08/13/15	PD--NO PARKING SIGNS 748775	01-5-500541.00 COMMUNITY RELATNS	4.36	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	08/20/15	REC--PLAYGROUND CONCRETE 749382	01-5-425330.00 REPAIRS & MAINT	14.37	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/03/15	TH/PD--BREAKER, PVC PIPE 750680	01-5-706113.00 REPAIRS & MAINTENANCE	4.99	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/03/15	TH/PD--BREAKER, PVC PIPE 750680	01-5-500541.00 COMMUNITY RELATNS	15.98	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/03/15	PD--EXCHANGE CREDIT 750682	01-5-500541.00 COMMUNITY RELATNS	-3.00	2533	10/14/15

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Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

RRobinson

All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
FOGGS	FOGG'S HARDWARE AND BUILD	09/14/15 HWY--ELM ST DRAINAGE 751543	01-5-703209.00 CULVERTS & ROAD SUPPLIES	19.99	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/16/15 B&G--ROPE 751701	01-5-704201.00 GARDEN SUPPLIES & PLANTS	16.99	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/16/15 HWY--TRACTOR HARDWARE 751707	01-5-703403.00 PARTS & SUPPLIES	39.82	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/21/15 PD--KEYS CUT 752143	01-5-500610.00 OFFICE SUPPLIES	2.78	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/22/15 SW--SHED REPAIR 752282	01-5-705403.00 PARTS & SUPPLIES	65.43	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/23/15 SW--SHED REPAIR 752328	01-5-705403.00 PARTS & SUPPLIES	18.33	2533	10/14/15
FOGGS	FOGG'S HARDWARE AND BUILD	09/23/15 TH--BREAKER 752329	01-5-706113.00 REPAIRS & MAINTENANCE	6.99	2533	10/14/15
GATEWAY	GATEWAY MOTORS INC	09/14/15 PD--CRUISER REPAIR 1888	01-5-500742.00 CRUISER MAINT	76.00	2534	10/14/15
GEORGE	MICHELE GEORGE	10/06/15 REC--YOGA INSTRUCTION 10/6/15	01-5-425200.00 INSTRUCTOR FEE	2362.50	-----	--/--/--
GMPC	GREEN MOUNTAIN POWER CORP	09/17/15 HWY--STREETLIGHTS 05119SEP15	01-5-703307.00 STREETLIGHTS	40.96	2535	10/14/15
GMPC	GREEN MOUNTAIN POWER CORP	09/29/15 DPW--STREET LIGHTS 24926SEP15	01-5-703307.00 STREETLIGHTS	865.75	2535	10/14/15
GMPC	GREEN MOUNTAIN POWER CORP	10/01/15 PD-BEAVER MEADOW SIGN 24966OCT15	01-5-500542.00 SPEED SIGNS	2.35	2535	10/14/15
GMPC	GREEN MOUNTAIN POWER CORP	09/02/15 PD-BEAVER MEADOW SIGN 24966SEP15	01-5-500542.00 SPEED SIGNS	3.09	2535	10/14/15
GMPC	GREEN MOUNTAIN POWER CORP	09/28/15 TOWER POWER SEP 15 350667SEP15	01-5-575233.00 TOWER POWER	55.33	2535	10/14/15
GOODBEG	GOOD BEGINNINGS OF THE UP	09/24/15 FY16 APPROPRIATION FY16 APP	01-5-800386.00 GOOD BEGINNINGS	1012.50	2536	10/14/15
GOODWIN	AIMEE J GOODWIN	10/07/15 REC--PERS TRAINING INSTR 10/7/15	01-5-425200.00 INSTRUCTOR FEE	434.00	2537	10/14/15
GREATWEST	GREAT-WEST TRUST COMPANY,	09/30/15 DEFERRED COMP SEP 15 SEP 15	01-2-001116.00 DEFERRED COMPENSATION	3592.02	2538	10/14/15
GREATWEST	GREAT-WEST TRUST COMPANY,	09/30/15 DEFERRED COMP SEP 15 SEP 15	01-2-001116.10 ROTH PLAN 457	1545.00	2538	10/14/15
HARTFORD	TOWN OF HARTFORD	09/15/15 PD--BROADBAND AUG 2015 6850	01-5-500535.00 VIBRS	157.14	-----	--/--/--
HAUN	HAUN WELDING SUPPLY, INC.	09/24/15 HWY--ELECTRODES 3989247	01-5-703403.00 PARTS & SUPPLIES	12.87	-----	--/--/--
HERMITWOO	HERMIT WOODS TRAILBUILDER	08/25/15 CONCOM--GILE MTN TRAIL 10056	01-5-650725.00 GRANT	1406.25	2539	10/14/15
INNOVATIV	INNOVATIVE MUNICIPAL PROD	09/10/15 DFW-4496 GALS DUSTCONTROL INV29706	01-5-703205.00 DUST CONTROL	3596.80	-----	--/--/--
JOESEQUIP	JOE'S EQUIPMENT SEV. INC.	09/23/15 FD--SUPPLIES 53996	01-5-555530.00 EQUIPMENT MAINTENANCE	21.95	-----	--/--/--
K&R	K & R PORTABLE TOILETS, L	09/01/15 REC--PORTA POTTY H/C 5869	01-5-425326.00 PORTABLE TOILET	87.72	2540	10/14/15
KENYON	C. KENYON CONSTRUCTION	09/15/15 CONCOM--GILE MTN STONE 275889	01-5-650725.00 GRANT	1370.00	2541	10/14/15

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Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

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All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
KOFILE	KOFILE PRESERVATION	09/30/15	TC--MAP ENVELOPES 214096	01-5-100610.00 OFFICE SUPPLIES	402.75	2542	10/14/15
LEAGUESPO	LEAGUE SPORTS SERVICES, L	10/06/15	REC--SEP 15 REG FEES 174204	01-5-425218.00 REGISTRATION FEES	311.85	-----	--/--/--
MAYER	MAYER & MAYER	09/30/15	SEP 15 JUDGEMENT ORDER SEP 15	01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	75.00	2543	10/14/15
MEDIATEMP	MEDIA TEMPLE, INC.	10/01/15	GADMIN--ANNUAL WEB HOST 285251-2	01-5-275631.00 WEB SITE SUPPORT	200.00	2544	10/14/15
MIS1	JILL COLLINS	09/24/15	REC--RACE FOOD REIMBURSE 9/24/15	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	53.34	2545	10/14/15
NEMRC	NEW ENGLAND MUNI RESOURCE	10/01/15	GADMIN--1 YR BACKUP 35333	01-5-275632.00 SERVER MAINTENANCE	633.39	2546	10/14/15
NEMUNCONS	NEW ENGLAND MUNICIPAL CON	10/02/15	ASSESSOR--SEP 2015 2015-70	01-5-300300.00 PROFESS SERVICES	5200.00	2547	10/14/15
NEWENGREC	NEW ENGLAND RECREATIONAL	08/21/15	REC--FUN TRAINER 2015178	01-5-425333.00 WOMEN'S CLUB GRANT	1495.00	2548	10/14/15
NORLIBRAR	NORWICH PUBLIC LIBRARY AS	09/28/15	1ST HALF FY16 APPROP 9/28/2015	01-5-800302.00 NORWICH PUBLIC LIBRARY	128750.00	2549	10/14/15
NORNURSE	NORTHERN NURSERIES	09/22/15	REC--FERTILIZER, MUMS 062200004510	01-5-425322.00 REC FIELD CARE	1530.90	2550	10/14/15
NORNURSE	NORTHERN NURSERIES	09/23/15	B&G--TREES 062200004546	01-5-704201.00 GARDEN SUPPLIES & PLANTS	697.00	2550	10/14/15
NORSOLAR	NORWICH SOLAR PROJECT I,	09/22/15	PD/TH/SW/FD--SEP 15 SEP 15	01-5-550233.00 ELECTRICITY	109.64	-----	--/--/--
NORSOLAR	NORWICH SOLAR PROJECT I,	09/22/15	PD/TH/SW/FD--SEP 15 SEP 15	01-5-475233.00 ELECTRICITY	203.63	-----	--/--/--
NORSOLAR	NORWICH SOLAR PROJECT I,	09/22/15	PD/TH/SW/FD--SEP 15 SEP 15	01-5-705501.00 ELECTRICITY	78.72	-----	--/--/--
NORSOLAR	NORWICH SOLAR PROJECT I,	09/22/15	PD/TH/SW/FD--SEP 15 SEP 15	01-5-706115.00 BANDSTAND & SIGN ELECTRIC	51.34	-----	--/--/--
NORSOLAR	NORWICH SOLAR PROJECT I,	09/22/15	PD/TH/SW/FD--SEP 15 SEP 15	01-5-500542.00 SPEED SIGNS	82.14	-----	--/--/--
PARROS	PARROS GUN SHOP & POLICE	09/21/15	PD--HANDCUFFS 36403 001 1	01-5-500746.00 UNIFORMS	47.00	2551	10/14/15
PBA	NEW ENGLAND PBA, INC	09/30/15	SEP 15 UNION DUES SEP 15	01-2-001117.00 UNION DUES PAYABLE	572.00	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/14/15	HWY--BILLING CORRECTION 829433	01-5-703207.00 GRAVEL & STONE	-18.01	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/18/15	HWY--9.75 TN CRSHD STN 830603	01-5-703207.00 GRAVEL & STONE	85.31	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/18/15	HWY--28.04 TN CRSHD STN 830807	01-5-703207.00 GRAVEL & STONE	224.32	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/22/15	HWY--19.25 TN RAP 831637	01-5-703207.00 GRAVEL & STONE	242.55	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/22/15	HWY--9.83 TNS RAP 831648	01-5-703207.00 GRAVEL & STONE	123.86	-----	--/--/--
PIKE	PIKE INDUSTRIES INC	09/22/15	HWY--10.58 TNS CRSHD STN 831914	01-5-703207.00 GRAVEL & STONE	84.64	-----	--/--/--
PIONEERMA	PIONEER MANUFACTURING CO	09/02/15	REC--FIELD LINING PAINT INV569803	01-5-425324.00 HNTLY LINE MARKING	812.50	-----	--/--/--

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Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

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All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
PIONEERMA	PIONEER MANUFACTURING CO	09/30/15	REC--FIELD LINING PAINT INV575220	01-5-425324.00 HNTLY LINE MARKING	812.50	-----	--/--/--
RICHARDSO	TAD RICHARDSON	09/30/15	GADMIN--SERVER MAINT 1073	01-5-275632.00 SERVER MAINTENANCE	281.25	-----	--/--/--
SABIL	SABIL & SONS INC	09/04/15	FD--ENG #1&2 PARTS 25365	01-5-555528.00 FIRE TRK R & M	46.26	2552	10/14/15
SABIL	SABIL & SONS INC	09/08/15	FD--ENG #2 PART 25373	01-5-555528.00 FIRE TRK R & M	59.14	2552	10/14/15
SABIL	SABIL & SONS INC	09/14/15	FD--TANKER #1 PARTS 25420	01-5-555528.00 FIRE TRK R & M	67.98	2552	10/14/15
SCSUPPLY	SC SUPPLY COMPANY, LLC	08/30/15	PD--SAFETY CONES, SIGNS 15907	01-5-500423.15 2015 EQUIP INCENTIVE GRAN	617.55	2553	10/14/15
SCSUPPLY	SC SUPPLY COMPANY, LLC	08/30/15	PD--SAFETY CONES, SIGNS 15907	01-5-500743.00 CRUISER SUPPLIES	175.11	2553	10/14/15
SHI	SHI INTERNATIONAL CORP	09/21/15	PD--COMPUTER & MONITOR B03991602	01-5-500611.00 OFFICE EQUIPMENT	624.20	-----	--/--/--
SOLAFLECT	SOLAFLECT SOLAR PARK I, L	09/25/15	TH/HWY--SOLAR SEPT 2015 SEP 2015	01-5-703501.00 ELECTRICITY	64.53	-----	--/--/--
SOLAFLECT	SOLAFLECT SOLAR PARK I, L	09/25/15	TH/HWY--SOLAR SEPT 2015 SEP 2015	01-5-706101.00 ELECTRICITY	783.60	-----	--/--/--
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-550235.00 TELEPHONE & INTERNET	1.00	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-425127.00 TELEPHONE	4.85	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-705505.00 TELEPHONE	0.39	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-703505.00 TELEPHONE	5.02	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-500531.00 ADMIN TELEPHONE	13.35	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-100531.00 TELEPHONE	1.75	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-005531.00 ADMIN TELEPHONE	9.06	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-275531.00 TELEPHONE	0.42	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-200531.00 TELEPHONE	3.36	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-350531.00 TELEPHONE	2.21	2554	10/14/15
SOVERNET	SOVERNET, INC.	09/15/15	AUG-SEP 15 LONG DISTANCE 3551863	01-5-300531.00 TELEPHONE	4.45	2554	10/14/15
STAPLELNK	STAPLES BUSINESS ADVANTAG	09/19/15	PL/TM--SUPPLIES 8036018993	01-5-350610.00 OFFICE SUPPLIES	89.41	2555	10/14/15
STAPLELNK	STAPLES BUSINESS ADVANTAG	09/19/15	PL/TM--SUPPLIES 8036018993	01-5-005610.00 OFFICE SUPPLIES	0.57	2555	10/14/15
STAPLES.	STAPLES CREDIT PLAN	09/16/15	PD--OFFICE FURNITURE 1400270721	01-5-500611.00 OFFICE EQUIPMENT	320.67	2556	10/14/15
STAPLES.	STAPLES CREDIT PLAN	09/23/15	PD--MEMORY CARDS 1404855741	01-5-500610.00 OFFICE SUPPLIES	39.56	2556	10/14/15

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Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

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All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor		Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
STAPLES.	STAPLES CREDIT PLAN	09/24/15	HWY--CARTRIDGES, SUPPLIES 20144	01-5-703515.00 ADMINISTRATION	165.53	2556	10/14/15
STAPLES.	STAPLES CREDIT PLAN	09/29/15	TC--RECORDS BOOK 2992581001	01-5-100610.00 OFFICE SUPPLIES	50.77	2556	10/14/15
STREETER	BRUCE STREETER	09/27/15	CONCOM--GILE MTN WORK 372140	01-5-650727.00 WOMENS CLUB GRANT	2310.00	2557	10/14/15
STREETER	BRUCE STREETER	09/27/15	CONCOM--GILE MTN WORK 372140	01-5-650725.00 GRANT	1330.00	2557	10/14/15
TENCO	TENCO INDUSTRIES, INC	09/14/15	HWY--TRK#10 HOIST CYLIND 5081443	01-5-703401.00 OUTSIDE REPAIRS	2629.26	-----	--/--/--
TENCO	TENCO INDUSTRIES, INC	09/15/15	HWY--TRACTOR PARTS 5084128	01-5-703403.00 PARTS & SUPPLIES	387.32	-----	--/--/--
TENCO	TENCO INDUSTRIES, INC	09/15/15	HWY--TRACTOR HARDWARE 5084129	01-5-703403.00 PARTS & SUPPLIES	13.28	-----	--/--/--
TENCO	TENCO INDUSTRIES, INC	09/21/15	HWY--TRACTOR KNIVES 5091913	01-5-703403.00 PARTS & SUPPLIES	178.85	-----	--/--/--
TOTALTREE	TOTALLY TREES	09/15/15	HWY--TREE CUTTING 9/15/15	01-5-703309.00 TREE CUTTING & REMOVAL	1440.00	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/14/15	DPW-UNIFORMS & SUPPLIES 035 3933112	01-5-704311.00 UNIFORMS	32.34	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/14/15	DPW-UNIFORMS & SUPPLIES 035 3933112	01-5-703507.00 SUPPLIES	2.49	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/14/15	DPW-UNIFORMS & SUPPLIES 035 3933112	01-5-703311.00 UNIFORMS	116.01	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/14/15	DPW-UNIFORMS & SUPPLIES 035 3933112	01-5-703515.00 ADMINISTRATION	13.60	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/21/15	DPW-UNIFORMS & SUPPLIES 035 3935366	01-5-704311.00 UNIFORMS	32.34	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/21/15	DPW-UNIFORMS & SUPPLIES 035 3935366	01-5-703515.00 ADMINISTRATION	13.60	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/21/15	DPW-UNIFORMS & SUPPLIES 035 3935366	01-5-703311.00 UNIFORMS	116.01	-----	--/--/--
UNIFIRST	UNIFIRST CORPORATION	09/21/15	DPW-UNIFORMS & SUPPLIES 035 3935366	01-5-703507.00 SUPPLIES	2.49	-----	--/--/--
USBANK	US BANK	09/15/15	TOWER BOND PAYMENT 9/15/14	01-5-575105.00 DEBT SERVICE TOWER INTERE	3146.83	2562	10/14/15
USBANK	US BANK	09/15/15	TOWER BOND PAYMENT 9/15/14	01-5-575100.00 DEBT SERVICE TOWER PRINCI	27500.00	2562	10/14/15
UVTRAILS	UPPER VALLEY TRAILS ALLIA	10/06/15	CONCOM--GILE MTN TRAILWOR 10/6/2015	01-5-650725.00 GRANT	1977.50	2558	10/14/15
VEMRSDC	VMERS DC	09/28/15	TM/FD/FIN/ASS--RETIREMENT PEND9-26-15	01-5-300126.00 VT RETIREMENT	31.42	2518	09/30/15
VEMRSDC	VMERS DC	09/28/15	TM/FD/FIN/ASS--RETIREMENT PEND9-26-15	01-5-200126.00 VT RETIREMENT	52.38	2518	09/30/15
VEMRSDC	VMERS DC	09/28/15	TM/FD/FIN/ASS--RETIREMENT PEND9-26-15	01-5-005126.00 VT RETIREMENT	236.99	2518	09/30/15
VEMRSDC	VMERS DC	09/28/15	TM/FD/FIN/ASS--RETIREMENT PEND9-26-15	01-5-555125.00 VT RETIREMENT	120.71	2518	09/30/15
VEMRSDC	VMERS DC	09/28/15	TM/FD/FIN/ASS--RETIREMENT PEND9-26-15	01-2-001112.00 VMERS DEF CONTRB PAY	430.73	2518	09/30/15

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Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (General)

RRobinson

All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
VMERS	10/06/15	SEP 2015 RETIREMENT	01-2-001111.00	4104.78	2559	10/14/15
		SEP 15	VEMRS GRP B PAYABLE			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-500126.00	2049.91	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-2-001113.00	2841.11	2559	10/14/15
		SEP 15	VEMRS GRP C PAYABLE			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-350126.00	400.55	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-704126.00	538.39	2559	10/14/15
		SEP 15	RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-200126.00	400.55	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-100126.00	607.43	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-425126.00	408.56	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-703126.00	1793.20	2559	10/14/15
		SEP 15	RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-005126.00	211.77	2559	10/14/15
		SEP 15	VT RETIREMENT			
VMERS	10/06/15	SEP 2015 RETIREMENT	01-5-500126.00	270.55	2559	10/14/15
		SEP 15	VT RETIREMENT			
VOWP	08/31/15	CEMCOM--AUG 15 WORKDAYS	01-5-675500.00	1417.50	2560	10/14/15
		84591	PURCHASED SERVICE			
VTGFOA	10/02/15	FIN--FALL WORKSHOP	01-5-200615.00	50.00	2561	10/14/15
		10/20/15	DUES/MTGS/EDUC			
WBMASON	09/17/15	FD--MULTIFOLD TOWELS	01-5-550301.00	20.99	-----	--/--/--
		I28581270	SUPPLIES			

Report Total

254221.09


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 \$ ***254,221.09

Let this be your order for the payments of these amounts.

FINANCE DIRECTOR


 Roberta Robinson

TOWN MANAGER:


 Neil Fulton

SELECTBOARD:

Christopher Ashley

Linda Cook

Stephen Flanders

Dan Goulet

Mary Layton

Chair

10/09/15

Town of Norwich Accounts Payable

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Check Warrant Report # 16-10 Current Prior Next FY Invoices For Fund (HIGHWAY GARAGE FUND)

RRobinson

All Invoices For Check Acct 01(General) 09/24/15 To 10/14/15

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
DEWOLFE	09/30/15	DEWOLFE ENGINEERING ASSC TOWN ADMIN-STRUCT ENGINEE 15-080914241	08-5-702690.00 HWY GARAGE BLDGS	531.25	2531	10/14/15
Report Total				531.25		


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 \$ *****531.25

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

To The Selectboard:

From The Family Place

Re: Request for Waiver from Town Alcohol Policy

The Family Place, (TFP), a nonprofit organization located in Norwich, will be holding it's annual Gingerbread Festival and silent auction in Tracy Hall on Saturday December 5, 2015. On December 4, the Friday evening before the Gingerbread Festival, there will be a preview party for supporters and friends of TFP. The proceeds of the event represent a significant source of income for the agency. TFP is one of the most successful parent –child centers in Vermont. It is continually adding programs to further serve the needs of young parents and their children.

We are requesting a waiver of the ordinance regulating the possession and consumption of alcohol for the Friday night preview event in order for us to serve wine and beer.

The event will be catered by Maple Street catering, a business that holds a caterer's permit. We will provide the Town Manager with the "Request to Cater Malt and Vinous Beverages & Spirituous Liquors" for submission to the Vermont Liquor Control Board not less than 45 days before December 4. We will be certain that the caterer has a current insurance policy covering catered events, uses trained servers and will name the Town of Norwich as an additional named insured for our event.

Arline Rotman
For The Family Place
September 16, 2015

Town of Norwich
P.O. Box 376
Norwich VT 05055-0376
(802) 649-1419 Ext. 101 or 102

APPLICATION FOR BOARDS/COMMISSIONS
(and for those reapplying for continuing appointments)

Name: Warren Thayer

Address: 272 Elm St., Norwich

Day phone: 603-252-0507

Evening phone: 802-649-3737

E-mail: warren.thayer@gmail.com

Position Applied For: White River Council on Aging

1. If you are re-applying for the same board/commission, how many terms/years have you already served?

Terms:

Years:

2. Would you be available for evening and/or morning meetings?

Evening: (Yes ☒ No ☐ Morning: (Yes ☒ No ☐

Are there other restrictions on your availability? If so, please describe:

Occasional business travel (but less than it used to be)

3. Please list any experiences, skills and/or qualifications which you feel would especially suit you for this appointment.

Driver, Meals on Wheels (Bugbee Center); volunteer, Aging In Place;

Lions Club volunteer on meals at The Haven; small business owner;

worker in soup kitchens and homeless shelters in NYC.

4. Please include service on other municipal or school district Boards, Commissions, or Committees both in Norwich and elsewhere and indicate whether or not any of those appointments are current ones:

Past: Chair, second Town Manager Committee; Conservation Commission;

president, Milton Frye Nature Center; board member,

Samaritan Counseling Center; Board member, Helping Hands for the

Homeless & Hungry; Present: Town meeting moderator.

5. Education and Current Employment

Name of Company: CT Media Partners

Location: Norwich

Title: Co-Founder, Editorial Director

Describe your work:

Establish monthly editorial content of award-winning national trade magazine in the food industry, write, supervise editors, oversee circulation, create marketing materials

6. Pertinent Education and/or Experience:

BS, Journalism, Boston University, 1970

Extensive marketing background, including non-profit funding

7. Do you feel there could be *any conflict of interest* with your personal beliefs, occupation or employer in serving on this board, commission or committee? (Yes ☐ No) ☒ No). If yes, please explain:

Comments:

I'm 67, and beginning to relate rather well to "aging!"

Signature



Date

Sept. 25, 2015

September 17, 2015

Town of Norwich, Vt. 05055

Att: Town Manager:

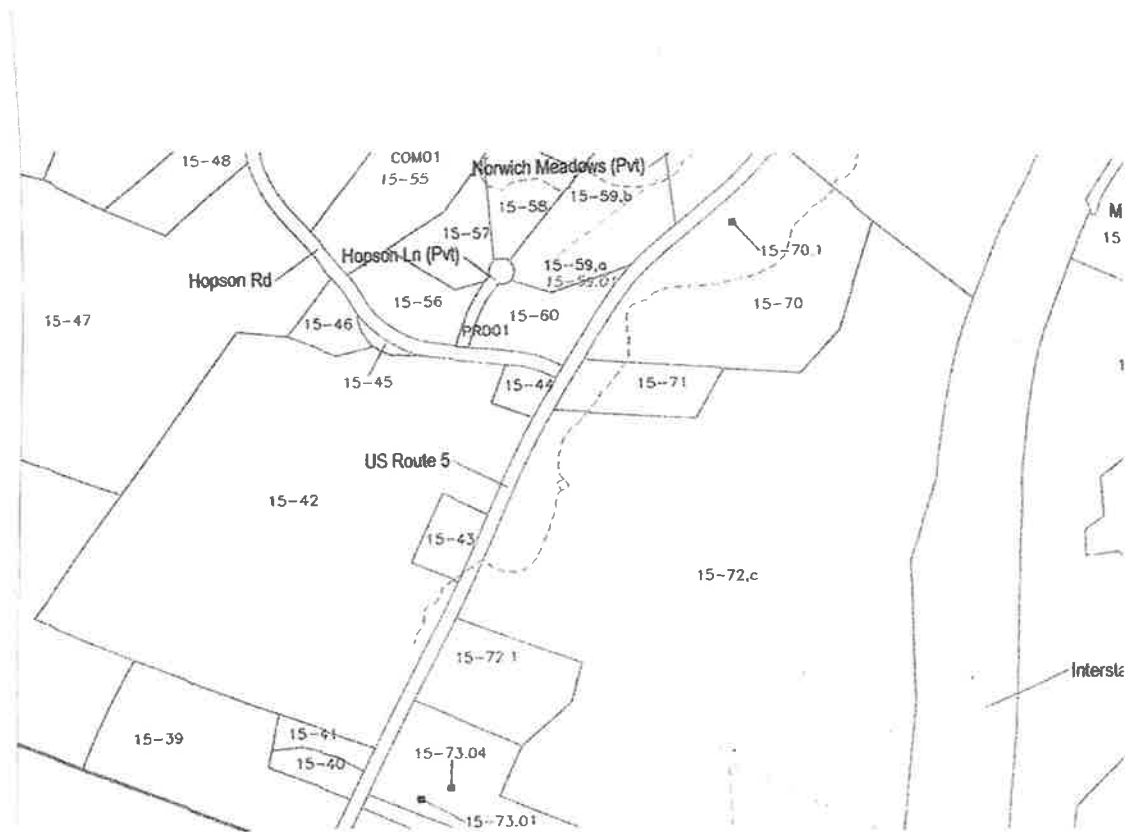
Request:

Lyle Favreau and Patricia Greene live at 378 Hopson Road described on the town tax map as parcel 15-46. The old Hopson Road used to cut in on our lower lot and when the new Road went in it left that space where the old road used to be. We have maintained that lower lot for the past 17 years and were hoping that the town would consider "Throwing up" that old road. This land was apparently left over when the town straightened and moved the Road. We would like to Annex that small parcel to ours and we would have clear title.

Thank you so much for this consideration

 9-17-15
Lyle G. Favreau

 9/17/15
Patricia C. Greene



Map Changed. Center latitude: 43.7013 ° North. Center longitude: 72.3180 ° West. Visible Features: 6 features visible on ESITES. 1 features visible on 100-20 ft contours. 14 features visible on Parcels (unofficial data). 1 features visible on TOWN BOUNDARIES. 3 features visible on DRIVEWAYS. 3 features visible on Local Roads.



**Facilities Proposals
Evaluation Form**

Firm	Understanding of Project (30)	Responsiveness to RFP (20)	Experience with Similar Projects (10)	References (10)	Cost (30)	Total
Banwell Architects						
Black River Design						
Jay White Architect						
MacClay Architects						
Scully Architects						
UK Architects						

Evaluation Criteria and (Maximum Points)

Understanding of Project (30) - Evaluate the understanding of the technical portion of the RFP and work plan as evidenced in their proposal

Responsiveness to RFP (20) - Consider whether all requested information was furnished by the firm that was required in the RFP.

Experience with Similar Projects (10) - Consider previous experience listed in the proposal. Is the firm's experience in providing services similar to that requested by the Town? Also, consider comparable experience and background of specific personnel assigned to the project as identified in the proposal.

References (10)

Cost (30)

Scale

% of Maximim Points

Outstanding

80 to 100

Better than Acceptable

50 to 79

Acceptable

30 to 49

Marginal

0 to 29

NORWICH PLANNING OFFICE
Printed September 2015
Ortho Base - 2011

RED - Town of Norwich
BLUE - L. Cook

40 20 0 40 Feet



Norwich, Vermont Strategic Plan

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Sustainable Development: higher density, energy-efficient development; energy-efficient transportation; energy efficient new buildings; upgrade older buildings for energy efficiency; small-scale energy generation.

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Recreational trails and bike lanes, Connecticut River frontage, Open space and the conservation of natural and scenic resources.

- Situation Assessment
- Goal
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- Impact on the future of Norwich

Norwich, Vermont Strategic Plan

Section I: Introduction

Overview

A strategic plan is an organized method to evolve from where we are as a town to where we wish to be. Two dominant factors may motivate a strategic plan, to arrive at a better state of being than we are currently at, e.g. increase community amenities, or to avoid suffering influences that may worsen our current state, e.g. excessive downtown traffic. This Strategic Plan addresses both aspects.

This Strategic Plan builds on the adopted work of the Planning Commission, Energy Committee and the Capital Planning Committee, which have offered advice on future directions for the town.

While there are many types of desirable end state, this strategic plan focuses on those which town government can either affect directly or exert positive influence on a desirable outcome. It does not purport to address all the issues on the Norwich Town Plan or other reports.



Structure

Topics

This Strategic Plan focuses on town infrastructure and amenities, which can be achieved through the action and influence of town government. They fall in four categories:

- *Opportunities for regionalization*, addresses ways that the town can team up with its neighbors to achieve greater efficiencies in service.
- *Future of Norwich town government*, which focuses on a capital program identify the right mix of the town governmental facilities and the mitigation of and possible adaptation to increasing traffic from collector roads into the village.
- *Future of the Norwich Community*, which focuses on the Library and Marion Cross School as centers for community communications, learning and other functions, including community function spaces and senior support facilities; on increasing the diversity of residents through affordable and work force housing and other diverse housing types to meet the needs of all ages, financial situations, and lifestyles; on energy efficiency and sustainability though energy-efficient transportation, energy-efficient new buildings, upgrading older buildings for energy efficiency, and small-scale generation; and, finally, on the quality of the community through recreational trails and bike lanes, and improved public access to Connecticut River frontage, preservation of open space and the conservation of natural and scenic resources.

Situation assessment

A situation assessment is a description of the status quo or future circumstance of concern that merits planning for a more desirable outcome. This is the starting point for each topic or subtopic in the strategic plan.

Goal

Each topic or subtopic has a goal, which expresses the desired end state, which should be arrived at through consensus through citizen participation. Goals reflect our abilities to address outside trends. They should be held distinct from means, which address how to achieve goals. Goals should maximize good for the community and minimize harm.

SWOT Analysis

Each goal should be compared with a “SWOT” analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces, as illustrated in Figure 1. Note that strengths and weaknesses (above the line) reflect our abilities to affect a favorable outcome, opportunities and threats (below the line) reflect influences others may have on us. The factors above and below the line are divided right and left to reflect positive and negative influences.

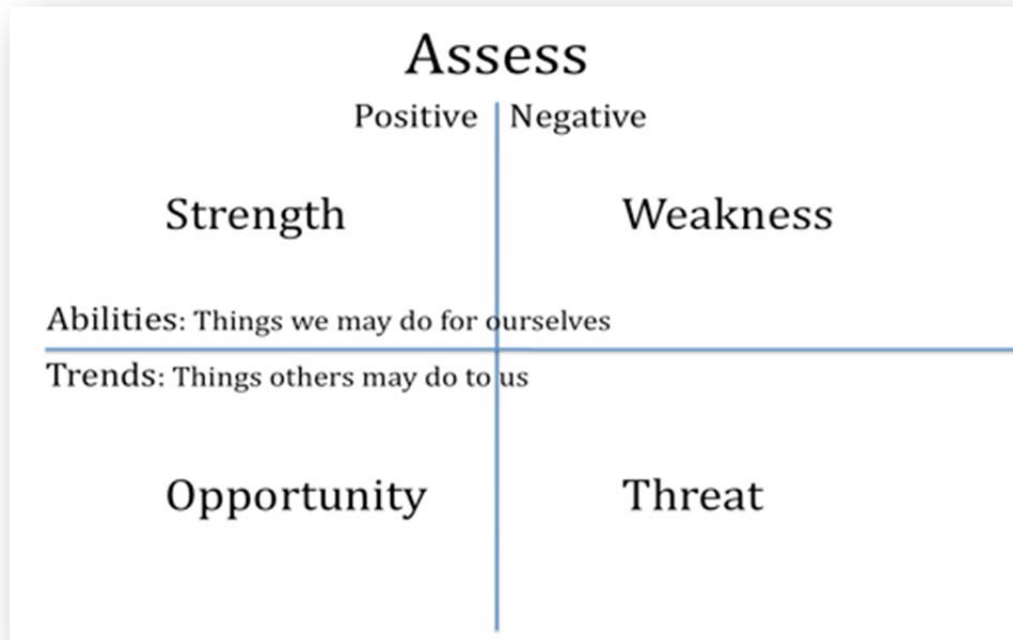


Figure 1. The four quadrants of a SWOT analysis to assess any Strength, Weakness, Opportunity, or Threat that pertains to an issue.

Stated differently, here are the components of the SWOT analysis:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

Implementation Plan

- *Means* – Draw on strengths to take advantage of opportunities to identify a path to the stated goal.
- *Implementation Team* – Identify a motivated team to implement the goal and stay the course until its fruition.
- *Metrics* – Identify how to measure results and monitor progress towards the desired goal.
- *Strategies and Tasks* – Identify the individual steps and their timeframes necessary to transform the present conditions to the desired goal.
- *Obstacles* – Address weaknesses in the face of threats to overcome barriers to achieving the goal.

Impact on the Future of Norwich

The Norwich Town Plan¹ seeks to forecast growth, using recent trends in population growth and demographics by documenting growth trends, assessing town demographic and economic profiles and identifying the growth factors affecting the town. Additionally it assesses land development for the generation of:

- Additional revenues in the form of property taxes
- The need for additional community services and their associated costs.

The Norwich Town Plan² assesses the impact of growth, using the “Cost of Community Services” as a metric. Such a methodology “analyzes the financial demands of public services and shows how much it costs to provide these services to residential, commercial and industrial, working lands and open space, and public land uses.”

This strategic plan goes beyond considering trends for *growth, demographics* and *other effects* to describe the impact of each goal on the future of Norwich and considers the degree to which changes in town amenities may actually cause net migration of population and businesses, as follows:

- *Growth* – Identify the degree to which goal achievement will cause population growth or be growth neutral. Note that change in population level is primarily controlled by net migration. Net migration results from people in and outside of town deciding whether Norwich is more appealing than other choices to locate. A 2005 planning survey of Norwich residents indicated that 47% would like the population to “remain relatively stable”, while 42% wanted it “to grow some”. A 53% majority of the respondents expressed a preference for the “amount of commercial and business” activity to “increase a little each year” versus 40% who preferred that it “remain relatively stable”.³
- *Demographics* – Identify the degree to which goal achievement will cause changes in the age or income demographics of the town. The comparative attractiveness of Norwich affects the likelihood of a given demographic to grow or shrink. For example, good schools (compared with elsewhere) would lower the median age in town. Attractive residential settings (compared with elsewhere) might tend to raise the median income.
- *Other* – Identify the degree to which goal achievement will cause other effects, whether positive or negative.

¹ Norwich, Vermont Town Plan 2011-2016. P. 4-1

² Norwich, Vermont Town Plan 2011-2016. P. 4-8.

³ Norwich, Vermont Town Plan 2011-2016. 12-3.

Section II: Opportunities for regionalization

Regionalization of Services

Town management, Assessor function, Municipal waste

Situation assessment

Norwich is currently participating in a regionalization effort, the Greater Upper Valley Solid Wasted District (GUVSWD). It owns a property that has been permitted to become a landfill. This property was acquired when the current regional landfill at Lebanon, NH appeared to be running out of capacity within a reasonable planning horizon. Owing to increased recycling and other technologies, the Lebanon landfill is expected to be available through the year 2XXX.⁴ In the meantime, Norwich is paying \$XXX/year in debt service for a bridge to reach the GUVSWD property. The GUVSWD board is studying options for use of the property.

State law provides for certain town functions to be shared across jurisdictions. These include sharing of a water district, town manager and assessors.

Goal

Identify what is most appropriate array of responsibilities Norwich has to the region as a partner contributing its fair share to jointly provide services and jointly held assets. Identify how functions shared with other towns can best be managed and funded.

SWOT Analysis

Each goal should be compared with a “SWOT” analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

⁴ Citation needed.

Section III: Future of Norwich town government

Town Facilities

Police station, Fire station, DPW facilities, Municipal office functions, Energy efficiency

Situation assessment

The Norwich Selectboard appointed a Capital Facilities Committee to consider the capacity, functionality and condition of the town's public safety and public works facilities. The town manager has hired an architecture/engineering firm to assist in this deliberative process. That process should identify functional and structural deficiencies in those facilities and offer recommendations about options for the future of those functions.

Beyond the scope of the Capital Facilities Committee are considerations about the future needs for municipal office functions, now primarily accommodated in Tracy Hall. Assessment of the capacity, functionality and condition of the current facilities should lead to recommendations about reconfiguration or expansion of capacity.

The energy efficiency of all town facilities is also an area for review.

Goal

Identify how future Town needs will be met by existing and future facilities and what the schedule should be for developing and funding those facilities.

SWOT Analysis

Each goal should be compared with a "SWOT" analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

Integration of municipal functions

Fire District, Library—Should they be integrated into the town government

Situation assessment

Norwich has two entities that operate outside the framework of town government, the Norwich Fire District and the Norwich Public Library.

The fire district owns assets within the village precinct, including waterlines, fire hydrants, and certain sidewalks. These connect to or co-mingle with town assets. Access to waterlines often involves excavating town highways. The management structure is independent of the Town.

Likewise, the library has separate statutory authority from the Town and raises funds separately, to some degree. It is governed by its own board, which has a

selectboard-appointed member. However, the library has been increasingly funded with taxes.

Goal

Identify what is the most cost-effective and fair governance and funding structure for the Norwich Fire District and Library in providing their services to Norwich residents and businesses.

SWOT Analysis

Each goal should be compared with a “SWOT” analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

Traffic from feeder roads

Safety and capacity needs, downtown congestion

Situation assessment

The Norwich Town Plan suggests that, “At this time, no major growth is planned in neighboring towns that would impact Norwich”.⁵ The plan notes that “Routes 5, 10A and 132 are major collectors; they serve primarily traffic traveling between destinations within a region. Union Village Road, River Road and portions of Main Street are designated as minor collectors, which connect smaller communities and collect traffic from local roads to major collectors.”⁶ The plan stresses that the village is subject to increased traffic, “as the number of homes in outlying rural areas has continued to increase.”⁷

In addition to the impact of feeder roads and their stress on the village, the roads themselves will need an increased level of attention to address the added stress on the pavement and to achieve safety with increased traffic.

Goal

Identify the growth rate of traffic on feeder roads leading into the Village precinct to determine whether mitigation alternatives will be required and whether infrastructure changes will be required.

SWOT Analysis

Each goal should be compared with a “SWOT” analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.

⁵ Norwich, Vermont Town Plan 2011-2016. P. 1-6

⁶ Norwich, Vermont Town Plan 2011-2016. P. 9-4.

⁷ Norwich, Vermont Town Plan 2011-2016. P. 9-6.

- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

DRAFT

Section IV: Future of the Norwich Community

Evolutionary uses of the Marion Cross School and the Norwich Public Library

School and library as communications and learning centers, community function spaces and senior support amenities.

Situation assessment

In addition to their traditional functions, the Marion Cross School and the Norwich Public Library are both community gathering sites and communications hubs. The school has classroom and auditorium space that could have alternative uses. The library has a community gathering space, as well. The school is home for the server space for ECFiber, an Internet provider in Norwich. The library is a Wi-Fi hotspot and has public-use Internet-accessible computers.

Funding-wise, the school district receives income from the state via a formula determined by Act 60/68; the school's per-student costs affect the taxes that Norwich property owners pay. The Norwich Library has increasingly relied on Norwich tax funding for its operational expenses, moving away from reliance primarily on fund-raising. It was requesting \$250K from taxes and \$66K from private donations.

Governance-wise, boards of directors govern both the school and the library. The school board is elected; the library board is appointed (how?).

Goal

Find ways to use the existing capacity of the Marion Cross School and the Norwich Public Library to the best advantage of Norwich residents beyond their current use; explore whether enhanced use of the school can help offset the per-pupil costs that determine town property taxes.

SWOT Analysis

Each goal should be compared with a "SWOT" analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

Diversity of residents

Affordable and work force housing and diverse housing types to meet the needs of all ages, financial situations, and lifestyles.

Situation assessment

The diversity of town residents—economically and socially—is partly the result of the fact that Norwich is an expensive place to live.⁸ A much larger percentage of Norwich's homes are high-value as compared to the larger region. With more than half of its owner-occupied units having values exceeding \$250,000, Norwich's housing stock is clearly in a high price range when compared with regional and statewide averages. Further, less than 10 percent of owner-occupied units in town were valued at less than \$100,000, according to the 2000 Census.

The Norwich Town Plan considers residential development to be a high priority in keeping with Norwich's historical role as a bedroom community to surrounding job markets. It speaks to encouraging "a diversity of housing types to meet the needs of all ages, financial situations, and life-styles". The Town Plan also recognizes that residential development increases the tax burden on the community and seeks to minimize that burden in any residential development that may occur.

The core towns of Hanover, Lebanon, and Hartford are employment destinations for workers residing in Norwich and beyond. The town has voted to encourage the development of low-income or workforce housing.⁹

Goal

Consistent with key goals of the Town Plan, regarding residential development,¹⁰ Identify what growth rate in the housing stock is consistent with the town's ability to provide services in a fiscally sound manner and how that rate should be met with additional subsidized, affordable, work-force or senior housing in Norwich and what regulations, incentives, and infrastructure will be required in support of that growth.¹¹

SWOT Analysis

Each goal should be compared with a "SWOT" analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
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⁸ Norwich, Vermont Town Plan 2011-2016. P. 5-3

⁹ Citation needed.

¹⁰ Norwich, Vermont Town Plan 2011-2016, Pp. 5-9 to 5-10

¹¹ Norwich, Vermont Town Plan 2011-2016. P. 2-3

Energy Efficiency and Sustainability

Sustainable Development: higher density, energy-efficient development; energy-efficient transportation; energy efficient new buildings; upgrade older buildings for energy efficiency; small-scale energy generation.

Situation assessment

Climate change is a driving factor inducing greater energy efficiency and sustainability. The scientific consensus is that current climate change is primarily driven by human activities. Generations to come will feel the effects of this change.

A report prepared for the Vermont Director of the Air Pollution Control Division suggests that:¹²

If current high emissions continue, Vermont's summer climate by 2080 will feel similar to the climate of northwest Georgia for the period 1961-1990. However, if emissions are greatly reduced, the climate of Vermont will more closely resemble the climate of southeastern Ohio.

The report suggested a series of effects that include, a late arrival of winter with milder temperatures and precipitation that trends more towards ice and rain than snow, a greater tendency of flooding year-round, more frequent and prolonged droughts, hotter summers, and more frequent heavy precipitation events. According to sources cited in the *New York Times*, severe storms are becoming more frequent.

¹³

Vermont's Comprehensive Energy Plan sets a goal of obtaining 90% of our energy needs from renewable sources by 2050.¹⁴ It is based on the following strategy to virtually eliminate Vermont's reliance upon oil by mid-century:

- Increase efficiency measures
- Greater use of clean, renewable sources for electricity, heating, and transportation, and electric vehicle adoption
- Increasing use of natural gas and biofuel blends where nonrenewable fuels remain necessary

The Town of Norwich, together with certain enterprising residents have embarked on small-scale solar energy projects. In addition, Norwich has become a Property Assessed Clean Energy (PACE) district. PACE is a method of financing energy improvements, which allows homeowners to invest in efficiency or renewable energy improvements to their homes through on a special assessment tied to the property.¹⁵

¹² Betts, Alan K. "Climate Change in Vermont". June 2011

¹³ Wald, Matthew L. and Schwartz, John. "Weather Extremes Leave Parts of U.S. Grid Buckling". *New York Times*: July 25, 2012.

¹⁴ Vermont Department of Public Service, December 2011, Comprehensive Energy Plan 2011—Vermont's Energy Future, http://publicservice.vermont.gov/publications/energy_plan, P. 3

¹⁵ Efficiency Vermont, 2014, Resources for PACE Town Administrators, <https://www.efficiencyvermont.com/for-our-partners/PACE-For-Town-Administrators/General-Info/Overview>

Another aspect of sustainability is solid waste. Vermont's solid waste law, Universal Recycling (Act 148), encourages the diversion of organic waste material from landfills into sustainable options, mainly composting.¹⁶

Goal

Identify technologies and corresponding funding mechanisms that can be applied to upgrading the energy efficiency of Norwich's current building stock and also for new buildings in town. Identify opportunities to reduce energy expended by vehicles passing through town.

SWOT Analysis

Each goal should be compared with a "SWOT" analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
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Quality of Community

Recreational trails and bike lanes, Connecticut River frontage, Open space and the conservation of natural and scenic resources.

Situation assessment

Norwich's Town Plan characterizes the town "as a quiet community for rural living." Commercial development is limited to retail and service establishments on Main Street and Route 5. The village sector includes the town green, historic homes, and a limited footprint of commercial enterprises. From the village, roads fan out into forested and open country to small hamlets, and the town's two rivers, the Connecticut and its tributary, the Ompompanoosuc.¹⁷

The Town Plan suggests that "Safe and convenient pedestrian and bicycle paths connecting Norwich village, Hanover, playing fields and recreation areas, and outlying population centers would provide for alternative modes of transportation."

¹⁸ The Town Plan also discusses Norwich's trails and Class 4 roads, which "are used for hiking, mountain biking, horseback riding, and cross-country skiing". It notes, "many of these trails could be connected to create a network of recreational trails throughout the town with the cooperation of private landowners."¹⁹

¹⁶ Vermont Department of Environmental Conservation, Act 148, Vermont's Universal Recycling Law,

<http://www.anr.state.vt.us/dec/wastediv/solid/Act148.htm>

¹⁷ Norwich, Vermont Town Plan 2011-2016, P. 11-14.

¹⁸ Norwich, Vermont Town Plan 2011-2016. P. 9-9.

¹⁹ Norwich, Vermont Town Plan 2011-2016, P. 8-11.

Norwich has an active volunteer trails organization that can maintain its current, unconnected trail system and make modest improvements to that system. However, Norwich's trails have limited signage, requiring users to become familiar with them through trial and error, supported by a map, sold locally. The town's trail system includes Fourth Class Roads, purpose-built trails for hikers, bikers and skiers, and informal trails across private property, but has a very limited set of trails that are designed to accommodate mountain bikes or cross-country skiers. Norwich has a very limited delineation of bicycle lanes and water access to the Connecticut River.

Goal

A stated goal of the Town Plan is to "Provide and maintain an efficient and safe network of roads, sidewalks, bikeways and trails that incorporate rural aesthetics and encourage alternative modes of travel". This would be part of a connected system of parks (including waterfront), well-signed all-season recreational trails and bicycle routes and paths throughout the town for which there would be a legal framework, information management support, and budgetary support to maintain them.

SWOT Analysis

Each goal should be compared with a "SWOT" analysis, which weighs favorable and unfavorable influences that come from our own abilities and outside forces:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable event originating outside our community.
- *Threats* – An unfavorable situation originating outside our community.

Norwich, Vermont Strategic Plan

Section IV: Future of the Norwich Community

Town Facilities and Operations—Greenhouse Gas Emissions

Energy efficiency of Facilities, Transportation and Processes and Their Fuel Sources

What We Have

Overview – The Intergovernmental Panel on Climate Change (IPCC), a scientific body under the auspices of the United Nations, has published several warnings about the effect of human-generated greenhouse gases (GHGs) from fossil fuels and other sources on global climate change.

The municipality of Norwich, Vermont consumes energy for three separate purposes: facilities, transportation and processes. In 2011, it consumed approximately 5% of its total energy in the form of electricity; the rest is in fossil fuels. In the same year, the fossil fuels were applied to the following uses:

- Heating of buildings: 34% of fossil fuels
- Transportation (primarily police vehicles): 12% of fossil fuels
- Process energy (road machinery): 58% of fossil fuels

Note that municipally contracted services, such as paving, are not included in these totals.

As of 2014, the Town had adopted the use of biofuel blends in its DPW fleet, had acquired a fleet of more fuel-efficient police vehicles, was using solar heat for wash water at its public works facility, and had implemented a net-metering solar energy program.

Electricity – As of 2011, Norwich facilities used approximately 134,000 kilowatt-hours of electricity, annually. Table 1 shows the evolution in the energy sources from the town's electricity utility, Green Mountain Power.

Table 1. Green Mountain Power Energy Sources

Source	2006 ¹	2014 ²
Hydro	50.4%	46.9%
Nuclear	43.0%	7.0%
From the grid	0.0%	30.5%
Wood	4.3%	4.9%
Methane/Oil	2.2%	1.0%
Wind	0.1%	8.1%
Other	0.0%	1.6%

¹ <http://news.greenmountainpower.com/manual-releases/2007/GREEN-MOUNTAIN-POWER-GENERATING-SOURCES-AMONG-LOWE?feed=d51ec270-a483-4f6c-a55e-8e5fbe2238c2>

² <http://www.greenmountainpower.com/fuel-mix/>

This represented a very small carbon footprint in 2005, but with Vermont Yankee ceasing operation in 2014, the nuclear component of GMP's portfolio will be replaced by other sources. After GMP's merger with CVPS, its energy portfolio has changed, substantially to approximately 30% energy from the grid.

By the end of 2014, 90% of Norwich's electricity will come from photovoltaic arrays, using a net-metering arrangement.

Heating of buildings – The municipality uses two types of fuel for heat: fuel oil and propane. The estimated CO₂ contribution of fuel oil is 10.2 kg/gallon or 73.2 kg/10⁶ Btu. The estimated CO₂ contribution of propane is 5.8 kg/gallon or 63.1 kg/10⁶ Btu.³ So, in 2011, the municipal contribution to CO₂ from heating was 98,000 kg.

Transportation – The town's primary use of energy is for the police fleet⁴—the public works director has a diesel-powered pickup and the fire chief has a gasoline-powered SUV. The estimated CO₂ contribution of gasoline oil is 8.9 kg/gallon or 71.3 kg/10⁶ Btu.⁵ So, in 2011, the municipal contribution to CO₂ from transportation was 35,000 kg.

Process energy – The town's road machinery are the primary consumers of diesel fuel in the course of repairing roadways and plowing snow.⁶ The fire department's vehicles also consume diesel fuel—also process energy for fighting fires. The estimated CO₂ contribution of diesel fuel is 10.2 kg/gallon or 73.2 kg/10⁶ Btu. So, in 2011, the municipal contribution to CO₂ from process energy was 187,000 kg.

What We Want

The Town of Norwich will reduce annual net greenhouse gas emissions from energy consumption by all municipal sources relative to the 2012 baseline, contingent on no more than 10% additional life-cycle cost over conventional options, by:

- 25% by 2026
- 50% by 2038
- 75% by 2050

SWOT Analysis

The "SWOT" analysis, shown in Table 2, weighs favorable and unfavorable influences that come from our own abilities and outside forces, and helps understanding of the above goal as:

- *Strengths* – The town tracks municipal energy use; it has used expert engineering consultants for advice; it is considering renewing or replacing aging facilities.

³ US Energy Information Administration— Carbon Dioxide Emissions Coefficients: http://www.eia.gov/environment/emissions/co2_vol_mass.cfm

⁴ 4 vehicles

⁵ Ibid.

⁶ Diesel – 5 dump trucks, 2 graders, 1 backhoe, 1 loader and sidewalk plow.
Gasoline – various utility vehicles and maintenance equipment.

- *Weaknesses* – Much of the town’s energy use is from processes; first-cost versus life-cycle costing can be difficult to assess; voters may not opt for facility renewal.
- *Opportunities* – New technologies are becoming more affordable and available, both in the near and long term..
- *Threats* – Each promising technology has substantial drawbacks.

Implementation Plan

Means – The town will draw on an engineering analysis to identify paths for GHG reduction in its energy use. The analysis will include strategies to be followed, plus engineering economics tools, such as spreadsheets to assess further options, as they become available over time. The town will assess the degree to which planning for energy efficiency can be built into its construction projects and equipment capital replacements. Identify and record a GHG-reduction “glide path” for each type of equipment and each facility.

Implementation Team – The implementation team will comprise future selectboards supported by the town manager and any engineering experts that he/she may hire.

Metrics – Use town records to track fuel and electricity usage. Use current U.S. Energy Information Agency statistics on CO₂ content of fuels to assess goals.⁷ It’s beyond the capability of Norwich to assess the upstream generation of CO₂. Instead, Norwich must rely on national policy and its implementation by the energy sector to address its own CO₂ generation issues.

⁷ US Energy Information Administration— Carbon Dioxide Emissions Coefficients: http://www.eia.gov/environment/emissions/co2_vol_mass.cfm

Table 2. SWOT analysis for municipal energy goal.

Abilities: Things that we may do for ourselves.

<i>Positive</i>	<i>Negative</i>
Strengths	Weaknesses
<ul style="list-style-type: none"> Norwich has been tracking the municipality's energy use, since 2004. The town uses expert engineering consultants to advise on practical options. Replacing aging facilities with new offers the prospect of improved energy use. 	<ul style="list-style-type: none"> Process energy cannot be reduced below the intrinsic energy requirement of the task to be completed. Capital investments may require higher initial costs in order to lower life-cycle costs. Life-cycle costs are less certain than initial costs. Tracy Hall may be difficult to upgrade economically. The voters may opt not to upgrade aging facilities.

Trends: Things that others may do to/for us.

<i>Positive</i>	<i>Negative</i>
Opportunities	Threats
<ul style="list-style-type: none"> Natural gas production offers the prospect of reducing CO₂ production from combustion in the near term. Improved heat pump technologies offer the prospect of capturing ambient energy for building HVAC. Lowering costs of photovoltaic cells offer the prospect of supplying heat pumps with solar energy. Increasing use of hybrid technology offers the prospect of more efficient transportation power. Other technologies may become more affordable as climate change becomes a more compelling issue. 	<ul style="list-style-type: none"> New energy-saving technologies may be too expensive or unavailable. Natural gas production offers problems with collateral GHG emissions in production, which are hard to compare with petroleum oil production. Hydro-Québec hydro power has negative land impact, power lines Solar energy: requires a large area per unit energy harvested; not continuously available. Wind energy: projects face local opposition; not continuously available. Biofuels are not yet sustainable and can have cold-weather issues. National policy may be too little, too late in facilitating the economic implementation of GHG reduction technologies.

Strategies and Tasks – Table 3 shows the individual steps and timeframes to achieve the municipal greenhouse reduction goals, using 2012 as a baseline. Most of them are for future town managers to investigate and for future selectboards to recommend as part of the town budget.

Table 3 Strategies and Tasks

	2011	2026	2038	2050
Reduction goal	0%	25%	50%	75%
Total CO2 (kg)	299,170	224,377	149,585	74,792
End Use	Potential Strategies			
Heating	Envelope tightening, propane heating	New facilities, Natural gas, woodchips, heat pumps	Energy conservation retrofit of Tracy Hall with solar heat pump	Solar heat pump for all facilities with fuel backup.
Transportation	Smaller police vehicles	Hybrid plug-in vehicles	Automated traffic monitoring to reduce vehicle use.	Remote surveillance of main routes to minimize vehicle use.
Process	Biodiesel, solar heated water	CNG conversion	Possible hybrid vehicles	Possible plug-in hybrid vehicles
Electricity	Sustainable	Solar	Solar	Solar

Obstacles – Employ a public information campaign, using all available media and citizen participation to highlight the importance of GHG mitigation and Norwich’s options for addressing it. Employ the town’s representatives at the state and national levels to advocate for needed policy changes and pertinent funding.

Budget – Scoping budget to estimate cost of implementation. Budgeting of implementation.

Impact on the Future of Norwich

The execution of a plan to mitigate municipal GHG emissions will likely affect levels of taxation, which may have the following effects on growth, demographics, and other factors

- *Growth* – Any added tax burden from implementation of GHG mitigation technologies will make Norwich less affordable than localities that do not take these measures, and thereby impede population growth. At the same time, the

implementation of GHG mitigation may make the community more attractive for supporters of ecological responsibility.

- *Demographics* – Any added tax burden from implementation of GHG mitigation technologies will make Norwich less affordable than localities that do not take these measures, and thereby retain and attract residents with higher incomes than elsewhere, who are more committed to GHG reduction than people residing elsewhere.
- *Other* – Norwich has the potential to become a noted leader in New England for implementing GHG mitigation.

Section IV: Future of the Norwich Community

Energy Efficiency and Sustainability

Sustainable Development: higher density, energy-efficient development; energy-efficient transportation; energy efficient new buildings; upgrade older buildings for energy efficiency; small-scale energy generation.

What We Have

Climate change and the cost of fuels, both fossil and renewable, are driving factors inducing greater energy efficiency and sustainability. The scientific consensus is that current climate change is primarily driven by human activities. Generations to come will feel the effects of this change.

A report prepared for the Vermont Director of the Air Pollution Control Division suggests that:⁸

If current high emissions continue, Vermont's summer climate by 2080 will feel similar to the climate of northwest Georgia for the period 1961-1990. However, if emissions are greatly reduced, the climate of Vermont will more closely resemble the climate of southeastern Ohio.

The report suggested a series of effects that include, a late arrival of winter with milder temperatures and precipitation that trends more towards ice and rain than snow, a greater tendency of flooding year-round, more frequent and prolonged droughts, hotter summers, and more frequent heavy precipitation events. According to sources cited in the *New York Times*, severe storms are becoming more frequent.⁹

Vermont's Comprehensive Energy Plan sets a goal of obtaining 90% of our energy needs from renewable sources by 2050.¹⁰ It is based on the following strategy to virtually eliminate Vermont's reliance upon oil by mid-century:

- Increase efficiency measures
- Greater use of clean, renewable sources for electricity, heating, and transportation, and electric vehicle adoption
- Increasing use of natural gas and biofuel blends where nonrenewable fuels remain necessary

The Town of Norwich and certain enterprising residents have embarked on residential and community-scale building efficiency and solar energy projects. In addition, Norwich has become a Property Assessed Clean Energy (PACE) district. PACE is a method of financing energy improvements, which allows homeowners to

⁸ Betts, Alan K. "Climate Change in Vermont". June 2011

⁹ Wald, Matthew L. and Schwartz, John. "Weather Extremes Leave Parts of U.S. Grid Buckling". *New York Times*: July 25, 2012.

¹⁰ Vermont Department of Public Service, December 2011, Comprehensive Energy Plan 2011—Vermont's Energy Future, http://publicservice.vermont.gov/publications/energy_plan, P. 3

invest in efficiency or renewable energy improvements to their homes through on a special assessment tied to the property.¹¹

Another aspect of sustainability is solid waste. Vermont's solid waste law, Universal Recycling (Act 148), encourages the diversion of recyclables and organic waste material from landfills into sustainable options, including re-use and composting.¹²

What We Want

Residents and property owners of the Town of Norwich will reduce annual net greenhouse gas emissions from energy consumption by all municipal sources relative to the 2012 baseline, within the economic constraints of individual residents and property owners, by:

- 25% by 2026
- 50% by 2038
- 75% by 2050

Note that meeting 90% of Norwich's overall energy needs from renewable sources by 2050 is a strategy endorsed by the Vermont Energy Plan.¹³

SWOT Analysis

The "SWOT" analysis, shown in Table 4, weighs favorable and unfavorable influences that come from our own abilities and outside forces, and helps understanding of the above goal as:

- *Strengths* – The town has an active energy committee, drawn from its well-educated and relatively affluent population, supported by its Town Plan and PACE funding.
- *Weaknesses* – To date property owners have shown no widespread tendency to implement energy upgrades, nor is there a centralized means for tracking their efforts.
- *Opportunities* – New technologies are becoming more affordable and available, both in the near and long term. Norwich has multiple sources of expertise to draw upon from local support agencies.
- *Threats* – Subsidies and incentives for energy conservation have expiration dates and action at the national level to provide new ones is uncertain; energy saving technologies may be too expensive to reach the later goals.

¹¹ Efficiency Vermont, 2014, Resources for PACE Town Administrators, <https://www.efficiencyvermont.com/for-our-partners/PACE-For-Town-Administrators/General-Info/Overview>

¹² Vermont Department of Environmental Conservation, Act 148, Vermont's Universal Recycling Law, <http://www.anr.state.vt.us/dec/wastediv/solid/Act148.htm>

¹³ Vermont Department of Public Service, December 2011, Comprehensive Energy Plan 2011—Vermont's Energy Future, http://publicservice.vermont.gov/publications/energy_plan, P. 3

Table 4. SWOT analysis for municipal energy goal.

Abilities: Things that we may do for ourselves. (See also Table 2.)

<i>Positive</i>	<i>Negative</i>
Strengths	Weaknesses
<ul style="list-style-type: none"> • Educated, comparatively affluent population. • Norwich has an active citizen-based energy committee that can tap support from expertise from residents and other groups. • Town Plan supports energy conservation and efficiency. • PACE funding is available in Norwich. • Active public transit service from downtown to other area towns. • Campaigns for energy conservation and solar energy are increasing participation by building owners. 	<ul style="list-style-type: none"> • There is no centralized capability for tracking energy consumption in the community. • Energy may not be a high priority for personal spending among property owners. • Citizen energy activism can have only limited scope and impact by itself. • Town institutions have been slow to make energy a priority. • Spread-out nature of town diminishes economics of public transit.

Trends: Things that others may do to/for us.

<i>Positive</i>	<i>Negative</i>
Opportunities	Threats
<ul style="list-style-type: none"> • Energy service providers may be able to provide data for the 05055 footprint. • Norwich can avail itself of technologies from local energy companies. • Norwich's electrical energy utility has supported energy conservation, renewables and efficiency. • Natural gas production offers the prospect of reducing CO₂ production from combustion in the near term. • Improved heat pump technologies for building HVAC and lowering costs of photovoltaic cells offer synergy. • Increasing use of hybrid technology offers the prospect of more efficient transportation power. • Multiple support agencies are available regionally. 	<ul style="list-style-type: none"> • Subsidies on Electric Vehicles and solar installations to expire at the end of 2016. • New energy-saving technologies may be too expensive or unavailable. • With the merger of Vermont's electric utilities the provenance of its electricity supply may become difficult to characterize for GHG content • National policy may be too little, too late in providing incentives for the implementation of GHG reduction technologies. • Vermont statute does not support energy conservation in the manner that it supports solar energy.

Implementation Plan

Means – Town volunteers, town commissions and boards, and contracted subject matter experts will draw on best practices to identify pathways for GHG reduction in its energy use. The pathways will encompass sustainable development, energy-efficient buildings and small-scale energy generation. Identify and record a GHG-reduction “glide path” for each pathway.

Implementation Team – The implementation team will comprise the Norwich Energy Committee, the Norwich Planning Commission, the Design Review Board and contracted subject-matter experts, supported by town policies and funding for local advisory agencies, provided by Norwich voters.

Metrics – The most direct method for acquiring building energy use data would be to request of those electrical and fuel vendors, serving Norwich. They may be able to provide current and historical data for the 05055 footprint.

If the first approach doesn’t succeed, use estimation techniques to compare future states with 2012. Use the database from the town grand list data to create an energy use model. Use traffic counts and a profile of vehicles using the town roads to create an estimate of vehicular energy consumed.

Use current U.S. Energy Information Agency statistics on CO₂ content of fuels to assess goals.¹⁴ It’s beyond the capability of Norwich to assess the upstream generation of CO₂. Instead, Norwich must rely on national policy and its implementation by the energy sector to address its own CO₂ generation issues.

Strategies and Tasks – The Norwich Town Plan addresses sustainable development with higher density settlement patterns, improving the building stock with energy efficient new buildings the upgrading of older buildings for energy efficiency, the use of small-scale energy generation and promotion of energy-efficient transportation;

- *Sustainable development* – Assemble information on sustainable development best practices with an emphasis on energy conservation for developers to use when drafting proposals. Identify areas that would support sustainable development. Provide information to realtors and developers.
- *Energy-efficient buildings* – Identify technologies and corresponding funding mechanisms that can be applied to upgrading the energy efficiency of Norwich’s current private building stock and also for new buildings in town.
 - Appropriate funds for, competitively bid and contract for an energy auditing service that delivers audits to property owners, based on the value of the property. Develop a database that provides a record for each participating property owner.
 - Provide equivalent temporary tax exemption for energy improvements to new and existing properties on the documented cost for the energy retrofit or a flat fee for types of upgrade over existing practice per unit of installation.

¹⁴ US Energy Information Administration— Carbon Dioxide Emissions Coefficients: http://www.eia.gov/environment/emissions/co2_vol_mass.cfm

Beneficiaries participate in the centralized database for the properties involved. This would require a change in Vermont statute.

- For existing buildings, develop an outreach program that harvests the information gained in assessments to alert property owners to the potential for voluntary energy efficiency improvement of each property. Identify and record a GHG-reduction “glide path” for each building. Identify 2012 datum for each.
- For designers and builders of new buildings, assemble information on best practices to use when developing projects. Prepare companion information for prospect new building owners.
- Mobilize the Norwich Energy Committee and other community resources to provide outreach on building energy efficiency through list server postings, workshops, information tables, informal discussions, and other means.
- *Small-scale energy generation* – As provenance of electricity difficult to identify as being from non-GHG sources, identify sites for off-property solar installations, zone accordingly, and provide temporary tax exemption for installations.

Table 5 shows the individual steps and timeframes to achieve the municipal greenhouse reduction goals. Most of them are for future town managers to investigate and for future selectboards to recommend as part of the town budget.

Table 5 Strategies and Tasks

	2012	2026	2038	2050
Reduction goal	0%	25%	50%	75%
Total CO2 (kg)	Per property, data to be estimated, then collected for database.	Use database: 25% of buildings	Use database: 50% of buildings	Use database: 75% of buildings
End Use	Potential Strategies			
Building energy	Primarily fuel oil and propane	Energy conservation emphasis. Conversions to natural gas, woodchips, heat pumps	New construction using sustainable practices with incentives	New construction using net zero practices with incentives
Transportation	Prevalent use of gasoline, individual vehicles with high traffic volume at rush hours.	Plug-ins for electric vehicles. Expanded bicycle routes in town and beyond.	Prototype public transit routes and parking for commuters.	Expanded public transit network and parking for commuters.
Sustainable development	Individual projects	Identification of favorable sites	Development uses sustainable practices	Development uses net zero practices tied to public transportation
Electricity	Sustainable	Sustainable	Sustainable	Sustainable

- *Energy-efficient transportation* – Develop strategies to minimize commuting trips with a ride-sharing, public transit, or synergy with school transportation for traffic at peak times. Incorporate park-and-ride lots for commuters coming from outlying communities. Enhance pedestrian and bicycle routes.

Obstacles – Employ a public information campaign, using all available media and citizen participation to highlight the importance of GHG mitigation and Norwich's options for addressing it.

Employ temporary tax exemption incentives for energy upgrades of individual properties. Employ voter-approved appropriations to co-fund energy conservation assessment services for: 1) properties in town and 2) public transportation options.

Employ the town's representatives at the state and national levels to advocate for needed policy changes and pertinent funding. Allowing temporary tax exemption for energy upgrades to real property should receive statutory support.

Budget – Scoping budget to estimate cost of implementation. Budgeting of implementation.

Impact on the Future of Norwich

The execution of a plan to mitigate community-wide GHG emissions may affect levels of taxation, owing to additional engineering and construction costs for infrastructure; the added livability of the town could make it more attractive; each of which may have the following effects on growth, demographics, and other factors:

- *Growth* – Any added cost applied to development of new sustainably designed building stock is likely to suppress growth of new buildings. Any added tax burden from implementation of GHG mitigation technologies will make Norwich less affordable than localities that do not take these measures, and thereby impede population growth.
- *Demographics* – The improvement of the building stock will make Norwich more desirable than communities that do not take these measures and therefore more valuable, driving up prices. Any added tax burden from implementation of GHG mitigation technologies will make Norwich less affordable than localities that do not take these measures, and thereby retain and attract residents with higher incomes than elsewhere, who are more committed to GHG reduction than people residing elsewhere.
- *Other* – Reduction of downtown traffic at rush hour and other times will make the village of Norwich a more attractive place to enjoy.

OFFICE OF THE TOWN MANAGER

TO: DISTRIBUTION LIST
FROM: STEPHEN N. FLANDERS
SUBJECT: STRATEGIC PLAN INPUT
DATE: 6/21/2013

The Norwich Selectboard is undertaking development of a strategic plan to address issues pertaining to the future character of the Town. Since there are many influences affecting the Town's character, we are inviting input to the strategic plan from Town governmental organizations and offices.

I have enclosed a form that should help you provide input in an organized manner. It also contains an overview and an example of what your input might look like. The first step is a *situation assessment*, coupled with identification of *goals*.

The Selectboard would like to receive any situation assessment and goal input that your organization has to offer by 15 August in time for the 28 August Selectboard meeting. In September the Selectboard would then review your input and invite further development of strategic planning ideas offered by Town organizations.

You are welcome to contact any Selectboard member for assistance in responding.

Sincerely,

Stephen N. Flanders, Chair
Norwich Selectboard

Enclosure: Norwich Strategic Planning Invitation

Distribution List:

Cemetery Commission
Conservation Commission
Energy Committee
Finance Committee
Health Officers
Historic Preservation Commission
Land Management Council
Listers
Milton Frye Nature Area Committee
Norwich Business Council
Norwich Fire District
Norwich Listserv
Norwich Public Library
Norwich School District
Planning Commission
Recreation Council
Senior Action Council
Town Clerk
Town Manager
Trails Committee

OFFICE OF THE TOWN MANAGER

TO: DEPARTMENT HEADS, FIRE DISTRICT AND TOWN OF NORWICH
BOARDS, COMMISSIONS, COMMITTEES & COUNCILS CHAIRS
FROM: NEIL FULTON
CC: SELECTBOARD
SUBJECT: STRATEGIC PLANNING PUBLIC FORUM ON NOVEMBER 27, 2012
DATE: NOVEMBER 6, 2012

The Norwich Selectboard is beginning the process of developing a Strategic Plan for Norwich. Two documents have been drafted, and are attached, to help gather initial input on the planning process.

The first is a PowerPoint presentation that describes the planning process and includes a brief description of some possible target areas. This is not intended to be a complete or all-inclusive list and may include possible target areas that are changed or dropped after receiving input on the process and the target areas.

The second is a draft description of roles. This is also meant to be for discussion purposes and will be changed as necessary.

We invite and encourage you to review the attached material and attend, or send a representative to attend, the Public Forum on November 27, 2012. The forum will start at 7:00 pm and be held in the multipurpose room at Tracy Hall. Please let Nancy Kramer at nkramer@norwich.vt.us or 802-649-1419 x101 know if you or a representative plan to attend. If you are not able to attend we would appreciate any written comments you have.

Thank you!

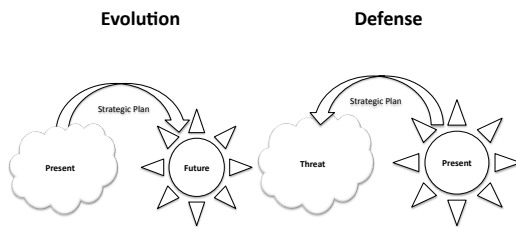
Strategic Plan

Ideas for Norwich
Public Workshop
Monday, 27 November 2012

What is a Strategic Plan?

- Means to envision a desired future
- Provides roadmap to desired future

Why a Strategic Plan?



Strategic Planning

1. Identify current status
2. Envision desired future
3. Identify positives and negatives in the way
4. Identify roadmap to achieve goals

Why are we here?

- Review some proposed strategic ideas
- Propose some new strategic ideas
- Identify critical issues among ideas
- Discuss which ideas merit development

Economic Sustainability

Issues

- Need to sustain affordability of tax burden.
- Need to adapt to sudden changes in income stream.
- Need plan for unforeseen expenditures caused by catastrophic events.

Possible Goal

- Identify and plan for both incremental and sudden changes in town income and expenditures to achieve an affordable tax burden.

Environmental Sustainability

Issues

- In next 50 years warmer winters, dryer summers, more flooding.
- May respond to climate change in two ways, mitigation and adaptation.
- Energy consumption and solid waste are municipal contributors.

Possible Goal

- Identify cost-effective ways to mitigate and adapt to climate change and to improve municipal environmental sustainability.

Public Facilities

Issues

- Public facilities are aging and may be becoming obsolete.
- Need plan to manage capital assets long-term.

Possible Goal

- Compare future needs for public facilities with the existing facilities and determine investment required over the next 20 years.

Village Traffic

Issues

- Traffic through village will increase.
- Need plan to mitigate or adapt to growth in traffic.

Possible Goal

- Address the impact on the downtown area of increasing traffic from the town collector highways that lead into the village.

Commercial Townscape

Issues

- Present commercial activity is integrated with residential.
- Sustain social integration of future commercial activity.

Possible Goal

- Help new commercial property achieve environmentally sustainable principles, maintain the fabric and values of the town, and integrate with residential property.

Residential Townscape

Issues

- Town Plan recommends housing consistent with the town's ability to provide services in a fiscally sound manner.
- Expensive housing stock suppresses income and age diversity.

Possible Goal

- Explore adapting the existing housing stock to better accommodate a more diverse population and integrating additional housing stock with new commercial development.

Internet Connectivity

Issues

- The town has poor internet connectivity in many areas.
- A variety of private interests are increasing connectivity.
- Some areas may not be covered, even so.

Possible Goal

- Assure the availability of broadband Internet service to all addresses in Norwich.

Parks, Trails and Routes

Issues

- Town Plan advocates a network of roads, sidewalks, bikeways and trails.
- Town Plan notes that Norwich's trails and Class 4 roads could be connected to create a network of recreational trails.
- Public spaces increase sense of community.

Possible Goal

- Create a system of parks (including waterfront), well-signed recreational trails and bicycle routes and paths throughout the town.

What do you suggest?

- Additional ideas?
- Which ideas merit further development?

Tonight

1. Workshop:

- Generate new ideas (10 min from the floor)
- Refine all ideas at posters (30 min facilitated)
- Summarize ideas (10 min facilitators)

2. Selectboard:

- Consolidate ideas with priorities
- Identify potential strategic working groups
- Adopt timeline

Norwich Strategic Plan Development Roles

Selectboard

Overall responsibility for Strategic Plan (SP)

- Identifies strategic and critical issues.
- Identifies working groups and provides assignments.
- Integrates proposed goals and strategies into SP.
- Integrates strategies into SP.
- Identifies evaluation process.
- Assigns implementation responsibilities.
- Adopts SP.
- Monitors implementation of SP.

Working groups

Responsible for individual strategic topics.

- Develop situation assessments.
- Identify strategic issues within topics.
- Identify desired end state within topics and goals supporting each.
- Perform SWOT analyses.
- Formulate implementation plan to achieve goals, including who, what, when and what initial and continuing costs.
- Prepare reports for each topic.

Definitions

Strategic planning – Strategic planning provides the means for a town to plan for the future it desires, rather than reacting to events as they unfold. Planning includes stakeholders to develop a vision for the future. It results in an implementation process that adapts to a changing environment.

Situation assessment – Answers where are we now with respect to strategic issues?

Strategic issues – May be either a quantum improvement to a better status than currently exists or to avoid suffering influences that may significantly worsen our current situation.

Goals – Goals reflect the desired end state, which should be arrived at through consensus and stakeholder participation. They should be held distinct from means, which address how to achieve goals. Goals should maximize good for the community and minimize harm.

SWOT analysis – Each goal should be compared with a “SWOT” analysis to develop an implementation plan. The components of the SWOT analysis are:

- *Strengths* – The positive things that we can do to improve the situation.
- *Weaknesses* – The things that we are less able to achieve to improve the situation.
- *Opportunities* – A favorable influence, originated outside our community.
- *Threats* – An unfavorable influence, originated outside our community.

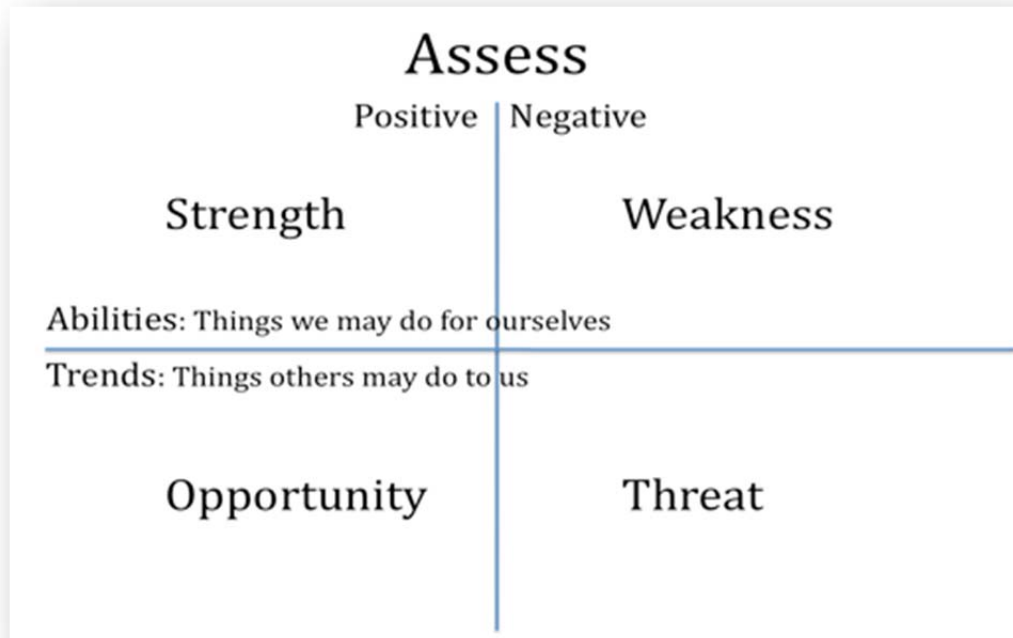


Figure 1. The four quadrants of a SWOT analysis to assess any Strength, Weakness, Opportunity, or Threat that pertains to an issue.

Implementation plan – Addresses means, metrics, strategies and tasks and obstacles, as follows:

- *Means* – Draw on strengths to take advantage of opportunities to identify a path to the stated goal.
- *Metrics* – Identify how to measure results and monitor progress towards the desired goal.
- *Strategies and Tasks* – Identify the individual steps and their timeframes necessary to transform the present conditions to the desired goal.
- *Obstacles* – Address weaknesses in the face of threats to overcome barriers to achieving the goal.

Evaluation process – Evaluation of implementation plans depends on what is being addressed, but should include such metrics as staffing required, implementation costs, continuing costs, the impact on economic or population growth, and the impact on demographics or the physical character of the town.

Nancy Kramer

From: W Alexander <subtextvt@gmail.com>
Sent: Saturday, September 19, 2015 8:13 AM
To: Nancy Kramer
Cc: Chipper Ashley; Linda Cook; Steve Flanders; Mary Layton
Subject: Re: SB Agenda for 9/23

Nancy - I've copied the Selectboard members for whom I have email addresses, but I don't have Dan Goulet's and some others may be old or out of use, please forward to the appropriate emails.

To the Selectboard:

Chris Katucki and I reviewed the CATV record of your meeting on September 9th and the 19 minute discussion of the Town Manager's contract. Neither of us will be attending the September 23rd meeting but we want to address several points of confusion which appeared on the CATV recording.

1) Neither of us are offering ourselves as legal counsel for the Town. Neither of us are currently practicing attorneys, municipal and labor law were not our specialities when we did practice, so we offer our views only as citizens;

2) The legal basis for entering Executive Session and the specific motions to be made before entering Executive Session from a public meeting are summarized very well in paragraphs 18-22

here: http://libraries.vermont.gov/sites/libraries/files/PublicLibraries/Trustees/VLCT_Open_Meeting_Law_FA_Qs_June_2014.pdf

3) My offer to join you in Executive Session was based on my belief that you are already in contract negotiations with the Town Manager simply due to the fact that there are fundamental contract questions in debate:

- Is there documentary evidence of a binding legal agreement between the current Town Manager and the Town?
- If so, what are the specific provisions of that agreement?
- Is there documentary evidence to support the specific contract terms this Town Manager asserts are currently in effect between himself and the Town?
- Is the Town Manager an "at will" employee of the Town?

- Does Nelson v Town of St. Johnsbury — http://info.libraries.vermont.gov/supct/current/op2013-386.html#_ftn1 — alter that "at will" status?
- Specifically, doesn't paragraph 9 of that decision limit the Nelson holding to those instances where there is an "absence of a contract between the manager and the town"?

So here's our suggestion:

We believe it is important that you retain a labor attorney to review the bullet points above. You may find VLCT legal services can answer the last bullet point as long as it is posed as a general question and not a specific review of this contract.

We believe it would be more cost effective and much quicker to ask the Town Manager to provide documentary evidence of the contract provisions he asserts are now in effect for which we were unable to find support. He's in the best position to do so and by far the most qualified to know the documentary record. Ideally, your request would set a date for that report with enough time that you could share it with town counsel ahead of your meeting on October 14th.

Given the summary work we've done — and our suggestion in the paragraph above -- we think a labor lawyer could be up to speed to answer your questions in Executive Session on October 14th.

This frees up your September 23rd Executive Session to focus entirely on the evaluation process. It also allows time hire a town attorney for these labor questions and have that professional guidance available for an October 14th Executive Session.

Hopefully, together these actions will help bring issues quickly into view and, in good faith, to mutually acceptable professional resolution.

Watt Alexander

Norwich Strategic Planning Input

Name of Organization – **Quality of Community Committee**

Strategic Topic – **Trails**

Situation assessment

The *status quo* or future circumstance of concern that merits planning for a more desirable outcome include:

- Norwich has an active volunteer trails organization that can maintain its current, trail system and make modest improvements to that system.
- Norwich's trails have limited signage, requiring users to become familiar with them through trial and error, supported by a map, sold locally.
- Norwich's trail system includes Fourth Class Roads, purpose-built trails for hikers, bikers and skiers, and informal trails across private property.
- Norwich has some trails that are designed to accommodate mountain bikes or cross-country skiers.
- Some trailheads lack sufficient parking, especially for Class 4 roads.
- Norwich's Town Plan The Town Plan suggests that "Safe and convenient pedestrian and bicycle paths connecting Norwich village, Hanover, playing fields and recreation areas, and outlying population centers would provide for alternative modes of transportation." A stated goal is to "Provide and maintain an efficient and safe network of roads, sidewalks, bikeways and trails that incorporate rural aesthetics and encourage alternative modes of travel."
- The Town Plan also discusses Norwich's trails and Class 4 roads, which "are used for hiking, mountain biking, horseback riding, and cross-country skiing". It notes, "many of these trails could be connected to create a network of recreational trails throughout the town with the cooperation of private landowners."

Goals

The desired end states that might be achieved through implementation of a strategic plan include:

- A more connected system of well-signed all-season recreational trails, mountain bike routes and paths throughout the town with sufficient parking at trailheads.
- A legal framework for all trails in town.
- The information, management, and budgetary support to maintain the town's trails.

The SWOT¹ analyses and implementation plans for these goals follow.

¹ SWOT = Strengths, Weaknesses, Opportunities and Threats

Goal: *A more connected system of well-signed all-season recreational trails, mountain bike routes and paths throughout the town with sufficient parking at trailheads.*

SWOT Analysis

Positive

Strengths – Norwich has an extensive walking and mountain-biking trail network. There is an active trails committee, which organizes maintenance of the existing network. The town has an informal network of pathways near the center of town.

Opportunities –The Cross Vermont Trail Association lists a variety of other sources.² The Vermont Recreational Trails Program (RTP) grants can support up to 80% of a project's cost for trail construction, with a maximum grant award of \$50,000.³

Negative

Weaknesses –Natural and property access barriers lie in the way of connecting destinations by trail or footpath. Parking, signage and new trail construction cost money.

Threats – Trail networks can become an attractive nuisance, if they are too successful. Some networks for mountain bike charge user fees. Certain off-highway venues can become attractive for illicit activities.

Implementation Plan

- **Means** – Inventory existing trails for hiking, skiing and mountain biking. Identify end-points that are poorly connected. Identify what it would take to improve those connections. Rate the value and negative impact of each connection. Assess parking at trailheads and assess adequacy. Identify and assess solutions for inadequate parking.
- **Implementation Team** – The Norwich Trails Committee for trail identification and assessment. The Norwich Planning and Zoning Director for mapping support. The Norwich Assessing Clerk for property boundary support. UV Trails Alliance for technical support for trail construction and IT website support and its ability to mobilize the Upper Valley High School Trail Corps and other volunteers for work on trail construction.
- **Metrics** – All trails: Signage for all trailheads and intersections, indicating location and distances to other waypoints in each direction; trails have adequate blazing for identification when the path is indistinct. On-line, printable maps correspond to trail marking.
New trails check list: Route identification, flagging, landowner permission, obstacle assessment, budgetary requirements for construction, and construction.

² http://www.crossvermont.org/get_involved/grants_cal.php

³ <http://www.vtfpr.org/recgrant/trgrant.cfm>

- *Strategies and Tasks* – Individual steps and timeframes are:

Year 1:

1. Inventory existing trails. Identify ROW⁴ issues, trailheads, trailhead parking and condition rating for each.
2. Identify locations for and content of signage. Prepare budget and specifications for signage.
3. Identify locations for additional trailhead parking. Prepare budget and specifications for parking.

Year 2:

4. Procure and install signage. Prepare on-line printable maps for signed trails.
5. Identify potential trail connections between trailheads. Rate the value of each connection.
6. Prepare priority list for new trails. Identify ROW needs. Contact landowners.
7. Prepare budget for new trail construction and legal documentation for new trail ROWs.
8. Build needed parking capacity.

Years 3-4:

9. Construct planned new trails.

- *Obstacles* – To address ROW and funding issues:
 - ROW: Provide landowners with legal framework and thank-you letters from Selectboard; possible annual potluck trails celebration *cum* thank-you picnics or other events.
 - Funding: Rely on grant and privately raised funds to the extent possible. Address continuing funding with a possible hiking club and scheduled events to raise funds by subscription. Consider dedicated warrant article for purpose.

⁴ ROW = Right of way

Goal: *A legal framework for all trails in town.*

SWOT Analysis

Positive

Strengths – The town has an informal network of pathways near the center of town. Landowners have been generous in allowing public use of paths.

Opportunities – Vermont statute protects landowners, who allow public access.⁵ When offered a way to benefit the community, while receiving protection from liability and the ability to opt out, landowners may cooperate with this goal.

Negative

Weaknesses – Landowners may be reluctant to have footpaths or bike paths on their properties. Legal costs for establishing ROW agreements may be significant.

Threats – Trail networks can become an attractive nuisance, if they are too successful. Certain off-highway venues can become attractive for illicit activities.

Implementation Plan

- **Means** – Draw on the community benefits created by generous landowners as a basis to provide an umbrella for all landowners who would be willing to grant temporary agreements or permanent ROWs to permit recreational trails to cross their property. Create a clear legal status for existing and new trails.
- **Implementation Team** – Town manager to oversee implementation. The Norwich Trails Committee for trail identification and landowner relations. The Norwich Assessing Clerk for property boundary support. Town counsel to create the legal framework for both landowner agreements and ROWs.
- **Metrics** – Creation of two legal instruments, landowner agreements and ROWs for trails. Implementation of these instruments with all consenting landowners.
- **Strategies and Tasks** – Individual steps and timeframes are:
 - Year 1:
 1. Inventory and identify ROW issues with existing trails.
 2. Develop boilerplate legal agreements for landowner agreements and ROWs.
 - Year 2:
 3. Publicize benefits and tools of allowing trails across private land.
 4. Contact landowners and seek voluntary agreements.

⁵ Vermont's Landowner Liability Law 12 V.S.A. Sec. 5791-5795; see: <http://www.uvlt.org/docs/landconservation/VTLiability.pdf>

- *Obstacles* – To address landowner concerns and funding issues:
 - Landowner concerns: To address landowner concerns, enlist cooperating landowners to provide reassurance and alleviate concerns.
Provide thanks and public recognition for cooperation.
Develop signage, where appropriate, that identifies ways for trail users to respect private property.
Consider a property tax exemption for the area of the ROW or agreement.
Consider a gifting arrangement for landowners providing a permanent ROW that qualifies as a charitable deduction under Federal tax law.
 - Mitigation of costs: Seek *pro bono* services to develop legal instruments.

DRAFT

Goal: *The information, management, and budgetary support to maintain the town's trails.*

SWOT Analysis

Positive

Strengths – Norwich has a GIS⁶ system that can be the basis for managing responsibilities and condition assessments of the town's trails. Volunteers may step forward to learn the skills and manage the information required.

Opportunities – Vermont Recreational Trails Program (RTP) grants can support maintenance costs, with a maximum grant award of \$50,000 subject to a 20% match.⁷

Negative

Weaknesses – Managing the information requires new capabilities not currently supported by town government. Costs for meaningful management of trails and routes may be significant in terms of the benefits gained. Trail maintenance is not now a part of the town budget.

Threats – More accessible trail information may increase law enforcement requirements.

Implementation Plan

- **Means** – Trails, as with other public amenities, require assessment of status, planning, funding, and coordination of resources to maintain. Routine inspection and user input provide the basis for assessments. A committed committee provides the planning capacity. Access to a GIS provides the environment for managing the information about the status of the trail network and the basis for assigning work to volunteers.
- **Implementation Team** – The Norwich Trails Committee for trail assessment. The Norwich Planning and Zoning Director for GIS support, perhaps advising a volunteer or intern. UV Trails Alliance for technical support for trail construction and IT website support and its ability to mobilize the Upper Valley High School Trail Corps and other volunteers for work on trail maintenance.
- **Metrics** – A GIS-based system for identifying the trail network. Trained volunteers who can manage the GIS information. A regular and recurring budget proposal for maintenance and improvement of the town's trails.

⁶ Geographic Information System

⁷ <http://www.vtfpr.org/recgrant/trgrant.cfm>

- *Strategies and Tasks* – Individual steps and timeframes are:
 - Year 1:
 1. Set up GIS framework.
 2. Identify and train volunteers to operate the GIS.
 - Year 2:
 3. Populate database with condition assessments from the trail network.
 4. Create a process for establishing an annual and capital budgets for trails.
- *Obstacles* – Work with town management to identify the degree to which GIS can aid in other town infrastructure management issues and thereby allows trail maintenance to become part of that capability. Address reluctance to provide budgetary support by seeking matching funds to leverage tax dollars.

DRAFT

Nancy Kramer

From: Bill Bender <bbender@solaflect.com>
Sent: Tuesday, October 06, 2015 12:31 PM
To: Nancy Kramer
Cc: Rob Adams; Thera Callahan
Subject: Town solar celebration

To the Selectboard and Chip Ashley,

Thank you for working with Solaflect Energy to help the Town of Norwich celebrate on Sunday its accomplishments in going solar. Chip - thank you for speaking at the event as well. We were pleased with the event, and hope that the Town was as well. We estimate that at least 200 people attended, with a variety of activities, food, and music on the green.

Thank you again for your support of solar energy.

Best regards,

Bill

Bill Bender
President
Solaflect Energy

bbender@solaflect.com

Tel: 802-649-3700

Cell: 802-522-0702

www.solaflect.com

Nancy Kramer

From: Christopher Ashley <c.ashley.sb@gmail.com>
Sent: Thursday, October 08, 2015 8:34 PM
To: Nancy Kramer
Subject: Correspondence for entire Selectboard
Attachments: SB2-20-15.tiff

To: Norwich Selectboard and Norwich Citizens
Re: The Process for Neil Fulton's 2014 Evaluation
October 7, 2015

Linda Cook inaccurately referred to my releasing of executive session individual comments at a recent Norwich Selectboard meeting. This is what happened as I performed in my role as Chair.

The Selectboard's evaluation documents for Neil Fulton were distributed, per Selectboard decision, in September of 2014. I received written input from only 2 Selectboard members.

Over the ensuing 5 months, as Chair, I placed executive sessions on the Selectboard agenda for the following meetings for the purpose of discussing the TM evaluation:

Sept 23
Oct 8, 22
Nov 5, 12, 19, 25
Dec 3, 10
Jan 7, 14, 28
Feb 11, 25

Out of 14 possible dates, only a total of 5 executive sessions were held to discuss the evaluation: 2 in October, 1 in November, 1 in January and 1 in February. The rest were put off by a majority of the Selectboard. During the first 3 sessions, the Selectboard struggled to find evaluation language that a majority of the members would accept.

During the Executive Session on February 11th, 3 members of the Selectboard agreed on draft language, which I as Chair, attempted to capture in what would be a final document that would complete the evaluation. It was a 2 page document that contained both recommendations and commendations for the TM. There were no identified comments from individual Selectboard members included in the final draft.

I sealed the final draft evaluation in an envelope with the attached note stapled to it and left a copy for each Selectboard member in her/his mail box in Tracy Hall. As the attached note details, I described the process that I would follow to verify that there was a majority of Selectboard members supporting the evaluation document and that I would share it with the Town Manager before it was made public, as we had done over the 3 prior years.

I followed up on my process, and contacted each Selectboard member between Feb 20 when I left the envelope in the mail boxes and Tuesday February 24. There was still agreement by 3 members that they supported what was written on it. All 5 knew that the document would be shared with Neil. On Wednesday morning, Feb 25th, I met with Neil Fulton to share the evaluation with the expectation that it would be voted on and released to the public that evening.

Unfortunately at the meeting, one member changed his/her mind and the evaluation did not receive support of a majority of the Selectboard. The evaluation process for 2014 ended there as a new Selectboard was formed following Town Meeting.

At no time were any individual's comments from executive session shared or released by me. Further, the the process to share the final draft with Neil was understood by all and agreed to by a majority of the Selectboard.

--
Christopher Ashley
Norwich Selectboard

Please note that any response or reply to this electronic message may be subject to disclosure as a public record under the Vermont Public Records Act.

February 20, 2015

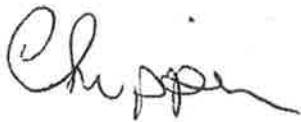
Steve, Keith, Linda, Dan,

This is the wording on Neil's evaluation that three of us agreed to in executive session at our last meeting. However we haven't actually voted on it. I do not plan to release it until it is officially approved by at least 3 members of the Selectboard.

When it comes up on the agenda at the Feb 25th meeting, I plan to ask for a motion to approve it, before any discussion by Neil or the public. If it is approved, then I will release it to the public and ask for comments from the Selectboard and Neil and offer the public the opportunity to speak.

If it is not approved by 3 members, then I will ask if there is a motion to go into executive session to consider changes in it.

Because we only have the one SB meeting left as the current board, we have to complete the process on Wednesday. Given the opinions that I heard at the last meeting about this wording, I intend to check in with members until I know that there are at least 3 votes for this document. If there are 3 in support, then I will share it with Neil- as a draft that might be changed- before the meeting.

A handwritten signature in cursive script, appearing to read "Chipper".

DRAFT Minutes of the Selectboard Meeting of Wednesday, September 9, 2015 at 6:30 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager; Nancy Kramer, Assistant to the Town Manager.

There were about 10 people in the audience.

Also participating: Watt Alexander, Kris Clement, Phil Dechert, Chris Dutton, Steve Leinoff, Suzanne Lupien, Doug Robinson.

Cook opened the meeting at 6:30 pm.

1. Approval of Agenda (Action Item). After some discussion of moving item # 13 b), the Selectboard, by consensus, approved the Agenda as is.
2. Public Comments. No actions taken.
3. Town Manager's Report (Discussion). Written report in packet and on the Town website. No actions taken.
4. Finance – Board to Sign Accounts Payable/Warrants (Action Item). After one question, Flanders **moved** (2nd Ashley) to approve Check Warrant Report #16-7 for General Fund in the amount of \$1,098,877.24 and for Records Restoration Fund in the amount of \$3,964.00 for the period from 08/27/15 to 09/09/15. **Motion passed.**
5. Committee on Town Communications (Discussion/Possible Action Item). After some discussion, Clement was interviewed for the Committee. Flanders **moved** (2nd Goulet) to appoint Kris Clement to the Committee on Town Communications. **Motion passed.** Clement will recruit for members and the Town will advertise again for Committee members.
6. Vermont Technical College (VTC) Presentation on Norwich Farms Plan by Christopher Dutton (Discussion). Dutton, speaking for the President of VTC who could not attend because of another commitment, said Norwich Farms is working on converting a shop to a cheese/dairy processing plant which needs to be built by December for grant purposes. VTC has started a program this fall to educate and house students interested in dairy farming.
7. Quality of Community Committee (Discussion/Possible Action Item).
 - a) Norwich Strategic Planning Input Report. Flanders reviewed the Report. Goals listed in the Report were discussed and it was agreed to add a discussion of River Road water access to the next agenda. Ashley **moved** (2nd Goulet) to receive the Report from the Quality of Community Committee and to thank the members for their work. **Motion passed.**
8. Capital Facilities (Discussion Item/Possible Action Item).
 - a) Police and Fire – RFP for Architectural and Estimates of Probable Costs Services. After some discussion and questions, Flanders **moved** (2nd Layton) to request the Town Manager to solicit proposals for Architectural and Estimates of Probable Costs Services for the police and fire facilities. **Motion passed.**
9. FY17 Budget Guidance (Discussion/Possible Action Item). The Selectboard discussed: insurance costs (which are known for six months only), the proposed COLA increase (not known

until December), paving costs and Paving Reserve Fund and line item for professional services for Selectboard under Town Administration. Cook said she would like to see budgets for no increase and 2%. Ashley asked to know what is given up for a reduced budget. Goulet is looking for needs not wants in the budget. Fulton reminded the Selectboard that salaries and benefits account for approximately 44% of the budget.

10. FY16 Selectboard Goals and Calendar (Discussion/Possible Action Item). After discussion, Ashley **moved** (2nd Flanders) to keep #s1, 2, 5, 6 and 7 on the list of Goals and Objectives, to add sidewalks/relationship with Fire District and to change #8 to lessons learned during Town Manager evaluation. **Motion passed.**

11. Norwich Representative to The White River Council on Aging (Bugbee Senior Center) (Discussion/Possible Action Item). Sofronas is stepping down as the Norwich Representative to The White River Council on Aging. The Selectboard will need to recommend a replacement. The position will be advertised.

12. Correspondence (Please go to 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):

a) Resident –

1) #12 a). Email from Watt Alexander and Chris Katucki Re: Town Manager Contract. Ashley **moved** (2nd Flanders) to receive an email from Watt Alexander and Chris Katucki Re: Town Manager Contract. **Motion passed.** There was some discussion regarding comments made in the email and what next steps should be for the Selectboard.

13. Selectboard

- a) Town Manager Evaluation Process (Discussion/Possible Action Item). After discussion regarding the process last year, the Selectboard agreed to use the form provided in the packet and discuss further at the end of the September 23rd meeting. An Executive Session may be necessary.
- b) Town Manager Contract (Discussion/Possible Action Item). Layton indicated that she is still looking for outside legal advice on this topic. After considerable discussion, Layton **moved** (2nd Ashley) to discuss the Town Manager contract at 6:00 pm on September 23rd and that an Executive Session may be necessary. **Motion passed.**
- c) Approval of the Minutes of the 8/26/15 Selectboard Meeting (Action Item). After some discussion, Ashley **moved** (2nd Goulet) to approve the minutes of the August 26, 2015 Selectboard meeting, with amendments discussed. **Motion passed.**
- d) Review of Next Agendas (Discussion/Possible Action Item). The September 23rd meeting will start at 6:00 pm with a discussion and possible Executive Session of the Town Manager contract. There may also be an Executive Session at the end of the meeting to discuss the Town Manager evaluation process. Other items on the agenda for September 23rd will be: the Town Pool permitting, water access from River Road to the Connecticut River and the Quarterly Treasurer's Report. Information will be provided to the Selectboard regarding monies spent so far on the Town Pool project.

Goulet **moved** (2nd Ashley) to adjourn. **Motion passed.** Meeting adjourned at 9:42 pm.

Approved by the Selectboard on_____.

By Nancy Kramer
Assistant to the Town Manager

Linda Cook
Selectboard Chair

Next Regular Meeting – September 23, 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, September 23, 2015 at 6:00 PM

Members present: Linda Cook, Chair; Christopher Ashley; Steve Flanders; Dan Goulet; Mary Layton, Vice-Chair; Neil Fulton, Town Manager; Nancy Kramer, Assistant to the Town Manager.

There was one person in the audience.

Also participating: Cheryl Lindberg, Demo Sofronas.

Cook opened the meeting at 6:00 pm.

1. Town Manager Contract (Executive Session May be Required). After discussion, Layton **moved** (2nd Goulet) to find that premature general public knowledge of the Town's contract with the Town Manager would clearly place the municipality at a substantial disadvantage, because the Selectboard risks disclosing its negotiation strategy if it discusses the proposed contract terms in public. **Motion passed 3 to 2** (yes – Cook, Goulet and Layton; no – Ashley and Flanders).

Pursuant to Title 1 VSA § 313(a)(1)(A), Layton **moved** (2nd Goulet) to enter into Executive Session for the purpose of discussing the contract having found that premature general public knowledge would clearly place the Selectboard at a substantial disadvantage. **Motion passed 3 to 2** (yes – Cook, Goulet and Layton; no – Ashley and Flanders).

The Selectboard moved into Executive Session at 6:14 pm. At 6:50 pm, Layton **moved** (2nd Goulet) to move into public session. No action was taken as a result of the Executive Session.

2. Approval of Agenda (Action Item). The Selectboard, by consensus, approved the Agenda as is.

3. Public Comments. There were no public comments.

4. Town Manager's Report (Discussion). No actions taken.

5. Finance – Board to Sign Accounts Payable/Warrants (Action Item). After several questions, Flanders **moved** (2nd Goulet) to approve Check Warrant Report #16-8 for General Fund in the amount of \$3,081,964.88 and for Highway Equipment Fund in the amount of \$19,042.39 for the period from 09/10/15 to 09/23/15. **Motion passed.**

6. Certificate – No Appeal or Suit Pending (Discussion/Action Item). Lindberg reviewed stating that no litigation is pending for either of those years. Afterwards, Ashley **moved** (2nd Flanders) to approve the Certificate – No Appeal or Suit Pending for the April 1, 2013 and April 1, 2014 Grand Lists and have the Selectboard sign the certificates. **Motion passed.**

7. Errors and Omissions (Discussion/Action Item). Lindberg reviewed the memo briefly and said that current use is the culprit. After some discussion, Flanders **moved** (2nd Goulet) to revise values as detailed in the memo from the Norwich Board of Listers to the Norwich Selectboard dated September 14, 2015. **Motion passed.**

8. Treasurer's Quarterly Investment Report (Discussion/Possible Action Item). Lindberg reviewed the report stating that all is in order. Flanders **moved** (2nd Layton) to receive the Treasurer's Quarterly Investment Report. **Motion passed.**

9. Nomination of Norwich Representative to The White River Council on Aging (Bugbee Senior Center) (Discussion/Possible Action Item). Sofronas reviewed what the position requires. After some discussion, the Selectboard asked that the position be advertised.

10. Draft Letter to ANR Secretary Re: Permit for Replacing the Town Pool Dam (Discussion/Possible Action Item). After some discussion, Ashley **moved** (2nd Flanders) to approve the letter with editorial changes submitted by Flanders to be prepared by the Town Manager's Office for the Selectboard to sign. **Motion passed.**

11. Correspondence (Please go to 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):

a) Resident –

- 1) #11 a). Email from Norwich Energy Committee Re: Invitation for 10/4. Flanders **moved** (2nd Layton) to receive an email from the Norwich Energy Committee Re: Invitation for 10/4. **Motion passed.** The public is invited to this free cookout on Sunday, October 4th from 4–7 pm. Selectboard members wishing to attend should let Kramer know.

12. Selectboard

- a) Re-approval of the Minutes of the 8/26/15 Selectboard Meeting (Discussion/Possible Action Item). After discussion that the August 25th date change was not given to the Board in writing, Ashley **moved** (2nd Flanders) to reapprove the minutes of the August 26, 2015 Selectboard meeting. **Motion passed.**
- b) Approval of the Minutes of the 9/9/15 Selectboard Meeting (Action Item). Postponed until next meeting.
- c) Appoint Voting Delegate to the VLCT Annual Business Meeting (Action Item). After some discussion, Ashley **moved** (2nd Layton) to designate Steve Flanders as the voting delegate for the Town of Norwich at the VLCT 2015 Annual Business Meeting. **Motion passed.**
- d) Review of Next Agendas (Discussion/Possible Action Item). The Favreau/Greene request, Water Access from River Road to the Connecticut River, request for an alcohol waiver by The Family Place, applications for Town Communications Committee (if received) and possible Executive Sessions for Town Manager Contract and Town Manager Evaluation will be items on the agenda for October 14th. The Norwich Trails Committee Draft Strategic Plan for Trails and an email from Watt Alexander Re: 9/23 Agenda will be received as correspondence at that meeting. After some discussion, Ashley **moved** (2nd Layton) that sidewalks be on the next agenda and that the Prudential Committee be invited. **Motion passed 4 to 1** (yes - Ashley, Flanders, Goulet and Layton; no - Cook). Afterwards, Flanders **moved** (2nd Ashley) to add introduce the strategic planning process for a 10 minute discussion to the agenda. **Motion passed 4 to 1** (yes - Ashley, Flanders, Goulet and Layton; no - Cook). After discussion, SB Goal #2 relating to a capital facility plan will be on the agenda for October 28th.
- e) Town Manager Evaluation Process (Executive Session may be Required). Pursuant to Title 1 VSA § 313(a)(3), Layton **moved** (2nd Goulet) to enter into Executive Session for the purpose of discussing the Town Manager evaluation process. **Motion passed 3 to 2** (yes – Cook, Goulet and Layton; no – Ashley and Flanders). The Selectboard moved into Executive Session at 8:08 pm.

At 8:42 pm, Ashley **moved** (2nd Flanders) to move into public session. No action was taken as a result of the Executive Session.

Layton **moved** (2nd Flanders) to adjourn. **Motion passed.** Meeting adjourned at 8:44 pm.

Approved by the Selectboard on_____.

By Nancy Kramer
Assistant to the Town Manager

Linda Cook
Selectboard Chair

Next Regular Meeting – October 14, 2015 at 6:30 PM

PLEASE NOTE THAT CATV RECORDS ALL REGULAR MEETINGS OF THE NORWICH
SELECTBOARD.