

**Agenda for the Selectboard Meeting Wednesday, October 23, 2019 6:30 PM
Tracy Hall, Multipurpose Room**

1. Approval of Agenda - change order/defer items (Action required)
2. Public Comment for Items Not on the Agenda (Discussion)
3. *Consent Agenda - Approve in bulk or pull out items for discussion (Action/motion required)
 - a. Correspondence
 - i. Stuart Richards – Marion Cross wastewater issues
 - ii. Finance Committee – draft financial policy comments (handout at 10/9/19 SB meeting)
 - iii. Various town residents – signed petitions re: climate change (handout at 10/9/19 SB meeting)
 - iv. Trails Committee – quarterly report
 - v. Energy Committee – quarterly report
 - vi. Claudette Brochu & Louise Nunan Taylor – farm signs on Upper Turnpike
 - vii. Rebecca MacKenzie, ACTS Now – reports re: Climate Strike in Claremont, NH
 - viii. Chris Katucki – recent SB executive sessions
 - b. Minutes 10/9/19
4. *Winter Maintenance – Road Salt Policy (Discussion/Action)
5. *Town Manager Report (Discussion/Action)
 - a. Charles Brown Brook Bridge Replacement
 - b. Updates and New Issues
6. Financial Scam Update – possible executive session (Discussion/Action)
 - a. Burgess Report
 - b. Recovery of Funds
 - c. Personnel Update
7. *Financial Reports (Discussion/Action)
 - a. Accounts Payable - receive and review
 - b. Year End (pre-audit) report
 - c. Year End Designated and Special Fund report
 - d. FY20 1st Quarter Revenue/Expense Report
8. *Policy Work (Discussion / Action)
 - a. Banner Policy – possible adoption
 - b. Social Media Policy – 2nd reading, possible adoption
 - c. Sexual Harassment Policy
9. *Animal Ordinance Revision (Discussion)
10. End of Meeting Debrief (Discussion)
11. Future agenda items
 - a. RCA results/report
 - b. Policy Work – social media, cyber security
 - c. Animal ordinance
 - d. Planning Commission Appointment
 - e. Dresden Finance Committee appointment(s) / MOU
 - f. Financial Policy(ies) revisions
 - g. FY21 Budget
12. Adjournment (Action)

* Indicates agenda items with related documents in meeting packet

Next Meeting – November 6, 2019 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.

3a.i.

Herb Durfee

From: Stuart Richards <stuartrichards50@gmail.com>
Sent: Sunday, October 06, 2019 12:57 PM
To: norwich@lists.vitalcommunities.org
Cc: Herb Durfee; Rod Francis
Subject: MARION CROSS WASTEWATER SYSTEM ANSWERS TO QUESTIONS

The Norwich School Board has responded to a series of questions related to repairing or replacing the Marion Cross Wastewater System. The questions and answers can be found here underlined in red: <https://tinyurl.com/y24b5won>

It appears that it is too early to form an opinion with regard to the best course of action as additional testing is still ongoing at MCS. The School Board has indicated that they may have completed all the necessary tests at MCS by the November School Board meeting.

Herb and Rod, please put the Q & A in the correspondence packet for the Selectboard, Planning Commission and Affordable Housing Subcommittee.

Thank you.

Stuart Richards
802-649-3928

Herb Durfee

From: Stuart Richards <stuartlrichards50@gmail.com>
Sent: Tuesday, October 01, 2019 9:50 PM
To: norwich@lists.vitalcommunities.org
Cc: Herb Durfee; Rod Francis; Tom Candon
Subject: QUESTIONS CONCERNING MARION CROSS WASTEWATER SYSTEMS

A few days ago information concerning repairing/replacing Marion Cross' wastewater system appeared on the Listserv in the form of two documents from Pathways LLC. The documents below have prompted a number of questions below which may interest the public. These questions have been submitted to the School Board.

<https://tinyurl.com/y6ajx3xv>

<https://tinyurl.com/y4yuh5dv>

Has the State of Vermont inspected the MCS system? Have they mandated or suggested a time frame by which the MCS system must be fixed?

Pathways appears to have been selected to study the MCS system and recommend repairs/replacement. Please provide the contract if any with Pathways. How much has Pathways been paid to date and what is their rate of pay or contract amount. According to information presented by Pathways Consulting LLC, Jeffrey Goodrich, President, the costs could range from a low of an approximate conceptual initial cost of between \$381,500 and \$526,500 to repair/replace the MCS system to a high of \$1,720,000 to hook up to Hartford. To these very approximate costs which are likely to rise need to be added "soft costs" including but not limited to engineering, surveying, financing, permitting, etc.

The Peisch land appears to have been ruled out as a possible site for wastewater disposal. Is it still being considered? What test(s) other than hand augur tests were conducted on the site to determine suitability? Were any backhoe percolation tests done or will they be done? If no other tests were done why not? Whose opinion was relied on to rule the site out if it was ruled out. What further tests could be done to determine suitability?

MCS land in August was awaiting further testing by Lincoln Applied Geology. If those tests have been completed what did they show and what were they? If they haven't been completed when will they be completed and what are they? Has it been determined which of the four beds if any are operational? Wintertime frost driven problems appear to be the most likely cause of effluent surfacing on the Green. Has any thought been given to fencing the disposal area in the winter, relocating the skating rink if need be or pumping the water from the rink away from the green so it doesn't pose a problem and resuming full range of activity on the Green after the snow goes? Is it worth doing a trial this summer to test this? It would appear that since only roughly half of the permitted capacity is being used this might succeed if the 4 fields haven't been damaged beyond repair or if any damage can be repaired or if additional beds can be added.

The Hartford hookup doesn't seem to consider the monthly/yearly operational costs per gallon nor the potential costs of needed Hartford improvements which might be required over time or as a result of a Norwich hookup. What will the cost per gallon per/mo or per/yr for 6,000 – 7,000 gallons per day being pumped into the Hartford system be? If there is no similar cost for MCS or Peisch this could represent a significant reduction in tax burden for the Town. What is the diameter and carrying capacity of the

contemplated pipe and its capacity and more importantly who and how many users is the hookup with Hartford intended to serve? How much would contributions from King Arthur and other businesses reduce the Town's burden and most importantly how much development is the Hartford hookup capable of and intended to serve on the east side of Route 5 South? Is the hookup also intended to serve the west side of Route 5 South? What progress has been made on funding options for the Hartford hookup? How willing and able is Hartford to accept the effluent from Norwich and what will the charges be? When will Hartford make a decision on this?

Dresden Lands appear to need further explanation and investigation. What is the anticipated time frame for presenting this to Norwich voters? Will voters have a choice of options or will only the preferred School Board option be presented? When will voters likely be presented with the costs of the options on a Town ballot or special ballot? I'm sure that others will have questions in addition to those in this posting but hopefully answers to this post which are expected from the School Board will help the public understand more about this important issue. It will be appreciated if this email becomes a part of the School Board, Selectboard, Planning Commission and Affordable Housing Subcommittee records.

Stuart Richards
802-649-3928

The following message was received from Stuart Richards via email. The School District's responses – in bold, italicized, blue font – follow Stuart's questions.

From: Global Rescue LLC <stuartlrichards50@gmail.com>
Date: Tuesday, October 1, 2019 at 9:49 PM
To: <norwich@lists.vitalcommunities.org>
Cc: Herb Durfee <HDurfee@norwich.vt.us>, <RFrancis@norwich.vt.us>, Tom Candon
Subject: QUESTIONS CONCERNING MARION CROSS WASTEWATER SYSTEMS

A few days ago information concerning repairing/replacing Marion Cross' wastewater system appeared on the Listserv in the form of two documents from Pathways LLC. The documents below have prompted a number of questions below which may interest the public. These questions have been submitted to the School Board.

<https://tinyurl.com/y6ajx3xv>

<https://tinyurl.com/y4yuh5dv>

Has the State of Vermont inspected the MCS system? Have they mandated or suggested a time frame by which the MCS system must be fixed?

The School District has been coordinating with the District 3 Engineer who has observed site conditions with the School District's consulting team. The District 3 Engineer is also aware of the options the School District is considering.

Pathways appears to have been selected to study the MCS system and recommend repairs/replacement. Please provide the contract if any with Pathways. How much has Pathways been paid to date and what is their rate of pay or contract amount. According to information presented by Pathways Consulting LLC, Jeffrey Goodrich, President, the costs could range from a low of an approximate conceptual initial cost of between \$381,500 and \$526,500 to repair/replace the MCS system to a high of \$1,720,000 to hook up to Hartford. To these very approximate costs which are likely to rise need to be added "soft costs" including but not limited to engineering, surveying, financing, permitting, etc.

The School District began working with Pathways Consulting when issues initially arose on the Green during the winter of 2016-17. Our need to address the septic system became more apparent when our occupancy permit required updating due to the addition of the Pre-K class. Once it became apparent that we would need to address the shortcomings, the District released a Request for Qualifications (RFQ). Pathways qualifications and history in the area are clear and their rates were lower than the other interested vendors. Expenditures to date for all work performed, including: emergent issues, permitting issues/updates, and ensuing exploration of options follows. 2017-18 = \$6,353; 2018-19 = \$31,961; and 2019-20 (to date) = \$7,982.

The Peisch land appears to have been ruled out as a possible site for wastewater disposal. Is it still being considered? What test(s) other than hand augur tests were conducted on the site to determine suitability? Were any backhoe percolation tests done or will they be done? If no other tests were done why not? Whose opinion was relied on to rule the site out if it was ruled out. What further tests could be done to determine suitability?

The Peisch property was evaluated in various ways, including: topography, ledge, test pits, and wetlands (confirmed by the District 3 Wetlands Ecologist). The School District reviewed findings and need with the District 3 Engineer to conclude that the Peisch property is not a viable site. The final report will be available by the November School Board meeting.

MCS land in August was awaiting further testing by Lincoln Applied Geology. If those tests have been completed what did they show and what were they? If they haven't been completed when will they be completed and what are they? Has it been determined which of the four beds if any are operational? Wintertime frost driven problems appear to be the most likely cause of effluent surfacing on the Green. Has any thought been given to fencing the disposal area in the winter, relocating the skating rink if need be or pumping the water from the rink away from the green so it doesn't pose a problem and resuming full range of activity on the Green after the snow goes? Is it worth doing a trial this summer to test this? It would appear that since only roughly half of the permitted capacity is being used this might succeed if the 4 fields haven't been damaged beyond repair or if any damage can be repaired or if additional beds can be added.

Lincoln Applied Geology has not completed its analysis, at this time. The tasks/testing that Lincoln Applied Geology has conducted and continues to work on includes:

- Task 1: Site and soil evaluation in the current disposal area and the Green using reconnaissance and test pit methods.
- Task 2: Placement of 3-15' borings (with continuous macrocore samples) which were converted to monitoring wells, finished off in a below grade access box to be used for hydraulic conductivity testing and water table monitoring. Oversight by a geologist/hydrogeologist.
- Task 3: Hydraulic conductivity testing of the three monitoring wells including equipment and data analysis.
- Task 4: Overall data analysis, generation of a design basis and preliminary disposal area layout, and preparation of a summary letter report.

The preliminary tests seem to indicate that both vehicle and pedestrian impacts have affected the existing system. The District has fenced off affected areas in the recent past and switching from bed to bed. In an effort to preserve available functionality, the District will fence off all of the beds beginning November 1st this year and they will remain fenced off until further notice.

A report will be available by the November School Board meeting. The District understands hydrological testing is normally done in March, April, and May, when the water table is highest. Services this year were initiated after those months (June/July) and it may be necessary to do more testing in the coming spring season, which would delay the warrant article.

The Hartford hookup doesn't seem to consider the monthly/yearly operational costs per gallon nor the potential costs of needed Hartford improvements which might be required over time or as a result of a Norwich hookup. What will the cost per gallon per/mo or per/yr for 6,000 – 7,000 gallons per day being pumped into the Hartford system be? If there is no similar cost for MCS or Peisch this could represent a significant reduction in tax burden for the Town. What is the diameter and carrying capacity of the contemplated pipe and its capacity and more importantly who and how many users is the hookup with Hartford intended to serve? How much would contributions from King Arthur and other businesses reduce the Town's burden and most importantly how much development is the Hartford hookup

capable of and intended to serve on the east side of Route 5 South? Is the hookup also intended to serve the west side of Route 5 South? What progress has been made on funding options for the Hartford hookup? How willing and able is Hartford to accept the effluent from Norwich and what will the charges be? When will Hartford make a decision on this?

The School District has considered all of these questions and will provide responses as the information becomes available. The District understands there will be ongoing user costs, which will need to be addressed, if the Town of Hartford agrees to allow a connection. Financial projections will take all of this data into consideration when making a recommendation for a total amount required for the potential project. To date, the District has tried to consider reasonable options to meet its needs in the context of relative capital expenditures. Far more information will be needed to provide specific project and capital needs. In discussion with the prior and the current Hartford Town Managers and the Hartford Selectboard, the District is seeking approval of a connection for itself, King Arthur Flour, the Car Store/Co-op, and Norwich Commerce Park (the location of Fogg's Hardware), all along the east side of Route 5. We are researching projected offsets to cost, potentially available through state and federal funding to the subsidiary businesses, to be approximately \$1M.

Dresden Lands appear to need further explanation and investigation. What is the anticipated time frame for presenting this to Norwich voters? Will voters have a choice of options or will only the preferred School Board option be presented? When will voters likely be presented with the costs of the options on a Town ballot or special ballot?

As other potential options were deemed unsuitable, discussion ensued about the possibility of entering into an agreement to include the Dresden School District to review a Dresden Recreational Fields site, if the "replace-in-kind" system is found to be problematic, or a connection to Hartford is deemed unsuitable. This option will be further explored, if necessary, once the analysis on the current beds is completed. The School District will provide information about the Dresden Recreation Fields property when it is available.

The anticipated timeframe for a presentation to the Norwich voters was to be during the FY21 budget process, during which time the School Board would decide on one option to present through a warrant article on the Town Meeting ballot. Due to a number of factors, a decision on the best option may not be available in time for the Town Meeting ballot. If that is the case, the School Board may need to consider presentation of an option through a special ballot.

I'm sure that others will have questions in addition to those in this posting but hopefully answers to this post which are expected from the School Board will help the public understand more about this important issue. It will be appreciated if this email becomes a part of the School Board, Selectboard, Planning Commission and Affordable Housing Subcommittee records.

Stuart Richards
802-649-3928

FC 10/7/19
Handout @ SB 10/9/19

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DRAFT

Town of Norwich, Vermont



CHARTERED 1761

Town of Norwich Master Financial Policy

Adopted: _____, 2019

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Town of Norwich Master Financial Policy

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Town of Norwich Master Financial Policy

Purpose and Goals Introduction

Statement of Purpose

The Town of Norwich has in recent years evolved from being managed by a citizen run ~~Selectboard~~ to the present day Town Manager form of government. The role of the ~~Selectboard~~ has shifted away from day to day management to that of oversight and policy development. A variety of ~~Selectboard~~ financial policies and Town Manager protocols have been developed over the years, and are compiled within this framework to provide a central and comprehensive reference point.

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Commented [RG1]: Consider whether this is accurate with respect to the TM/SB relationship

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Written, adopted financial policies have many benefits, such as assisting the ~~Selectboard~~ and Town Manager in the financial management of the Town, saving time and energy when discussing financial matters, engendering public confidence, and providing continuity over time as elected officials and staff members change. While these policies and protocols will be amended periodically, they will provide the basic foundation and framework for many of the issues and decisions facing the Town. They will promote sound financial management and assist in the Town's stability, efficiency, and effectiveness.

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This framework was developed and adopted from the VLCT document, "Dormont Financial Policies and Procedures-Final Version, 2013". Selected financial policies were reviewed by the Norwich ~~Selectboard~~, Town Manager, and Finance Committee in 2019 before the compilation of this document. Others are incorporated pending review. It is expected that policies will be reviewed, edited, added, and deleted as necessary on an ongoing basis within the Master Policy Framework.

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Financial Goals

- Ensure the financial integrity of the Town
- Manage financial assets in a sound and prudent manner
- Improve financial information for decision makers including policy makers and management
- Maintain and further develop programs to ensure the long term ability to pay costs necessary to provide the level and quality of service required by the citizens
- Maintain a spirit of openness and transparency while being fully accountable to the public for the Town's fiscal activities
- Ensure a set of sound internal financial controls that guide the Town related to grants, contracts, and other fiscal-related documents and programs
- Help with the provision of quality financial reporting, accounting, and auditing.
- Assist with the delineation of duties and responsibilities between and among offices (i.e., Selectboard and Town Manager, among other elected/appointed officials)

Town of Norwich Master Financial Policy

Section 1: Accounting, Auditing, and Financial Reporting Policy

Effective: Upon Adoption

Purpose: The purpose of this Accounting, Auditing, and Financial Reporting Policy is to establish and maintain high standards for accounting practices in the Town of Norwich, thereby enabling residents, the Selectboard, and the Town Manager to make sound decisions in preparing, adopting, and managing the town budget and handling Town finances.

Policy: The Accounting, Auditing, and Financial Reporting Policy defines the practices the Town will use for Accounting, Auditing, and Financial Reporting; the standards of accounting to which the town will adhere as well as the frequency and scope of auditing and financial reporting the Town will follow.

Authority: The Town Manager acts under 24 VSA §143-503(c)(2) *“Authority and duties in particular. The Town Manager shall be charged with full authority and be responsible for the following: To direct and supervise the administration of all departments, offices and agencies of the Town except as otherwise provided by this chapter or other State statute.”* along with any other duty/responsibility in the Job Description attached to the Town Manager’s employment contract **as may be** mutually agreed between the Town Manager and the Selectboard.

Commented [RG2]: This statute is specific to the Town of Richmond’s Town Charter. Norwich should cite either 24 VSA 1235 or 1236:
<https://legislature.vermont.gov/statutes/section/24/037/01235> or
<https://legislature.vermont.gov/statutes/section/24/037/01236>

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Procedures:

Accounting: The accounting practices of the Town of Norwich will conform to Generally Accepted Accounting Principles for local governments as established by the Governmental Accounting Standards Board. The Town Manager will establish and maintain a system of fund accounting and shall measure financial position and results of operations using the modified accrual basis of accounting for governmental funds and the accrual basis of accounting for fiduciary funds.

Commented [RG3]: Does the SB want to be silent on an aspirational time frame for the following fiscal year’s budget?

Auditing: Annually, based on a fiscal year beginning July 1, the Selectboard will cause the Town’s financial statements to be audited by a qualified, properly licensed, independent auditing firm. With the exception of extreme circumstances, the results of the annual audit will be available to the **Selectboard** by the beginning of November.

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Monthly and Annual Financial Reports: The Town Manager will prepare monthly financial reports for the **Selectboard**’s review and for public dissemination by the second meeting of each month. The June monthly report will be prepared similar to prior monthly reports. The June report will be periodically amended to accommodate accrued expenses up until 45 days past June 30. Such accommodation allows for a proper “close out” of the fiscal year and the resulting June monthly and year-end report. Any expenses that might have been accruable to that fiscal year but are recorded after the 45-day limit shall be accounted for in the subsequent fiscal year, unless otherwise instructed by the Town’s independent auditor. The monthly reports will consist of:

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Town of Norwich Master Financial Policy

- **Budget report** showing revenues collected and appropriations expended for the previous month with the variance from the budgeted amounts for each line item on both a period basis and a year-to-date basis.
- **Statement of Revenue, Expenditures, and Changes in Fund Balance** showing for each Designated Fund, revenues and expenditures and the difference between the two, the beginning fund balance for the period and the ending fund balance.
- **Balance Sheet** showing Town estimated assets less liabilities and fund balance.
- List of Assets needed to complete capital budget program review
- **Encumbrances and Year End Purchasing:** Encumbrances represent a monetary commitment related to contracts or goods not yet performed or received that will lapse into another fiscal year. Encumbrances are not the result of a last-minute budget surplus. For monies to be encumbered they shall be for a specific vendor, specific deliverable and specific cost. Purchase Orders or contracts that are anticipated to not be completed at the end of a fiscal year must be approved by the Town Manager as outstanding encumbrances. All purchases from June 1 to the end of the fiscal year in excess of \$500.00 shall require a purchase order authorization by the Town Manager. Encumbrances not spent within 90 days will be retired. Encumbrances will be represented on the balance sheet as Fund Balance and expensed in the year in which the funds are released, according to accounting standards.
- **Year-end Accounting and Reporting:**
 - The year-end financial report prepared by the Town Manager will be available to the Selectboard by the second meeting in August or no later than September 15. This report will include financial statements for each of the funds of the Town, as well as appropriate additional disclosures as necessary for the complete understanding of the financial statements presented.
 - The Town Manager will be responsible for helping the Town's professional auditor with any information required to complete that fiscal year's audit.
 - The Town Manager as part of the annual Town Report's preparation will include a narrative discussion and appropriate graphics explaining how the Town's current financial position and results of financial activities compare with those of the prior year and with budgeted amounts. This report, combined with the year-end report and the most recent independent auditor's account will be reproduced in the Town Report each year.

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Town of Norwich Master Financial Policy

Section 2: Purchasing Policy

Effective: Upon Adoption

Purpose: This policy intends to obtain the highest quality goods and services for the Town of Norwich at the lowest possible price, to exercise financial control over the purchasing process, to clearly define authority for the purchasing function, to allow fair and equal opportunity among qualified suppliers, and to provide for public confidence in the procedures established and overseen by the Town Manager related to public purchasing and the Policy contained herein.

Policy: In order to exercise financial control over the purchasing of goods and services, Town employees and applicable appointed/elected officials will adhere in all ways to the procedures outlined below.

Authority: 24 VSA §1236(3) further provides that the Town Manager shall, “... be the general purchasing agent of the Town and purchase all supplies for every department thereof; but purchases of supplies for departments over which the manager is not given control, and of the town school district shall be made according to requisition therefore by such departments or school directors”.

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Procedures:

1. **Affirmative Action and Local Preference:** Whenever possible, qualified small, minority and/or women-owned, and labor surplus businesses shall be included in the solicitation lists for bids or non-bid purchases. If the purchase is federally funded in whole or in part, minority and/or women owned and labor surplus businesses must be included in the solicitation lists and all other affirmative action requirements outlined in the grant provisions must be followed. The Town may exercise a preference for local businesses for purchases funded exclusively by the Town but only if such a preference does not result in unreasonable prices or rates due to a lack of competition. For purchases funded in whole or part with federal funding the Town may not exercise a preference for local businesses.
2. **Code of Conduct:**
 - a. Employees, officers, and agents of the Town who are involved in the procurement and selection of bids and purchases shall make reasonable efforts to avoid real, apparent, or potential conflicts of interest. No employee, officer, or agent of the Town shall participate in selection, award, or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the employee, officer or agent; any member of his/her immediate family, his/her partner, or an organization which employs him or her, or is about to employ any of the above; has a financial or personal interest in the firm/vendor for award.
 - b. An employee, officer, or agent of the Town who is involved in the procurement and selection of a bid or purchase shall adhere to the Town’s adopted Conflict of Interest Policy. If said employee, officer or agent has a real or apparent conflict of interest, that person must disclose that conflict of interest within the context of a duly-warned

Town of Norwich Master Financial Policy

Selectboard meeting that occurs before the bid selection or purchase takes place. Such disclosure must be documented in the minutes for that meeting which shall be retained as part of the official record surrounding the bid or purchase. Officers, employees, and agents of the Town will not solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements. Officers, employees and agents who fail to follow the above code of conduct or any other provisions of the Town's Code of Ethics Policy may be sanctioned or disciplined, to the extent permitted by law, for violations of the above policies.

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3. **Documentation:** For purchases utilizing federal funds, records documenting the procurement process for any purchases, as those terms are defined below, including the reason for the specific procurement method chosen, the basis for the award and contract pricing (showing evidence that the process was fair and equitable), as well as any other significant decisions that were part of the procurement process shall be maintained for a period of at least three years from the date of the submission to the Federal government of the final expenditure report if the purchase or negotiation, audit, or other action involving the other records, whichever is longer. Otherwise, records shall be maintained by the Town in accordance with the retention and disposition schedules as set by 1 VSA §317a. (Refer to <https://www.sec.state.vt.us/archives-records/records-management.aspx>)

4. **Purchasing Authority:**

- a. The Town Manager is the **Purchasing Agent** for the Town. The Town Manager is responsible for ensuring that the best possible price and quality are obtained with each purchase and shall review all proposed procurements to avoid unnecessary or duplicative purchases of equipment, supplies, and services. The Town Manager shall also ensure that competition is not restricted with limits on the geographic location of vendors, with unreasonable requirements or qualifications placed on vendors, or by allowing vendors to be selected who have engaged in noncompetitive pricing practices.
- b. **Use of Designated and Special Purpose Funds:** In all cases, approval of the Selectboard is required for the use of any Designated and Special Purpose Funds related to any expenditure.
- c. **Incidental Purchases:** Department Heads, under the supervision of the Town Manager, may make purchases of up to \$2,500 for budgeted items, without prior approval, provided those purchases are limited to the amount of the budget authorized by the Town. Prior to making such purchase, obtaining three (3) bids, while not required, is preferred.
- d. **Minor Purchases:** Department Heads, under the supervision of the Town Manager, may make purchases with a value between \$2,500 and \$10,000 but only with prior approval of the Town Manager via a Purchase Order. Such purchases are limited to the amount of the budget authorized by the Town. Prior to making any such purchase, at least three (3) competitive bids shall be obtained and included as part of the Purchase Order submitted to the Town Manager for approval.
- e. **Major Purchases**
- i. All purchases between \$10,000 and \$25,000 require prior approval of the Selectboard, approval of a Purchase Order by the Town Manager, and at least three (3) competitive bids. An item or service will be selected based on cost, the quality of

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Commented [OT4]: Be explicit about who makes the final selection - Dept Head? TM? When does the SB need to decide/vote on a selection?

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Town of Norwich Master Financial Policy

- the goods/services offered, and the ability, capacity, and skill of the vendor demonstrated under prior contracts with the Town, as applicable.
- ii. The Town Manager shall review all proposed procurements to avoid unnecessary or duplicative purchases of equipment, supplies, and services. The Town Manager shall also ensure that competition is not restricted with limits on the geographic location of vendors, with unreasonable requirements or qualifications placed on vendors or bidders, or by allowing vendors to be selected who have engaged in noncompetitive pricing practices.
 - iii. If federal funding is used for purchases between \$3,000 (or \$2,000 in the case of construction projects subject to Davis-Bacon requirements) and \$150,000, price or rate quotes must be obtained from three or more qualified sources following the affirmative action provision of this policy and all provisions regarding fair and unrestricted competition.
 - iv. **Large purchase or simplified acquisition threshold under federal regulations:** Large purchases with a value greater than \$25,000 but less than \$150,000 must follow a sealed bid process as outlined below.
 - v. Purchases at or exceeding \$150,000, or construction projects of any value that are funded with federal dollars, must follow a sealed bid process as outlined below and also follow any procurement guidelines as outlined in the grant agreement (e.g. 2015 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). In addition, a pricing analysis must be completed by the Town Manager or a qualified consultant prior to issuing the request for proposal (RFP) to ensure that there is a reasonable estimate against which to compare bid proposal pricing.
5. **Sealed Bid Process:** The sealed bid process shall be initiated by the issuance of a Request for Bids/Proposals (RFB/RFP) prepared by the respective Department Head under the supervision of the Town Manager, along with an approved Purchase Order. Notice of the RFB/RFP shall be made by letters to known providers soliciting bid responses, advertisements posted in three public locations within the Town, advertisement placed in a newspaper of general circulation in the region, and advertisement placed on the Town's webpage. The Town Manager may reasonably opt to use other advertising methods (e.g. Norwich Listserve), known state/national associations with bid listing capabilities, and other bid notice locations) to help ensure the most competitive process possible, taking into account the cost and likely benefit of such additional advertising.
6. **Bid Specifications:** For any RFB/RFP, a list of bid specifications shall be prepared for each purchase equal to \$2,500 or greater and shall be available for inspection at the Town Offices, at the respective department's office involved in the bid process, and on the Town's webpage (www.norwich.vt.us). Bid specifications shall include:
- a. Bid name
 - b. Bid submission deadline
 - c. Date, location, and time of bid opening
 - d. Specifications for the project or services including quantity, design, and performance features
 - e. Bond and/or insurance requirements

Town of Norwich Master Financial Policy

- f. A copy of the proposed contract
 - g. Any special requirements unique to the project or purchase
 - h. Delivery or completion date, and required deliverables specific to each milestone date and completion date.
 - i. For construction projects, language that sets a requirement for a bid Guarantee in the amount of 5% of the bid price from all bidders, as well as performance and payment bonds in the amount of 100% of the contract price from the contractor awarded the bid. If federally grant funded, the bidders must also include costs for Davis-Bacon compliance if that is a requirement of the federal agency providing the funding.
 - j. For construction projects over \$2,000, a statement that contractors will be provided with a copy of the most current wage determination (from the DOL website at: <http://www.wdol.gov/dba.aspx>) and must comply with the Davis-Bacon Act.
 - k. In some cases, the Town will require disclosure of the bidder's indirect overhead rate.
 - l. Language that reserves for the Town the right at its sole discretion to reject any and all bids, wholly or in part, to waive any informalities or any irregularities therein, to accept any bid even though it may not be the lowest bid, to call for rebids, to negotiate with any bidder, and to make an award that in its sole and absolute judgement will best serve the Town's interest. The Town reserves the right to investigate the financial condition of any bidder to determine his/her ability to assure service throughout the term of the contract.
7. **Bid Submission:**
- a. All bids must be submitted in sealed envelopes, addressed to the Town in care of the Town Manager, and plainly marked with the name of the bid. Bid proposals will be date stamped on the outside of the envelope immediately upon receipt by the Town. Any bid may be withdrawn in writing prior to the scheduled time for the opening of the bids. Any bids received after the time and date specified shall not be considered and shall be returned to the bidder unopened. For some bids, technical proposals will need to be submitted in a separately sealed envelope from the sealed cost proposal. This occurs when the technical proposals will be reviewed and ranked according to the criteria for bid selection, regardless of cost, before opening the cost proposals.
 - b. Bidders shall bid to specifications and any exceptions must be noted by the bidder. A bidder submitting a bid thereby certifies that the bid was made in good faith without fraud, collusion, or connection of any kind with any other bidder for the same work, and that the bidder is competing solely on his/her behalf without connection with or obligation to any undisclosed person or firm.
8. **Bid Opening:** Every bid received prior to the bid submission deadline will be publicly opened and read aloud and recorded by the Town Manager and the respective Department Head. When the Selectboard is involved, the Town Manager shall prepare a summary of the bid opening and report to the Selectboard at a duly warned meeting so the Selectboard can make its decision. The bid opening will include the name and address of bidder, for lump sum contracts, the lump sum base and the bid for each alternate; for unit price contracts, the unit price for each item and the total, if stated; and the amount of security furnished with each bid, if required.
9. **Criteria for Bid Selection:** In evaluating bids, the Town will consider the following criteria:

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Town of Norwich Master Financial Policy

- a. Price.
 - b. Bidder's ability to perform within the specified time limits.
 - c. Bidder's experience and reputation, including past performance for the Town.
 - d. Quality of the materials and services specified in the bid.
 - e. Bidder's ability to meet other terms and conditions, including insurance and bond requirements.
 - f. Bidder's financial responsibility.
 - g. Bidder's availability to provide future service, maintenance, and support.
 - h. Nature and size of bidder.
 - i. Contract provisions that are acceptable to the Town.
 - j. For construction projects over \$2,000, contractor's indication of acceptance of wages in the current wage determination provided as part of the RFB/RFP.
 - k. Bidder is not on any debarment list related to the goods and services the bidder provides.
 - l. Any other factors that the Town determines relevant and appropriate in connection with given project or service.
 - m. Federal contracts require that there will be no preference exercised for local contractors or suppliers.
 - n. Federal contracts require that minority and women-owned businesses and labor surplus businesses must be included in the solicitation list for the RFB/RFP.
 - o. Federal contracts require that the Selectboard not select a bidder who is listed on the Excluded Parties List System website (<https://www.sam.gov>).
10. **Change Orders:** If specification changes are made prior to the close of the bid process, the RFB/RFP will be amended and notice shall be sent to any bidder who already submitted a bid and a new bid process will be initiated, unless a mandatory pre-bid meeting is included as part of the bid process. In the instance of a mandatory pre-bid meeting, a new bid process does not have to be initiated. Instead, the bidders attending the pre-bid meeting will be notified and provided with any relevant change order documentation with sufficient time to meet the deadline requirement or notification by the Town that the deadline has been amended. Once a bid has been accepted, if changes to the specifications become necessary, the Town Manager will prepare a change order specifying the scope of the change. Once approved, the contractor and the Town Manager must sign the change order.
11. **Exceptions:** The following exceptions may apply, however there must be written documentation created and maintained that outlines the process and rationale for such exceptions.
- a. **Competitive Proposals:** If time does not permit the use of sealed bids, or the award will be made on the basis of non-price related factors, a competitive proposal process shall be initiated by the issuance of a RFB/RFP or Request for Qualifications (RFQ) prepared by the Selectboard or its designee that includes the factors that will be used to evaluate and compare the proposals. Bids or qualifications shall be obtained from an adequate number of qualified sources (at least three vendors) to ensure that the Town has received a fair and reasonable price and all notification and record keeping requirements of the sealed bid process shall be followed. If architectural or engineering services are being solicited, this should be used with the most qualified firm or individual awarded the bid and price or fees negotiated after the award. If competitive proposals are used, all of the above

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Town of Norwich Master Financial Policy

steps in the sealed bid process should be followed except that: 1) the bid submission need not be sealed; and 2) price will not be the primary factor in the proposal selection.

- b. **Sole Source Purchases:** If, the Town Manager for Minor Purchases and the Selectboard for Major Purchases, determines in writing that there is only one source for a proposed purchase, it may waive the bid process and authorize the purchase from the sole source. If federal funds are involved, sole source purchases are only permitted subject to such allowance by the respective federal (or state) agency administering such funds.
- c. **Recurring Purchases:** If the total value of a recurring purchase of a good or service is anticipated to exceed \$10,000 during any fiscal year, the bid process shall be used and specify the recurring nature of the purchase. Once a bid has been accepted, all future purchases shall be made from that bidder without necessity of additional bids, until such time as the Selectboard votes to initiate a new bid process. It is recommended that such recurring expenses not exceed 3-5 years without initiating a new bid process.
- d. **Emergency Purchases:** The Town Manager may award contracts and make purchases totaling up to \$25,000 for meeting the needs of a public emergency without complying with the bid process. Usually within 70 hours of such public emergency, emergency expenditures may include immediate repair or maintenance of town property, vehicles, or equipment if the delay in such repair or maintenance would endanger persons or property or result in substantial impairment of the delivery of important Town services. Any additional emergency purchasing exceeding the \$25,000 threshold must be approved by the Selectboard at a duly warned meeting (whether a regular, special, or emergency meeting of the Board). The Selectboard may authorize additional emergency expenditures or authorize the Town Manager to make additional purchases without complying with the bid process, but only up to that time that adherence to the normal bid process can be carried out.
- e. **Professional Services:** The bid process shall not apply to the selection of providers for services that are characterized by a high degree of professional judgment and discretion including legal, financial, auditing, risk management, and insurance services with a value of up to \$25,000. Federally funded, non-competitive purchases for \$150,000 or more require a cost analysis to determine the reasonableness of the proposed pricing and should be completed in accordance with the requirements of the federal or state agency issuing the grant funding.

Town of Norwich Master Financial Policy

Section 3: Cash Receipts, Petty Cash, and Returned Check Policy

Effective: Upon adoption.

Purpose: The purpose of this policy is to ensure proper management practices by the Town of Norwich employees are in effect and adhered to when their assigned duties require the processing of cash, checks, and other receipts. The management practices are designed to instill public confidence in Town operations and to provide accurate, reliable, and timely information upon which financial decisions can be made.

Policy: The Town Manager will be responsible for the preparation and implementation of internal financial controls (procedures) necessary to carry out this policy's purpose. Controls/procedures prepared by the Town Manager will be in written format and strictly adhered to by the below named *Authorized Personnel*. Said controls/procedures prepared by the Town Manager shall adhere to the minimum requirements herein.

Authorized Personnel: For internal control purposes, only the following individuals are authorized to receive funds on behalf of the Town of Norwich: Town Manager, Finance Director, Finance Assistant, Town Clerk, Assistant Town Clerk, Police Administrative Secretary/Dispatcher and police officers (only for Police Department functions), and Transfer Station Head Attendant or stand-in related to vacations or other forms of leave (only for Transfer Station related functions).

Proper Payee: All checks, money orders, and credit card payments, regardless of function, must be made payable to the *Town of Norwich, Vermont*. No instruments may be made payable to a Town officer, employee, volunteer, department, committee, board, or group.

Commented [RG5]: What are directions to Town employees if, say, there is a check given to the recreation director made out to: "Town of Norwich Recreation Department"?

Receipts: Persons authorized to receive funds on behalf of the Town must issue a fully completed collection receipt for any cash received. The original completed receipt must be issued to the person from whom the cash is received. A copy of the receipt (including notation identifying the budgetary line item to which it's allocated) must be delivered to the Finance Director/Town Clerk along with the cash. As applicable, a separate copy of the receipt must be retained by the person authorized to receive funds for audit and/or filing purposes. For non-cash related payments, payees requesting a receipt shall be provided one by the respective Authorized Personnel, preferably by the Finance Office.

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Safeguarding Funds: Safeguarding funds prior to deposit with the Finance Office is the responsibility of authorized personnel receiving the funds. All coins, currency, checks, credit card information, and money orders must be retained in a secure place until deposited with the Finance Office in accordance with the section *Preparing and Depositing Funds* below.

Preparing and Depositing Funds: Funds collected by authorized persons must be deposited with the Finance Office according to the following:

- Town Clerk/Assistant Town Clerk – no later than the close of business the day funds are received, unless otherwise enabled by statute.

Town of Norwich Master Financial Policy

- Transfer Station Head Attendant – no later than the close of business the day funds are received, except they must be deposited at the Town bank's overnight deposit box (whereby they are picked up from the bank by the Finance Office on the next business day).
- Police Administrative Secretary/Dispatcher or police officers – no later than the close of business the following business day funds are received.
- All Other Authorized Personnel – no later than the close of business the day funds are received.

Each person depositing funds with the Finance Office must submit a report from the Town's computer software or a spreadsheet or adding machine tape with each deposit. The Finance Office will count and verify the amount deposited in the presence of the person depositing the funds. All deposits made to the Finance Office will be issued a receipt or other written acknowledgement. Each applicable department will receive from the Finance Office a monthly list of deposits that have been verified through the bank statement. Any discrepancies shall be reported to the Finance Director and the Town Manager immediately.

Petty Cash: Beginning October 1, 2019, petty cash no longer will be permissible. Respective Town employees and officers are expected to plan accordingly.

Returned Checks: A check returned by the bank will be recorded in the accounting system against the revenue in which it was originally posted unless the check is replaced. First-time returned checks will be re-deposited. Upon second receipt of a returned check, the Finance Office will notify the check writer and inform him/her that his/her check did not clear and advise that there is a \$35.00 return check fee due. Thereafter, full payment, including the return check fee, must be in the form of cash, money order, or bank certified check.

Town of Norwich Master Financial Policy

Section 4: Credit Card Policy

Effective: Upon Adoption

Purpose: Credit cards provide a convenient method of obtaining goods and services for the Town. However, by their nature, credit cards provide an opportunity for unauthorized purchases and fraudulent activity. The purpose of this policy is to establish criteria for the proper use of credit cards when conducting Town business.

Policy: The use of the Town Credit Card and two (2) business charge cards (Staples and Home Depot) are to be used by the Town Manager or with the prior written authorization of the Town Manager.

Authority: 24 VSA §.143-503(c)(2)

Procedures:

Credit Card Use:

1. No use of the Town credit or business cards shall occur without written authorization of the Town Manager.
2. Credit cards may not be used for personal purchases, cash advances, or purchases that exceed the card's authorized purchase limit.

Security:

1. The Town Manager is responsible for the card's protection and custody.
2. Within five business days of each credit card transaction the Department Head shall furnish the Finance Department a signed itemized receipt and purchase record detailing exactly what was purchased and to what account it should be charged. The purpose for this is to prepay when possible to avoid finance and late charges.

Commented [RG6]: This statute is specific to the Town of Richmond's Town Charter. Norwich should cite either 24 VSA 1235 or 1236:
<https://legislature.vermont.gov/statutes/section/24/037/01235> or
<https://legislature.vermont.gov/statutes/section/24/037/01236>

Town of Norwich Master Financial Policy

Section 5: Debt Management Policy

Effective: Upon Adoption

Purpose: The purpose of this Debt Management Policy is to establish the guidelines for the issuance of debt by the Town of Norwich. Debt levels and the related debt service expenditures are important obligations that must be managed with available short and long term resources. Though the school district is a separate "municipality" from the Town, the overall debt service for the town and the schools should be considered as part of the process.

Policy: The level of indebtedness that the Town of Norwich can expect to incur should not jeopardize its existing financial position while also assuring the lending market that the Town is well managed and will meet its obligations in a timely manner.

Authority: The Town of Norwich is enabled under Vermont law to incur debt in various forms including but not necessarily limited to 24 VSA §§ 1752, 1786a, and 1788.

Procedures:

1. Planning and Performance:

- a. **Debt management** means adopting and maintaining financial plans for both the issuance of debt and the repayment of debt. The determination to issue new debt should be made as a part of the adoption of the annual Capital Budget & Program, which prioritizes capital projects and identifies the various funding sources available for those projects. Planning for the repayment of debt will include analysis of the operating budget to determine the ability of the Town to incur the additional debt service required by the new debt.
- b. **Town of Norwich Fund Balance Management Policy:** is designed to provide the operating funds of the Town with a sufficient level of unreserved, undesignated fund balance or net assets to maintain financial stability, and to provide adequate cash flow to avoid the need for short term revenue anticipation notes or tax anticipation notes.
- c. **Town of Norwich Capital Budget Policy:** is designed to provide for the orderly funding of capital project needs of the Town, including the use of Designated and Special Purpose funds to avoid the need for incurring long term debt to purchase vehicles and equipment, and to minimize the amount of long term debt required for the acquisition of land, buildings, and infrastructure.

2. Types of Debt:

- a. **Short Term Debt** should be limited to borrowing to cover short term, temporary cash flow shortages, generally within the Town's fiscal year, either through the use of revenue anticipation notes or tax anticipation notes in those unusual instances where the Fund Balance Management Policy does not provide an adequate level of cash flow, or through the use of bond anticipation notes when cash is required to initiate a capital project prior to the receipt of bond proceeds. The Town should manage its finances in such a manner to avoid the use of short term debt when possible.

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Town of Norwich Master Financial Policy

- b. **Long Term Debt** shall be issued for the acquisition, construction, or improvement of land, buildings, or infrastructure, that cannot be financed from current revenues or other resources. Current year budget appropriations and accumulated Designated and Special Purpose funds should be used to minimize the amount of long term borrowing that is required. Whenever possible, long-term debt should not be used to pay for 100% of the cost of the acquisition or improvement of capital assets. The use of long term debt financing to finance the purchase of vehicles and equipment should be avoided except in emergencies, or unless it can be demonstrated that it is financially beneficial to do so.
3. **Purpose of Debt:**
 - a. **General Obligation Debt**, funded by general fund property taxes, shall be used for projects that provide a general benefit to Town residents, and that cannot otherwise be self-supporting.
 4. **Repayment of Debt:**
 - a. **Projections:** The Town will conservatively project the revenue sources that will be utilized to repay any additional debt, and will analyze the impact on taxpayers of both the additional debt service as well as any additional operating expenses resulting from the improvement, to determine whether new debt should be issued and to structure the appropriate repayment terms for each debt issue.
 - b. **Maturity:** The maturity of long term debt shall be kept as short as possible to minimize the overall impact on the taxpayers during the life of the debt, while at the same time not so short that the repayment will create an unreasonable burden. In no event shall the life of the debt exceed the life of the improvement being financed.
 5. **Key Debt Ratios:**
 - a. **Guidelines:** The following guideline should be used when determining whether debt should be issued: Net General Fund bonded debt as a percentage of total assessed valuation (the total value of all properties in town as established by the Listers and reported by Form 411) should not exceed 1%. Other guidelines may be adopted as needed and appropriate.

Commented [OT7]: Why not finance 100% if the terms are financially advantageous to the town?

Commented [OT8]: These timelines are overly vague. What's the guidance here?

Town of Norwich Master Financial Policy

Section 6: Capital Budget & Program Policy

Effective: Upon Adoption

Purpose: The purpose of this Capital Budget & Program Policy is to establish and maintain a capital budget and program for the Town of Norwich.

Policy: The Selectboard will adopt a six-year Capital Budget & Program (CBP) for the Town of Norwich through the annual Budget process. The CBP will be reviewed and updated annually.

Authority: 24 VSA §§ 4403, 4430, and 4443 allows the Selectboard to adopt a capital budget program.

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Commented [RG9]: Believe the authority is implied in the general powers.

Deleted: : 24 VSA §[??] allows Selectboard to accumulate resources to pay for items included in a CBP.

Procedures:

1. Capital Budget and Program:

- a. **Capital Budget:** A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, the estimated cost of those projects, and the proposed method of financing.
- b. **Capital Program:** A capital program is a plan of capital projects proposed to be undertaken during each of the following five years, the estimated cost of those projects, and the proposed method of financing.
- c. **Capital Project:** A capital project is any one or more of the following:
 - Any physical betterment or improvement, including furnishing, machinery, apparatus, or equipment for that physical betterment or improvement when first constructed or acquired.
 - Any preliminary studies and surveys relating to any physical betterment or improvement.
 - Land or rights in land.
 - Any combination of the above cited items.
- d. **Capital Expenditures:** For purposes of capital projects, a capital expenditure is defined as any expenditure for land, land improvements, buildings, building improvements, vehicles, or equipment costing more than \$5,000 and any expenditure for infrastructure (e.g. roads, bridges, and storm water collection system) costing more than \$25,000.
- e. The CBP will be arranged to indicate the **Order of Priority** of each capital project and to state for each project the following:
 - i. A description of each proposed project and the estimated total cost of the project.
 - ii. The proposed method of financing, indicating the amount proposed to be financed by direct budgetary appropriation or duly established Designated and Special Purpose funds; the amount estimated to be received from the federal or state government; the amount to be financed by impact fees; and the amount to be financed by the issuance of obligations (see section 5 Debt Management Policy above), showing the proposed type(s) of obligation, together with the proposed period of usefulness for which they are proposed to be issued.
 - iii. An estimate of the effect, if any, upon operating costs of the Town.

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Town of Norwich Master Financial Policy

- iv. Annually, the Planning Commission may submit recommendations to the Town Manager and the Selectboard for the capital budget and program that shall be in conformance with the Town Plan.
 - f. Annually, the capital budget and program should be updated.
 - g. Annually, the capital budget portion of the capital budget and program should be incorporated into the Selectboard's proposed budget for voter approval at the March Town Meeting.
2. **Designated and Special Purpose Funds:** In conjunction with the Town's Debt Management Policy, the Town Manager shall annually, as applicable, propose funding (i.e., new appropriations) of reserve funds to accumulate resources to pay for items included in the capital budget and program. The use of such Designated and Special Purpose funds should minimize large fluctuations in the tax rate and will reduce the need for incurring additional debt. Other capital improvements may be funded by bond issuance or through the operating budget.
3. **Priority Criteria:** Capital projects will receive a higher priority if they meet some or most of these criteria:
- Meets a policy goal or fulfills a strategic objective of the Town and its adopted Town Plan.
 - Is required under a state or federal mandate, law, or regulation.
 - Will mitigate or eliminate a known safety hazard.
 - Will maintain and improve the delivery of public services to the majority of the population.
 - Will improve the quality of existing infrastructure.
 - Non-tax based revenue and/or State or federal grant funds are available to assist in funding the project.

Town of Norwich Master Financial Policy

Section 7: Investment Policy

Effective: Upon Adoption

Purpose: The purpose of this Investment Policy is to establish the investment objectives, standards of investing prudence, eligible investments and transactions, reporting requirements, safe keeping and custodial procedures necessary for the proper management and investment of the excess operating funds of the Town, and under certain circumstances, bond proceeds.

Policy: The Town of Norwich prioritizes the security of principal, liquidity as needed to meet projected expenditures, and return on investment in that order. This policy shall apply to the investment of bond proceeds, only insofar as the policy is not in conflict with applicable bond debenture requirements and Vermont municipal finance laws. This policy does not apply to trust funds held by the Town of Norwich. These funds are managed under separate investment policy for trust assets as may be adopted by the Trustees of Public Funds.

Authority: In accordance with 24 VSA § 1571(b), monies received by the Treasurer on behalf of the Town of Norwich may be invested and reinvested by the Treasurer with the approval of the Selectboard.

Policy Objectives and Procedures:

I. Policy Objectives:

- a. **Security:** Security of principal shall be the foremost objective of Town funds. Investments will be undertaken so as to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk (the risk of loss due to the failure of the security) and interest rate risk (the risk that the market value of securities in the portfolio will fall due to changes in market interest rates). Credit risk will be minimized by diversifying the Town's investment portfolio so that the impact of potential losses from any one type of investment will be minimized. Interest rate risk will be minimized by investing operating funds primarily in shorter term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the Town's investment portfolio.
- b. **Liquidity:** The Town's investment portfolio will remain sufficiently liquid to meet all reasonably anticipated operating requirements. This will be accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands. The portfolio will consist primarily of securities with active secondary or resale markets. A portion of the portfolio may be placed in money market mutual funds to ensure liquidity for short-term funds.
- c. **Return on Investment:** The investment portfolio will be designed to attain a market rate of return throughout budget and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is less important than the security and liquidity objectives described above. The core of the investments will be limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed.

Commented [OT10]: Is this inflation adjusted preservation of (absolute dollars)?

Commented [OT11]: Shouldn't the term be aligned to the use of funds? E.g. funds accrued over 5 years for a designated capital expense will depreciate if not invested in a comparable time horizon. The first dollar collected will not be worth one dollar in year 5 if the security doesn't appreciate with inflation.

Commented [OT12]: Inflation adjusted MRR

Town of Norwich Master Financial Policy

2. **Pooling:** Except where prohibited by law and specifically excluding bond proceeds, which shall remain in segregated accounts, cash and reserve balances from all funds may be consolidated to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping, and administration. Investment income will be allocated to various funds based on their respective participation and in accordance with generally accepted accounting principles.
3. **Diversification of the Investment Portfolio:** The Treasurer shall maintain sufficient diversification of investments such that the ability of the Town of Norwich to continue to do business on an ongoing basis will not be impaired because of a liquidity crisis occurring in any one type of investment with which the Town of Norwich has invested. Diversification includes investing in securities with varying maturities and matching maturity of investments to needed cash flow. U.S. Treasury obligations that carry the full faith and credit guarantee of the United States government meet the requirements of this section.
4. **Standard of Care:** The standard of care to be used by the Treasurer and Selectboard shall be the prudent person standard and shall be applied in the context of managing an overall portfolio. Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.
5. **Conflicts of Interest:** Actions taken under this policy are explicitly subject to the Town's Conflict of Interest Policy.
6. **Authorized Investments and Institutions:**
 - a. Public deposits shall only be made in qualified public depositories as established by Vermont or New Hampshire law. All financial institutions and broker/dealers who desire to become qualified for investment transactions with the Town must supply the following as appropriate:
 - i. Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines.
 - ii. Proof of National Association of Securities Dealers (NASD) certification.
 - iii. Proof of State registration.
 - iv. Certification of having read, understood, and agreed to compliance with the Town's investment policy.
 - v. Evidence of adequate insurance coverage.
 - b. The following investments will be permitted under this policy:
 - i. U.S. Treasury obligations which carry the full faith and credit guarantee of the United States Government and are considered to be the most secure instruments available.
 - ii. U.S. government agency and instrumentality obligations including Government Sponsored Enterprises securities that carry the full faith and credit guarantee of the United States government.
 - iii. Certificates of Deposit and other evidences of deposit at financial institutions that are insured by the FDIC.

Town of Norwich Master Financial Policy

- iv. Repurpose (“*rollover*”) agreements whose underlying purchased securities consist of the aforementioned instruments.
7. **Collateralization:** Collateralization using obligations fully guaranteed by the full faith and credit of the State of Vermont, and/or the United States Government is required on all investments or an Irrevocable Stand-by Letter of Credit issued by the Federal Home Loan Bank in the Town’s name. The current market value of the applicable collateral will at all times be no less than 102% of the sum of principal plus accrued interest of the certificates of deposit or the repurchase agreement secured by the collateral. Collateral shall be held by an independent party, in the Town’s name with whom the Town has a current custodial agreement that has been approved by the Selectboard. Evidence of ownership must be supplied to, and retained by, the Town.
8. **Safekeeping and Custody:**
- a. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds. Securities will be held by an independent third-party custodian selected by the Treasurer as evidenced by safekeeping receipts in the Town’s name.
 - b. The safekeeping institution shall annually provide a copy of its most recent report on internal controls: Statement of Auditing Standards No. 70 (SAS 70).
9. **Reporting:** The Treasurer shall file a quarterly investment report with the Selectboard that analyzes the status of the current investment portfolio and the individual transactions executed over the last quarter as required by 24 VSA § 1571(c). The report will include the average yield of investments as compared to applicable benchmarks. This report will be prepared in a manner which will allow the Selectboard to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report shall be provided to the Selectboard within 30 days of the end of a fiscal year quarter.

Commented [OT13]: The SB should review the report at a public meeting within 30 days of receipt

Town of Norwich Master Financial Policy

Section 8: Trustees of Public Funds Investment Policy

Effective: Upon Adoption

Note: As of July 1, 2019 there is no existing policy of this nature. The Trustees of Public Funds are responsible for writing the policy. A model policy is available from the Vermont League of Cities and Towns that may serve as a basis for a future policy. The VLCT recommends that this type of policy be part of a municipality's Master Financial Policy. As such, it is the policy of the Selectboard that having such policy prepared and adopted by the Trustees of Public Funds would be in the best financial interests of the Town.

Town of Norwich Master Financial Policy

Section 9: Fraud Prevention Policy

Effective: Upon Adoption

Purpose: This policy provides a mechanism and encouragement for employees and officers to bring to the attention of the Town any complaint regarding the integrity of the Town's internal financial controls or the accuracy or completeness of financial or other information used in or related to the Town's financial statements and reports.

Policy: The Town of Norwich is committed to protecting its revenue, property, information, and other assets. Town employees and officers shall not be discharged, demoted, suspended, threatened, harassed, or discriminated against in any manner for raising reasonable questions concerning the fair presentation of town financial statements in accordance with this policy.

Authority: Not Applicable

Relevant Citations:

1. 24 VSA § 1686(c)(1) states that "*if, after at least five business days following his or her receipt by certified mail of a written request by the auditors or public accountant that is approved and signed by the [Selectboard], a town officer who willfully refuses or neglects to submit [their] books, accounts, vouchers, or tax bills to the auditors or to the public accountant, or to furnish all necessary information in relation thereto, shall be ineligible for reelection for the year ensuing and be subject to the penalties otherwise prescribed by law.*"
2. In accordance with the Town's Personnel Policies (Disciplinary Action) and the Town's collectively bargained agreement (Section 6.02) and its successor agreements, any employee found by the Town's independent auditor and/or Town attorney employed by the Town to have engaged in fraud, misappropriation of Town resources, substantial and intentional variation in the Town's financial reporting methodology from prior practice or from generally accepted accounting principles, and the falsification, concealment, inappropriate destruction of Town financial records, or other forms of wrongful financial acts may be subject to discipline, including termination of employment.

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Commented [RG14]: We really want this to be a "may" rather than a "shall" in these circumstances?

Procedures:

1. Reports of Irregularity:

- a. **Report Mandate:** Any employee or officer having a complaint regarding the integrity of the Town's internal financial controls or the accuracy or completeness of financial or other information used in or related to the Town's financial statements and reports, or who observes any questionable accounting practices, should report in writing (though verbal reporting is acceptable) such complaint to the Town Manager (unless the irregularity is focused on the Town Manager, in which case the employee or officer shall notify the Selectboard).

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Town of Norwich Master Financial Policy

- b. **Report Contents:** The report should include a description of the matter or irregularity, and any steps that the employee or officer has taken to investigate the matter or irregularity, including reporting it to a supervisor and the supervisor's reaction. The report may include, at the employee or officer's option, the employee or officer's contact information if additional information is needed. However a report shall not be deemed deficient because the employee or officer offered it anonymously.
 - c. **Intent:** Unlike errors or mistakes, "fraud" is the result of a deliberate act, an intentional deception to misappropriate assets or to manipulate data for personal gain. The Town does not tolerate any acts of fraud, regardless of the dollar amount involved. Examples of reportable actions include any indication of fraud, misappropriation of Town resources, substantial and intentional variation in the Town's financial reporting methodology from prior practice or from generally accepted accounting principles, and the falsification, concealment, or inappropriate destruction of Town financial records.
 - d. **Maximum Limits:** The maximum limits of discipline under this policy are, for an officer, the possible inability to run for office, and for an employee, possible termination of employment. However, it may be the obligation of the Town Manager (or Selectboard) to report any irregularity to the Police Department in the event the irregularity could be considered criminal. Any such determination would be investigated and adjudicated as warranted via the criminal justice system, not by this policy.
2. **Investigation:** Upon receiving such a report, in as confidential a manner as possible to protect the reporting individual, the Town Manager (or the Selectboard) shall investigate the issues identified in the report. The Town Manager (or the Selectboard) may consult with the Finance Director, Treasurer, any other Town employee, legal counsel, VLCT, and independent auditors as part of the investigation. At the conclusion of the investigation, the Town Manager (or the Selectboard) shall prepare a written response to the report, which shall be a public document, but which shall make every reasonable effort to protect the identity of the reporting individual.

Town of Norwich Master Financial Policy

Section 10: Fund Balance Reserve Policy

Effective: Upon Adoption

Purpose: The purpose of establishing a policy on the undesignated fund balance in the general fund is to provide a guideline for budgeting and tax rate decisions and to ensure that adequate reserves are maintained in the general fund for the following purposes:

To fund operations by providing sufficient working capital for adequate cash-flow, economic downturns, or shortfalls of revenues, imposition of additional costs by other governmental agencies including courts, natural disasters, cutbacks in distributions from the state/federal government, and other unforeseen circumstances.

To reduce the cost of borrowing by maintaining an appropriate level of undesignated general fund balance, which is reviewed as part of the evaluation of a municipality's creditworthiness by bond rating agencies.

Authority: 24 VSA §2804(a) grants authority to establish and maintain a reserve fund (an "Undesignated Fund").

Deleted: n
Deleted: undesignated

Policy: The Town will maintain a balance equal to between 12% and 16% of the general fund operating expenditures in the Undesignated Fund. At the end of the fiscal year and after the annual audit, residual funds in excess of 16% will be appropriated by the Selectboard with authorization of the voters at Town Meeting or with a special Town Meeting.

Deleted:

In carrying out this policy's purpose, it is understood that the Town cannot expend surplus from the General Fund that is carried over to the next fiscal year without voter approval. Acceptable voter approval methods to conduct such carry over include: 1) specifically accounting for such use of surplus funds in the coming year's budget, and 2) including a separate article at Town Meeting or a Special Meeting asking for voter approval to allow such carry over (e.g., to apply a specific surplus amount to reduce taxes in the next fiscal year, to expend the amount for a specific project, and/or to transfer an amount to a specific Designated Fund).

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1. Definitions:

- a. Various,ly, "**Undesignated Fund Balance**," "**Unreserved Fund Balance**," "**Unrestricted Fund Balance**": The portion of the general fund balance that is not reserved or designated for a specific use that exists, and most often is reported at the end of the fiscal year. For the purpose of this policy, this fund will be referred to as the Undesignated Fund.
- b. "**Operating Expenditures**": All charges included in the Gross Spending General Town Budget.

2. Policy Rationale:

Town of Norwich Master Financial Policy

- a. The National Advisory Council on State and Local Budgeting (NACSLB) encourages local governments to establish a policy on maintaining an appropriate level of Unreserved Fund Balance in the general fund. (Recommended Practice 4.1)
- b. The Government Finance Officers Association (GFOA) recommends, “... at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures”.
- c. GFOA also notes that, “Furthermore, a government’s particular situation often may require a level of unrestricted fund balance in the general fund significantly in excess of this recommended minimum level. In any case, such measures should be applied within the context of long term forecasting, thereby avoiding the risk of placing too much emphasis upon the level of unrestricted fund balance in the general fund at any one time”.

3. Procedures:

- a. The Town should budget for current year general year revenues including property tax revenues to be sufficient to finance current year expenditures.
- b. Consistent with the recommendations of GFOA, an undesignated general fund balance of between 12-16 percent of general fund operating expenditures should be maintained.
- c. As part of setting the Town tax rate the Selectboard will review and discuss the undesignated fund balance.
- d. If the Undesignated fund balance falls outside of the above parameters, budgeted revenues should be either increased or decreased in subsequent years to maintain the general fund balance as described in section 3b.

Deleted: Select Board

Deleted: general

Town of Norwich Master Financial Policy

Section 11: Balanced Budget Policy

Effective: On adoption

Purpose: The Town of Norwich believes that sound financial management requires that the annual town budget be developed and administered in such a way that annual revenue from property taxes and other sources equals or exceeds annual expenses.

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Policy:

Authority: 17 VSA §.2664; 24 VSA §.1523(a)

Procedures:

1. **Budget Development & Approval:** Each year, the Town Manager will develop a draft expenditure budget with estimated sources and amounts of revenue that balances the proposed expenses for review by the Selectboard. The Town Manager will propose annual budgets that do not overestimate revenues, defer maintenance or replacement of essential capital assets, rollover short-term debt, or inadequately fund Town obligations.

The Selectboard reviews the draft expenditure budget and makes changes it deems necessary to reflect the priorities and policies of the Town (including estimates of offsetting revenue and property taxes needed) and recommends the resulting proposed expenditure budget to Town Meeting for voter approval.

Upon voter approval of the expenditure budget, the Selectboard will set the municipal tax rate necessary to raise the specific amounts approved in the budget.

The budget approved by the voters (along with voter approved Other Monetary and special articles) sets the maximum gross expenditure level that the Town may spend.

Where any budget includes line items referred to as Designated Funds, such line items are intended to be reserve under 24 VSA §.2804 and, as such, shall be available for spending over a multi-year period. The approval of monetary items by voters includes appropriation of these funds as reserve funds. Any expenditure of these funds in any amount requires first the recommendation by the Town Manager, as applicable, and second, the prior approval of the Selectboard. (Refer to Section 2 – Purchasing Policy.)

2. **Budget Administration:** The Town Manager administers the Town budget through the authority in statute. In order to carry out this responsibility effectively, the Town Manager must have timely and accurate information about the status of the town's finances. To this end, the Selectboard has adopted a financial reporting policy under which the Town Manager or his/her designee prepares monthly financial reports for the Selectboard. (See Section 1 – Accounting, Auditing, and Financial Reporting Policy).

Town of Norwich Master Financial Policy

The Town of Norwich recognizes that unanticipated expenditures and revenue shortfalls caused by circumstances not foreseen at the time a budget is approved may require transfer of money between or among line items or even deficit spending. The Town Manager will endeavor to administer the Town budget to provide services in a manner in light of actual circumstances that arise during the fiscal year, and will manage the budget to avoid, to the extent reasonably possible, deficit spending or the need to borrow money to pay current operating expenses.

Monies set aside in Designated Funds can only be expended for the specific purpose approved by the voters and cannot be borrowed against to make up a shortfall in the general Town budget. Any spending from a designated fund shall be first approved by the Selectboard.

All purchases of goods and services by the Town shall be made in strict accordance with the Purchasing Policy.

In the event the Town Manager anticipates a deficit, the Town Manager will immediately notify the Selectboard.

- 3. Line Item Transfers:** Line item expenditures, including department budgets, are authorized by the Town Manager, subject to Warrants approved by the Selectboard. The determination for individual line item expenditures, including departmental budgets, rests with the Town Manager, subject to A/P Warrant approval by the Selectboard.

The Town Manager may reallocate funds between departments to cover an emergency expenditure. In making such reallocation, the Town Manager shall indicate the nature of the emergency, describe the impact of the reallocation of funds on the department or functions that will have their pending authority reduced, and, if possible, describe the timelines in which such emergency allocation(s) will need to last for consultation by the Selectboard. Selectboard approval is required for such transfers.

Commented [OT15]: This should cross reference to the emergency procedures for SB approvals and policy definition of an emergency.

All department expenditures shall be appropriately allocated to a line item in the approved budget. Any spending for an item that is not included in an approved line item shall require approval of the Town Manager. It is expected that respective department heads under the Town Manager's supervision be cognizant of their respective budget and their spending and how it affects the overall voter-approved expenditure budget.

Any transfer of funds from a non-wage item to a wage item shall first be approved by the Selectboard.

Any transfer of funds from a wage item to a purchased service shall first be approved by the Selectboard.

- 4. Reporting:** Financial reporting will be conducted under this policy according to Section 1 – Accounting, Auditing, and Financial Reporting Policy.

Town of Norwich Master Financial Policy

Section 12: Gift Policy

Effective: Upon Adoption

Purpose: The purpose of establishing a policy for grants, gifts, and special funds is to provide guidance for the receipt and use of grants and gifts and the creation and use of special funds. This policy does not supplant or replace applicable existing or future policies or guidelines of the Governmental Accounting Standards Board.

Policy: When the Town is afforded the opportunity of grant awards, gifts (e.g. land, personal property, goods and services) creation or donation to special funds (e.g. bequests or restricted funds), or gifts (either monies or material) deemed too restrictive prior to any acceptance the Town will give full consideration to assure community benefit and avoid undue adverse costs to the Town.

Authority:

17 VSA § 2664

Governmental Accountings Standards Board (GASB) *Statement No. 54, Fund Balance Reporting and Governmental Fund Type* contains the following definition: “*Committed fund balance-Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint*”.

24 VSA § 143-503(c)(2)

24 VSA § 1233

24 VSA § 1236

24 VSA § 4440

Commented [RG16]: This statute is specific to the Town of Richmond's Town Charter. Norwich should cite either 24 VSA 1235 or 1236:
<https://legislature.vermont.gov/statutes/section/24/037/01235> or
<https://legislature.vermont.gov/statutes/section/24/037/01236>

Procedures:

1. This policy does not apply to reserve/designated funds established in accordance with 24 VSA § 2804, covered in Section 11 – Balanced Budget Policy.
2. **Grants and gifts consistent with budgeted programs:**
 - a. Consistent with budgeted programs means that there is a budget line item or reserve/designated fund that monies could be spent from to accomplish the purpose of the grant or gift.
 - b. Gifts and grants in this category shall be managed in accordance with Section 6 – Capital Budget & Program Policy, Section 10 – Fund Balance Reserve Policy, Section 11 – Balanced Budget Policy, and any other applicable section of this Master Financial Policy.
 - c. Appropriated monies within this category shall be spent within the timeframe specified in the Town Meeting appropriation article (i.e., within the gross spending amount approved by voters), normally within the current fiscal year, with encumbrances handled as specified in Section 11 – Balanced Budget Policy.

Town of Norwich Master Financial Policy

- d. Grants and gifts within this category shall be spent within the timeframe and for the purposes specified in the grant or gift.

3. Grants and Gifts not consistent with budgeted programs:

- a. Grants and gifts not consistent with budgeted programs means that there is not a budget line item or reserve/designated fund that monies could be spent from to accomplish the purpose of the grant or gift.
- b. In addition to the requirements in the Balanced Budget Policy, Fund Balance Reserve Policy, Capital Program and Budget Policy, no grant or gift in this category shall be applied for or accepted without prior approval of the Selectboard. Before applying for or accepting a grant or gift, the Town Manager shall provide the Selectboard with a written request that details the potential source and amount of the grant or gift, the timeframe for receiving and spending the grant or gift, the purpose and conditions of the grant or gift, the impact on Town functions, employees and services and other information that will help the Selectboard review the request for approval for or accepting the grant or gift.
- c. Grants and gifts within this category shall be spent within the timeframe and for the purposes specified in the grant or gift.
- d. Grants and gifts within this category shall be reported separately in the annual Town Report and contain the following information:
 - i. The source of the grant or gift.
 - ii. The purpose of the grant or gift.
 - iii. All expenditures of monies associated with the grant or gift.

4. Special Funds:

- a. Special funds shall be spent within the timeframe and for the purposes specified when Town Meeting or the Selectboard established the special fund.
- b. The Town Manager, in consultation with the Town Service Officer, is authorized to expend special funds for poor relief and citizen assistance within the limit of available funds in the Citizen Assistance Fund specifically for Norwich residents in need.

Town of Norwich Master Financial Policy

Adoption & Signature Page

The foregoing Master Financial Policy is adopted by the Town of Norwich Selectboard, this _____ day of _____, 2019 and is effective as of this date until amended or repealed.

John Pepper, Chair

John Langhus

Claudette Brochu, Vice-Chair

Mary Layton

Roger Arnold

Understood and Agreed
Herbert A. Durfee III, Town Manager

Understood and Agreed
Cheryl A. Lindberg, Town Treasurer

Handout
@ 10/9/19 SB mtg.

3a.iii

WHEREAS, global climate is changing at an unprecedented rate due to human activities, driving the sixth great mass extinction of species since the origin of life on the planet and threatening human communities worldwide;

WHEREAS, residents of the town of Norwich have voted to make climate change a defining focus of town planning and to eliminate fossil fuel use in municipal operations by 2028;

WHEREAS, the town of Norwich, the New England region, and the world have suffered significant losses due to increasingly frequent extreme weather events and that action is required to promote greater resiliency in the face of future events;

WHEREAS, the term "Just Transition" is a framework for a fair shift to an economy that is sustainable, equitable, and just for all its members;

NOW BE IT THEREFORE RESOLVED, the town of Norwich declares that a climate emergency threatens our town, region, state, nation, civilization, humanity, and the natural world;

BE IT FURTHER RESOLVED, the town of Norwich commits to working towards a Just Transition to a sustainable and resilient climate, society, and economy.

NAME printed	SIGNATURE	STREET ADDRESS
<u>Clara</u>	<u>[Signature]</u>	<u>11 Trumbull Lane</u>
<u>Jim Westrich</u>	<u>[Signature]</u>	<u>1091 Union Village Rd.</u>
<u>Kinnie Melanct</u>	<u>[Signature]</u>	<u>521 Turnpike rd</u>
<u>Mary Westrich</u>	<u>[Signature]</u>	<u>[Address]</u>
<u>AS wants climate change! Also...</u>	<u>[Signature]</u>	<u>948 New Boston rd.</u>
<u>Angel A. Bizzi</u>	<u>[Signature]</u>	<u>688 New Boston</u>
<u>Twyla Weinston</u>	<u>[Signature]</u>	<u>369 Bragg Hill</u>
<u>Cosima Torresani</u>	<u>[Signature]</u>	<u>75 Hawk Pine Rd</u>
<u>Annabel desCognes</u>	<u>[Signature]</u>	<u>4127 Hawk Pine Rd</u>
<u>Claire Saemann</u>	<u>[Signature]</u>	<u>436 Joshua Rd</u>

Approx. 219 signatures

Quarterly Report of the Norwich Trails Committee for July through September 2019

During this period, a new 50 foot long bog bridge was built over a wet area along the upper Ballard Trail with grant support from the Norwich Women's Club to the Land Management Council and with help from a crew recruited by the Upper Valley Trails Alliance (UVTA). Two other bridges were entirely rebuilt during two committee work sessions during this quarter; these were the "sluiceway" bridge near the upper end of the Ballard Trail and the "crescent" bridge on the lower Ballard Trail. At other locations, members of the committee cleared fallen trees from town trails. The committee plans to continue work to maintain trails in the final quarter of 2019 and beyond.

A concern of this committee has been occasional overcrowding and traffic problems at the Gile Mountain Trail. In this connection several documents have been prepared to point out for prospective visitors the availability of alternative hikes equivalent to the Gile Mountain Trail. The UVTA has announced a new website which includes details on 13 hikes providing fine views near Hanover. Visit <https://www.uvtrails.org/trail-services/resource-library/> to see this compilation prepared by Steve Flanders of this committee. Additionally, communications between Steve Flanders and Dartmouth Outdoor Programs resulted in a downward shift in the Dartmouth ranking of the Gile Mountain Trail relative to other recommended trails in the vicinity of Hanover. Furthermore, Steve Flanders submitted to Town Manager Herb Durfee a draft letter and attachments concerning trail use in Norwich for distribution to schools in this region.

A one-page document summarizing input from this committee concerning trails for a new Town Plan was prepared and submitted to the Planning Commission.

A new brochure/map highlighting the Appalachian Trail for visitors to Norwich and Hanover, supported in part by the National Park Service and prepared with input from this committee, has been distributed to leading town businesses and other institutions to provide to visitors coming to Norwich.

On August 1, a site visit for the US Forest Service (USFS) was held in and near the Appalachian Trail Corridor (ATC) as part of evaluation of a proposal concerning cross-corridor trails submitted earlier this year by this committee and the Upper Valley Mountain Biking Association to the USFS. Participants in the site visit included representatives of the USFS, Appalachian Trail Conservancy, the Green Mountain Club, the Upper Valley Land Trust, the Upper Valley Mountain Biking Association, and the Norwich Trails Committee. It is anticipated that the next step will be for the USFS to report when they anticipate reaching a decision about the proposal. The committee plans to continue to cooperate with other agencies in resolving issues concerning trails crossing the ATC.

Parking for trails has been a concern for the committee which has proposed limited expansions of parking areas for the Gile Mountain and Burton Woods Trails. Public hearings about the proposed Gile expansion were held in May.

The committee is much concerned with promoting action towards replacing the collapsed bridge on Brown School House Road. Funds from the Norwich Women's Club enabled the hiring of a professional engineer to develop cost estimates to be used in a proposal for a state grant

to cover a major portion of the cost of a new bridge. Additional funds, likely including ones from private sources, will be needed to cover the full cost of a new bridge.

A internet domain name has been registered by the Conservation Commission for use by the Trails Committee which is planning to develop its own webpage. Agendas and minutes for the Trails Committee are to continue to appear on the town website.

Submitted by,

Nick Krembs, Chair

George Clark, Scribe

3 a.v.

NORWICH SELECTBOARD
Committee/Commission Reports

Committee: Norwich Energy Committee, 3rd Quarter 2019 (July-August-September)

Members: Rob Gere, Linda Gray (chair), Susan Hardy, Aaron Lamperti, Suzanne Leiter, Norm Levy (vice-chair), Charlie Lindner

Committee/Commission/Appointee Charge (including subcommittees and workgroups):

The Norwich Energy Committee (the “NEC”) shall make recommendations to the Selectboard regarding Town policy on energy-related matters. The NEC works with residents, businesses and the Town to promote energy education and awareness, reduce energy consumption, improve the efficiency of energy used, promote renewable energy generation, and reduce greenhouse gas emissions on both an absolute and per capita basis. (Approved by the Selectboard 6-27-18)

Current Projects (including work by subcommittees and workgroups) with proposed deadlines):

Transportation: the e-bike loan program in August attracted 50+ test-riders, the EV Expo on 9/14 attracted ~500 people; installation of the EV charging station, bike racks, fix-it station will be completed shortly.

Solarize: the 8th campaign by the Committee is over; so far in 2019, 31 households have committed to new or more solar (+204 kW installed capacity).

“Save 20% in 2020” Challenge: The NEC has a new campaign underway for 2020, to challenge residents and businesses in Town to reduce their carbon footprint by 20% in 2020. See details at <http://norwichenergycommittee.weebly.com/save-20-in-20.html>

This provides 1) an overarching theme under which fit both existing activities (transportation, weatherize, solarize) and new activities (food choices and waste); 2) potential partnerships with others in Town (churches, civic groups, schools); and 3) a way to highlight the range of effective climate actions and their interconnections.

The NEC participated in the Norwich Parade on 9/21 to inaugurate the campaign, showing ways to reduce carbon with solar installers, an electric car, bicyclists, and an Advance Transit bus.

Climate Emergency initiative: At the request of a resident, the NEC agreed to support a resolution declaring a Climate Emergency and recommend that the Selectboard adopt it.

Weatherize: The NEC signed up again as a participating town in Efficiency Vermont (EVT)’s annual “Button Up” program. In July, the NEC continued work with Efficiency VT to contact rental unit owners to offer consultations on efficiency improvements to their buildings.

Town reduction of fossil fuel use: The NEC worked with the Town Manager to select an energy performance company to do an audit of all the Town buildings and make recommendations for energy improvements (such as integrated building controls, changes to heating/cooling, insulation, lighting, solar energy).

Energy Elements of the Town Plan: Committee members shared additions and revisions to the energy chapter with the Planning Commission and Planning Director; provided comments on the transportation and land use chapters.

Town staff energy coordinator – The NEC worked with the Town Manager and counterparts in Thetford on the possibility of sharing a staff position that would focus on municipal energy use and management. Further discussion will come during the budget development process. There are two proposals for a multi-town collaboration: 1) working through the regional planning commission (position would be TRORC staff, cost about \$120,000, split among participating towns) or 2) via an Interlocal Contract among participating towns (position would be staff of the Contract, cost about \$80,000, split among participating towns).

Future Projects:

“Save 20% in 2020” Challenge: The NEC will post regular items on how to reduce your carbon emissions, and will promote its 20in20 checklist (<http://norwichenergycommittee.weebly.com/20in20-checklist.html>) at all upcoming info events and outreach.

Weatherize: In the “Button Up” program this year, Efficiency Vermont staff will offer a limited number of home walk-throughs; 70 total for Windsor County, in which 8 towns are participating. The NEC will encourage homeowners to start with a phone consultation with EVT, whose staff can then ID homeowners for a walk-through. The NEC will do home efficiency outreach at the Fire Station on Halloween, and collaborate with the Hartford Energy Commission on publicizing a Button Up workshop on 11/1 in WRJ.

Town reduction of fossil fuel use: NEC members will meet with the selected energy performance contractor to start the audit process for town facilities.

Town Plan: NEC members will participate in Planning Commission development of the Town Plan.

Support Needed from the Selectboard:

Continued annual budget for NEC (\$1500)

Continued budget support for Tracy Hall reserve fund

Budget support for a new line item, for a part-time energy coordinator

3a.vi

Herb Durfee

From: Louise Nunan <louise.nunan.taylor@gmail.com>
Sent: Friday, October 11, 2019 11:34 AM
To: Larry Wiggins; Herb Durfee
Subject: Re: NOT time sensitive-question about signs

These folks are only there 6 - 8 weeks of the summer, and the occasional holiday. They have no livestock. They do not farm. And, yes, he does mow his fields with his shiny new tractor. And, yes, his caretaker does plow the drive with the smaller tractor.

There are only 5 houses with residents in them past his place.

Spare me.

Louise Nunan Taylor
829 Upper Turnpike Rd.

On Fri, Oct 11, 2019 at 8:55 AM Larry Wiggins <LWiggins@norwich.vt.us> wrote:

All

The signs were a request of the resident Mr. Shaw. I had seen similar signs in town and ordered the signs per his request.

With this email as guidance I will be better informed to discuss similar requests in the future.

Larry

From: Herb Durfee <HDurfee@norwich.vt.us>
Sent: Friday, October 11, 2019 8:48 AM
To: claudette brochu <cbrochu30@gmail.com>; Larry Wiggins <LWiggins@norwich.vt.us>
Cc: Louise Nunan <louise.nunan.taylor@gmail.com>; mary mitchell <mjm700@hotmail.com>; Tracy Malloy <tracymmalloy@gmail.com>
Subject: RE: NOT time sensitive-question about signs

Hi, Claudette. Thanks for your insight. I'm aware of the signs. But, Larry could better explain the rationale. I know it was based on correspondence back and forth between a property owner and the DPW.

Larry,

Could you please provide insight. Thx

Herb

Herbert A. Durfee, III

Town Manager

Town of Norwich

PO Box 376

Norwich, VT 05055

802-649-1419 ext. 102

802-698-3000 (cell)

802-649-0123 (fax)

From: claudette brochu [<mailto:cbrochu30@gmail.com>]

Sent: Thursday, October 10, 2019 11:06 PM

To: Herb Durfee

Cc: Louise Nunan; mary mitchell; Tracy Malloy

Subject: NOT time sensitive-question about signs

Writing as a resident, not as a board member.

I was driving down Upper Tpk towards town and happened to see a sign, yellow hazard with tractor, newly installed just before 400 Upper Tpk. It seems either the state or the town has extra money available for absolutely nuisance signs. 400 Upper Tpk is not a farm, although there is a beautifully restored barn, fields, etc. Yes, occasionally the caretaker will use the tractor for stuff. I had to ask myself why the state or the town would be putting up a sign on the dead-end side of the road warning of potential tractor traffic. Really??!! There are 5 homes on that section of road. We have all been here for years. Clearly, we know that on occasion, the caretaker may use a tractor. Yet time and money has been spent placing this (these) sign(s). It's like the \$400 toilet seat!

Driving back home via Upper Tpk, I saw a similar sign placed by the dead-end sign where Upper Turnpike merges with Needham. I have to ask why? Why those signs placed in those locations? Why the signs at all? Seems like money and time ill-spent. Perhaps a better sign would be warning people that above 400 Upper Tpk, the road narrows to single lane in many locations with serious ditches (like take out the car ditches).

Please include this email in Selectboard Correspondence.

Claudette Brochu

714 Upper Turnpike

From: Reb and Jim <reb178@myfairpoint.net>
Sent: Wednesday, October 16, 2019 6:50 PM
To: Miranda Bergmeier; David Ormiston; Miranda Bergmeier
Subject: Claremont's Climate Strike Report, abridged for local officials
Attachments: Climate Strike. of 9.20.19. final abridged report.pdf; ACTS Now. IPCC AR 6 Report Synopsis. Chapter 3 on Impacts.pdf

Dear Norwich Selectboard, Planning and Conservation Commission members, Energy Committee members, and Town Manager,

Please see the attached abridged reports on the Climate Strike in Claremont, NH on September 20, 2019 and the synopsis of the Intergovernmental Panel on Climate Change, Assessment Report 6, Chapter 3- "Impacts of 1.5° of Global Warming on Human and Natural Systems."

You are receiving the Climate Strike report because members of your community attended the event and contributed to the report findings. We hope you find this information helpful in your responsibilities as community leaders.

Thank you for considering the attached reports. They are meant to initiate a regional discussion and response to the climate crisis. Your feedback is welcome.

Sincerely,

Rebecca MacKenzie, LICSW
ACTS Now founding member
Claremont, NH
acts.now.888@gmail.com
603-504-2851



GLOBAL CLIMATE STRIKE CLAREMONT REPORT, ABRIDGED

September 20, 2019

Abstract

Scientific evidence concludes that global changes in Earth's climate are human caused and are an existential crisis to all life on Earth. At the Global Climate Strike in Claremont on September 20, 2019, several qualitative research tools were used to gauge the concern about and responses to the climate crisis. This report summarizes participant responses and offers recommendations for consideration by local, regional and state government officials about the crisis. This is the abridged report. Please request the full report for more details.

Rebecca B. MacKenzie, LICSW
Founding member of ACTS Now¹
acts.now.888@gmail.com

Global Climate Strike Report on September 20th, 2019 Event in Claremont, NH

Background for the Strike:

On September 20, 2019, approximately 50 people gathered in Broad Street Park in downtown Claremont for the Global Climate Strike. The Strike was in support of the Youth Climate Movement which began in August 2018 when fifteen-year-old Greta Thunberg of Sweden began a protest, bringing attention to global changes which are now threatening the planet and are predicted to escalate. As a result of Greta's action, young people began striking in solidarity. They called for action to address the climate crisis by all levels of government, by businesses, and by individuals. September 20th's strike was called by a global youth movement, challenging the adults responsible for the crisis.

The strike began with participant engagement activities that offered creative responses to and collected data from participants for sharing with their local government officials. This was followed by an open invitation for young people to speak to the audience about their concerns regarding the climate crisis. Community leaders spoke about the importance of addressing the climate crisis. The microphone was then opened to all in attendance and we closed with a song and a reading.

Initial Participant Engagement Activities:

Answering the **Question**: "The reason I'm attending the Climate Strike in Claremont is: (finish the sentence and/or draw a picture)";

A **Global Climate Strike Survey** which asked about peoples' level of concern about the climate crisis and how to address it;

Materials were provided to **create posters** (approximately 8-10 people created posters; some brought their own from home; one professional artist displayed a large mural he had created);

and A **Penny Poll** to elicit where attendees thought the government should spend our tax dollars.

This abridged report reflects the responses to three qualitative research tools used as engagement activities: 1. the **Question**, 2. the **Global Climate Strike Survey**, and 3. the **Penny Poll** and recommendations by the author.

1. Responses to the Question:

Only two persons responded to the question: "The reason I'm attending the Climate Strike in Claremont is: [finish the sentence and/or draw a picture]"

1. - To preserve and create a beautiful healthy planet for all the generations to come;
- in honor of the 80,000 penguins lost in a glacier calving in Antarctica this summer. RIP.
2. -because this is not a North Pole problem. It is a local problem. I've watched as frost dates come later and later each year, now 3 weeks later than expected. Tick populations have exploded in N.H., causing infestations and diseases. Time to act is now. Our planet is out of balance with us along with it.

2. Responses to the Global Climate Strike Survey:

Twenty-five people who attended the strike answered the survey. Respondents identified themselves as living in eight communities: Norwich (1 person); Sunapee (2 people); Charlestown (2); Lempster (1); Claremont (9); Plainfield (5); Unity (2); Acworth (2); and 1 who did not identify their home community.

Though only about half of the attendees responded to the Question and the Survey, most of the responses indicate extreme concern for the climate crisis (23 people out of 25 people or 23/25; of the other two, one answered moderate concern; and one answered very concerned). Responses also indicate that the climate crisis should be declared an emergency (24/25). They also indicate that our communities should "create a special task

Global Climate Strike Report on September 20th, 2019 Event in Claremont, NH

force to develop community options to address it” (24/25). The majority stated that they believe that this task force should “include community leaders and members, especially those who will be affected first” (21/25), and that we should “create educational programs to build awareness and skills to address the climate crisis in the community” (24/25) and “create educational programs to build awareness and skills to address the climate crisis in the schools.” (23/25)

The option for “other suggestions” in the survey, which respondents could write-in personal suggestions, indicated that most respondents had an understanding of vocabulary and concepts associated with the climate crisis and an interest in promoting further tactics to address it (12/25 made “other suggestions”). These suggestions are included in the full report.

Responses to the Penny Poll:

A Penny Poll was offered. Attendees were given twenty pennies and told that they could put them in any of the jars labeled with names of ways the government could spend our tax dollars. The jars were labeled with names listed below. What follows shows the priorities of the participants.

The Penny Poll demonstrated that the “environment” was the top priority of those who participated by a large margin. This indicates that their government spending priorities focused on environmental concerns (127 pennies); Alternative Energy (70 pennies); Education (56); National Parks (44); Medicare/Medicaid (43); Trains (31); Food and Nutrition (29); Veteran's Benefits (26); Agriculture (24); and Military (10).

Recommendations:

This is a pivotal time. The climate crisis is unfolding with unprecedented “natural” disasters the world over. The effects of the crisis on our vulnerable human family and on the lives of our descendants is predicted to be emotionally, psychologically, spiritually, economically, and physically devastating, and affect all forms of life on Earth. The strike was a way to bring the crisis into focus for the leaders of our local communities to begin or continue to grapple with this existential threat.

The regional increase in vector borne diseases, extreme weather events, hotter summers, droughts, the warming and acidification of the oceans, the mass migration of climate refugees and sea level rise are all related to the changing climate and create increased rates of anxiety, depression, and trauma. These effects are replicated across our nation and globe and are already devastating whole island nations and other vulnerable populations around the world.

As a clinical social worker, I am keenly aware of the impacts the climate crisis is having and will have on mental health. There are those who are actively addressing the crisis. It is irresponsible and amoral to not do so. Local government officials have an opportunity to educate themselves and their communities on effective ways to mitigate and adapt to the changing climate. These interventions can create increased resilience to deal with the changes.

There are many initiatives to address the climate crisis already. A list of those will be appended at the end of the full report. It is my recommendation that we take the opinions of those who participated in the qualitative research tools seriously and develop a local task force to unite with regional and state initiatives working on the climate crisis to avoid the worst case scenarios.

Global Climate Strike Report on September 20th, 2019 Event in Claremont, NH

Possible regional partners or resources for the task force are: Local government Administrators; Selectboard, Planning Board and Energy Committee members of local governments; the Sullivan County Conversation District Administration; the Vital Communities Climate Projects Coordinator and Energy Program Manager; Lebanon's Energy and Facilities Manager; Claremont's DPW Director; Upper Valley Lake Sunapee Regional Planning Commission; area Conservation Commission members; the Lake Sunapee Protective Association Administrator; Connecticut River Joint Commission- Mt. Ascutney Sub-Committee members; NH Fish and Game Dept. staff; UNH Sustainability Institute staff and their publications in Climate Solutions New England; Ready for 100 community spokespersons from Hanover, Keene, Concord, Plainfield and Cornish; other local and state government officials; Voices of Water for Climate staff; and ACTS Now Sugar River Watershed Initiative. Expanded recommendations for this will be in the full report. Please request a copy which will be sent as soon as it is completed.

In addition to this report, a synopsis of Chapter 3 of the United Nation's Intergovernmental Panel on Climate Change (IPCC) *Assessment Report 6*² will be included in local government leaders' packets to heighten understanding of the scientific community's dire predictions of global warming's effects on natural and human eco-systems. Hopefully, this will help local government leaders realize the urgency of the global situation. There are many ways we can address the crisis now and there is no time to waste.

¹ Action Collaborative for Transformational Spirit Now (ACTS Now) is an educational book group in Claremont that promotes action based on our book discussions and participant leadings of the Spirit. The Mission Statement is: To act collaboratively with the Spirit to build a creative, compassionate, and loving network of people who commit to living ecologically sustainable, spiritually connected, and socially just lives within our watershed and beyond. This report is a collaborative effort of several participants of ACTS Now.

² Chapter 3 of the IPCC *Assessment Report 6*- "Impacts of 1.5° C of Global Warming on Natural and Human Systems"

ACTS Now. IPCC SR 15 Report Synopsis. Chapter 3 on Impacts

This is a synopsis of the main points in Chapter 3 of the UN IPCC *Assessment Report 6*, “Impacts of 1.5° of Global Warming on Natural and Human Systems.” The most recent information can be found at <https://www.ipcc.ch/assessment-report/ar6/>

Rebecca MacKenzie, ACTS Now

United Nation’s Intergovernmental Panel on Climate Change—Assessment Report 6 (scope began Aug. 2016)

Chapter 3- Impacts of 1.5°C of Global Warming on Natural and Human Systems

This chapter builds on findings of AR5 and assesses new scientific evidence of changes in the climate system and the associated impacts on natural and human systems, with a specific focus on the magnitude and pattern of risks linked for global warming of 1.5°C above temperatures in the pre-industrial period. Chapter 3 explores observed impacts and projected risks to a range of natural and human systems, with a focus on how risk levels change from 1.5°C to 2°C of global warming. The chapter also revisits major categories of risk (Reasons for Concern, RFC) based on the assessment of new knowledge that has become available since AR5.

The global climate has changed relative to the pre-industrial period, and there are multiple lines of evidence that these changes have had impacts on organisms and ecosystems, as well as on human systems and well-being. The increase in global mean surface temperature (GMST), which reached 0.87°C in 2006–2015 relative to 1850–1900, has increased the frequency and magnitude of impacts, strengthening evidence of how an increase in GMST of 1.5°C or more could impact natural and human systems (1.5°C versus 2°C).

- Increase in marine heatwaves that has led to an increase in the frequency, intensity and/or amount of heavy precipitation events globally and increased risk of drought in the Mediterranean region.
- During peak warming, there are risks of long-lasting and irreversible changes: loss of some ecosystems.
- Decreased occurrence of cold extremes in regions with snow and ice.
- Strongest extremes in projected to occur in central and eastern North American, central and southern Europe, the Mediterranean region (including northern Africa and the Near East), western and central Asia, and southern Africa. Increased temperatures in the tropics, where interannual temperature variability is lowest, extreme heatwaves are projected to emerge earliest in these regions.
- Increases in heavy precipitation events are several high latitude regions—Alaska/ western Canada, eastern Canada/ Greenland/ Iceland, northern Europe and northern Asia; mountainous regions—Tibetan Plateau; eastern Asia which includes China and Japan; and eastern North America. Tropical cyclones are projected to decrease in frequency but with an increase in the number of very intense cyclones.
- Increased frequency of drought and magnitude and substantially larger in the Mediterranean region, including southern Europe, northern Africa, the Near East, and southern Africa.

- These changes will affect freshwater, wetlands, coastal and ocean ecosystems (coral reefs) as well as food production systems, human health, and tourism. Energy and transportation systems may also be affected.
- Increased areas of runoff and flooding hazards.
- At least one sea-ice-free Arctic summer is expected every 10 years.
- Sea level rise will continue beyond 2100. Instabilities exist for both the Greenland and Antarctic ice sheets, which could result in multi-meter rises in sea level on time scales of century to millennia.
- The ocean has absorbed about 30% of the anthropogenic carbon dioxide, resulting in ocean acidification and changes to carbonate chemistry that are unprecedented for at least the last 65 million years. Risks have been identified for the survival, calcification, growth, development and abundance of a broad range of marine taxonomic groups, ranging from algae to fish, with substantial evidence of predictable trait-based sensitivities, impacting a wide range of marine organisms and ecosystems, as well as sectors such as aquaculture and fisheries.
- Overshoot of the 1.5°C will have impacts on natural and human systems with the irreversible loss of some ecosystems, food production and ecosystem diversity.

Terrestrial and Wetland Ecosystems

- Predicted loss of 18% of insects, 16% of plants, 8% of vertebrates if temperatures rise 2°C. Risks associated with other biodiversity-related factors include increased forest fires, extreme weather events, and the spread of invasive species, pests and diseases.
- Risks for natural and managed ecosystems are higher on drylands compared to humid lands. An expected expansion of desert terrain and vegetation would occur in the Mediterranean biome, causing changes unparalleled in the last 10,000 years.
- The High-latitude tundra and boreal forest are particularly at risk, and woody shrubs are already encroaching into tundra and will proceed with further warming.

Ocean Ecosystems

- Higher ocean temperatures are expected to drive some species (e.g., plankton, fish) to relocate to higher latitudes and cause novel ecosystems to assemble. Other ecosystems (e.g., kelp forests, coral reefs) are relatively less able to move, however, and are projected to experience high rates of mortality and loss. 70%-90% of tropical coral reefs will disappear even if global warming is constrained to 1.5°C.

Water Resources

- Flooding and droughts will have higher risks for lower socio-economic populations.
- Water scarcity/ stress will increase by up to 50%, though this depends on regions. The Mediterranean and the Caribbean regions could see large benefits. Socio-economic drivers, however, are expected to have a greater influence on these risks than the changes in climate.

Land Use, Food Security and Food Production

- Smaller net yields of maize, rice, wheat, and other cereal crops in sub-Saharan Africa, Southeast Asia, and Central and South America, and in the CO₂-dependent nutritional quality of rice and

wheat. A loss of 7-10% of rangeland livestock globally is projected for 2°C of warming, with considerable economic consequences for many communities and regions.

- Reductions in projected food availability are predicted for Sahel, southern Africa, the Mediterranean, central Europe and the Amazon. Future economic and trade environments and their response to changing food availability (medium confidence) are important potential adaptation options for reducing hunger risk in low- and middle-income countries.
- Small-scale fisheries in tropical regions, which are very dependent on habitat provided by coastal ecosystems such as coral reefs, mangroves, seagrass and kelp forests, are expected to face growing risks at 1.5°C of warming because of loss of habitat (e.g., fin fish, and bivalves like oysters), especially in low latitudes. Both ocean warming and acidification increase, with substantial losses likely for coastal livelihoods and industries (e.g., fisheries and aquaculture).
- Land use and land-use change emerge as critical features of virtually all mitigation pathways that seek to limit global warming.
- Large scale deployment of bioenergy with carbon capture and storage (BECCS) and/or afforestation and reforestation (AR) practices are most cost effective in reducing global warming. Whether this BECCS and AR footprint would result in adverse impacts, for example on biodiversity or food production, depends on the existence and effectiveness of measures to conserve land carbon stocks, measures to limit agricultural expansion in order to protect natural ecosystems, and the potential to increase agricultural productivity. In addition, BECCS and/or AR would have substantial direct effects on regional climate through biophysical feedbacks, which are generally not included in Integrated Assessments Models.
- The impacts of large-scale carbon dioxide removal (CDR) deployment could be greatly reduced if a wider portfolio of CDR options were deployed, if a holistic policy for sustainable land management were adopted, and if increased mitigation efforts were employed to strongly limit the demand for land, energy and material resources, including through lifestyle and dietary changes. In particular, reforestation could be associated with significant co-benefits if implemented in a manner that helps restore natural ecosystems.

Human Health, Well-Being, Cities and Poverty

- Lower risks are projected at 1.5°C than at 2°C for heat-related morbidity and mortality, and for ozone-related mortality if emissions needed for ozone formation remain high. Urban heat islands often amplify the impacts of heatwaves in cities. Risks for some vector-borne diseases, such as malaria and dengue fever are projected to increase with warming from 1.5°C to 2°C, including potential shifts in their geographic range. Overall for vector-borne diseases, whether projections are positive or negative depends on the disease, region and extent of change. Lower risks of undernutrition are projected.
- Global warming of 2°C is expected to pose greater risks to urban areas than global warming of 1.5°C. The extent of risk depends on human vulnerability and the effectiveness of adaptation for regions (coastal and non-coastal), informal settlements and infrastructure sectors (such as energy, water and transport).
- Poverty and disadvantage have increased with recent warming (about 1°C) and are expected to increase for many populations as average global temperatures increase from 1°C to 1.5°C and higher. Outmigration in agricultural dependent communities is positive and statistically

significantly associated with global temperature. Our understanding of the links of 1.5°C and 2°C of global warming to human migration are limited and represent an important knowledge gap.

Key Economic Sectors and Services

- Risks to global aggregated economic growth due to climate change impacts are projected to be lower at 1.5°C than at 2°C by the end of this century.
- The largest reductions in economic growth at 2°C compared to 1.5°C of warming are projected for low- and middle-income countries and regions (the African continent, Southeast Asia, India, Brazil and Mexico). Countries in the tropics and Southern Hemisphere subtropics are projected to experience the largest impacts on economic growth due to climate change should global warming increase from 1.5°C to 2°C.
- Global warming has already affected tourism, with increased risks projected under 1.5°C of warming in specific geographic regions and for seasonal tourism including sun, beach and snow sports destinations. Risks will be lower for tourism markets that are less climate sensitive, such as gaming and large hotel-based activities. Risks for coastal tourism, particularly in subtropical and tropical regions, will increase with temperature-related degradation (e.g., heat extremes, storms) or loss of beach and coral reef assets.

Small Islands, and Coastal and Low-lying Areas

- Small islands are projected to experience multiple interrelated risks at 1.5°C of global warming that will increase with warming of 2°C and higher levels. Climate hazards at 1.5°C are projected to be lower compared to those at 2°C. Long-term risks of coastal flooding and impacts on populations, infrastructures and assets, freshwater stress, and risks across marine ecosystems and critical sectors are projected to increase at 1.5°C compared to present-day levels and increase further at 2°C, limiting adaptation opportunities and increasing loss and damage. Migration in small islands (internally and internationally) occurs for multiple reasons and purposes, mostly for better livelihood opportunities and increasingly owing to sea level rise.
- Impacts associated with sea level rise and changes to the salinity of coastal groundwater, increased flooding and damage to infrastructure, are projected to be critically important in vulnerable environments, such as small islands, low-lying coasts and deltas, at global warming of 1.5°C and 2°C. Localized subsidence and changes to river discharge can potentially exacerbate these effects. Adaptation is already happening and will remain important over multi-centennial time scales.
- Existing and restored natural coastal ecosystems may be effective in reducing the adverse impacts of rising sea levels and intensifying storms by protecting coastal and deltaic regions. Natural sedimentation rates are expected to be able to offset the effect of rising sea levels, given the slower rates of sea level rise associated with 1.5°C of warming. Other feedbacks, such as landward migration of wetlands and the adaptation of infrastructure, remain important.

3a.viii

Herb Durfee

From: chris katucki <kals95@startmail.com>
Sent: Thursday, October 17, 2019 4:09 PM
To: Miranda Bergmeier; Herb Durfee
Cc: claudette brochu; John Pepper (seabird37@gmail.com)
Subject: Rationale for executive session

Dear Selectboard members and Town Manager Durfee:

This email is to request that the Selectboard explain the underlying rationale for meeting in executive session at the last two Selectboard meetings on matters related (presumably) to the cyber scam. Executive session was based on 1 V.S.A. § 313 (a)(1)(E), which is limited to "pending or probable civil litigation." As discussed below, without an articulated, case-specific rationale made in public session, case law suggests that the Open Meeting law is violated.

I also ask that, in the future, the Selectboard discuss in public the case-specific reasons executive session is necessary.

At its September 25 and October 9 meetings, the Selectboard went into executive session to discuss the "Financial Investigation". No discussion in public session occurred to provide a hint as to why executive session was necessary. At both meetings, a Selectboard member, reading from a prepared text, moved to go in executive session, saying in part "premature public knowledge of the matter being discussed would clearly place the Town of Norwich at a substantial disadvantage under 1 VSA § 313(a)(1)(E)." Without any discussion, the motion was unanimously approved.

I've observed this ritualistic recitation of the statutory language over a number of meetings. It troubles me. As a question of process, how is it self-evident to each Selectboard member that executive session is necessary, when the moving party does not articulate a topic?

There is also a question of the legal standard. As you know exceptions to the open meeting law are to be construed narrowly . The exception cited, section 313(a)(1)(E), is for "pending or probable civil litigation or a prosecution, to which the public body is or may be a party." (Emphasis added.) The Town has no authority to bring a prosecution. Accordingly, the criminal charges that may be brought against individuals for the cyber theft are not grounds for executive session, unless the Town is a probable defendant. That leaves "pending or probable civil litigation" to which the Town is a party.

First unanswered question. What is the litigation that the Selectboard wants to discuss in executive session? I cannot recall public mention of any probable civil suits to be brought by the Town arising from the cyber scam..

In addition, the statute requires that litigation items discussed in executive session be limited to those that "premature general public knowledge would clearly place the public body or a person involved at a substantial disadvantage." (Emphasis added.) In Trombley v. Bellows Falls Union High School District, 160 Vt. 101, 624 A.2d 857, 860 (1993), the Vermont Supreme Court said: "It is not unworkable for a public body to make a careful analysis of need before deciding to go into executive session."

Second unanswered question. What is the topic related to the litigation to be discussed in executive session that will "clearly" place the Town at "substantial" disadvantage? Note that Trombley "requires a case by case analysis of the application of the 'substantial disadvantage' proviso." Blum v. Friedman, 172 Vt. 622, 782 A. 2d 1204, 1206 (2001). No analysis was done by the Selectboard in public session on September 25 or October 9 .

Based on the above, I think the better legal practice is to give case-specific reasons why the statutory standards are satisfied, rather than recite the statute's text. That practice might help better inform the decision making process, as well.

I know this Selectboard strives for transparency. In that spirit, I request that the Selectboard explain to the public the underlying rationale for meeting in executive session at the September 25 and October 9 meetings. I also ask that, in the future, the Selectboard discuss in public the reasons executive session is necessary, providing a case specific analysis.

Thank you in advance for considering my requests.

Sincerely,

Christopher Katucki

47 Old Coach Road
Norwich, VT 05055
802-649-7224

(36)

DRAFT Minutes of the Selectboard Meeting of
Wednesday, October 9, 2019 at 6:30 pm

Members present: John Pepper, Chair; Claudette Brochu, Vice Chair; Roger Arnold; John Langhus; Mary Layton; Herb Durfee, Town Manager; Miranda Bergmeier, Assistant to the Town Manager.

There were about 25 people in the audience.

Also participating: Stuart Richards, Tom Candon, Police Chief Jennifer Frank, Linda Gray, Clara and Ava, Jack Cushman, Christopher Ashley, John McCabe, Gerry Tolman, Cheryl Lindberg, Scott Young, Norman Miller, Linda Cook, Wade Masure, Planning Director Rod Francis, and Jaci Allen.

1. Approval of Agenda. Selectboard (SB) members agreed to postpone discussion of agenda item 4 (Marion Cross Septic) to a future SB meeting. SB members also agreed to move item 7 (Financial Scam Update) to just before item 6 (Planning Commission Membership).
2. Public Comment. Stuart Richards spoke about school safety and expressed concern that prudent measures need to be taken to ensure students' safety. Richards thinks that school safety plans need to be added to a future SB agenda. Tom Candon, Chair of the Norwich School Board, said that school safety is being addressed by the school board and they are working with the Norwich Police Dept. continually. Candon gave an update about septic issues. They have gotten estimates regarding various options and have been doing tests to evaluate those options. They are considering the possibility of putting an article on the 2020 town meeting ballot. Police Chief Frank said there is a current active plan for safety at the school with specialized training conducted regularly. Arnold said that he attended a Prudential Committee meeting for the water district, per the SB's conversation at a prior SB meeting. He will continue to serve as the SB liaison to the Prudential Committee.
3. Consent Agenda. Langhus **moved** (2nd Layton) to approve the consent agenda. **Motion approved unanimously.** Langhus said that there is an error in the 9/25 minutes: he did not move for adjournment; Arnold did.
4. Marion Cross Septic. SB members agreed to postpone this item to a future meeting.
5. Climate Emergency Resolution. Linda Gray said that she was approached by a statewide group with a suggestion for a resolution to be passed by the SB. The town has been working hard on climate issues on various fronts. Three Marion Cross School 6th-graders spoke, saying that they and their schoolmates have been collecting signatures in support of the resolution at school. They said they wanted to participate in the resolution process because it is very important to take action now and if they don't do it now, then nobody will. Layton said that the term "just transition" as used in the resolution is appropriate because we need to transition to more sustainable forms of energy. Langhus agrees that the resolution language is appropriate. Jack Cushman said he worries that Montpelier is afraid that the state can't reach the stated energy goals. He said the IPCC has come out in favor of a just transition for some time; it means moving to greener jobs, for example. Christopher Ashley said this is an important action and we shouldn't underestimate its importance or impact. Years ago, Vermont towns issued an antinuclear message, and not long afterward, international action was taken. John McCabe said the young people are leading the way on this issue and there is no reason why the SB can't approve this resolution. Langhus **moved** (2nd Layton) to adopt the climate resolution as presented to the Selectboard. **Motion approved unanimously.**
7. A. Financial Scam Update. Pepper said that approximately \$249,000 were lost to the scam. Fortunately, Mascoma Bank was able to return approximately \$80,000. Pepper said that Mascoma

staff are present at tonight's SB meeting. Gerry Tolman said he has read the SB's statement they released, and he thinks another town priority should be to lock down the town's financial systems to prevent future problems. Pepper and other SB members agreed. Cheryl Lindberg said that right after the August 28th SB meeting, she locked out any town staff from being able to access banking functions. Pepper said he wants to know if it's possible to have Mascoma require a 2-person process for certain payments. Scott Young, Mascoma staff person, said that there is a Mascoma product that will add another layer of security by requiring a 2nd person to authorize a transfer of funds. Tolman wanted to know if Mascoma has dual-factor authentication for the 2 people. Lindberg said that Mascoma does have 2-factor authentication. Tolman asked how high the town's insurance coverage for such scams is. Langhus said \$25,000, with a possibility of more coverage; an insurance attorney may be able to find more coverage in the policy. Tolman asked if there is a plan to initiate penetration testing. Durfee said we will be getting technical assistance to check for further infiltration. Also, we will be doing cybersecurity training for all staff and looking at new procedures to ensure better security. Pepper asked if the town is looking at cyber security services, as well; Durfee said that yes, we are. Young said that Mascoma does make suggestions for safety processes on a regular basis. John McCabe wondered about other Vermont towns going through this problem, and are they sharing what they've learned. Pepper said many towns around the country have fallen prey to these scams. Brochu said the town's attorney has hired an investigator and the SB is looking at doing an RCA (Root Cause Analysis). Norman Miller said he has been interested in this matter and believes the SB has responded very well to the issue. The town had a system failure and needs to put systems in place to prevent future harm. It's important to find all the contributing factors to this event/failure. Miller wants to hear about the policies and procedures that will prevent events like this. The town needs a long-term policy analysis. Linda Cook asked for the exact amount of money that was returned. Lindberg said it was \$79,765.00. Young said the bank receiving the stolen funds noticed the strange behavior and then contacted Mascoma to investigate.

7. B. Root Cause Analysis. Wade Masure, VLCT Loss Control Consultant, joined the SB via telephone. Brochu introduced Masure and said he can help the town with an investigation to determine what are best the practices for the town going forward. Masure recommended the SB wait until the current investigation is complete, so as not to duplicate any of the work. A root cause analysis, or Advice From Claims (AFC), as VLCT calls it, would involve a meeting of about a couple of hours, or however it takes to drill down to answer all of the why questions. The AFC report would be issued a couple of days following the meeting. Layton asked what form of documentation would result from the AFC. Masure said that VLCT would issue an action plan with recommendations for future actions. Arnold asked how VLCT handles the issue of blame. Masure said that VLCT doesn't assign blame; the AFC is not for that. Brochu asked about the timing of an AFC meeting. Masure said that October 22 could be a possibility. VLCT does not charge any fee for this service. Stuart Richards said he thanks Cheryl Lindberg for her work in uncovering the theft. Gerry Tolman said we need to step back regarding the blame issue; we are all to blame for trying to run the town's IT on a shoestring budget, which is inadequate. Langhus **moved** (2nd Layton) to appoint Mary Layton and Claudette Brochu as a subcommittee to conduct an RCA with the help of VLCT and to name John Pepper as an alternate member of the subcommittee. **Motion approved unanimously.**

6. Planning Commission (PC) Membership. SB members agreed they would like to know how it's going for the PC with nine members. Rod Francis and Jaci Allen appeared to speak on this matter. Francis said it's not uncommon to have as few as 6 members present at a meeting, and it's sometimes tricky to get a vote of 5. They haven't missed meetings so far for lack of quorum, but it's not easy sometimes to get enough people together. They think it's harder to recruit 9 people. Langhus asked if the workload is more easily spread out over 9 people. Allen said no, she doesn't see a difference over 7 people. Linda Cook said the PC is working well now at 9 members and

cutting back would decrease opportunities for input. Brochu said she likes having 9 members because it's brought in new blood. She favors staying at 9 members while we have sufficient people to serve. SB members discussed the possibility of having PC members involved in recruiting for vacancies on the PC. Brochu **moved** (2nd Langhus) to ask the Town Manager to advertise a vacant position on the Planning Commission. **Motion passed unanimously.**

10. A. Financial Policies. SB members decided to address policies at this point in the meeting. Layton **moved** (2nd Langhus) to adopt the Town of Norwich Master Financial Policy as presented in this meeting and as it appears in the meeting packet. **Motion passed unanimously.** Brochu said she wants the SB immediate to start work on updating those policies where appropriate. Linda Cook asked if the SB members have seen the financial procedures, because she is concerned that they need to know what is in them. Tolman said that some procedures should be kept confidential because it would make it easier to would-be hackers if they know exactly what the procedures are.

10. B. Draft Cyber Security Policy. Layton said she did some research on cyber policies and asked how vague the publicly-available policy should be. Brochu asked if Tolman would be willing to work with Layton to develop a policy to present to the SB for approval. Layton and Tolman agreed to work on the policy together. Tolman offered suggestions to SB members. SB members agreed that Layton will work to develop a new draft policy.

10. C. Sexual Harassment Policy. Brochu **moved** (2nd Langhus) to conduct the 2nd reading of the Town of Norwich Sexual Harassment Policy, as presented and/or amended in this meeting. **Motion passed unanimously.** Lindberg asked why the SB doesn't include general harassment in the sexual harassment policy. Arnold said there is a state regulation requiring the town to have a stand-alone sexual harassment policy. SB members agreed that elsewhere in the personnel policies, regular harassment and bullying should be addressed. Brochu **moved** (2nd Langhus) to adopt the Town of Norwich Sexual Harassment Policy, as presented in this meeting packet. **Motion passed unanimously.**

10. D. Banner Policy. Langhus **moved** (2nd Layton) to conduct the 2nd reading of the Town of Norwich Policy for Use of Banners on Public Highways, as presented in this meeting packet. **Motion passed unanimously.** SB members discussed possible edits to the banner policy. SB members agreed to have Brochu and Arnold work on editing the policy to reflect the SB discussion and then bring the edited version back to the SB for consideration.

10. E. Social Media Policy. Langhus **moved** (2nd Layton) to conduct the 1st reading of the Town of Norwich Policy on Use of Social Media by Town Officials, as presented in this meeting packet. **Motion passed unanimously.** SB members discussed the draft policy and agreed to send written comments to Arnold and Brochu.

8. Town Manager Report. Durfee reported that FEMA final paperwork has been submitted, and union negotiations are back on track. Brochu asked when the Turnpike culvert will be replaced. Durfee said he will follow up with Larry Wiggins, DPW Director, and get back to Brochu on that.

9. A. Accounts Payable / Warrants. Langhus **moved** (2nd Layton) to approve check warrant #728 for ACH payments totaling \$10,013.32 from the General Fund; check warrant #725 for ACH payments totaling \$13,785.12 from the General Fund; check warrant #724 for ACH payments totaling \$13,442.61 from the General Fund; and warrant #20-08 for Highway Garage Fund in the amount of \$7,000, for Land Management Council in the amount of \$898.54, and General Fund in the amount of \$285,644.68.

Brochu **moved** (2nd Langhus) to divide, in order to vote on the warrant #20-08 separately from the ACH check warrants #728, #725, and #724. **Motion passed unanimously.**

Brochu **moved** (2nd Langhus) to approve warrant #20-08 for Highway Garage Fund in the amount of \$7,000, for Land Management Council in the amount of \$898.54, and General Fund in the amount of \$285,644.68. **Motion passed unanimously.**

Langhus **moved** (2nd Layton) to approve check warrant #728 for ACH payments totaling \$10,013.32 from the General Fund; check warrant #725 for ACH payments totaling \$13,785.12 from the General Fund; and check warrant #724 for ACH payments totaling \$13,442.61 from the General Fund. **Motion failed 2 to 3 (yes- Layton, Arnold; no- Brochu, Pepper, Langhus).**

7. C. Financial Investigation Update. Layton **moved** (2nd Langhus) that the Selectboard has made a specific finding that premature public knowledge of the matter being discussed would clearly place the Town of Norwich at a substantial disadvantage under 1 VSA § 313(a)(1)(E). **Motion approved unanimously.** Layton **moved** (2nd Langhus) to enter executive session to discuss a confidential town financial matter, and to possibly invite Herb Durfee, Jennifer Frank, and/or Cheryl Lindberg into the executive session. **Motion approved unanimously.**

The Selectboard moved into executive session at 10:10 pm. The SB did not invite anyone else into the SB executive session.

Layton **moved** (2nd Langhus) to enter public session. **Motion approved unanimously.**

The Selectboard moved into public session at 10:30 pm.

The SB did not take any action in public session, other than to adjourn.

14. Adjournment. At 10:33 pm, Langhus **moved** (2nd Layton) to adjourn. **Motion approved unanimously.**

Meeting adjourned at 10:33 pm.

By Miranda Bergmeier

Approved by the Selectboard on _____, 2019

John Pepper
Selectboard Chair

Next Meetings – October 23, 2019 – Meeting at 6:30

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

MEMORANDUM

TO: NORWICH SELECTBOARD
FROM: STEPHEN N. FLANDERS
SUBJECT: WINTER MAINTENANCE BEST PRACTICES FOR NORWICH
DATE: OCTOBER 8, 2019
CC: TOWN MANAGER
CHIEF, DPW

1. *Summary* – The Norwich DPW has been introduced to a set of best practices that will allow for reduced use of salt and overtime in addressing winter weather events. Such a change of practice will require experimentation with what works for Norwich and good information to the public on what to expect, regarding this transition.
2. *Background* – Following up on my CRREL¹ connection to research into winter maintenance best practices, Larry Wiggins (Chief, DPW) invited me to join him and his crew in attending the Vermont Local Roads training course, “Snow & Ice Roads Scholarship”, presented Tuesday, September 24, 2019 by Michael Smith, Technical Training Specialist, UMass Transportation Center. The course aligned well with the research results that staff members under my direction at CRREL developed into the FHWA² “Manual of Practice for an Effective Anti-icing Program: A Guide For Highway Winter Maintenance Personnel”.³ The presenter provided credibility by emphasizing that the methods he presented were ones that he implemented in the town of Heath, Massachusetts—a town of 706 people—based on their cost-effectiveness.

The course covered the following:⁴

- Proper use of salt and liquid anti-icers and the environmental impacts
- Pre-wetting and pre-treating roads and stock piles
- Weather
- Use of sand and other aggregates on gravel and its environmental impact
- Equipment calibration, usage specification and technology
- Bid specs for winter aggregates
- Plows and plow blades

¹ U.S. Army Cold Regions Research and Engineering Laboratory, now part of the U.S. Army Engineering Research Development Center

² Federal Highway Administration

³ U.S. Department of Transportation Federal Highway Administration Electronic Version of Publication No. FHWA-RD-95-202, June 1996:

<https://www.fhwa.dot.gov/reports/mopeap/eapcov.htm>

⁴ <https://localroads.vermont.gov/sites/localroads/files/files/workshop/2019/FLYER-Snow%26Ice2019.pdf>

3. *Pretreatment* – The presenter emphasized pretreatment of roadways with salt or other anti-icing chemicals before snow begins to fall as a way to achieve several things:
 - More effective snow removal
 - Substantial reduction in salt/chemical usage, resulting in cost reductions and lowered environmental impact.
 - Substantial reduction in overtime, resulting in cost reductions and increased safety to the road crew because of less loss of sleep during winter operations.Pretreatment is applied hours before the first flake falls (for pre-wetted salt) or even days before (for brine).
4. *Liquid brine pretreatment* – The presenter made it clear that brine, a 23.3% by weight solution of salt in water, was the most durable and least salt-intensive form of pretreatment and that it is very effective in de-bonding the first layer of snow for the first pass of a plow. The salt from brine sticks to the road for many days (barring a rain event) just as salt sticks to skin after immersion in the ocean. Norwich has approximately 32 miles of paved road. DPW’s 2,500-gallon tanker could be adapted to pretreat 58 lane-miles at 100 lbs of salt per lane-mile or 26 lane-miles at 200 lbs of salt per lane-mile, depending on the nature of the storm anticipated.
5. *Anti-icing* – Anti-icing during a storm is the logical extension of pretreatment before a storm; it assures lack of bonding with each pass of the plow in anticipation of further snowfall. The presenter spoke of application rates as low as 250 lbs/lane-mile. The FHWA “Manual of Practice...” cites storm conditions where application rates as low as 100 lbs/lane-mile are appropriate. Tailoring chemical application to storm conditions requires good understanding of “now-casting” of weather conditions and appropriate application rates from tabulated best practices.
6. *Calibration* – The presenter emphasized calibration of chemical dispensing rates on plow trucks as the lynchpin of prudent application. He gave a quick overview of calibration of chemical delivery both for speed-driven systems and for rate-driven systems on plow trucks rates and advised checking calibration at mid way through the plowing season. Comparing distance traveled with the amount of salt taken on board a truck can provide a confirmation that application rates conform to those directed; this comparison can also be applied to past practices for application rates.
7. *Crew duty hours* – The presenter recommended avoiding long, uninterrupted duty hours during a major storm event, instead giving the highway crew the opportunity to rest between 11 pm and a morning start time that allows for clearing school bus routes. This substantially increases safe operations, especially at night. Such a policy requires educating the public on what to expect. The combination of pretreatment and anti-icing make this policy feasible, since they prevent snow from bonding to the pavement surface.
8. *Gravel roads* – Instead of spreading sand for winter traction on gravel roads, the presenter advocated using a grade of gravel that is the same as one that is appropriate for summer maintenance. This is less likely than sand to get into waterways and provides the needed material in winter for annual maintenance of the road.

9. *Public expectations* – Timing of chemical application with pretreatment, reduction in total chemicals applied, reduction in night-time plowing operations are all examples of practices that would require good education of the public for the reasons behind them. For example, in the absence of overnight snow removal, town residents wishing to return home from work late at night during a severe weather event should learn to expect to receive information on when to plan on taking alternative accommodations, instead.

The presenter emphasized the use of public media to educate and advise the public. For Norwich, this includes the:

- Town website
- Police Department Facebook page
- Listserve
- Norwich ListServe Extension
- *Valley News* via press release and letter to the editor

10. *Role of the selectboard* – I recommend that the selectboard give DPW the opportunity to use the winter of 2019-20 as a time to transition to best practices that befit the town's ability to implement those best practices for pretreatment and anti-icing for winter weather events.

Town of Norwich, Vermont

802.649-1419 | 300 Main Street, Norwich VT

Highway

Open Bids

- 2019 Life Safety Systems Bid Package
- 2019-2020 Gravel and Ledge Products Bid Package



Winter Road Maintenance Policy

The Norwich Highway Department's Winter Maintenance Policy is based on the goal of obtaining safe highway travel surfaces during winter months. It is our goal to achieve this at the earliest practical time and in the most cost efficient manner during and after a storm event. Providing bare dry travel surfaces during a winter storm event is not practical and therefore not expected

There are many variables effecting winter maintenance operations such as type of precipitation, air and pavement temperature, traffic volume, wind, time of day, and even the day of the week. Type and volume of traffic and road gradient are the primary factors in determining the order of winter maintenance service. Therefore, during periods of time when school is in session, top priority is given to clearing roads

utilized by the school buses.

Emergency service buildings shall receive necessary maintenance to provide for emergency personnel to arrive and for vehicles to depart and return safely. As necessary, snow and ice control equipment shall be redirected by the Public Works Director from assigned routes to assist emergency response vehicles in reaching the destination. Roads heavily used by commuters and hills are next in priority.

Each winter storm event is unique. It is impractical to develop specific rules on winter maintenance operations. Therefore, the judgment of the Public Works Director often governs the quantities and type of applications used to control snow and ice. Public safety is always our top priority. It is the intent of the Department of Public Works to use the minimum de-icing or anti-icing material needed to restore safe travel conditions as soon as practical following termination of winter storms. Salting and sanding units are equipped with calibrated mechanical spreaders that accurately control the application rates of materials (Please see the Snow and Ice Control Plan Salt Application Rates Chart). Employees are instructed in the proper dispensing of the necessary quantity at the appropriate time.

Department of Public Works: Call Outs

The Department of Public Works regular working hours are 7 a.m. – 3:30 p.m., Monday through Friday. All DPW employees are on call 24 hours per day, 7 days per week from November 15th through April 15th. In the event of a winter storm that occurs during evening or weekend hours, the Norwich Police Department will advise the Public Works Director of the changing road conditions. All DPW employees will be called in to maintain roads at the discretion of the Public Works Director based on the time of day, condition of the roads, and the predicted duration and intensity of the storm.

Roadway Types

The winter maintained Town roadways are comprised of three roadway types as follows:

Type 1a: Main Runs:

These roadways consist primarily of Main Street, Beaver Meadow Road, Turnpike Road, New Boston Road, Union Village Road, Goodrich Four Corners Road, and Route 132. They should have full width bare pavement as soon as practical after a winter storm terminates.

Type 1b: Other (Hills, Primary Access):

These are the hill areas and consist of Glen Ridge, Brigham Hill, Willey Hill, Bradley Hill, Hogback Road, Elm Street, and McKenna Road. They should have full width bare pavement as soon as practical after a winter storm terminates.

Type 2: Residential and Other Roads:

These are all other roads. They should have some bare pavement as soon as practical after a winter storm terminates.

Type 3: Gravel Roads:

Roadways of which snow-covered is deemed acceptable.

These designations have been determined by traffic primarily, but have been modified to include consideration of posted speed, highway grade, truck volume, and accessibility to emergency services, school zones, and school bus routes.

Operations

Snow removal and ice control usually requires the timely application of either chemicals, abrasives, or a chemical-abrasive mixture to roadway surfaces in combination with aggressive snow plowing operations. Choice of material is dependent upon the weather and road conditions. Occasionally conditions such as low temperatures do not require material applications. Materials available include the following:

Sodium Chloride:

The use of sodium chloride (common salt) combined with snow plowing is the most effective, most economical and safest snow and ice control method currently available. Salt is most effective for melting purposes at temperatures above 20 degrees F., with reduced melting ability as the temperature drops. In general, the purpose of salt is to (1) reduce adherence of snow to the pavement, (2) keep the snow in a "mealy" condition and thereby permit nearly full removal by plowing, and (3) prevent the formation of ice or snow ice (hard pack). Salt is not intended to take the place of snowplows. It is economically and environmentally unacceptable to attempt to melt snow accumulations that can be plowed.

Calcium Chloride:

Calcium chloride is a chemical, which melts ice at lower temperatures than sodium chloride. Flake calcium chloride is used as an additive to abrasives (sands) to prevent freezing in stockpiles, to thaw culverts and catch basins, to help hold the abrasive in place on the pavement and on rare occasions to trigger sodium chloride action. Liquid calcium chloride at 32% strength can be used to pre-wet solid sodium chloride to trigger the chemical reaction at low temperatures. The addition of liquid calcium chloride also is beneficial in retaining de-icing material on the roadway by increasing the adhesion of the material to the roadway.

Abrasives:

Abrasives (sand and fine mineral aggregates) are used primarily for immediate traction on hills, curves, intersections, railroad crossings and other areas to increase traction and minimize the use of salt. Sodium chloride, calcium chloride or an appropriate mixture of the two are usually added to abrasives in amounts dependent upon existing weather conditions.

Alternative De-icers

There is considerable research being done on new deicing chemicals. Non-corrosive and environmentally friendly chemicals, in solid or liquid form are now available but widespread use is currently limited due to the high costs and need for specialized equipment to store and dispense. The Norwich DPW has and will continue to try new products as they come on the market in an effort to provide an affordable and acceptable level of service while being environmentally responsible.

Application of De-Icing Materials

The use of chemicals, abrasives or chemical-abrasive mixtures is dependent not only on present roadway and weather conditions, but also on anticipated changes in these conditions and fiscal or logistical constraints experienced by the Norwich DPW. The effects of peak traffic periods, approaching nightfall or daybreak, precipitation type, and predicted end of storm, are considered and evaluated prior to selecting the proper materials and rate of application.

Adverse roadway conditions existing during periods of low temperatures, which are predicted to rise, would generally be treated in accordance with the recommendations for the higher temperature. If the time of day, trend and weather forecast were such that a drop in temperature may reasonably be expected, treatment would generally be in accordance with the recommendation for the lower temperature. Chemicals or abrasives should not be used at low temperatures if the pavement is dry and snow is blowing off the pavement as such use would be wasteful and may be counterproductive.

Rates of Application

Generally straight sodium chloride is the chemical of choice for most storm situations. Sodium chloride is used to prevent snow pack and ice build-up on the pavement and to aid removal of any build-up that occurs. (Please see the Salt Application Rate Chart).

Chemicals or mixes are normally applied to the middle 1/3 of pavement width and on the high side of banked curves. Spread width may be increased or decreased depending on the action of traffic. Materials are applied early in the storm so that brine develops on the pavement and prevents build-up of packed snow. It takes much less deicing chemical to remove compacted snow when the treatment is placed between the pavement/snow layer than if it is placed on top of the snow. If snow continues and accumulates on the pavement, plowing should continue and additional chemical or mix treatments should be made if compaction develops.

There are many additional circumstances, which will necessitate modification to these treatments. Some of these circumstances are:

- Rising or falling temperatures.
- When pavement is cold and dry and snow is falling, chemicals are not applied. Plowing and treatment of icy spots, if they develop, is recommended.
- An abrasive-chemical mix may be needed at extremely low temperatures, under extremely damp conditions, or on very lightly traveled highways. Under these conditions the effectiveness of salt is reduced and abrasives may be needed for traction.

Spreading Practices

Each spreading unit is calibrated to insure that selected rates of application are attained. Timing of the initial application during each storm is very critical. It should be delayed until there is sufficient accumulation on the pavement to hold and contain the material spread. However, the pavement may become glazed prior to this time and may require an earlier treatment.

Portions of each plow run are unique due to various physical conditions and will require a greater application rate or an additional application during some storms. However, these areas should be judged and treated separately and not used as a barometer to evaluate and subsequently direct complete applications over the entire section. In order to conduct an efficient operation, periodic observation of the pavement surface conditions must be performed.

Width of material spread (throw plus roll) should be restricted. Reduction of the spread width by windrowing chlorides will increase the concentration of the chemical where it is needed and therefore increase the effectiveness of the application. Spreading operations should generally be conducted at speeds less than 25 mph. Air turbulence created at speeds greater than 25 mph makes it difficult to retain all the material discharged within the desired width. Spinner and belt speeds and spread pattern must be adjusted to obtain the correct spread rate and to retain the material within the lane (s) where the additional material is required.

Snow and Ice Plan [pdf]

Special Attention for Bridges

Bridge decks normally freeze or glaze sooner than adjacent pavement sections, especially in the late fall and early winter. Special care and good judgment is required in the use of de-icing chemicals on all bridge decks.

Accumulations of snow along gutter lines and sidewalk or catwalk areas of all bridges should be removed when accumulation of snow and/or ice affects highway safety. Removal operations should commence on the high side of bridges on banked curves to minimize snowmelt and re-freezing or glazing of the travel lanes.

Plowing Operations:

Plowing operations are generally initiated after 2 to 4 inches of snow have fallen and may continue until the storm has concluded. It is expected that each plow route will take 4 hours or less to complete. Currently 4 six-wheel dump trucks, 2 1 1/2 -ton dump trucks, and a loader are used for plowing the highways. A Holder sidewalk machine is used for maintaining the sidewalks. A grader and backhoe are in reserve.

For light accumulation snowfalls and snow squalls plowing may begin immediately and may include simultaneous salting and/or sanding to provide the desired results quickly and efficiently. Snow squalls, which occur after 10 p.m. and produce only a light accumulation, may not require immediate attention because of light traffic. Such light accumulation may be cleared very early the following morning, no later than 5:00 a.m. This will be at the discretion of the Public Works Director.

Excessive overtime hours for DPW employees are also a consideration. State of Vermont guidelines for highway departments require employees to have at least four hours rest after a 16-hour shift. During a prolonged storm event we will clear all of the roads and intersections, but we may not apply sand until after a four hour or longer rest period. Hills, intersections, and curves may be done before our shift ends, depending on their condition. Widening and intersection view clearing is performed following the storm, and generally during daylight hours.

Truck-mounted snowplows and wing plows are utilized to clear pavements and shoulders of frozen precipitation. Storm intensity (generally measured in inches per hour) varies considerably in Norwich but average major snow storms are approximately one inch per hour. This one-inch per hour intensity rate and the allowable snow accumulation is used in planning the availability of equipment necessary for snow removal operations.

Frozen precipitation including sleet and the build-up of ice caused by freezing rain are special situations, and not subject to procedures indicated above. When a changeover from snow or sleet to freezing rain is predicted or anticipated, snow and/or sleet is left on the pavement to capture the freezing rain thereby preventing a glare ice situation which without question is the most treacherous condition that occurs on highways. Treatment includes applications of salt at a rate of 300 pounds per lane mile as needed throughout the storm. Heavy rain tends to wash off applied salt or sand, making it difficult to keep the pavement ice-free.

It is the policy of the DPW to perform snow removal and ice control operations in a consistent and impartial manner throughout the Town. There are a few plowing procedures that are frequently misunderstood. In an attempt to clarify our actions the following policies and procedures are explained.

Within the Town of Norwich it is important to understand that there are others involved in snow control operations. The Department of Public Works does snow removal for most of the Town, however the State of Vermont Agency of Transportation is responsible for some roadways within the Town of Norwich.

Vermont AOT is responsible for US Route 5 from the Hartford town line to the Thetford town line, Route 10A from the intersection of Route 5 to Ledyard Bridge and River Road from Ledyard Bridge to the intersection of US Route 5.

Other roads not maintained by the Norwich DPW include the following:

- Through cooperative agreement, the Town of Hartford is responsible for winter maintenance of the Norwich portions of Podunk Road and Joshua Road.
- Through cooperative agreement the Town of Thetford is responsible for the winter maintenance of the Norwich portions of Stevens Road and Stowell Road.
- Through cooperative agreement, the Town of Sharon is responsible for the winter maintenance of the Norwich portion of Mitchell Brook Road.

Mailboxes and Other Structures within the Highway Right-of-Way

Occasionally mailboxes or other devices damaged by snow plowing operations due to poor visibility, the mailbox being buried in a snow bank or the weight/volume of the snow being plowed. This damage is not deliberate and in most cases is unavoidable. At the discretion of the

department, DPW will repair, replace or re-erect boxes that are located within the highway right-of-way. DPW will work with the box owners to locate the box in the safest possible location and offer advice on its design to minimize potential damage.

The replacement of a mailbox or support does not take priority over snow plowing, sanding, salting, and other high-priority maintenance operations and a postal customer may have to pick up mail at the Post Office until the mailbox is back in place.

Widening or Pushing Back Snow Banks

Following storms with heavy snowfall or when several storms result in substantial snow banking, the Norwich DPW will undertake a roadway widening procedure, which will push back the snow banks and haul snow from downtown areas. This is a necessary operation because it accomplishes the following:

- Provides room for future snow storage.
- Reduces or prevents melted snow from running out onto the roadway pavement and creating icing conditions.
- Increases safe sight distance at intersections.
- Maintains a uniform line by eliminating protrusions at driveways and intersections.

Unfortunately, there is no way to prevent depositing snow in previously cleaned driveways or walkways except to leave a hazardous projecting mound of snow. With hundreds of driveways of all sizes and descriptions along our roadways it is impossible to clear these individual drives.

Snow Hauling

After the initial storm response, it is often necessary to remove snow from selected areas of the Town. Snow hauling is done on an "as-required" basis and, typically, as time allows. Snow hauling is done primarily with Town forces and augmented by contractors. Therefore, the same personnel responsible for plowing, salting/sanding operations are also responsible for snow hauling.

Snow hauling typically begins a minimum of 12 hours after the crew is released after a storm. In general, the priorities for snow hauling are as follows: Business District, School Zones, downtown streets with sidewalks.

It must be stressed that this is a guide only. Snow hauling areas may have to be changed depending on conditions.

It is not possible to haul snow off every street. Some streets are designated "No Parking" and simply "pushed back" (i.e. with no snow hauling).

Sidewalks

Due to resource constraints and storm conditions, sidewalk plowing starts at approximately the same time as street plowing starts. Sidewalks receive winter snow control services by a distinct method. A piece of equipment specifically designed for the task is used to provide both plowing and sanding/salting services.

Those sidewalks that are kept plowed in winter are maintained in a manner similar to street plowing, according to a priority system. High priority sidewalks are those in the central business district, around schools and churches, and on other heavily traveled pedestrian routes.

Sidewalks are on an attached table. Sidewalks are plowed in the order shown, for each particular route, as resources allow. Priority sidewalks requiring attention may be serviced prior to those listed ahead of them.

Level of Service

Due to the many factors affecting sidewalk plowing, it is virtually impossible to institute a prescribed service level, as identified for streets and roads. During and following a snowstorm, sidewalk snow resources are applied to sidewalk plowing, sanding and salting on the routes established. However, depending on the storm conditions, very different results may be achieved. Currently, our goal can be stated as having all sidewalk routes completely cleared of snow within 24 hours after the end of a snowstorm, however, there will be times when sidewalk clearing may take longer due to the amount of snowfall or frequency of storms.

It is impossible to achieve the same results on sidewalks as on streets because of the very different nature of traffic. Vehicle traffic, in combination with salting and plowing, can result in bare conditions on streets. Pedestrian traffic does not assist snow control efforts on

sidewalks in the same way. Sidewalk conditions are more subject to the weather and less affected by snow control efforts. De-icers are less effective on sidewalks than on streets because of the difference in traffic.

The Town's ability to maintain sidewalks was enhanced by acquiring better equipment, but the existing conditions are still largely determined by the weather. The nature of winter weather in Norwich tends to produce freezing rain and rain, as well as snow, as temperatures fluctuate around the freezing mark. This type of weather can produce severe icing conditions on both roads and sidewalks, but the ability to control the surface conditions on sidewalks is less. Melting snow banks during the day, subsequent freezing at night, etc., can also cause more icing regardless of the number of times a particular sidewalk is salted and sanded.

It must be emphasized, however, that the conditions can be different for those sections receiving exactly the same service, after each storm due primarily to weather conditions. Once icy conditions are established, the situation tends to be compounded in a cumulative way by subsequent winter storms. The amount of effort can be great in terms of repeat applications of sand and salt when this occurs, but has little perceived impact on the surface condition of the sidewalk.

Plowing Operations

Typically, plowing on sidewalks does not commence until accumulations are in excess of two inches. Unlike street plowing conditions, a "brine sandwich" is not created by salting sidewalks as soon as a snowstorm commences.

Plowing continues according to the route until all sidewalks on the list have been completed. Plowing continues according to the route until all sidewalks on the list have been completed. As noted previously, in severe conditions or when storms are close together or under heavy snowfall conditions, it may not be possible to complete the list before starting at the beginning again. After heavy snowfalls, the sidewalk machine may be equipped with a snow blower instead of plows to service the sidewalk routes. The machine will be slower to complete the route with a blower, but heavier accumulations can be better handled.

Speed, equipment availability, and persistence are the keys to keeping sidewalk routes maintained. The sooner a route can be cleared after a storm, the better the chances of keeping the whole route in good condition. The longer it takes to clear a route, the greater the chances for the snow to become packed, turn to ice, etc. Subsequent winter storms, rain, freezing rain, freezing temperatures, can all act to produce unfavorable conditions on sidewalks.

Once sidewalks have been plowed or cleared of snow, sanding operations commence, beginning at the top of the list. Sanding operations continue until the whole route is completed. As noted, this is the opposite sequence than that followed for arterial and collector streets, which are salted first, then plowed, then sanded or salted after plowing ceases. The same machine handles the sanding and plowing operations on sidewalks.

Sanding may become a daily process on sidewalks once icy conditions occur. Due to the freeze/thaw cycles that can occur, sanding is the only effective operation to provide some degree of traction on town sidewalks.

Sidewalk Route:

Start at Huntley Rec. Field/Moore Lane intersection

To Main Street

Norwich Public Library

Norwich Senior Housing to Advance Transit bus stop #1

Down Main Street to Church Street to Norwich Congregational Church

Dan & Whit's parking lot / Advance Transit bus stop #2 to Elm Street

Elm Street along Route 5 to traffic light

10A to Ledyard Bridge

From Ledyard Bridge (second sidewalk) to Montshire Road

From Norwich Gateway Condominium to Marion Cross School (including walkway to bandstand)

Beaver Meadow Road to Huntley Street

Parking Lots

Due to resource constraints and storm timing, only the parking lots at Tracy Hall, the Police Station, and the Fire Station are plowed during a storm. All other parking lots are generally not plowed until the end of the storm.

Priority one: Police Station

Fire Station

Priority two: Tracy Hall-North Side

Tracy Hall-South Side

Priority three: Huntley Rec. Field / Park and Ride

Transfer Station / Recycling Center

Norwich Public Library

Ballard Trail Parking

Parcel 5

Gile Mountain Fire Tower Parking Lot

Town parking lots receive winter snow control services by two distinct methods. Tracy Hall, the Police Station, the Fire Station, and the Library are part of a primary route, providing both plowing and sanding / salting services. All other parking lots are plowed when a piece of equipment becomes available.

Level of Service

Due to the many factors that affect the plowing of parking lots, it is virtually impossible to institute a prescribed service level, such as identified for streets. Following a snowstorm, all snow resources are applied to streets and sidewalk plowing, sanding and salting on the routes established. However, depending on the storm conditions, very different results may be achieved. Currently, our goal can be stated as having all parking lots completely cleared of snow within 24 hours after the end of a snowstorm.

It is impossible to achieve the same results in the parking lots as on streets because of the very different nature of traffic. Vehicle traffic, in combination with salting and plowing, can result in bare conditions on streets. Vehicle traffic within a parking lot does not assist snow control efforts on parking lots in the same way. Parking lot conditions are more subject to the weather and less affected by snow control efforts. De-icers are less effective in parking lots than on streets because of the differences in traffic.

The level of service can only be stated in terms that snow plowing/sanding and salting activities begin in the parking lots after every storm and continue until completed or another storm intervenes.

Plowing Operations

Typically, plowing in parking lots does not commence until accumulations are in excess of three (3) inches. Access routes through the parking lots are plowed through by plow trucks as they pass through to allow access. Unlike street plowing conditions, a "brine sandwich" is not created by salting parking lots as soon as a snowstorm commences.

Plowing continues according to the priorities until all parking lots on the list have been completed. As noted previously, in severe conditions or when storms are close together, it may not be possible to complete the list before starting at the beginning again. After heavy snowfalls, the loader with plow may be required to service the parking lots.

Speed, equipment availability, and persistence are the keys to keeping parking lots maintained. The sooner a lot can be cleared after a storm the better the chances of keeping the whole lot in good condition. The longer it takes to clear a parking lot, the greater the chances for the snow to become packed down, turn to ice, etc. Subsequent winter storms, rain, freezing rain, freezing temperatures, can all act to cause unfavorable conditions in the parking lots.

Sanding and Salting Operations

Once the parking lots have been plowed or cleared of snow, sanding operations may commence.

Sanding may become a daily process in parking lots once icy conditions occur. Due to the freeze/thaw cycles that can occur, sanding is the only effective operation to provide some degree of traction in town parking lots.

Plow Routes

Nighttime Snow Hauling

- Main Street from the Upper Hazen Street intersection to the crosswalk on Route 5 just before the traffic light.
- Beaver Meadow Road to the Hopson Road intersection
- Elm Street to Jones Circle
- Hazen Street to the Advance Transit bus stop

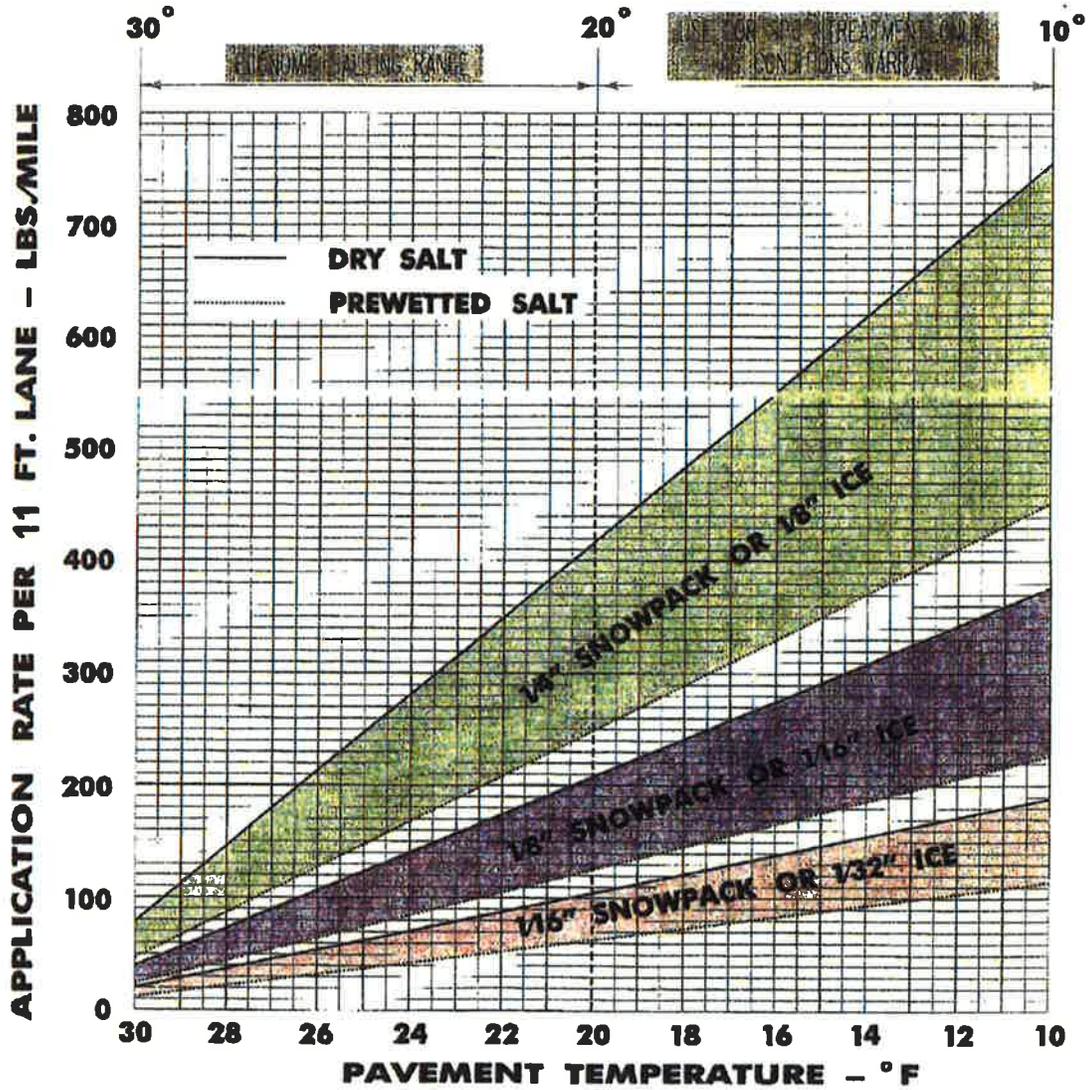
Daytime Snow Hauling

- Fire Department parking lot
- Tracy Hall-both sides
- Trumbull Lane
- Carpenter Street
- Lary Lane
- Jones Circle
- Elm Street to the 4-way intersection
- Any other areas deemed necessary by the Public Works Director

Disposal site:

The dumpsite for snow removal from municipal lots and streets is located at the upper lot behind the Norwich Public Works Building.

TOWN OF NORWICH HIGHWAY DEPARTMENT SNOW AND ICE CONTROL PLAN SALT APPLICATION RATES



Salt Application: Lighter Snow

(less than ½ in./hour)

FHWA

Pavement Condition	First treatment	Subsequent treatments
>32°F, slush	Plow only	Plow only
20-32°F, dry or light cover	100 lbs/ lane-mile	100 lbs/ lane-mile
15-20°F, dry or light cover	200 lbs/ lane-mile	200 lbs/ lane-mile
<15°F, dry or light cover	Plow only	Plow only

Salt Institute

Pavement Condition	First treatment	Subsequent treatments
Near 30°F, wet	250 lbs/ lane-mile	250 lbs/ lane-mile
20-30°F, wet or sticky	300-400 lbs/ lane-mile	300-400 lbs/ lane-mile
10-20°F, dry snow, wet surface	300-400 lbs/ lane-mile	300-400 lbs/ lane-mile
<10°F, packed snow	200 lbs/ lane-mile	200 lbs/ lane-mile

Salt Application: Heavier Snow

(greater than ½ in./hour)

FHWA

Pavement Condition	First treatment	Subsequent treatments
>32°F, slush	Plow only	Plow only
25-32°F, dry or light cover	200 lbs/ lane-mile	150-200 lbs/ lane-mile
15-25°F, dry or light cover	200 lbs/ lane-mile	250 lbs/ lane-mile
<15°F, dry or light cover	Plow only	Plow only

Salt Institute

Pavement Condition	First treatment	Subsequent treatments
Near 30°F, wet	250 lbs/ lane-mile	250 lbs/ lane-mile
20-30°F, wet or sticky	300-400 lbs/ lane-mile	300-400 lbs/ lane-mile
10-20°F, dry snow, wet surface	300-400 lbs/ lane-mile	300-400 lbs/ lane-mile
<10°F, packed snow	200 lbs/ lane-mile	200 lbs/ lane-mile

Salt Application: Freezing Rain

FHWA

Pavement Condition	First treatment	Subsequent treatments
>32°F, slush	None	None
28-35°F, dry or wet	25-65 lbs/ lane-mile	25-65 lbs/ lane-mile
20-28°F, dry or wet	65-130 lbs/ lane-mile	65-130 lbs/ lane-mile
15-20°F, dry or wet	130-200 lbs/ lane-mile	130-200 lbs/ lane-mile
<10°F, dry or wet	Abrasives	Abrasives

Salt Institute

Pavement Condition	First treatment	Subsequent treatments
Near 30°F, wet	100 lbs/ lane-mile	100 lbs/ lane-mile
20-30°F, wet	100-200 lbs/ lane-mile	100-200 lbs/ lane-mile
20-30°F, wet	100-200 lbs/ lane-mile	100-200 lbs/ lane-mile
15-20°F, wet	200 lbs/ lane-mile	200 lbs/ lane-mile
<10°F, wet	200 lbs/ lane-mile	200 lbs/ lane-mile

Takeaway

FHWA vs Salt Institute

- Both advocate anti-icing
- Both have good advice
- FHWA guidelines:
 - More detailed
 - Use less salt
- Salt Institute guidelines:
 - Simpler
 - Use more salt
- FHWA also addresses:
 - CaCl, MgCl, and others

Norwich capabilities

- Most trucks have pre-wetting capability
- Tanker—2,500 gallons
 - 58 lane-miles @ 100 lbs/la-mi
 - 29 lane-miles @ 200 lbs/la-mi
- Try:
 - Calibration
 - Anti-icing
 - FHWA and SI guidelines



From: Alexander Northern JD, MPA
Town of Norwich Fire Chief
Deputy EMD
Deputy Fire Warden

To: Town Manager/Town of Norwich Selectboard

Re: Summary of Chief/D-EMD, Departmental & NFD Member Activity-September, 2019

Date: October 2, 2019

Chief:

- Coordinated Hose & Ladder testing for NFD Apparatus
- Coordinated DHART landing drill with Hanover, Thetford, Lyme and Orford FD's
- Finalized the coordination and execution of a regional Propane Gas Drill to be held at NFD and offered to the Mutual Aid association
- Attended UVRESA seminar on Leadership
- FY2021 Budget prep

D-EMD:

- Completed the VT Emergency Management Director Certificate Program
- Achieved the EMI's Professional Development Series in Emergency Management
- Gathered all resident CARE Forms for Norwich Senior Housing-will process in October
- Town awarded a part of the FEMA grant awarded to the State of Vermont to help us with the mandatory update to our Local Hazardous Mitigation Plan

Departmental:

- NFD Apparatus Committee continues to work with all of the major fire truck manufacturers to secure competitive bids to replace Engine 2,

including Seagrave, E-One, HME, Spartan, Pierce, KME, and Rosenbauer & E-One.

- Conducted water supply drill
- Participated and presented our vintage 1938 NFD Ford Fire Engine in the Old Home Day Parade
- Dry hydrant will be installed on Kendall station road soon (water level permitting).
- Responded to ___29___ Fire/EMS & Mutual Aid calls

Members:

- FF's Novic, Orner and McElrath began a nine-month FF I/II Pro-Board certification class at the Thetford FD

Public Works Department

Monthly Report for September 2019

By: L. Wiggins, Public Works Director

Public Works Dept

Due to budgetary reasons (long winter and winter maintenance expenses), the Public Works Dept did not hire a Per Diem worker for the summer months. This has strained the department to maintain normal operations and perform all routine duties.

Highway Department

The Highway crew graded segments of several roads. The Highway crew performed ditch work, placed riprap in ditchlines, mowed roadsides, placed dust control and picked up trees. The dept was required to provide one man to add salt to the winter sand as it was delivered. Culverts were replaced on Hogback Road and Patrell Road. The dept assisted with the digging and laying of conduit for the Huntley field EV Station. At the same time, the dept constructed the bike station and bike racks at Huntley and the Library. The entire crew attended a snow and ice seminar in Hartland. The dump trucks and one ton trucks were washed off and undercoated. Again, this month, one man performed mechanical repairs for most of the month.

Buildings and Grounds

The B&G Department continued maintenance (mow, trash pickup, line) on Huntley field. Other areas (Rt 10A, interstate areas, Barrett Park, Ballard Park and Tracy Hall) received routine mowing and maintenance. Permanent field corner markers were installed to locate lining. The dept rototilled an area in Barrett Park to allow lily plantings.

The gym floor received the annual resurfacing in early September and was allowed a one week cure period.

Transfer Station

It was mostly routine work at the Transfer Station. Some minor repairs were made to steps and doors.

Miscellaneous Public Works Dept Activities

The Director:

1. Received no bids for the Chapel Hill Road Bridge Project.
2. Reviewed and commented on the following driveway permits:
 - a. Llampa and Tate
 - b. Reed
 - c. Aras
3. Worked on obtaining three quotes for removal of nine trees around town.

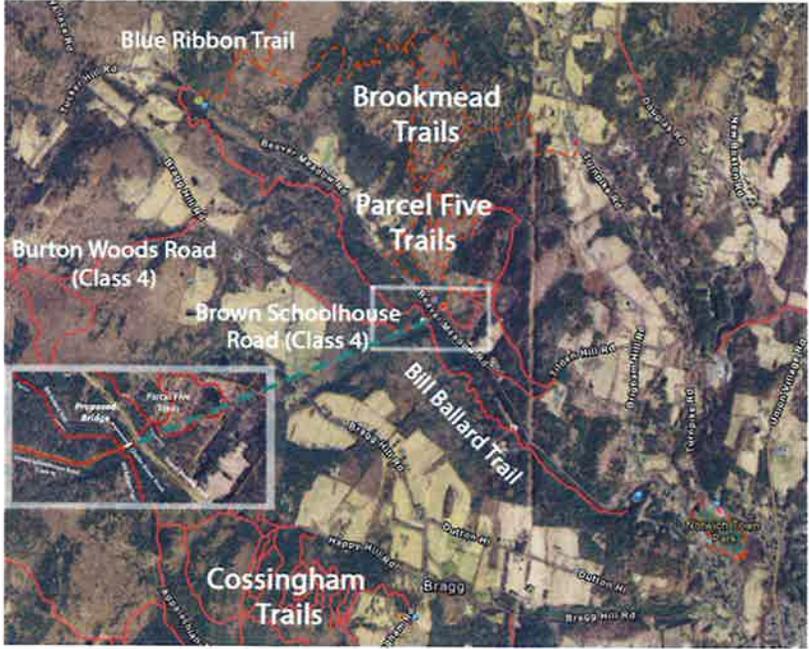
4. Performed Dig Safe layout and obtained Dig Safe approval for five culverts with holes in the pavement.
5. Contacted a fourth generator company to size (and provide a budgetary proposal) for the generators at Tracy Hall and the Public Works Garage.
6. Attempted to unplug the drains at the Library with the PWD crew and jetting.
7. Coordinated with Cummings Electric, Linda Gray and Brie Swenson (Recreation Dept) regarding the installation of the electric charging station and the bike station.
8. Met with several contractors at the selected sites to obtain quotes for a) streambank repairs b) culvert replacement and c) Grants in Aid ditching.
9. Worked with TRORC and VDEC on preliminary investigations to replace the concrete rigid frame bridge near Bowen Hill Road.
10. Met with Comcast in an attempt to determine why the Public Works Dept phone continues to drop calls on a daily basis.
11. Obtained budgetary quotes for selected equipment and worked on the upcoming budget submittal.

5a

Replacement bridge near Parcel Five

Current status

- Bridge over Charles Brown Brook collapsed in 2018.
- Crossing between trail networks is unsafe.



Proposal

- Apply for \$50-K grant funds against \$80-K total cost for replacement.
- Tax impact on \$500-K property with proposed article: \$4.39 with grant, \$11.70 without, for five years.*



* Estimated annual: 5-year loan at 3.5%, quarterly payments

MEMORANDUM

TO: NORWICH SELECTBOARD
FROM: NICK KREMBS, NORWICH TRAILS COMMITTEE
SUBJECT: CHARLES BROWN BROOK BRIDGE REPLACEMENT
DATE: OCTOBER 17, 2019
CC: TOWN MANAGER

1. *Summary* – The Norwich Trails Committee requests replacement of the collapsed bridge over the Charles Brown Brook to restore connectivity between trail systems on either side of the brook, accessed from Parcel Five. Such a replacement would be funded pursuant to a warrant article authorizing an \$80-K expenditure, offset by the possibility of a \$50-K Recreational Trails Program (RTP) grant and a five-year loan to pay for any expenditure not offset by the grant. The selectboard is asked to take three steps to support replacement of the bridge.
2. *Background* – In July, 2108 the bridge collapsed that connected Brown Schoolhouse Road to Beaver Meadow Road and spanned the Charles Brown Brook (Figure 1).



Figure 1. Collapsed bridge over the Charles Brown Brook

The town removed the remnants of the bridge and its abutments to leave an eroding bank structure with steep approaches to the former stream crossing (Figure 2), which interrupted the ability of users of the Norwich trail network to pass safely between those on the east (Parcel Five, Brookmead, and Blue Ribbon) to those on the west (Bill Ballard, Brown Schoolhouse, Burton Woods, and Cossingham). It also cut off *emergency access* to the Bill Ballard trail at this point.

To remedy this problem, the Trails Committee is requesting that the Selectboard authorize the Town Manager to apply for a \$50-K Recreational Trails Program (RTP) grant,¹ support the steps necessary to apply for the grant and approve a monetary article for voter approval at Town Meeting in March, 2020.



Figure 2. Current status of the stream crossing, viewed from west side.

3. *Proposed replacement bridge* – The Trails Committee has consulted with two engineers for their separate perspectives, one of whom offered a design-build package to replace the bridge for under \$80K. An actual design-build contract would have to be subject to competitive bidding. This number, however, is the basis for a budgetary value for replacing the bridge with a six-foot-wide, 40-foot span structure (Figure 3).

¹ <https://fpr.vermont.gov/recreational-trails-program>



Figure 3. Conceptual rendering of the proposed bridge, viewed from the west end.

4. *Benefits* – Restoration of a span at this location reconnects trail systems on either side of the brook in a manner that is safe for all users, young and old, as shown in Figure 4; it restores access to the Bill Ballard Trail from the Parcel Five parking area—Norwich’s most popular trailhead. It also *restores emergency access* to the Bill Ballard Trail, allowing four-wheelers to cross the span.
5. *Finances* – The Trails Committee recommends funding the \$80-K bridge replacement through a five-year bank loan to minimize tax impact. Assuming a 3.5% interest rate with quarterly payments, the annual cost of a loan would be \$6,566 in the event that the full \$50-K grant is received, or \$17,510, if no grant funds are received. The annual tax impact on a \$500-K property would be \$4.39 with the grant and \$11.70 without, over the five-year span of the loan.

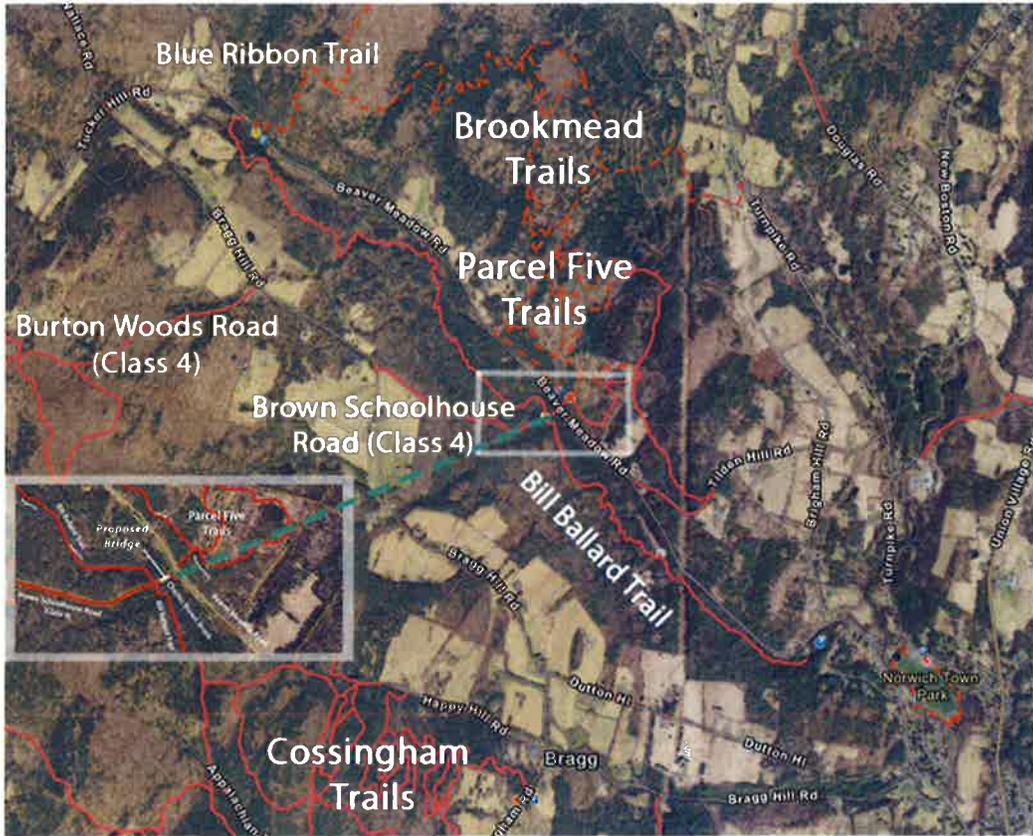


Figure 4. Location of proposed bridge replacement and its role in connecting trails

6. *Requested Selectboard steps* – In order to obtain the RTP grant in time to erect the replacement bridge in August, 2020, the Trails Committee requests the following three steps of the Selectboard.
 - a. *Approve warrant article* – The following warrant article would allow voters to decide directly whether the proposed project is something that they are willing to support.

Possible motion: Move to include the following Article on the warning for the Annual Town Meeting to be held on the 3rd day of March, 2020, the Article to read, as follows:

Article XX. Shall the voters of the Town of Norwich increase the gross spending general Town budget for FY21, July 1, 2020 to June 30, 2021, by \$80,000 for the replacement of a bridge for the Brown Schoolhouse Road trail extension over the Charles Brown Brook that collapsed in July, 2018 with requested reimbursement up to \$50,000 from a Recreational Trails Program Grant, and authorize a loan to be paid over a term not to exceed five (5) years?

- b. *Approve application for RTP grant* – Approval would allow the town manager to take the necessary steps to apply for \$50K in funds to offset the cost of the replacement bridge.

Possible motion: Move to authorize the town manager to apply for a Recreational Trails Program grant to obtain up to 50 thousand dollars in grants to be applied to replacing the bridge over the Charles Brown Brook, thereby reconnecting Parcel Five to the Bill Ballard Trail, and to serve as grant manager for any grant award received.

- c. *Approve commitment from municipality for projects involving Class 4 highways* – The grant program requires that any improvements to Class 4 town highways must retain a recreational compatibility and that the RTP funds may only be applied for recreational trail improvements. The resolution is in **Appendix A**.

Possible motion: Move to adopt the VERMONT RECREATIONAL TRAILS PROGRAM PROJECT RESOLUTION OF COMMITMENT FROM MUNICIPALITY FOR PROJECTS INVOLVING CLASS IV TOWN HIGHWAYS and empower the town manager to sign the resolution on behalf of the Norwich Selectboard.

7. *RTP schedule* – The Norwich Trails Committee wishes to inform the Selectboard of the schedule for RTP grant applications:

2020 Competitive RTP Grant Cycle

- **October 31, 2019:** Due date for Pre-applications (already prepared)
- **December 17, 2019:** Due date for Full RTP Grant Application.
 - Only those who submit a pre-application by October 31, 2019 may submit a full grant application;
- **Early February 2020:**
 - RTP Review Committee meets, scores & recommends projects to be funded;
 - Recommendations are forwarded to FPR's Commissioner for review and final decision making;
- **March 2020:**
 - FPR Commissioner reviews recommendations & decides what projects will be awarded grants;
 - All applicants are notified of the results;
 - FPR requests funding approval from FHWA for those projects being awarded grants;
 - FPR begins preparing grant agreements for their final execution once approved by FHWA;
- **May 15, 2020**
 - Estimated date of approval/full execution of grant agreements;

Appendix A

VERMONT RECREATIONAL TRAILS PROGRAM PROJECT RESOLUTION OF COMMITMENT FROM MUNICIPALITY for projects involving Class IV Town Highways

Whereas: The Vermont Recreational Trails Program, administered by the Vermont Department of Forests, Parks and Recreation provides grants to non-profit trail organizations and municipalities for eligible recreational trail improvement projects.

Whereas: Eligibility for trail project grants is limited to recreational trails only and such grants shall not be used for road projects that result in roads suitable for travel by regular passenger vehicles.

Whereas: The recreational investment represented by a Recreational Trails Program grant must be protected for the useful life of the investment.

Whereas: The project sponsor, Town of Norwich has proposed a recreational trail project described generally as replacement of Brown Schoolhouse Road bridge (title of project/trail name) on Class IV Town Highway (TH# 35) Brown Schoolhouse Road (name of Class IV Highway road) of the Town of Norwich.

BE IT RESOLVED THAT the Town of Norwich as represented by the Select Board is in full support of the project referred to herein; agrees to continually allow the referenced recreational activity to occur on the town highway for the useful life of the investment, thirty (30) years from the date of the grant agreement; and commits to maintaining the funded recreational improvements in useful repair for their useful life as defined above.

BE IT FURTHER RESOLVED THAT if the Town should allow additional improvement to the affected length of highway to accommodate uses other than the referenced recreational activity, those uses shall not preclude the intended recreational activity for the stated useful life of the recreational investment.

BE IT FURTHER RESOLVED THAT the Town understands that failure to fulfill the stated commitments may result in having to return state and/or federal funds used on the project.

Bridge tax impact 2019-10-13.xlsx

Item	Annual Amount	\$100 Valuation	
		5,000	10,000
Grand list:	\$ 7,484,234.00		
Payment \$30K	\$6,566.44		
Tax rate:	\$ 0.00088	\$ 4.39	\$ 8.77
Payment \$80K	\$ 17,510.52		
Tax rate:	\$ 0.00234	\$ 11.70	\$ 23.40
Full \$30K	\$30,000.00		
Tax rate:	\$ 0.00401	\$ 20.04	\$ 40.08
Full \$80K	\$ 80,000.00		
Tax rate:	\$ 0.01069	\$ 53.45	\$ 106.89

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2020 Recreational Trails Program (RTP) Pre-Application Form

Purpose: To assist RTP applicants in their readiness to be eligible for RTP grant funds for trail projects and in the funding approval process if a grant is awarded in 2020.

Dear Prospective 2019 RTP Grant Applicants,

The Vermont Department of Forests, Parks & Recreation requires anyone intending to submit a grant application for the 2020 RTP grant cycle to complete the Pre-application form below and submit it no later than November 15, 2019 to: sherry.winnie@vermont.gov. Full applications will be required by January 1, 2020.

PLEASE NOTE: THIS DOES NOT CONSTITUTE A FULL APPLICATION

If you have questions concerning the application process, please contact Sherry Winnie at 802-760-8450 or sherry.winnie@vermont.gov

Name & Address of the Applicant (Project Sponsor): Town of Norwich, VT, PO Box 376,
Norwich, VT 05055
DUNS#: 042743021

Applicant Type:

Municipality Non-Profit Organization Other governmental entity

Contact Person/Title: Herbert Durfee III, Town Manager, 802-649-1419 ext. 1,
hdurfee@norwich.vt.us

Estimated RTP Request: \$50,000

Project Area/Trail Location (city/town): Intersection of Brown Schoolhouse Road with Beaver Meadow Road in Norwich, Vermont

Landowner Information:

Town of Norwich ROW for Brown Schoolhouse Road (Class 4)

Brief Project Narrative: Replace a collapsed bridge which had provided access from trailhead parking off Beaver Meadow Rd., to trails on the opposite (west) side of Charles Brown Brook. The old bridge collapsed on June 28, 2018, probably a consequence of damage from the July 1, 2017 flood. The collapse required bank stabilization and debris removal providing sufficient aperture to minimize affect from future flooding.

Scope of work: Provide a bridge span over the Charles Brown Brook primarily for non-motorized traffic but supporting first responder ATV access. Install abutments for the span. Install approach paths on both sides of the span. Equipment will include an excavator to prepare the abutment and

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install the approach paths, a concrete pump truck for emplacing abutment foundations, and a crane for emplacing material for the abutment and the span, itself.

Map:



Before removal of collapsed bridge:



After removal of collapsed bridge:

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Two (2) Questions:

1. Has an archeological resources assessment been performed by a qualified professional for the project area? Yes No If yes, please attach.

The site has been so thoroughly disturbed by construction of the original span and subsequently by restoration of the stream banks after the 2018 collapse as to render discovery of any archeological resources moot.

2. Have any permits been secured for this project? Yes No

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Vermont Department of Forests, Parks & Recreation

RECREATIONAL TRAILS PROGRAM (RTP)

2020 Grant Application



Application Due Date: December 17, 2019

Please read grant application instructions online found in the "2020 RTP Application Manual" before completing this application: <http://fpr.vermont.gov/recreation/grants/rtp>

Refer to the 2020 RTP Application Manual for guidance, instructions, or examples. Do not substitute forms or alter the format of this application.

Application Submission Requirements: Send (1) electronic set of all application materials (grant application and attachments) by December 17, 2019 to: sherry.winnie@vermont.gov

Send the electronic set of application materials with a subject title of "2020 RTP Grant Application". Only complete and timely applications will be considered. Incomplete or late applications will not be considered.

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**2020 RECREATIONAL TRAILS PROGRAM (RTP) GRANT
APPLICATION**

Part I – Applicant Information

- 1.1 Name & Address of Applicant/Sponsor (governmental or non-profit organization):**
Town of Norwich, VT, PO Box 376, Norwich, VT 05055
- 1.2 Applicant Type:**
Municipality
- 1.3 Main Contact (Name & Title):**
Herbert Durfee III, Town Manager
- 1.4 Telephone & Email:**
802-649-1419 ext. 1, hdurfee@norwich.vt.us
- 1.5 Applicant's Website (if available, if not provide 1-2 sentence organizational overview):**
<http://norwich.vt.us/>
- 1.6 Project Coordinator/Contact Person/Title (if different from the applicant's contact):**
Same
- 1.7 Project Contact's Telephone & Email:**
Same.

Part II - Project Information/RTP Administrative Reporting

- 2.1 Project Title/Trail Name:**
Brown Schoolhouse Road Bridge Replacement
- 2.2 Project Location (City/Town, Name(s) of Landowner(s) and other relevant interests held on properties):**
Town of Norwich ROW for Brown Schoolhouse Road (Class IV)
- 2.3 Street Address of Trailhead or Public Access Area:** Intersection of Brown Schoolhouse Road with Beaver Meadow Road in Norwich, Vermont
- 2.4 Driving Directions to Trailhead or Public Access Area:**
From junction of VT Highway 5 and Main St in Norwich, head north on Main St 0.1 mi to Beaver Meadow Rd; turn left heading west on Beaver Meadow Rd 2.4 mi to the project location on the left (trailhead parking is available on the right side of Beaver Meadow Rd, identified with a small sign labeled "P5").
- 2.5 Project Website (if there's a website for it):** n/a
- 2.6 Purpose/Project Justification:** *Write a short description (30 words or less) of your proposed project and tell: (a) Why this project is needed/why it is important to be funded; (b) What makes this project a priority? (c) If there is any crisis, emergency, or safety issue to get this project done.*
The proposed bridge replaces one which for decades saw considerable non-motorized use by townspeople and visitors taking advantage of the major trail networks on either side of Charles Brown Brook (see Figure 1). The old bridge collapsed in July 2018. The proposed

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replacement will remove the current temptation for users to cross the brook on slippery rocks (an option available only at lowest water), or to cross the frozen brook in winter (when ice is rarely set sufficiently to provide safe support for crossing).

2.7 How does this project address priorities, goals, or objectives in applicable land management plan (s) below?

(1) Town/Municipal Plan:

The 2018 town plan (<http://norwich.vt.us/wp-content/uploads/2012/06/2018-Plan.pdf>) states: "Objective J.5 Enhance public access to Norwich's rivers, streams and natural areas via an interconnected greenway system." This project repairs a broken link in that connectivity of greenways.

(2) Town Forest Management Plan n/a

(3) If on State land, State Long Range Management Plan): n/a

2.8 Total Project Cost/Value (See Budget Form & attach Budget Form with application):
\$80,000

2.9 Grant Amount Requested:
\$50,000

2.9.1.1 Matching Funds (20% of the Total Project Value):
\$30,000

2.10 Is this trail part of the Vermont Trail System? No

2.11 Will this trail connect to a trail of the Vermont Trail System? No

2.12 Primary Recreational Trail Use: Walking

2.13 Mark all trail uses below that apply:

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Hiking/Walking/Running | <input checked="" type="checkbox"/> Back- or Cross-Country Skiing | <input type="checkbox"/> ATV/OHV |
| <input checked="" type="checkbox"/> Snowshoeing | <input type="checkbox"/> Paddling | <input checked="" type="checkbox"/> Biking |
| <input type="checkbox"/> Snowmobiling | <input type="checkbox"/> Interpretive | <input type="checkbox"/> Universal Access |
| <input type="checkbox"/> Equestrian | <input checked="" type="checkbox"/> Other: Emergency ATV use by first responders | |

2.14 What is the primary activity of the project? (Check one):

- Construction
- Maintenance
- Acquisition – If checked, read & sign below*
- Equipment Purchase - See and agree to stipulations below**

Acquisitions* You may apply for funds to acquire a trail corridor easement or a general land acquisition with existing trails. Both are eligible, with priority given to trail corridor easements (over general land acquisitions with existing trails). Pursuant to federal regulations, if you apply for and receive any RTP funds for an acquisition, the transaction must be performed in compliance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act for Federally Assisted Programs. **If applying for grant funds for an acquisition, sign below to acknowledge you/the applicant, understand these acquisition requirements and agree to**

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comply with these requirements.

Applicant's Signature / Title: Date:

Equipment Purchases** Applicants of Equipment Purchases must meet the Code of Federal Regulations pertinent to equipment purchasing, carry insurance on the equipment to fully insure the equipment for replacement costs for the life of the equipment, comply with federal Buy America requirements, and meet federal reporting requirements. **If applying for grant funds for equipment, sign below to acknowledge you/the applicant, understand these equipment requirements and agree to comply with these requirements.**

Applicant's Signature / Title: Date:

2.15 Equipment grant applicants only: please answer a) through e) below:

a) List the equipment to purchase (make, model, year). Then add a general description of the equipment and what the equipment will be used for. Click or tap here to enter text.

b) Physical address where equipment will be stored. n/a

c) What systems are in place to ensure equipment will solely be used to construct and maintain public recreational trails in accordance with State permit requirements. n/a

d) Will the equipment solely be used to maintain an existing trail on privately or publicly owned property that will be managed by the applicant or a public entity, or to develop new public trails that will be considered eligible to receive funds under the RTP? Choose an item.

e) Attach a current landowner(s) permission form from your records, signed by privately owned landowners, which includes permission that the landowner/(s) of privately-owned land will:

(i) Cooperate with the State, and participate as necessary in activities related to the work being proposed in this grant application; (and)

(ii) Provide public access for the recreational trail use(s) intended and will continue to do so for a specified term of at least five years to protect the investment being made for equipment;

2.16 Landowner Permission: In order to be eligible to receive RTP funds, all applicants must have written landowner permission from affected landowners (both private and public landowners) for the work to be done in this application and to assure public access to the project for the use(s) intended in this application. The box below must be checked and signed by the Applicant to certify the applicant has obtained landowner(s)' permission with public access assurances, and will keep on file to make available to the State at any time, and for the term specified in the grant agreement, if a grant is awarded.

By checking this box, the applicant certifies permission requirements for the project as

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stated in this application have been met.

Applicant's Signature / Title:

Date:

2.17 Projects on public property: Will any work associated with this project take place on public land (federal, state, municipal)? **Yes** If yes:

Check here and attach to this application written authorization from the public landowner for the work specified in this application and public trail use upon completion.

2.18 Projects on private property: Will any work associated with this project consist of constructing new trail, trail segment, trail linkage, new trailhead area, or new permanent trail structure over private land, or require access over privately owned land to get to the project site?

No. If yes:

Check here & attach a copy of the public trail easement over privately-owned properties or go to the Landowner Permission section in the RTP Grant Application Guidebook, follow instructions, and attach a copy of an acceptable written agreement with assurances.

2.19 Class IV Roads: Is any of the trail work proposed in this grant application to be done on any Vermont Class IV roads? **Yes**

If yes, check here and attach a fully executed "Class IV Town Road Resolution of Commitment from Municipality" form to this grant application (last page of grant application), and tell how this project changes the condition, use, and accessibility of the Class IV road?

Brown Schoolhouse Road passes through town forest and is sufficiently eroded that even the trail that runs through it has been relocated in places. It is unlikely to be upgraded as a road, and if it were, the improvements would be limited to the northernmost end (uphill from the bridge).

Part III – RTP Grant Application Scoring Criteria:

3.1 Ensuring Sustainability, Minimizing Environmental Impact, and Future Maintenance Commitment (15 points) & Stewardship Outreach

3.1.A. Ensuring Sustainability and Minimizing Environmental Impact:

1. What set of acceptable trail standards, guidelines, or best practices in trail construction, trail maintenance and trail management will be used in this project to ensure sustainability, minimize environmental impact, and provide erosion control? For a list of suggested resources, click on "Recommended Trail Standards" at: http://fpr.vermont.gov/recreation/learn_more Include a website link to standards you'll use if available.
https://www.fs.fed.us/recreation/programs/trail-management/documents/plans/trail_bridge_pdfs/COMBINED_STD_TRAIL_BRIDGE_PLAN_S.pdf

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2. *How will work be done? Describe measures to be taken when work is being done, and hand tools &/or equipment is being brought in and out of the work site, that will*

- *Not affect water quality*
- *Not disturb surrounding natural environment and ecosystems*
- *Preserve the natural aesthetics of the existing landscape.*

The project will be subject to a permit from the Vermont Agency of Natural Resources, Department of Environmental Conservation, Sheet # 32 Stream Alterations/Stream Crossing Structures.

3. *How will you ensure best practices in construction or maintenance? Who will provide project oversight to oversee contractors, crews, volunteers, or what systems are in place to ensure all work minimizes environmental impact?*

The Norwich Town manager, assisted by the Director of the town's Department of Public Works (DPW), will provide project oversight, assisted by the Norwich Land Management Council.

3.1.B. Future Maintenance Commitment:

1. *What is the applicant's commitment for continued operation and maintenance?*

The bridge will be part of the town's infrastructure, subject to annual inspection and maintenance budgeting through the town's DPW.

2. *If not the applicant, who will maintain the trail (s) for future use once the work is done?*

The trails which the bridge provides access to are maintained by the Norwich Trails Committee (NTC), a volunteer subcommittee of the Norwich Conservation Commission.

3. *List financial, community & organizational support in place for future trail maintenance/general upkeep to ensure the useful life of the trail or attach written agreements or plans referencing agreed upon efforts approved by the landowner and/or trail managing entity.*

For the bridge: town budgeting process through the DPW budget; for trails accessed by the bridge: NTC.

3.1.C. Educating Users and the Public about Stewardship:

What measures are in place (i.e., agreements, funding, partnerships, signage, websites, etc.) to: (a) provide public awareness about trail stewardship; (b) promote stewardship opportunities; and (c) provide public information related to allowable trail activities, user-responsibilities, resource protection, respect for landowners and trail users, trail-user relations, and safe trail use?

NTC publishes trail maps, which are available at various locations, maintains trailhead kiosks and other signage, and engages with the public via the town's list server and its website (<http://norwich.vt.us/trails-committee/>) to provide information about town trails and their usage, status including closures, opportunities to participate in regular NTC trail

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maintenance activities and other trail-related town events and activities. The Norwich trail system is accessible through the UVTA TrailFinder site (<https://www.uvtrails.org/find-a-trail/>). All Norwich trailhead kiosks have a summary of trail ethics posted. The NTC responds to landowner concerns, regarding trail activities.

3.2 Project Readiness (20 points)

3.2.A. Project Readiness:

What is the status of this project? How far in the planning process are you with this project? Provide a timeline of the scheduled tasks (major activities/deliverables) to get the project underway and completed:

Timeline Elements:

Begin with current project status, list preliminary items already done, and those to be done before the project start date (i.e., site assessments, work plan/project identified, any needed permits identified, permit reviews done, final alignment, engineering/design specs, research for potential contractors, crews (i.e., obtained 3 price quotes), volunteers; Then add preliminary items still needing to be done/when to be done

Current status:

- Debris removed from collapsed, old bridge (contractor);
- Stream banks temporarily stabilized (contractor);
- Site inspections with several design/engineering contractors (Trails Committee);
- Design alternatives reviewed and candidate design identified (Trails Committee), Section 3.5 and especially plus Figure and Figure provide a conceptual overview including this proposed design;
- Preliminary scope of work and budget estimation based on engineer interactions (Trails Committee).

Other preliminary actions (to be executed prior to Project Start):

- November 2019: Warrant article for funding finalized and accepted for Town Meeting. (NTC, Town Manager, Select Board);
- November 2019: Vermont ANR Department of Environmental Conservation permit filed (Town Manager);
- December 2019: RTP Program 2020 Grant Application submitted to Vermont Department of Forests, Parks and Recreation (Town Manager);
- March 2020: Upon approval of the Town Meeting warrant article, solicit bids for a design-build project for the replacement bridge (Town Manager).

Project execution (prospective):

- June 2020: Project start; schedule finalized including arrangements for sub-contracting (Town Manager, selected contractor);
- August 2020: Begin construction involving stream bed crossings (selected

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- contractor);
- September 2020: Complete all construction activities involving stream crossing (selected contractor);
- October 2020: Project completion including bridge structure and all affected site surfaces (grading, seeding, gravel pathways) plus new trail and road-side signage for accessible parking location (selected contractor, Town Manager, NTC and volunteers).
- October 2020: Bridge “ribbon-cutting”, to be part of a Norwich celebratory event.

*Next will be the project start date**

NOTE: The official start date for projects awarded funds is the State's approval date of the grant award which is anticipated to be June 1, 2020. No project work (except planning, design/engineering, permitting) can begin before an approval date.

Project Date to Completion Date should show what will be done/when (i.e. crew work, site visits by applicant's project manager to measure quality/ensure work is successfully completed, and applicant requests grant funds)

3.2.B. Project Review Sheet, Permits, Pending Permits, Project Clearances:

Complete & attach a Project Review Sheet (PRS), signed by a Permitting Specialist from the Vermont Agency of Natural Resources Department of Environmental Conservation. The work you describe in this application should clearly be shown on the PRS. To get a Project Review Sheet, contact a permit specialist who will provide permit assistance:

<https://dec.vermont.gov/environmental-assistance/permits/specialists>

A PRS provides a preliminary determination of what environmental permits or clearances at federal, State & local levels you may need for this project. It lists agencies, departments & contact information for you to follow up with.

Check here to indicate the project review sheet is attached with this application and check one of the boxes below:

All needed permits for this project have been obtained and verification is attached with this application.

No permits were needed, all permit specialists checked off on the PRS were contacted and supporting documentation is attached with this application.

Still in process of finalizing all potential permits for the project.

3.3 Public Recreation Benefits (30 points)

3.3.A Improved Linkages/Livability (10 points):

(1) How does this project create or strengthen linkages & connections with other existing trails or fill critical gaps within an existing trail/trail system?

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The bridge is adjacent to Norwich's most-used trailhead parking lot at Parcel Five. Construction of the bridge will restore a critical connection between two major trail networks on either side of Charles Brown Brook from the parking lot, including the Parcel Five and Brookmead trails on the east side and the Bill Ballard, Burton Woods, Cossingham and Appalachian trails on the west side, as shown in Figure 1. The "heat map" in Figure 2. of the same set of trails highlights the traffic at this point.



Figure 1. Site of proposed bridge between trail networks (inset detail at 7)

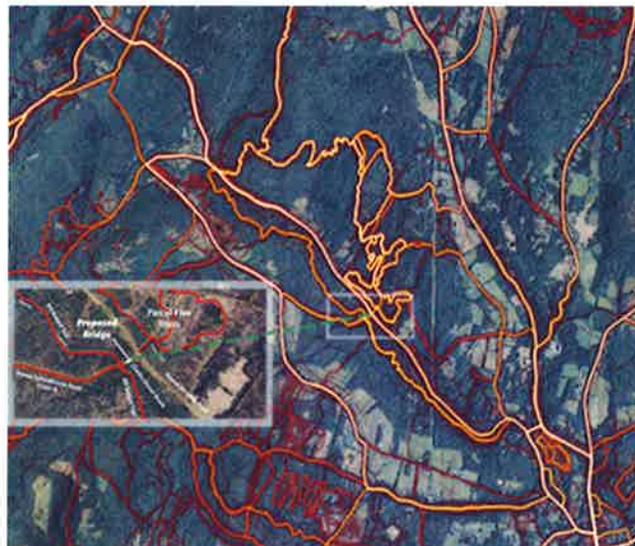


Figure 2. Strava "heat map" showing the trail traffic passing through the stream crossing over the past two years

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(2) Describe ways trail users will have enhanced access to natural, scenic, historic & agricultural destination areas, parks, forests, recreation areas, schools, jobs, developed growth centers or designated downtown areas or existing community amenities.

The former bridge at this location historically (over many decades) provided access to trails on the west side of Charles Brown Brook. This was the only viable and safe crossing for more than a three-mile stretch of the brook, which can be dangerous and is often impossible to cross without a bridge.

The replacement bridge will restore the sole connection over the brook, between the two trail networks on its east and west sides. Those trails lead to rich and varied landscapes including numerous side-streams, the cascades of the “Norwich Grand Canyon”, big-tree hemlock forests, old cellar-holes and other sites of historical significance. The lands described are used year-round by walkers, hikers, cyclists, skiers, and snowshoe walkers, following loops afforded by the greater trail network, much of which are on conserved land.

3.3.B User-ability, universal accessibility, multiple uses and user benefits (20 points):

(1) How does this project contribute to engaging new and underserved audiences in outdoor recreation activities, and users having safe, affordable access for recreation and enjoyment?

Walking, hiking, running, snow-shoeing, cross-country-skiing and mountain biking are popular activities for people in Norwich of all economic levels. The bridge restores a vital link to provide short-to-moderate length walking and biking loops, that was effectively broken with the collapse of the old bridge.

By restoring the ability of trail users to park at Parcel Five trailhead lot and access the mid-point of the Bill Ballard trail running along the west side of the brook for that stretch, point-to-point traversals of the two Bill Ballard trail segments are possible, important to users who may not be able to negotiate the full length of that trail or of Brown Schoolhouse Road.

Loops as short as 1.5 miles and longer routes exceeding six miles, which lead from the town’s population center into highlands either side of the former brook location and have been disrupted by the lost bridge, will again be possible. (The only current alternative for walkers—to traverse the narrow and often traveled section of Beaver Meadow Road—is unsafe.

(2) How does this project enhance opportunities for community health and wellness through outdoor recreation?

The Norwich trail system contributes to the fitness and general well-being of residents of all ages and abilities. Parcel Five, adjacent to the bridge site, is a popular parking location for people doing daily exercise. That site, however, has very little in the way of scenery. Restoration of access to the midpoint of the Bill Ballard Trail on the west side of the brook allows trail users to park at Parcel Five and traverse either segment of the trail. This is

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especially important to elders and other users who may not be able to negotiate the full length of that trail or Brown Schoolhouse Road.

(3) List and provide references (i.e., weblinks) to any economic, health, or educational benefits known for users.

TODO (this seems to require listing quotes and/or links supporting the above assertions).

(4) Tell how this project will improve accessibility or capacity for people of various ages (young children – older citizens) with various abilities to use the trail.

Having a bridge at this location has provided important options to users who may be able to negotiate a part of the Bill Ballard Trail, but not its full length, allowing them to park at Parcel Five and safely cross the brook. The new bridge will once again allow the elderly and those with limited abilities to reclaim their access to these opportunities. Similarly, parking at Parcel Five will provide an ideal opportunity for school groups to safely access the brook overview from the new bridge and the nearby Bill Ballard Trail, which offer many opportunities for natural history lessons.

(5) Tell whether any of the work in this proposal meets any universal accessibility standards. If not, list rationale why not.

While other Norwich trails lack universal accessibility, the new bridge and its access path to Beaver Meadows Rad will now allow mobility handicapped persons to arrive near the east side and cross onto the bridge and enjoy views of the brook. This is not currently possible (nor was it possible with the previous bridge).

3.4 Demonstrated Local Support, Citizen & Community Involvement: (30 points)

Local Support, Citizen & Community Involvement:

(1) Who supports the work in this application? Describe and attach supporting documentation of public engagement efforts, local citizen and community involvement and local support for the project in this application; (i.e., events, public meetings, surveys, etc. to gather public input).

This project is a top priority of the Norwich Trails Committee and has been a subject of discussion for many months on how to replace this vital link, as demonstrated in its publicly published minutes.

TODO – Reference (and provide as appendix or attachments) any broadly distributed emails, list-serv notices, the Select Board summary handout, etc. which demonstrate engagement with the public about the bridge. Also, a quote or 2 from Nick K or other person who has interacted with users on the Bill Ballard trail would be useful, say from Brie or a participant in a Rec user group.

(2) What commitments of labor, money, or materials to support this project have been made

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by public and private sectors?

On October 23rd, the Norwich Selectboard authorized the town manager to apply for RTP funds and on (date) approved a warrant article to fund the project to be voted upon at town meeting (March 3, 2020), with the knowledge that this grant has been applied for.

Attach surveys, meeting minutes, outreach efforts, information gathered, and up to 3 letters of support (dated and on letterhead), as evidence of support.

Meeting minutes of the October 23, 2019 Selectboard meeting are attached.

Do NOT attach support letters from contractors or outside organizations who may do work on the project.

3.5 Project Identification / Plans in Place (15 points)

3.5.a Detailed Work Plan/Deliverables (specific tasks to be accomplished):

The scope of work described here is constrained to preparing for and installing the replacement bridge near the eastern termination of Class IV Brown Schoolhouse Rd at Beaver Brook Rd. (For other preliminary activities, refer to Section 3.2.A).

The bridge will span Charles Brown Brook at approximately the same elevations of the previous bridge, bank-to-bank, and have a length of approximately 40 feet with a clear width on the deck of six feet. It will be of steel construction with poured concrete abutments, a pressure-treated wooden deck and metal railings.



Figure 3. Conceptual rendering of proposed bridge, from downstream

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Figure 4. Conceptual rendering of proposed bridge from the Western approach trail

The East end of the new structure is readily accessed by the short section of Class IV road between it and Beaver Brook Rd. Until commissioning the completed bridge, access to the West end of the structure will require multiple crossings of Charles Brown Brook to perform site excavation and grading required for the west end abutment and retaining structure.

Concrete placement and steel erection will be performed using equipment capable of reaching across to the west end of the new structure, from Brown Schoolhouse Rd near its termination with Beaver Brook Rd.

Below is a summary work breakdown; all tasks to be performed by Town of Norwich personnel or qualified contractors, excepting certain hand labor such as gravel path grading, reseeding, signage, etc. by the NTC and volunteers.

- Permitting;
- Excavation (erosion prevention including coordination with state agencies regarding permitting and timing of stream crossings by the excavator, abutment footing preparation, abutment backfill and approach grading and surface preparation);
- Concrete Abutments (footings, formwork, reinforcement, fastener elements as specified for structural steel and railings, concrete placement using pump and boom);
- Structural Steel (fabrication, galvanization, delivery, erection);
- Structural Fasteners (for timber decking and aluminum railings);
- Timber Decking (No. 1 grade pressure treated, delivery and placement);
- Aluminum Railings (fabrication, welding, delivery and installation);
- Placement and grading of gravel approaches to the new bridge including hard-pack path from Beaver Meadow down to the E end of the new bridge, and a one-vehicle designated handicapped parking spot at the head of the access path (adjacent to Beaver Meadow Road).

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- Seeding/planting of embankments and along graded path segments.
- Design, Engineering, Project Management.

Be sure the detailed work plan/deliverables includes:

- *What work will be done where; Specific tasks you plan to accomplish in this project;*
- *Name(s) of trail(s) with their project components;*
- *Design specifications with length, width and clearance height to accommodate use(s);*
- *What surfacing materials will be used in the project;*
- *What tools and equipment will be used;*
- *Who you plan on doing work (i.e., contractors, volunteers, youth corps, etc.);*
- *If work is to be done on more than one trail, list each trail & its associated components;*

DO NOT GENERALIZE. Work plans should provide enough of a description to understand what work needs to be done where, and, should be concise.

- Use the RTP Application Guidebook to help you.
- On your map, show work plan components.

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3.5.b Performance Measures (and outcomes):

Number (no.) of miles of new trail construction (include relocation segments): 0

No. of miles of new universally accessible trail construction: 0

No. of miles improving, restoring, maintaining existing trails: 0

No. of trailhead facilities or amenities to be constructed or restored: 0

No. of trail bridges to be constructed or restored: 1

No. of new culverts to be installed: 0

No. of new universally accessible trail or trailside/features: 2, which are:

- 1) a marked handicap parking spot adjacent to Beaver Meadow Road,
- 2) handicap access to the bridge from the E, and immediately adjacent to its W end.

No. of new trailhead parking areas to be constructed: 0

No. of existing trailhead parking areas to be improved: 0

No. of new trail signs to be installed: 2

No. of new kiosks to be installed: 0

For Acquisitions: No. of miles of existing trail(s) being acquired: 0

3.5.c Map Showing Location of Proposed Project

Attach a topographical map to the application, specify location of the proposed project as exactly as possible, with its project components. Use the checklist below to ensure map is complete:

- Clearly and accurately mark the project area location(s), and specific components;
- Trail(s) by name, and work components to be done along the trail, are shown on map;
- Roads (by name) and public access area(s) to the trails are shown on the map;
- Landownership is identified;
- City/town, rivers, lakes, and wetlands are clearly indicated by name or symbol in legend;
- Trail work area along any Class IV road is clearly marked with Class IV road name on map;
- Map is easily comprehensible;
- Map includes a key (legend) and a North arrow;
- Map shows/distinguishes existing trails vs. proposed new trails;
- Any separate roads, trails or access area to get materials to project site is marked as such;
- Reviewers would easily be able to get to the work site by car just by looking at the map and be able to know what will be done at, or between certain points on the map.

TODO

3.5.d Attachments (Photos, Site Assessments, Design Plans)

Attach any of the following very useful items to help reviewers in their review process:

- Pre-project site photos;



Figure 5. Current view facing upstream



Figure 6. Current view across stream (after bank stabilization)

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Figure 7. Location of proposed bridge (expanded inset to Figure 1 & 2)

Professional site assessments;

June 4, 2019 De Wolfe Engineering proposal, September 12, 2019 Fabrikant proposal

Design plans for new trail construction or trail structures (i.e., bridges, signs, kiosks, or other trailhead/trailside facilities)

Please refer to the conceptual design description and figures in Section 3.5.a.

3.5.e. Budget (reflects cost of work in the work plan): Attach a budget form with the grant application, available on-line with instructions: <http://fpr.vermont.gov/recreation/grants/rtp>

Your budget will be reviewed for the efficient use of funds. List here any explanation to justify costs in the budget, or to assist in demonstrating efficiency with the grant funds you request.

The budget is the estimate of costs associated with this project. Only list eligible costs. Check eligible costs and instructions before finalizing. In match summary, tell where 20% match is coming from. Be thorough, detailed, and accurate. Attach price quotes or explain the basis used to formulate estimates for listed expenses.

Check here to show you have attached a budget form with this application.

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Part IV Supplemental Required Information

- 4.1 Applicant's DUNS # (unique identifier required for federal grants): 042743021. *NOTE: To learn what a DUNS # is and learn how to apply for one, here's a link:*
<http://fedgov.dnb.com/webform/displayHomePage.do>
- 4.2 Applicant's Fiscal Year Ends on (enter month): 30 June
- 4.3 Applicant's Accounting System: Automated
- 4.4 Does the Applicant have adequate & qualified staff to comply with the terms of the grant agreement, if one is awarded? **Yes**
- 4.5 Does the Applicant have prior experience with similar programs? **Yes**
- 4.6 Does the organization maintain policies which include procedures for assuring compliance with the terms of the grant award? **Yes**
- 4.7 Does the Applicant have an accounting system that will allow for the tracking of receipt and disbursement of funds related to the award? **Yes**
- 4.8 If the Applicant's staff will be required to track time associated with the award, does the Applicant have a system in place to account for 100% of each employee's time per activity based on after the fact reporting? **Yes**
- 4.9 Did the Applicant have any audit findings on the last single audit? **Yes**
If yes, answer the following questions:
- Were any findings on program non-compliance? **No**
 - Was there a significant internal control deficiency? **No**

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Required Certifying Signature

By signing below, I hereby certify that the information in the 2020 Recreational Trails Program Grant Application is true and accurate to the best of my knowledge. I have full authority on behalf of Norwich Selectboard (Name of the Applicant) to submit this application and seek funds through the federal Recreational Trails Program (RTP) for the work proposed in this application. I have read and understand the federal requirements dictating permissible use of grant funds and the Federal Highway Administration's guidance materials which I will comply with, found online @: http://www.fhwa.dot.gov/environment/recreational_trails/guidance/

I understand RTP is a federal reimbursement program funded through the Federal Highway Administration (FHWA) requiring us, as the Applicant and potential subrecipient of federal funds, to wait to start the project until after receiving approval from the State that it has received approval from the Federal Highway Administration, and, once approved, the Applicant is to finance the proposed project costs upfront, then submit requests for reimbursement to the State to receive its grant funds.

It is understood that in the event this project will be funded, a grant agreement must first be executed by both the Applicant and the Vermont Department of Forests, Parks & Recreation and the fully executed grant agreement signed by both parties will indicate final grant approval.

X

Authorized Signature of the Applicant

Click or tap here to enter text.

Printed Name of the Signature Above (Authorized Official of the Applicant), Title and Date

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**VERMONT RECREATIONAL TRAILS PROGRAM PROJECT RESOLUTION OF
COMMITMENT FROM MUNICIPALITY**

for projects involving Class IV Town Highways

Whereas: The Vermont Recreational Trails Program, administered by the Vermont Department of Forests, Parks and Recreation provides grants to non-profit trail organizations and municipalities for eligible recreational trail improvement projects.

Whereas: Eligibility for trail project grants is limited to recreational trails only and such grants shall not be used for road projects that result in roads suitable for travel by regular passenger vehicles.

Whereas: The recreational investment represented by a Recreational Trails Program grant must be protected for the useful life of the investment.

Whereas: The project sponsor, Town of Norwich has proposed a recreational trail project described generally as replacement of Brown Schoolhouse Road bridge (title of project/trail name) on Class IV Town Highway (TH# 35) Brown Schoolhouse Road (name of Class IV Highway road) of the Town of Norwich.

BE IT RESOLVED THAT the Town of Norwich as represented by the Select Board is in full support of the project referred to herein; agrees to continually allow the referenced recreational activity to occur on the town highway for the useful life of the investment, thirty (30) years from the date of the grant agreement; and commits to maintaining the funded recreational improvements in useful repair for their useful life as defined above.

BE IT FURTHER RESOLVED THAT if the Town should allow additional improvement to the affected length of highway to accommodate uses other than the referenced recreational activity, those uses shall not preclude the intended recreational activity for the stated useful life of the recreational investment.

BE IT FURTHER RESOLVED THAT the Town understands that failure to fulfill the stated commitments may result in having to return state and/or federal funds used on the project.

CERTIFICATION

I Herbert Durfee III, Town Manager, hereby certify that the foregoing resolution is a true and correct copy of a resolution adopted by:

X

Authorized Signature of the Municipality

Herbert Durfee III
Printed Name & Title of the Authorized Official and Date of Signature

X

Witnessed

Click or tap here to enter text.
Printed Name & Date of Witness Signature

Budget Form for RTP Projects - Required for the full grant application

See the RTP Grant Application Guidebook for what is eligible and instructions to help you complete the Project Budget and Sponsor Match section. Only eligible project costs will be allowed;

A. Environmental Permitting, Archeology and Engineering Costs	
1 Environmental permitting	\$ 200.00
2	
3	
	Sub-Total: \$ 200.00
B. Grant Administration	
	Sub-Total: \$ -
C. Construction Design & Engineering	
1 Design, Engineering, Project Management	\$ 11,500.00
2	
	Sub-Total: \$ 11,500.00
D. Construction On-Site Labor	
Paid Labor (Work Crews, Professional Contractors, Services):	
1 Excavation contracting	\$ 16,000.00
2 Concrete contracting	\$ 17,000.00
3 Bridge construction	\$ 34,500.00
4	
	Sub-Total: \$ 67,500.00
Donated On-Site Labor (List what labor will be donated; Use skilled and unskilled wage rates & multiply by anticipated # of laborers as basis for the estimated amount of donated labor)	
1	
2	
3	
4	
	Sub-Total: \$ -
E. Hand Tool Purchase	
1	
2	
3	
	Sub-Total: \$ -
F. Construction Equipment Rental	
1	
2	
3	
	Sub-Total: \$ -
G. Materials/Supplies	
1	
2	
3	
4	
	Sub-Total: \$ -
H. Publications: Research & Design Fees	
1	
2	
	Sub-Total: \$ -
I. Other Eligible Project Expenses Not Listed Above	
1	
2	
	Sub-Total: \$ -
Total Project Costs (BUDGET) - Sections A-I	
	\$ 79,200.00

20% Sponsor Match \$ 29,200.00

Total Grant Request \$ 50,000.00

(Total Project Costs minus Sponsor Match)

Sponsor Match Summary

List all the sources of the Sponsor's 20% Match for this project. Specify where match is coming from. Enter the value of match in the "Value" column. Match should be secured by the time the application is submitted or as close to the application date as possible. If match funds or grants are pending, you need to say so and list the date when funds are expected. Refer to the RTP Grant Application Supplement for Guidance.

Source of Sponsor's Match	Value
A. Other Federal Funds	
1	
2	
B. State Funds	
1	
2	
C. Local Funds (local government/public funding)	
1 Town of Norwich warrant article pending March 3, 2020 vote	\$ 29,200.00
2	
D. Private Funds (Sponsor's Direct Match: non-federal, non-state, non-governmental contributions; Donations of labor or materials are to be included as part of the Sponsor's Private Funds; When using donations for match, Sponsors are to list the type of donation (i.e., Donations from another organization's laborers, contractor, youth corps crews, private business, volunteers) and the source of the donation (i.e., federal, state, local, or private donation from the entity making the donation) See the RTP Grant Application Guidebook.	
1	
2	
3	
4	
Total Sponsor Match (Note: This amount should equal the 20% sponsor match above)	
	\$ 29,200.00

TOWN OF NORWICH
Policy for Use of Banners on Public Highways

Effective Date: Upon Adoption

Purpose: The purpose of this policy is to provide guidance regarding requests to hang outdoor banners along Main Street and/or other public highways within the public right-of-way in the Town of Norwich.

Authority: 24 V.S.A. Section 4411; Section 3.11 of Town of Norwich Zoning Regulations

Policy: The placing of banners on Main Street -- including the Gazebo on the Town Green -- and other highways in the public right-of-way is a privilege extended as a courtesy in the Town of Norwich. All banners shall be approved by the Town Manager.

All banners must represent or promote local not-for-profit or cultural civic events or activities of particular interest or benefit to the greater Norwich community. Banners shall not be used for commercial advertising or to advertise or promote political candidates, parties or issues. An official logo of a business or corporation sponsoring the event may be included on a banner, but must take up less than 25% of the area of the banner.

The Norwich Town Manager and/or the Selectboard shall have the authority to refuse the hanging of banners that do not meet specifications and those banners which do not benefit the community at large.

Definitions: Unless otherwise stated, all words and expressions used in this policy shall carry a common and ordinary meaning.

Procedures:

1. Requesting Agency.
 - a. Requests from agencies located within the Town of Norwich or organizers or events occurring within the Town of Norwich shall receive priority.
 - b. Maintenance and storage of the banner/s are the responsibility of the owner or agency.
2. Banner Specifications
 - a. All banners shall be made of material sufficient to withstand wind and weather.
 - b. For banners to be placed on poles along the public right-of-way, the length of the banner(s) shall not exceed 60 inches in length and 30 inches in width.
3. Request Approval
 - a. A completed Banner Permit application shall be submitted to the Town Manager. A banner posting is authorized when approval is communicated by the Town Manager.

- b. Banner displays shall be for specific time periods as approved by the Town Manager and in no event will banners be displayed for longer than 14 consecutive days.
- c. No person or entity shall display more than six (6) banners.
- d. There shall be a \$50.00 user fee for hanging authorized banners. This fee can be waived by the Town Manager.
- e. All agencies or groups requesting to hang banners must sign a hold harmless agreement holding the Town of Norwich harmless from any liability in the event of the banner causing damage to persons or property of others.

Adopted by the Selectboard on February 28, 2007

Revised January 27, 2016

Revised October 2019

Town of Norwich
A Policy on Use of Social Media by Town Officials

Effective: Upon Adoption

Purpose: The purpose of this policy is to provide standards for the appropriate use of social media and the internet and to identify which social media platforms will be used by town officials as Government Speech Forums and Limited Public Forums..

Authority: This policy is adopted in accordance with 24 V.S.A. §§ 1121, 1122 and 872.

Policy: No employee, elected or appointed official shall use a Town of Norwich social media platform to denigrate or in any way negatively comment on elected or appointed officials, or any citizen of the Town of Norwich. No social media posting can contain language that is profane, obscene, sexual, or defamatory or encourage illegal activity. The policy applies to the use of Town owned computers, cell phones and smart phones, ~~as well as employee or appointed officials' personal accounts on various social media platforms.~~

While this policy generally applies to the most popular social media sites, it is acknowledged that social media is an evolving communication tool and new sites may become available over time.

Section 1: Definitions:

Comment means a statement, post, image, remark, or response submitted by a Town official or member of the public to the Town's social media platform(s), including hyperlinks (links) and any medium of content.

Government Speech Forums are the official email accounts for each department, employee, or elected official. The Official Town of Norwich is also a Government Speech Forum.

Limited Public Forums are restricted to the Police Facebook page, and the Fire Department Facebook page, ~~Recreation Council Facebook page.~~

Town Electronic Equipment means all Town electronic equipment including, but not limited to, computers, cell phones, smart phones, and any other equipment that may be utilized to send or receive electronic communications.

Town Official means employees of the Town, elected or appointed officials, and Town volunteers.

Town Social Media or Town Social Media Platform means the official social media platform(s) of the Town.

Town Website or Official Town Website means the official website/domain of the Town, <http://norwich.vt.us/>

Social Media Platform or Social Media means the various forms of information-sharing technology to create online content and dialogue around a specific issue or area of interest. Examples of social media applications include but are not limited to Facebook, Google Groups, , YouTube, Instagram, Snapchat, Flickr, Twitter, LinkedIn, and news media comment-sharing/blogging, including the town ListServ.

User means a member of the general public who accesses, comments, or posts content to Town social media platforms.

Section 2: Conduct of Town Officials

Those designated and authorized to utilize Town social media platforms do so with the understanding that they are representing the Town of Norwich via social media outlets and must conduct themselves at all times as representatives of the Town. Town officials' use of Town social media platforms shall comply with this Policy, and the Town's personnel and Sexual Harassment Policies. This includes any usage of Town social media platforms from outside of the workplace.

When a town official responds to a comment in his/her capacity as a Town official, the official's name and title should be made available.

Information posted to Town social media platforms is public information, and all comments and posts by Town officials are subject to Vermont's Public Records Law, Open Meetings Law, and all other applicable laws, rules, policies. Town officials should have no expectation of privacy regarding the information posted on Town social media platforms nor in anything created, sent or received on Town electronic equipment.

The Town may monitor any and all transactions, communications and transmissions to ensure compliance with this Policy and to evaluate the use of its equipment.

When conducting Town business, Town officials are expressly prohibited from disclosing any information via comments or posts to Town social media platforms that may be confidential.

Town officials shall not use personal accounts to comment on or post Town information to Town social media platforms, or to post information regarding official Town business on other non-Town social media platforms. All town employees, elected or appointed officials are free to express themselves as private citizens on social media to the degree that their actions do not 1) suggest or imply that the views expressed are those of the Town or; 2) negatively affect the public perception of the Town or 3) post any content (including but limited to statement, information, or photograph) concerning another Town employee or elected or appointed official that ridicules, maligns, disparages, or otherwise is in violation of the Town's Sexual Harassment and Personnel Policies.

All authorized Town officials must be provided with a copy of this Policy and sign the Acknowledgement of Official Use by Town Officials (see Addendum A) prior to utilizing Town social media. Authorized officials are: Town Manager, Department Managers or Heads, elected chairs or appointed commissions or committees and Selectboard members.

Comment [RA1]: Maybe this is best expressed through the section on OML. Let me know your thoughts.

Section 3: Identification and Use of Social Media Platforms

The Selectboard has identified the following Social Media platforms and, where applicable, its purpose and rules:

- a. Town of Norwich Website – the website is the platform used by Town Officials to post descriptions of town departments, employee listings, meeting minutes and packets, as well as telephone numbers and email addresses for town employees and officials. The town website also provides official notices, ordinances, and reports.
- b. The town email accounts for each department, employee, or elected official - The email accounts are controlled and monitored by the ???????. The Town email system is used for internal communication between departments and employees, departments to department, and for official communication from the town to the public.
- c. Norwich Listserv – this is a public email forum for town residents under the purview of the area non-profit Vital Communities. The Town uses this forum to post information such as meeting notices with links to the official Town website. Postings to this forum can originate from the Town Manager's Office, Town Clerk or Treasurer, or Selectboard. The Town Manager may also delegate postings from Department Heads or their designee.
- d. ~~DailyUV-HereCast~~ – this is a public forum for Upper Valley residents controlled and monitored by Vital Communities. The Town uses this forum to post information such as meeting notices with links to the official Town website. Postings to this forum can originate from the Town Manager's Office, Town Clerk or Treasurer, or Selectboard. The Town Manager can also delegate postings from Department Heads or their designee.
- e. Norwich Police Department Facebook page – controlled and monitored by the Norwich Police Chief. This Facebook page supports information about the Norwich Police Department and invites user interaction and comment.
- f. Norwich Fire Department Facebook page – controlled and monitored by the Norwich Fire Chief. This Facebook page supports information about the Norwich Fire Department and invites user interaction and comment.
- g. Norwich Rec Department Facebook page – controlled and monitored by the Recreation Director. This Facebook page supports information about the Recreation Department and invites user interaction and comment.
- h. The Norwich Energy Committee Website, <http://norwichenergycommittee.weebly.com/> - controlled and monitored by the Committee Chair. This website provides information on initiatives and resources related to the Committee's charge.

Comment [C2]: Need to find the correct language

Comment [C3]: Is this really Limited Speech Forum or Govt Speech Forum since there is no realtime communication b/t this site and residents?

Section 4. Town Email system Rules and Responsibilities

- a. Users of the Town email system are governed by the following rules of conduct: 1) Comments containing, constituting, or linking to any of the following inappropriate forms of content shall not be permitted. 2) Content perceived by anyone to be inappropriate will be investigated by the Town Manager, or if written by the Town Manager, by the Selectboard.

- b. The following is not permissible: 1) Content that is profane, obscene, or sexual language; 2) Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation; 3) Solicitations of commerce, including but not limited to advertising of any business or product for sale; 4) Disruptively repetitive content; Conduct or encouragement of illegal activity; 5) Information that may tend to compromise the safety or security of the public or public systems; 6) Malicious or harmful software or malware; 7) Defamatory or personal attacks; 8) Threats of violence or to public safety; 9) Confidential, private, or exempt information or records as defined by State law; 10) Conduct that violates any federal, state, or local law; 11) Copyrighted materials in violation of State or federal law; or 12) Comments that are clearly unrelated to the subject matter of any post made on the platform by or on behalf of the Town of Norwich.

Section 5.: User Comments: Rules and Guidelines

This Section applies to users who access or comment on the Norwich Police, Fire Department and the Norwich Rec Department facebook pages. This section's provisions governing user comments on Town social media platforms shall be displayed on all Town social media platforms or made available by hyperlink from the Town's official website. Users shall be informed that agreement to its terms is a prerequisite to participating in the Town's social media platforms.

All users to the Norwich Facebook pages must clearly identify themselves; anonymous posting shall not be allowed. A comment posted by a member of the public on any Town social media platform is the opinion of the commentator or poster only, and publication of a comment does not imply endorsement of, or agreement by, the Town of Norwich, nor do such comments necessarily reflect the opinions or policies of the Town of Norwich. The Town of Norwich does not guarantee the authenticity, accuracy, appropriateness, or security of posted hyperlinks, websites, or content linked thereto.

Comments by authorized Town officials shall be allowed on Town social media platforms only when consistent with the provisions of this policy. Comments containing, constituting, or linking to any of the following inappropriate forms of content shall not be permitted on any type of Town social media platform and are subject to editing, removal or restriction, in whole or in part by the Chief of Police, Chief of the Fire Department, or Town Manager:

- 1) Content that is profane, obscene, or sexual language;
- 2) Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation;
- 3) Solicitations of commerce, including but not limited to advertising of any business or product for sale;
- 4) Disruptively repetitive content; Conduct or encouragement of illegal activity;
- 5) Information that may tend to compromise the safety or security of the public or public systems;
- 6) Malicious or harmful software or malware;
- 7) Defamatory or personal attacks;
- 8) Threats of violence or to public safety;
- 9) Confidential, private, or exempt information or records as defined by State law;
- 10) Conduct that violates any federal, state, or local law;
- 11) Copyrighted

materials in violation of State or federal law; or 12) Comments that are clearly unrelated to the subject matter of any post made on the platform by or on behalf of the Town of Norwich.

Any content that is removed will be shared with the other content managers.

The Town of Norwich reserves the right to deny any user who violates this Policy access to posting to Town social media platforms. Users may be temporarily or permanently restricted from accessing Town social media platforms if they violate this Policy. To contest the restriction of access to a social media platform, the user must submit a written statement providing grounds for reinstatement to the Town Manager. Requests will be responded to on a reasonably timely basis, and access will be restored if it is determined that the grounds for reinstatement are sufficient. A statement that the user will abide by this Policy in the future may typically be sufficient.

Section 6: Public Records Law – Compliance

Town social media platforms and their related content are subject to Vermont's Access to Public Records Law. Records that are produced or acquired in the course of Town business, including material posted to Town social media platforms, may be a public record and therefore, there should be no expectation of privacy in regards to the information posted on Town social media platforms. Public records, regardless of format, are available for inspection and copying during customary business hours unless there is a specific statute exempting the record from public disclosure. Those records exempt from public inspection and copying are set out at 1 V.S.A. § 317(c).

The official Town website and Town social media platforms shall clearly indicate that any content or comments posted or submitted for posting in whatever format are subject to public disclosure. Content related to Town business shall be maintained in an accessible format so that it can be produced in response to a public records request. Users shall be notified that public disclosure requests must be directed to the proper custodian of public records. The name, title, and contact information for the proper custodian of public records shall be posted on each Town social media platform.

Section 7: Public Records Law – Retention

Relevant records retention schedules apply to content on the official Town website as well as to Town social media platforms. Content posted or submitted for posting shall be retained pursuant to Vermont's Public Records Law in its standard format and in accordance with applicable disposition orders and retention schedules as established by the Vermont State Archivist.

Section 8: Open Meeting Law – Compliance

All posts by members of the Town's public bodies that relate to Town business are subject to Vermont's Open Meetings Law. Members (elected or appointed) of any Town public body should refrain from using Town social media platforms to discuss the business of the public body or take action by the public body in violation of Vermont's Open Meeting Law. Furthermore,

members of public bodies should refrain from commenting on or responding to inquiries related to quasi-judicial matters within the subject matter jurisdiction of their respective public bodies.

Members of Town public bodies may utilize Town social media for gathering public input and fostering of public discussion related to the role with which the public body has been charged by statute, in the case of the Selectboard, or the Selectboard has charged the respective committee, provided that the use is authorized in accordance with and conforms to this Policy.

Information posted by the Town of Norwich on its social media platforms will supplement and not replace required notices and standard methods of providing warnings, postings, and notifications required to be made with regard to public meetings and hearings under Vermont law.

Section 9 – Enforcement against Town Officials

Employees found in violation of this Policy may be subject to disciplinary action, up to and including termination of employment in compliance with the Town of Norwich personnel Policy, employment contract, or collective bargaining agreement as appropriate.

Town of Norwich
A Policy on Sexual Harassment

Effective: Upon Adoption

Purpose: The Town of Norwich actively seeks to provide and maintain a productive workplace free of sexual harassment of any employee, elected official or citizen.

Authority: This policy is adopted in accordance with 21 V.S.A. § 495h with support from the model policy by the Vermont Department of Labor.

Policy: Sexual harassment in the workplace is illegal under federal and Vermont law and is strictly prohibited. The Town is committed to providing a workplace free from this unlawful conduct. All employees have the right to work without being subjected to insulting, degrading or exploitative treatment on the basis of their gender or sexual orientation. It is against the policies of the Town for any individual, male or female, to sexually harass another individual in the workplace.

Definitions:

1. Sexual harassment is a form of sex discrimination and means unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when:
 - a. submission to that conduct is made either explicitly or implicitly a term or condition of employment
 - b. submission to or rejection of such conduct by an individual is used as a component of the basis for employment decisions affecting that individual;
 - c. the conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

2. Examples of sexual harassment include, but are not limited to the following:
 - a. either explicitly or implicitly conditioning any term of employment (e.g. continued employment, wages, evaluation, advancement, assigned duties or shifts) on the provision of sexual favors;
 - b. touching or grabbing a sexual part of a person's body;
 - c. touching or grabbing any part of a person's body after that person has indicated, or it is known, that such physical contact was unwelcome;

- d. continuing to ask a person to socialize on or off-duty when that person has indicated they are not interested;
- e. displaying or transmitting sexually suggestive pictures, objects, cartoons, or posters if it is known or should be known that the behavior is unwelcome;
- f. continuing to write sexually suggestive notes or letters if it is known or should be known that the person does not welcome such behavior;
- g. referring to or calling a person a sexualized name if it is known or should be known that the person does not welcome such behavior;
- h. regularly telling sexual jokes or using sexually vulgar or explicit language in the presence of a person if it is known or should be known that the person does not welcome such behavior;
- i. retaliation of any kind for having filed or supported a complaint of sexual harassment (e.g. ostracizing the person, pressuring the person to drop or not support the complaint, adversely altering that person's duties or work environment, etc.);
- j. derogatory or provoking remarks about or relating to a person's sex or sexual orientation;
- k. harassing acts or behavior directed against a person on the basis of his or her sex or sexual orientation;
- l. on- or off-duty conduct which falls within the above definition and affects the work environment.

Procedure: What the Town of Norwich will do if it is made aware of Sexual Harassment

1. In the event the Town (a supervisor, Town Manager or Chair of the Selectboard) receives a complaint of sexual harassment, or otherwise has reason to believe that sexual harassment is occurring, the Town will take all necessary steps to ensure that the matter is promptly investigated and addressed. Every supervisor is responsible for promptly responding to, or reporting, any complaints or suspected acts of sexual harassment. Supervisors should report allegations of sexual harassment to the Town Manager or Chair of the Selectboard.
2. The Town shall conduct an investigation as soon as is practicable following receipt of a report or complaint, written or oral, alleging sexual harassment. Generally, investigations shall be completed within fifteen (15) business days following receipt of a report or complaint. The investigator may interview individuals involved, and any other persons who may have knowledge of the circumstances giving rise to the complaint and may use

other methods and documentation. Upon completion of the investigation, the investigator shall determine if a violation of this policy has occurred and report that decision.

3. Upon the completion of an investigation, the supervisor, Town Manager or the Chair of the Selectboard shall assure that the complainant and the accused are notified whether the allegation of sexual harassment was found to be validated, whether a violation of the policy was found, and, what action, if any, was taken. Such notifications shall occur within fifteen (15) business days of the completion of the investigation.
4. The Town will respect the privacy of the complainant, the individual(s) against whom the report is directed and the witness, to the extent possible, consistent with the Town's obligations to investigate, take appropriate actions, and conform with any disclosure obligations.
5. The Town shall take appropriate action in all cases where this policy is violated. Any person found to have violated this policy may be subject to appropriate consequences and/or remedial action including, but not limited to, warning, exclusion, suspension, transfer, dismissal, termination of contractual agreements, or remedial action such as training, education, or counseling.
6. The Town shall take appropriate action against any employee, staff member or officer who makes a false report of sexual harassment knowing it to be false.
7. Grievance of the outcome of the investigation shall follow the process outlined in the Personnel Policy.
8. While encouraged to report any incident of sexual harassment to a supervisor Town Manager or Chair of the Selectboard any individual can also report directly to

Vermont Attorney General's Office
Civil Rights Unit
109 State Street
Montpelier, VT 05609
(802) 828-3171 (voice/TDD)

Equal Employment Opportunity Commission
1 Congress Street
Boston, MA 02114
(617) 565-3200 (voice), (617) 565-3204 (TDD)

These agencies may conduct impartial investigations, facilitate conciliation, and if they find that there is probable cause or reasonable grounds to believe sexual harassment occurred, they may take a case to court.

Adopted July __ 2019

John Pepper, Chair

Claudette Brochu, Vice Chair

Mary Layton

John Langhus

Roger Arnold

October 18, 2019

Board Members,

I have been reading about animal ordinances in Vermont and elsewhere in preparation for a revision of our own animal control ordinance. Before a draft is prepared for Board review, I wanted to start a conversation for our October 23 meeting, particularly around definitions.

I imagine that our discussion will be complemented by continued discussion with our Town Manager and Chief of Police.

Understanding priorities and needs.

A strong animal control program can be responsible for the following: enforce laws promoting health and safety, handle nuisance complaints in a timely manner, investigate abuse and neglect, rescue mistreated animals, reunite lost pets, adopt out healthy animals, promote mandatory licensing, promote spay and neutering, and promote education.¹

Many purpose statements of animal control ordinances in Vermont towns regulate the control of animals for the protection of the health, safety and welfare of the town’s citizens and property only.

VLCT states that the goal of their model dog control ordinance is to “set expectations townspeople have for the behavior of both dogs and their owners and to notify people of potential consequences when these expectations are not met.”²

Definitions

What terms, phrases, and words shall have meaning? “Domestic pet” may include domestic dog and domestic cat. These definitions are codified in state statute.

Abandoned and stray animals.

Understanding and defining an abandoned or stray animal is difficult, particularly as it relates to cats. Do cats running at large constitute a “feral/abandoned” or “owned” animal?

Communities and towns sometimes have parameters for “managed cat colonies” and “colony” caretakers or have used a method of trapping, spay/neutering, and returning or removing from the community. H.204 introduced last year expands protection for community cats and their caregivers.

¹ Handy, Geoffrey. Animal Control Management: A Guide for Local Governments. Washington D.C, 2001.

² “MAC’s New and Improved Model Dog Control Ordinance” Vermont League of Cities and Towns, September/October Newsletter.

The goal of feral cat ordinances may be to decrease pet overpopulation, protect the public from other companion animals from the spread of zoonotic diseases, protect private and public property, and increase quality of life for cats themselves.³

Finally, other issues include the scope and definition of **impoundment** and the **role of police departments** in the management of animal control. Both have consequences for **budget**.

³ Handy, Geoffrey.

Animal Control Ordinance

1. AUTHORITY

This ordinance is adopted under the provisions of VSA T20, §3549.

2. CIVIL ORDINANCE

Any infraction of this ordinance will be considered a civil matter.

3. DEFINITIONS

"Animals": shall include dogs and wolf-hybrids.

"At Large": shall mean off the premises of the owner, and not under the control of the owner, a member of his immediate family or an agent of the owner either by leash, cord, chain or otherwise within the control of such person, so that at all times the animal can be prevented from causing any damage, disturbance, or annoyance.

"Restraint": shall mean physical restriction of the animal by chaining, leashing, use of electronic fencing, placing in a fenced or enclosed area, or other similar action.

"Confinement": shall mean being kept in a closed space from which the animal shall not be allowed to leave. The inside of a house or closed garage or kennel is such a place. Note that an outdoor wire pen is not sufficient to confine a bitch in heat.

"Impoundment": shall mean the taking of an animal into physical custody by the Animal Control Officer and transport to the nearest available animal shelter. The owner will be required to pay all expenses incurred during the period that an animal is impounded.

"Sustained Period": shall mean a period of 20 minutes or longer of continuous or frequent occurrence.

"Repeatedly": shall mean more than twice within a seven day period.

4. GENERAL PROVISIONS

A. Each person owning and/or keeping an animal or animals within the Town of Norwich shall bear sole responsibility for the actions of his or her animal(s). The owner or keeper shall be held responsible for preventing his or her animal(s) from becoming a nuisance, as defined below, and shall be responsible for payment of all damages and expenses caused by his or her animal(s), including impoundment fees.

B. Under this section, an animal is causing a nuisance, or is a menace to persons or property, under any of the following conditions:

1. If it runs at large off the premises of the owner on any public or private property.
2. If it barks or howls continuously for sustained periods of time, causing annoyance to persons.
3. If the dog damages or destroys property, spreads garbage, defecates on private property or maintained public areas and the person responsible refuses to remove fecal matter, or if it chases vehicles, game, domestic animals, or humans.
4. While it runs at large, it bites, attacks or otherwise menaces persons using the streets or sidewalks.
5. If a bitch is unconfined while in heat.

C. Any person who considers an animal to be a menace, or in any way to be a threat to persons or property may complain to the Norwich Police Department, who will cause the complaint to be investigated promptly.

5. LICENSING OF ANIMALS

Note: This section refers only to dogs, and wolf hybrids.

A. All dogs and wolf hybrids kept within the Town of Norwich must be licensed by the Town Clerk, in accordance with the provisions and fee schedule described in VSA T20, §3581. All animals will be licensed by April 1 each year. A penalty of 50% of the license fee will be added after April 1.

New dogs and wolf hybrids, not yet six months old on April 1, and dogs and wolf hybrids that have moved into Norwich with their owners are exempt from the 50% penalty.

All animals when they reach the age of six months must be licensed within 30 days. Newly acquired animals older than 6 months must be licensed immediately.

When an animal has been registered for the current year (4/1 to 3/31) in another town in Vermont, and the owner then moves to Norwich, a current Norwich tag will be issued for \$1.00 on presentation of the other town's license (T20, §3591). No reciprocity is provided with any other State's license.

B. By April 15, the Town Clerk will prepare a list of licenses issued during the current year and a list of those animals licensed in the previous year that have not yet been licensed in the current year (T20, §3590). The Town Clerk will notify each owner of an animal thus identified that the animal is unlicensed and will explain the penalties involved. This notice may be in writing or by telephone.

C. When a designated animal control officer or Norwich Police find an animal that is unlicensed for the current period, they will inform the owner of the need to license and the penalties that will be collected.

6. ANIMAL BITES (PROTECTION FROM RABIES)

Note: These regulations are based on the recommendations of the Vermont Department of Health.

A. When a complaint is received that an animal has bitten a human, the Animal Control Officer, or Police Officer shall identify the animal, if it has a license tag, and will order the owner to confine the animal for 10 days. If no facilities exist for confining the animal at the owner's home, the animal will be placed in the care of a Veterinarian for 10 days and all expenses thus incurred will be the responsibility of the owner.

If the animal has a current tag, but the owner can not be found, the animal will be delivered to a veterinarian for the 10 day observation period.

In the event the animal has no identification and the owner can not be found, the animal will be delivered to a veterinarian for observation.

If any animal appears ill during the 10 day confinement this animal must be evaluated by a Veterinarian. No animal may be destroyed during the 10 day observation period, except on the order of a Veterinarian and after an attempt has been made to contact the owner.

B. The Norwich Health Officer or Deputy will be informed of the bite and he will ensure that the person bitten received medical attention.

The Health Officer will determine that the period of confinement is carried out. At the end of 10 days the Health Officer will contact the animal owner and determine if the animal is healthy. The Health Officer may decide that a veterinarian should examine the animal and issue a certificate of freedom from rabies; the cost of such an examination will be paid by the animal's owner.

If there is any doubt about the animal's health at the end of the confinement the animal will remain confined and advice will be obtained from the Department of Health.

The Health Officer will file an Animal Bite Report Form with the Vermont Department of Health.

C. Should rabies be confirmed in the confined animal the matter shall be handled as directed by the Board of Health with the advice of the Department of Health and after an attempt has been made to contact the owner.

7. DOGS CAUSING INJURY OR DEATH OF DOMESTIC/FARM ANIMALS

When the animal control officer or Norwich Police Officer receives a complaint that animal(s) have harassed, injured or killed any domestic/farm animals, the officer shall investigate the complaint and submit a copy of the report to the Chief of Police. The Chief of Police will provide the Town Manager with the investigative report describing the incident and extent of injury inflicted, along with an estimated dollar value. The Town Manager will consider the facts, information and circumstances surrounding the incident and may request that the owner(s) of the animals causing the injury or death pay fair compensation to the owner of the injured or killed domestic/farm animals. The Town Manager may also initiate additional actions as may be provided by statute to prevent the reoccurrence of a similar incident.

8. ENFORCEMENT OF THIS ORDINANCE

A. The Town Manager may appoint an Animal Control Officer to carry out and enforce the provisions of this ordinance. The appointment will detail the duties of the officer. The Animal Control Officer will be paid an agreed hourly rate.

In the event that the position of Animal Control Officer is vacant, all complaints will be handled by the Norwich Police Department who are authorized to employ temporary qualified staff to catch or restrain animals, to transport and/or impound animals or to cause animals to be destroyed, which actions shall be in compliance with the provisions of this ordinance. References to the Animal Control Officer shall include the Police Officers when they are acting as Animal Control Officers.

B. The Animal Control Officer or the Norwich Police shall have one or more of the following administrative alternatives at their disposal:

1. A verbal warning.
2. (a) A written warning, to alert an owner that his/her animal is in violation of a provision(s) of this ordinance.
(b) After written warning. A citation for violation shall be \$50.00. A second violation and subsequent citations up to a \$100 fine. (See appendix A for guidelines for the Police.)
3. An order to restrain the animal. Such order shall be in writing and a copy shall be delivered to the Town Manager.
4. Temporary impoundment of the animal, until such time as its owner can be located. This will result in a \$50.00 charge if the Animal Control Officer or Norwich Police Officer goes out to collect the animal.
5. An Order of Confinement for biting animals or bitches in heat.
6. Such other action as the Town Manager shall determine.

9. APPEALS

Any person receiving a citation (and fine), an order to restrain or an order to confine an animal may appeal that action in writing to the Town Manager, within twenty-one days of receipt of the notice of violation. Upon receiving such an appeal, the Town Manager will schedule a hearing for the appeal within fourteen days. The owner of the animal, the Animal Control Officer/Norwich Police Officer and the person making the complaint about the animal will be notified to attend the hearing. The Town Manager will hear the merits of the case and shall affirm, reduce or eliminate the penalty as justice may require. The decision may be delivered to the respondent immediately following the hearing or shall be delivered no later than five days following the hearing.

If the person making the original complaint about an animal declines to attend the hearing and the Animal Control Officer or Norwich Police Officer affirms the action taken by him was solely upon the information of the complainant and not corroborated by his personal observation, the fine or order shall be dismissed by the Town Manager.

10. PAYMENT OF FINES, WAIVER FOR NON-CONTESTED VIOLATIONS AND COLLECTION BY THE TRAFFIC & MUNICIPAL COURT

All fines must be paid within 35 days of issuing of a citation. A waiver of one half of the fine will be made if the fine is paid to the Treasurer, Town of Norwich within 21 days from mailing or receipt of the citation. If the fine has not been paid after 35 days, a Traffic and Municipal Court Citation will be issued for collection of the full fine.

11. EFFECTIVE DATE

This ordinance will become effective 60 days after adoption.

12. SEVERABILITY

Any part or provision of this ordinance shall be considered severable, and the invalidity of any part or section will not be held to invalidate any other part or provision of this ordinance.

13. REPLACEMENT

This ordinance supersedes all existing Norwich animal control ordinances.
