
MEMORANDUM

TO: NORWICH SELECTBOARD
FROM: STEPHEN N. FLANDERS
SUBJECT: ADDENDUM TO MEMO:
PREFERRED SITES FOR LARGE-SCALE SOLAR PROJECTS
DATE: MARCH 21, 2021
CC: TOWN MANAGER, PLANNING DIRECTOR

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1. *Summary* – In his March 18 memo responding to my earlier memo on this topic, the Norwich Planning Director explains that the current way the Norwich Town Plan handles the question of siting of solar projects is legally supportable.

The *legality* of the approach is not at issue; I questioned the *advisability* of that approach.

The current approach is *broadly permissive* about siting solar projects, making most of Norwich a “preferred site”. My memo suggested that the town would be better served by identifying *specific, preferred sites* for solar projects, as is recommended in guidance under Act 174 and in Vermont Deputy Planning Director Anne Margolis’s correspondence appended to the March 18 memo and to this memo.

2. *Act 174 guidance* – In its March 2, 2017 “Guidance for municipal enhanced energy planning standards” (P. 20),¹ the Vermont Department of Public Service states:

Municipalities are strongly encouraged to identify preferred locations for the siting of renewable energy generation facilities. By clearly identifying types of locations that are preferred (for example rooftops (and other structures), parking lots, previously developed sites, brownfields, gravel pits, quarries, and Superfund sites) and especially by mapping specific such locations, municipalities are sending a message to potential developers that these are the locations where they would like to see development occur.

In her July 23, 2019 email to Rod Francis (see Appendix), Margolis cites the same page in the same guidance and says, “Generally, the more specific, descriptive, and directive you can be in your plan, the more guidance you will be giving to the PUC in interpreting its land conservation measures under the orderly development criterion during a siting case.” This was in response to a query about making much of the town a “preferred site”.

¹

https://publicservice.vermont.gov/sites/dps/files/documents/Pubs_Plans_Reports/Act_174/Municipal%20Guidance_Final.pdf Pp. 20-21

The above underscores the concern that in not adopting Margolis's advice, the current plan *lacks the specificity, descriptiveness, and direction* needed to guide the appropriate siting of such facilities.

3. *Valid premise?* – The communication with Margolis contains two good-faith premises for not pursuing an enhanced energy plan, one about wind, the second about solar. The second premise was, “the community is broadly supportive of solar generation projects, and thus is unlikely to seek more of a role in the issuance of a CPG.²” Some examples of past town-wide controversies illustrate why that may be a faulty premise:

- Townspeople were widely alarmed about the prospect of a locator-outer marker tower on Beaver Meadow Road that would support a new instrument landing system. This packed meeting rooms on the subject.
- A controversy about the width of the new Ledyard Bridge led to a referendum vote that in turn caused Governor Dean to narrow the bridge design by four feet.
- The planned installation of a communications tower at DPW caused town-wide controversy and two separate bond votes.

These examples suggest that it would be prudent to identify preferred sites as part of a plan, rather than to arouse public emotions when a project is proposed unexpectedly for a scenic meadow or a wooded tract.

4. *Replies to expressed concerns* – Here are replies to some concerns addressed in the cited March 18 memo:
- a. *Mechanism for revision* – It correctly says that a selectboard cannot instruct a planning commission to amend a duly adopted plan. My memo said (my emphasis), “This is to recommend that the selectboard *request* that the planning commission identify specific sites....” No instruction was implied. 24 V.S.A. § 4384 permits the planning commission to honor that request.
 - b. *Enhanced energy plan?* – It avers that in not opting for an enhanced energy plan, Norwich need not conform to Rule 5.100. Margolis's memo makes it clear that the equivalent language provides valuable guidance to the PUC, even without an enhanced energy plan.
 - c. *Definition of “large-scale”?* – Although I was clear about the 150-kW definition provided in Rule 5.100, this question distracts from the central question that “Guidance for municipal enhanced energy planning standards” (P. 20) encourages defining and identifying preferred sites for projects of any size.

² Certificate of Public Good

Appendix: Correspondence between Norwich Planning Director Francis and Vermont Deputy Planning Director Margolis

Rod Francis

From: Margolis, Anne <Anne.Margolis@vermont.gov>
Sent: Tuesday, July 23, 2019 3:51 PM
To: Rod Francis
Cc: linda.c.gray@gmail.com
Subject: RE: preferred site status under Act 174

Hello Rod – I don't see why not, though without having an approved enhanced energy plan, there may not be specific benefit to utilizing the terminology of Act 174 and its standards (e.g. potential, preferred, unsuitable). Generally, the more specific, descriptive, and directive you can be in your plan, the more guidance you will be giving to the PUC in interpreting its land conservation measures under the orderly development criterion during a siting case.

Even if you're not pursuing an enhanced energy plan, some of the guidance we put together might be of use or at least interest:
https://publicservice.vermont.gov/sites/dps/files/documents/Pubs_Plans_Reports/Act_174/Municipal%20Guidance_Final.pdf (see discussion of preferred sites on p. 20).

Happy to talk more – you might also reach out to Dee Gish at Two Rivers-Ottawaquechee RPC, as they've been working more directly with towns on their plans and might have some wisdom to impart.

Best regards,
Anne

From: Rod Francis <RFrancois@norwich.vt.us>
Sent: Monday, July 22, 2019 3:38 PM
To: Margolis, Anne <Anne.Margolis@vermont.gov>
Cc: linda.c.gray@gmail.com
Subject: preferred site status under Act 174

Hi Anne,
I have been working with Linda Gray of the Norwich Energy Committee and others on a new Energy Plan for Norwich.

One key decision made early on has been to NOT pursue an enhanced energy plan that would confer "substantial deference" on Norwich (as laid out in Act 174).

We had somewhat contradictory reasons for deciding this. First, for physical reasons Norwich is unlikely to become the location for a large-scale wind development, so the added local involvement in the issuance of a CPG appears to be of little benefit. Second, the community is broadly supportive of solar generation projects, and thus is unlikely to seek more of a role in the issuance of a CPG.

So, while Norwich is committed to achieving the goals set for it as laid out in the latest CEP, we don't feel the need to obtain 'substantial deference'.

Meanwhile, we would like to make obtaining a CPG for solar generation as straightforward as possible. Our small group has been contemplating having the entire town declared a 'preferred site' — except for a short list of known areas/sites where that would be inappropriate (e.g. lands adjacent to the Appalachian Trail, the Ridgeline Overlay, the Village District etc.).

Is this something that would be possible under existing regulations? What do you think of this idea?

From: Jacqueline Springwater <jacqspr@gmail.com>
Sent: Friday, April 02, 2021 1:12 PM
To: Miranda Bergmeier
Subject: REF: The Town of Norwich's Policing Needs

Follow Up Flag: Follow up
Flag Status: Flagged

To: The Select Board and Town Manager
From: Jacqueline Springwater
81 Koch Rd,
Norwich, VT 05055
(802) 649 2824

At this moment in the nation and here in Vermont crucial issues concerning police policy and reforms are rightly being discussed.

I strongly urge you to delay filling the vacant position of Norwich Police Chief until we have a better idea of how to best serve our community.

Therefore, I support a town-wide/selectboard discussion and re- evaluation of our town's policing needs.

This re-evaluation I suggest should include:

- an assessment of past police activities (911 data) in order to design a Community Policing Policy for the future;
- possible strategies and alternatives in order to transfer responsibility from armed, uniformed, police officers to unarmed civilians and other agencies in the areas of traffic control, interpersonal violence, mental and physical wellness;

It is far better to move slowly and to come up with a plan that is humane and appropriate to our Town's needs and budget rather than rushing to do something before careful study.

Thank you for the work you do on our behalf.

Jacqueline Springwater

From: Paul D. Manganiello <Paul.D.Manganiello@dartmouth.edu>
Sent: Saturday, April 03, 2021 9:38 AM
To: Miranda Bergmeier
Cc: wendy.manganiello@gmail.com
Subject: Policing

Dear Members of the Select Board:

I am writing to ask that you delay hiring a new Chief of Police for Norwich until you carry out a comprehensive study to determine the health and safety needs for the town.

Last summer, I had written concerning an individual who was acting erratically on Turnpike Rd. That episode, for me, and the broader discussion about community policing as it relates to people of color is forcing us to re-imagine the role of our police departments

<https://www.washingtonpost.com/opinions/interactive/2021/reimagine-safety/>

<https://vtdigger.org/2021/03/04/robyn-freedner-maguire-its-time-to-end-police-response-to-mental-health-calls/>

Unfortunately the discussion has become inflamed by unhelpful rhetoric such as “defunding police”, when what is actually needed is the re-allocation of current resources.

Recently, much has been written about the need to “re-imagine” how we assure “public safety” and the role of our police employees. Many of our police departments have also been encouraged to “militarize” their police.

So we need to really assess what should the role of police in securing the safety of our communities. As pointed out in the Washington Post article, Police may be called upon to not only get a cat out of a tree, but also stand down an armed hostage crisis. As they say in their article: “Every societal failure, we put it off on the cops to solve. Not enough mental health funding let the cops handle it. ... Here in Dallas we got a loose dog problem; let’s have the cops chase loose dogs. Schools fail; let’s give it to the cops. ...”

What exactly should the job description be for our police? For starters police are not trained to be mental health counselors, nor probably do they have a lot of experience in conflict reduction.

When I wrote to the Select Board last summer, I inquired about the breakdown of the type of 911 calls the Norwich Police receive, what duties were they being expected to carry out and were those requests appropriate? Are armed police officers really the appropriate resources to be utilized? Are there resources in adjoining Upper Valley communities which could be shared?

I have shared with individual members of the Select Board information that was reported in the VTdigger recently of the thirty-year-old program, Crisis Assistance Helping Out on the Streets (CAHOOTS) in Eugene, Ore. They work in conjunction with their local police, sending out medics and mental health crisis workers to respond to 911 calls, which do not involve violent altercations. It was reported that CAHOOTS saved the city \$8.5 million in public safety spending.

They reported in major cities such as Baltimore, Seattle, New Orleans etc. only 1 percent of police calls in 2020 involved violent crime (homicide, rape, robbery and aggravated assault), if mental health care /crisis responders aren't able to resolve the crisis, they would be able to call for armed backup. In Eugene, 2019, of 24,000 calls to CAHOOTS, police backup had been requested only 150 times.

Apparently legislation is being introduced, the CAHOOTS Act, which would allow states to create mobile crisis units to be paid via Medicaid funding; as well as the Community-Based Response Act which would encourage communities to develop alternatives to law enforcement for both emergency and non-emergency responses

I am certainly not suggesting that Norwich develop the 24/7 capability of having a rapid response team, but a regional approach should be entertained. Again please delay hiring a new Chief-of-Police for Norwich until a comprehensive study has been performed.

Paul and Wendy Manganiello
226 Turnpike Rd.
Norwich, VT 05055

From: David de Gijzel <degijzel@yahoo.com>
Sent: Sunday, April 04, 2021 4:58 PM
To: Miranda Bergmeier
Subject: Public comment - new police chief

Dear members of the select board,

My name is David de Gijzel and I live at 175 New Boston Road. I am concerned that our town's spending on the police force is not proportional to the tasks our police should perform. I believe that some of the police budget might be better spent on social services.

Before hiring a new police chief, I strongly urge you and the Town Manager to perform a community needs assessment, including an analysis of 911 calls. Based on those data, we should be better equipped to allocate funds to those services our community most needs.

Sincerely,

David de Gijzel

3

Kathleen Shepherd
447 New Boston Rd.
Norwich, VT 05055
April 5, 2021

To the Selectboard:

Body cameras for police are a topic of legitimate debate. Do they make police more accountable? Do they reduce incidents of police misbehavior? Do they imply that the town does not trust its police? Do they help resolve disputes over what happened in an encounter between police and members of the public? Is there research we can tap in to get answers?

I agree with Jim Kenyon (Valley News, 4/4/21) that a rich town like Norwich shouldn't be accepting a charitable gift for police cameras. We should dig in and discuss this issue as one aspect of examining the role of policing in our towns, state, and nation. Let's open the conversation in Norwich about whether armed police should be doing all the tasks we now assign them. Traffic monitoring? (What's the cost of cameras on the roads where the most speeding occurs and automatic fines for speeding?) Responding to persons in mental health crisis? (Even if we had a regional social worker – see VN 3/7/21 *Upper Valley Towns Work to Create Social Worker Position*, by Tim Camarato -- that person won't be working 24 hours every day, so how could a hot-line to mental health professionals work?) Preventing so-called “suicide by cop” by a young man who is hearing voices? Responding to an ERPO request? (An Extreme Risk Protection Order law is already on the books in VT, but do those who see a friend or family member in mental trouble know how to activate it to get appropriate help?) Responding to domestic violence in ways that reduce risk? (Do we know how well our VT domestic violence laws working? Have they decreased fatalities and injuries?) Activate professionals to talk down would-be suicides and domestic violence perpetrators? (Suicide and DV are the main causes of violent death in our state.)

Of course in the U.S. we now live in the appalling situation of guns everywhere in the hands of nearly anyone and this makes the work of police much more dangerous. A number of years ago I heard a policeman in Bethel state the obvious – that intervention in domestic violence is the most dangerous situation for police.

At least one of our residents has experienced credible mistreatment by a recent member of the Norwich Police force. This is not a problem that we can dismiss as “a bad apple” nor can we demonize all police because of it. It points to the need for thoughtful re-thinking of the ways policing has changed in the past 20 years since our last-community wide discussion.

I favor better systems of accountability that provide paths to resolve problems between the police and the public, just like we have for teachers and health care providers. But I expect that a well-planned discussion among a wide range of citizens will produce many, many more good ideas. Just because Norwich is a rather sleepy and mainly affluent town does not mean that we can take a holiday from one of the most pressing issues of our era -- appropriate policing. I'd like to ask the Selectboard to create the forum to this discussion.

Sincerely,

Kathleen Shepherd

From: Sharon Racusin <sdracusin@gmail.com>
Sent: Wednesday, April 07, 2021 2:00 PM
To: Miranda Bergmeier
Subject: Statement addendum for Resolutions (attached)
Attachments: RESOLUTIONS_sigs.pdf

To the Norwich Select Board;

Twenty one years ago a committee was formed to study the future of the NPD. There had been complaints and issues with individuals on the force. The committee ultimately recommended investments in training and professionalization, and did not take into account public safety alternatives. The result was to reform the force with increased budgets. **That was 21 years ago.** Norwich did not know what we should be acknowledging now: that people of color and other marginalized people have been and continue to be harmed by the type of discretionary power the NPD, other PDs in Vermont and elsewhere have at their disposal. Policing has not been a universally helpful tool because of the use of armed enforcement when more appropriate interventions exist.

Due to the resignation of the Chief, we have an opportunity to take time to rethink what Norwich really needs in view of new understandings of the impact of policing on our communities. Most of us are now conscious that in spite of the appearance of progressive politics in Vermont, excessive police enforcement against people of color stubbornly persists even though there has been years of monitoring and retraining. Now, we find ourselves at a crossroad. Our resolutions are qualitatively different than most requests that have come before the board. This one is backed up by 400 years of history. Norwich is privileged, in the sense that we are white and wealthy to have a substantial police budget of \$611,000 for a town smaller than Dartmouth College when functioning at full capacity. I may not know of any incidents in Norwich, because my interactions with the police would probably not be the same as what people of color experience. We should acknowledge this especially as our communities become more diverse, and we need to take time to hear the perspective of all who are affected by our decisions about policing in safe and respectful spaces. Difficult conversations are tools to get to the change we all want. It is human to look away from things that are ugly and sometimes it is uncomfortable to talk about the truth.

The resolution we are offering here aims to get a better understanding whether the size of the police force is appropriate. To simply fill this particular position because it is vacant isn't a good enough reason without knowing how the department allocates its time. What alternatives are possible? What type of agencies could address the kinds of problems that police respond to via 911 calls? Let's take time to consult with our social service agencies about what interventions would work best for their clients in crisis rather than police? How will a reduction of police and therefore police interventions would work to keep everyone safer?

The social service agencies have most likely seen their clients in situations with police that have aggravated rather than helped the situation. How can we encourage these agencies to imagine, describe, and build capacity for more appropriate interventions? For example: Lebanon is reviewing a community social worker who would work with a collective of towns. As another example, in the matter of traffic infractions, what would it LOOK like if some kind of officials without guns were to address vehicle violations and speeding, etc.?

I'm aware that everything I say or do is embedded in my own privilege and implicit bias. One of the

goals of our discussions would be to get as many people as possible to recognize their privilege, to question it, to take time to learn about the experiences of people who don't have that privilege, and to think together about solutions. Which road do we take?

Sharon Racusin
76 McKenna Rd
802-649-1496

A RESOLUTION TO THE SELECTBOARD OF THE TOWN OF NORWICH, VERMONT,
TO REQUEST AN IN-DEPTH REVIEW OF POLICING AND COMMUNITY WELLNESS

In February 2021, the current Police Chief announced her resignation from the Norwich Police Department. The Town of Norwich has not engaged in a deliberate and community-led assessment of its public safety needs in over two decades. We believe that the Selectboard and Town Manager must provide a plan for community-led engagement on issues of public safety before a new Chief and Department Head is hired. Any process must take into account the following considerations:

WHEREAS, we acknowledge that systemic, institutional, and structural racism pervades all aspects of our society, with racist policies undermining the freedom and equality of all, especially BIPOC (Black, Indigenous and people of color) communities;

WHEREAS, we acknowledge that many people in the United States continue to live in credible **fear of losing their lives at the hands of law enforcement**; 1 in every 16 homicide victims are killed by police¹, who are the sixth-leading cause of death for young Black men²;

WHEREAS, we recognize the **importance of protecting all people** who live, work, and visit in Norwich regardless of race, ethnicity, spoken language, gender and gender expression, neurodiversity, and physical ability;

WHEREAS, notwithstanding the compassion and good intentions of any individual police officer, the **origins, evolution, and current state of policing are rooted in anti-Blackness, xenophobia, classism, and ableism**: state and local governments first created police forces to catch Black people fleeing enslavement and to this day police target marginalized groups through trainings that program recruits to see Blackness, disability, poverty, and gender non-conformity as indications of danger and criminality;

WHEREAS, nationwide data shows clear correlations between traffic stops, racial profiling, and criminalizing poverty³, and wherein the number of traffic warnings issued in Norwich doubled between the years 2017 to 2019;

WHEREAS **the Norwich Police Department's facilities, equipment, and staffing levels have grown considerably** since a 2000 community report⁴ raised concerns about the professionalism and mismanagement of the police force, with no corresponding change in community well-being;

¹ Sinyangwe, Samuel, McKesson, DeRay, Elzie, Johnetta, "Mapping Police Violence", Published by thisisthemovement.org, Last updated 2/16/21, <https://mappingpoliceviolence.org>

² Esposito, Michael, Edwards, Frank, Lee, Hedwig, "[Police: Sixth-leading Cause of Death for Young Black Men](#)", Published by Institute for Social Research University of Michigan, Published August 5, 2019

³ Innocence staff, "[Why Traffic Stops Cause More Harm than Good](https://innocenceproject.org/why-traffic-stops-cause-more-harm-than-good/)", Published by the Innocence Project, Published July 17, 2018,

Baumgartner, Frank, Epp, Derek, Shoub, Kelsey, "[Suspect Citizens: What 20 Million Traffic Stops Tell Us About Policing and Race](#)", (Published July 10, 2018), Published by Cambridge University Press

⁴ Town of Norwich Sub-committee of Select Board, "[Law Enforcement Survey Committee Report](http://norwich.vt.us/wp-content/uploads/2012/06/LESCReport9262000.pdf)", Published September 26, 2000,

WHEREAS, the Norwich Police Department has **no publicly-posted accountability process** for managing, investigating, and resolving civilian complaints against its officers;

WHEREAS, one of the Norwich Police Department's predominant activities, per their department data, is to perform property checks such as responding to private alarms and making house calls at the behest of absent property owners;

WHEREAS, we believe that police academy training is not capable of producing leaders with the skills necessary to **address the mental, behavioral, and public health needs** of our community in ongoing or emergency response capacities;

WHEREAS the Fiscal Year 2022 operating budget of the **Norwich Police Department is \$611,000, while only \$53,000 of the Town Budget is allocated to social service programs** addressing mental, behavioral, and public health needs;

WHEREAS, encouraging police officers to interface with the public has no impact on crime rates⁵ and only improves communities' perception of police and the job satisfaction of officers. "Community policing"⁶ **turns social problems into police problems and takes resources away from actual social services as police perform such services to assert their legitimacy.** "Community policing" expands the police's surveillance, control, and power in people's everyday lives, and divides our community by turning civilians into policing agents;

WHEREAS, the Selectboard, as the legislative body of Norwich, has the ultimate authority to establish a police department and to set the terms and duties of its officers, which authority the police department may not supersede;

WHEREAS, Norwich currently hires police to perform tasks that would be more efficiently, effectively, and safely performed by civilians, including traffic enforcement, animal control, wellness programs, and crisis intervention;

RESOLVED, signatories request that the Town of Norwich **define the scope of a data-driven study of the 911 call system**, including but not limited to: reviewing the literature on 911 calls for service, mapping the 911 call system process, analyzing 911 call audio, and analyzing computer-aided dispatch data. Such a data-driven study would require the participation of neighboring communities and partners and should identify and implement 24/7 alternatives to the current 911 call system that will address community members' immediate concerns, needs, and/or emergencies without the involvement of the police department in some or all areas, including allowing for callers to opt-in for police involvement in call response;

⁵ McHarris, Phillip V., "*Community Policing is not the Answer*", Published December 2, 2019, Published by The Appeal, <https://theappeal.org/community-policing-is-not-the-answer/>

⁶ The Abolition Research Group, "*The Problem with Community Policing*", Published October 8, 2017, Published by For A World Without Police, <https://aworldwithoutpolice.org/2017/10/08/the-problem-with-community-policing/>

RESOLVED, signatories request that the Selectboard conduct an **independent, third-party public health and community needs assessment** with the input and participation of a wide variety of stakeholders, including, and without limitation, community members, educators, social service providers, housing advocates, and mental health professionals;

RESOLVED, signatories request that the Selectboard and Town Manager explore, **develop, and present an actionable strategy for transitioning employment from armed, sworn police officers to civilians** in all areas of activity, including but not limited to: traffic control, animal control, interpersonal violence, and community and mental-health wellness;

BE IT FURTHER RESOLVED, signatories request that the Selectboard and Town Manager **refrain from hiring or promoting a new Police Chief and Department Head, or any other police department employee**, unless and until that position and the Norwich Police Department can be proven, through a comprehensive public health study and with input from residents and experts whose perspectives those residents may wish to include, and taking into account the clear nationwide statistics contesting the correlation between policing and public safety, to be the shared vision of the residents of Norwich. The Selectboard has a duty to ensure that its officials act in and respect the democratically identified best interests of Norwich residents.

Signatories:

Elizabeth Blum

Lena Myers

Sharon Racusin

Alka Dev

Kathleen Shepherd

Emma Bippart-Butler

Kira Kelley, Esq.

From: Margery Cantor <mcantor@inquiringmind.com>
Sent: Wednesday, April 07, 2021 8:20 PM
To: Miranda Bergmeier
Subject: new police chief

Dear Select Board,

A few thoughts before hiring a police chief or new member of the police force, it might be helpful to address a number of issues that could impact who & even if hiring is necessary

1. might it be possible to hold a community forum where members of the community can speak to what they feel the needs of the community are these may or may not be the same as their personal visions of what /how a police force behaves/relates to the **entire** community . . . often individual needs or desires are different than that of an entire community . . . this clearly could take time, probably more than one meeting maybe quite a few, but could well result in a more equitable & satisfactory solution. It may be that an outside person, someone from a “faith community” who also does community outreach could facilitate a forum (Rev Leon Dunkley?)
2. there needs to be input from a public health view as to what would be best for the town, ie: is policing always the most effective solution or would the situation be better handled by someone with conflict resolution/non-violent communication/counseling skills . . . there seems an enormous amount of money spent on the police force and a minuscule amount (comparatively) on social services
3. what kind of training does the police force receive and by whom – who is privy to this information and how are these decisions made; given the systemic racism we are now (hopefully) **all** aware of, training for anyone—police/fire/social service—must include learning about & addressing this [long] history of racism that has continuously allowed, even fostered dangerous behavior which targets [in ways visible & invisible] a select group of people and damages all of us
4. Lots of question: surveillance; stop & search; programs/games that may or may not benefit children; unmarked police cars; et al. This all needs to be unpacked to see who benefits & if any of this makes for a safer, more harmonious community
5. If & when someone is being considered for the job will there be members of the community involved in the interview process giving the community weight/input as to whether or not the person or persons is/are a good fit

thank you for considering this email,
Margery Cantor
Norwich resident

Margery Cantor
The Impermanent Press
mcantor@inquiringmind.com

When it is dark enough, you can see the stars.
—Persian proverb

Miranda Bergmeier

From: Bippart Victoria <vickybippart@gmail.com>
Sent: Thursday, April 08, 2021 7:26 AM
To: Miranda Bergmeier
Subject: Before we hire a new police chief

I support the movement to hold off hiring a replacement Chief of Police until the Selectboard and Town Manager provide a plan for community-led engagement on issues of public safety and community wellness. Just because we've done it one way, doesn't mean another way would not be an improvement. This is a town of under 4000 people. We have 4 full time and 3 part time officers. Is the size of our department in line with other departments for like towns? Here are some of my thoughts:

1. What are the police-alternatives in areas of traffic control, animal control, interpersonal violence, and community and mental-health wellness to other social service agencies and unarmed civilians?
2. What is community policing? Before we commit to the status quo, let's invite the town and national experts into a discussion.
3. What kind of police department do we want? What is the long term growth plan? What caliber guns and why? How are they carried? Do we need an unmarked car? How do they interact with our children? What is the substance of their trainings?
4. What is the town's actual need and how does the stand up against what we currently have? To support this, I would like to see a thorough audit of 911 calls, so we can clearly understand the volume of our need and how best to modernize our response.
5. I'm also curious, how busy is the police training facility? Can the building be repurposed and shared to integrate it further into the community?

In short, let's not hire until we understand the alternatives. I'd like to see the town commit to a thorough public health study that will help us to create a department that best represents our community's needs. Norwich has the resources to come out ahead of this nationwide issue. Let's take a serious look at the possibilities before we hire.

Thanks,

Vicky Bippart

From: Jon Felde <jon.felde@comcast.net>
Sent: Thursday, April 08, 2021 11:16 AM
To: Miranda Bergmeier
Subject: Police hiring process

My name is Jon Felde and I live at 70 Koch Road in Norwich. I am writing to ask that the Selectboard take the opportunity with the recent departure of members of our police force to evaluate the best way to keep the public safe. The town of Norwich should delay hiring new personnel until we carefully assess our needs.

As Norwich examines public safety, it should balance the importance of police presence with other ways to improve safety. Much of the national conversation about policing is guided by President Obama's Task Force on Policing in the 21st Century. That report arose as a response to the outrage over the police killing of Michael Brown in Ferguson, Missouri in 2014. A Justice Department report on Ferguson police detailed how poverty was criminalized and reinforced through municipal fines levied against Ferguson's citizens. The citizens had lost all trust in their police. My sense is that most of Norwich appreciates their police and do not have hostility toward them. There are variations across the country in police purposes and behavior. Discern what is applicable to Norwich, and don't assume that the emphasis in one setting is a template for every community.

From the perspective of police, the President's Task Force has naturally focused narrowly on police failings and opportunities for improvement. Our broader perspective, as citizens and stakeholders in public safety, should focus on the overarching Task Force recommendation to address the root causes of crime. In the words of the Task Force: "The President should promote programs that take a comprehensive and inclusive look at community-based initiatives that address core issues of poverty, education, health and safety." https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf (Page 8.) This was also the recommendation of the Kerner Commission 50 years ago. Unfortunately, President Johnson ignored that and instead put more emphasis on policing.

See <https://www.washingtonpost.com/opinions/2021/03/16/kerner-comission-police-reform/?arc404=true>. Mere police reforms in Minneapolis did not prevent the police killing of George Floyd five years after Obama's Task Force Report. <https://www.startribune.com/killing-of-george-floyd-shows-that-years-of-police-reform-fall-far-short/571373582/> Here we are in 2021 still wondering whether to add resources to police forces or turn our attention to preventing and treating some of the root causes of crime, such as economic insecurity, drug addiction and mental health.

When Chief Frank retired, I wrote a post on the Norwich listserv alleging that the benefit of Community Oriented Policing in our town was overrated. I listed ways that social connections and our broad safety net do more to create public safety. Responses I received were generally affirming, but several people wrote to me of personally observing or being victims of crimes. They believe a strong police presence is central to public safety. While their experiences are real, we need to understand how such crimes might be prevented. The crimes I was told of in Norwich related to drugs or domestic violence.

Norwich could do specific things to lessen the likelihood that our police encounter those types of crimes. Abuse of opioid strains health care; there are not enough beds for people needing treatment. Drug addictions burden policing. I was in an Osher conversation with several area police chiefs earlier this year, and they acknowledged the need for more treatment beds but are powerless to create them. It's up to us. We have an opportunity in Norwich to make a difference by supporting existing

agencies that treat addiction. Decriminalization of marijuana may save lives that would be destroyed in prison but it heightens our need for drug treatment. Our town authorized a \$2500 contribution to Headrest--one local agency helping people with drug addiction. Surely we can do more given the scope of the problem of addiction.

With respect to domestic violence, we need to begin to see affordable housing as crime prevention. The National Network to End Domestic Violence puts it this way: "The intersection of domestic violence, homelessness, and housing insecurity is undeniable, as lack of safe and affordable housing is often reported as one of the primary barriers survivors of domestic violence face when they choose to leave an abusive partner." https://nnedv.org/spotlight_on/impact-safe-housing-survivors/ Let's understand better how a good supply of affordable housing in the Upper Valley can be a lifesaver for our neighbors. Committing resources and erasing barriers will pay public safety dividends.

Analyzing 911 calls is one way to help us understand the current demands on police and shed light on whether social agencies might provide more appropriate intervention. Norwich also needs to see how its contribution to the welfare of people beyond the town lines makes a difference in our town. The Selectboard should ask social agencies like the Family Place, Headrest, Dismas House and WISE how we can offer them more meaningful support. This exploration can help the community place fewer demands on police for public safety.

Thank you for taking the time to consider my views.

Sincerely,
Jon Felde

Miranda Bergmeier

From: Jennifer Roby <jennifer.w.robby@gmail.com>
Sent: Thursday, April 08, 2021 11:24 AM
To: Miranda Bergmeier
Subject: Hiring new Police Chief

Dear Members of the Select Board,

I am writing to request that you and the Town Manager please provide a plan for community-led engagement on issues of public safety. I would like the town to analyze the data from calls to 911 to therefore assess what level of policing is truly needed and how other professionals might address public health.

Please refrain from hiring or promoting a new Police Chief and Department Head at this time. This is the right time to pause, study and reflect on how best to move forward on issues of policing and community wellness.

Sincerely,

Jennifer Roby
380 Main Street
Norwich, VT

Miranda Bergmeier

From: Richard Adams <richarda82@gmail.com>
Sent: Thursday, April 08, 2021 1:10 PM
To: Miranda Bergmeier
Subject: please consider before hiring a new police chief

To Norwich Select Board re: policing, survey

My name is Richard Adams. I live with my family, which includes 4 young children, at 394 Main Street. I wanted to add my public comment on the policing agenda item before the Select Board. There is a lot to discuss here, and I would like to urge completing a more formal study and reflecting a little more in addition to the single survey sent out already about this.

I do appreciate the many contributions Chief Frank and other Norwich Police officers have made and continue to make in our community, and I thank them for their service. My comments are not about any individuals. I would like us to consider the role policing has in our community and how it relates to other roles that we want our town government to fill. This is all in a context where the role of police departments is being discussed around the country, and I can understand the anxiety that comes with discussing change.

I have a lot of questions, and I will list a few:

I have concerns about how different situations are de-escalated. What kinds of training and demonstrated behavior would we require for a police chief?

I have concerns about implicit bias and how it affects decision making. How are we addressing this in our policing, and how do we know how effective we are?

People can have different impressions of law enforcement based on their own experiences or backgrounds. I would like to consider many perspectives here. When you see someone with a weapon, are you relieved or anxious? Not everyone will answer this question the same way. How can we interact with our police officers and other town employees within our community in meaningful and productive ways? Do police officers need to be armed when working with our children or at town events? What kind of evidence or best practices will inform us as we make these decisions?

These are just a few questions worth considering before renewing our commitments of employment to someone and to shaping our town police department. I am sure there are many others. I do think we are fortunate to have a current level of relative peace and safety to take time to consider questions like these before moving forward.

Please consider listening to more people and completing a more formal study to what we need and what will benefit everyone who lives in and visits Norwich. I appreciate the level of discussion and thought the Select Board has had on similar issues recently. Continuing this discussion is a great opportunity for our town.

Thank you,
Richard Adams

Norwich Select Board
% Roger Arnold, Chair
300 Main Street
Norwich, VT 05055

Dear Norwich Selectboard,

I write as one of the co-authors of the Resolution to Request a Review of Policing and Community Wellness and as a friend and frequent visitor of the Norwich community. I grew up and still reside in Hartland, Vermont, a town similar in many respects (population, demographics, location, etc.) except that Hartland does not have a police department.

As a kid I benefited immensely from the well-funded Hartland Community Arts department, the library, an amazing K-8 school, and many other public programs and facilities that I know played an instrumental part in my development as a person. I never once lamented the absence of a police presence in town. On the rare occasion that I may have felt unsafe or witnessed harms happening to those around me, I could reach out to any number of people, organizations, and other resources to find help that was specifically tailored to address the problems at hand. We have great social services in the Upper Valley, with people who specialize in handling various challenging and dangerous situations. I am proud to say that Hartland has a wonderful fire department and rescue team, who I have witnessed save lives time and time again. We are able to give them the equipment they need to do their jobs and to protect themselves, in part because the fire department is not in competition with a police force for taxpayer dollars when the appropriation comes up for a vote.

I have learned, by living somewhere without police, that I have ample recourse to address potential danger in my community without needing to spend \$1,000,000 a year on a department that would not have been able to address that danger as effectively as the specialized solutions who I can call on instead. In short, police are a very expensive, and ultimately ineffective, "catch-all" solution.

Challenging the perceived correlation between a large police force and a safe, vibrant community is by no means an insult or a slight to any individual police officer or the compassion they may bring to their job. As Dallas Police Chief David Brown says, "We're asking cops to do too much in this country ... Every societal failure, we put it off on the cops to solve. Not enough mental health funding, let the cops handle it. ... Here in Dallas we got a loose dog problem; let's have the cops chase loose dogs. Schools fail, let's give it to the cops. ... That's too much to ask. Policing was never meant to solve all those problems."¹

As you contemplate this resolution, the question before you is not whether to eliminate your police department altogether, but rather whether to finally ask the questions whose answers we as a society have been told to assume. Do police keep us safe? Or might we find stronger, more cost-effective solutions by directing money upstream to solve the problems that make us feel like we need police in the first place?

Thank you for your consideration of this resolution,

Kira Kelley (resident of Hartland, Vermont)

¹ <https://www.washingtonpost.com/news/post-nation/wp/2016/07/11/grief-and-anger-continue-after-dallas-attacks-and-police-shootings-as-debate-rages-over-policing/>

Julia Rabig
1163 New Boston Road
Norwich, VT 05055
julia.rabig@gmail.com

April 8, 2021

Dear Select Board,

I urge the Select Board to refrain from immediately hiring a new police chief and instead assess our community’s needs and whether there are other options that more effectively meet them. The management of a town has its own momentum and that day-to-day rhythm seldom provides an opportunity to step back and reconsider the function of the offices, policies, and positions we come to take for granted. This can now be done by articulating present and future needs, without the discussion becoming a referendum on any particular person who has held the position.

We have witnessed over the past forty years a steady growth in the size of police departments and budgets, and the reliance on police for a range of social service and public health functions for which they are not formally trained. Police departments have sometimes claimed these roles as local governments shifted to full-throttle anti-crime footing, but these roles have also been foisted upon police as other public agencies and nonprofits were starved for funding and staff. This expansion has also bolstered longstanding, racially disparate patterns of policing in the US and their devastating consequences for people of color. We may be quick to associate the problems of over-policing with large metropolitan and suburban areas, but they have impacted rural areas like ours as well (Anna Merriman, “Defunding Movement Spurs Closer Look at Upper Valley Police Budgets,” June 27, 2020). These developments aren’t inevitable and there are many organizations around the country reconsidering how to ensure that everyone enjoys the right to live safely and securely in their communities. We should seize this moment to reflect on how all these realities impact Norwich and how we want to respond.

To this end, we need a deliberate, inclusive process that is anchored by data about the actual work Norwich police do (such as a 911 call audit), how it corresponds to our community’s needs, and how we compare with surrounding towns. For all these reasons, I urged the Selectboard to pause the hiring process and welcome a broader conversation about the future of policing in Norwich.

Sincerely,

Julia Rabig

Dear Selectboard,

My husband and I moved with our three children and my father to Norwich last summer, and I'm writing to express strong opposition to the purchase of body cameras for the Norwich Police Department.

The primary guiding principle of the Selectboard is that "the long-term health and best interests of Norwich and its residents come first always." And so the question for you—and for all of us, as a community—is, "do body cameras on police officers increase the safety of Norwich residents?" The subtext of this question, in light of increased awareness and national concerns about police violence, is of course whether body cameras make law enforcement more accountable.

The answer to both of these questions is no:

1. Body cameras increase the power of the police

It is impossible for body cameras to be on all of the time, and it is almost impossible to come up with departmental policies that provide coherent guidelines on when and what to record. Incoherent body camera policies give officers discretion over when and what to record. When a police officer enters a citizen's home with a body camera, they may pick up sensitive video and audio footage of victims of domestic violence or sexual assault, or footage of citizens in various states of undress. Once the footage has been captured, policies typically prohibit deletion of even sensitive materials. And lopsided privacy protections, which privilege police department records over the privacy of citizens, mean that it is difficult for citizens to access even footage of their own incidents.

In just the short 9 months since we moved to town, my husband and I have already experienced two problems with the Norwich Police Department, one of which led us to request a review of cruiser footage from a traffic stop. The footage was provided to the Town Manager, but was *not* provided to us. And we were informed that we *might* be able to review the footage—but only if we issued a FOIA request, which could take up to 6 months to fulfill. *Refusing to give citizens access to footage of a simple traffic stop that involved only the officer and the citizen requesting the data is the antithesis of community policing.*

This kind of stonewalling is not unusual; some of the shocking footage of police violence that we have seen over the past year took as much as three years to procure. And, as this recent news piece about a Bennington couple who were harassed by the police demonstrates, body cameras add to the already powerful toolbox that rogue officers can use to harass citizens.

2. **Body cameras don't build community or trust of the police**

Large scale studies have shown that wearing body cameras does not change the behavior of police officers, and does not reduce law enforcement aggression.

In fact, body cameras have in many cases been used as a PR tool by police departments to try to influence public opinion. The New York Police Department failed to release bodycam footage in 40 percent of cases where it was requested. Yet when the footage is favorable to the police, it is often released or privately leaked within a matter of hours. That double standard can warp the public's understanding of how and when the police use force.

Body cameras also turn a routine walking patrol down Main Street into a warrantless search and monitoring of citizens' activities. Each officer's bodycam captures information on hundreds or even thousands of individuals that an officer sees on a given day. The privacy impact of these recordings will be amplified when combined with the emerging focus on integrating facial recognition surveillance into existing bodycams.

Technology is not a panacea. Accountability and transparency are concepts that require human effort, not technological innovations.

3. **Body cameras are not worth the cost**

Setting aside the fact that we still don't know what the ongoing cost of storage and protection of the data will be, there is also the fact that body cameras do not provide reliable evidence. After all the cameras show only *one* angle: that of the police officer. This means that the footage rarely tells the whole story. It would not, for example, show the body and facial language of a police officer who was being aggressive. But we give the camera full credence, and permit it to replace the testimony of the citizens who witnessed or experienced an event. And one camera can never capture the full story. Even with multiple cameras angles available in professional sports, calls are often disputed.

Citizens are typically not permitted to film an event, which means that the right to surveil is one-sided. (Can you imagine what the reaction of a police officer would be if you held a camera up at a traffic stop, to record his reactions? Why should officers be able to record our reactions for the same event, but not vice versa?)

In an era in which many U.S. police departments are dumping body cameras due to the costs, why would we rush headlong into acquiring them?

And, lest readers of this letter assume that no officer hired by the Norwich Police Department would ever have a history that might raise questions, let me also call attention to the fact that one of the officers who is currently on the force was a member of the Vergennes Police

Department who was on the scene when a police shooting occurred in response to a domestic violence incident in 2003; was VT state police officer who turned a Honduran man over to ICE after a drunk driving arrest; and was on the state force through at least the fall of 2018, when he caused a multiple-car accident on I-91 south.

Norwich is a small town, a town in which many residents know each other but also a town in which most properties are designed to afford privacy. We value our privacy, our Fourth Amendment rights, and the minimization or elimination of surveillance. In short, we urge you to reject the body camera proposal.

Respectfully,
Heidi and Bill Lockwood
90 Meetinghouse Road
Norwich, VT

Miranda Bergmeier

From: Gwen Kozlowski <Gwen.Kozlowski@uvm.edu>
Sent: Tuesday, March 30, 2021 2:34 PM
To: Miranda Bergmeier
Subject: Emerald Ash Borer Information

FYI

Hi Miranda,

Thanks so much for taking my call this this afternoon! I'm sending along some more information about the emerald ash borer. Please feel free to pass along to the conservation commission or any other interested parties.

I'm the Education and Outreach Coordinator with the VT Urban & Community Forestry Program. Unfortunately, emerald ash borer (EAB), was been confirmed in New Hampshire. This means that our Infested Area map has changed and Norwich is now within the "High Risk Area" (10-mile radius from a known infested site) You can view the [most up to date map here](#).

Our program is reaching out to town leadership in all municipalities within the new infestation area to inform and share resources.

Emerald Ash Borer

EAB is an invasive insect that attacks and kills 99% all 3 species of ash found in Vermont. The larvae (the immature stage) feed on the inner bark of ash trees, disrupting the tree's ability to transport water and nutrients. EAB has killed hundreds of millions of ash trees in North America since it was discovered in 2002. The first EAB infestation was confirmed in Vermont in 2018 and is now widespread throughout the state. We encourage you to explore and to post a link to the VTInsasvies.org [EAB page](#) on your town website so that residents are aware of where to go for information and resources.

Planning Resources

We encourage all Vermont towns to prepare for and manage the impacts of EAB and the loss of ash trees in our communities. Dead and dying ash trees along the public right-of-way and in public places, such as parks and schools, pose a risk to public safety. The loss of ash trees will leave gaps, impacting the ecological, economic, and aesthetic benefits provided by the urban forest. Municipalities will bear the responsibility and costs of removing and/or treating public ash trees, as well as any replanting efforts. [View community planning resources](#).

Questions

I'd be happy to answer any questions you may have about this insect or any of the resources provided.

Thank you for your time.

Best,
Gwen

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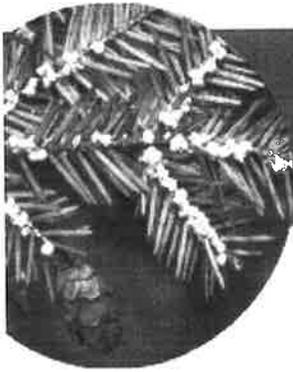
GWEN KOZLOWSKI | *Outreach & Education Coordinator*

VT Urban & Community Forestry Program

UVM Extension

Gwen.kozlowski@uvm.edu

802-651-8343, Ext 506 | www.vtcommunityforestry.org



Winter is a great time to check
for Hemlock Woolly Adelgid

Report suspicious trees at VTinvasives.org

February 22, 2021



163 Acorn Lane
Colchester, VT 05446

FYI



0147118-UTNC171323-UT.OVR-000062
NORWICH TOWN OF
300 MAIN ST TRACY HALL
PO BOX 376
NORWICH VT 05055-0376



Greetings from GMP!

We hope you and your coworkers are doing well as Vermont works through the pandemic. The safety and health for our customers and employees is our top priority while we continue to provide an essential service to Vermonters. I'm reaching out with some updates that are important for your business.

- The fifth and last step in rate integration for our commercial and industrial customers will take effect on April 1, 2021. This is the final step in the rate integration process that was previously approved by the Public Utility Commission and has happened in stages since 2016 to reduce the number of rate classes and bill impacts overall and does not raise GMP revenues. GMP's proposed rates reflecting the fifth step integration can be found at: <https://greenmountainpower.com/regulatory/>. If you have questions about how this will affect your specific rates please feel free to contact me or customer service at 888-835-4672. The Vermont Public Utility Commission is reviewing GMP's implementation of this approved step and you can file comments at <https://epuc.vermont.gov/>. Instructions on filing a comment are available at <http://puc.vermont.gov/epuc-information/make-filing>. Please refer to Case No. 21-0891-TF.
- Disconnections and other collections activities like late fees are still temporarily suspended. This applies to both commercial and residential customers. We implemented this in March 2020 to reduce stress as Vermonters face the economic impacts of the pandemic. Regular billing has continued. If you have an overdue balance, we can work with you to set up a no-interest payment plan. Call us at 888-835-4672.
- More than 7,000 GMP customers (both business and residential) received grants through the Vermont COVID-19 Arrearage Assistance Program (VCAAP) last fall to help with overdue balances tied to the pandemic, and we continue to advocate for more direct financial assistance for customers who are struggling.

If you have any questions about what these changes will mean for your business, please contact us. Stay safe,

Don Lorraine



Don.Lorraine@greenmountainpower.com; 802-655-8531 Office; 802-373-0839 Cell

00000000

2/15

Herb Durfee

From: Peggy Allen <peggy.allen1@gmail.com>
Sent: Friday, April 09, 2021 6:25 AM
To: Herb Durfee
Subject: New CATV Executive Director

Herb, I wanted to let you know that the CATV Board has hired a new Executive Director. Below is the press release. I think Samantha Davidson Green is going to be a terrific leader!

CATV Appoints Samantha Davidson Green as Executive Director

Following a nationwide search, CATV is pleased to announce that Samantha Davidson Green will lead the institution as its new Executive Director, taking the reins from former Executive Director Donna Girot who has relocated to California to lead Access Sacramento, the community's public access station. Green will officially join CATV on April 26, 2021.

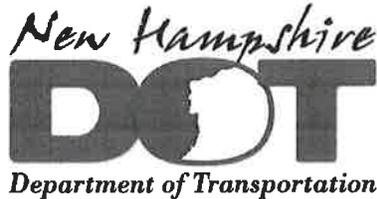
Davidson Green brings to CATV her extensive background in independent filmmaking, public television program development, teaching in the classroom at the middle school, high school and college level and as a director and producer in the performing arts in the Upper Valley. Peggy Allen, CATV Board Chair, states: "We're excited about Samantha's joining CATV. Her leadership skills, commitment to community and enthusiasm for helping people of all ages and background engage with CATV is most welcome."

CATV is very excited to welcome Samantha, who impressed the Board with her energy and passion, commitment to community arts and to fostering community connections and her deep understanding of how film can help to knit communities together. She states, "I believe the stories we tell shape our reality. I am inspired by CATV's mission to put the storytelling tools in the hands of the public and deliver platforms for their voices to be heard. I believe our democracy depends upon the healthy functioning of local government, made possible by such transparency as CATV provides. I find strong core alignment of CATV's mission with my life's work and experience. I cherish the Upper Valley and our culture of participation in local government, with multi-generational family roots here and the perspective of having lived "away" to know what is special about this place. I am also acutely aware of the challenges our communities are facing and how we need to grow – to tell new stories about who we are and renew our civil discourse. I perceive the critical role CATV plays in serving these values, and I am beginning to glimpse how it could evolve in response to our changing media landscape and culture."

CATV's aim is develop programming that is unique to this region, share vital government information with residents and to equip the public with the skills and the tools they need to create their own productions. The organization does that through a range of exciting programming available to all ages and abilities. Green is moving into a leadership role at CATV at a vibrant time with an opportunity to transform the organization. " I am excited by the possibility of bringing my

strengths in forging connections with others, building teams to achieve shared visions, and leading the work of transformation to CATV's next chapter."

Davidson Green earned her B.A. from Stanford University, her M.A. in Elementary Education from the University of Mississippi and her M.F.A. in Film Direction and Production at UCLA.



FYI

NOTICE OF PUBLIC INFORMATIONAL MEETING

THIS MEETING WILL BE TO DISCUSS THE BRIDGE PRESERVATION WORK SCHEDULED ON NH 10A, WHEELLOCK ST OVER CONNECTICUT RIVER. ANTICIPATED TRAFFIC CONTROL WILL MAINTAIN ONE TRAFFIC LANE IN EACH DIRECTION DURING EACH OF TWO CONSTRUCTION PHASES. CONSTRUCTION DURATION APPROXIMATELY 6 MONTHS.

The meeting will be held via Zoom meeting:

THE MEETING LINK MAY BE FOUND AT THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION WEBSITE

**WEDNESDAY, APRIL 14, 2021
7:00 PM**

To attend the Zoom Meeting from a PC, Mac, iPad, iPhone or an Android device please find a link on the New Hampshire Department of Transportation, Project Specific Information website located at: <https://www.nh.gov/dot/projects/hanovernorwich42278/index.htm>. Additional project information, including the PowerPoint for this presentation, can also be found at this same website.

The purpose of this meeting is to present citizens with information regarding the "Proposed Action" plan. During the meeting, the public will be provided the contact information for the project manager and will have the opportunity, following the meeting, to ask questions and share their thoughts regarding potential improvements. The goal is to ensure that the project decisions meet public transportation needs and community goals and protect and enhance the environment. Accordingly, NHDOT assures that this project will be administered according to the requirements of Title VI of the Civil Rights Act of 1964 and all related statutes to ensure nondiscrimination.

Any individuals needing assistance or auxiliary communication equipment due to sensory impairment or other disability, should contact the Bureau of Right-of-Way, NHDOT, PO Box 483, Concord, New Hampshire 03302-0483 – TDD Access Relay NH 1-800-735-2964. Notification for the need of assistance should be made at the earliest convenience.

THE PUBLIC IS INVITED AND ENCOURAGED TO PARTICIPATE

**HANOVER, NH –
NORWICH, VT
42278**

04/09/21
07:52 am

Town of Norwich Accounts Payable
Check Warrant Report # 21-21 Current Prior Next FY Invoices For Fund (General)
All Invoices For Check Acct 03(General) 04/14/21 To 04/14/21

3

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
LAMPAA	AARON LAMPERTI	03/15/21 C-19 grant mile reimburse C19 MILEAGE-	01-5-555119.10 C-19 Mileage reimburse	10.35	10049	04/14/21
ROBERT HA	ACCONTEMPS	02/10/21 Mailing of laptop 57129544	01-5-200538.00 POSTAGE	8.48	10050	04/14/21
ROBERT HA	ACCONTEMPS	02/22/21 Mailing of laptop 57179721	01-5-200538.00 POSTAGE	-8.48	10050	04/14/21
ROBERT HA	ACCONTEMPS	02/22/21 Mailing of laptop 57179721	01-5-200538.00 POSTAGE	68.48	10050	04/14/21
ROBERT HA	ACCONTEMPS	03/02/21 Fin dire wkend 2/26/21 57235624	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10050	04/14/21
ROBERT HA	ACCONTEMPS	03/22/21 Fin dir wkend 3/29/21 57338409	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10050	04/14/21
ROBERT HA	ACCONTEMPS	03/29/21 Fin dir wkend 3/26/21 57378391	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10050	04/14/21
ROBERT HA	ACCONTEMPS	04/05/21 Fin Dir wk end 4/2/21 57419448	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10050	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/16/21 Trk 4 repair X701003708	01-5-703403.00 PARTS & SUPPLIES	528.67	10051	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/16/21 Trk 4 repair X701003708-1	01-5-703403.00 PARTS & SUPPLIES	123.01	10051	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/16/21 Trk #4 repairs X701003708-2	01-5-703403.00 PARTS & SUPPLIES	68.88	10051	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/16/21 Trk 4 return of part X701003716	01-5-703403.00 PARTS & SUPPLIES	-123.01	10051	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/16/21 Trk 8 repair X701003725	01-5-703403.00 PARTS & SUPPLIES	528.67	10051	04/14/21
ATG	ADVANTAGE TRUCK GROUP	03/19/21 2010 Frtliner repairs X701003878	01-5-703403.00 PARTS & SUPPLIES	1020.29	10051	04/14/21
NOTHERNAL	ALEX NORTHERN	03/31/21 FD postage FD POSTAGE	01-5-555618.00 POSTAGE	8.55	10052	04/14/21
ABC	ALLIED BUILDING CONTRACTO	04/02/21 Trail groom Mar 3 & 13 602	01-5-425200.00 Instructor/Contractor Fee	525.00	10053	04/14/21
ANYTIME	ANYTIME CARPET CARE & CLE	03/24/21 Wkly clean Mar 18 & 24 969546	01-5-485304.00 CLEANING	360.00	10055	04/14/21
GRAMBE	BECKY GRAMMER	03/23/21 postage mail tax ck back POSTAGE	01-5-200538.00 POSTAGE	7.95	10056	04/14/21
BESTSEPT	BEST SEPTIC SERVICE, LLC	04/01/21 TS - porty potty 26034	01-5-705500.00 PURCHASED SERVICES	90.00	10057	04/14/21
BETHELMIL	BETHEL MILLS	03/26/21 PSF - bug killer spray 15740	01-5-485302.00 REPAIRS & MAINTENANCE	11.58	10058	04/14/21
BETHELMIL	BETHEL MILLS	04/05/21 Rec - field maintenance 16189	01-5-425322.00 REC FIELD CARE	6.20	10058	04/14/21
BUSINESS	BUSINESS CARD	03/17/21 IACP - PD Chief advertise IACP	01-5-005540.00 ADVERTISING	200.00	10059	04/14/21
BUSINESS	BUSINESS CARD	03/20/21 Mar 2021 Zoom fee MAR ZOOM	01-5-005610.00 OFFICE SUPPLIES	124.99	10059	04/14/21
CANON	CANON SOLUTIONS AMERICA,	03/29/21 Maintenance on copiers 4035817180	01-5-275620.00 PHOTOCOPIER	340.86	10060	04/14/21
CASELLA	CASELLA WASTE SERVICES	03/01/21 Recycling, pick up trash 628326	01-5-705308.00 FOOD WASTE DISPOSAL	-2001.62	-----	--/--/--

Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
CASELLA	CASELLA WASTE SERVICES	03/01/21	Recycling, pick up trash 628326	01-5-705308.00 FOOD WASTE DISPOSAL	1927.68	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	03/01/21	Recycling, pick up trash 628326	01-5-705305.00 RECYCLING	2843.14	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	03/01/21	TS - trash pickup, recycl 628327	01-5-705303.00 MUNICIPAL SOLID WASTE	3747.07	-----	--/--/--
CINTAS	CINTAS CORPORATION	02/03/21	DPW - first aid suuplies 5050796342	01-5-703507.00 SUPPLIES	61.05	10061	04/14/21
EYEMED	COMBINED INSURANCE CO OF	03/15/21	Eye insurance April 2021 164736184	01-2-001126.00 VISION SERV PLAN-PAYROLL	147.58	10062	04/14/21
COMCAST	COMCAST	03/20/21	26 New Boston Rd MAR*APR2021	01-5-703505.00 TELEPHONE	291.73	10063	04/14/21
COTT	COTT SYSTEMS INC	04/01/21	Monthly software - TC 139652	01-5-100613.00 SOFTWARE	260.00	-----	--/--/--
DHMC	DARTMOUTH-HITCHCOCK	03/09/21	FD - OSHA physical 212592519	01-5-555636.00 OSHA COMPLIANCE	136.00	10064	04/14/21
	Required OSHA physical for a new volunteer fire fighter.						
DEADRIVER	DEAD RIVER COMPANY	03/24/21	FD - htg oil 233.9/gal 74146	01-5-555538.00 PETROLEUM PRODUCTS	512.46	10066	04/14/21
DEADRIVER	DEAD RIVER COMPANY	03/24/21	300 Main St Htg oil 288.2 79705	01-5-706103.00 HEATING	631.42	10066	04/14/21
DEADRIVER	DEAD RIVER COMPANY	03/10/21	300 Main htg oil 368.3/ga 94377	01-5-706103.00 HEATING	860.11	10066	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-703125.00 DENTAL INSURANCE	251.59	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-500125.00 DELTA DENTAL	-70.01	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-703125.00 DENTAL INSURANCE	-140.02	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-704125.00 DENTAL INSURANCE	107.20	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-555125.00 VT RETIREMENT	70.01	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-500125.00 DELTA DENTAL	181.58	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-005125.00 DENTAL INSURANCE	123.75	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-425125.00 DENTAL INSURANCE	123.75	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-100125.00 DENTAL INSURANCE	140.02	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-350125.00 DENTAL INSURANCE	37.19	10067	04/14/21
DELTA DEN	DELTA DENTAL	03/31/21	April 2021 dental ins APRIL 2021	01-5-200125.00 DENTAL INSURANCE	37.19	10067	04/14/21
D BYRNE	DOROTHY BYRNE FOUNDATION	03/26/21	Refund of money for PD REIMBURSE	01-4-000423.00 Byrne BWC grant (restrict	30000.00	10068	04/14/21
DUBOIS	DUBOIS & KING, INC.	03/12/21	Beaver Mdw Scoping 321059	01-5-703712.00 VT Trans Bike & Pedi Gran	7293.43	-----	--/--/--
DUBOIS	DUBOIS & KING, INC.	04/08/21	Beaver Mdw Sidewalk Scop 421034	01-5-703712.00 VT Trans Bike & Pedi Gran	2165.02	-----	--/--/--

Beaver Meadow Sidewalk Scoping

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
EASTERN	02/25/21	EASTERN SALES, INC., Finance - checks 158980	01-5-200610.00 OFFICE SUPPLIES	277.00	10069	04/14/21
		Checks for payable & payroll in finance.				
ESRI	12/10/20	ENVIRONMENTAL SYS RESEARC Planning-Map 8/20 - 7/21 93950309	01-5-350341.00 MAPPING	400.00	-----	--/--/--
EVANSMOTO	03/17/21	EVANS GROUP, INC., Diesel 229/gal 16318	01-5-704405.00 PETROLEUM PRODUCTS	542.82	-----	--/--/--
EVANSMOTO	03/24/21	EVANS GROUP, INC., Diesel 100/gal 16481	01-5-703405.00 PETROLEUM PRODUCTS	218.46	-----	--/--/--
EVANSMOTO	03/31/21	EVANS GROUP, INC., Diesel 350/gal 16621	01-5-703405.00 PETROLEUM PRODUCTS	736.41	-----	--/--/--
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-350531.00 TELEPHONE	0.72	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-275531.00 TELEPHONE	0.07	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-705505.00 TELEPHONE	0.40	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-425127.00 TELEPHONE	21.38	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-005531.00 ADMIN TELEPHONE	8.38	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-200531.00 TELEPHONE	10.08	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-100531.00 TELEPHONE	4.12	10070	04/14/21
FIRSTLIGH	03/15/21	FIRSTLIGHT FIBER March phone 8828725	01-5-300531.00 TELEPHONE	0.38	10070	04/14/21
GFOA	09/25/20	GOVERNMENT FINANCE OFFICE Ad for finance director 2981117	01-5-005540.00 ADVERTISING	500.00	10071	04/14/21
GMPC	03/29/21	GREEN MOUNTAIN POWER CORP Street Lights MAR 1	01-5-703307.00 STREETLIGHTS	1102.69	10072	04/14/21
GMPC	03/24/21	GREEN MOUNTAIN POWER CORP Main St Tower MAR 10	01-5-575233.00 TOWER POWER	24.24	10072	04/14/21
GMPC	03/24/21	GREEN MOUNTAIN POWER CORP 300 Main St Bandstand MAR 12	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	1.69	10072	04/14/21
GMPC	03/24/21	GREEN MOUNTAIN POWER CORP 24 New Boston Rd MAR 13	01-5-705501.00 ELECTRICITY	61.81	10072	04/14/21
GMPC	03/30/21	GREEN MOUNTAIN POWER CORP 111 Turnpike EV Chg MAR 2	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	45.81	10072	04/14/21
GMPC	03/30/21	GREEN MOUNTAIN POWER CORP 319 Main St Solar MAR 3	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	22.21	10072	04/14/21
GMPC	03/16/21	GREEN MOUNTAIN POWER CORP Academy Rd Lights MAR 4	01-5-703307.00 STREETLIGHTS	36.34	10072	04/14/21
GMPC	03/23/21	GREEN MOUNTAIN POWER CORP Main St P7 sign MAR 5	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	26.00	10072	04/14/21
GMPC	03/24/21	GREEN MOUNTAIN POWER CORP Beaver Mdw speed sign MAR 6	01-5-500204.00 SPEED SIGNS	1.54	10072	04/14/21
HAUN	03/16/21	HAUN WELDING SUPPLY, INC., DPW - welding supply 7473214	01-5-703403.00 PARTS & SUPPLIES	132.52	-----	--/--/--
HERRIN'S	03/15/21	HERRIN'S SEPTIC TANK CLEA PD - camera inspection 100932	01-5-485302.00 REPAIRS & MAINTENANCE	350.00	10073	04/14/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
HOMEDPOT	03/25/21	PD - KID alert VWS 50649	01-5-500202.00 COMMUNITY RELATNS	56.00	10074	04/14/21
FAIRFIELD	03/09/21	Trk 10 repair 7425976	01-5-703403.00 PARTS & SUPPLIES	167.18	10075	04/14/21
IRVINGOIL	03/23/21	Propane 421.3/gal 652526	01-5-703503.00 PROPANE	602.46	-----	--/--/--
STETTENHE	03/31/21	FY20-21 tax refund FY20-21 REFU	01-2-001148.00 TAX OVERPAYMENTS	6226.52	10076	04/14/21
KEYCOMM	02/08/21	DPW - phone line issues 54211	01-5-703505.00 TELEPHONE	271.75	-----	--/--/--
LEAF	03/31/21	PD - copier monthly fee 11733299	01-5-500501.00 ADMINISTRATION	82.00	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-704124.00 DISABILITY/LIFE	87.10	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-703124.00 DISABILITY/LIFE	330.54	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-500124.00 DISABILITY/LIFE INS	271.00	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-555124.00 DISABILITY/LIFE INSURANCE	62.81	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-425124.00 DISABILITY/LIFE INSUR	64.58	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-005124.00 DISABILITY/LIFE INSUR	129.77	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-100124.00 DISABILITY/LIFE INS	105.11	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01-5-350124.00 DISABILITY/LIFE INS	67.62	-----	--/--/--
LINCOLN	03/11/21	April 2021 life ins APRIL 2021	01 5 200124.00 DISABILITY/LIFE INS	51.47	-----	--/--/--
LUFKIN	03/14/21	2020 town report 20188	01-5-005310.00 TOWN REPORT	1800.00	-----	--/--/--
LYNNWOOD	04/01/21	NWC grant Milt Frye MILT FRYE	01-5-650727.00 WOMENS CLUB GRANT	268.46	10077	04/14/21
PAPAZIAN	12/23/20	Plan - Norwich Barn Surve DEC 23, 20	01-5-350416.00 HIST PRES GRANT	1450.00	10078	04/14/21
PAPAZIAN	01/22/21	Plan Norwich Barn Survey JAN 22 21	01-5-350416.00 HIST PRES GRANT	875.00	10078	04/14/21
MAYER	03/31/21	March payroll deduction MARCH 2021	01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	50.00	10079	04/14/21
MOMAR	03/05/21	DPW- electrical connectio PSI386480	01-5-703403.00 PARTS & SUPPLIES	144.91	-----	--/--/--
NEMRC	03/10/21	Yrly support/license 47772	01-5-100613.00 SOFTWARE	500.00	10080	04/14/21

This is the Annual support/license agreement between NEMRC & the town.

Broken down in the following way:
60% to finance office (\$3000.00)
10% to town clerk office (\$500.00)
30% to lister's office (\$1500.00)

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
NEMRC	03/10/21	NEW ENGLAND MUNI RESOURCE Yrly support/license 47772	01-5-200613.00 SOFTWARE	3000.00	10080	04/14/21
This is the Annual support/license agreement between NEMRC & the town.						
Broken down in the following way:						
60% to finance office (\$3000.00)						
10% to town clerk office (\$500.00)						
30% to lister's office (\$1500.00)						
NEMRC	03/10/21	NEW ENGLAND MUNI RESOURCE Yrly support/license 47772	01-5-300360.00 SOFTWARE MAINT/UPDATE	1500.00	10080	04/14/21
This is the Annual support/license agreement between NEMRC & the town.						
Broken down in the following way:						
60% to finance office (\$3000.00)						
10% to town clerk office (\$500.00)						
30% to lister's office (\$1500.00)						
NEMRC	04/02/21	NEW ENGLAND MUNI RESOURCE Contract assist in financ 47881	01-5-200112.10 FINANCE OFFICER WAGE	412.50	10080	04/14/21
PBA	03/31/21	NEW ENGLAND PBA, INC Union dues - Mar payroll MARCH 2021	01-2-001117.00 UNION DUES PAYABLE	460.00	-----	--/--/--
NEW HAMP	03/18/21	NEW HAMPSHIRE MUNICIPAL A PD - ad for chief 23702	01-5-005540.00 ADVERTISING	150.00	10081	04/14/21
NRRA	03/18/21	NORTHEAST RESOURCE RECOVE TS - recycle, glass 78302	01-5-705305.00 RECYCLING	148.80	10082	04/14/21
NORBOOKS	03/22/21	NORWICH BOOKSTORE Town report - J. Lawe 8797	01-5-005310.00 TOWN REPORT	175.00	10083	04/14/21
PATRIOT	07/01/20	PATRIOT PROPERTIES INC. Listers - software licens 15694	01-5-300360.00 SOFTWARE MAINT/UPDATE	5300.00	10084	04/14/21
PEWAG	12/08/20	PEWAG TRACTION CHAIN, INC FD - chains 4096076	01-5-555528.00 FIRE TRK R & M	214.02	10085	04/14/21
PEWAG	04/08/21	PEWAG TRACTION CHAIN, INC FD - return of chains 4104059	01-5-555528.00 FIRE TRK R & M	-181.26	10085	04/14/21
PIKE	03/12/21	PIKE INDUSTRIES INC VT 2" DGBM 1120191	01-5-703207.00 GRAVEL & STONE	789.21	-----	--/--/--
PIKE	03/16/21	PIKE INDUSTRIES INC 3/4" gravel crushed 1120522	01-5-703207.00 GRAVEL & STONE	2807.01	-----	--/--/--
PIKE	03/16/21	PIKE INDUSTRIES INC VT 2" DGBM/3/4" gravel 1120524	01-5-703207.00 GRAVEL & STONE	4258.05	-----	--/--/--
PIKE	03/16/21	PIKE INDUSTRIES INC VT 2" DGBM 1120526	01-5-703207.00 GRAVEL & STONE	1597.22	-----	--/--/--
PIKE	03/19/21	PIKE INDUSTRIES INC 3/4" gravel crushed 1120748	01-5-703207.00 GRAVEL & STONE	1555.72	-----	--/--/--
PIKE	03/23/21	PIKE INDUSTRIES INC 3/4" gravel crushed 1120839	01-5-703207.00 GRAVEL & STONE	2196.05	-----	--/--/--
RACEMETAL	04/02/21	RACE METALSMITHS Trk 4 repairs 832514	01-5-703403.00 PARTS & SUPPLIES	156.25	10086	04/14/21
FRANRO	03/29/21	RODERICK FRANCIS Plan - APA membership APA MEMBERSH	01-5-350615.00 DUES/MTGS/EDUC	415.00	10087	04/14/21
SABIL	02/25/21	SABIL & SONS INC FD - engine one parts 40403	01-5-555528.00 FIRE TRK R & M	147.96	10088	04/14/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
SAFARILAN	03/25/21	PD - Keeling vest I010361781	01-5-500584.00 BULLET PROOF VESTS	1146.00	10089	04/14/21
KEELSI	04/08/21	PD - reimburse TRNG REIMBUR	01-5-500538.00 TRAINING	40.42	-----	--/--/--
STANTEC	03/05/21	Tigertown Culverts 1762457	01-5-703714.00 VT Trans - TAP Grant (Tig	2762.94	10090	04/14/21
STITZEL	03/19/21	Profess service 60547	01-5-005300.00 PROFESS SERV	1500.30	10091	04/14/21
SYSTEMS	03/18/21	Lister - JM computer wk 1-711671	01-5-275630.00 COMPUTER HARDWARE	100.00	10092	04/14/21
RICHARDSO	04/06/21	TH server/user maintenanc 1923	01-5-275632.00 SERVER MAINTENANCE	262.50	10093	04/14/21
TDS LEASE	03/26/21	PD - water cooler 1077812	01-5-500501.00 ADMINISTRATION	90.00	-----	--/--/--
TENCO	03/18/21	DPW - Trk 5 parts 7437607	01-5-703403.00 PARTS & SUPPLIES	162.70	-----	--/--/--
TILDEN	03/30/21	FD - repairs on lights 24008	01-5-485302.00 REPAIRS & MAINTENANCE	464.53	10094	04/14/21
PSF = Public Safety Facility - electrically work done (lights)						
HANOVERTO	04/01/21	Year alarm monitoring 667	01-5-485303.00 ALARM MONITORING	118.75	-----	--/--/--
Yearly alarm monitoring July 2020 to June 2021 for FD, Library, PD, DPW, TH. The library pays their portion of \$118.75. Town of Hanover usually bills this out in April of each year.						
HANOVERTO	04/01/21	Year alarm monitoring 667	01-5-703509.00 ALARM MONITORING	118.75	-----	--/--/--
Yearly alarm monitoring July 2020 to June 2021 for FD, Library, PD, DPW, TH. The library pays their portion of \$118.75. Town of Hanover usually bills this out in April of each year.						
HANOVERTO	04/01/21	Year alarm monitoring 667	01-5-706105.00 ALARM MONITORING	118.75	-----	--/--/--
Yearly alarm monitoring July 2020 to June 2021 for FD, Library, PD, DPW, TH. The library pays their portion of \$118.75. Town of Hanover usually bills this out in April of each year.						
HARTFORD	03/19/21	PD Feb 2021 broadband 11527	01-5-500535.00 VIBRS	116.39	-----	--/--/--
UI INSUR	03/23/21	FD - insurance for volunt 9604	01-5-555620.00 FIREFIGHTERS CASUL INS	4207.00	10095	04/14/21
Insurance for firefighters who are volunteers						
UNIFIRST	03/22/21	DPW uniforms 1070015823	01-5-703311.00 UNIFORMS	181.07	-----	--/--/--
UNIFIRST	03/22/21	DPW uniforms 1070015823	01-5-703507.00 SUPPLIES	81.57	-----	--/--/--
UNIFIRST	03/22/21	B & G uniforms 1070015824	01-5-704311.00 UNIFORMS	76.78	-----	--/--/--
UNIFIRST	03/29/21	DPW uniforms 1070017790	01-5-703311.00 UNIFORMS	181.07	-----	--/--/--
UNIFIRST	03/29/21	DPW uniforms 1070017790	01-5-703507.00 SUPPLIES	81.57	-----	--/--/--
UNIFIRST	03/29/21	B & G uniforms 1070017792	01-5-704311.00 UNIFORMS	76.78	-----	--/--/--

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
UNITED AG	03/22/21	UNITED AG & TURF NE, LLC Tractor - diagnosis on re	01-5-703401.00	330.75	10096	04/14/21
		1014394	OUTSIDE REPAIRS			
USCTRSAFE	04/06/21	UNITED STATES CENTER FOR Rec - Trng course	01-5-425218.00	400.00	10097	04/14/21
		1617	REGISTRATION FEES			
		Recreation - online training courses for volunteer coaches. Trng such as: understanding your responsibilities; sexual misconduct awareness education; emotional & physical misconduct; refresher trng course				
USBANK	03/15/21	2021 Bond/Tower interest	01-5-575105.00	1417.89	10098	04/14/21
		NOT RECORDED BOND/TOW2021	DEBT SERVICE TOWER INTERE			
USBANK	03/15/21	2021 Bond/Tower interest	01-5-800235.00	23483.55	10098	04/14/21
		PREVIOUS BOND/TOW2021	DEBT INTEREST			
VALLEYNEW	03/06/21	VALLEY NEWS DPW ad	01-5-703515.00	115.40	10099	04/14/21
		427503	ADMINISTRATION			
VT AWARD	03/03/21	VERMONT AWARDS AND ENGRAV Chief Frank award	01-5-005610.00	358.38	10100	04/14/21
		82354	OFFICE SUPPLIES			
VTREC	03/24/21	VERMONT RECREATION & PARK VRPA 20/21 membership	01-5-425218.00	80.00	10101	04/14/21
		01763	REGISTRATION FEES			
VLCTERB	04/01/21	VLCT EMPLOYMENT RESOURCE Qtr 2 pmy unemploy (2021)	01-5-800517.00	764.00	10102	04/14/21
		REN031783Q2	UNEMP INS RATE ASSMT			
VLCTPACIF	03/02/21	VLCT PACIF Vehicle ins/DPW truck	01-5-800518.00	-588.00	10103	04/14/21
		INT455030221	PROP & CAS INSURANCE			
VLCTPACIF	03/02/21	VLCT PACIF Vehicle ins/DPW truck	01-5-800518.00	633.00	10103	04/14/21
		INT455030221	PROP & CAS INSURANCE			
VMERS	03/10/21	VMERS DB Payroll Transfer	01-2-001111.00	4741.85	10104	04/14/21
		PR-03/10/21	VMERS GRP B PAYABLE			
VMERS	03/10/21	VMERS DB Payroll Transfer	01-2-001113.00	5955.10	10104	04/14/21
		PR-03/10/21	VEMRS GRP C PAYABLE			
VMERS	03/24/21	VMERS DB Payroll Transfer	01-2-001111.00	4325.94	10104	04/14/21
		PR-03/24/21	VMERS GRP B PAYABLE			
VMERS	03/24/21	VMERS DB Payroll Transfer	01-2-001113.00	1290.47	10104	04/14/21
		PR-03/24/21	VEMRS GRP C PAYABLE			
WBMASON	02/25/21	W.B. MASON CO., INC. TH paper/ TC batteries	01-5-275610.00	292.90	-----	---/---/---
		218210629	OFFICE SUPPLIES			
WBMASON	02/25/21	W.B. MASON CO., INC. TH paper/ TC batteries	01-5-100610.00	5.14	-----	---/---/---
		218210629	OFFICE SUPPLIES			
WBMASON	02/26/21	W.B. MASON CO., INC. TC batteries	01-5-100610.00	15.49	-----	---/---/---
		218253996	OFFICE SUPPLIES			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-100531.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-300531.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-350531.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-200531.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-275531.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-425127.00	40.34	10105	04/14/21
		73646671	TELEPHONE			
EARTHLINK	04/01/21	WINDSTREAM Phone at TH/TS	01-5-005531.00	40.36	10105	04/14/21
		73646671	ADMIN TELEPHONE			

Handwritten notes:
Principal
OK

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
EARTHLINK WINDSTREAM	04/01/21	Phone at TH/TS 73646671	01-5-705505.00 TELEPHONE	36.69	10105	04/14/21
Report Total				159797.49		

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ ***159,797.49
Let this be your order for the payments of these amounts.

FINANCE DIRECTOR Becky Grammer TOWN MANAGER: Herbert Durfee
Becky Grammer Herbert Durfee

SELECTBOARD:

Roger Arnold Chair

Mary Layton Vice Chair

Robert Gere

Marcia Calloway

Claudette Brochu

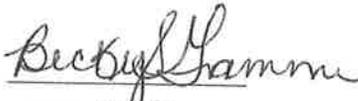
04/09/21
07:52 am

Town of Norwich Accounts Payable
Check Warrant Report # 21-21 Current Prior Next FY Invoices For Fund (GENERATOR FUND)
All Invoices For Check Acct 03 (General) 04/14/21 To 04/14/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
BROOK	02/23/21	PSF- generator 36492-1	46-5-575740.00 Generator expense	23243.50	-----	--/--/--
Generator installed at the PSF - Public Safety Facility. This was approved by the board as 1/2 of this invoice was paid in November 2020.						
IRVINGOIL	03/01/21	Generator repair 67180	46-5-575740.00 Generator expense	228.94	-----	--/--/--
Approval from board was on 8/26/20. Approving minutes attached to invoice.						
Report Total				23472.44	=====	

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ ****23,472.44
Let this be your order for the payments of these amounts.

FINANCE DIRECTOR


Becky Grammer

TOWN MANAGER:


Herbert Durfee

SELECTBOARD:

Roger Arnold
Chair

Mary Layton
Vice Chair

Robert Gere

Marcia Calloway

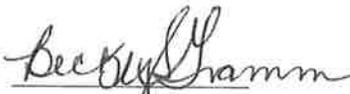
Claudette Brochu

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
HUBBDA	03/18/21	DAVID HUBBARD LMC seedlings to plant SEEDLINGS	24-5-580150.00 LAND MGMT COUNCIL	240.00	10065	04/14/21
Part of Land Management Council is to replant trees for logged areas, The logged area along Beaver Meadow Rd in the Fire District will have 500 seedlings replanted. 400 pine and 100 spruce. Seeds were purchased from NH Dept of Natural & Cultural Resources a division of Forest & Land.						
HUBBDA	03/18/21	DAVID HUBBARD LMC seedlings to plant SEEDLINGS	24-5-580150.00 LAND MGMT COUNCIL	80.00	10065	04/14/21
Part of Land Management Council is to replant trees for logged areas, The logged area along Beaver Meadow Rd in the Fire District will have 500 seedlings replanted. 400 pine and 100 spruce. Seeds were purchased from NH Dept of Natural & Cultural Resources a division of Forest & Land.						
Report Total				320.00		

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ *****320.00

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

FINANCE DIRECTOR


Becky Grammer

TOWN MANAGER:


Herbert Durfee

SELECTBOARD:

Roger Arnold
Chair

Mary Layton
Vice Chair

Robert Gere

Marcia Calloway

Claudette Brochu

04/09/21
07:52 am

Town of Norwich Accounts Payable
Check Warrant Report # 21-21 Current Prior Next FY Invoices For Fund (CITIZEN ASSISTANCE FUND)
All Invoices For Check Acct 03 (General) 04/14/21 To 04/14/21

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
PARKAN	03/31/21	ANNETTE PARKER Mar, Apr, May 2021 rent RENT	33-5-005702.00 CITIZEN ASSISTANCE	2800.00	10054	04/14/21
Report Total				2800.00		

*LANDLORDS OF
CITIZEN*

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating \$ *****2,800.00
Let this be your order for the payments of these amounts.

FINANCE DIRECTOR *Becky Grammer*
Becky Grammer

TOWN MANAGER: *Herbert Durfee*
Herbert Durfee

SELECTBOARD:

Roger Arnold
Chair

Mary Layton
Vice Chair

Robert Gere

Marcia Calloway

Claudette Brochu

③

DRAFT Minutes of the Selectboard Meeting of
Wednesday, March 24, 2021 at 6:30 pm

This meeting was conducted via teleconference using ZOOM, in order to maintain appropriate physical distance under COVID-19 precautions. Members present: Roger Arnold, Chair; Mary Layton, Vice Chair; Claudette Brochu; Marcia Calloway; Robert Gere; Herb Durfee, Town Manager; Miranda Bergmeier, Assistant to the Town Manager.

There were about 12 people in the audience.

Also participating: Andy Scherer, Peter Orner, Linda Cook, Jack Cushman, Linda Gray, Norm Levy, Aaron Lamperti, Kate Barlow, Lynnwood Andrews, Neil Fulton, Jon Felde, Sharon Racusin, Liz Blum, Heidi Lockwood, Seth Robertson.

1. Approval of Agenda. Layton **moved** (2nd Gere) to approve the agenda with the addition of the Thad Goodwin Tree Warden appointment. **Motion approved unanimously.**
2. Public Comment. Andy Scherer spoke about his concerns regarding speeding cars on Beaver Meadow Road (BMR) and asked if it would be possible to place a mobile speed cart there to deter speeding. Peter Orner agreed with the placement of a speed cart and summarized the activities and process regarding the BMR traffic issues. Orner said he would like the SB and town to consider options for traffic calming. Linda Cook spoke to support the purchase of a replacement cruiser for the Police Department; she would like the SB to revisit the question of the cruiser purchase. Jack Cushman gave a brief update about the Solid Waste Committee and said the committee recommended extending the Casella contract for one more year.
3. Consent Agenda. Layton **moved** (2nd Calloway) to approve the consent agenda with the exception of memos from Flanders and Francis. **Motion approved unanimously.** Brochu and Calloway said they would like the SB to discuss the memos from Flanders and Francis at a future SB meeting. Brochu **moved** (2nd Layton) to accept correspondence from Steve Flanders and Rod Francis.
4. Appointments to Committees. Arnold read aloud Eva Rosenbloom's application for the Article 36 Task Force, because her application in the packet was truncated and she was unable to attend tonight's meeting. Layton **moved** (2nd Brochu) to appoint Eva Rosenbloom to the Article 36 Task Force. **Motion approved unanimously.** Jack Cushman spoke in support of his application for the Article 36 Task Force. Layton **moved** (2nd Gere) to appoint Jack Cushman to the Article 36 Task Force. **Motion approved unanimously.** Gere said that he would like to serve as the SB member of the Article 36 Task Force. Layton **moved** (2nd Brochu) to appoint Rob Gere as the Selectboard member of the Article 36 Task Force. **Motion approved unanimously.** Linda Gray spoke in support of her application to the Energy Committee. Norman Levy spoke in support of his application to the Energy Committee. Aaron Lamperti spoke in support of his application to the Energy Committee. SB members discussed the possibility of limiting terms on town committees. Brochu **moved** (2nd Gere) to appoint Linda Gray, Norman Levy, and Aaron Lamperti to the Energy Committee for three-year terms ending in March 2024. **Motion approved (4 yes; 1 abstain – Calloway).** Kate Barlow spoke in support of her application to serve as Town Service Officer. Layton **moved** (2nd Brochu) to appoint Kate Barlow as Town Service Officer for a one-year term ending in March 2022. **Motion approved unanimously.** Lynnwood Andrews spoke in support of her application for Conservation Commission. Layton **moved** (2nd Gere) to appoint Lynnwood Andrews to the Conservation Commission for a four-year term ending in March 2025. **Motion approved unanimously.** Neil Fulton spoke about the

Greater Upper Valley Solid Waste Management District, including what they do and his interest in continuing to serve as Norwich's representative to their governing body. Layton **moved** (2nd Brochu) to appoint Neil Fulton as representative and Herb Durfee as alternate to the Greater Upper Valley Solid Waste Management District for two-year terms ending in March 2023. **Motion approved unanimously.**

5. Liquor Licenses. Layton **moved** (2nd Brochu) to convene as the Norwich Liquor Commission. **Motion approved unanimously.** Layton **moved** (2nd Gere) to approve liquor license applications for PLR Enterprises (Norwich Wine and Spirits), L'Elephant Vert (Carpenter & Main), Frasers General Store (Dan & Whit's), King Arthur Flour, and Green Visions (Norwich Inn). **Motion approved unanimously.** Layton **moved** (2nd Brochu) to close the Norwich Liquor Commission session and reconvene as the Selectboard meeting. **Motion approved unanimously.**

6. Monetary Gift for the Purchase of Car/Body Cameras for the Police Department. Arnold reviewed the history of the solicitation and receipt of a donation from the Byrne Foundation toward the purchase of police in-car and body cameras. SB members discussed the issue of funds from the Byrne Foundation and whether to accept the funds. Neil Fulton spoke about the history of police camera use. Linda Cook spoke about the value and use of police cameras and said that dash camera footage was valuable to her in a situation when she served on the fire department. Jon Felde, Sharon Racusin, Liz Blum, and Heidi Lockwood all spoke against accepting the money from the Byrne Foundation. Linda Cook said that other town departments have received money from the Byrne Foundation. SB members agreed to discuss body cameras during future capital budget discussions and agreed to discuss the gift policy regarding philanthropy and what procedures should be in place. Layton **moved** (2nd Calloway) to authorize the acceptance of a gift of funds for the purchase of in-car and body cameras for the Norwich Police Department. **Motion failed unanimously.** SB members agreed that Arnold will work with Durfee to write and send a diplomatic rejection letter to the Byrne Foundation.

7. Town Manager Report. Town Manager Herb Durfee said he sent confidential information to the SB previously, and introduced Seth Robertson, the town's temporary Finance Director, who talked to the SB about the information he had provided for the meeting packet. Robertson answered questions from SB members about the town's accounting. SB members agreed they will send their feedback to Durfee regarding the financial documents submitted to them.

8. Work plan for Amendments to Master Financial Policies. SB members discussed the work plan proposed by Arnold. SB members agreed to proceed. Layton **moved** (2nd Brochu) to adopt the work plan on master financial policies. **Motion approved unanimously.**

9. Continued Discussion of '21-22 Work Plan & Goals. Arnold introduced to the SB his Trello work chart showing SB work. SB members agreed to proceed with using Trello and to post a link to it on the SB webpage.

10. Reaffirm Road and Bridge Standards. Brochu **moved** (2nd Layton) to re-adopt the Road and Bridge Standards, as contained in the packet. **Motion approved unanimously.**

11. VTrans Grant Applications. Brochu **moved** (2nd Layton) to adopt the annual financial plan, as included in the VTrans grant applications. **Motion approved unanimously.** Brochu **moved** (2nd Layton) to submit an FY 2022 Municipal Highway Grant Application for structures, as presented in the meeting packet. **Motion approved unanimously.** Layton **moved** (2nd Brochu) to submit an FY 2022 Municipal Highway Grant Application for Class 2 Roadway Paving, as presented in the meeting packet. **Motion approved unanimously.**

12. Authorize an Extension to the Childcare Committee Charge. Brochu **moved** (2nd Gere) to authorize an extension to the Childcare Committee Charge to January 12, 2022 and to affirm said committee's proposed work plan. **Motion approved unanimously.**

13. Amendments to Rules for Conduct of Regular and Special Selectboard Meetings. Brochu **moved** (2nd Layton) to amend the Rules for Conduct of Regular and Special Selectboard Meetings, as presented in the meeting packet. **Motion approved unanimously.**

14. Amendments to Procedure for Receipt of Correspondence. Layton **moved** (2nd Calloway) to amend the Procedure for Receipt of Resident Correspondence, as presented in the meeting packet. **Motion approved unanimously.**

15. Adjourn. Layton **moved** (2nd Gere) to adjourn. **Motion approved unanimously.**

Meeting adjourned at 9:55 pm.

By Miranda Bergmeier

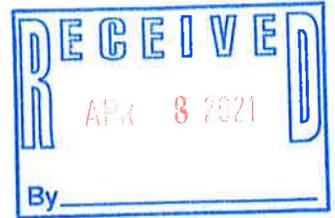
Approved by the Selectboard on _____, 2021

Roger Arnold
Selectboard Chair

Next Meeting – March 31, 2021 – Meeting at 6:30

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

3



TO ; Miranda and the Select Board
FROM ; Linda Cook
DATE ; 4/8/22021
RE ; Corrections to 3/24/2021 Select Board Meeting

Corrections to minutes

2. traffic calming. Linda ^{Cook} spoke to support the Police Departments green fleet purchase of a new hybrid cruiser.

With a savings of 20,000 dollars on a 2020 model.

^{she} I would like the Select Board to revisit the question of the cruiser purchase.

6. Linda Cook spoke about the value and use of police cameras and said that the dash camera footage was valuable to her in a case.

Minutes of the Selectboard Meeting of
Wednesday, March 31, 2021 at 6:30 pm

This meeting was conducted via teleconference using ZOOM, in order to maintain appropriate physical distance under COVID-19 precautions. Members present: Roger Arnold, Chair; Mary Layton, Vice Chair; Claudette Brochu; Marcia Calloway; Robert Gere; Herb Durfee, Town Manager; Miranda Bergmeier, Assistant to the Town Manager.

There were about 3 people in the audience.

Also participating: Linda Cook, Cheryl Lindberg, Pam Smith.

1. Approval of Agenda. Layton moved (2nd Gere) to approve the agenda. **Motion approved unanimously.**
2. Public Comment. No public comment was offered.
3. Check-ins / Introduction. Selectboard (SB) members offered their thoughts about what the Town does well and what we can improve. Layton thinks we have some strong departments and we can work on coordinating among those departments and offices. Gere thinks the SB has been largely reactive, rather than oriented to longer-range planning. Brochu shared her SWOT analysis. Calloway listed various strengths and weaknesses. SB members agreed that the town's infrastructure needs attention, for example.
4. Defining Work Product.
5. Work Session.
6. Next Steps
SB members engaged in a wide-ranging discussion. Arnold shared his screen, showing the Trello board. SB members offered comments on the Trello program. Arnold demonstrated some of the functions available in the program. SB members discussed options for how to organize and customize the Trello board. SB members discussed what projects they would next undertake, what resources they will need to complete those tasks, and how best to identify what needs to be done next. SB members agreed to submit to the Town Manager's office written comments and/or SWOT analysis regarding the SB's work plan for meetings between now and January, 2022. Calloway's comments are attached to these minutes.
7. Adjourn. Brochu moved (2nd Layton) to adjourn. **Motion approved unanimously.**

Meeting adjourned at 9:02 pm.

By Miranda Bergmeier

Approved by the Selectboard on _____

Roger Arnold
Selectboard Chair

Next Meeting – April 14, 2021 – Meeting at 6:30 pm

- What does the Board and the Town do particularly well?
 - Speaking to the results in Town, Norwich
 - Has maintained the physical appearance of a small Vermont town
 - Has protected valuable open spaces for community use – the green, Huntley, the playing fields
 - Has supported a good library
 - Has created a successful recycling/waste system
 - Has supported a successful recreation program
 - Has provided for police and fire protection
- What areas should be improved?
 - Lack of any obvious process to identify problems and projects
 - Lack of articulated methodology to solve problems and plan to pay for identified projects
 - Lack of any apparent understanding of the efficacy of multi-faceted approaches to problems
 - Lack of Selectboard oversight of appointed committees and groups to ensure cohesive and coordinated work toward the same identified goals
 - Insufficient turnover on committees and boards to ensure adequate diversity of thought, opinion, talent and agendas
 - thoughtful

Agenda Item #4

- Name, define, discuss the scope of a desired work product, short-term and long-term.
 - First and short-term (this year) – develop an Operational Plan – See Figure A (page 2)
 - Direct the Treasurer to set up the appropriate separate funds so that budgeting will be more transparent and in compliance with statute
 - Spend the spring and summer organizing and understanding what monies are voted and for what purpose; and, develop a reporting system so that the Selectboard can run reports and understand the posture of funding and expenses.
 - Second both short-term and long-term – identify possible Capital Plan projects
 - Develop a methodology to identify possible projects
 - Ensure and include community involvement
 - Determine the costs of the various projects
 - Develop a priority list of those projects – based on safety issues, etc.
 - Determine how many of those projects can reasonably be planned for the next year
 - Prepare for future vote of the necessary funds (by majority vote) at either an annual or special town meeting
 - Deposit those monies in a Reserve Fund to be used for the voted project(s)

Statutes

Town General Fund – 17 VSA 2664

§ 2664. Budget¹

At its annual meeting, a town shall vote such sums of money as it deems necessary for the interest of its inhabitants and for the prosecution and defense of the common rights. It shall express in its vote the specific amounts, or the rate on a dollar of the grand list, to be appropriated for laying out and repairing highways and for other necessary town expenses. If a town votes specific amounts in lieu of a rate on a dollar of the grand list, the selectboard shall, after the grand list book has been computed and lodged in the office of the town clerk, set the tax rate necessary to raise the specific amounts voted. The selectboard may apply for grants and may accept and expend grants or gifts above those that are approved in the town budget. The selectboard shall include, in its annual report, a description of all grants or gifts accepted during the year and associated expenditures.

Town Highway Fund – 17 VSA 2664 (above) and 19 VSA 312 (below)

§ 312. Municipal property tax; highway expenditures; general use of funds; unexpended balances

The funds raised from town highway taxes shall not be used for any purpose other than that for which the tax was voted, subject to the provisions of this chapter. If in any year money so voted is not expended, it shall be applied for the same purpose² the following year.

Reserve Funds – 24 VSA 2804

§ 2804. Reserve funds; use

(a) At an annual or special meeting duly warned, a municipality may establish a reserve fund to be under the control and direction of the legislative branch of the municipality. The reserve fund shall be kept in a separate account and invested as are other public funds and may be expended for such purposes for which established, or when authorized by a majority of the voters present and voting at an annual or special meeting duly warned, for other purposes.

Sinking Funds – 24 VSA 1777 (“Indebtedness generally”)

§ 1777. Regulations

When a municipal corporation has established or provided a sinking fund for the retirement of a bond issue or other debt, the fund so established or provided shall be kept intact and separate from other monies at the disposal of such corporation, shall be accounted for as a pledged asset for the purpose of retiring such obligations, and shall not be appropriated or used for the current expenses of such corporation.

¹ Note that 17 VSA 2664 mentioned highway expenses but does NOT indicate that unspent monies can be held over for another year. Compare 17 VSA 312 which specifically DOES indicate that unspent monies CAN be held for another year.

² By creating a separate highway account, there will be no co-mingling of funds, and no risk that monies can be deemed ‘undesigned’ and spent on something else.

Town Meeting Votes

\$\$\$ as voted is allocated to one of 4 statutory funds

FIGURE A

Town General Ledger Fund
voted annually for
Routine Operating Expenses
– used or returned to
voters the next year

Town Highway Fund
voted annual and may
carry forward

Reserve Funds voted annually
for a specific purpose – perhaps
this account contains monies being
accumulated for more than one
purpose but each are voted
individually. These Funds determine
how much can be spent on Capital
Projects

Sinking Funds voted
annually to retire a
specific debt or bond.
These Funds are
requested based on
known and existing
Capital Project debts or
bonds to be retired.

Normal town
Operating
Expenses

Reserve &
Sinking Funds
are for Capital
Projects

Normal highway
maintenance costs including
administrative costs

NEW Capital
Projects for
which Reserve
Funds have
been voted

OLD Capital
Projects for which
Sinking Funds have
been voted to
retire the debt or
bond

Town General Fund – 17 VSA 2664

Town Highway Fund – 17 VSA 2664 and 19 VSA 312

Reserve Funds – 24 VSA 2804

Sinking Funds – 24 VSA 1777

TM Monthly Report

March 2021 (with some April already inserted)

1. Finance Department, including Finance Director:

Monthly financials will be available for the 2nd meeting in April. Cynthia has been focused on the trial balance and working with Becky to finish some updates and corrections. This should provide a more accurate monthly/YTD reporting status. This is important especially as the fiscal year's end is approaching.

Seth has been asked to work with Dept Heads to prepare an estimate of remaining expenses with the purpose of trying to give beginning perspective on how the fiscal year expenses may end.

Seth continues to work on the Financial Dashboard. A revised version will be provided as part of monthly financial report for the 2nd meeting in April. The revision will better align with a specific board member's request (i.e., related to a more departmental summary of the "functional" presentation of the budget vs. actuals – similar to page I-18 of the 2020 Town Report). Also, several internal control procedures will be made available to the Board, confidentially (to protect the integrity of internal controls), to indicate a level of status.

The 6th round of advertising for a Finance Officer/Director is expected to begin before the end of April. As reported last month, the standard advertising will be altered to consider both full- and part-time.

2. Police Chief Position:

- a. The extended deadline for applicants is Friday, April 9.
- b. The survey had just over 215 responses. Currently, at least preliminary results are being prepared, and they are in the April 14 meeting packet. Additional tabulation will be conducted as necessary. The Board scheduled a public hearing (April 14) for the public at-large to offer perspective on the next Police Chief. Information shared with the TM will be interfaced with the results of the survey and, also, will be incorporated into the hiring process (e.g., used to develop interview questions).
- c. As reported previously:
 - i. Eventually, a panel of individuals will be created to review applications and to participate in the interview process. A select number of members of the public at-large will be asked to participate. Also, all Selectboard

members will be asked to review applications, and 1-2 members will be asked to participate on the interview team.

- ii. The finalist(s) will be subject to a formal “Board of Review”, and the finalist will be subject to an extensive background check (that will require use of a 3rd party law enforcement entity/consultant).
 - iii. If there are multiple finalists, I would like to establish a method for the public at-large to meet/query the finalists with a period thereafter for the public to submit their insight to me related to their preference of the candidates to fill the position. At this time, this process would have to be conducted via ZOOM, but the logistics have not yet been established.
- d. Sgt. Simon Keeling continues to serve as “Officer in Charge” during the interim.
 - e. Once a Police Chief is in place, the TM plans to have the Chief at least conduct a number of public outreach forums where additional opportunity for interface between the department and the public can occur to discuss issues of concern, improvement, status quo, etc. Delaying the hiring process, short of a qualified candidate, is not in the best interests of the Town primarily because it’s important for the Police Chief to be an active participant in any community discussion and because the Chief serves shifts similar to a Patrol Officer. During the time the position remains vacant, the NPD is at 75% staffing – a staffing level that is unsustainable nor in the best interests of the community.
3. Police Officer Position. Police Officer Joseph Pregent on April 3 served his last full-time shift with NPD due to taking a position with another police department. Officer Brian Berry has been hired to fill the vacant position, beginning April 12. More information to come as Officer Berry takes over the vacant position, but he has extensive Vermont law enforcement experience especially with the Vermont State Police at Troop D (Rockingham), including serving as Detective, FTO, and holding numerous achievements and qualifications.
 4. DPW Highway Equipment Operator Position – At the writing of this report, a qualified candidate was verbally given a conditional offer of employment. More information may be available at the Board’s April 14 meeting, but the individual would bring more than 20 years of DPW experience to Town.
 5. Managed Service Provider (Computer Hardware/IT) RFP is nearly complete and should be “let” before April 14. This will cover the 1st phase of computer/IT needed upgrades. (The 2nd phase work will be initiated later in FYE 2022.)
 6. Energy:
 - a. The group net metering agreement amendments should be completed with assumed Board approval on April 14.

- b. The TM is amid making an arrangement with the Town's independent auditor to conduct a fiscal review of the Town's solar credit arrangement with Solaflect to validate that the Town has received the contractually agreed upon solar credit (electricity discount).
 - c. TM is working with the Energy Committee Chair concerning the Regional Energy Coordinator, and an update will be provided at a subsequent Board meeting.
 - d. As the Article 36 Task Force gets going, it's expected that some coordination with the TM's Office will occur – TBD.
7. Casella contract – 1-yr extension is mutually agreed. The document signing is pending the week of April 12.
8. Capital Budget & Program. TM is amid preparing some additional considerations for the Board's review, action, etc. This is being carried out in collaboration with the Chair and, eventually, will be included on the Trello™ page being maintained by the Chair.

Public Works Department

Monthly Report for March 2021

By: L. Wiggins, Public Works Director

Highway Department

March brought the usual mixture of winter and spring weather which dictated the Highway Dept's workload.

The roads were posted on March 5 with the usual weight limit road posting signs installed. As required by the DMV, the road postings are also listed on line at the DMV site. As a result, the Director responded to 79 requests for permits to haul (on posted roads) between March 5 and March 31.

The Highway Dept:

- Treated roads for winter maintenance on 3 days
- Picked up trees on 5 days
- Pushed back snowbanks on 3 days
- Gravelled and graded road mud areas on 8 days
- Graded roads (routine grading) on 4 days

Some miscellaneous work performed:

- Repaired mailboxes
- Ditchwork to prevent snow blocking drainage
- Bring snowmobile and trail roll back to PWG
- Assemble storage boxes and picnic tables at Huntley
- Build a new cover on the rink storage box
- Patch potholes on Main St and at the Transfer Station
- Address a frozen culvert
- Push down the C&D and metal on a weekly basis at the Transfer Station
- Perform truck and equipment maintenance

As customary with the mechanical repairs required, one man performed numerous mechanical repairs for the month.

As of January 29th, the Public Works Dept, Highway Division, is down one crew member. The Department is currently advertising to fill the vacancy. Residents may notice some road maintenance issues are not addressed in the same time frame (as previously performed) due to the manpower shortage.

Buildings and Grounds

The B&G Department assisted the Highway Dept on winter maintenance on roads and sidewalks.

The custodian performed the usual maintenance at Tracy Hall, Public Safety Building and the Public Works Garage. The one B&G employee performed custodial duties on one day when the custodian was not in work.

The custodian performed the bleach cleaning of Town facilities (Tracy Hall, Safety Building, Public Works and the Transfer Station) in light of the Covid- 19 virus.

B&G also:

- Setup, Covid 19 cleaned and removed booths, seating, tables, etc. required for the Town voting at Tracy Hall
- Installed the lockers in the Public Safety Building after the generator test flooding cleanup was completed.
- Picked up the skating rink boards, anchorages and liner

Transfer Station

The Transfer Station operated in the usual manner with no noteworthy exceptions. Lead Attendant Paul Albee reviewed the sticker revenues for the last three years.

Miscellaneous Public Works Dept Activities

The Director:

1. Responded to resident's concerns regarding road postings, winter maintenance, mud areas, trees and drainage in addition to many other items.
2. Attended the Board of Selectmen budget review sessions (ZOOM meetings).
3. Contracted the following repairs of Public Service Building:
 - Fire Dept. kitchen lights not working
 - Exterior lights not working
 - Fire Dept boiler not working

The Director and mechanic also worked on detecting the cause of a sewer smell in the Fire Dept.

4. Contracted the removal of a large "widow maker" tree at Huntley field.
5. Started work on the Transfer Station recertification with the State of Vermont.
6. Travelled on mud roads to determine areas of repair work.
7. Performed annual evaluations on three employees.
8. Attended the quarterly TRORC Zoom meeting.

9. Reviewed the applications received for the vacant Equipment Operator position. The Director received 12 applications of which 4 were the required CDL applications. Interviews were arranged with two of the four applicants.
10. The Director worked on the following driveway permit applications:
 - McClane --- logging access on Podunk Road
 - Randall - New Boston Road driveway
 - Schleipman – Partridge Road driveway
 - McMillan/Kenyon – Bullock Road driveway

Projects:

1. Tigertown Box Culverts

Stantec informed the Director that the box culverts are on schedule for May-June construction. The Stream Alteration Permit and fee were submitted. The project is going through the final review stages prior to bid.
2. BM Scoping Study

Dubois & King completed the final draft of the study report and incorporated comments from the State and the Town.
3. PSB/PWG Generators

The new Public Safety Building generator was installed in late February 2021. The Public Works Garage received the Public Safety Building generator certifications and inspection reports in mid March. Brook Field Services is working on removing a temporary vent system and installing the final vent system.
4. RT 132 culvert

The Director prepared a Vtrans Structures Grant Application for construction of the box culvert. The application was reviewed and approved by the BOS. The Director submitted the application and also suggested to Stantec that issuing the Rt 132 project for the same time frame and bid due date as the Tigertown box culvert project might be beneficial. Stantec agreed.

After several months of communications, the final easement and permit signatures were obtained for the box culvert construction.
5. Better Roads Grant

The grant is awaiting funding of the matching funds in the budget process.

6. Public Safety Building

A sewer video will be performed on the line to the effluent disposal area to determine the exact cause of the drains not functioning properly. As a result of the video, it was clear the effluent line is blocked by ice and also has areas of ponding.

Issues continue with the actual operational status of the condenser units. Wright Construction has promised to replace all filters in the building.

7. Paving Grant Application

The Director prepared a Vtrans Paving Grant Application to pave approximately 1.6 miles of Beaver Meadow Road starting at Chapel Hill Road and heading easterly.

7. Energy Audit

The Director is initiating an energy audit for all Town owned buildings including the Fire District's pumping station and the Library.

8. Bridge Inventory and Priority Repair Program RFP

The Director is preparing a Request for Proposals from qualified engineering firms to perform an inventory of the current bridges in Town and to also prepare a prioritized listing of those bridges listing proposed repairs and repair cost estimates for 10 years from the date of report completion.



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

To: Town of Norwich Selectboard
Town Manager

Re: March 2021 Department Report

Date: April 7, 2021

The Norwich Fire Department continues to support the towns' green purchasing initiative through the proposed use of a Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU) as part of its' bid to replace NFD Engine 2. The operational nature of a Fire Rescue/Pumper is that it spends a lot of time at a scene where the pump is not operating, but the warning lights and communication devices need to be kept operating.

The proposed APU reduces idle time and fuel use by shutting off the engine after a preset time if the parking brake is on and the pump is not being used. The warning lights and communication devices during this period of time will be powered by lithium-ion batteries. If the battery voltage falls to an amount that would not be able to power those devices, the engine would be automatically started. The specified system would be able to operate the warning lights and communication devices for a minimum of two hours. This reduces fuel use, carbon emissions and provides a lower carbon footprint. The benefits of the APU include the following:

- Significant reduction in idle time and reduction in CO emissions in the vicinity of the vehicle improving firefighter health and safety
- Reduction in CO2 emissions. About 22.38 pounds of CO2 are produced by burning a gallon of diesel fuel.
- Reduced engine wear and maintenance costs and reduced fuel costs.

FIRE CALLS	16
EMS CALLS	12
FIRE MUTUAL AID	9



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

To: Town Manager
Town of Norwich Select Board

Re: Letter of Transmittal / Authority to Purchase Fire Department Rescue/Pumper

Date: April 5, 2021

This memorandum is to request authorization for the Norwich Fire Department (NFD) to purchase a new Rescue/Pumper to replace our 2000 pumper and to pay for the purchase with monies from the Fire Apparatus Designated Fund. The lowest compliant bidder is Dingee Machine located in Cornish, New Hampshire.¹ The estimated total purchase price, with recommended options, is \$546,049. As of June 30, 2022, the fire apparatus Designated Fund balance will be approximately \$612,029.

There is also an option of a Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU) costing \$18,000. This would increase the total estimated purchase cost to \$564,049. For comparison, if the current Engine 1, the unit that is normally the first-out, had been equipped with an APU in 2020, diesel fuel use would have been reduced by 67 gallons, which translates to a 25% reduction in fuel consumption.²

A total of seven responses to the Request for Bids (RFB) were received with the base bids ranging from a high of \$689,758 to a low of \$534,732. The degree of compliance with the bid specifications varied with the most compliant bid also being the low bid submitted by Dingee Machine. If the proposed purchase is approved and a contract is signed in May 2021, delivery of the new pumper is expected in July 2022 when the current Engine 2 will be 22 years old. The bids were received on February 5, 2021 and the RFB required that the proposal remain in full force and effect for 90 calendar days from the date of the bid opening which is May 6, 2021. Dingee Machine, the lowest compliant bidder, has agreed to extend this for 30 more days to June 5, 2021.

¹ See pg. 6 of the Town Master Financial Policy
² See pg. 12 for a further explanation of APU

The Norwich Fire Department is staffed by a committed group of active and well trained paid-on-call firefighters who dedicate their time and energy to protect and serve Norwich residents at a significant savings³ to the Town. They are not full-time firefighters and take time away from their family, work and other activities, including during bad weather and in the middle of the night, to serve the community.

Firefighting is a hazardous job and it is important that firefighters have modern firefighting equipment and tools to safely and efficiently perform their duties. The fire department has an aging fleet that does not meet the current safety and emission standards and results in reduced reliability. The NFPA recommends that “. . . fire departments should seriously consider the value (or risk) to fire fighters of keeping fire apparatus more than 15 years old in first-line service.” The newest pumper, Engine 1, is 16 years old, which does not comply with this recommendation. The oldest apparatus of the fire department, Ladder 1, is 31 years old. The new rescue/pumper the fire department now seeks to purchase will replace one that will be 22 years old when replaced and will make their jobs safer and more efficient. Details of these improvements are contained in the attached materials.

The following explanatory and supporting documents are attached to this memorandum.

- Purchase Order
- Bid Process, Evaluation and Recommendation
- Rationale for Current and Future Fleet Composition
- Why Replace Engine 2 Now
- Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU)
- Apparatus Replacement Plan
- Electric Fire Apparatus
- Why the Purchase of a Used Rescue/Pumper is Not Advised
- Request for Bids and Addendum

³ For example, one full-time firefighter for one 40-hour shift, with benefits, would cost approximately \$85,000 per year. The FY 22 budget includes \$31,000 for the paid-on-call firefighters.

369522

TO: <i>Town Finance Dept.</i>	SHIP TO:
ADDRESS:	ADDRESS:

REQ. NO.	FOR: <i>Fire Engine Purchase</i>	DATE: <i>4-5-2021</i>
DATE REQUIRED:	HOW SHIP:	TERMS:

QUANTITY	DESCRIPTION	PRICE	UNIT
1	1 Fire Engine	546,049	✓
	2		
1	3 APU	18,000	
	4		
	5		
	6		
	7		
	8		
	9		
	10		
	11		
	12		
	Total	564,049	✓

IMPORTANT OUR ORDER NUMBER MUST APPEAR ON ALL INVOICES-PACKAGES, ETC. PLEASE NOTIFY US IMMEDIATELY IF YOU ARE UNABLE TO SHIP COMPLETE ORDER BY DATE SPECIFIED.	PLEASE SEND COPIES OF YOUR INVOICE. PURCHASING AGENT
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PURCHASE ORDER

1L141

ORIGINAL

New Engine 1 Purchasing Recommendation and Supporting Documents
Norwich Fire Department
April 5, 2021

Table of Contents

1. Bid Process, Evaluation and Recommendation	1
2. Rationale for Current and Future Fleet Composition	5
3. Why Replace Engine 2 Now.....	9
4. Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU)	12
5. Apparatus Replacement Plan	12
6. Electric Fire Apparatus	13
7. Why the Purchase of a Used Rescue/Pumper is Not Advised	16
8. Request for Bids and Addendum	16

1. Bid Process, Evaluation and Recommendation

The process began in early 2020 with an evaluation of department needs based on the mission of the department and functions that would increase firefighter safety and operational efficiency. This process was followed by the development of an outline specification and finally the development of the Request for Bids (RFB) package. The RFB was distributed to ten potential bidders on December 17, 2020. As provided for in the RFB a pre-bid conference was held by Zoom on January 5, 2021. A total of ten potential bidders participated in this conference. As a result of this pre-bid conference and subsequent questions asked by potential bidders two clarification addenda to the specification were issued.

A total of seven bids were received by the bid due date of February 5, 2021. A detailed review of the bids received including a comparison with the requirements specified in the RFB was undertaken and the following two tabulations were prepared. The first is a tabulation of the bid prices with the options and the second is a tabulation of the primary features specified in the RFB and the bidder's compliance with those features.

The most compliant bidder was Dingee Machine who also had the lowest price. Dingee Machine is a local small business located in Cornish, New Hampshire and was the company that built the current Engine 1, completed building Engine 2 when the initial contractor went bankrupt, built Tanker 1 and the Utility. All of these units were well built, met or exceeded the specifications, and are currently in-service. Dingee Machine proposes to build the rescue/pumper on a Sutphen cab and chassis. Sutphen is one of the five top fire apparatus builders in the country and has been in business since 1890.

The town of Hollis, New Hampshire has seven pieces of fire apparatus built by Dingee Machine. They have a 2019 rescue truck on a Sutphen cab and chassis and recently took delivery of a pumper also built on a Sutphen cab and chassis. I, Chief Northern, talked to the Hollis Fire Chief who stated he is very satisfied with the quality of the build, general and warranty service provided and would purchase another piece of fire apparatus from Dingee Machine (they have seven from Dingee Machine).

The following is a discussion of some of the options included within the bid package. These options are separated because they add to the base price. Our original focus was to keep the base price under \$550,000.

- The RFB specified a Waterous CSU pump which has rated capacities of 1500, 1750, 2000 or 2250 gpm. The CSU pump is a very efficient pump and has water flow into the impeller from both sides. The alternate Waterous pump is a CX pump which has a maximum rated capacity of 1500 gpm and the water flows into the impeller from one side. It is a less efficient and smaller pump than the CSU pump. The recommended option is to stay with the CSU pump rated at 1500 gpm.
- The RFB specified a 450 hp engine with 1250 lbf-ft of torque and an alternative of a 380 hp engine with 1150 lbf-ft of torque. The current Engine 2 has a 300 hp engine with 950 lbf-ft of torque. The current Engine 1 has a 350 hp engine with 1050 lbf-ft of torque. There are times that the 350 hp engine in Engine 1 is inadequate when climbing hills which increases response time. The recommended option is the 450 hp engine.
- Engine 1 has a 10-kW 120 VAC generator, and Engine 2 has a 5-kW generator, both are powered by the vehicle engine. The generators are used for powering the telescoping scene lights and to provide power to portable lights both outside and inside of a structure. In addition, it is used to power exhaust fans to remove smoke or other hazardous gases from a structure and provide power for other tools. It is the plan of the department to change to battery-operated fans, lights and tools and not adopt this option with the intent of reducing our carbon emissions footprint.
- The cabin HEPA filter will significantly reduce Volatile Organic Compounds¹ (VOCs) in the cab after returning from a fire, improving firefighter health & safety. It is recommended that this option be adopted.
- The RFB includes a water tank gauge on the left side pump panel visible to the pump operator. This option would add two additional large water tank gauges on the left and right sides of the cab providing better visibility of the remaining water in the water tank for the pump operator and Incident Commander. It is recommended that this option be adopted.
- The lithium-ion APU is discussed in another portion of this document.
- The intercom system uses noise-reducing headsets which have the capability of providing a reduction in noise level from the engine, air horns and siren, to the firefighters in the cab and allows discussion among the firefighters in the five seats. It also allows the pump operator to be at the pump panel and also communicate using the radio while having ear protection. This item is recommended to be adopted since it increases firefighter safety and efficiency.

The recommended price of \$546,049 is based upon the 450 hp engine, cabin HEPA filter, extra tank level gauges and intercom. If the APU is added, it increases the price to \$564,049. The lowest bid price, the most compliant bid and the good experience that the department has had with Dingee Machine supports the recommendation that Dingee Machine be chosen to build and maintain the new Rescue/Pumper.

¹ Studies have found that, after a structure fire, firefighter PPE had a greater than fivefold increase, above background levels, in off-gas concentrations of styrene, benzene, 1,4-dichlorobenzene, acetone, and cyclohexane.

NFD New Engine1
Page 3 of 16

Make	E-ONE	KME	Pierce	Rosenbauer	Spartan	Spartan/Alexis	Sutphen/Dingee
Dealer	Desorcie Emergency Products	BULLDOG Fire Apparatus	Allegiance Fire & Rescue	Specialty Vehicles	New England Fire Equipment & Apparatus	Lakes Region Fire Apparatus	Dingee Machine Co.
Base Price				\$553,307.00			\$534,732.00
Deduct Alternative for Early Cab & Chassis Payment				\$10,245.00			\$0.00
Discounted Price	\$559,311.00	\$689,758.00	\$582,912.00	\$543,362.00	\$578,011.00	\$616,615.00	\$534,732.00
Deduct Alternative							
Replace factory discharge manifold with supplier built intake and discharge manifolds	N/A	N/A	N/A	N/A	N/A	N/A	(\$5,000.00)
Change Cummins L9 450 hp, 1250 lb ft to Cummins L9 380 hp, 1150 lb ft	(\$6,080.00)	(\$6,093.00)	(\$11,000.00)	(\$6,350.00)	(\$10,815.00)	(\$9,841.00)	(\$5,875.00)
Add Alternative							
Smart Power Systems, Model HR-8 8 KW hydraulic hot shift PTO driven generator	\$20,300.00	\$20,758.00	\$30,600.00	\$17,327.00	\$23,206.00	\$24,205.00	\$20,600.00
Cabin high-efficiency particulate air (HEPA) filter to remove toxic particles and contaminants that are airborne in the cab.	\$1,877.00	\$2,578.00	Standard	\$2,759.00	Standard	\$1,284.00	\$1,622.00
FRC LED Tank Display, MAXVISION, Large Remote on left and right side of cab between front and rear windows	\$1,900.00	\$1,742.00	\$2,204.00	\$784.00	\$1,412.00	\$912.00	\$1,061.00
Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit	\$18,550.00	\$25,000.00	\$8,100.00	\$12,386.00	\$32,195.00	\$21,955.00	\$18,000.00
Digital wireless intercom system.	\$8,120.00	\$10,366.00	\$10,500.00	\$9,381.00	\$11,963.00	\$6,987.00	\$8,634.00
Delta from Low Base Bid	\$24,579.00	\$155,026.00	\$48,180.00	\$8,330.00	\$43,279.00	\$81,883.00	\$0.00
Calendar days from execution of contract to delivery of apparatus FOB Norwich	364	450	200 Working Days	395	420	340	420

2. Rationale for Current and Future Fleet Composition

In 1995 the makeup of the Fire Department fleet was as follows.

- Engine 2: 1956 (39 years old) gasoline Ford, 600 gpm front mount pump (Class B pump, capacity at 120 psi, not 150 psi as currently required), 250 gallons of water.
- Engine 3: 1969 (26 years old) gasoline Ford, 750 gpm front mount pump, 1,000 gallons of water.
- Engine 4: 1981 (14 years old) gasoline Ford, 1,000 gpm front mount pump, 1,250 gallons of water. This was the first-out pumper.
- Engine 5: 1989 (6 years old) gasoline Ford, 750 gpm front mount pump, 200 gallons of water. This was a mini-pumper and carried a minimum amount of equipment.
- Tanker 1: 1980 (15 years old) gasoline International, 750 gpm front mount pump, 1,000 gallons of water, 2,000-gallon porta-tank. (The chassis was a used Highway Department truck that had been in an accident, with a used pump and a used body with tank. It was an unsafe vehicle.)
- Ladder 1: 1951 (44 years old) gasoline Maxim ladder truck, 75' aerial, open cab (acquired from the Hanover Fire Department in 1979 and replaced in late 1995 with a 1975 (20 years old) diesel cab forward 100' Maxim ladder truck after the older aerial ladder failed the annual structural test).

The total pumping capacity of the fleet, not including the tanker, was 3,100 gpm. The total water carried was 3,700 gallons.

None of the apparatus had crew cabs (a crew cab has additional seating behind the driver and officer) and were from the era where firefighters rode the rear step, a very dangerous practice. Engine 4, the first-out pumper, had seating only for 2.

In the period from 1995 through 1999 a fire department improvement plan was developed including an apparatus replacement plan with a long-term goal of 2 pumpers, 1 tanker, 1 ladder and 1 forestry truck.

At the request of the Selectboard, the apparatus replacement plan (based on NFPA standards 1901, 1500 and national best-practices) was formalized in 1997 and a long-term budget and necessary contributions to a Designated Fund to support the fleet were developed. In addition to the requirements of the national Insurance Services Office (ISO) discussed below, the reason for two pumpers, and other apparatus, includes the following:

The reasons for two Pumpers:

- In normal operations Engine 1 is the first-out engine, followed by Tanker 1 and Engine 2. (This order changes depending on whether the fire call is in the hydrant district, outside of the hydrant district or involves a chimney fire.) Engine 1's responsibility is fire attack and it proceeds directly to the scene. Engine 2's responsibility is water supply and it may lay hose to a pressure hydrant, draft from a portable tank being supplied by tankers, a dry hydrant or a surface source.
- If one pumper is on another call, out-of-town on mutual-aid or out of service for maintenance, there still is one pumper to provide an initial response to an incident in Norwich.



The reasons for the aerial ladder with ground ladders and pump:

- Norwich has many structures which are heated with wood or where wood is used as a supplemental heat source. This results in calls for chimney fires every year. Many of the chimneys cannot be reached with the ladders carried on a pumper. The aerial ladder carries an assortment of ground and roof ladders that are longer than are carried on a pumper. It also carries salvage tools and covers, vent fan, water vacuum, basement pump and similar equipment not carried on a pumper. Depending on its size, it takes three or four firefighters to place a ground ladder to reach the roof of many structures and then to place a roof ladder to reach the chimney. Having an aerial ladder reduces the number of personnel needed to reach the chimney and provides a much safer, stable working platform. The same is true if there is a fire in the upper stories of a structure and a vent hole needs to be made in the roof to allow heat and smoke to escape to reduce fire spread and make it safer for firefighters working inside the structure.
- The reason for a pump on this dual-purpose ladder truck, is to provide a second pumper in case one of the primary pumpers is on another call or out of service. This allowed the number of pumpers to be reduced from 3 to 2.



The reasons for a tanker includes:

- Most of Norwich is not served by a hydrant system. Since water is the prime extinguishing agent for structure fires as well as for brush fires, it is important to have an adequate water supply for initial fire attack while a longer-term water supply is being developed. The tanker performs this function since it carries 2,000 gallons of water. In addition, if a tanker shuttle, including mutual-aid tankers, is being operated to convey water from a surface source or dry hydrant to the fire, the tanker carries a 2,500-gallon folding tank that serves as a reservoir for tankers to dump water into and the water supply pumper pumps from the folding tank and sends it to the attack pumper at the fire.



The reasons for a utility/forestry truck:

- A majority of the approximately 44 square miles of Norwich is grassland, fields or forests and subject to wildfires. The prime wildfire seasons are in the spring after snow cover is gone and before fields green up and in the fall after vegetation goes dormant and before snow cover. A few years ago, there was a 138-acre wildfire, large by Vermont standards, off of Mitchell Brook Road. A typical structural pumper needs to stay on a road and is designed for fires that need higher water flows. For example, the small hand lines on Engine 1 and Engine 2 are 1 3/4" in diameter and flow 150 gpm.
- In 2002 Forestry 1 was added to the fire department fleet. It has a skid unit that can easily be changed from one cab and chassis to another and is currently on its third cab and chassis. It is a smaller vehicle than a pumper and is an all-wheel-drive vehicle. It has 1,000 feet of 1" forestry hose with adjustable nozzles that flow 11 to 22 gpm. It also has a water tank and pump with foam to increase the effectiveness of the water, 5-gallon back packs, and an assortment of tools for building a fire line.



During the period of developing the NFD improvement and replacement plan, a rural water supply plan was developed to improve fire protection in the non-pressurized hydrant portion of Norwich. Through local contributions, grants and appropriations, a number of dry hydrants (non-pressurized) have been installed and drafting points certified for capacity during drought conditions. The installation of new dry hydrants is still continuing.

In 1995 the Insurance Services Office (ISO) Public Protection Classification (PPC) for Norwich was Class 5 in the pressurized hydrant district, Class 9 outside the hydrant district and Class 10

more than 5 road miles from the fire station. The PPC is used by most insurance companies to determine property insurance costs including homeowner's insurance. The PPC ranking ranges from 1, which is the best classification and lowest insurance costs, to 10, which means there is no protection and the highest insurance cost.

In 1999 the ISO did an on-site review, including field operation evaluations, of Norwich fire protection in accordance with the Fire Suppression Rating Schedule² (FSRS). As a result of this evaluation the PPC changed from Class 9 to Class 4 within 5 road miles of the fire station. This resulted in a significant reduction (in some rural areas of Norwich as much as a 50% reduction) in the cost of homeowners' insurance for properties within 5 road miles of the fire station. Norwich was the first community in Vermont to obtain a PPC classification of 4 in the rural area outside the hydrant district.

In addition to developing a rural water supply plan and capability, critical to achieving the PPC Class 4, as required by the FSRS, was a fleet that included a minimum of two pumpers with a total minimum pumping capacity of 2,000 gpm and one service ladder truck. A service ladder truck carries all the equipment mentioned above for the aerial ladder except for the aerial ladder itself. The number of pumpers and pumping capacity needed by the fire department is determined by the fifth highest fire flow calculated by the ISO. The ISO determines the necessary fire flows for all insured commercial, industrial and similar structures in Norwich. For example, the necessary fire flow for Dan and Whit's is 2,500 gpm, the 1820 House is 2,000 gpm, the Marion Cross School is 3,000 gpm and Fogg's Hardware is 5,500 gpm. 2,000 gpm is the needed fire flow (NFF) used by ISO for determining the PPC.

When the new Engine 2 was purchased in 2000, the pumper fleet was reduced from four pumpers to three: Engine 2, Engine 4 and Engine 3 (which had been numbered Engine 5 earlier). Engine 3 was taken out of service when the ladder with a pump was purchased and Engine 3 was not needed as a backup pumper.

2021 Apparatus

- Engine 1: 2005 (16 years old) diesel, 1500 gpm midship pump, 1,000 gallons of water and crew cab.
- Engine 2: 2000 (21 years old) diesel, 1500 gpm midship pump, 1,000 gallons of water and crew cab. (This is the pumper scheduled for replacement now.)
- Tanker 1: 2002 (19 years old) diesel with 500 gpm PTO pump, 2,000 gallons of water and 2,500-gallon porta-tank.
- Ladder 1 (Quint): 1991 (30 years old) diesel, 75' aerial, 1,500 gpm pump, 300 gallons of water and crew cab.
- Utility/Forestry 1: 2019 (2 years old) chassis with a 2002 (19 years old) skid unit with forestry pump, water, foam, hose, forestry equipment and utility equipment.
- Car 1: 2013 Ford Interceptor.

² The FSRS is promulgated by ISO and, in Vermont, was approved by the Department of Financial Regulation for determining the PPC that is then used for determining property insurance costs. 50% of the rating is based on the fire department, 40% on water supply and 10% on emergency communications.

The total pumping capacity, not including the tanker, is 4,500 gpm, which is an increase from 3,100 gpm in 1995. The total water carried is 4,300 gallons, an increase from 3,700 gallons in 1995.

Between 1995 and 2020, *the fire department fleet has been reduced from 4 pumpers to 2 pumpers* while increasing the total pumping capacity and amount of water carried. The fleet now also includes one tanker, one ladder truck (which includes ground ladders, salvage equipment, hose, water and pump) and one utility/forestry truck. Because the two pumpers and tanker were replaced in the period from 2000 to 2005, all of these vehicles are at least 16 years old or older. Unless there is some significant change in the fire or other similar risk in the future, the current fleet is the right size for Norwich.

3. Why Replace Engine 2 Now

The National Fire Protection Association (NFPA) is a global nonprofit organization, established in 1896, devoted to eliminating death, injury, property and economic loss due to fire, electrical and related hazards. The standards published by the NFPA have made buildings safer and reduced accidents and injuries in many occupations including the fire service. While the standards adopted by NFPA are advisory, OSHA has adopted many of the standards to determine compliance with health and safety regulations. The Request for Bids for the new Rescue/Pumper was based on NFPA 1901: Standard for Automotive Fire Apparatus.

The following is an excerpt that explains the recommended life of fire apparatus and the reasons for the recommended life from Appendix D, Guidelines for First-Line and Reserve Fire Apparatus of NFPA 1911: Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles.

D.1 General. To maximize fire fighter capabilities and minimize risk of injuries, it is important that fire apparatus be equipped with the latest safety features and operating capabilities.

In the last 10 to 15 years, much progress has been made in upgrading functional capabilities and improving the safety features of fire apparatus. Apparatus more than 15 years old might include only a few of the safety upgrades required by the recent editions of the NFPA fire department apparatus standards or the equivalent Underwriters Laboratories of Canada (ULC) standards. Because the changes, upgrades, and fine tuning to NFPA 1901 have been truly significant, especially in the area of safety, fire departments should seriously consider the value (or risk) to fire fighters of keeping fire apparatus more than 15 years old in first-line service.

It is recommended that apparatus more than 15 years old that have been properly maintained and that are still in serviceable condition be placed in reserve status; be upgraded in accordance with NFPA 1912; and incorporate as many features as possible of the current fire apparatus standard (see Section D.3). This will ensure that, while the apparatus might not totally comply with the current editions of the automotive fire apparatus standards, many of

the improvements and upgrades required by the current editions of the standards are available to the fire fighters who use the apparatus.

Apparatus that were not manufactured to the applicable NFPA fire apparatus standards or that are over 25 years old should be replaced.

Norwich Engine 2 was put in service in the year 2000 and would be replaced by the new engine. At the time of its proposed replacement in 2022, it will be 22 years old.

NFD Engine 2 was a transitional engine at the time of purchase and the first NFD Engine that included a crew cab which seats five including four seats with Self Contained Breathing Apparatus (SCBA) so that firefighters may don the SCBA while responding to a fire. It was built on a 1999 commercial Freightliner FL80 crew cab chassis with a mid-ship mounted pump. It was a significant upgrade over the older apparatus it replaced. In 1991 the Occupational Safety and Health Administration's (OSHA) had adopted what is referred to as the two-in/two-out requirement. This requirement is enforced in Vermont by the Vermont Occupational Safety and Health Administration (VOSHA) which is a part of the Vermont Department of Labor and applies to public sector employees as well as private employees. The OSHA rule requires, for anything but an incipient fire, extinguishable by a fire extinguisher, that a minimum of 4 qualified interior firefighters be on-scene and available before starting interior operations. Having a crew cab helps the fire department meet this requirement.

In the 1998, the lowest compliant bidder for Engine 2 was Tibotrac Inc, located in Terrebonne, Quebec a suburb of Montréal, Canada. Export Development Canada (EDC), a Crown corporation, provided a letter of credit to guarantee the construction and delivery of the vehicle. Unfortunately, the builder, who also built many utility trucks, lost the contract for utility trucks that was part of their business and went bankrupt. The body of the Norwich engine had essentially been finished and EDC requested that the body work already completed be used in order to reduce their costs. When the body was delivered to Dingee Machine, as was the FL80 cab and chassis with pump, to finish the work, it was determined that the thickness of the aluminum body, which was supposed to be 3/16" thick was actually only 1/8" thick. This required some additional reinforcing to make it serviceable. The letter of credit covered all of the additional cost, above the bid price, of completing the construction of Engine 2 that was put in service in 2000.

Some features that will improve firefighting safety and efficiency of the proposed replacement of Engine 2 include:

- The proposed new engine will have more compartment space to carry the equipment that is needed with the expanded mission of the fire department to include medical, rescue and hazardous materials service.
- The ladders on the current engine are on an outside rack that lowers to provide firefighter access to the ladders and suction hose. The ladders and suction hose are exposed to winter weather including snow, sleet and ice, and when the rack is lowered, it restricts access to some of the body compartments. On the proposed new engine, the ladders and suction hose are stored out of the weather. This improves firefighter safety and efficiency.

- On the current engine, the Self-Contained Breathing Apparatus (SCBA) are held in place with pressure clips and may come loose in a quick stop or accident and become dangerous projectiles. In the proposed new engine, the SCBA will have a positive restraint that has an easily accessible pull handle between the legs to release.
- The proposed new engine has a HEPA filter in the cab to reduce firefighter exposure to VOCs when returning from a fire. This is important to firefighter health.
- The proposed new engine has helmet storage in the cab to reduce the danger from a flying helmet in an accident.
- The proposed new engine has an air-conditioned cab for fire fighter rehab during hot weather, to prevent heat exhaustion.
- The proposed new engine has antilock brakes and traction control to improve firefighter safety when traveling to or from an emergency incident.
- The existing engine has an electric operated pump priming system which draws about 300 amps when operating. The proposed pumper priming system is air operated, instead of electric, and draws about 0.4 amps when operating. It also has an automatic feature which reduces the complexity of priming, and maintaining the prime, of the pump.
- The current engine has no LED lights and the proposed engine will have all LED lights.
- The current engine has no intercom system or protection for firefighters' ears from the noise of the engine, air horns and siren. The proposed new engine cab has an intercom system with noise-reducing headsets to reduce the possibility of ear damage and improve communications in the cab.
- The proposed new engine meets the EPA 2021 Greenhouse Gas Phase 2 requirements which require an improvement in fuel efficiency and has a Selective Catalytic Reduction (SCR) system to significantly reduce NOx emissions and a Diesel Particulate Filter (DPF) to significantly reduce particulate emissions.
- The minimum thickness of the aluminum plate for the new engine body is 3/16" instead of 1/8" making it a more durable Engine 2.
- The new engine has treated frame rails and cross members, with a lifetime warranty, to prevent rust or corrosion. This is especially important in Vermont where roads are treated with salt which is a corrosive.

In addition, if the current Engine 2 is replaced now but it is kept in service while the existing Engine 1 (2005) is refurbished for \$25,000 to \$50,000, it is possible that Engine 1's life could be extended to 25 to 30 years as a second-out apparatus. Refurbishing Engine 1 would include a complete review of all systems with repairs as necessary, incorporation of safety features as recommended by NFPA 1912, an inspection of the chassis frame rails and cross members, which were not treated for rust or corrosion protection, and repair as necessary, repair and painting of damaged body components and painting as necessary, replacing most warning and scene lights with LED lights and other similar items. After refurbishment of Engine 1 is completed, the 2000 Engine 2 would be sold, possibly for \$15,000 to \$25,000, to offset part of the cost of refurbishment.

4. Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU)

The Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU) is intended to reduce fuel use and carbon emissions. The nature of the operation of a fire rescue/pumper is that it spends a lot of time at a scene where the pump is not operating but the warning lights and communication devices need to be kept operating. The proposed APU reduces idle time and fuel use by shutting off the engine after a preset time if the parking brake is on and the pump is not being used. The warning lights and communication devices during this period of time will be powered by lithium-ion batteries. If the battery voltage falls to an amount that would not be able to power those devices, the engine would be automatically started. The specified system would be able to operate the warning lights and communication devices for a minimum of two hours.

The benefits of the APU include the following:

- Significant reduction in idle time.
- Reduction in CO emissions in the vicinity of the vehicle improving firefighter health and safety.
- Reduction in CO₂ emissions. About 22.38 pounds of CO₂ are produced by burning a gallon of diesel fuel.
- Reduced engine wear and maintenance costs.
- Reduced fuel costs.

Based upon the number of calls that Engine 1 responded to in 2020 and fuel usage, it is estimated that this will reduce annual fuel use by 25%, annual CO₂ emissions by 2500 pounds and annual fuel cost by \$186 with a simple payback period of 96 years.

5. Apparatus Replacement Plan

As previously discussed, between 1995 and 1999 a fire department improvement plan was developed which included what type of fleet was needed to provide fire protection to Norwich along with an apparatus replacement plan which included the needed annual contributions to a designated fund to maintain the fleet without incurring debt.

It was determined that an annual appropriation of \$95,000 was needed to fund the replacement of vehicles on a timely schedule. Because of the condition and age of the fleet in 1995, the two pumpers and the tanker were replaced during a five-year period from 2000 to 2005. In order to accomplish this without periodic significant increases in the appropriations for the designated fund, there have been times when the fund seemed to have a very large balance. The estimated current replacement value for the fleet is approximately \$1.9 million. This requires an annual appropriation of approximately \$94,000, assuming an average vehicle life of 20 years which is longer than the 15-year standard from the NFPA. The following table shows the history of appropriations to the designated fund from 2006 to 2022. In this seventeen-year period, the needed appropriations to the designated fund were only achieved three times.

Fiscal Year	Appropriation	Fiscal Year	Appropriation
2006	57,500	2015	63,298
2007	95,000	2016	64,622
2008	95,000	2017	65,975
2009	95,000	2018	63,000
2010	65,000	2019	60,000
2011	9,000	2020	30,000
2012	60,000	2021	15,000
2013	62,000	2022	20,000
2014	62,000		

The following is an example of the annual appropriations needed to the designated fund to maintain a reliable, safe and efficient fleet in order to avoid the necessity of borrowing funds.

Fire Department Apparatus								Notes
Fiscal Year	Beginning Balance	Appropriation	Interest Earnings	Expenditures	Ending Balance	Equipment Replaced	Age	Notes
2020	547,029	30,000	10,941		587,970			
2021	587,970	15,000	11,759		614,729			
2022	614,729	20,000	12,295	546,049	100,975	Engine 2	22	
2023	100,975	95,000	2,019	50,000	147,994	Engine 1	18	Rehab
2024	147,994	100,000	2,960	37,100	213,854	Car 1	11	
2025	213,854	100,000	4,277		318,131			
2026	318,131	100,000	6,363	440,000	(15,506)	Ladder	35	
2027	(15,506)	100,000	0		84,183			
2028	84,183	100,000	1,684	250,800	(64,933)	Tanker 1	26	
2029	(64,933)	100,000	0		33,769			
2030	33,769	100,000	675		134,444			
2031	134,444	100,000	2,689		237,133			
2032	237,133	100,000	4,743		341,875			
2033	341,875	100,000	6,838		448,713			
2034	448,713	100,000	8,974		557,687			
2035	557,687	100,000	11,154	704,000	(35,159)	Engine 1	30	

6. Electric Fire Apparatus

There has been some discussion about the wisdom of investing in a new fire rescue/pumper that would be powered by a diesel engine and have a working life of 15 to 20 years, considering new technologies available with all-electric vehicles and the goal to reduce the Town's carbon footprint.

Fire apparatus needs to be available 24/7/356 and able to be refueled in the field during a major incident and quickly refueled after a call to stay in-service. With what's available from current, or mid-term-projected, all-electric technology, this is not feasible.

Fire apparatus is unlike local delivery vehicles and long-haul vehicles that can be recharged overnight or at recharging stations along their routes while long-haul drivers are taking mandated breaks.

The major energy needs for a fire pumper are rotational energy to drive the wheels and rotational energy for the fire pump and minor use for powering accessories, like lights, radios, etc.

The three key requirements for an all-electric powered fire pumper are batteries that have the capability to meet the maximum kW withdrawal rate from the battery, meet the needed kWh storage for normal and emergency operations, and require only a short time to recharge, including in the field at a long duration incident.

The NFPA/UL/ISO pump acceptance test for a 1500 gpm pumper, which is what the fire department is proposing, is 190 minutes long, uses about 470 kWh of energy and has a peak energy usage of about 150 kW. This does not include the energy needed to power accessory uses. A 65-gallon diesel fuel tank is equivalent to approximately 2,460 kWh stored in batteries.

For comparison with currently available long-haul vehicles, the all-electric Volvo over-the-road tractor trailer has a battery capacity of 300 kWh and takes about 2 hours to recharge. Freightliner's Cascadia semi-truck has a 550 kWh battery pack. The proposed Tesla Semi truck is advertised as using less than 2 kWh per mile and having a 300 or 500 mile range. This would equate to a 570 kWh or 950 kWh battery. Tesla claims that they will be recharged using a network of megachargers so that they could be recharged in about 30 minutes. Again, for comparison, a 65-gallon diesel tank, as proposed for the new pumper, stores the equivalent of 2,460 kWh of energy. None of these alternatives meet the operational requirements for a fire pumper at the scene of a fire.

The NFD-proposed fire rescue/pumper will use a Cummins clean diesel engine that will meet the EPA 2021 Greenhouse Gas Phase 2 requirements and will have Selective Catalytic Reduction (SCR) which uses Diesel Exhaust Fluid (DEF), diluted Urea, to convert NOx emissions into nitrogen (~78% of the air we breathe is nitrogen), water and carbon dioxide. The diesel engine is approved for the use of B20 biodiesel which is a blend of 20% B100 and 80% diesel fuel. Biodiesel has slightly less BTUs per gallon but burns cleaner and has fewer emissions. The engine will be rated at 450 HP (336 kW) with 1250 lbf-ft of torque.

Another technology that may have application to fire apparatus is fuel cells that produce electricity using hydrogen as the fuel. With hydrogen the only exhaust from the fuel cell is water vapor and warm air. Hydrogen is sometimes referred to as a firefighter's nightmare since it burns clean without a visible flame because there is no carbon which causes the typical flame color.

A typical hydrogen fuel cell vehicle is a sort of hybrid because it uses a battery for initial power to the electric motors and for storing energy from regenerative braking and the fuel cells. It needs a battery for initial operation, because there is a lag in production of electricity at start-up from the fuel cell. The electricity from the fuel cell powers electric motors, similar to an all-electric vehicle, that drives the wheels and accessories and powers an electric motor coupled to the fire pump. It has an advantage over the battery-powered all-electric vehicle in that it can be refueled in a short period of time.

The fuel cell technology, Fuel Cell Electric Vehicle (FCEV), is currently being tested in California for local delivery vehicles and port-based tractors that move commodities from the

docks to freight terminals and need to be easily refueled to reduce down time. California already has at least 42 hydrogen fueling stations with many in the San Francisco – San Jose area and in the Los Angeles – Long Beach area. UPS has been testing FCEVs for use in their delivery vans and will be testing Toyota's zero-emission hydrogen semi-trucks for bulk movement of freight.

One of the developers of hydrogen fuel cell vehicles is Nikola whose tractor for hauling a trailer has a range of 500 to 750 miles and can be refilled with hydrogen in 10 to 15 minutes. Kenworth and Toyota are also developing similar vehicles.

Sweden is making a major investment in hydrogen and has established the Scandinavian Hydrogen Highway Partnership (SHHP) whose purpose is to promote hydrogen as a clean energy carrier for cars and is developing a public refueling infrastructure. Its vision is to be one of the first countries in Europe where hydrogen is commercially available and used in a network of refueling stations.

For wide use of both battery-powered electric and fuel cell-electric vehicles, there needs to be a major investment in the infrastructure to support refueling with hydrogen or recharging batteries.

Rosenbauer has developed what they advertise as an “All Electric” fire truck. The following is some information about that truck.

The Menlo Park (California) Fire Department recommended to their Board that they purchase a Rosenbauer “Concept Fire Truck” (a CFT) but the Board did not agree because of the price.

The Los Angeles Fire Department currently has a Rosenbauer CFT on order for about \$1.2 million. It will essentially function as a light duty fire rescue vehicle and not as a first line, fully-equipped pumper.

Some observations about the CFT that LA has ordered:

- The truck will have a lot of innovative features like: all-wheel drive, very maneuverable including the option of steerable front and rear wheels, with a short wheelbase-overall length and width, adjustable ground clearance, capacity for eight fire fighters, and a fully-electric operation of between 30 minutes and two hours based on pump use.
- The truck won't really be “All Electric” but actually a hybrid. Two high-voltage batteries will have a capacity of 100 kWh, about the same as a Tesla Model S.
- The truck will have a 200 kWh “range extender.” The range extender is actually a 500 hp Volvo diesel engine that can be coupled to the fire pump and a generator. This diesel engine will have more HP than the engines in either NFD Engine 1 or Engine 2 or the proposed new engine.
- The fire pump flow capacity will be 750 gpm, which is about one-half of the capacity of most fire pumpers used in the United States. Most pumpers in the US now have a minimum capacity of 1500 to 2000 gpm.
- The water tank will have a capacity of 320 gallons, which is small for a city department but much smaller than what most rural departments use which normally carry 1000 to 1250 gallons of water due to lack of fire hydrants and longer distances from water sources. For

instance, our Engine 1 and Engine 2 carry 1,000 gallons of water (as will the proposed new pumper) and Tanker 1 carries 2,000 gallons of water.

- The CFT has a limited hose bed capacity compared to what is needed for a rural fire truck.

Overall, the Rosenbauer CFT is a step towards the future but it is premature to contemplate getting a fully-electric pumper in Norwich now or in the near or midterm future. At a minimum, to get a fully-electric fire pumper, the technology would need to develop battery density that is increased and recharging time that is decreased which does not yet exist.

7. Why the Purchase of a Used Rescue/Pumper is Not Advised

Per our apparatus replacement plan, we began discussing replacing Engine 2 a little over two years ago. As part of a thorough investigation into all of our options the Apparatus Replacement Committee investigated the purchase of a used piece of apparatus. We were looking for a roughly equivalent purchase compared to our current Engine 1. It became quickly apparent that this was not a good strategy, especially in keeping with our capital plan. The purchase of a used Rescue/Pumper showed no economic benefit and would not meet the goals of the Towns' green initiative. Specifically, much of the fire apparatus available in the used market have varying green energy attributes and they wouldn't meet the strict environmental standards of today's 2021 diesel engines.

Secondly, we found that we were trying to fit a very specific set of requirements, to apparatus that just weren't suitable for our mission. Compartment space, the rating of the pump, required safety features and crew transport capability are all variable and difficult to re-create in a used purchase.

Finally, other used apparatus purchase concerns include engine wear/tear, amount of hours the pump has been used, does the pump have a current certification test, rust, the length of the body and turning radius/cramp angle, an uncertain maintenance history, trust in the seller, no warranty coverage and meeting current NFPA standards are all in question when contemplating a used apparatus purchase.

8. Request for Bids and Addendum

Norwich Fire Department

BID PACKAGE AND SPECIFICATIONS FOR: One 1,500 gpm Rescue/Pumper

Mandatory Pre-Bid Conference:
01-05-2021 at 1000 Hours

Bids are due on:
02-05-2021 at 1000 Hours

Date of Specifications:
December 17, 2020

Table of Contents

1.	Introduction	1
2.	Form of Proposal	3
3.	Form of Contract	7
4.	General Requirements	10
5.	Chassis	11
6.	Cab	12
7.	Pump and Pump Panel	13
8.	Foam System	15
9.	Water Tank	15
10.	Hose Crosslays	16
11.	Rear Hose Bed	16
12.	Pumper/Rescue Body	16
13.	Right Side of Body	17
14.	Rear of Body	17
15.	Left Side of Body	18
16.	Lighting and Warning Devices	18
17.	Electrical	19
18.	Paint	20

1. Introduction

1.1 The Town of Norwich (hereinafter referred to as the Owner) is accepting sealed bids for the furnishing of a fire rescue/pumper as described in these specifications. Bids are to be received at the Town Managers Office, 300 Main Street, P.O. Box 376, Norwich, VT 05055-0376 on or before 02-05-2021 at 1630 Hours. Bids shall be marked "Fire Department Pumper Bid" on the outside of a sealed envelope. Late bids, email bids, scanned bids, telephone bids, or faxed bids will not be accepted.

1.2 A mandatory pre-bid conference will be held on 01-05-2021 at 1000 hours by ZOOM because of COVID-19. Please notify Fire Chief Alex Northern by email at anorthern@norwich.vt.us by Wednesday, December 29, 2020 at 1630 hours, to receive an invitation to the meeting. The conference is intended to clarify the bid requirements, review the layout and equipment storage on the current Engine 1 and provide an opportunity for questions and answers. Since this will not be an in-person meeting the last page of this document contains an attachment with pictures of the current Engine 1. If necessary an addendum to these specifications will be issued following the pre-bid conference. All questions related to this specification and any addenda shall be in writing and addressed to the Town Manager at the above address.

1.2.1 ZOOM attendance and sign-in at the pre-bid conference by an authorized representative of the bidding firm is required in order to be deemed responsive to this request for bids and bids from those not attending will be deemed non-responsive

1.3 Bids are to be submitted in triplicate and on the Form of Proposal and include a full set of the bid documents on a USB Flash Drive in PDF format, with supplemental material, contained in Section 2. The Contractor shall submit a detailed description of the apparatus proposed to be furnished, including the manufacturer and model of all components not built by the Contractor, arranged in the same order as the specifications and drawings of the proposed apparatus from the front, left side, rear and right side as well as the layout of the hose bed with the bid. The detailed description of the chassis shall include a list of all standard and optional components proposed.

1.4 It is the intent of the specifications to establish the functional requirements of a fire department rescue/pumper with a 1,500 gallon per minute (gpm) pump and a 1,000 gallon water tank.

1.5 All equipment furnished shall be manufacturer's latest model. Appurtenances and/or accessories not mentioned herein, but necessary to furnish a complete unit ready for use upon delivery, shall be included and shall conform to the best practice known to the fire apparatus trade in design, quality of workmanship and material.

1.6 These specifications shall be construed as minimum. Should the manufacturer's current published data or specifications exceed these, they shall be considered minimum and be furnished.

1.7 Full compliance is required with NFPA 1901 *Standard for Automotive Fire Apparatus* (2016 Edition) as if the Standard was fully incorporated herein, except where specifically waived by this specification. The fact that an item is not listed in these specifications does not relieve the Contractor from compliance with any requirement of the Standard. An exception is made for Minor Equipment as specified in NFPA 1901 Sections 5.9.3 and 5.9.4 which shall be provided as detailed elsewhere in these specifications. If a specific item of equipment is mentioned, for

example ladders, pike poles, extinguishers, suction hose, etc. and if not specified as provided by Owner it shall be provided by the Contractor.

1.8 Full compliance is required with all applicable current Federal and State laws, rules and regulations.

1.9 "Owner" refers to the Town of Norwich. "Contractor" refers to the company making the proposal and building the fire apparatus.

1.10 The Contractor shall have insurance coverage to cover all liability and physical damage for the apparatus and equipment, as well as product liability insurance in the amount of \$3,000,000, and shall be the primary insurer of same, regardless of other insurance available, until delivery of the apparatus and equipment to Owner and written acceptance by the Owner. The Contractor shall provide to the Owner, prior to execution of any contract, a "Certificate of Insurance" for the liability and physical damage insurance and the product liability insurance in a form acceptable to the Owner.

1.11 The Owner plans to make progress payments on the apparatus as defined in the Form of Contract. The Owner desires that its progress payments be protected against failure of the Contractor to perform for any reason including bankruptcy. The Contractor shall include in its bid package a proposal for guaranteeing the security of Owner's progress payments with a performance bond, irrevocable letter of credit or some other instrument that will protect the Owner against any loss because of non-performance of the Contractor for any reason. The Contractor may propose an alternative to the progress payments as defined in the Form of Contract if it meets the criteria in this paragraph for protection of the Owner for any payments made before the Owner gives written notice of acceptance of the apparatus.

1.12 The Town of Norwich shall be the sole interpreter of these specifications and sole judge as to whether any proposal complies with these specifications. The Town reserves the right to cancel the invitation for bids, reject any or all bids in whole or in part, and to waive any informality in any or all bids.

2. Form of Proposal

Date: _____

Norwich Fire Department
 Town of Norwich
 300 Main Street
 P.O. Box 376
 Norwich, VT 05055-0376

We propose and agree to furnish, conditioned upon your acceptance of our proposal and the execution and approval of a contract, one current-technology pumper/tanker fully complying with your specifications entitled "Bid Package and Specifications for One 1,500 gpm Rescue/Pumper" dated December 17,2020 Any modifications in layout and "as equal" substitutions are fully listed and detailed in the attached sheets entitled Modifications and Substitutions to Specifications.

The following describes the apparatus we propose to furnish:

Height	
Width	
Length	
Angle of approach	
Angle of departure	
Cramp Angle	
Total volume of compartments in cu. ft. The Contractor shall detail the location, size and volume of each compartment in their proposal	
Weight front axle (fully loaded)	
GAWR front axle	
Weight rear axle (fully loaded)	
GAWR rear axle	
GVW	
GVWR	
Calendar days from execution of contract to delivery of apparatus FOB Norwich	
Total price of apparatus FOB Norwich	

The following are itemized reductions in the total price of the apparatus if the following items are changed a described.

Paragraph No.	Description	Cost Reduction
7.2	Replace factory discharge manifold with supplier built discharge manifold	
5.3	Change Cummins L9 450 hp, 1250 lb ft to Cummins L9 380 hp, 1150 lb ft	

The following are itemized increases in the total price of the apparatus if the if the following items are changed as described.

Quantity	Description	Total Cost
1	Complete Smart Power Systems, Model HR-8 8 KW hydraulic hot shift PTO driven generator with command and control center and with breaker/switch panel, electric rewind Hannay 200' live reel with yellow 10/3 cable and Circle D 4 outlet Powerbox Yellow Junction Box with light (NS) with GFP and 2 – 110 volt covered outlets on each pump panel. Powerbox to be connected to reel cable with pigtail with strain relief. Hydraulic generator to provide full output at all engine speeds from 700 rpm to governed engine speed. All outlets and cable connections to be 15 amp twist lock. Contractor to supply cable and junction box. Junction box to be mounted in bracket on right pump panel. Control switches to be provided for cable reel, left pump panel outlets and right pump panel outlets.	
1	Cabin high-efficiency particulate air (HEPA) filter to remove toxic particles and contaminants that are airborne in the cab.	
2	FRC LED Tank Display, MAXVISION, Large Remote on left and right side of cab between front and rear windows	
1	Lithium-Ion Battery Auxiliary Power and Idle Reduction Unit (APU). The unit may use the Lithium-Ion Batteries used for engine starting and the APU or use a separate set of Lithium-Ion Batteries. The APU shall automatically operate after five minutes (adjustable) of idle when the vehicle engine is running, the pump or any PTO operated functions are not running, the parking brakes are on and the transmission is in neutral. The APU shall be sized to operate all the electrical systems, including warning and scene lights, but not the air conditioner, for a minimum of two hours. The APU system shall automatically restart the engine if battery voltage drops to the point that the APU system is unable to meet the electrical demand and be able to be recharged by the chassis engine alternator or 120 VAC shore power. The control unit shall allow the system to be turned off.	
1	Installed digital wireless intercom system. The intercom shall consist of a master module and control unit and five noise reducing headsets (minimum of 20 dBA), one for each riding positions. The master control unit shall allow connection to a mobile radio and have a minimum range of 300'. The headsets for the Officer position and the Driver/Pump Operator shall have PTT capability for the mobile radio and all the headsets shall be able to monitor mobile radio traffic, including transmissions from the Officer and Driver/Pump Operator. The headsets shall be rechargeable with chargers provided as part of the system and include hanging	

Quantity	Description	Total Cost
	brackets at a location approved by the Owner.	

This proposal shall remain in full force and effect for 90 calendar days from the date of the bid opening.

Attached to this proposal is a detailed description of the apparatus proposed to be furnished arranged in the same order as the specifications and drawings of the proposed apparatus from the top, front, left side, rear and right side and of the hose bed and the cab.

Submitted by: _____
Signature

Name

Title

Street Address

City, State Zip

Telephone Number

Email

3. Form of Contract

CONTRACT

CONTRACT made this ____ day of _____, 2022 by and between the TOWN OF NORWICH (hereinafter called "Owner") and whose mailing address is _____ (hereinafter called "Contractor").

The Owner and Contractor, in consideration of the mutual undertakings hereinafter set forth, agree as follows:

1. The Apparatus and Equipment:

The Contractor shall furnish to the Owner apparatus and equipment according to the Specifications required by Owner and Contractor's Proposal accepted by the Owner.

2. Contract Documents:

This Contract shall consist of the following contract documents:

- A. This executed Contract;
- B. Exhibit A, The Town's Bid package and Specifications for One 1,500 gpm Rescue/Pumper dated December 17, 2020;
- C. Exhibit B, the Contractor's Proposal in response to the Town's Invitation to Bid;
- D. Exhibit C, Addendum; and
- E. Exhibit D, Certificate of Insurance.

3. Delivery:

Delivery of the apparatus and equipment set forth in this Contract to Owner shall be FOB Norwich on or before _____. Delays occasioned by war, strike, explosion, or acts of God or an order of a court of competent jurisdiction are excepted.

4. Payment:

The Owner agrees to purchase and pay for the subject apparatus and equipment for the total sum of \$_____ in the following manner:

The Owner shall make monthly progress payments to Contractor towards the total balance due on the Contract less 10% retainage as follows: This balance due of the Contract price shall be payable on a monthly basis based on the material and labor supplied by the Contractor less ten percent (10%) of the material and labor amount which shall be withheld by Owner. The remaining 10 percent (10%) of the total Contract amount will be paid by Owner to the Contractor within thirty (30) days following the satisfactory completion of all terms of the Contract.

Satisfactory completion of all terms of the Contract shall include delivery of the apparatus and equipment to the Owner, testing of the apparatus and equipment by the Owner, written acceptance of the apparatus and equipment by the Owner to Contractor, which shall not be unreasonably withheld, and one eight-hour training course given by Contractor of the apparatus and equipment for Owner's fire department.

The Owner shall not owe interest to the Contractor on any retained amounts of money due to the Contractor under this Contract.

5. Security of Progress Payments:

To be added based on Contractor's proposal.

6. Warranty:

The Contractor shall warranty all material and workmanship for the following minimum periods of time, beginning on the date of satisfactory completion of all terms of the Contract and written acceptance by the Owner. The warranty shall include parts and labor with no deductibles.

- All material and workmanship not otherwise specified – 5 years
- Cab and Body structural cracks and corrosion – 10 years
- Paint – 15 years, 10 years non-prorated
- Frame rails and cross members – 25 years
- Water tank and foam tank – lifetime non-prorated

Further, Contractor guarantees that all materials and workmanship shall be of the best grade and quality and Contractor, at its own expense, shall replace such materials or parts that may fail or be defective if such failure is attributable to defective material or inferior workmanship within the terms of the warranty period.

If failures or defects should occur before written acceptance of the apparatus and equipment by Owner, Owner agrees to give Contractor a reasonable period of time, but no longer than 30 days, to correct same. The Owner shall give to the Contractor a notice in writing with specific detail as to any defective materials or workmanship.

7. Insurance:

The Contractor shall have insurance coverage to cover all liability and physical damage for the apparatus and equipment and shall be the primary insurer of same, regardless of other insurance available, until delivery of the apparatus and equipment to Owner in Norwich and written acceptance by the Owner. The Contractor shall have, and maintain during the period of the contract, product liability and physical damage insurance in the minimum amount of \$3,000,000.

8. Assignment and Default

This Contract is not assignable. Bankruptcy or insolvency of the Contractor shall be considered a breach of the Contract and the Owner may declare the Contractor in default of the contract. Any other condition that a reasonable person would determine would prevent the Contractor from satisfactorily performing under the terms and conditions of this contract shall be considered a breach of the Contract and the Owner may declare the Contractor in default of the contract.

9. Dispute Resolution:

Should any grievance or dispute arise between Owner and Contractor arising out of or relating to the application or interpretation of this agreement that cannot be resolved by negotiation, either Party may demand that the grievance or dispute be submitted to mediation. In the event of such demand, the Parties shall mutually select a mediator and shall equally bear the costs of such mediation. The place of mediation shall be at a location chosen by the Owner in Windsor County, Vermont. If the Parties cannot reasonably agree on a mediator, or if the mediation is not successful

in resolving the grievance or dispute, the Parties may submit the matter to the Windsor County Superior Court for interpretation under Vermont law.

10. Amendment of the Contract:

This contract shall only be amended by a document, in writing, signed by both parties.

11. Applicable Law:

This Contract is made and executed in the State of Vermont and shall be construed and interpreted in accordance with the laws of Vermont.

OWNER

CONTRACTOR

Town of Norwich

P.O. Box 376

Norwich, VT 05055-0376

By: _____

By: _____

Printed Name: _____

Duly Authorized

Duly Authorized

[corporate seal]

4. General Requirements

- 4.1 One current-technology 1,500 gpm rescue/pumper with a short wheelbase and overall length and with a body top as low as possible with the maximum functional compartment space possible.
- 4.2 The maximum overall length of the pumper from the maximum front projection to the maximum rear projection shall not exceed 30'.
- 4.3 The maximum height of the pumper measured from the floor to the highest projection with the cab in normal position shall not be higher than the cab top or 10' whichever is higher and the maximum height with the hose cover doors open of not more than 13.5'.
- 4.4 The minimum angle of approach shall be 10° and the minimum angle of departure shall be 10°.
- 4.5 Wherever dissimilar metals are in contact they shall be separated by a corrosion and electrolysis inhibitor.
- 4.6 All lights are to be LEDs
- 4.7 Where a particular brand and model is specified, the specification should be read to include "or equal." unless otherwise specified by the abbreviation NS indicating "No Substitution". If an "or equal" product is proposed, Contractor shall detail same in their bid and provide specifications of the product. The Owner reserves the right to accept or reject any "or equal" product if the Owner determines that the product is not equivalent.
- 4.8 The pumper configuration, including hose bed layout and compartment size and location, described in these specifications is to demonstrate one layout that would be acceptable to the Owner. The Contractor may propose functionally equivalent layouts.
- 4.9 The Contractor shall provide a minimum of one pre-construction conference to go over the details of construction prior to starting construction of the apparatus. The pre-construction conference may be at the Owners location in Norwich or at the Contractor's factory. If the pre-construction conference is at the Contractor's factory the Contractor shall provide for attendance of two representatives of the Owner at the Contractor's cost.
- 4.10 The Contractor shall provide two inspection trips to the factory for two individuals at the Contractor's cost. The trip shall provide time for a complete inspection of the apparatus and a check against each item in these Specifications and NFPA 1901.
- 4.11 The Pump Certification Tests are to be certified by Underwriters Laboratories. Two copies of this certification and all other tests required by NFPA 1901 shall be provided by the Contractor to the Owner at the time of delivery of the apparatus.
- 4.12 The Contractor shall mount all equipment provided as part of this proposal and all other minor equipment specified in NFPA 1901 and provided by the Owner.
- 4.13 The apparatus shall be delivered by the Contractor to the Norwich Fire Department FOB Norwich.
- 4.14 The Contractor shall specify warranty on all components of the apparatus including those supplied by the chassis and pump manufacturer and service location(s). The minimum warranty shall be as specified in Section 6 of the Form of Contract.
- 4.15 The Contractor shall provide a minimum of eight hours of training by a factory-authorized technician at a time and location to be determined by the Owner.

5. Chassis

5.1 Current-production-year four door custom cab over fire truck chassis with minimum of 10" crew area raised roof including all standard and optional equipment necessary to meet this specification. The cab and chassis may be made by the same builder as the body or may be made by Spartan, HME (Including SFO-MFD) or similar supplier as long as it meets all the requirements of this specification.

5.2 The chassis frame rails and cross members shall be galvanized or treated with another product that provides equivalent protection from corrosion and rust with a warranty as specified herein.

5.3 Cummins L9 450 HP turbocharged diesel with 1,250 lb-ft torque certified to meet the EPA 2021 Greenhouse Gas Phase 2 requirements and approved for use with B20 Biodiesel with a Cummins E Brake.

5.4 The exhaust brake shall not be operative when the transmission is in pump mode.

5.5 The alternator shall be sized to handle the full electrical load required during the pump test without a load manager.

5.6 Allison 3000 EVS Series 5 speed automatic transmission with push-button controls. The transmission shall be equipped with a lock-up control circuit that will automatically shift the transmission into the appropriate lock-up gear when the pump is shifted into gear and shall be wired to prevent the transmission from shifting through the gears while the pump is engaged.

5.7 A 110 VAC air compressor shall be supplied of adequate size to maintain air system pressure from shore power. This does not change the NFPA 1901 requirement for a quick buildup air brake system.

5.8 The parking brake shall be controlled by a push
brakes using mechanical spring force.

-pull valve in

5.9 Upon application of the parking brake the transmission shall shift into neutral.

5.10 A driver controlled differential lock shall be installed on the rear axle. This feature shall allow the main differential to be locked and unlocked when encountering poor road or highway conditions, where maximum traction is needed, for use at speeds no greater than 25 MPH. The differential lock shall be controlled by a lighted locking rocker switch accessible to the driver.

5.11 An Anti-Skid Braking System (ABS) shall be provided to improve braking control and reduce stopping distance in slippery conditions. This braking system shall be fitted to all of the axles.

5.12 An automatic traction control (ATC) system shall be provided. The ATC system shall apply the ABS when the drive wheels loose traction. There shall be a lighted switch accessible to the driver to disable the ATC system.

5.13 The front and rear steel wheels shall be painted the cab color with stainless lug nuts and hub covers.

5.14 The minimum fuel tank capacity shall be 50 gallons.

5.15 A fuel/water separator shall be provided.

5.16 The front tires shall be Michelin XZY-2 (NS).

5.17 The rear tires shall be Michelin XDN2 (NS).

5.18 The inner rear tires shall have a valve extender to allow easy access for checking and maintaining air pressure.

5.19 On-Spot chains for rear tires shall be provided with the control in cab. (NS)

5.20 The minimum turning cramp angle shall be 45°.

5.21 The front pumper shall be a minimum of 10" stainless steel painted with red/yellow chevrons.

5.22 Dual heated flat mirror heads shall be supplied with a convex mirror below the primary mirrors.

5.23 The horizontal exhaust shall discharge in front of right rear tires and be designed to connect to the Nederman Norwich Fire Station exhaust system.

5.24 Provide 2 - wheel chocks with horizontal mounting, in front of left rear wheels.

5.25 Provide 1 - automatic disconnect when the master switch is turned on male grounded shoreline receptacle with cover for 110 VAC power mounted near driver's door.

5.26 Provide 1 - green warning light adjacent to shoreline receptacle to indicate when master switch is on.

6. Cab

6.1 The ignition switch shall be keyless.

6.2 The cab shall have 5 seats as follows.

6.2.1 1 - Driver Bostrom Sierra high back ABTS with air suspension and upholstered with heavy duty low seam Durawear Plus material.

6.2.2 1 - Officer SCBA seat with Bostrom SecureALL SCBA bracket with storage compartment in pedestal and upholstered with heavy duty low seam Durawear Plus material. (Owner to provide SCBA.)

6.2.3 3 - SCBA rear seats with Bostrom SecureALL SCBA bracket with storage compartment in pedestal and upholstered with heavy duty low seam Durawear Plus material. (Owner to provide SCBA.)

6.3 Space provided for mounting 2 two-piece mobile radios (control head and transmitter/receiver) and one local repeater. For more information see the Electrical section.

6.4 The maximum first step for entering cab shall be 14" without reducing the required Angle of Approach. The first step may be a drop down, folding or similar configuration.

6.5 Provide a High-resolution color reverse (backup) CCD camera with minimum 5" TFT-LCD color display easily visible to the driver.

6.6 The heating and air conditioning shall be capable of cooling the interior of the cab from 120° F ambient to 80° in 30 minutes or less and heating the interior of the cab from 0° F to 70° F in 30 minutes or less. The heater shall be capable of defrosting the windshield and maintain a clear condition to 0° F. The heater shall have a defog mode that clears the windshield and the front side glass of any flash fogging in 30 seconds or less.

6.7 Provide 2 - Whelen 60CREGCS white/red dome light mounted in cab front right and left with separate switch for the red. The white lights shall operate when cab door is open.

6.8 Provide 2 - Whelen 60CREGCS white/red dome lights mounted in cab rear right and left with separate switches for the red. The white lights shall operate when cab door is open.

6.9 2 - Whelen Pioneer Plus Single Panel Combination Flood/Spot 10,000 lumen scene lights, one mounted on left side of cab and one on right side of cab.

6.10 Smooth bright finish aluminum map and book box mounted on engine cover with continuous-hinged lid, lift handle and hold open device. (Owner to approve location and design.)

- 6.11 Smooth bright finish aluminum EMS box with roll-up door with two adjustable shelves for carrying medical supplies, including EMS bag, ZOLL AED, backboard head blocks and straps and two E size oxygen tanks. (Owner to approve location and design.)
- 6.12 Mounting for one backboard. (Owner to provide back board and approve location and design.).
- 6.13 1 - gooseneck reading light to the left of officers seat. (Owner to approve location and design.)
- 6.14 Provide two powered USB ports and one 12 VDC port at locations approved by the Owner.
- 6.15 Outlets and wiring and mounting of five Streamlight Survivor chargers, five portable radio chargers, one MSA TIC charger, one MSA multi-gas meter charger with power supplied from the shoreline connection. (Owner to provide equipment and approve the locations.)
- 6.16 1 - 2½ gallon air pressurized water fire extinguisher with mounting bracket to be installed at a location to be approved by the Owner.
- 6.17 1 – 30# Ansul Redline Dry Chemical (FORAY) A/B/C Extinguisher. with mounting bracket to be installed at a location to be determined by Owner. (NS)
- 6.18 1 – set of Irons, Halligan and 6 lb. flat head axe, strap with mounting bracket to be installed at a location to be determined by Owner. (Owner to provide Irons)

7. Pump and Pump Panel

- 7.1 Maximum width of the pump panel shall be 44”.
- 7.2 Midship-mounted-side-panel-operated Waterous Model CSU 1,500 gpm single-stage double suction centrifugal pump with pump manufacturer’s manifolds and mechanical seals.
- 7.3 FRC INControl 400 pressure governor and instrument panel (TGA401-D00) with high idle control with transmission in neutral and the parking brake on (NS) The high idle control shall be pre-set to operate at 1400 rpm and automatically disconnect when the pump is engaged.
- 7.4 Waterous Overheat Protection Manager with control panel, light and audible alarm that discharges to water tank.
- 7.5 The pump suction side adjustable pressure relief valve shall be preset to 160 psi and adjustable without removing any panels.
- 7.6 Air-operated pump shift control with green "Okay to Pump" lights with one light in cab on control console next to pump shift control and one light on pump panel. Pump shift interlock so that pump cannot be shifted from road to pump or pump to road if transmission is not in neutral.
- 7.7 A Trident automatic 2 location with gauge air operated priming system shall be installed for priming the fire pump and for priming the front suction while pumping from the tank.
- 7.8 2 - 6" side suction with long-handle chrome cap on the right side. Left side suction to have a behind-the-panel hand-wheel-operated butterfly valve with position indicator and externally adjustable intake side relief valve (Monarch Intake Valve) set at 160 psi and have a 6" x 4" Storz 30° elbow adapter with blind Storz cap.
- 7.9 1 - 5" stainless steel full flow front suction with electric slow open and close butterfly valve with position indicator and 6” male fitting with long handle chrome cap at right side of front bumper.
- 7.10 All discharges shall be individually-gated with controls on the pump panel.

- 7.11 All ball valves shall be full diameter, full flow, serviceable without removing the pipe fittings, with a brass body, stainless steel ball and dual self-adjusting seats.
- 7.12 All 2½" and 1½" valves are to be full flow Push-Pull, self-locking with bushing where the rod passes through the pump panel except for the valves for the 2½" pony suction and the two 2½" discharges on the driver side pump panel which shall have a handle that projects through the pump panel and moves vertically with open up and closed down.
- 7.13 All discharges, including pre-connects, shall have a drain with valve on discharge side of the valve.
- 7.14 All intakes shall have a drain with valve on intake side of the valve.
- 7.15 Master drain valve for all drains except for the hose line side of discharge and intake valves.
- 7.16 All suction and discharge connections for hose shall be National Hose Thread (NHT) except 1½" threads which shall be National Pipe Straight Hose Thread (NPSH). The NPSH 1½" thread is an exception to NFPA 1901.
- 7.17 1 - full flow 2½" gated side (pony) suction on pump panel with chrome plug.
- 7.18 2 - 2½" discharges on left side pump panel directly connected to pump discharge manifold with 30° chrome discharge adapter with integral drain and a 2½" x 1½" reducer and 1½" chrome caps.
- 7.19 1 - 2½" discharge on right side directly connected to pump discharge manifold with 30° chrome discharge adapter with integral drain and a 2½" x 1½" reducer and 1½" chrome cap.
- 7.20 1 - 3½" discharge on right side with manual rotary control and valve position indicator directly connected to pump discharge manifold with integral drain and 3½" x 4" 30° chrome or polished aluminum alloy elbow with 4" Storz fitting with blind Storz cap.
- 7.21 2 - 1½" discharges with swivels for 1¾" crosslays.
- 7.22 1 - 1½" rear discharge at front of rear hose bed for 2" rear pre-connect.
- 7.23 1 - 2½" rear discharge at front of rear hose bed for 2½" rear pre-connect.
- 7.24 The minimum pipe size for the 1½" discharges is 2" and the 2" and 2½" discharges is 2½". The rated flow capacity of all 1¾" pre-connect discharges shall be 200 gpm, 2" pre-connect discharge shall be 250 gpm, 2½" discharges shall be 350 gpm, 4" discharge shall be 750 gpm and the Elkhart monitor shall be 1,000 gpm. The friction loss between the pump discharge manifold and discharge hose fitting shall not exceed 10 psi at the rated flow.
- 7.25 1 - 3" discharge with hand-wheel-operated valve and valve position indicator located on pump panel for an Elkhart Stinger 2.0 monitor to be mounted midship in front of hose bed with 18" TFT "Extend-a-gun" riser with top mount fixture (Elkhart 8298). Height to be adequate to allow operation over a 360° radius. The length of pipe and elbows or other fittings shall be kept to a minimum to reduce friction loss at high flows. (Owner to supply portable monitor but not top mount fixture.)
- 7.26 Minimum of 3½" full flow tank to pump suction line with check valve to allow a minimum flow of 500 gpm.
- 7.27 1½" gated tank fill line.
- 7.28 Brushed stainless steel non-glare finish side-mount pump panel located at front of body on left side with logically arranged controls and gauges to make identification of function easy. All

push-pull control rods for valves shall have a remote control guide with nylon sleeve. (Owner to approve pump panel layout.)

7.29 Brushed stainless steel panel on right side to match pump panel.

7.30 1 FRC TankVision Pro Level gauge for water tank.

7.31 1 FRC TankVision Pro Level gauge for foam tank

7.32 Switches for ground lights, left scene lights, rear scene lights, right scene lights, left telescoping mast light, right telescoping mast light, pump panel lights, hose bed lights, pump house heater and 2 spares.

7.33 Air horn push button on pump panel with light switches.

7.34 2½" gauges for all discharges. The pressure tap for these gauges shall be as close to the discharge point or top mounted monitor as reasonably possible.

7.35 All gauges to be silicon filled and non-freezing.

7.36 Color code labels and controls for pre-connects and discharge ports. (Owner to approve color coding scheme.)

7.37 All piping shall be non-corrosive stainless steel, except for piping and fittings that are continuously wetted with foam concentrate or foam concentrate/water solution, with full flow flexible sections as needed. All piping that is continuously wetted with foam concentrate or foam concentrate/water solution shall be constructed of materials that will not be damaged or corroded by continuous exposure to the foam solution or foam concentrate.

7.38 Suction and discharge pressure test connections for pump service testing on pump panel.

7.39 Totally enclosed pump house with aluminum under-the-pump heat retention pan with easily removable sections and heat provided by a heater with fan able to maintain the pump house above freezing when the outside temperature is -10° F, with control switch on pump panel with on indicator light with other switches.

7.40 Mounting for 1 – Light Attack Vindicator Nozzles and 1 - New York Style 15/16" solid stream nozzle on right pump panel. (Owner to supply nozzles.)

7.41 Mounting for 1 – Light Attack Vindicator nozzle on left pump panel. (Owner to supply nozzle.)

7.42 1 – 6' Fire Hooks Unlimited New York Roof Hook mounted on left side pump panel.

8. Foam System

8.1 1 - FRC Model 2002, 5 gpm discharge side direct injection foam proportioning system with controls mounted on pump panel for two pre-connect 1¾" crosslays and rear 2" and 2½" pre-connects for foam. Adjustable in 0.1% increments from 0.1% to 10.0%. (NS)

9. Water Tank

9.1 Polypropylene tank with lifetime non-prorated warranty with capacity of 1,000 gallons of water and 50 gallons of foam. The foam tank fill tower shall incorporate a removable screen and arranged so that foam concentrate from a 5 gallon container can be dumped directly to the bottom of the tank to minimize aeration without the use of funnels or other special devices

10. Hose Crosslays

10.1 Three transverse hose beds at front of body as low as possible. Two for 200' of double jacket 1¾" hose one for 400' of 1¾" hose. The front two beds are for pre-connects and the third for a dead load. (Owner to provide hose.)

10.2 Owner to approve method to prevent unintentional deployment of hose which shall be designed to allow easy deployment of hose by firefighters.

10.3 Aluminum bright diamond plate hinged cover for easy loading.

11. Rear Hose Bed

11.1 The hose bed shall be of sufficient size to accommodate the following hose loads from left to right:

11.2 200' of 2½" double jacket hose pre-connect. (Owner to provide hose.)

11.3 200' of 2" double jacket hose pre-connect. (Owner to provide hose.)

11.4 2,000' of 4" synthetic Large Diameter Hose with Storz couplings split into two compartments of approximately the same size. (Owner to provide hose.)

11.5 800' of 2½" double jacket hose. (Owner to provide hose.)

11.6 Hosebed dividers shall be adjustable, removable smooth aluminum plate with extruded aluminum base welded to the bottom, sanded and deburred rounded edge at the back end of each divider with radius corner

11.7 Aluminum diamond plate hose bed cover strong enough to support three firefighters on top of cover with weighted red Hypalon rear flap that extends to bottom of hose bed at rear.

11.8 Owner to approve method to prevent unintentional deployment of hose which shall be designed to allow easy deployment of hose by firefighters.

12. Pumper/Rescue Body

12.1 All aluminum alloy construction. Body corners to be large diameter radius. Minimum thickness of aluminum plate is 3/16". All corners and joints to be smooth uniform radiuses, tight fitting and without pits or jagged edges. Equivalent stainless steel is an acceptable alternative.

12.2 The body shall be long enough to accommodate the specified extension and roof ladders and suction hose fully enclosed and not less than 15'.

12.3 Body and compartments of sufficient size to accommodate all NFPA required and recommended equipment and hose and equipment specified herein.

12.4 All compartments shall the maximum size available at location specified.

12.5 Rescue/Pumper style body with Buffalo butt style with compartments extending to rear of body, including back step, with square back and rounded corners.

12.6 All compartment doors shall be AMDOR roll-up shutter doors.

12.7 All compartments shall have interior lights actuated by opening of door with light in cab that notifies if a door is open.

12.8 All wearing and walking surfaces, including the area between the Buffalo butts, shall be constructed of bright finish diamond treadplate material with non-slip material as required by NFPA 1901.

12.9 All horizontal surfaces, vertical surfaces to right and left of pump panels, vertical surfaces on inside of and between the buffalo butts and compartment tops to be bright finish aluminum treadplate material.

12.10 All hose beds shall be vented, drained and constructed of extruded aluminum. The rear hose bed floor shall be easily removable for access to water tank. A removable panel shall be provided for access to water-level and foam gauge sending units without removing the entire hose bed floor.

12.11 All compartments, shelves and roll out trays shall have red removable modular Dri-Dek floor neatly fitted and finished. Compartment floors below adjustable roll-out shelves shall be fitted with Dry-Dek floor.

12.12 All compartments shall have sweep out floor and have vent and drain.

12.13 All compartments shall be fully gasketed and provided with drip rails.

12.14 Access shall be provided to telescoping lights, hose bed, monitor and other functional areas using permanent or folding steps constructed of aluminum or stainless steel with grab or hand rails.

12.15 All steps and running boards shall be well lit.

13. Right Side of Body

13.1 1 – compartment a minimum of 26" deep at bottom and 13" deep at top ahead of rear wheel with two adjustable roll-out shelves at bottom and one fixed and two adjustable shelves at top.

13.1.1 1 - 20# CO2 fire extinguisher.

13.2 1 – compartment a minimum of 13" deep with two adjustable shelves over wheel well.

13.3 1 – compartment a minimum of 26" deep at bottom and 13" deep at top compartment behind rear wheel with one roll-out shelf at bottom and one fixed and two adjustable shelves at top. Provide 110 VAC outlet at top for battery chargers. The roll-out shelf at bottom is for one battery powered PPV fan (22.88"W x 26"H x 11"D), one electric powered NPV smoke ejector (Supervac HF164 with Tilt Frame). (Both Owner provided.)

13.4 2 - SCBA bottle holders, each to hold two Scott 4,500 psi 30 minute bottles or Scott 5,500 psi 45 minute bottles, one ahead of and one behind rear wheel located so as to minimize reduction in adjacent compartment sizes. (Owner to provide bottles.)

13.5 2 - Whelen Pioneer Plus Single Panel Combination Flood/Spot 10,000 lumen scene light.

13.6 1 – Whelen Pioneer Plus Dual panel combination flood/spot 20,000 lumens 12-volt DC telescoping mast light with pole mount adapter at front of pump panel with switch on pump panel.

14. Rear of Body

14.1 Minimum of 26" deep compartment with a roll-out shelf at bottom and two adjustable shelves at top behind the water tank. This bottom of this compartment is to open into the right and left side compartments at the bottom behind the rear wheel. This roll-up door and adjacent rear body is to be painted with red/yellow chevrons and E1 on the roll-up door.

14.2 1- compartment with hinged door at upper right of body beside hose bed and above roll-up side doors for 1 – 15' length of 6" lightweight hard suction

14.3 1- compartment with hinged door at upper left of body beside hose bed and above roll-up side doors for 1 – 15’ length of 6” lightweight hard suction.

14.4 1- compartment with hinged door at right side of body next to water tank for 1-2-section 28’ extension (Duo-Safety 1200-A NS), 1-16’ roof (Duo-Safety 875-A NS) and 1-10’ folding (Duo-Safety 585-A NS) ladders and 1-6’, 1-8’, 1-10’ and 1-12’ fiberglass I-Beam pike poles.

14.5 2 - Whelen Pioneer Plus Single Panel Combination Flood/Spot 10,000 lumen scene lights.

14.6 2 - handrails, one on each side of buffalo butt.

14.7 Corner or folding steps at intersection of rear compartment and buffalo butts for access to hose bed and upper left and right compartments.

14.8 10" rear step between buffalo butts.

14.9 1 - rubber covered handrail between buffalo butts below hose bed.

14.10 Mounting for 1 – Heavy Attack Vindicator nozzles and 1 – Blitz Attack Vindicator nozzle on left side rear of buffalo butt. (Owner to supply nozzles.)

15. Left Side of Body

15.1 1 – minimum of 26" deep compartment with vertical reinforced divider ahead of rear wheel with two adjustable roll-out shelves at bottom and three adjustable shelves at top of left section. Right section to have mounting for 1- Ferno Model 71-S Two-Piece Basket Stretcher and two tubes for storage of Scott 4,500 psi 30 minute bottles or Scott 5,500 psi 45 minute bottles (Owner to provide SCBA bottles).

15.2 1 – minimum of 26" deep compartment with two adjustable shelves over wheel well plus one shelf without a lip attached to the lower adjustable shelf for an accountability board.

15.3 1 – minimum of 26" deep compartment behind rear wheel with one adjustable roll-out shelf at bottom and adjustable shelves and tubes and mounting for Paratech 7 bag 92 ton air bag set with plywood spacers with Master Control Package including case, one set of Paratech RescueStruts Vehicle Stabilization Kit, one Power Hawk Model P-16 IN-1 Rescue System including Power Pusher Rams, Extensions and Couplers. Provide 110 VAC outlet and mount Power Hawk 110 VAC charger. (All Owner provided.)

15.4 1 - SCBA bottle holder to hold 2 Scott 4,500 psi 30 minute bottles or Scott 5,500 psi 45 minute bottles ahead of rear wheel located so as to minimize reduction in adjacent compartment sizes. (Owner to provide bottles.)

15.5 2 - Whelen Pioneer Plus Single Panel Combination Flood/Spot 10,000 lumen scene light.

15.6 1 – Whelen Pioneer Plus Dual panel combination flood/spot 20,000 lumens 12-volt DC telescoping mast light with pole mount adapter at front of pump panel.

16. Lighting and Warning Devices

16.1 All warning, clearance, scene and ground lights shall be Whelen lights unless otherwise specified.

16.2 2 -Federal Signal Split-Vision 3 Pod SLR with Spectra Lux multicolor LED technology for center light with red end lights and center light programmed to be white when calling for ROW and red when blocking ROW to be mounted on left and right side of front cab top.

16.3 2 - Federal Signal Red SLR LED rotating beacon located at rear visible to the side and rear.

16.4 2 - Whelen SurfaceMax Series red wig-wag LEDs mounted on front of cab as far to the left and right as possible.

16.5 6 - Whelen red LEDs located on left and right side at front of front fender, over rear wheel well and at rear.

16.6 2 - Whelen SurfaceMax Series wig-wag amber LEDs mounted at rear on Buffalo butt as high as possible.

16.7 2 - Whelen SurfaceMax Series wig-wag red LEDs mounted at rear on Buffalo butt below amber lights.

16.8 2 - Whelen SurfaceMax Series mounted as a unit on the left and right side of the Buffalo butt with top light red brake lights, middle light amber arrow directional lights and the bottom light white backup lights.

16.9 1 - Whelen Eight light Traffic Advisor Dominator Series mounted above the rear compartment door with controls in cab.

16.10 1 - Federal Model PA-300MSC solid state electronic siren with attached noise-canceling microphone mounted for convenient access for driver and officer with one chrome or polished aluminum 100 watt speaker mounted in front bumper with low profile floor mounted switch for officer and horn operated control for driver that switches from horn to siren control when electronic siren is in the on position.

16.11 2 - Grover "Stuttertone" air horns with floor switch right side of cab and halyard on the left side of cab mounted in front bumper.

17. Electrical

17.1 Where high or low voltage electrical cord, that is not in a conduit or other protective sheath, penetrates a metal surface, rubber or plastic grommets or bushings shall be installed.

17.2 1 - Cole-Hersee master battery switch mounted to left of driver's seat.

17.3 1 - master switch for emergency lights in addition to individual switches for Federal Signal Split-Vision SLR lights, rear SLR lights, front emergency lights, side emergency lights and rear emergency lights in cab.

17.4 1 - master switch for all lights controlled at pump panel except as provided in the following item.

17.5 1 of the left side pump panel lights to be controlled by the parking brake.

17.6 All switches in cab for emergency lights and compartments lights and other lights to be functionally arranged in single console easily accessible to driver or officer. (Owner to approve location and design of console.)

17.7 Space to mount a VHF two piece mobile radio (control panel and separate receiver/transmitter) with the control panel in a position that will be convenient for use by the driver and officer and space for the receiver/transmitter. (Owner will supply and mount radio.)

17.8 Space to mount a VHF two piece mobile radio (control panel and separate receiver/transmitter) with the control panel in an accessible location with an in-channel mobile repeater with a bandpass and notch filter. (Owner will supply and mount radio and repeater.)

17.9 All interior switches to be heavy-duty toggle switches with integral indicator lights.

17.10 All exterior switches to be heavy-duty weatherproof toggle switches with indicator lights.

17.11 1 - battery charger/conditioner wired into batteries with 110 VAC power received from the shore line receptacle.

17.12 110 VAC power receptacle in left rear compartment for rescue tool charger with 110 VAC power received from the shoreline receptacle. (Owner to provide charger.)

17.13 110 VAC power receptacle in right rear compartment for battery chargers with 110 VAC power received from the shoreline receptacle. (Owner to provide charger.)

17.14 A minimum of 2 spare switches in cab for future use.

18. Paint

18.1 All exterior and exposed surfaces to be sanded, cleaned, primed, and painted with a minimum of three coats of Dupont Imron paint with a clear finish coat and buffed to provide a high gloss quality finish. Paint shall be red Imron 65296u. Contractor to provide paint samples to Owner for approval before painting.

18.2 Cab to be white Imron 817u over red. White to start below windows and above grill on front.

18.3 Front and rear wheels shall be painted the same red as body.

18.4 The interior of all compartments shall be painted with a high quality scratch and chip resistant grey on white splatter paint.

18.5 Contractor shall provide a container of touch-up-paint to the Owner.

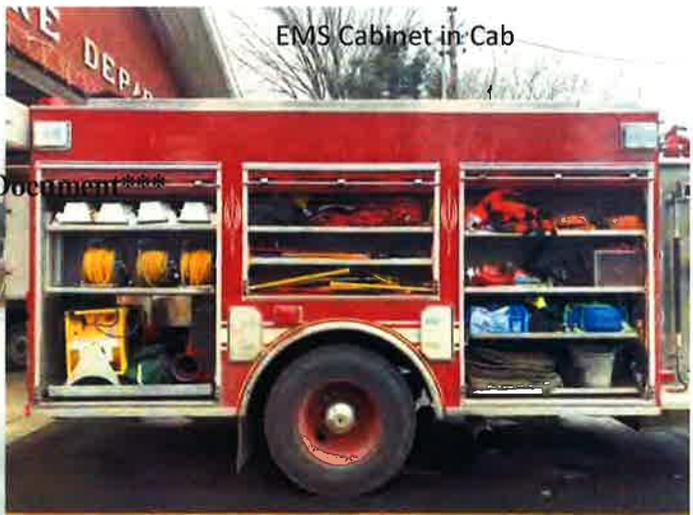
18.6 6" Reflective striping to be white and location to be approved by Owner.

18.7 Gold leaf lettering and detailing to match current Norwich Engine 1. Apparatus designation will be "Engine 1". Left and right doors to have NORWICH and ENGINE 1. Front of cab to have NFD on left side and E1 on right side.

18.8 The rear of the apparatus and roll-up door is to be painted with red/yellow chevrons and have NFD and E1 in reflective striping to match "Keep Back 500" marking.

18.9 The front bumper is to be painted with red/yellow chevrons.

Attachment with pictures of current Engine 1 is on the next page.



Addendum No. 1
January 8, 2021
Norwich Vermont Fire Department

This is Addendum No. 1 to the Bid Package and Specifications for: One 1,500 gpm Rescue/Pumper, Dated December 17, 2020 based on questions asked during the pre-bid ZOOM meeting on January 5, 2021. *Explanatory and clarification material are in italics.* Thank you for your participation in the meeting.

Page 1, Item 1.1. Bids are to be received at the Town Managers Office, 300 Main Street, P.O. Box 376, Norwich, VT 05055-0376 on or before 02-05-2021 at 1630 Hours. Bids shall be marked "Fire Department Pumper Bid" on the outside of a sealed envelope. *Disregard the time specified on the cover page, bids are due on February 5, 2021 by 1630 hours.*

Page 1 Item 1.7 Full compliance is required with NFPA 1901 Standard for Automotive Fire Apparatus (2016 Edition) as if the Standard was fully incorporated herein, except where specifically waived by this specification. *This includes Section 4.13.1 Rollover Stability and all other sections not specifically waived by this specification.*

Page 2 Item 1.11. “. . . The Contractor may propose an alternative to the progress payments as defined in the Form of Contract if it meets the criteria in this paragraph for protection of the Owner for any payments made before the Owner gives written notice of acceptance of the apparatus.” *The intent of this section is to provide protection for any payments made by the Owner to the Contractor before written acceptance of the apparatus by the Owner so that the Owner may recover all the payments made if needed.*

Page 3 Item 7.2 Itemized Deductions “Replace factory discharge manifold with supplier-built discharge manifold.” *This should read “Replace factory discharge manifold with supplier-built discharge and/or intake manifold.”*

Page 11 Item 5.8 should read “The parking brake shall be controlled by a push-pull valve in the cab that engages the rear brakes using mechanical spring force.” *The PDF version of the specification misplaced some words.*

Page 12 Item 5.21 The front bumper shall be a minimum of 10” stainless steel painted with red/yellow chevrons. *The 10” is a vertical dimension of the bumper and not the distance the bumper projects in front of the cab.*

Page 12 Item 5.22 Dual heated flat mirror heads shall be supplied with a convex mirror below the primary mirrors. *The intent of this item is West Coast mirrors not Bus mirrors.*

Page 13 Item 7.8. 2 - 6" side suction with long-handle chrome cap on the right side. Left side suction to have a behind-the-panel hand-wheel-operated butterfly valve with position indicator and externally adjustable intake side relief valve (Monarch Intake Valve) set at 160 psi and have a 6" x 4" Storz 30° elbow adapter with blind Storz cap. *There is no valve required for the right-side 6" suction.*

Page 15 Item 7.39 Totally enclosed pump house with aluminum under-the-pump heat retention pan with easily removable sections and heat provided by a heater with fan able to maintain the

Specification Addendum

Page 2 of 7

pump house above freezing when the outside temperature is -10° F, with control switch on pump panel with on indicator light with other switches. *It is the intent of this section that the pump house be enclosed on all sides, with removable bottom panels, to the maximum extent reasonably possible with the heater sized to keep everything in the pump house from freezing. It is not the intent of this section that rollup doors enclose the pump panels.*

Page 16 Item 10.1 Three transverse hose beds at front of body as low as possible. Two for 200' of double jacket 1¾" hose one for 400' of 1¾" hose. The front two beds are for pre-connects and the third for a dead load. (Owner to provide hose.) *The crosslays may be single or double stack.*

Page 16 Item 12.1 All aluminum alloy construction. Body corners to be large diameter radius. Minimum thickness of aluminum plate is 3/16". All corners and joints to be smooth uniform radiuses, tight fitting and without pits or jagged edges. Equivalent stainless steel is an acceptable alternative. *Section 12.1 of the specification states that equivalent stainless steel is an acceptable alternate to an aluminum body.*

Page 17 Item 12.9 All horizontal surfaces, vertical surfaces to right and left of pump panels, vertical surfaces on inside of and between the buffalo butts and compartment tops to be bright finish aluminum treadplate material. *This does not include the rear facing vertical surface of the body where the chevrons, warning and other lights are installed but does include the inner surfaces of the body facing the rear step.*

Page 17 Item 13.1.1 1 - 20# CO2 fire extinguisher. *This extinguisher shall be provided by the Contractor.* See Section 1.7 “. . . If a specific item of equipment is mentioned, for example ladders, pike poles, extinguishers, suction hose, etc. and if not specified as provided by Owner it shall be provided by the Contractor.”

Page 18 Item 15.3 1 – minimum of 26" deep compartment behind rear wheel with one adjustable roll-out shelf at bottom and adjustable shelves and tubes and mounting for Paratech 7 bag 92 ton air bag set with plywood spacers with Master Control Package including case, one set of Paratech RescueStruts Vehicle Stabilization Kit, one Power Hawk Model P-16 IN-1 Rescue System including Power Pusher Rams, Extensions and Couplers. Provide 110 VAC outlet and mount Power Hawk 110 VAC charger. (All Owner provided.)

The Paratech 7 bag 92 ton air bag set includes the following components plus ¾" plywood spacers sized for each bag. The Master Control Package is stored in compartment L2 and does not need special shelving.

Paratech Model 92, 7 Lift Bag Set

Bag	Dimensions (in) LxWxD
KPI-1	6 x 6 x 0.6
KPI-3	6 x 12 x 0.6
KPI-5	10 x 10 x 0.6
KPI-12	15 x 15 x 0.8
KPI-17	21 x 15 x 0.8
KPI-22	20 x 20 x 0.8
KPI-32	24 x 24 x 0.8



22-8891092 92 Ton - 7 Lift Bag Set
"Rescue Engine or Truck"

22-890300 Master Control Package

The Paratech RescueStruts Vehicle Stabilization Kit includes the following components.

STANDARD VSK

Paratech's flagship kit and the "standard" when addressing your stabilization needs. This kit covers everything from small vehicles to large commercial/municipal vehicles.

Maximum load up to 40,000 lb / 18,144 kg
with a 4:1 safety factor.



2 - Strut Extensions 12 in / 30 cm 22-796012



2 - Strut Extension 24 in / 61 cm 22-796024



2 - Acme Thread Struts 25-36 in / 64-91 cm 22-796200



4 - Patchet Belt with Finger Hooks 27 ft - 8.2 m 22-890533



2 - Multi-Base 22-796025



2 - Hinged Base with Anchor Ring 12 in / 30 cm 22-796180C



KIT Part No.	Net Weight, lb	kg
22-796850	97.3	44.2

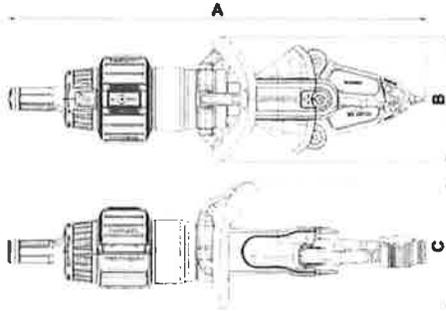
Part No.	Description	Quantity
22-796200	Acme Thread Strut 25-36 in / 64-91 cm	2
22-796012	Strut Extension 12 in / 30 cm	2
22-796024	Strut Extension 24 in / 61 cm	2
22-796025	Multi-Base	2
22-796180C	Hinged Base w/Anchor Ring 12 in / 30 cm	2
22-890533	Patchet Belt w/Finger Hooks 27 ft / 8.2 m	4
22-796181	Tie Down Kears w/J Hook	2



Specification Addendum

Page 4 of 7

Replace the Power Hawk P-16 Rescue Tool with the Holmatro Combi Tool PCT50. The tool dimensions are 35.4" x 10.6" x 10.7" (AxBxC) in the following drawing (Owner Provided).



Delete the Power Hawk BC-U1 Battery charger. Provide 110 VAC outlet for Holmatro PCM2 Mains Power Connector (Owner Provided).

Provide mounting for the following Power Hawk equipment. Dimensions are in the following brochure. Equipment is Owner provided.

Power Hawk Equipment	Quantity
P-25 Power Pusher Ram - 25 in.	1
P-40 Power Pusher Ram - 40 in.	1
E-24 Ram Extension - 24 in.	2
E-48 Ram Extension - 48 in.	2
2C0516-1 Ram Coupler	4

POWER HAWK® P-16 RESCUE SYSTEM SPECIFICATIONS:

www.powerhawk.com

NOTE: COLOR SCHEMES OF SOME ITEMS MAY VARY



P-16 Rescue Tool

Powerhead Output Torque
Input / Output Ratio
Powerhead Articulation Angle
Attachment Pins
Motor Inrush Current
Motor Current @ No Load
Motor Current @ Max. Load
Pistol Cable Length

72,000 ft-lbs (9.82 kN-m)
3:95:1
70°
High strength steel, ball-bearing
220 Amps
23 Amps
156 Amps
12' (3.05 m)

With No Attachments

Weight 12 lbs (5.4 kg)
Envelope (LxWxH) 17" x 10" x 12" (432 x 254 x 305 mm)

With S-1001 Spreader Attached

Spreading Force (max) 5,000 to 11,000 lbs
(15.6 to 48.9 kN)
Spreading Force (max) (min) 17,530 to 45,210 lbs
(78.9 to 201.2 kN)
Weight 41 lbs (18.6 kg)
Envelope (LxWxH) 25" x 10" x 12"
(635 x 254 x 305 mm)
Opening Distance 14" (356 mm)



With C-1601 Curved Cutter Attached

Cutting Force (at base) 30,600 lbs (13.6 kN)
Weight 44 lbs (19.9 kg)
Envelope (LxWxH) 24" x 10" x 12"
(610 x 254 x 305 mm)
Opening Distance 5" (127 mm)

With CS-1002 Straight Cutter Attached

Cutting Force (max) 45,000+ lbs (200 kN)
Cutting Force (at base) 21,000+ lbs (93.4 kN)
Spreading Force 10,000 to 18,000 lbs
(44.5 to 80.1 kN)
Weight 47.5 lbs (21.5 kg)
Envelope (LxWxH) 27" x 10" x 12"
(686 x 254 x 305 mm)
Opening Distance 10" (254 mm)

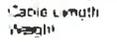


PC-100 Controller Unit



Power Input Sealed
Case Weight 5.0 lbs (2.3 kg)
Envelope (LxWxH) 11" x 4.5" x 7.5"
(279 x 114 x 190 mm)

CA-4M Power Cable Assembly



Cable Length 13 ft (4 m)
Weight 4.9 lbs (2.2 kg)



PWR-12MP Power Pack



Battery Type 12 V Valve-Reg. Sealed Lead-Acid
Battery Capacity 33 Amp-hr
Case Fully Vented
Charge Indicator Needle with test button
Power Connectors 2 high amp
Weight 29.6 lbs (13.4 kg)
Envelope (LxWxH) 11.8" x 8" x 10"
(300 x 203 x 254 mm)

POWER PUSHER® Rams & Extensions



P-40 Power Pusher Ram

Fully Extended Length 41" (1041 mm)
Fully Retracted Length 23" (584 mm)
Stroke Length 12" (305 mm)
Adjustment Length 8" (203 mm)
Housing Slot Width 2.25" (57 mm)
Weight 36 lbs (16.3 kg)

P-25 Power Pusher Ram

Fully Extended Length 27" (686 mm)
Fully Retracted Length 16" (406 mm)
Stroke Length 11" (279 mm)
Adjustment Length 6" (152 mm)
Housing Slot Width 2.25" (57 mm)
Weight 27 lbs (12.2 kg)

E-24 Ram Extension

Length 24" (610 mm)
Weight with handle 15 lbs (6.8 kg)

E-48 Ram Extension

Length 48" (1214 mm)
Weight with handle 30 lbs (13.6 kg)

2C0616-1 Ram Coupling

Connects Power Pushers and Extensions
Weight: 6 lbs (2.7 kg)

2C0661-1 Swivel Base Set

Attach to Rams, Extensions for angled operations
Weight: 10 lbs (4.5 kg)



Saw Extrication Kits

SZA-1015 Kit adds Milwaukee Cordless Sawzall, Power Adapter, 16 Ft. Power Cable, 6 Torch Blades, 1 Ax. Black Contractors Bag
Weight: 18 lbs (8.2 kg)

SZK-2000 Kit adds Milwaukee 7.5 Circular Saw, Metal Cutting Blade and Power Adapter
Weight: 25 lbs (11.3 kg)



JC4-16 Jumper Cable

16 Ft. 1 Ga. Red connector one end, Heavy-duty clamp other end



EC4-16 Extension Cable

16 Ft. 4 Ga. Red connector both ends



BKPK-500 Back Pack

Back pack for Power Pack
Weight: 6 lbs (2.7 kg)



LB-1204 Flood Light

50 Watts, 3.9 Amps, 1" Dia. Halogen bulb, On/Off switch



BC-U1 Battery Charger

Input Voltage & Freq 90-230 V AC, 50-60 Hz
Max. Output Current 1 A, 5%
Max. Output Voltage 14.8 - 20 V DC
Weight 2.4 lbs (1.1 kg)
Envelope (LxWxH) 6.8" x 4.2" x 2"
(172 x 107 x 51 mm)

Specification Addendum

Page 6 of 7

Page 19 Item 17.7 Space to mount a VHF two piece mobile radio (control panel and separate receiver/transmitter) with the control panel in a position that will be convenient for use by the driver and officer and space for the receiver/transmitter. (Owner will supply and mount radio.)

Page 19 Item 17.8 Space to mount a VHF two piece mobile radio (control panel and separate receiver/transmitter) with the control panel in an accessible location with an in-channel mobile repeater with a bandpass and notch filter. (Owner will supply and mount radio and repeater.)

The location provided for the receiver/transmitter portion of the radios specified in sections 17.7 and 17.8 shall be easily accessible for installation and service. The control head for the radio specified in section 17.8 shall be easily accessible for changing frequencies. In the current Engine 1 these components are mounted under the Officer's seat and the rear seat behind the Officer's seat. The location shall be approved by the Owner.

The receiver/transmitters are 8" x 2.5" x 9" (W x H x D).

The repeater is 6.8" x 1.7" x 6" (W x H x D).

The control heads are approximately 3" x 7.5" x 3.5" (H x W x D) plus mounting bracket.

The band-pass filter is approximately 6" x 6.25" x 2" and the notch filter 5.25" x 2.75" x 6" (D x W x H).

Page 19 Item 17.9 All interior switches to be heavy duty toggle switches with integral indicator lights. *This should be interpreted to include rocker switches.*

Page 20 Item 18.1 All exterior and exposed surfaces to be sanded, cleaned, primed, and painted with a minimum of three coats of Dupont Imron paint with a clear finish coat and buffed to provide a high gloss quality finish. Paint shall be red Imron 65296u. Contractor to provide paint samples to Owner for approval before painting.

Page 20 Item 18.2 Cab to be white Imron 817u over red. White to start below windows and above grill on front.

An alternate to Dupont Imron paint may be proposed as long as it is equivalent or better than Imron paint and data on equivalency is provided as required by Section 4.7.

Page 20 Item 18.7 Gold leaf lettering and detailing to match current Norwich Engine 1. Apparatus designation will be "Engine 1". Left and right doors to have NORWICH and ENGINE 1. Front of cab to have NFD on left side and E1 on right side. *The marking on the front of the cab is not required to be gold leaf and may be decals.*

Specification Addendum

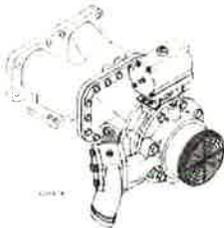
Page 7 of 7

Page 20 18.8 The rear of the apparatus and roll-up door is to be painted with red/yellow chevrons and have NFD and E1 in reflective stripping to match Keep Back 500' marking. And 18.9 The front bumper is to painted with red/yellow chevrons. *The chevrons specified in Sections 5.21, 14.1, 18.8.and 18.9 shall be reflective material that meets the requirements of NFPA 1901 Section 15.9.3.*

Addendum No. 2
January 12, 2021
Norwich Vermont Fire Department

This is Addendum No. 2 and supplements Addendum No. 1 to the Bid Package and Specifications for: One 1,500 gpm Rescue/Pumper, Dated December 17, 2020 based on questions asked subsequent to the ZOOM meeting on January 5, 2021. *Explanatory and clarification material are in italics.*

Page 13 Item 7.8 2 - 6" side suction with long-handle chrome cap on the right side. Left side suction to have a behind-the-panel hand-wheel-operated butterfly valve with position indicator and externally adjustable intake side relief valve (Monarch Intake Valve) set at 160 psi and have a 6" x 4" Storz 30° elbow adapter with blind Storz cap. *The valve specified, or equivalent, is a Waterous Monarch valve and uses a Jamesbury wafer-Sphere butterfly valve. It has a provision for a pre-valve relief valve, a drain and a choice of a manual worm gear or pneumatic actuator or electric rotary actuator. The specification requires a hand-wheel-operated butterfly valve with position indicator. See the following diagram.*



Page 14 Item 7.25 1 - 3" discharge with hand-wheel-operated valve and valve position indicator located on pump panel for an Elkhart Stinger 2.0 monitor to be mounted midship in front of hose bed with 18" TFT "Extend-a-gun" riser with top mount fixture (Elkhart 8298). Height to be adequate to allow operation over a 360° radius. The length of pipe and elbows or other fittings shall be kept to a minimum to reduce friction loss at high flows. (Owner to supply portable monitor but not top mount fixture.) *The Elkhart 8298 deck mount adapter allows use of the 8297 (Elkhart Stinger 2) as a deck gun, and is designed for a pre-plumbed pipe directly from the pump. The 8298F adapter consists of the 3" 150# flat faced ANSI flange, cast waterway, swivel ring, and anti-rotation pins for the 8298EX. The 8298P adapter consists of the 3" NPT female thread, cast waterway, swivel ring, and anti-rotation pins for the 8298EX. See the following diagram for the 8298F with the 8298EX. The picture is of existing Engine 1 with 8298P with the 8298EX. The 18" TFT "Extend-a-gun" riser position indicator should be wired to the compartment door open light specified in Section 12.7*



Fig. 2
8298F 2.0 Deck Mount Adapter



Herb Durfee

From: Geoff Martin <gmartin@trorc.org>
Sent: Friday, March 26, 2021 1:59 PM
To: Herb Durfee; Linda Gray; Rod Francis; Jeff Lubell
Cc: Victoria Littlefield
Subject: Norwich Energy Progress
Attachments: norwich.pdf

Dear Norwich,

Please find an Energy Progress Report Card for Norwich attached. Vermont’s 2016 Comprehensive Energy Plan (CEP) sets targets for various metrics related to energy conservation, efficiency, and renewable energy. TRORC’s Regional Energy Implementation Plan defines what the TRORC region needs to achieve in order to contribute to the goals of the CEP, and in turn sets specific targets for each town within the TRORC region.

We developed report cards for each TRORC town with the intention of analyzing progress towards these town, regional, and state energy goals. By conducting a data-driven assessment of progress, our objective is to show towns where they are succeeding in the implementation of their energy plans, and where more attention is needed. We hope that the “Remaining Progress to Reach 2025 Goal” sections of the report card provide tangible, meaningful targets to strive for.

We offer some general suggestions for meeting each goal that we hope you will find useful, but recognize these suggestions will not be applicable to every town, and many may already have been implemented. We are available to provide additional suggestions or respond to any specific questions you may have about how to accelerate progress. Additionally, please let us know if you have any questions or feedback about the report card itself (e.g., data sources, how grades were assigned, etc.).

Thank you for all your efforts in achieving our energy goals!

P.S. I'm very excited to work with you all very soon to help advance Norwich's energy goals!

Geoff Martin



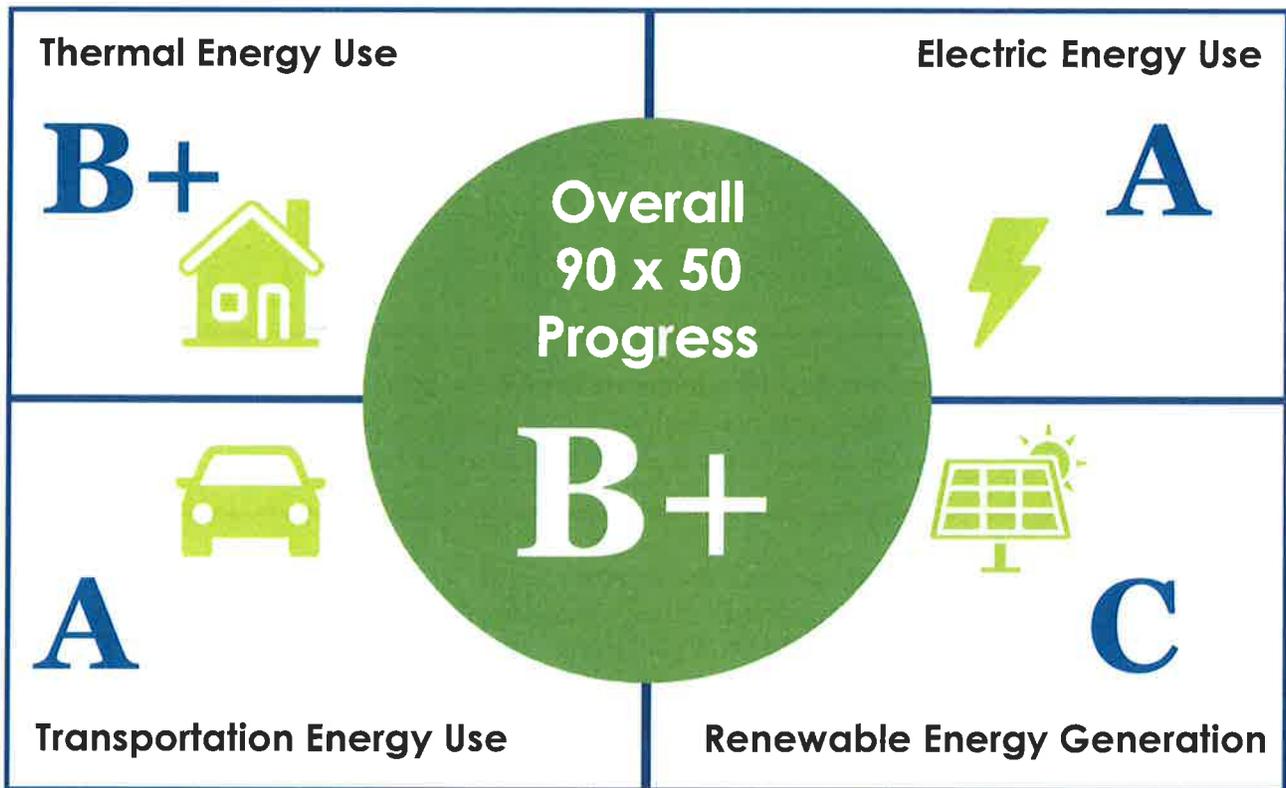
Intermunicipal Regional Energy Coordinator | Two Rivers-Ottawa-Quechee Regional Commission
128 King Farm Road | Woodstock, Vermont 05091
(802) 457-3188 - phone
gmartin@trorc.org | trorc.org | [TRORC facebook](#)

Town of Norwich Energy Progress Report Card

This report was generated by



Data for this report card was gathered from the American Community Survey, Energy Action Network, Vermont Public Service Department, Efficiency Vermont, and the Vermont Energy Dashboard.



The goals of the 2016 Comprehensive Energy Plan (CEP) are the following:

- Reduce total energy consumption per capita by 15% by 2025, and by more than one-third by 2050.
- Meet 25% of the remaining energy need from renewable sources by 2025, 40% by 2035, and 90% by 2050.

This report card is organized into the following components:

- I. Thermal Energy Use for Space Heating
- II. Electricity Use
- III. Transportation Energy Use
- IV. Renewable Energy Generation



I. Thermal Efficiency

B+

Selected Goals: New Heat Pump Units

2025	2035	2050
137	363	761

Progress: New Heat Pumps & Wood Heat

Projects	Total (2016-2020)
Cold Climate Heat Pump Installations - Residential	31
Cold Climate Heat Pump Installations - Commercial	5
Heat Pump Hot Water Heaters Installations	11
Wood Heating Installations	9

% of Residences to be Weatherized

2025	2035	2050
33%	67%	100%

(of 1,468 residential premises)

Progress: Residential Weatherization

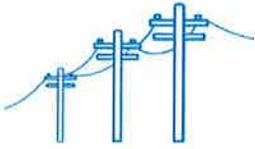
Projects	Total (2016-2020)
Home Performance with Energy Start Projects	11
Other Weatherization Projects	1
Home Energy Visits	6

Remaining Progress to Reach 2025 Goal:

Install 106 new Cold Climate Heat Pumps
 Weatherize 1,456 additional Residences

Example Implementation Actions to Reach Your Goal

1. Coordinate with Efficiency Vermont and other weatherization service providers to encourage residents to participate in weatherization programs.
2. Promote the use of the residential and commercial building energy standards by asking the Zoning Administrator to distribute information about Vermont's Energy Codes to permit applicants and explaining options for energy efficiency.
3. Conduct an energy audit of municipal buildings to identify weatherization retrofits and consider the recommendations for incorporation into the municipal capital budget.
4. Explore opportunities and pursue funding to upgrade efficiencies in all municipal buildings, and encourage efficiency measures in private residential and commercial buildings
5. Pursue external funding to support the conversion of municipal buildings to efficient, and renewable heat sources.



II. Electrical Energy Use



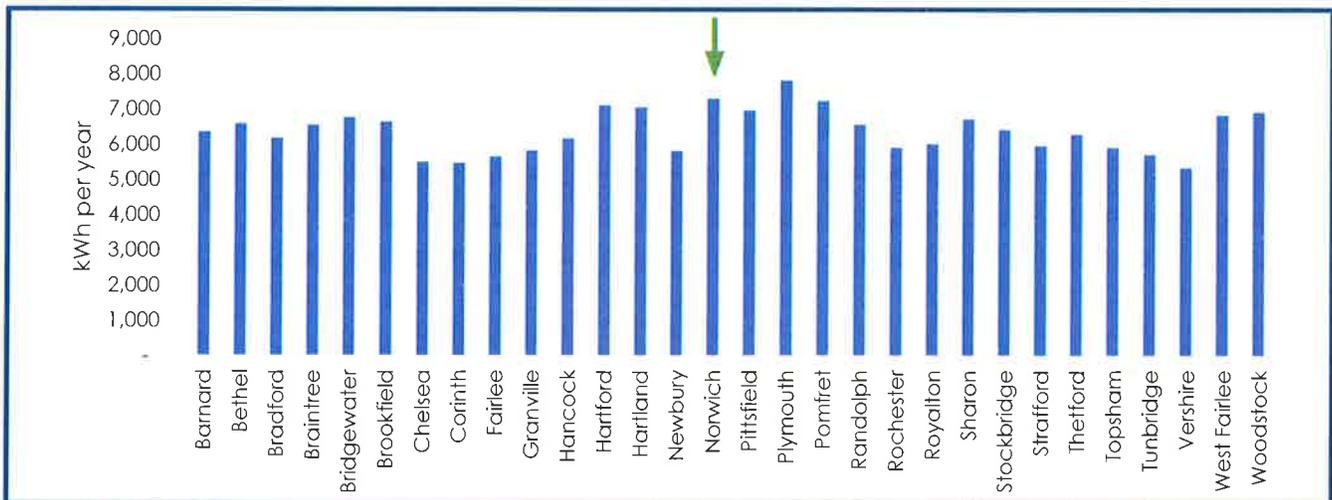
Selected Goal: Electricity Efficiency Targets

2025	2035	2050
0.0%	5.7%	9.9%

Progress: Electricity usage by year and sector (kWh)

Sector	2017	2018	2019
Commercial & Industrial	3,815,691	3,927,014	3,775,354
Residential	11,595,744	11,716,685	10,747,599
Total kWh	15,411,435	15,643,699	14,522,953

Average Residential Electricity Usage compared to TRORC Region



Remaining Progress to Reach 2025 Goal:
 Reduce average residential electricity use by 414 kWh/year to 6,856 kWh/year

Example Implementation Actions to Reach Your Goal

1. Promote the use of the residential and commercial building energy standards by distributing information about Vermont's Energy Codes to permit applicants and explaining energy efficiency options.
2. Plan for and encourage electric vehicle charging infrastructure in the community.
3. Investigate the installation of municipal solar and/or wind net-metering facilities to offset municipal electric use.
4. Support installation of community-based renewable energy project(s) to allow TOWN's citizens to participate in the economic benefits of local energy production.
5. Explore opportunities and pursue funding to upgrade efficiencies in all municipal buildings.
6. Encourage the incorporation of electric vehicle ready standards into building code.



III. Transportation Energy Use

A

Selected Goal: Electric Vehicles in Use

2025	2035	2050
209	1,482	3,083

Progress: Registered Electric Vehicles

Sector	2017	2018	2019
All Electric	20	31	50
Plug in Hybrid	23	38	41
Total	43	69	91

Remaining Progress to Reach 2025 Goal:
108 electric vehicles in use

Example Implementation Actions to Reach Your Goal

1. Work with your local public transportation agency to understand the ways in which service to your could be improved.
2. Encourage the installation of electric vehicle charging infrastructure.
3. Review municipal road standards to ensure that they reflect all “complete streets” principles applicable to our village and rural roads in order to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.
4. Consider purchasing electric vehicles or high mileage per gallon vehicles to replace aging municipal fleet.
5. Support and educate citizens about Vermont’s motor idling law (23 V.S.A. § 1110)
6. Encourage the use of Park & Rides in your community, or look into creating a municipal Park & Ride facility in your town.



III. Renewable Energy Generation

C

Selected Goal: Renewable Generation Target (MWh)

2050
19,167-23,426

Based off of the LEAP model, the 2050 goal is displayed as a range.

Progress: Current Renewable Energy Generation

Type	# of Sites	Total Production Capacity (kW)	Total Generation (MWh/year)	Capacity installed since 2017 (kW)	Additional Generation since 2017 (MWh/year)
Solar	207	843.34	1,034.27	1,162.86	1,426.13
Wind	0	0	0	0	0
Hydro	0	0	0	0	0
Biomass	0	0	0	0	0
Total Existing Generation	207	843.34	1,034.27	1,162.86	1,426.13

Remaining Progress to Reach 2025 Goal:
 17,741-22,000 MWh of new renewable energy generation
 (approx. 2.03-2.51 MW)

Example Implementation Actions to Reach Your Goal

1. The Energy Committee will work closely with the Planning Commission, DRB and Zoning Administrator on any proposed energy development projects.
2. Investigate the installation of municipal solar and/or wind net-metering facilities to offset municipal electric use to identify where installation is economically feasible.
3. Investigate installation of community-owner renewable energy project(s) to allow citizens to participate in the economic benefits of local energy production.
4. Identify potential properties for a town-owned community solar array.

4.1

Q1 What are the TOP THREE LOCAL issues facing the next Norwich Police Chief?

community relations Stop department build needs force positive
 community building budget Keeping Continue officers safety
 Community outreach community policing
 communication police public safety community crime
 Speeding Ensuring town issues Norwich Lack Traffic public
 maintaining Overpolicing Chief reduce

needs Enforce speed limits traffic Distracted driving mental health community relations
 department control issues work town lack community
 driving police Maintaining Speeding budget safety roads
 Norwich officers school drivers Drug Norwich residents residents
 Community connection people

social Help public racial Norwich emergencies Covid mental health people
 community engagement safety Maintaining police force
 community communication town presence issues
 understand needs health crime trafficking drug speeding

Ques. 1

Norwich, VT - New Police Chief Survey

What are the TOP THREE LOCAL issues facing the next Norwich Police Chief?

Answer Choices	Responses
1.	100.00% 202
2.	96.04% 194
3.	84.65% 171
	Answered 202
	Skipped 15

Respondents	1.	Tags	2.	Tags	3.	Tags
1	insufficient staffing		lack of support from select board		crime	
2	safety for pedestrians and bikers		balancing local norwich folks' access to trails with outsiders		getting to know and understand needs of Norwich community - elders, youngsters, and understanding our relationship to the Upper Valley	
3	continuing a policy of "community" policing, establishing trust, getting to know us		maintaining safe speeds on roads without many tickets		responding to emergencies	
4	burglary/theft		reckless driving (speeding, DUI)		respond to emergencies: accidents, health, drug OD issues	
5	Traffic issues—Speeding, accidents, hazards		Domestic issues—Mental health, medical, disturbances		Property issues—burglary, suspicious activity, trespassing	
6	Protecting Seniors, safe walking and shopping, being harassed, duped		Protecting Youth, safe walking, groups unsupervised, suicide and drugs, bullying		Security of public and private property, break-ins, theft for money, prescription drugs	
7	Whether to reduce size of police department (do the town's current needs justify size and budget of the town police force?)		Scope of police work in Norwich should be re-examined, consideration given to significant reduction in role of and funding of police		Consider whether any community roles currently served by police can be delegated to non-armed civilians	
8	Community Relations		Speeding Traffic			
9	Lack of adequate and affordable programs to treat people with addictions.		Domestic abuse and the lack of housing to address needs for separation.		Vehicles speeding in town and citizens that disagree about what to do about it.	
10	Police work in Norwich is routine. We do not have "issues" that require police intervention. Policing a large area with only 1-2 officers on at any time					
11	Lack of affordable housing		Managing a department with limited resources		access to food and social services	
12	Accountable		rich white people/no diversity		Public safety	
13			Public confidence			
14	Continue promote community building		avoid unnecessary police expansion in our relatively quiet community			
15	Understanding Social Needs of a low crime town		Ensuring partnership with community			
16	home security		transparency		positive presence	
17	overzealous policing		reputation repair		community engagement	
18	community outreach and communication					
19	speed enforcement on in-town roads where there are numerous pedestrians and cyclists (including children)					
20	Domestic abuse		driving while intoxicated		public health interventions	
21	community communication		out reach to school students			
22	Public safety		Drug problems		Infrastructure security	
23	Pandemic related stress and behaviors		Balancing security policing with national fears		Identification of police funding priorities	
24	Defending police budget					
25	assistance with community needs		general presence		law enforcement	

26	Community policing	Dealing with citizens with mental health vs criminal issues	Safety
27	Safety	Community relations	Speeding
28	Budget	Budget	Budget
29	Community	Not theft	Traditions
30	Road Safety	Mental health crises	Substance abuse
31	Filling big shoes left by the last Chief	Establishing a relationship with the community	Finding a way to work around a % of the town that thinks the job isn't needed
32	Domestic issues (family/young adults)	Emergency response (medical, accident)	Issues related to substance abuse
33	Issuing speeding tickets. maintaining a service-based community approach to job	Issuing tickets for stop sign violations. assisting residents even when issue is not strictly police related	Giving out ice cream cones.
34	Domestic violence	Karens	Petty theft
35	Speeding cars in town	Hikers on the AT	People under the influence of legal marijuana
36	Spending control	Helping to change how police are perceived in our Town	Eliminating racial and class bias in policing
37	Stop treating wealthy people with kid gloves	enforce traffic laws	community policing is not public relations
38	Following the Community Policing model	Building trust with Norwich residents	Outreach to children and families
39	too many cops	department top heavy	
40	Bloated police budget	Size of dept. out of line with most VT towns	The town is over policed
41	creating good relations with townspeople	dealing with pandemic related issues	involving community in policing issues
42	Chief Frank legacy of incredible community building, community policing, high visibility, public access, positive role model, responses to Selectboard and community demands - please continue with new Chief's own flare	Police are our current first responders for mental health crisis in Norwich	Support and advocating for diversity and equity when current force is 100 % same skin colored, predominantly male officers
43	connecting with young people - exposing them to positive experiences with police	coordinating with staff so all officers have same positive approach to town and its people. Being present to help and support those in need.	hiring staff that understand that town police are peace makers not enforcers.
44	community safety	community engagement	community education
45	home security	safe schools	safe streets
46	Safety, preparedness for emergency crisis and threats	School shootings, active shooter, kidnappings	Domestic violence, drug trafficking, human trafficking, child abuse
47	Community Relationships	Addressing Systemic Racism and building trust	COVID
48	Safety	Fairness to all	Quality work
49	Community	Haves vs have nots & new to town vs oldies	Body cameras
50	enforcing face masks wearing	traffic speed through town	child safety
51	Cost of running the Norwich Police Department	Safety on the roads - cars and pedestrians	Establishing trust and respect in the community across all ages
52	Trimming the budget - why so much for such a small town?	The creation of a department that reflects Norwich's needs - including what firearms they carry and why.	Expanding the use of the police station to include other, non force, town initiatives
53	Covid safety/info	Civil Discourse and community development	Safety across the board
54	Break ins/home safety	Speeding	Domestic issues
55	Drug related crime	Mental health	Racial bias
56	Budget - overspending	relationship w/ town	
57	Dog leash mandate		
58	Community support	budget	crime mitigation and prevention - before it occurs
59	Maintain community involvement	Community safety	Maintain a staff that is invested in the community and can allow career growth from within
60			

61	Transparency	Community	Collaboration
62	Domestic issues	Drug and alcohol abuse	Mental Health
63	Avoiding escalating crises	Making sure mental health emergencies are dealt with by mental health professionals	
64	Trust with the town citizens	Enforcement of local laws	HELPING all the people of the town in all ways
65	Community policing to keep people safe	Diversity equity and inequality - more women and people of color on the force	Reputation to using traffic stops to raise money
66	Continue to insure public safety	Enforce speed limits	Continue to offer occasional house checks for snowbirds
67	Guiding youth	Elderly support	Deflection of racial prejudice
68	Keeping Norwich safe from crime		
69	Maintaining an affordable budget	Maintaining a positive image of how a police department plays an integral role in the daily lives of Norwich residents	Approachable, congenial and respectful
70	Most be anti racist	Community safety	Bike and walker safety.
71	Community outreach	Good relationship with young people of Norwich	Good skills for deescalating interactions to avoid conflict
72	Continuing and enhancing a positive outreach to the community as modeled by Chief Frank	Safety of residents and businesses, so clear police presence over widespread area	Regular communication about the Covid pandemic
73	Establish a friendly relationship with all ages in the community	Communicate clearly, enforce the law the same way for all	Draw upon other resources when needed, such as social workers, psychiatrists, local medical experts
74	Overpolicing in Norwich	Police budget too big in Norwich	What is the need for a marked car in Norwich?
75	Updating Tracy Hall	Diversified Housing in Norwich	
76	Movement to remove police from Norwich	Residents opposed to police presence in Norwich	Mental health needs not met by police
77	Speeding/traffic	Crime	Drugs
78	Could the force be reduced by using other services for non police work?		
79	overpolicing	glorified security for rich people	a big department not needed
80	political polarization among people in our town, region, and country	the related politicization on both sides of the issue of police and policing	social woes and their impact on/root in the frayed social fabric of our town and region
81	NEED TO REDUCE THE # OF POLICE	SERVE ALL RESIDENTS AND NOT BE A PRIVATE SECURITY FIRM FOR WEALTHY RESIDENTS	ENHANCE COMMUNITY POLICING
82	Safe neighborhoods	Racial Profiling	Working Partnership with Town Government
83	Community policing	Speeders	?
84	Community outreach	Gun safety	Suggestions for social aide positions that can assist police
85	Vandalism	Unsafe residential zone driving	
86	maintaining/ building Police-community relationship / rapport	Speeding (especially beaver meadow)	ensuring Adherence to covid protocols across town
87	COVID	Traffic	
88	Domestic violence	Drug/opiate abuse	speeding
89	There are no issues facing the next NP Chief.	The crime is tha the NPD raises people's blood pressure from all the unnecessary traffic stops and the power trip of the NPD	why have traffic stops doubled between 2017-2019. What else has doubled to the detriment of the Norwich people.
90	Making the police vehicles electric	Controlling speeding on Beaver Meadow Road to obviate a sidewalk there	Redirecting responsibility for responding to non-criminal events
91	Perception of law enforcement/enforcers	Budget re squad car replacement, salaries etc.	How an officer speaks to locals
92	community policing	working well with town officials and businesses	reversing the trend of racial profiling in VT
93	Stopping speeders on Main, Turnpike and Beaver Meadow Drive	Stopping speeders on Main St.	Stopping speeders on Main St.

94	Communication with the public as always	Maintaining the small town peacefulness we enjoy	Availability to citizens
95	Continuing with Community Policing	Enforcing Speed Limits	Potential for merging with Thetford
96	Managing traffic when school closes at 3pm	Downsizing staff	Occasional theft
97	making sure that different races are treated equally	making sure political extremism does not exist on the force	developing strategies to resolve situations without force whenever possible
98	Too many traffic stops	Police Department budget too big	Community over-policed
99	Traffic violations	Theft	Trespassing
100	Speeding	Community outreach	Education
101	maintaining positive community relations in the context of a tense national environment re: police	meet town needs with a reasonable budget and reasonable approach, not over militarizing and over-purchasing equipment	educate townspeople about their role in keeping the peace
102	community policing	speeding	sustainable funding
103	Positive Connection with the community	Get to know the residents	Be gentle, kind, visible and good example
104	speeding	property safety	
105	Keeping the residents of Norwich safe	Join with other towns to share, hire and imbed mental health workers to address 911 calls that are related to mental health crises and issues related to substance abuse disorders	Speed control
106	immigration related issues affecting Norwich	safety of Norwich residents	income disparities
107	Community outreach	Traffic control	Health and safety
108	financial cuts	an over zealous activist selectboard	Speeders in town
109	Speeding vehicles	Distracted driving	Community Policing
110	community building, keeping existing positive relations between police and community	diversity and equity in police force and training for fair treatment of public	mental health and social issues training, how to know when to police and when to bring in social workers
111	public safety	traffic	
112	how to efficiently and safely reduce the size of the force	how to help define issues that require policing and where to actively cooperate with other agencies	how to proactively provide services that do not discriminate against people by their identity.
113	PUBLIC RELATIONS	offering professional services, such as emergency mental health intervention and school discipline intervention.	
114	she/he should have good relations with residents	Speeding in Norwich	
115	Community Relations	Police presence at school opening/closing at Marion Cross	Emergency Response Time
116	Ensure safety	Vandalism	Help bring community together
117	Pedestrian Safety	Be respected not feared	Community trust
118	I think the next Norwich Police Chief needs to do a better job of keeping her police officers in line.	Alternatives to police in non-criminal emergencies	We are in a time of austerity and the Police Department needs to cut the budget significantly. (Not just \$1,000 here and there.)
119	Safety of our children	The Police Department has been a decades-long problem in town and should be disbanded or merged with another department.	Help for drug addicts in our town
120	Community Policing knowledge, skills and abilities	Strengthening police/community relations	
121	Save money.	Prior experience in police supervision and leadership-- a team player	Ability to successfully interact with Town Manager and Select Board
122	Ensuring positive community relations	Save money.	Save money.
123	Cyber crime	Enforcing speed limits in a calm and reasonable manner	Deterring crime through a positive community presence
		Visual presence around village businesses	barking dog enforcement

124	Budget & training of staff	Working with the community (esp, with ongoing hot topics like the school septic, affordable housing, driving in town,etc.)	Community engagement & representation (discourse, diversity, etc.)
125	Ensuring pedestrian safety	Building rapport with residents	Maintaining confidentiality
126	Making sure that there is adequate communication between NPD & community members	Reaching out to the young people of the community	Being aware of the make up of our community, the type of people, the ages, the issues that the NPD has had to face recently
127	Public safety	Racial equity	Communication
128	safety at marion cross school drop off and pickup	decreased ticketing of motor vehicles	become more of a community liason chief that personally knows people who live in Norwich. Chief should live in Norwich.
129	Unsafe driving	Community connection with the police, especially with kids	Being seen out and about by people
130	More speed control	No tickets, just warnings	Be friendly
131	Hiring good compatible officers. Addiction savy	Thoughtful handling of our exuberant teens	know and mingle with residents (Bike riding or sports challenges with our families.
132	Road/traffic safety	Contribute to respect for diversity	
133	Traffic control	School safety	Home security
134	Positive community relations	Catching speeders	Catching speeders in off-hours
135	Traffic	Drugs	Community relations
136	Safety of Norwich residents and visitors	Working within a tight budget	Training and retention of capable officers
137	diversity and racial equity	community outreach and transparency	visible presence in the community
138	Potential of home burglaias	Potential of robberies of pedestrians or drivers	Safe streets for children and pedestrian
139	Communication with the town	Speeding	Safety in town and for homeowner
140	increasing property crime	distracted driving	lack of diversity
141	Getting to know the populace	Maintaining the Cadet program	Understanding mental health issues
142	coverage--Last fall Chief Frank was short 2 officers and a third had a new baby and could not be asked to work for the extended time to help the chief cover the town for the hours required of the department	helping the community to become familiar with the new officers who have had a harder time becoming known during the time of COVID-19 restrictions.	maintaining the high standard for respect that his/her 2 predecessors earned
143	Community relations	Improved technology	
144	Continuing to build on the positive community policing efforts of Chief Frank	Patrolling roads to keep drivers safe—I see an alarming number of drivers who drive fast and carelessly.	Working proactively to keep our town a safe and friendly place for all.
145	Too many guns	Fair treatment of people of all colors	COVID
146	High taxes and demands for fiscal responsibility	Community relations particularly with young people setting a leadership tone in keeping with community criminal justice principles	Stresses related to Covid playing out in human behavior
147	maintaining public safety	Speeding	communication and community engagement
148	Staffing	Issues of speeding on Turnpike, union Village Rd and Beaver Meadow	Community Engagement
149	Continue community policing	Providing up-to-date information for public safety events	
150	Giving a friendly face to community policing get out of the police cars, walk, bike, ride a horse	have fewer officers	Ensuring a community policing culture in the department
151	Overpolicing	Unnecessary spending on equipment	stop driving around
152	Community policing.	Road safety.	Police involvement in community wellness
153	Property rights	Speed	Drug use.
154	First responder	Home security	Covid compliance
155	Reducing speed violations	Maintaining low crime rates	Information provider listserve
156			Friendly presence with public

157	Covid-19	Aging population	
158	Safety	Speeding	Vandalism
159	The Selectboard working with the NPD	Speeding	Safety
160	community policing	not "over" policing	emergency preparedness
161	Community Policing	Distrust in the police	
162	Senior Citizen Needs	Basic Vandalism/Theft	Not Enough to Police in Norwich
163	Awareness of community needs	Representing everyone	
164	community policing - being on good terms with townspeople	traffic safety	racial profiling
165	I am opposed to this survey. I don't want to rehire. Why isn't there a question or comment area for opposing viewpoints? There are no serious issues facing the police that cannot be handled by any number of agencies.	Things that people generally associate with police in a small rural town with practically no crime are speeding & property checks.	Traffic enforcement is one that is egregious. Having armed police continue to do this requires a serious discussion.
166	community policing - visibility & answering calls	education about safe practices, etc.	mentoring
167	Continue to build confidence in Community Policing program	Replace deteriorating police cruisers with a practical green fleet.	Responding to domestic disputes and suicide attempts
168	Letting all the praise offered as a sign of personal virtue go to their head	Letting all the money we spend on the department exaggerate its import	Coordinating those who want to assist with those who need assistance
169	Home break in theft	Coordinate w adjacent towns	Tracking drug use
170	continue strengthening community policing	continue cadet program	
171	Community support and outreach	Civic education	Traffic enforcement
172	reduce speeding	ask no immigration questions	reduce size of police force
173	Honesty	Integrity	Compassion
174	Speeding	Distracted driving	Bad dogs
175	Community Policing	Community Policing	traffic control
176	Chief Frank is a tough act to follow.	Coverage with small number of officers	Gun safety
177	community policing	need for people to respond to situation when police aren't the "best" ones	training for crisis intervention especially for those with apparent mental illness
178	Developing and supporting strong relationships with PD	Supporting development of strong community bonds	Safety
179	Community policing	Spending priorities	Better communication within police department
180	defining the limits of policing in Norwich	maintaining positive community connections	maintaining the safety of the community
181	Community building	drugs/opioids	transparency
182	Anti-bias practices	School as gun free zone (including police)	Community engagement
183	Burglaries	Covid	Speeding
184	Budget/finances	Community trust and engagement	Opioic crisis
185	Maintaining low crime rate in Norwich	Assisting with state regional issues like drug control	Promotion of civility
186	Installation of speed cameras to automatically send tickets in order to avoid wasted officer time while ensuring road safety.	Continuing to focus on community needs as a taxpayer funded position.	Improving communication with select board about Police Department needs in order to avoid funding disagreements.
187	Adding mental health staff (instead of extra police) and using them instead of police when appropriate, bringing them on calls as appropriate	Ensuring bias-free policing - using body cams, tracking traffic stops, etc. for bias	Supporting (non-enforcement) addiction-reduction efforts - see: Safe Station in NH
188	distracted driving/speeding	burglary prevention	dogs/noise issues
189	Racial equity in policing	Policing appropriate to a small community	Crime deterrent

190	Costs	Costs	Costs
191	Speeders more than 5 MPH over limit anywhere in town.	More visibility and patrols on back streets away from town.	More visibility at I-91 intersection during rush hours.
192	Filling big shoes		
193	Law enforcement	Social equity	Community trust
194	Retaining a chief and officers for a longer term.	Maintaining the department's excellent community policing work.	Maintaining independence from Hanover and surrounding communities in terms of providing the level of policing that Norwich citizens believe is appropriate.
195	speeding	community relations	sidewalks
196	Lack of support for the local police department	Lack of funding	General misunderstanding as to what a local police department can and cannot do
197	downsizing department	reducing coverage hours	nothing crime related
198			
199	Sensitive and mindful practice	Being accessible and responsive	Community minded
200	Community Outreach	Speeding	Kids Safety
201	motor vehicle regulations including parking	continuation of community policing practices	preparation for exceptional emergencies
202	Reduce carbon footprint of the department	Make a strong community connection	Review role and size of the force

Q2 What are the TOP THREE REGIONAL issues the next Norwich Police Chief should be promoting in collaboration with other Upper Valley Police Chiefs?

Addressing Substance abuse Cooperating community relations racism crisis safety Keeping
Community policing handle need departments
racial profiling addiction police abuse Drugs cooperative
towns promoting issues traffic community opioid force training
police force Address racism public safety mental health professionals control homelessness
Norwich social service trafficking use crime crisis Speeding
drug use training justice Drug officers police
departments towns Social community racial people bias
safety domestic violence issues
positive community relations Norwich bias mental health drug
Community towns police children safety police force
needs Distracted driving work response

Norwich, VT - New Police Chief Survey QUESTION 2

What are the TOP THREE REGIONAL issues the next Norwich Police Chief should be promoting in collaboration with other Upper Valley Police Chiefs?

Answer Choices	Responses
1.	100.00% 184
2.	89.13% 164
3.	75.00% 138
	Answered 184
	Skipped 33

Respondents	1.	2.	3.	Tags
1	interrelationships among individual towns, small & large towns, differences & commonalities between VT/NH	how to work collaboratively and whether Norwich actually needs as many officers as we have had re drugs & addiction, & minor offenses-restorative justice programs	wehre are the social/emotional needs (and not ignoring Norwich as having needs) and how we can work collaboratively to address these needs treating all with respect, no matter racial, ethnic origin & gender	
2	Coordination on issues			
3	Do NOT cooperate with ICE or pursue immigrants	NO to racism in law enforcement, especially re traffic	Minimize use of violence – last resort only	
4	Responding to defund police movement	Partnering with social service agencies	Protection of minorities and women in public life	
5	Speed control, distracted driving, impaired driving	Non-norwich police targeted a young driver, made up an address on ticket, tailed over 1/3 mile on shared driveway with no lights and told parent to get back in the house, respect citizens for their honesty	Meet with Boy Scouts, Cub Scouts, Girl Scouts, become familiar with families, play ball in parks, ski, ride, be connected	
6	Addressing systemic racism	Addressing the opiate crisis through social services more than through law enforcement		
7	Community Relations	Gun Control		
8	Removing SRO's from schools. Officers armed with weapons and immunity pose an undeniable threat because deterrence and the appearance of force is a central purpose of police presence. Adolescent behavior is more often criminalized when committed by Black or Brown Students.	Protecting migrant and undocumented workers from harassment and harm	Ensuring that individuals under judicial supervision have job opportunities and housing to launch a better life.	
9	Collaboration and consolidation of effort.			
10	Am not aware of any particular regional issues			
11	Income disparity	Getting people back on their feet after Covid-19 or drug use	Access to food and social services	
12	Open communication	Positive collaboration	Fair minded law enforcement	
13	Address racism and prejudice in the police force	Gun control and avoiding the militarization of the police	Integrate the police force as a positive part of our communities that helps solve problems. .	
14	Partnership and collaboration sharing of resources	One police chief could cover 2+ towns	psychosocial and drug use sequelae and reintroduction into society	
15	homelessness	drug use	business place security	
16	stopping racial bias/racial discrimination in law enforcement	investigating graft/embezzlement at a local political level	working to find a just and effective way of halting the ongoing opioid crisis	

17	de-escalation techniques/mental health professional involvement in situations needing that, rather than force	use of body cameras in encounters with citizens when stopped for something	
18	Domestic abuse	driving while intoxicated	Managing health crises
19	communication on common issues		
20	Drug problems	Social justice	Public safety
21	Pandemic related fallout	Coordinated responses for people in crisis	Ways to collaborate to better serve the region
22	fair practices	community education	inclusion and respectfulness
23	Coordination of policies	Emergency response	Regular meetings
24	Safety	Interdepartmental cooperation	Community relations
25	Opioids	Traffic (speeding, etc.)	Budget
26	Drug problems	NOT assisting or coordinating with ICE	Helping families and children
27	Racial profiling	Drug trafficking	Road Safety
28	Continuation of existing relationships	Contributions to UVPCs	
29	Support of people in need (addiction, homeless, run away)	Addiction crisis	Emergency response (medical, accident)
30	cooperative policing		
31	Racism	Drug crisis	Stigma surrounding police
32	Substance abuse	Theft/burglaries	Mental health crisis response
33	Eliminating racial and class bias in policing	Helping to change how police are perceived in our Town	Migrating to electric police vehicles
34	Norwich should be more cooperative with other departments	Norwich should use regional resources to constrain police budget	
35	Cooperating with towns in promoting public safety	Sharing crime investigation data	
36	How to handle mental health issues	Racial profiling	
37	how to address racism among police	help create better ways of answering 911 mental health calls	shift funds away from policing to community welfare
38	Pandemic safety	Road safety including more bikes and pedestrians friendly routes	Community policing for positive relationships and trust
39	coordinating with area mental health professionals	equity training - making sure all chiefs are on the same page - provide training for all staff	
40	improving issues of racism in policing	community safety	making policing positive and proactive
41	healthy lifestyles	community outreach and security	safety on the roads and sidewalks
42	School shootings, active shooter, kidnappings	Drug use, drug trafficking	Domestic violence, child abuse, human trafficking
43	Leadership is addressing racism without getting offended	Recruiting high quality officers	COVID
44	Safety	Fairness to all	
45	No texting	Drugs	Drinking
46	sharing resources with other munis		
47	Racial Equity	Collaborating with social service organizations to address drug addiction issues	Safety for bikers (cyclists) and pedestrians
48	Further development of a collaborative police force between towns		
49	Inclusion/Diversity	Drugs/overdoses	Covid safety

50	Racial profiling	Non violent interventions	Community presence
51	working w/ social workers	restorative justice training	
52	racial profiling in traffic stops	prejudice in response	police aggression and bullying
53	Drug enforcement	Safety enforcement (individual and business items)	Community involvement
54	Public Safety	Social Concerns	Racism
55	Drug and alcohol use	Firearms	Mental Health
56	Making sure mental health emergencies are dealt with by mental health professionals		
57	Cooperating in what ever is needed for safety for the region	Recognize that all people are equal	Treating fellow officers with respect Cross community cooperation or shared police force
58	Community policing to keep people safe	Racial profiling to be eliminated	
59	Address issue of avoiding racial profiling	Screen officers for links with extremist groups	Further work on de-escalation techniques
60	Deflation of racial bias	Support deescalation	Emergency response
61	Keeping drugs out of our communities	Training and awareness of racial bias in policing	
62	Promoting community and mutual respect	Accepting of services from more qualified departments	
63	Be anti raciest	Hate crimes	Rape and child abuse
64	Opioid crisis	Good relationship with people of color	Good skills for deescalating interactions to avoid conflict
65	Cooperative approach to approaches to opioid addiction	Speeding on shared roads	Developing trust and appreciation of the police in our school children
66	Racial justice for all	Drug and alcohol issues	Theft and lack of safety in some areas
67	Collaborate to reduce police budget in Norwich	Reduce traffic stops in Norwich	Share resources with other towns rather than increase police budget in Norwich
68	Diversified Housing	Drug Abuse Issues	Public Safety
69	Make themselves redundant	Form a regional police force obviating the need for town police	Adhering to fair and impartial policing practices
70	Drugs	Crime	Traffic
71	I am not sure our police chief needs to promote anything beyond fare and professional handling of all complaints and crimes		
72	team with other towns	share patrolling	reduce costs, salaries, do not offer pensions
73	a balanced understanding of police: the real need for police reform in many places, balanced with the need for a funded and respected police force in every place	justice for marginalized communities: BIPOC, women, LGBTQ, the mentally ill, and the poor	educational outreach to local children to support the above two objectives
74	DEMILITARIZE THE POLICE	EXPAND STAFFING WITH MENTAL HEALTH PROVIDERS	ENHANCE CROSS COVERAGE/MUTUAL AID
75	Decrease in racial profiling	Working safely with homeless population	Partnering with other towns where appropriate
76	Demilitarization of local police forces	stop racial profiling	consequences for not turning on body camera
77	Extremist groups	Community outreach	
78	Community policing	Public safety	

79	Drugs	Homelessness	Distracted Driving
80	COVID	Traffic speed	
81	drug/opiate abuse	domestic violence	issues stemming from mental health conditions
82	There is no publicly-posted accountability process for managing, investigating, and resolving civilian complaints against its officers	encouraging police officers to interface with the public has no impact on crime rates	Norwich currently hires police to perform tasks that would be more efficiently, effectively, and safely performed by civilians
83	Redirecting responsibility for responding to non-criminal events		
84	Allocation of funds	support as much as or more than enforcement	coverage of community needs
85	reversing the trend of racial profiling in VT	better communication about problems and solutions	ensuring kids leave High School with skills they need for success
86	Comity	Cooperation	Friendliness
87	The opiate crisis	Managing the pandemic	Keeping civility
88	Illicit drug activities	Tackling perceived racial discrimination issues	Putting a more positive light on interactions with people
89	Occasional theft	Community relations	
90	racial equity	reduction of drug use and abuse	rooting political extremism out from the forces
91	?		
92	Drug abuse	Drug sales	Abuse
93	Drugs	Speeding	as more folks move to town, is speed limit respected?
94	race relations	wealth discrepancy between towns, and does this increase crime in richer towns?	community relations
95	youth outreach	racial justice and bias training	
96	Cooperation with other towns		
97	community social issues	speeding	highway safety
98	addressing public safety	addressing domestic violence	addressing the public health relating to mental health and substance abuse issue
99	Covid responses	migrant related issues	regional drugs
100	Community Policing	Distracted Driving	Drug overdoses
101	diversity and equity	community building with young and marginalized people particularly	domestic abuse prevention and help
102	public safety		
103	Promote collaboration among town and state police forces to decrease costs to towns while maintaining appropriate services	Promote good communication and transparency	Develop regional programs to separate town and state from ICE and Border Patrol investigation except in cases of crime.
104	inclusiveness	de-escalation training	understanding the complexities of all situations
105	Drugs	Sexual Offenders	Con Artists
106	Rebuild police ethical reputation		
107	Alternatives to police in non-criminal emergencies	Pedestrian Safety	Community Trust
108	Help for drug addicts	Improving community/police relations	Distracted driving
109	Mutual response and aid	"After hours" police coverage for Town of Norwich	Sharing of equipment, personnel expertise

110	We need to combine forces with other departments.	NPD is over-funded.	NPD is not a community-friendly police department.
111	Collaborating on stopping gender based violence	Collaborating on substance dependence and abuse issues	Collaborating on making the Upper Valley feel welcoming to people from all ethnic and socio economic backgrounds
112	Finding best donuts		
113	Climate & impact on changing community	Diversity	Affordability
114	Substance abuse referral	Domestic violence victim support and awareness	
115	Drug useage and overdoses	Cooperation among police departments regarding racial issues	Working with young people in all of our communities
116	Racial equity in rural communities	Public safety	Collaboration in-depth police training on how to apply equitable treatment to all races of human beings
117	police training on how to handle people in distress.	police training on how to arrest people without committing violence to them	Community interaction on a regular basis
118	Use of force dealing with mental health issues	Illegal drug sales	
119	Accommodate homeless	Help the addicted	
120	Contribute to respect for diversity	Maintain inter-town cooperation	
121	Traffic control	River safety	Extreme weather response
122	Positive community relations	Non-discriminatory practices	Non-militarization of police forces
123	Drugs	Inter-department relations	coordinate fire & safety Coordinating disaster response among towns and agencies
124	Keeping drugs out of our communities	Mutual support and assistance among small towns	interactive communication among towns
125	racial disparities	town to town consistency	positive policing without discrimination by color or race
126	narcotics selling and using, not including marijuana	policing without unneeded use of force	Communication about scams
127	Drug control	Coordination of virus information	lack of diversity
128	increasing property crime	substance abuse	
129	Protecting against unscrupulous people who advertise home fixing/maintenance services assuring there will be no "Wayne Burrell" cases in the upper Valley going forward .	Illegal drug issues	Community mental health
130	Opioid abuse	officer self-restraint training	Too many guns
131	Demands to defund police	Responses to climate change	Management of drug trafficking and addiction
132		Increasing pushes toward militarization	
133	racial justice	decriminalization of possession of currently illegal drugs	community/citizen compliance with state mandates set to mitigate the spread of covid-19
134	Distracted Driving	Drugs	Crime
135	Tracking dysfunctional behavior from substance abuse	Tracking crime patterns that may be related to substance abuse--break-ins, etc.	Pooling training resources
136	racial profiling	excessive force	
137	Overpolicing	Police involvement in community wellness	Social services not adequately funded
138	Community policing.	Roadway safety.	Stopping illegal drug use.
139	First responder	Crime investigation	Communication
140	Same as above	Including coordinating efforts of policing	
141	Drugs entering our towns	Speeding on our highways	Hate crimes
142	Community Policing	Drugs	Domestic abuse

143	shared forces	working with troubled youth and people across town/state lines	unified response
144	Building relationships	Exploring training options	Building community relations and support
145	Awareness of Treatment by Police to Non-Caucasian Citizens	Training for Police to de-escalate situations as they would for Caucasian Citizens	Accountability for Police to treat all citizens equally.
146	Racism	Opioid crisis	
147	learning how to defuse potentially dangerous situations and call on social services/get trained	anti-racism:	community policing We live in a safe bubble but that does not preclude the police from reacting to the world around us. There are people of color who live, work and travel through Norwich. We must at least consider how police are trained and are they necessary in Norwich.
148	There is ONE regional issue that should not be in the purview of police and that is reporting to or collaborating with CBP or ICE.	By now Norwich should be acutely aware of what harm the police can do.	
149	seamless communication	safety	wellness
150	Awareness and sensitivity, training regarding racial discrimination	Being prepared for active shooter events	How to interact with the homeless population
151	Homelessness treatment	Coordinating services for the needy	Get rid of all the stingrays, plate readers, etc.
152	Same as above		
153	tracking drug networks and distributions		
154	Supporting homelessness	Care for drug abuse	Coordination for local events
155	reduce racial profiling in policing	increase training in violence deescalation techniques	cooperate with citizen oversight of policing
156	Funding for Police	Drug Epidemic	Safety and Security of our police officers
157	Drugs/mental health	Speeding	Distracted driving
158	Community Policing	Speed Control	Avoidance of lethal force whenever possible
159	Non-lethal intervention in mental health emergencies	Drug imports via interstates	Possible collaboration for night-time coverage
160	crisis intervention training		
161	Communication and community relations	Cultural and social competence re: PD and diverse communities	Community and neighborhood safety
162	Opioid abuse	Mental health	Economic bias
163	maintaining community safety		
164	opioid/drugs... helping folks with addiction	lack of housing/resources makes for desperate situations	Fairness/justice treatment of BIPOC neighbors
165	Restorative justice	Anti bias practices	Training on deescalation
166	Racial profiling	Drug trafficking	Domestic violence
167	Leveraging shared resources	Opioid crisis	Budget/finances
168	Drug control	Organized crime (mostly drugs)	
169	This is not relevant. The Norwich police chief should be hired for Norwich needs.		
170	Supporting (non-enforcement) addiction-reduction efforts - see: Safe Station in NH	Ensuring bias-free policing - using body cams, tracking traffic stops, etc. for bias	Adding mental health staff (instead of extra police) and using them instead of police when appropriate, bringing them on calls as appropriate
171	drug use	distracted driving/cell phone use	racial profiling

172	Collaboration between agencies	Access to appropriate types of interventions	Addressing current racial biases in policing
173	Costs	Costs	Costs
174	Coordination concerning crimes in the UV	Identification of business scofflaws, such as contractors	Visibility on the roads
175	Law enforcement	Social equity	Collaboration supporting efficiencies
176	Making sure all of the region's police departments have sensitivity to BIPOC citizens.	Make sure communications and mutual aid between departments are adequate.	Ensure that departments can communicate and cooperate on regional problems, such as the sale of opiates.
177	social services	drug use	homelessness
178	Drugs	Extremists within departments	Racism/bias
179	changing nature of policing so non-confrontational		
181	Cooperation and coordination	Same/similar practices	COMMUNICATION
182	Addiction	Community Outreach	Speeding
183	traffic issues	communication with departments in different towns	coordination for exceptional emergencies
184	Reducing racial inequities in policing	Computer crimes, scamming, hacking systems, etc	

Q3 Please list up to 5 CHARACTERISTIC TRAITS the next Norwich Police Chief should have

Integrity police chief Professional listening ability Kindness
Approachable Honest policing Kind Good people
Intelligence Leadership honesty Experience
Understanding Patience community skills
Friendly Compassionate communication skills community minded
Compassion Respect

policing Visible community situations care Empathy respectful Experience
town Kind calm skills listening community
Approachable Integrity well ability compassion Good
Leadership people Friendly Understanding good listener
communication community policing Fair Honesty

compassion able work ability Unbiased people Kindness Experience law
police training community friendly good leadership
skills communicator Fair communication issues Good listener Knowledge

need Communication skills able town parking skills police Empathy Ability
Compassion community Experience Good problem
department sense humor people community policing approachable

willing Empathy work Respected law interested Understanding issues
policing Patience community needs Experience
department skills problems best knowledge Friendly

Norwich, VT - New Police Chief Survey QUESTION 3

Please list up to 5 CHARACTERISTIC TRAITS the next Norwich Police Chief should have

Answer Choices	Responses
1.	100.00% 207
2.	95.65% 198
3.	91.30% 189
4.	80.19% 166
5.	70.05% 145
Answered	207
Skipped	10

Respondents	1.	2.	3.	4.	5.
1	Honest	Reliable	Fair but firm	Interest in current/local concerns	Mature
2	Ability to take a minute before answering or jumping to conclusions	kindness to all kinds of people, animals	ability to solve "issues" with common sense rather than from some police manual	interdepartmental collaboration - fire, road crew, committees, commissions - example: gile mtn parking and excess traffic - address together a reasonable fine (MORE than 5 dollars) alternate parking areas, ways to enforce (kindly and politely) parking and traffic - many trails lead to gile mtn, many options - how can we find a way to let folks know where an open parking space is ahead of time	intelligence (this is not the 5th in line!)
3	Outgoing	Fair, just and honest, balanced judgment	good communicator	ability to listen	organized
4	ability to defuse tense situations	would use violence as last resort only	sense of proportion about small things	sense of humor	friendliness in general, especially with kids and youth
5	Integrity	Transparency	Approachability		
6	Leadership seeing another point of view and finding a resolution where all benefit Understanding of systemic racism, willingness to discuss concerns around history of and current concerns of anti-Blackness, xenophobia, classism, and ableism in US policing	Integrity	Optimism	Concern for people	De-escalating skills
7	Approachable	Calmness	Open-mindedness	Ability to engage with citizens with diverse viewpoints and backgrounds	
8	Curiosity about changes in law enforcement practices and the ability to change their mind.	Experienced	Sensible	Committed to the community	
9	Good communication skills.	Humility and restraint in exercising the power of the state.	Mercy to protect those who are subjected to harassment and discrimination	Honesty to tell the public about discipline of police	Experience in fields outside of law enforcement
10		Empathy	Forthrightness		
11	Passionate about job and local area	Desire to get to know community members	A good leader and manager	Ability to promote and continue to build the culture of the department	Creativity and motivation
12	Non violent	Kind presence	good listener		
13	Honesty	Intelligent	Good listener	Open minded	
14	Unafraid to stand up for what is right	community-oriented, fair, and compassionate understanding shifting dynamics of "policing"	NOT a narrow-minded bureaucrat	committed to combatting police corruption and police violence	willing to side with citizens against police unions that promote police impunity
15	spirit of collaboration and partnership	"policing"	Kindness and compassion		
16	accessibility	communication skills	equitable treatment of all	presence in community	Norwich domicile

17	understanding	kind	tolerant	collaborative	good detective skills
18	compassion	intelligence	curiosity	knowledge of history, particularly the history of racial injustice	composure
19	honesty	compassion	even tempered	professionalism	
20	Compassion	Honesty	Recognition of her limitations	Humility	A revulsion for violence
21	able to lead team	good listener	able to work with a Town Manager and a Selectboard	able to relate to students	
22	Integrity	Transparency	Service mentality	Communication skills	Devotion to community
23	Professional demeanor	Experience in a small town environment	Social Service knowledge	Personable character/approachable	Demonstrated commitment to importance of community
24	Intelligence	Experience	Patience with respect for Norwich community		
25	people person	ability to engage in communication	view of policing as web of connection, first	no "law machismo" need/force as validation/pride in aggression	humility: in service to an already thoughtful community
26	Commitment to kids	Commitment to our community	kindness	compassion	intelligence
27	Experience	Clean record	Energy	People person	Patience with small town politics
28	Intelligence	Leadership	Courage	Empathy	Humor
29	Fiscally conservative	Community mentality			
30	Kind	Family oriented	Has raised children	Community oriented	From northern New England
31	Community minded	Approachable	Tough yet compassionate	Knowledgeable	Diverse
32	Good moral character	Good instincts	Forward facing	Fair	Progressive
33	kind	respectful	leads by example	organized	energetic
34	Understanding of law and citizens rights	Strength in de-escalation and negotiation, ability and willingness to listen	Proponent of rehabilitation over punishment	Steady head and ability to triage, call in appropriate support as needed	Understanding of community and regional issues and needs
35	Kindness	Flexibility	Compassion.	Courage.	Wisdom.
36	personal integrity	empathy and compassion	cooperative approach to problem solving	lack of bias or discrimination against any person or class of persons	
37	Kind	Passionate	Community oriented	Non violent	Thinks with their head not weapon
38	Friendly and approachable	Visible in the community	Strong resume		
39	Open-mindedness	Humility	Great communicator	Kind	
40	fair	empathetic	anti-racist	anti-sexist	non-militaristic (not behaving like the police are a form of military)
41	Trust	Honesty	Active listening skills	Problem solving skills	Fairness in enforcing laws
42	welcoming	reassuring	friendly	helpful	competent
43	not so vain	takes issues of privacy seriously	uses social media responsibly	not covetous of bigger departments equipment	not interested in militarization
44	Able to create and run a lean police force	Willing to run a lean police force			
45	a good listener	open to critiques	collaborative	think beyond either/or solutions	advancing diversity
46	Friendly	At ease with children to older adults	Mental first aid training	Diversity and Equity training	community policing experiences and trainings
47	humor	diverse experiences showing well rounded individual	self awareness - willing to admit limitations and learn from mistakes	collaborator	willing to put others first
48	empathetic	dedicated to the community	aware of issues of systemic racism	kind	diligent
49	sense of humor	fair and unbiased	empathy	fitness	concern for the environment
50	Leadership and team building	Strong background with federal and state laws	Community communication	Collaboration with leaders of town departments	Innovative

51	Equality and justice minded	Visible in the community the way Chief Frank has been	Great communicator	I loved that Chief Frank was a woman but I know this may not be possible	It would be great to have a person of color
52	Fairness to all	Approachability	Good work ethic		
53	Compassionate	Friendly	Fearless	Political	Approachable
54	toughness	understanding of who lives here	consistency		
55	Racial Equity training - demonstrated understanding/commitment	Compassionate approach to Law Enforcement	Collaboration skills - Community Policing training and experience	Communication skills appropriate for dealing with all ages	Training for digital fraud protection Confidence to start the process of reimagining the trajectory of our police department, strong and direct
56	I don't think we need one but...	Confidence to have open conversations about traditional policing	Confidence to compromise budgets and size of the force	Confidence to include non-force support in the department...	
57	kind and community minded	interested in children humor	has a good overview of the community	understands mental health issues	
58	Patience	Compssion	Respect		
59	Ethical	Passionate about community policing	Interested in being role model to kids	Friendly/outgoing	Dedicated
60	Approachable/Friendly	Reliable	Knowledgable	Open minded	Understanding
61	honesty	flexibility	humility	ability to be reflective about a situation	accessability
62	Honest	Integrity	Good listener		
63	humbleness	ability to self-analyze A resident of the Upper Valley, preferably Vt	non-prejudicial	humbleness	like teenagers
64	Approachability - humor	Approachable	Active listener	Resourcefulness	Integrity
65	Friendly	Sensitivity to mental health issues	Compassionate	Orgabized	Respected
66	Respect for diversity	Ability to inspire good community policing attitudes among officers	Good rapport with youth	Approachable	
67	Respect for all individuals		Ability to build trust in the community	Good communications skills with all ages	Positive, collaborative approach to solving problems
68	Respect	Genuine truthfulness	Caring for the kids of our town	Getting to know what is best for all concerned when facing a problem	To work WORK WITH and FOR the town
69	Emotional intelligence and empathic	Physical fitness to be active in community	High marks on public speaking and presentation	High marks on police training requirement	Clear understanding of the law and human rights
70	Engage with community	Maintain high visibility	Encourage positive interaction with young people		
71	Understanding	Supportive	Diversity appreciation	Knowledge of social justice	Sensitivity to minority issues
72	Leadership	Honesty	Integrity	Approachable	Open minded
73	Respectful	A good listener	Strong people skills	Educated	Confident
74	Woman of color	Good listener	Extrovert. People person	Able to do administrative duties.	Leadership exp.
75	Patience	Good skills for deescalating interactions to avoid conflict			
76	Friendliness	Openness	Appreciation of and love of children	Fairness and flexibility	Team approach to policing Not afraid to do what needs to be done, but does so in a positive way
77	Expertise in law enforcement	Good natured personality that builds community	Respects all people	Honest	
78	Not aggressive	Not reactive	Multicultural sensitivity		
79	Intelligence	The ability to "Listen"	To be Unbiased	Empathy	The ability to Motivate Staff and Community
80	We should not have a police chief	We should have town social services	Social worker	Mental health professional	Drug counselor
81	Fair	Honest In this town - not a person looking for a career step - as that leads to pushing for more than needed in the town to pad their own resume	Friendly	Firm	
82	Intelligent	sense of humor	compassion	calm demeanor	
83	intelligence	level-headed	empathetic	perceptive	organized
84	articulate				

				LEADER, FORMAL (EMPLOYEES) AND INFORMAL (RESIDENTS)	
85	OPEN & OBJECTIVE	VISIBLE	GOOD COMMUNICATION		
86	Respected	Qualified	Rural Experience	Learning Mindset	Flexibility
87	Follow outgoing police chief's example				
88	Mutually Respectful	Outgoing			
89	Rural understanding	Know the area	Sense of socio-economic justice	Kindness	Patience
90	Personable	Kind	Diligent	Seeing the big picture	
91	Empathy	Communication	Experience	Smarts	Friendly
92	anti-racist	ability to defuse situations	great communication skills	empathy	cool headed
			I would like to see social workers, mental health services, traffic managers, and more community dialogue to help change behaviors		
93	We don't need a new police chief	No characteristics will be necessary		A town like Norwich does not need a police force	
94	Wisdom	Intelligence	Experience with small communities	Acherence to non-violence as a philosophy	Kindness
95	emotional balance	lack of bias and prejudice	leadership skills	education and intelligence	works well with others
96	strong knowledge of the law	exceptional listening skills/ability to work with others/share info	openness	love - or at least appreciation - of the community of Norwich	willingness to work to make this community better
97	Willingness to stop speeding commercial trucks	Williness to stop speeding local citizens	Willingness to stop speeding regional citizens	Support for installing speed bumps on Main St and Turnpike	Support for installing speed bumps on Beaver Meadow Drive
98	Ability to communicate with everyone	Knowledge about local issues	Knowledge about policing in a diverse society		
99	Openness	Openmindedness	Positive outlook to community policing	Humane treatment of all	Transparency
100	Respect for community	Want to keep office small			
101	honesty	curiosity	humility	intelligence	wisdom
102	Calm demeanor				
103	Positive energy	Compassion	Team leadership	Clarity of expression/action	Interest in children and young adults
104	Intelligence	Diplomacy	Communication	Structure oriented	Transparency
105	excellent communication skills	high standards of behavior for herself and other officers	community-building skills	creative problem solving and ccommunity engagement	tough, respected presence when bad things happen
106	honesty	approachability	educational outlook	openness	management skills
107	Gentle	Kind	Non-judgmental	Open to discussion with residents	Enjoy the job
108	experience in small town policing	appropriate training	Degree in field		
109	professional	knowledgeable about our community	communicate issues relating to public safety	work regionally	be kind
110	knowledge of law	knowledge of community	community relationships		
111	Kindness & understanding				
112	easy to talk to	care about the community	clear and consise	Ability to budget -- sound financial grasp of department	Management skills
113	Honesty	Ethical	Fairness & Equitable treatment under the law	approachable	progressive
114	critical thinker	calm	professional		
115	community-minded			resistance to the militarization of police through government equipment transfers	willing participant in community evaluation
116	good communicator	effective collaborator with human services organizations	friendly community participant, like Chiefs Frank and Robinscn		
117	open-mindedness	unwillingness to use violence	ability to withhold judgement	ego under control	someone who feels like a member of the community, not its overlord
118	fairness	politeness	explaining in detail reason for stopping for traffic violation		

119	Integrity	Empathy	Dedication/Commitment to Community	Insightful/Perceptive	Knowledgeable of the law
120	Compassion	Empathy	Equanimity	A good sense of humor	Courtesy
121	Understands norwich's community Eagerness to re-think Public safety from the bottom up	Level headed	Respectful	Fair	
122		Willingness to shift priorities as needed	Diligence	Community sensitive Ticket-phobic. We're all tired of the tickets for doing 5mph over the speed limit.	Not a White man
123	Trustworthy	Transparent,	Teetotaler. The officers need to drink a little less.	Good with children	Technologically competent,
124	Devotion to community Please hire someone from outside the department.	Interpersonal skills	Communication skills		Compassion & empathy
125					
126	Honesty	integrity	leadership	interpersonal skills	Sound knowledge of contemporary community policing
127	Non-existent. (Ideally, there should be no Chief.)	Not one of the current officers.	Interested in de-funding the police.	Trustworthy.	Humble.
128	Collaborative approach	Positive attitude to community members	Calm demeanor	Friendly to all sorts of people	Understanding and not combative
129	Knowledge of cyber crimes	Understanding local peoples' lives	First instinct to de-escalate	Enjoy snow/cold weather sports & activities	Be from VT
130	Compassionate	Decisive	Fair/Just/ Diplomatic	Values transparency, accountability, communication	Engaging
131	Open	Approachable	Visible (regularly on foot)	Measured	Involved in community life
132	Upstanding character, honesty, forthrightness	Ability to reach out to and connect with different types of people, different ages, people of different economic situation	Willingness to communicate everything to benefit the commuity	Desire to learn about all the people in the community	Strength of character, to stand up to people who may want to bully other people and members of the NPD
133	Honesty	Integrity	Open mind	Compassion	Empathy
134	resident of Norwich	be able to understand people of this community	be able to know and be friendly with people of this community	older, experienced, maybe someone near retirement but wants to works 5 more years or so	friendly, personable, understanding.
135	Experience with rural policing	Good people skills	Curiosity	Calm demeanor / thick skin	Warrior spirit when needed
136	Be like Frank.	Why is she leaving?			
137	Patience	Natural authority	Experience or thoughtful training	Comfort and involvement with schools& kids	Patience
138	Social intelligence	Leadership	Congeniality	Integrity	
139	Visible/outreach	Integrity	Community leadership	Responsive	Calm
140	Courtesy	Respect	Promptness	Engaging	Friendly
141	Professional	Friendly	Able to work with other depts.	Approachable	Experienced
142	I thought Chief Frank embodied the role quite well.				
143	team leadership good relations with townspeople of all ages & situations	compassionate authority well trained and uptodate on policing skills and practices	able to work with a variety of generations	clear communicator	reliable and dependable wants to be in Norwich for 5 plus years
144	Intelligence	Respectful	honest, caring	good communicator	Equality
145	Approachable	Follows through with commitments	Good administrator	Community centered	
146	Friendly	Outgoing	Accountable to citizens		
147			Knowledgeable	Experienced	Flexible sees problems and seeks solutions broadly (best way to deal w/mental heath issues?)
148	flexible	curious/open-minded	compassionate	secure/able to delegate	Lead by example
149	Friendliness	Helpful	Cooperative	Quick thinking	Creativity
150	Compassion	Experience	Intelligence	Tolerance	

151	Intelligence	Calm personality Readiness to mediate and de-escalate in conflict situations	Competence Creative and flexible in approaches to policing open-mindedness	Experience Intelligent empathy	Knowledge of small town life Good communicator confidence
152	Collaborative style	integrity	Competent Helpful	Community Focused	Computer and Social Media Savvy
153	honesty	Open minded Active in community	Ability to distinguish between manifestations of mental issues, versus basic criminal intent. strong communicator	Ability to set standards and track progress against them for community policing vision Available. Respectful	Ability to address non-conforming performance purpose Works well with Seniors.
154	Approachable	Assertiveness, when needed in tense situations excellent references	Empathetic, Experienced		
155	Friendly	Consistent / Fair. No nonsense	School resource management	Child safety advocate	Online communication experience Experience in policing a smaller municipality
156	Good interpersonal skills	Financial investigation experience Extensive knowledge of how to handle an emergency situation	Non biased especially to people of color Experience with small town law enforcement	No prior disciplinary problems	
157	fiscally responsible	Good communication skills Caring	See both sides of a problem	Good public relations skills	Personnel relations
158	Hold people accountable.				
159	Professional				
160	First responder experience				
161	Professional but approachable presentation				
162	Patience				
163	Strength				
164	Personality	Understanding firm	Moral character and honesty warm Understanding	Be a good listener interactive Forgiving Not class/economically/socially ignorant	Be an interactive person who can work with all types and age groups approachable Firm
165	honest				
166	Confident	Well Spoken			
167	Openminded	Culturally Aware	Not racially ignorant		Not Caucasian
168	Great communication skills	Ability to serve as role model to kids calm/slow to anger	Great management skills educated/informed	creative thinker	friendly
169	compassionate				
170	I am skipping this because all the characteristics would be anathema to my beliefs.				
171	good communication skills	honesty	sensitivity Training and support for officers, forward thinking	kindness Broad themes and details, has perspective No interest in 'tactical FBI special agent handguns', etc.	broad range/knowledge of best policing practices Problem solving skills An interest in reducing the PD budget
172	Good community relations, personable	Grant writing, budget conscious Understanding of the consequences of their power	Compassion		
173	Respect for human dignity	Empathy for residents	no prejudices of any kind	leadership Mentoring	Leadership
174	Protection of norwich residents	Jennifer Frank's professionalism	Caring desire to be a part of community groups/clubs		
175	Jennifer Frank's personality	Patient	Kindness		
176	Community first		Unbiased		
177	listening skills	good speaking skills, communicate ideas	Knowledge of the rules Involvement with children	cheerful Compassion Compassion Ability to listen and understand more than one side	a leader Fair mindedness Attention to detail Willingness to serve and protect Respect for everyone
178	Honesty	Integrity			
179	Niceness	Friendliness			
180	Kindness/Empathy	Persuasion as a first choice Involvement with community activities			
181	Intelligence				
182	communication skills with people in many different situations	physical fitness	experience and education	ability to approach a potential problem with calm demeanor Social engagement	Public Relations skills
183	Competence and education	Expertise	Experience	Follow through	
184	Good listening	Integrity	Empathy not too big an ego (not wanting to be the center of everything)		
185	collaborative	open-minded		reasonable	good communicator

186	community minded	caring	fair/just	awareness of BLM issues	respectful and responsible
187	Community oriented Understanding of people with mental illness and developmental disabilities	Relationships focused		Ability to de-escalate dangerous situations	Ability to refrain from using unnecessary force
188	Compassion	Lack of racial prejudice	Knowledge of state laws and regulations	Principled/integrity	Innovative
189	Knowledgeable about crime investigation and prevention	Leadership	Skilled communicator		
190		Calm respectful	Professional		
191	Intelligent,	Well educated,	Comfortable with demanding residents,	Able to communicate,	Easy-going,
192	Progressive	Community-minded	Unbiased	Innovative	
193	calm	rational	proactive	friendly	common sense
194	Problem solving skills	Strong communication and listening abilities	See department as part of the community, not simply enforcing laws on community	Understanding of small town policing needs	See self and department as part of the community
195	Community policing	Community policing	Community policing	Community policing	Community policing
196	Same as Chief Frank	Same as Chief Frank	Same as Chief Frank	Same as Chief Frank	Same as Chief Frank
197	Community engagement				
198	Intelligence Listener. Chief Robinson turned the department around by listening to citizens about the type of police department they wanted in town.	People skills	Fitness	Good judgment	Experience
199	relatable	Present. In a small town it is important that the chief be visible in the community, friendly	Judgement. The most important quality in any police officer is good judgement. fair	not judgemental	strong
200	The ability to de-escalate a situation verbally	Highly educated	Understanding that the police are not the military	Sense of humor	Worldliness
201	not trained by state police				
202	Friendly	Approachable	Flexible	Open-minded	Responsive
204	Strong leader	Integrity	Honesty	Sympathy	Empathy
205				familiarity with town and regional regulations	
206	outstanding character	ability to work with all kinds of people	patience	Experience in community policing in small town	Collaborate with other town departments and leaders
207	Communication skills	Set a tone and standards for the force	Openness to rethinking police roles		

Q4 What do you want the next Norwich Police Chief to know?

important will support really know community person feel safe problems interact
police department one hope speeding lot next within find residents may know safety
continue interest Well etc good department police force don t many
many people officers involvement police chief thinking want strong
people change need Chief Frank town issues
community work police services Norwich
relationship will Model chief time community policing
community members small town role model see everyone help looking
police officers living appreciate place much hard understand welcoming value
positive great size small caring come engage Norwich police Policy Chief children
long history way Black Lives Matter support big

Norwich, VT - New Police Chief Survey QUESTION 4

What do you want the next Norwich Police Chief to know?

Answered 174

Skipped 43

Respondents

Responses

- 1 That he/she has a professional, well trained staff. But the select board and many residents are unsupportive and would like to defund the police department
- 2 all the above, and, not everyone uses listserves, etc!!!
- 3 Be aware of racial problems in some areas of policing in VT, and work to avoid them here.
- 4 Community policing values and practice
- 5 Children have learned to appear confident: underneath they are looking for someone who is genuine and truly takes interest in them.
- 6 The town is changing. The police department has grown in the last 20 years.

- 7 "Defund the police" can mean shifting resources and responsibilities to social services and need not trigger a defensive posture. Mass incarceration has its roots in racism and the War on Drugs. Read *The New Jim Crow*, by Michelle Alexander. Training for anti-bias doesn't necessarily solve racism. Because the criminal justice system is unfair to people of color, criticism of the system is not a personal attack. "Black Lives Matter" is a civil rights movement to right the wrongs done to people who, because of their color, have been treated as less than human from slavery through Jim Crow and the War on Drugs. As a person who became a police officer risking your life and safety to help people, you are respected and appreciated. Negating "Black Lives Matter" with "Blue Lives Matter" dishonors the struggle for civil rights and is not an appropriate way to seek respect for law enforcement.
https://www.huffpost.com/entry/heres-whats-wrong-with-bl_b_10906348
- 8 This is a place where community policing really works.
- 9 The town needs a strong leader at the departmental level that is able to continue to promote a good culture within the department for the other officers while being a constant presence in the community (including school and general public).
We may not even need a chief. We have a great community that largely doesn't need much help. For those who do need help: (a few within Norwich but mostly outside our town boundaries -Wilder/Hartford/WRJ) economic, medical, housing and social services are the best way to help the community at large. Fund and support those efforts!
- 10 Norwich tradition of civic volunteerism.
- 11 Vermont is still outrageously prejudiced and racist. What happened to Wayne Burwell in Hartford was scandalous. Also more recent incidents have shown that our local police force is still deeply prejudiced. We must set an example and act to change police culture in Vermont. It'd be nice to have some diversity in Norwich and have a police force that includes people of color. At least, we must hire a police chief who is committed to addressing racism in the police force.
- 12 Like many people in this community, I support a community-oriented police force but am wary of the corrupting influence of unrestrained police power. We need to address racism and prejudice in the police form and demilitarize the police. The role of the police should be to serve and protect all community members in a fair and compassionate manner.
- 13 They should know that they will be appreciated.
- 14 relationship between police and townspeople has been inconsistent at best over the last decade +. I would often characterize the relationship as adversarial.

When I see a police car, I don't feel safe. I feel in danger. I don't really trust the police, and I don't believe that most police officers have any real interest in justice - just enforcement, maintaining the status quo, and shutting down attempts at reform. To be blunt, I think that a lot of cops take the paycheck just for the chance to stomp on people's necks.

I'm writing this because I don't think that my perspective is unique - I think this lack of trust is widespread and worsening. The new police chief will have an opportunity to restore that trust. Don't waste it.

That we don't need a Chief of Police; we should subcontract with the state police for services important to see chief in the community

That this is a great community that needs a effective chief with a service mentality.

Norwich is small but complex, separate but connected intellectually and financially to the immediate region.

Jennifer Frank is a hard act to follow. She will be missed.

see the big picture. be here to help shape the community toward helpfulness, not to show personal strength and/or "rightness".

If he does his job right he'll find Norwich a welcoming place

That the current community policing model works fantastically well.

We strongly believe in abs support community policing

It is critically important to be a visible, positive, community presence - for people of all ages.

Expert in Community Relations.

Despite being a small town without a ton of problems, we do have need for police but we want community involvement as well. Model on Chief Frank and all will be well.

We are a strong community with resources but not immune to pervasive issues like addiction, mental health, racial bias. We do not need someone who issues a ticket for parking the wrong way on a small side street, we need an officer who knocks on the door or leaves a note to point out and educate about the issue. We need someone who guides before/in place of punishment when possible.

Town does not need traditional policing beyond responding to specific incidents requiring police involvement. Crime is low. Police Department's primary mission is to support town residents and town priorities

Norwich doesn't have a speeding problem we all just need to learn how to be on time.

Hikers trespass on our property during hiking season and I feel uncomfortable confronting them. I would like for the next police chief to be very visible in the community

That Norwich wants to participate in the de-militarization of police, not contribute to more militarization.

Norwich is full of rich white snobs who think they are smarter than everyone else. and that they are above the law.

State laws. Town ordinances. Judgement in enforcing laws.

Towns of similar size in the area have much much smaller budgets

That many people believe police departments have been over-militarized and don't serve and protect communities or the people of color within them.

Dear Norwich Policy Chief candidates, Thank you for considering to serve and protect our town with a downtown center and long reaching rural "neighborhoods". We have a very vibrant and active sense of community in each of these 31 neighborhoods. Our policy chief has been a positive role model and presence for our most vulnerable children and people living in isolation alike. Having the ongoing reminder that a police chief is a person and they know who you are and who your children are, is so wonderful and reassuring. I hope you can bring community policing to a new level as well as support and educate our community in supporting other vulnerable populations such as the mental ill and BIPOC, etc through education and inclusiveness. Also, I hope the Policy Chief could continue to support COVID 19 pandemic community education and collaborations within the town leadership. Looking forward to your partnership.

I appreciate the work that police do - keeping the peace in a quiet town. However, under the surface, I'm sure there are ugly things. Drugs, domestic abuse, hunger, low income problems. Poor parenting etc. We all are human and are subject to short comings.
If we are to have police officers, they need to be tolerant and patient - looking after others and putting themselves last. I would hope they would be willing to consider that policing has changed and that they will hire and use mental health professionals as part of the team.
Collaboration is the key - loose the ego and work with us (of course, we all need to loose our ego too!)
Living in Norwich, we are privileged and can be a pain in the a- -. Working together, let's hope we can all pull the same direction.

40
41 I want our police chief to know our community... Dan Frasier is a good example of someone who understands what the community needs and can lead in a time of crisis. So, ideally, a police officer like Dan
42 I might like some opportunities to socialize informally with the Police. Maybe alert people to when a policeman will be grabbing a coffee at a local restaurant so people can chat for a bit.
43 We have an involved community that may be unaware of the risks to safety and protection. We are in a bubble of the economic crisis, drug, violence and safety issues surrounding us in neighboring towns.
44 I never thought much about local policing until Chief Frank - I really hope the next person continues in her visible way and is able to rise to the moment of addressing systemic racism while still being a proud community protector.
45 We all count and count on that person to keep us safe
46 Jennifer's phone number
47 I can't say.
48 Norwich is a small town - the position of Norwich Police Chief is very visible. The Chief of Police can develop a great deal of respect and trust through a commitment to community policing.
49 That we are over equipped for the needs of the town. We welcome a collaborative approach towards keeping the town healthy and safe.
50 All that was appreciated about Chief Frank. She modeled what works for us.
51 We value community policing.
52 most of the town feels like our police force is too big for our town
This is not about You. This is about our community. This is not about looking around to find criminals. This is about making connections and getting to know our community and appreciating all of us. We have had more than one police chief with a huge ego. Huge. More than one police chief with the goal of being the Big Person. Swagger, bullying of women or teenagers, waving nightsticks around. Do all police chiefs need to wave their nightsticks? I have not met ONE chief in 30 years who hasn't felt like he/she needs to wave their big stick. We are a relatively crime free community, so don't come here if you need to be the Big Guy who saves the world from criminals. You need to help people who have been sexually assaulted, make 100% sure that women and people of color are being treated fairly, understand and enjoy teenagers. Be seen around town as a positive role model and a positive presence. Don't flex your muscles in tight shirts on Facebook. Be humble. Respect feedback. Want to participate in our community, but not come in as a knight in shining armor.
53
54 Most of the town's people don't like change so it may take awhile to be accepted.
55 They are inheriting a force that currently lacks transparency, credibility, compassion, and integrity.
56 What resources are available in the area to help prevent and solve crimes and respond to crises, and how best to access them
57 That she/he must treat all people, no matter their age, with respect
58 To take everyone in the community seriously and not have pre-disposed opinion that just the privileged live in town.
59 You have big boots to fill! (Actually I have no idea what her shoe size is ☐)
60 Recognize stress and mental illness. How to act on abuse and misogyny. De-escalation techniques
61 If every budget item does not get the "okay", it doesn't mean we don't value our police force

62 That this is a small town and we expect a certain quality of life.
How can police become anti racist? How would the new chief protect town representatives from racism like happened to the Hartford select woman or
63 Vermont state representatives run out of office by hate groups?
We appreciate their regular, friendly presence at the Marion Cross School and during dropoff and release times
64 We appreciate their willingness and effort to know us individually
We want the town to respect the Chief and trust him/her and to see the Chief at most town events and at school dismissals (a way to connect with
65 children and parents)
Some Norwich taxpayers believe there is too much policing, too many police officers in Norwich, that the budget is too big. There is no need for constant
66 speed surveillance and unnecessary police interaction.
That most people in this town are nice, law abiding and friendly people. We deserve to have someone who listens to our needs/wants and then acts on
67 them with empathy and understanding.
68 We do not need a police force in Norwich
69 How to lead a small town police department

I would hope that the committee members would take a deep dive into each of the line items in the police annual call report and consider if we might find
equally appropriate ways to handle some of the calls. For instants an animal control officer - perhaps as an "On Call" job with small stipend and pay per
call. A mental health professional for calls that need deescalation and referral to services. Require people who want to leave there homes for extended
time pay a private house check service and not expect tax payers to bear the burden. Invest in more of the speed control mobile signs like on Church
Street rather than speed traps by an officer. There are certain things that a town needs trained police officers for, however if your committee did a matrix
of the annual call report year on year I believe we would see that in terms of real crime, dangerous accidents, and dangerous domestic conflicts there
70 has been little statistical variation for decades - the traffic citations and house checks are up considerably in relationship to the size of the force.
71 look at the offenses?, we do not need patrols of the roads, house or business checks; like all the the departments, too much, too many

Sexual abuse is alive and ill in our community, and our ties to the Dartmouth community only reinforce the normalization of sexual violence.

There is a general lack of understanding, but a general willingness to understand more, about transgender and nonbinary lives in our community.

72 The wellbeing of children should always come first, in my opinion.
WE DONT NEED AS MANY OFFICERS AS WE HAVE FOR SUCH A SMALL TOWN WITH LIMITED CRIME. 4 FULL-TIME OFFICERS AND 2 PT
73 ARE TOO MANY.
74 That community wants to be supportive
75 a lot of us have had non-ideal experiences with police so we need a gentle re-building of trust and a feeling of collaboration
76 All are welcome in Norwich
77 Nothing - none needed. No thank you.
How Norwich's various town hall positions and boards work. What is going on in law enforcement nationally.
Let the little stuff slide. Concentrate on real issues of law and order, which keep a community safe. Identify real not just perceived dangers. Be inclusive
78 when making decisions.
79 Be yourself even though It will be hard to fill the shoes of our past two chiefs. AND learn from their success. We want you to succeed and stay.

80 The town is a unique place to live and is very positive but there are still issues with ordinary life. it's not all Camelot
81 That Norwich does not need an overbearing militaristic style of Chief. Community policing and positive approaches to all is expected.
This is a very small community and we don't need a big police force. Many community members think our Police department is too big for the size of our
82 town
Not sure. I very strongly support gun control. I do NOT want students exposed to NRA programs of any kind. If my power went out and I had an
83 emergency, I would have no way to contact the police short of driving to town.
84 The community perception of the Norwich Police Dept. is that they primarily do traffic stops.
85 We need her input

86 Jenn Frank has demonstrated that the police can be allies of the community members, working toward common goals. We want this to continue.

This community is small enough that interactions between the police chief and individual residents can ripple widely through the town. Every police
officer is known by name and by sight, and their actions have the potential to be lauded (like Chief Frank's community outreach efforts) or distained (like
punitive interactions with cyclists). The new chief should focus on developing relationships with individuals and community groups, furthering youth
87 education and outreach, and modeling positive 21st century and community-based law enforcement
88 The people of Norwich are basically nice, open, and caring.
89 This is a small town with a long history
90 That the Chief will have the support of Norwich residents
91 Jennifer Frank was an exceptional chief. You'll have big shoes to fill!
92 Norwich is a great town but we have a minority voice that sometimes over powers the majority. The squeaky wheel is very squeaky here.
That we have had 2 great police chiefs for the past 16 years and we are looking to continue that in our next police chief. Someone who relates well to the
93 community and doesn't see this as just a job.
Our children will want to look up to you. Citizens will want to support you. We have enjoyed a kind, inclusive, community-minded chief. Please be here
94 for all of us, including the people of color, the lower-income, and those who are not always front-and-center in this town.
95 How to be part of this community.
Norwich police in the past have had a terrible reputation--years ago I was stopped for speeding and interrogated about personal issues, my identity was
96 questioned, veiled threats were made. It was a somewhat traumatic experience. let's not go back to this.
He is not alone. While Norwich politics can often be petty and brutal, there are many good people that will support him/her in a time of need. Assuming
97 he/she has established a sense of mutual respect and trust within the community.
My teenage son is Black. I want my son to know that the color of his skin will have no bearing on whether he is stropped by the police or not; and that if
he has any interactions with NPD or any other police department acting within town boundaries that he will be treated with courtesy and respect. I also
expect officers to recognize and appreciate that Blacks have a long history & experience of being treated unfairly by police and that the officers will take
that into account if my son appears agitated/concerned/defensive/scared/terrified/etc. when interacting with officers. I also expect that they will honor his
98 request to contact his parents immediately so they can be present.
99 Building relations and earning respect is more important than citing someone for a rolling stop
100 Pedestrian Safety is a real issue! We need to develop a squad of trained responders in non-criminal emergency situations.
101 We are tired of getting speeding tickets on Main Street and tired of the adversarial attitude of the officers.
102 Hate does not grow well in the rocky soil of Norwich. Our town is awesome, and the people living here are interested in keeping it awesome.
103 Continue the sound "community policing" ably carried out by his/her predecessor; the community will support new ideas.

104 I'd rather have the NPD combined with some other department. We are a small town and don't need to spend the money we are currently spending, especially on a PD that is hostile to the community. The next NPC needs to clean house.

105 Norwich is a kind and caring community. Sometimes residents are not thinking clearly and drive too fast. Please do not treat them like criminals or assume the worst about them. Model empathy instead. You can still give a ticket but please don't make it an antagonistic experience. If we all take a positive approach to each other, Norwich will be an even better place!

106 That private property is private property. If the chief wants to see what is up a private driveway.... he/she can use google earth unless called for or invited
In addition to what is listed in the job description (preferring someone with experience and education), I want the next Norwich Police Chief to know that while many people come to Norwich to stay (or the majority seem to represent a certain type of income/family life, that there is diversity and that will continue to grow. Helping the majority community adapt to and engage with change in a compassionate and engaging way is important. Not everyone has long roots here or a lot of money. Each community member has value. Also, with its connection to neighboring towns, we are part of a larger community.

The current national hot topic to "defund" the police is something worth discussing. I strongly believe that a multi-layered, multi-skilled, collaborative approach to local justice is important. Police should be trained and held accountable. My hope is our local police can engage in the conversation of sharing resources with other local services to help the community (and if the police do respond, they'd do so with justice for all). Additionally, I think there will be more pressure moving forward for police chiefs to be a role model to call out behavior and policy that is appropriate and moral vs. what is not. Another current national topic of conversation impacting local government and police is about systemic racism. I was disheartened to see so many police chiefs stay silent on this topic. While I am speaking generally (with a national focus), my hope is that the Police Chief finds a way to be a role model participant in those important discussions.

107 Additionally, I must say I don't interact with the police that much. I'd imagine some folks in town interact a lot and some do not. My hope is that there will continue to be ways the Norwich Police interacts (esp. with folks who don't interact often). This is a wonderful place to live. Welcome and thank you for your service.

108 One of these days, someone's going to get injured or killed in one of the Main Street crosswalks. Maybe tickets have been handed out for running through them, but I've never seen it happen - even on weekday mornings when kids are walking to school.

109 All of the different facets of our community: that we aren't just a rich Vermont town, that we are people of all economic situations; that we aren't just Old Vermonters, but that some of us have been here for generations; that not all of us are college educated, but many are.

110 We support our police and other public servants and we appreciate them.

111 to know about the history of Norwich as it relates to policing issues over the last 5 or 10 years or so

112 That they will be valued by the community

113 We want a "people person."

114 How to lead and liaison

115 Born in Chagoland, I have lived in NYC, Montreal, D.C., Amherst and Northampton, MA; Manchester and Bennington, VT. I love Norwich!

116 We want an open relationship with our law enforcement. Kids will make mistakes, and they need to be corrected when they do, but consequences should not exceed the problem we are trying to fix.

117 Did I mention speeders??? All hours of the day.

118

118 He/she doesn't need to shake things up. Just work with the policies we have in place and improve on them as the times demand.

119 That we support our chief and officers, that we respect the work that they do, and that we have no intention of "defunding" their vital work.

120 That we are a small, close knit town with a long history of public involvement with town issues.
121 best practices in community policing
122 We are here to help
123 Norwich is a pretty good place and it is important to really understand a situation before barging in. This is why getting to know the community is so important.

there have been 3 daytime break-ins in my neighborhood recently. In one case the robbers escaped on foot through my property. There have been multiple acts of vandalism on my property, including one act of arson. The Norwich police visited the home of a Hanover resident who (and whose car) was seen in a drug exchange on my property. I have always had a good relationship with the Norwich police who have helped in the time of need, and I am grateful they are available night and day. That is imperative for one to feel safe in a rural community.

124

This may be a hard place to work, because many people have strong opinions. The small-town feeling, while strong in many ways, is being tested in other ways. I'm thinking that some kind of advisory/support group might be useful, but I fear that it might be a challenge to get a diverse group.

125 We are a small town of law abiding citizens. We want to do good.
126 That she has a tough act to follow!
127 She/he will be heading a police crew in a town where crime is low and scrutiny of over-zealous police action is high. An intelligent, open, inclusive approach will serve him/her well.
128 Continue the model set forth by Chief Frank
129 Jen Frank was great!
130 That Norwich is a small, quiet town that needs minimal policing.
131 You are not needed.
132 Norwich is a good community with a few strong voices that tend to overshadow the majority of the town.
133 Traffic ticket fines do Not support the Norwich
134 That the safety of all people is a priority. He/she knows how to effectively run a small town police force
135 Know the community by becoming involved with it's residents
136 We need a small town cop for a small town
137 The new chief should understand our small community. They should be firm and have good public relations.
138 There's not much to police in Norwich which is great. Your role will be highly public and praised for doing significantly less than any other police chief in other parts of the country but your presence deters possibilities of crime in Norwich.
139 That many Norwich residents have high sense of entitlement which can lead to problems...
140 People in Norwich have a strong sense of entitlement about EVERYTHING
141

What I would like the Select Board to know is this: First the title is finding the best candidate based on a perceived need rather than a vision on policing. The survey steers people to think uncritically and in only one direction - what do you want in a police chief/department without asking do you want a police department.

The first question in #5 is an example of getting a misinterpreted answer: "Community Involvement" NPD adequately develops relationships with community members (e.g., residents, organizations, and groups)

My answer would have to be 'strongly agree' and from that you would have to believe that my answer was positive but it is negative. The current NPD is really good at developing relationships with community members but the survey disregards that some people don't believe in policing. I don't want a relationship with armed men and women in my town with little crime. It is unhealthy, especially when those relationships are targeted at kids which Jen has done. This survey was done hastily and with the goal of obtaining one-sided answers that don't give an accurate viewpoint. There is no rush. I urge you to step back and allow the community to be educated and to be provided with other ideas to engage in an enlightened discussion on policing. This survey does not do that.

142

all the skills necessary to mitigate crime, drug issues, etc.

143

I would like people to feel safe in their homes. I would like residents and others to be treated fairly.

144

That Norwich signals its virtue much more clearly than it exercises it. Poor people are people.

145

That i respect what they do and appreciate them

146

Norwich folks are opinionated and engaged but this comes from a history of caring and dedication to the town.

147

148 How community policing is supposed to work in real life; what it's goal is; how to increase officers effective implementation of community policing

149

All lives matter

150

Pedestrian safety from cars and bad dogs is a big issue in town

151

the most recent efforts to do community policing

152

How to handle difficult situations non-violently.

153

We value our relationships as a community. We hold our PD with admiration, respect and recognition of the role.

That this is a safe community that can get by with less police presence if community is asked to care for each other (checking on neighbor's homes when they are away, for example) and policing is provided efficiently.

155

That Black Lives Matter

156

Please, please, engage with the community. Get to know us... all of us. Build trust with all of our community so we can work together.

157

This is a supportive community.

158

Big shoes to fill

159

??

160

I would want the next chief to know that this should be a relatively easy job, and then only a heavy hand can make it difficult.

161

We should be focusing on the root causes of issues: substance use, mental health problems, etc. - instead of having a "punishment" focus. We should bring the larger community in as partners with the police. The police should have access to non-police professionals to assist in their work.

162

If you have any questions about how the job should be done, ask Chief Jennifer Frank.

163

We don't need an unmarked cruiser

164

What it's like to drive on snow/ice covered hilly roads, and when to not even attempt to do so.

165

Norwich is a small town where lots of people know everyone and their business

166

Fostering trust between police and citizens is critical to success in Norwich

167

Chief Robinson faced a crisis in his term as chief over the use of truck scales that lead to a huge fine on a trucker delivering to a local farm. His initial response was, "I am just following the law." After really talking to the community though he came to understand that the town did not want a police chief bent on rigid enforcement of rules that were clearly disproportional, but a department that showed some judgement and lenience when appropriate. That realization turned around his approach to policing and the town very quickly embraced him, and his successors, as being outstanding servants of the community.

168

169

Traffic is the biggest problem in Norwich. People speed through town and do not look out for walkers or bikers.

170

That Norwich is a special place.

172

That as a town of mostly highly educated residents there are a lot of strong opinions that are not always compatible with each other

Please don't let national trends in policing/police reform, that apply to larger cities and towns, cause you to diverge from the needs of our incredibly safe, friendly, small rural town. Community policing and out reach is everything and is so appreciated. Don't be bullied by wayward police reform activists.

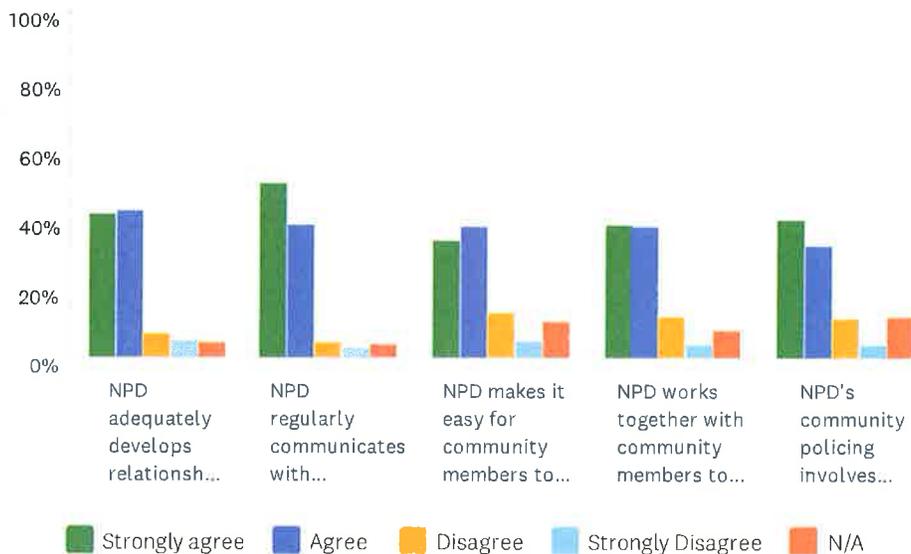
173

174

This will probably be a time of a community conversation re the roles and scope of responsibilities of the police force.

Q5 Community Involvement

Answered: 207 Skipped: 10



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	N/A	TOTAL	WEIGHTED AVERAGE
NPD adequately develops relationships with community members (e.g., residents, organizations, and groups)	41.26% 85	42.72% 88	6.80% 14	4.85% 10	4.37% 9	206	1.74
NPD regularly communicates with community members (e.g., Listserve, websites, e-mails, public meetings, personal contact)	50.49% 104	38.35% 79	4.37% 9	2.91% 6	3.88% 8	206	1.58
NPD makes it easy for community members to provide input (e.g., comments, suggestions, and concerns)	33.83% 68	37.81% 76	12.94% 26	4.98% 10	10.45% 21	201	1.88
NPD works together with community members to solve local problems	38.31% 77	37.81% 76	11.94% 24	3.98% 8	7.96% 16	201	1.80
NPD's community policing involves officers working with the community to address the causes of crime in an effort to reduce problems themselves through a wide range of activities	39.90% 79	32.32% 64	11.62% 23	4.04% 8	12.12% 24	198	1.77

Norwich, VT - New Police Chief Survey - Ques. 6
Procedural Justice & Performance

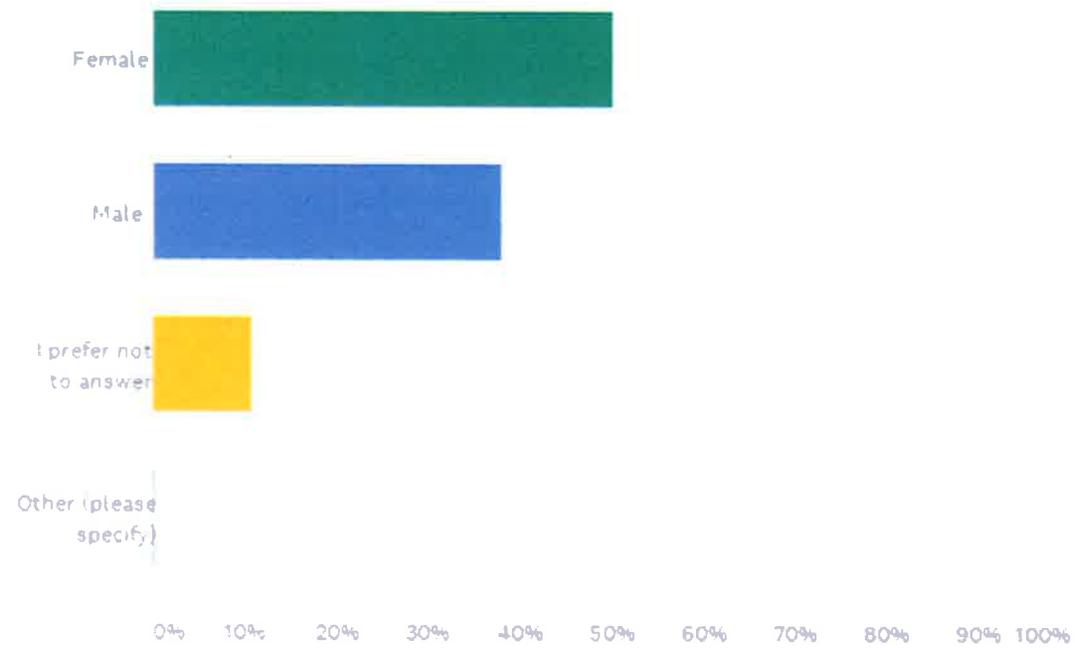
	To a great extent		A lot		A little		Not at all		N/A		Total
To what extent does NPD treat people fairly?	34.69%	68	34.18%	67	14.29%	28	2.55%	5	14.29%	28	196
To what extent does NPD show concern for community members?	44.50%	89	35.00%	70	11.00%	22	3.50%	7	6.00%	12	200
Is NPD respectful?	45.36%	88	33.51%	65	13.40%	26	4.12%	8	3.61%	7	194
Is NPD responsive to the concerns of community members?	37.82%	73	36.27%	70	13.47%	26	4.66%	9	7.77%	15	193
Do you trust NPD?	44.39%	83	29.95%	56	14.97%	28	8.56%	16	2.14%	4	187
If you had contact with an NPD officer within the past year, to what extent?	34.34%	68	12.63%	25	11.62%	23	7.07%	14	34.34%	68	198
Is NPD effective at proactively preventing crime?	20.00%	38	31.58%	60	16.84%	32	7.37%	14	24.21%	46	190
Is NPD addressing problems that really concern you?	21.13%	41	28.87%	56	22.68%	44	13.40%	26	13.92%	27	194
Are satisfied with the overall performance of NPD?	34.48%	70	37.93%	77	17.73%	36	7.88%	16	1.97%	4	203
Other (please specify)											47
									Answered		205
									Skipped		12

Norwich, VT - New Police Chief Survey
Contact & Satisfaction

Ques. 7

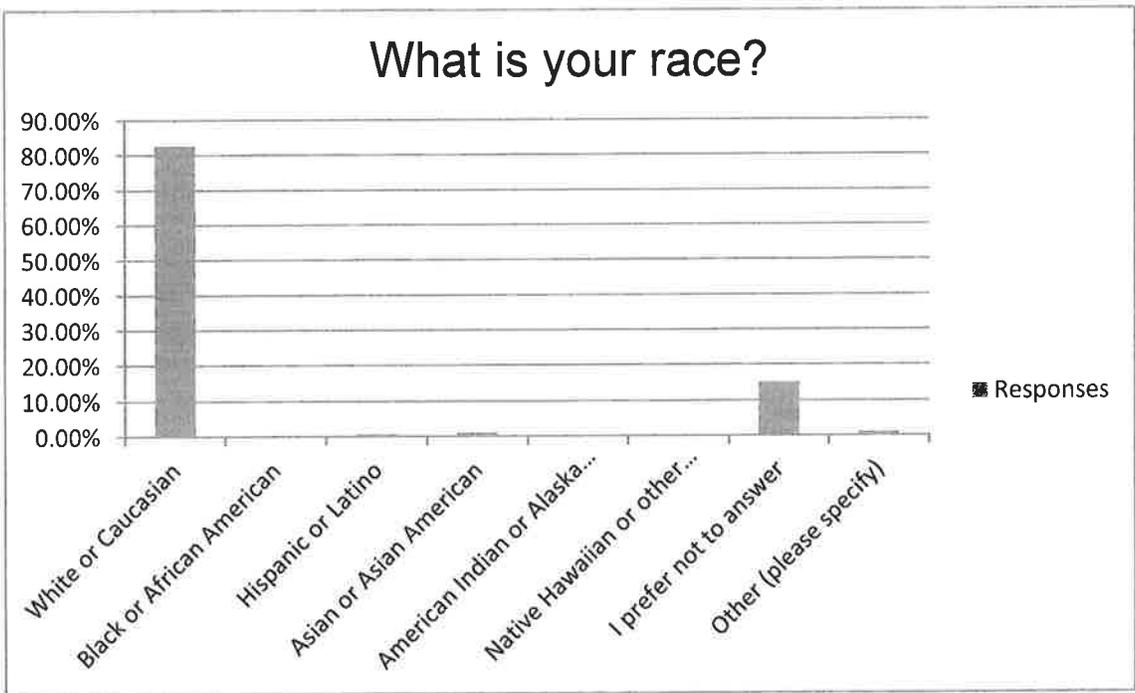
	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	N/A	Total
If you had contact with NPD in the past year for traffic issues (e.g., citation, warning, or vehicle crash) were you satisfied with the officer(s) involved?	13.79% 28	5.91% 12	5.42% 11	1.97% 4	5.91% 12	67.00% 136	203
If you had contact with NPD in the past year for a 9-1-1/emergency call were you satisfied with the call taker(s) and officer(s) involved?	8.00% 16	2.50% 5	1.00% 2	1.50% 3	0.00% 0	87.00% 174	200
If you had contact with NPD in the past year for a non-emergency call (e.g., to report a crime or suspicious activity) were you satisfied with your interaction with the call taker(s) and officer(s) involved?	23.74% 47	9.09% 18	5.05% 10	3.54% 7	3.03% 6	55.56% 110	198
If you had contact with NPD in the past year for other contact or interactions (e.g., attending a community meeting or talking to an officer on patrol) were you satisfied with that interaction(s)?	33.33% 66	16.67% 33	4.04% 8	3.03% 6	3.54% 7	39.39% 78	198
Other (please specify)							26
						Answered	205
						Skipped	12

Q8 What is your gender?



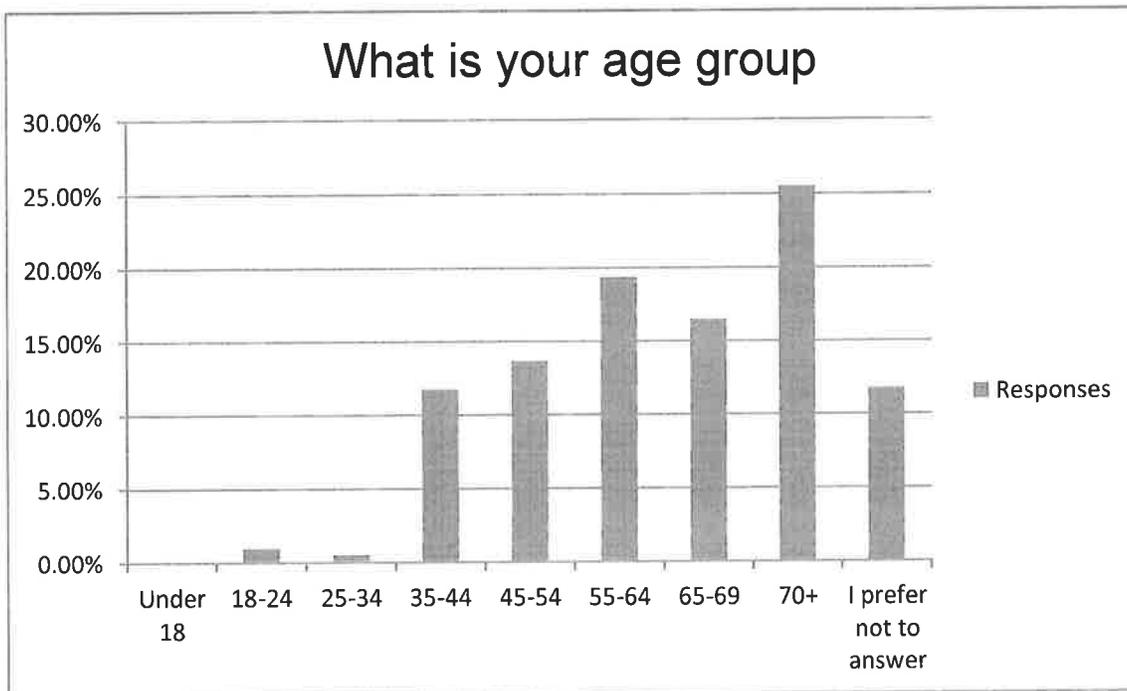
What is your race?

Answer Choices	Responses	
White or Caucasian	82.55%	175
Black or African American	0.00%	0
Hispanic or Latino	0.47%	1
Asian or Asian American	0.94%	2
American Indian or Alaska Native	0.00%	0
Native Hawaiian or other Pacific Islander	0.00%	0
I prefer not to answer	15.09%	32
Other (please specify)	0.94%	2
	Answered	212
	Skipped	5



What is your age group

Answer Choices	Responses	
Under 18	0.00%	0
18-24	0.94%	2
25-34	0.47%	1
35-44	11.79%	25
45-54	13.68%	29
55-64	19.34%	41
65-69	16.51%	35
70+	25.47%	54
I prefer not to answer	11.79%	25
Answered		212
Skipped		5



Norwich, VT - New Police Chief Survey Ques. 11

How many years have you lived in Norwich?

Answered 210
Skipped 7

# of Years	respondents
0 to 2	9
3 to 5	25
6 to 10	16
11 to 15	24
16 to 20	23
21 to 25	24
26-30	19
31 to 35	22
36 to 40	13
41 to 50	18
51 to 60	9

March 29, 2021

Memo to Town Manager Herb Durfee

Review of GMP billing, solar credits, and payments to Solaflect for FYs 17-18, 18-19, and 19-20

From Linda Gray

In response to your request, I have reviewed GMP online billing data and accounts payable reports from the Town finance office of payments to Solaflect. I want to provide this summary and the spreadsheets that compile the relevant data. I feel that it's legitimate for me to share conclusions drawn from this data, but I also think of them as preliminary until the data and my compilation work can be double checked by others.

GMP billing data was compiled from GMP downloads on 12 Town accounts (the three Town buildings, the transfer station, the communications tower, the bandstand, and six road signs). The charging stations and streetlights are not included; they do not receive solar credits via Solaflect. A "Summaries" spreadsheet is attached. Note that there are two tabs – one with data arranged by FY, another with data arranged by the four Town buildings. (Due to GMP billing procedures, the online data regarding solar net-meter credits is reliable beginning in January 2017.)

The data for the GMP bills without solar credits show growth:

in the (pre-credit) billed amount: \$26,500+ / \$32,300+ / \$32,800+

in kWh usage: 146,217 / 178,265 / 166,168 kWh

Usage for Tracy Hall has been steady over the past three years: 71,640 / 76,200 / 71,440 kWh.

Usage for the Public Safety/11 Firehouse Lane account has grown 15%: 44,511 / 58,643 / 52,606 kWh.

Usage for the DPW account has grown almost 40%: 19,029 / 30,617 / 31,509 kWh.

Usage for the transfer station has been steady over the past three years: 6,716 / 8,702 / 6,778 kWh.

Solar credits have never been applied to some accounts that the Town has with GMP, and the solar credits have never entirely covered the GMP charges for the accounts, that do receive solar credits. This means that the Town has paid with a 7% discount for only part of its GMP bills. In the last three years, the Town has saved about 5% on its GMP bills for these accounts. Given that the Town made no investment and took no risk, this is what we expected.

Town payments to Solaflect are calculated at 92.9% of the net-meter credits. The Town pays through monthly payments (estimated based on predicted annual solar generation) and reconciliations between the predicted total credits and the actual total credits. I reviewed accounts payable reports from the Town finance office of Solaflect payments (pdf attached). My notations show how I tallied the entries from this report. A separate spreadsheet compiles the payment amounts by FY. The Summaries spreadsheet indicates that, according to my review, the Town has paid about \$300 less than amount of the 92.9% calculation.

Attachments:

- "GMP bills-solar credits Summaries" spreadsheet
- PDF of Accounts payables report on payments, with notations
- "TON Solaflect payments" spreadsheet

FY 19-20

	Solar Park IV Monthly payments	Solar Park IV Reconciliatio n payments	
Check 4572		1275.86	
Check 4545	900.00		
Check 4511	900.00		
Check 4489	900.00		
Check 4469	900.00		
Check 4370	900.00		
Check 4325	900.00		
Check 4305	900.00		
	374.53		
Check 4286	900.00		
	374.53		
Check 4152	525.47		
	525.47		
Check 4197 (on Solar Park I ledger)	900.00		
	374.53		
Check 4410	525.47		
	10800	1275.86	12075.86

	Solar Park I Monthly payments	Solar Park I Reconciliatio n payments	
Check 4571		-558.03	
Check 4544	848.13		
Check 4510	848.13		
Check 4482	848.13		
Check 4468	848.13		
Check 4369	848.13		
Check 4324	848.13		
Check 4304	848.13		
Check 4280	848.13		
Check 4197	848.13		
Check 4151	848.13		
Check 4151	848.13		
Check 4409	848.13		
	10177.56	-558.03	9619.53
Totals	20977.56	717.83	21695.39

FY 18-19

	Solar Park IV Monthly payments	Solar Park IV Reconciliatio n payments	
Check 4286		4822.21	
Check 410	525.47		
Check 3904	525.47		
Check 3854	525.47		
Check 3818	525.47		
Check 3788	525.47		
Check 3760	525.47		
Check 3726	525.47		
Check 3691	525.47		
Check 3652	525.47		
	525.47		
	525.47		
	525.47		
	525.47		
	\$6,305.64	\$4,822.21	\$11,127.85
	Solar Park I Monthly payments	Solar Park I Reconciliatio n payments	
Check 3926	848.13		
Check 3899	848.13		
Check 3853	848.13		
Check 3817	848.13		
Check 3787	848.13		
Check 3755	848.13		
Check 3725	848.13		
Check 3690	848.13		
Check 3651	848.13		
Check 3603	848.13		
Check 3575	848.13		
Check 3547	848.13		
	\$10,177.56		\$10,177.56
Totals	\$16,483.20	\$4,822.21	\$21,305.41

FY 17-18

	Solar Park IV Monthly payments	Solar Park IV Reconciliatio n payments	
Check 4286		2469.97	
Check 3652	525.47		
	525.47		
	525.47		
	525.47		
	525.47		
	525.47		
	\$3,152.82	\$2,469.97	\$5,622.79

	Solar Park I Monthly payments	Solar Park I Reconciliatio n payments	
Check 4280		789.61	
Check 3547	848.13		
Check 3486	848.13		
Check 3449	848.13		
Check 3403	848.13		
Check 3333	848.13		
Check 3277	848.13		
Check 3258	848.13		
Check 3228	848.13		
Check 3167	848.13		
Check 3108	848.13		
Check 3069	848.13		
Check 3037	848.13		
	\$10,177.56	\$789.61	\$10,967.17
Totals	\$13,330.38	\$3,259.58	\$16,589.96

02/09/21
10:19 am

Town of Norwich Accounts Payable
Vendor History Report BOLAIV BONAPELLET BOLLAR PARK IV, LLC
Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Page 1 of 4
bgrammer

Invoice	Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
Account Number	Description			Amount			
2012-01	Dec 2020 solar month fee	12/10/20	12/16/20	900.00	Paid	12/21/20	A 4737
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-485233.00	ELECTRICITY			531.00			
11-19-20	Month solar fee - Nov 202	11/19/20	12/02/20	900.00	Paid	12/04/20	A 4720
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-485233.00	ELECTRICITY			531.00			
2010-001	Oct monthly solar fee	10/21/20	10/28/20	900.00	Paid	10/30/20	A 4660
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-485233.00	ELECTRICITY			531.00			
2009-001	Sept monthly solar	09/30/20	10/28/20	900.00	Paid	10/30/20	A 4660
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
Total for Check # A 4660 Dated 10/30/20				1,800.00			
2008-01	Monthly solar fee	08/14/20	08/26/20	900.00	Paid	08/28/20	A 4604
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
2007-01	July 2020 bill for solar	07/15/20	07/22/20	900.00	Paid	07/24/20	A 4572
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
20-TRUE UP	FY 19-20 recon	06/30/20	07/22/20	1,275.86	Paid	07/24/20	A 4572
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			127.59			
01-5-705501.00	ELECTRICITY			191.39			
01-5-500204.00	SPEED SIGNS			204.14			
01-5-485233.00	ELECTRICITY			752.74			
Total for Check # A 4572 Dated 07/24/20				2,175.86			

Recon
FY 19 20

02/09/21
10:19 am

Town of Norwich Accounts Payable

Page 2 of 4
bgrammer

Vendor History Report SOLAIV: SOLAFLECT SOLAR PARK IV, LLC

Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Invoice Account Number	Description Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
2006-01	June monthly solar fee	06/17/20	06/25/20	900.00	Paid	06/29/20	A 4545
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-500204.00	SPEED SIGNS			140.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			535.00			
2005-01	monthly solar net srvc	05/19/20	05/27/20	900.00	Paid	05/29/20	A 4511
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
2004-01	Apr 2020 Solar net bill	04/15/20	04/25/20	900.00	Paid	04/24/20	A 4489
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
01-5-500204.00	SPEED SIGNS			144.00			
2003-01	Monthly solar net meter	03/20/20	04/08/20	900.00	Paid	04/10/20	A 4469
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-500204.00	SPEED SIGNS			144.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
2002-01	Monthly solar meter srvc	02/14/20	02/26/20	900.00	Paid	02/28/20	A 4370
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
01-5-500204.00	SPEED SIGNS			144.00			
2001-01	Jan solar meter fee	01/15/20	01/22/20	900.00	Paid	01/24/20	A 4325
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			90.00			
01-5-705501.00	ELECTRICITY			135.00			
01-5-485233.00	ELECTRICITY			531.00			
01-5-500204.00	SPEED SIGNS			144.00			
1912-01	Mthly solar bill Dec 2019	12/13/19	01/08/20	1,274.53	Paid	01/10/20	A 4305
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			127.45			
01-5-485233.00	ELECTRICITY			751.98			
01-5-705501.00	ELECTRICITY			191.18			
01-5-500204.00	SPEED SIGNS			203.92			
1912-03	back bill/reconcile acct	07/01/19	12/18/19	7,292.18	Paid	12/20/19	A 4286

Revised Monthly
FY 19-20

Revised Monthly
FY 19-20

Revised Monthly
FY 18-20

Revised Monthly
FY 18-20

Revised Monthly
FY 18-20

Revised Monthly
FY 17-20

- 900.00
- 374.00
(catch up)

Recon FY 18-19
FY 17-18

02/09/21
10:19 am

Town of Norwich Accounts Payable
Vendor History Report SOLAIV: SOLAFLECT SOLAR PARK IV, LLC
Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Page 3 of 4
bgrammer

IV

Invoice Account Number	Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
01-2-001150.00	VENDORS PAYABLE			7,292.18			
1911-01	Monthly solar fee	11/20/19	12/18/19	1,274.53	Paid	12/20/19	A 4286
01-5-500204.00	SPEED SIGNS			203.92			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			127.45			
01-5-705501.00	ELECTRICITY			191.18			
01-5-485233.00	ELECTRICITY			751.98			
Total for Check # A 4286 Dated 12/20/19				8,566.71			
1909-001	TS, TH, PUBSFTY, PD-SOLAR	09/17/19	09/25/19	525.47	Paid	09/27/19	A 4152
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
1908-01	TH, PUBSFTY, TS, PD-SOLAR	08/16/19	09/25/19	525.47	Paid	09/27/19	A 4152
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
Total for Check # A 4152 Dated 09/27/19				1,050.94			
		07/31/19	07/31/19	0.00	Void	07/31/19	A 427
1907-01	PUBSFTY, TS, SIGNS PD	07/24/19	07/31/19	525.47	Paid	07/31/19	A 4410
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
1906.01	PUBSFTY, TS, SIGNS PD	06/21/19	07/17/19	525.47	Paid	07/22/19	A 410
01-2-001160.00	ACCOUNTS PAY. YEAR END			525.47			
1905-01	PUBSFTY, TS, SIGNS PD	05/20/19	06/05/19	525.47	Paid	06/10/19	A 3904
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
1904-01	TS PUBSFT, PD-APRIL ALLOC	04/17/19	04/24/19	525.47	Paid	04/29/19	A 3854
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			

to 1:50
VNDORS
12/18-20
-900
-324.53
12/20/19

Orig.
Monthly
FY-19-20

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FY 19-20

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FY 19-20

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FY 18-19

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Monthly
FY 18-19

Orig.
Monthly
FY 18-19

02/09/21
10:19 am

Town of Norwich Accounts Payable

Vendor History Report SOLAIV: SOLAFLECT SOLAR PARK IV, LLC

Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Invoice Account Number	Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
01-5-485233.00	ELECTRICITY			310.02			
1903-01	PUBSFTY, TS, PD-SOLAR ALLOC	03/14/19	03/27/19	525.47	Paid	03/29/19	A 3818
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
1902-01	FEBRUARY ALLOCATION	02/15/19	02/27/19	525.47	Paid	03/06/19	A 3788
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
1901-01	JAN 2019	01/28/19	01/30/19	525.47	Paid	01/31/19	A 3760
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
2018-12-01	DEC 2018	12/18/18	01/02/19	525.47	Paid	01/07/19	A 3726
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
2018_211	NOV 2018	11/19/18	12/05/18	525.47	Paid	12/10/18	A 3691
01-5-500204.00	SPEED SIGNS			84.08			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			52.55			
01-5-705501.00	ELECTRICITY			78.82			
01-5-485233.00	ELECTRICITY			310.02			
2018-10 10X	- OCT 18	10/25/18	11/07/18	5,254.70	Paid	11/13/18	A 3652
01-5-500204.00	SPEED SIGNS			840.75			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			525.47			
01-5-705501.00	ELECTRICITY			788.20			
01-5-485233.00	ELECTRICITY			3,100.28			

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32,951.97

Orig
3/29/19
3/29/19

Orig
3/6/19
3/6/19

Orig
1/31/19
1/31/19

Orig
1/7/19
1/7/19

Orig
12/10/18
12/10/18

Orig
11/13/18
11/13/18

Oct
Nov
Dec
Jan

FY 18-19

4 x 525.47 = 2,101.88

FY 17-18

6 x 525.47 = 3,152.82

Jan
Feb
Mar

Total Original Paid Amounts less cash check status adjustment 01/18/20 and 01/19/20 of the station check date

Invoice Number	Description	Inv Date	Due Date	Amount	Status	Type	Check #
2000 01	Jan 2020 monthly fee	01/01/20	01/15/20	840.13	Paid		4701
01 8 200001 00	ELECTRICITY			780.20			
01 8 200001 00	ELECTRICITY			67.05			
2101 01	Jan 2020 monthly meter	01/01/20	01/15/20	900.00	Paid		4700
01 8 210101 01	METERED SLUG EACH METERING			00.00			
01 8 210101 00	ELECTRICITY			135.00			
01 8 210101 00	METERED SLUG			104.00			
01 8 210101 00	ELECTRICITY			661.00			
001 00	Dec 2020 monthly bill	12/10/20	12/18/20	840.13	Paid		4736
01 8 001001 00	ELECTRICITY			780.20			
01 8 001001 00	ELECTRICITY			67.05			
001 00	Monthly fee - November	11/10/20	11/09/20	840.13	Paid		4719
01 8 001001 00	ELECTRICITY			780.20			
01 8 001001 00	ELECTRICITY			67.05			
2010 001	Oct monthly allocation	10/21/20	10/20/20	840.13	Paid		4699
01 8 201001 00	ELECTRICITY			780.20			
01 8 201001 00	ELECTRICITY			67.05			
2009 001	Sept monthly allocation	09/24/20	10/20/20	840.13	Paid		4699
01 8 200901 00	ELECTRICITY			780.20			
01 8 200901 00	ELECTRICITY			67.05			
Total for check # A 4699 Dated 10/30/20				1,698.26			
002 20	Monthly allocation	08/14/20	08/28/20	840.13	Paid		4601
01 8 002001 00	ELECTRICITY			780.20			
01 8 002001 00	ELECTRICITY			67.05			
TRIP OF 20	PY19-20 reason	08/10/20	01/22/20	750.03	Paid		4511
01 8 006101 00	ELECTRICITY			511.19			
01 8 003501 00	ELECTRICITY			44.64			
001 20	July 2020 - monthly bill	07/15/20	07/09/20	840.13	Paid		4571
01 8 006101 00	ELECTRICITY			780.20			
01 8 003501 00	ELECTRICITY			67.05			
Total for check # A 4571 Dated 07/04/20				790.10			
000 20	June monthly allocation	06/18/20	06/28/20	840.13	Paid		4544

2020

1/18/20

02/09/21
10:16 am

Town of Norwich Accounts Payable

Vendor History Report SOLAFLECT: SOLAFLECT SOLAR PARK I, LLC

Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Invoice	Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
Account Number	Description			Amount			
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
MAY 20	monthly allocation	05/19/20	05/27/20	848.13	Paid	05/29/20	A 4510
01-5-706101.00	ELECTRICITY			780.28			
01-5-703501.00	ELECTRICITY			67.85			
APRIL 20	April 2020 monthly bill	04/15/20	04/25/20	848.13	Paid	04/24/20	A 4482
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
MARCH 20	Monthly bill	03/20/20	04/08/20	848.13	Paid	04/10/20	A 4468
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
FEB 20	Monthly allocation	02/14/20	02/26/20	848.13	Paid	02/28/20	A 4369
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
JAN 20	Jan 2020 monthly allocati	01/15/20	01/22/20	848.13	Paid	01/24/20	A 4324
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
DEC 19	Monthly bill	12/13/19	01/08/20	848.13	Paid	01/10/20	A 4304
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
RECONCILE 19	monthly allocation reconc	07/01/19	12/18/19	789.61	Paid	12/20/19	A 4280
01-5-706101.00	ELECTRICITY			726.44			
01-5-703501.00	ELECTRICITY			63.17			
NOV 2019	Monthly bill	11/20/19	12/18/19	848.13	Paid	12/20/19	A 4280
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
Total for Check # A 4280 Dated 12/20/19				1,637.74			
OCT 19	Monthly allocation	10/17/19	10/23/19	848.13	Paid	10/25/19	A 4197
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
1910-01	Monthly solar fee + adj	10/17/19	10/23/19	1,274.53	Paid	10/25/19	A 4197

RECON
FY 19-20

Monthly
FY 19-20

RECON
FY 18-19
FY 19-20

Monthly
FY 19-20

Monthly
FY 19-20

Solar Park IV
Revised Monthly
FY 19-20
- 900.00
- 374.53
(catch up)

02/09/21
10:16 am

Vendor History Report SOLAFLECT: SOLAR...
Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Invoice Account Number	Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
01-5-500204.00	SPEED SIGNS			203.93			
01-5-706115.00	BNDSTND/SIGN/EVCH ELECTRI			127.45			
01-5-705501.00	ELECTRICITY			191.18			
01-5-485233.00	ELECTRICITY			751.97			
Total for Check # A 4197 Dated 10/25/19				2,122.66			
SEPT 19	TH, TG-SOLAR	09/17/19	09/25/19	848.13	Paid	09/27/19	A 4151
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
AUG 19	TH-TG-SOLAR	08/16/19	09/25/19	848.13	Paid	09/27/19	A 4151
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
Total for Check # A 4151 Dated 09/27/19				1,696.26			
JULY 19	JULY MTHLY ALLOCATION	07/24/19	07/31/19	848.13	Paid	07/31/19	A 4409
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
		07/31/19	07/31/19	0.00	Void	07/31/19	A 426
JUNE 19	JUNE MTHLY ALLOCATION	06/18/19	06/26/19	848.13	Paid	06/26/19	A 3926
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
MAY 19	TH-TG-MONTHLY ALLOCATION	05/21/19	06/05/19	848.13	Paid	06/10/19	A 3899
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
APRIL 19	TH, TG-APRIL ALLOCATION	04/17/19	04/24/19	848.13	Paid	04/29/19	A 3853
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
MARCH 2019	TH, TG-MONTHLY ALLOCATION	03/14/19	03/27/19	848.13	Paid	03/29/19	A 3817
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
FEB 2019	TH DPW-FEB ALLOCATION	02/15/19	02/27/19	848.13	Paid	03/06/19	A 3787
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			

WARR...
5/19-20

Monthly
FY 19-20

Monthly
FY 19-20

Monthly
FY 18-19

02/09/21
10 16 am

Town of Norwich Accounts Payable

Page 4 of 9
bgrammer

Vendor History Report SOLAFLECT: SOLAFLECT SOLAR PARK I, LLC

Void Unpaid Paid Invoices for and Check dates between 01/01/15 and 02/10/21 by status/check date

Invoice Account Number	Description Description	Inv Date	Due Date	Amount	Status/Type	Check Date	Check #
JAN 2019	DEC 18	01/15/19	01/30/19	848.13	Paid	01/31/19	A 3755
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
DEC 18	DEC 18	12/18/18	01/02/19	848.13	Paid	01/07/19	A 3725
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
NOV 2018	TH & TG - ELECTRIC	11/18/18	12/05/18	848.13	Paid	12/10/18	A 3690
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
OCT 2018	TH & TG ELECTRIC OCT	10/26/18	11/07/18	848.13	Paid	11/13/18	A 3651
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
SEPT 2018	TH & TG ELECTRIC SEPT	09/18/18	09/26/18	848.13	Paid	09/28/18	A 3603
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
AUG 2018	TH & DPW-ELECTRIC	08/16/18	08/29/18	848.13	Paid	09/03/18	A 3575
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
JUNE 2018	TH & DPW-ELECTRIC	06/20/18	08/01/18	848.13	Paid	08/06/18	A 3547
01-2-001160.00	ACCOUNTS PAY. YEAR END			848.13			
JULY 18	TH & DPW-ELECTRIC	07/18/18	08/01/18	848.13	Paid	08/06/18	A 3547
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
Total for Check # A 3547 Dated 08/06/18				1,696.26			
MAY 2018	TH & DPW-ELECTRIC	05/14/18	06/06/18	848.13	Paid	06/11/18	A 3486
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			
APR 2018	TH & DPW-ELECTRIC	04/19/18	05/09/18	848.13	Paid	05/14/18	A 3449
01-5-706101.00	ELECTRICITY			783.60			
01-5-703501.00	ELECTRICITY			64.53			

Monthly
FY 18-19

Monthly
FY 17-18

Monthly
FY 18-18

Monthly
FY 17-18

totals by building

Summary	actual GMP bill (with n-m credits)	n-m credits	92.9% of n-m credits (owed to Solarlect)	total paid by Town (ie, to GMP and to Solarlect)	GMP bill w/o n-m credits	amount saved by Town	kWh used	Solar kWh	% kWh offset by solar	
Tracy Hall FY 13-14 PARTIAL (6/12)	\$3,691.89	-\$535.86	\$497.81	\$4,189.70	\$4,227.75	\$38.05	27074	8931	32.99%	
Tracy Hall FY 14-15	\$3,648.88	-\$2,597.25	\$2,412.85	\$6,061.73	\$6,246.13	\$184.40	40254	36871	91.60%	
Tracy Hall FY 15-16 (low?)	\$540.87	-\$2,009.46	\$1,866.79	\$2,407.66	\$2,550.33	\$142.67	15402	33491	217.45%	
Tracy Hall FY 16-17 PARTIAL (8/12)	\$1,421.61	-\$4,481.58	\$4,163.39	\$5,585.00	\$5,903.19	\$318.19	37000	21697	58.64%	
Tracy Hall FY 17-18	\$2,126.48	-\$9,667.27	\$8,980.89	\$11,107.37	\$11,793.75	\$686.38	71640	45834	63.98%	
Tracy Hall FY 18-19	\$4,044.93	-\$8,822.15	\$8,195.78	\$12,240.71	\$12,867.08	\$626.37	76200	40305	52.89%	
Tracy Hall FY 19-20	\$4,728.40	-\$8,302.41	\$7,712.94	\$12,441.34	\$13,030.81	\$589.47	71440	36900	51.65%	-0.28%
					\$37,691.64	\$1,902.22	219280	123039	56.11%	
						5.05%				
Public Safety 13-14 PARTIAL (6/12)	\$1,891.46	-\$206.16	\$191.52	\$2,082.98	\$2,097.62	\$14.64	13030	3436	26.37%	
Public Safety 14-15	\$2,396.65	-\$840.90	\$781.20	\$3,177.85	\$3,237.55	\$59.70	19966	13489	67.56%	
Public Safety 15-16 (low?)	\$223.59	-\$804.58	\$747.45	\$971.04	\$1,028.17	\$57.13	5307	13225	249.20%	
Public Safety 16-17 PARTIAL (8/12)	\$2,298.18	-\$116.58	\$108.30	\$2,406.48	\$2,414.76	\$8.28	16532	1943	11.75%	
Public Safety 17-18	\$3,295.40	-\$4,174.23	\$3,877.86	\$7,173.26	\$7,469.63	\$296.37	44511	19299	43.36%	
Public Safety 18-19	\$716.21	-\$9,218.14	\$8,563.65	\$9,279.86	\$9,934.35	\$654.49	58643	42899	73.15%	
Public Safety 19-20	-\$392.95	-\$10,114.89	\$9,396.73	\$9,003.78	\$9,721.94	\$718.16	52606	44594	84.77%	15.39%
					\$27,125.92	\$1,669.02				
						6.15%				
DPW 13-14 PARTIAL (6/12)	\$1,885.82	\$0.00	\$0.00	\$1,885.82	\$1,885.82	\$0.00	11614	0	0.00%	
DPW 14-15	\$2,867.91	-\$293.29	\$272.47	\$3,140.38	\$3,161.20	\$20.82	19532	3515	18.00%	
DPW 15-16 (low?)	\$14.67	-\$928.31	\$862.40	\$877.07	\$942.98	\$65.91	4730	9658	204.19%	
DPW 16-17 PARTIAL (8/12)	\$902.95	-\$1,107.50	\$1,028.87	\$1,931.82	\$2,010.45	\$78.63	12118	5362	44.25%	
DPW 17-18	\$935.35	-\$2,389.30	\$2,219.66	\$3,155.01	\$3,324.65	\$169.64	19029	11330	59.54%	
DPW 18-19	\$3,127.20	-\$2,180.44	\$2,025.63	\$5,152.83	\$5,307.64	\$154.81	30617	9962	32.54%	
DPW 19-20	\$3,868.35	-\$2,052.30	\$1,906.59	\$5,774.94	\$5,920.65	\$145.71	31509	9121	28.95%	39.61%
					\$14,552.94	\$470.16				
						3.23%				
Transfer Station 13-14 PARTIAL (6/12)	\$681.21	\$0.00	\$0.00	\$681.21	\$681.21	\$0.00	3657	0	0.00%	
Transfer Station 14-15	\$944.05	-\$132.02	\$122.65	\$1,066.70	\$1,076.07	\$9.37	5642	1586	28.11%	
Transfer Station 15-16 (low?)	\$108.22	-\$297.23	\$276.13	\$384.35	\$405.45	\$21.10	1173	3323	283.29%	

totals by building

Transfer Station 16-17 PARTIAL (8/12)	\$521.83	-\$101.70	\$94.48	\$616.31	\$623.53	\$7.22	3208	488	15.21%	
Transf Station 17-18	\$292.72	-\$1,030.01	\$956.88	\$1,249.60	\$1,322.73	\$73.13	6716	4762	70.91%	
Transf Station 18-19	\$675.83	-\$999.59	\$928.62	\$1,604.45	\$1,675.42	\$70.97	8702	4713	54.16%	
Transf Station 19-20	\$370.32	-\$1,106.46	\$1,027.90	\$1,398.22	\$1,476.78	\$78.56	6778	5274	77.81%	0.91%
					\$4,474.93	\$222.66			4.98%	
	\$23,788.24	-\$60,057.19	\$55,793.13	\$79,581.37	\$83,845.43	\$4,264.06			5.09%	

totals by fy, 18-20

FY	actual GMP bill (with n-m credits)	n-m credits	92.9% of n-m credits (owed to Solaflect)	monthly payments to Solaflect	reconciliation to Solaflect	over/under payment to Solaflect	total paid by Town (ie, to GMP and to Solaflect)	GMP bill w/o n-m credits	amount saved by Town FY 19-20	kWh used	Solar kWh	% kWh offset by solar		
2013-14														
PARTIAL (6/12)	\$9,845.65	-\$742.02	\$689.34				\$10,534.99	partial*	\$10,587.67	\$52.68	59,805	12,367	20.68%	
2014-15	\$12,205.76	-\$4,457.30	\$4,140.83				\$16,346.59		\$16,663.07	\$316.48	1.90%	91,931	58,937	64.11%
2015-16 (low?)	\$2,155.36	-\$4,815.03	\$4,473.16				\$6,628.52		\$6,970.39	\$341.87		29,640	65,331	220.41%
2016-17	\$8,096.92	-\$8,570.51	\$7,962.00				\$16,058.92		\$16,667.43	\$608.51	3.65%	90,048	59,700	66.30%
2017-18	\$8,351.06	-\$18,156.26	\$16,867.17	-13330.38	-3259.58	\$277.21	\$25,218.23		\$26,507.32	\$1,289.09	4.86%	146,217	85,367	58.38%
2018-19	\$9,420.02	-\$22,933.70	\$21,305.41	-16483.2	-4822.21	-\$0.00	\$30,725.43		\$32,353.72	\$1,628.29	5.03%	178,265	105,714	59.30%
2019-20	\$9,447.73	-\$23,378.83	\$21,718.93	-20977.56	-717.83	\$23.54	\$31,166.66		\$32,826.56	\$1,659.90	5.06%	166,168	103,952	62.56%
	27218.81	-\$64,468.79	\$59,891.51	-\$50,791.14	-\$8,799.62	\$300.75	\$87,110.32		\$91,687.60	\$4,577.28	4.99%	490,650	295,033	60.13%

Town of Norwich, Vermont



CHARTERED 1761

Herbert A. Durfee, III
Town Manager

MEMORANDUM

TO: Selectboard
CC: Bonnie Batchelder, CPA
Linda Gray, Chair, Energy Committee
Cheryl Lindberg, Town Treasurer
Becky Grammer, Finance Assistant
William Bender, President, Solaflect
FROM: Herbert A. Durfee, III, Town Manager 
DATE: April 9, 2021
SUBJECT: Group Net Metering Agreement – Solar Credit Fiscal Review

During the FYE 2022 budget development process, a concern of actual electrical costs was raised for several line items (i.e., some costs appeared excessive compared to previous year's actuals). Around the same time, there was concern brought by a couple members of the public about the Town's group net metering agreement with Solaflect concerning the fiscal accuracy of the solar credits received balanced with Solaflect's regular monthly invoicing, their annual reconciliation, and the related Green Mountain Power Corp.'s (GMP) monthly billing that is used to help calculate the solar credits.

During the balance of the budget process and since then, a number of documents have been collected, some billing/invoices examined, and some worksheet information prepared. Much of this effort was conducted courtesy of Linda Gray, having a wealth of institutional knowledge about the group net metering agreement, along with the Finance Office pulling information together and printing detailed transaction reports. Linda's effort, to date, has culminated in a series of worksheets (along with the printouts) that have been provided to the Selectboard, et al and to Bill Bender. Solaflect also has provided spreadsheet information to help with the Town's efforts.

Based on a review of the information, having day-to-day knowledge of the payables, the contract, and the billing/invoicing process, along with discussion with Linda Gray and Bill Bender, it appears that there hasn't been any fraud or willful wrongdoing. There is common knowledge of an accounting error that my office and Linda Gray discussed with Solaflect and resolved about two years ago. But, that has been appropriately

Memorandum to Selectboard

RE: Group Net Metering Agreement – Solar Credit Fiscal Review

accounted for. Beyond that, it's apparent that the Town has been receiving its proper solar credits according to the group net metering contract.

Notwithstanding the above information, there are some persons, including some Board members who remain uncomfortable for various reasons. As such, I've approached Bonnie Batchelder, CPA, (i.e., the Town's independent auditor) to determine whether she would be able to conduct an independent review of the relevant documentation, etc., to determine whether the Town has received the appropriate level of solar credits for the last couple of fiscal years.

Based on preliminary discussion with Bonnie, she is willing to conduct the review. In addition, she should be able to conduct the work for an amount not to exceed \$1,000, and she should be able to complete her work and present her findings by the end of the fiscal year (i.e., before audit "season"). Note that this work would be conducted separate and apart from the regular annual Town audit.

I'll keep you apprised of her findings as they become available. In the interim, if you have questions, let me know. Thank you.

Encl.:

- Group Net Metering Agreement

**GROUP NET METERING AGREEMENT
TOWN OF NORWICH**

This Group Net Metering Agreement (this "Agreement") is by and between **Solalect Energy LLC**, with an address of **1190 Turnpike Road, Norwich, VT 05055** (the "Service Provider"), and the Town Of Norwich, with an address of **300 Main Street, PO Box 376, Norwich VT 05055** (the "Customer").

Background

1. The Service Provider intends to install, construct and commission a solar photovoltaic electricity generating facility with a nominal capacity of approximately 148.2 kilowatts (AC), as more particularly described on **Exhibit A** (the "Facility").

2. The Facility will be located within the service territory of Green Mountain Power Corporation on the site described on **Exhibit A**.

3. The Service Provider intends to petition the Vermont Public Service Board (the "PSB") for a Certificate of Public Good (the "CPG") to construct and install the Facility and operate the Facility as a group net-metering system pursuant to 30 V.S.A. § 219a and § 248 (the "Group Net Metering System"). Service Provider will be a member of the Group Net Metering System and have the right to appoint the administrator for the Group Net Metering System.

4. Following the commissioning of the Facility, the Utility (as defined below) will allocate to the designated electric meters of the members of the Group Net Metering System (each, a "Group Member") credits for the kilowatt hours of electricity generated by the Facility pursuant to allocation instructions provided by the Service Provider. For each kilowatt hour of electricity generated by the Facility and allocated to a designated electric meter of a Group Member, the Utility will credit, allocate or otherwise apply a corresponding monetary credit to the Utility account, bill or charges with respect to such meter (such monetary credits attributable to output of the Facility, "Net Metering Credits").

5. The Customer and the Service Provider have accordingly entered into this Agreement to establish the definitive terms and conditions under which the Customer will become a Group Member and receive the benefits of Net Metering Credits attributable to the electricity output of the Facility in exchange for payments to the Service Provider as specified herein.

NOW, THEREFORE,

In consideration of the mutual covenants and agreements herein set forth, and in reliance on the representations and warranties contained herein, the parties hereby agree as follows:

Section 1. **Definitions**. Capitalized terms used herein but not otherwise defined shall have the following meanings:

"Agreement" shall have the meaning given in the introductory paragraph to this Agreement.

"Administrator" shall have the meaning given in Section 2.

"Allocation Instructions" shall have the meaning given in Section 4.

"Billing Period" means a Utility billing period for which Net Metering Credits are credited, allocated or otherwise applied to the Utility bills, accounts or charges for any Customer Meter.

“Customer” shall have the meaning given in the introductory paragraph to this Agreement.

“Customer Meters” means all Meters of the Customer or Meters included at the Customer’s request or direction in the Group Net Metering Arrangement contemplated by this Agreement, which includes each of the electricity meters identified as a Customer Meter in **Exhibit B** hereto.

“Commissioning Date(s)” means the date on which the Facility or any portion thereof begins delivery of electricity generated by the Facility or any portion thereof to the Utility.

“CPG” shall have the meaning set forth in the recitals to this Agreement.

“Environmental Credits” means any and all mandatory or voluntary federal, state or local renewable energy certificates or emissions credits rebates, subsidies, incentive payments or any other green tags, tax credits, grants or other benefits or incentives related to the environmental characteristics of the Facility whether related to any renewable portfolio standard or other renewable energy purchaser requirements or otherwise, whether existing as of the date hereof or enacted thereafter.

“Event of Default” shall have the meaning given in Section 8.

“Facility” shall have the meaning set forth in the recitals to this Agreement and shall include all equipment, facilities and materials, including photovoltaic arrays, DC/AC inverters, wiring and other components included therein.

“Group Member” shall have the meaning set forth in the recitals to this Agreement.

“Group Net Metering System” shall have the meaning set forth in the recitals to this Agreement.

“Group Net Metering Arrangement” means an agreement between one or more electric utility customers, located within the same service territory, to combine multiple electricity meters in order to share and allocate credits for the electricity generated by a renewable-generation facility.

“Meters” shall mean each of the designated electric meters of the members of the Group Net Metering System to which credit for electricity generated by the Facility is allocated from time to time, including each of the electricity meters listed in **Exhibit B** hereto.

“Net Metering Credits” shall have the meaning set forth in the recitals to this Agreement.

“Notice” shall have the meaning given in Section 14.

“Output” means all of the electricity produced by the Facility, delivered to the Utility and allocated to the Customer Meters, measured in kilowatt hours.

“PSB” shall have the meaning set forth in the recitals to this Agreement.

“Service Fee” shall have the meaning given in Section 5.

“Services” means any and all of the services provided by the Service Provider to the Customer pursuant to this Agreement, including admitting the Customer as a Group Member, administration of the Group Net Metering Arrangement contemplated hereby, production and

delivery of Output by the System to the Utility, and the allocation of Net Metering Credits to the Customer Meters.

“Service Provider” shall have the meaning given in the introductory paragraph to this Agreement.

“Utility” means the retail electric Service Provider serving the Customer. The Utility is currently Green Mountain Power Corporation.

Section 2. **Group Net Metering Agreement**. This Agreement creates an obligation by the Customer to pay the Service Provider for the benefits of the Services, including the benefits of Net Metering Credits attributable to electricity generated by the System and allocated to electricity meters of the Customer in accordance with Section 3 of this Agreement. The Service Provider shall administer the Group Net Metering Arrangement in accordance with this Agreement and applicable law and shall have the right to designate from time to time, in its sole discretion, the administrator and designated person (as defined in 30 V.S.A. § 219a(g)(1)) for this Group Net Metering System (the “Administrator”).

Section 3. **Ownership of the Facility**. The Customer shall have no right, title or interest in or to the Facility or any equipment or component thereof or permit or approval therefor, and nothing in this Agreement shall have the effect of passing any right, title or interest in or to the Facility or any equipment or component thereof or permit or approval therefor to the Customer or any other Person.

Section 4. **Allocation of Electricity Generated by Facility**. Prior to the Commissioning Date, the Service Provider shall instruct the Utility to allocate credit for forty-three and one-half percent (43.5%) of the Facility’s excess electricity generation to the Customer Meters in accordance with the allocation instructions attached hereto as **Exhibit B** (the “Allocation Instructions”). If the Facility is commissioned in phases, the Customer shall be allocated 100% of the Net Metering Credits until the Facility generates Net Metering Credits equal to those expected from 43.5% of a fully complete Facility. The Service Provider shall have the right to change, amend or modify the Allocation Instructions to maximize the monetary value of the Net Metering Credits or the benefits to the Customer under the Allocation Instructions. Upon the Service Provider’s request from time to time during the Term of this Agreement, the Customer shall cooperate with the Service Provider to identify the optimum allocation of the electrical generation of the Facility that maximizes the monetary value of the Net Metering Credits or benefits to the Customer.

Section 5. **Service Fee; Billing and Payment**.

- (a) Customer agrees to pay Service Provider the price for Services set forth on **Exhibit C** hereto, which is incorporated herein by reference and shall have the same force and effect as though fully set forth herein in its entirety (the “Service Price”).
- (b) **Billing**. The Customer will be charged on a monthly basis starting on the Commissioning Date, a flat amount that is equal to the Estimated Monthly Service Price (as defined in Exhibit C hereto), which amount shall be prorated for the first month. The monthly payment will be due and payable on the first (1st) business day of each month. Service Provider shall conduct an annual audit of System Output upon the anniversary of the Commissioning Date and shall reconcile the Customer’s billing account to actual electricity produced within forty five (45) days of the anniversary of the Commissioning Date.

- (c) Payments. Customer shall pay Service Provider the full amount of each such invoice pursuant to **Exhibit C** by electronic funds transfer, to be arranged by Service Provider and Customer on or before the Commissioning Date.
- (d) Late Payments. Service Provider shall be entitled to charge Customer interest at the rate equal to the lesser of: (i) one percent (1%) per month; or (ii) the maximum provided by law, for late payments hereunder. In the event that the last day that payment must be so made falls on a weekend or state or federal holiday, the payment shall be due on the next business day. This late payment charge shall be imposed upon the unpaid balance, including any prior unpaid late payment charges and shall be assessed on such unpaid balances once each month after it is initially imposed on an unpaid balance, so long as a balance remains unpaid.
- (e) Monthly Report. Customer shall cooperate with Service Provider to obtain monthly reports from the Utility explaining how Output and Net Metering Credits were allocated among the Meters, how such Net Metering Credits were valued by the Utility, and if there are excess Net Metering Credits available for use in future months.

Section 6. Covenants.

- (a) Reports. The Customer shall provide the Service Provider with copies of all Utility bills and invoices and all other written communications received by the Customer from the Utility with respect to the Customer Meters within ten (10) business days of receipt thereof.
- (b) Exclusivity. The Customer shall not enter into a Group Net Metering Arrangement with any other person or entity during the Term with respect to any Customer Meter. However, if the seasonally adjusted Net Metering Credits applied to any particular Customer Meter during any six month period fall below 70% (seventy percent) of the retail value of the electricity used by that Customer Meter, for reasons other than Force Majeure Event, the Customer has the right, but not the obligation, to request in writing that the Customer Meter be removed from the Net Metering Group. The Service Provider has the right to reallocate Net Metering Credits to the Customer Meters within the Group to maximize the number of Customer Meters that are adequately supplied with Net Metering Credits, but must satisfy the request within thirty (30) days. As the Customer's energy use in any given Customer Meter may increase, and as the solar production is expected to decline each year, and as the "solar adder" ends in the tenth year, all of which may contribute to this condition, the Service Provider shall have the right, but not the obligation, to allocate Net Metering Credits to any Customer Meters removed from this Group from another solar project of the Service Provider under the same terms as are in this agreement.
- (c) Utility. The Customer shall remain a customer of the Utility in good standing at all times during the Term hereof, and shall not take any action to cause any Customer Meter to be disconnected or removed from the Utility's service without the Service Provider's prior written consent. The Customer acknowledges that during any Utility billing period during the term of this Agreement, the Utility charges for the Customer Meters may exceed the Net Metering Credits attributable to output of the Facility allocated to such Meters for such period (for example, if the Customer's electricity usage exceeds the output of the Facility). The Customer shall pay its obligations to the Utility as the same become due

and payable at all times during the term, including without limitation all Utility charges in excess of the Net Metering Credits allocated to the Customer during any billing period.

- (d) Further Assurances. The Customer, from time to time, on written request of the Service Provider, shall perform such further acts, including execution of documents and agreements, as may be reasonably required in order to fully perform and to more effectively implement and carry out the terms of this Agreement, provided that such acts shall be consistent with this Agreement or any law or regulatory approvals pertaining to the subject matter hereof.
- (e) Authorization. The Service Provider and the Administrator are hereby authorized to take all such additional actions, including making any filings and submissions to the Utility and any applicable regulatory bodies, individually or on behalf of the Group Net Metering System or any Group Member, as may be necessary or desirable from time to time to carry out the terms of this Agreement.

Section 7. Representations and Warranties.

- (a) The Customer hereby represents and warrants to the Service Provider as follows:
 - (i) Right, Power and Authority. It has full right, power and authority to enter into this Agreement and there is nothing which would prevent it from performing its obligations under the terms and conditions imposed on it by this Agreement.
 - (ii) Binding Obligation. This Agreement has been duly authorized by all necessary action of the Customer, and constitutes a valid and binding obligation of the Customer, enforceable against the Customer in accordance with the terms hereof.
 - (iii) Customer Meters. The Customer further represents and warrants to the Service Provider that the Customer is a customer of the Utility in good standing and each of the Customer Meters is subject to Utility rates 2 (demand billed), 4, 5, 9, 10, 11, 13, 16 or 17.
- (b) The Service Provider hereby represents and warrants to the Customer as follows:
 - (i) Right, Power and Authority. It has full right, power and authority to enter into this Agreement and there is nothing which would prevent it from performing its obligations under the terms and conditions imposed on it by this Agreement.
 - (ii) Binding Obligation. This Agreement has been duly authorized by all necessary action of the Service Provider, and constitutes a valid and binding obligation of the Service Provider, enforceable in accordance with the terms hereof.
 - (iii) Production. Service Provider represents that it has sole right, title and interest to the Net Metering Credits produced by the Solar Facility, but makes no representation to any minimum quantity of Net Metering Credits during any billing period.

THE CUSTOMER ACKNOWLEDGES AND AGREES THAT THE SERVICE PROVIDER MAKES NO OTHER REPRESENTATIONS OR WARRANTIES IN

CONNECTION WITH THE FACILITY, THE OUTPUT OF THE FACILITY OR THE SUBJECT MATTER OF THIS AGREEMENT, WHETHER EXPRESS OR IMPLIED, IN LAW OR IN CONTRACT, EXCEPT AS EXPRESSLY PROVIDED HEREIN. THE SERVICE PROVIDER SPECIFICALLY DISCLAIMS ALL OTHER REPRESENTATIONS AND WARRANTIES, INCLUDING ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. THE SERVICE PROVIDER IS NOT A UTILITY OR AN ELECTRICITY PROVIDER AND DOES NOT ASSUME, AND HEREBY DISCLAIMS, ANY REGULATORY OR STATUTORY OBLIGATIONS OF A UTILITY OR ELECTRICITY PROVIDER.

Section 8. **Events of Default.** The occurrence of any of the following events shall be an “Event of Default” with respect to the applicable party under this Agreement:

- (a) With respect to the Customer, the Customer fails to make any payment due under this agreement within thirty (30) days after written notice that the payment is or was due.
- (b) With respect to either party, if the other party breaches or fails to perform any material covenant, agreement or obligation set forth in this Agreement or breaches any material representation or warranty contained herein, and such breach, failure or misrepresentation remains uncured sixty (60) days or more after the party claiming default provides written notice to the other party, specifying the provision pursuant to which the alleged default has occurred. The party accused of default shall have sixty (60) days from the date of the notice to cure the default. In the event that the defaulting party shall fail to cure the default within sixty (60) days, the non-defaulting party shall be entitled to send a notice of termination of this Agreement to the defaulting party in accordance with Section 9(b)(i) and shall be entitled to pursue any and all remedies available at law or in equity.

Neither the Service Provider nor the Customer shall be considered to be in default in the performance of its obligations under this Agreement and no Event of Default shall be deemed to occur to the extent that performance of any such obligation is prevented or delayed by a Force Majeure Event. “Force Majeure Event” means any act, event, cause or condition that prevents a party from performing its obligations, and is beyond the affected party’s reasonable control, except that no act, event, cause or condition shall be considered to be an event of Force Majeure to the extent the party seeking to invoke the Section has caused or contributed to the applicable act, event, cause or condition by its fault or negligence. A Force Majeure Event may include, but shall not be limited to the following: fires, storms, earthquakes, floods, lightning, landslides, volcanic eruptions, hurricanes, tidal waves, epidemics, tornadoes, acts of God, changes in laws or regulations, war, strikes, terrorism, vandalism, riot or insurrection. If a party is prevented or delayed in the performance of any such obligation by a Force Majeure Event, such party shall promptly provide written notice to the other party of the circumstances preventing or delaying performance and the expected duration thereof. The party affected by a Force Majeure Event shall diligently endeavor to resume performance of its obligations as soon as reasonably practicable. Neither party may use its claim of a Force Majeure Event to excuse a failure to pay when due an amount owed to the other party hereunder.

Section 9. **Term and Termination.**

- (a) **Term.** This Agreement will have a term (the "**Term**") beginning on the date hereof and ending on the twenty year (20) year anniversary of the Commissioning Date, or until the earlier termination of this Agreement pursuant to this Section 9.
- (b) **Early Termination.**
- (i) Upon the occurrence and during the continuation of any Event of Default hereunder, the non-defaulting Party shall have the option, but not the obligation, to terminate this Agreement upon providing written notice of termination to the defaulting Party.
- (ii) The Service Provider shall have the option, in its sole discretion, to terminate this Agreement upon providing thirty (30) days prior written notice to the Customer if any of the following conditions precedent have not been satisfied or waived by the Service Provider on or prior to April 1, 2014 ("**Conditional Early Termination Date**"):
- (A) The Service Provider shall have obtained all approvals, permits, licenses and authorizations, including the CPG (collectively, "**Permits**"), that the Service Provider deems necessary or desirable, in its sole discretion: (1) for the construction, installation, interconnection, operation and maintenance of the Facility, (2) for the provision of Services to the Customer under this Agreement, and (3) for the Group Net Metering Arrangement contemplated hereby, and all such Permits shall be in force and effect.
- (B) The Service Provider shall have obtained any necessary leasehold, easements, licenses, rights of way, consents, property and other rights that the Service Provider, in its sole discretion, deems necessary or desirable for the construction, installation, operation and maintenance of the Facility.
- (C) The Service Provider shall have obtained all funding and financing commitments for the Facility from one or more third parties on terms acceptable to the Service Provider, in its sole discretion.
- (c) All payment obligations of the Customer, and all rights and remedies of the parties hereto, arising prior to the termination of this Agreement shall survive the termination thereof.
- (d) **Customer Purchase Option.** At the eighth anniversary of the latest Commissioning Date, and every three years until the termination of the initial term, so long as Customer is not in default under this Agreement, Customer shall have the option to purchase the Facility from the Service Provider for a price equal to the Fair Market Value of the Facility. Customer may exercise this option by giving Service Provider at least sixty (60) days prior written notice (the "**Purchase Option Notice**") of its intent to exercise the purchase option, and remitting payment of the Purchase Option Price to Service Provider within thirty (30) days of the Purchase Option Notice. The Fair Market Value of the Facility

shall be determined by mutual agreement of the Service Provider and Customer; provided, however, if Service Provider and Customer cannot agree on a Fair Market Value within 30 days after Customer has exercised its option, the parties shall select a nationally recognized independent appraiser with experience in the solar photovoltaic industry to determine the Fair Market Value. Such appraisal shall be binding on the parties, with the costs for the written appraisal shared evenly. Purchase of the Facility shall be "as-is", and upon purchase of the Solar Facility by Customer, Seller shall have no further liabilities and obligations with regard to the Solar Facility.

Section 10. **Assignment**. The Customer shall not assign this Agreement or any of its rights hereunder to any other person or entity without the Service Provider's prior written consent. Service Provider may assign all (but not part) of its rights and obligations hereunder to an affiliate or lessee of Service Provider, to a purchaser of all or substantially all of the assets of Service Provider, or to an entity that acquires ownership of the Facility or, prior to the construction of the Facility, the development rights thereto. In the event of any such assignment, Service Provider shall, at least twenty-eight (28) days prior to the effective date of such assignment, provide notice to Customer of the existence of such assignment, together with the name and address of the assignee, and documentation establishing that the assignee has assumed all of Service Provider's rights and obligations under this Agreement. If Service Provider and assignee meet the requirements of this Section, then Customer agrees to sign any document reasonably requested of Service Provider in acknowledgement of such assignment and in consent thereto in accordance with the provisions hereof. Following an assignment permitted under this Section, except to the extent provided by the terms of such assignment, Service Provider shall have no liability hereunder arising under this Agreement after the effective date of such assignment.

Section 11. **Green Attributes**. The Service Provider shall be entitled to all Environmental Credits associated with the electricity production from the Facility that is allocated to the Customer Meters. Service Provider shall have the right to sell, transfer, grant, convey or assign the Environmental Credits to any other person in Service Provider's sole discretion. The above notwithstanding, Service Provider hereby agrees not to sell, transfer, grant, convey or assign any and all "tradeable renewable energy credits" as defined in 30 V.S.A. § 8002(8) associated with any energy generated by the Facility.

Section 12. **Liability, Indemnity, Several Obligations**.

- (a) The Service Provider and the Customer shall each defend, save harmless, and indemnify the other (including its directors, officers, employees, agents and subsidiaries) from and against any and all claims, damages losses, liabilities, suits, actions, demands, proceedings (whether legal or administrative), and expenses (including but not limited to reasonable attorneys' fees), that are related to this Agreement and that are (i) caused by an act or omission of the indemnifying party, its agents, employees or invitees, or (ii) sustained on or caused by equipment or facilities, or the use thereof, that the indemnifying party owns or controls. Notwithstanding the foregoing, the Service Provider and the Customer each shall be solely responsible for and shall bear all costs of claims by its own employees or contractors growing out of any workers' compensation law; neither party shall indemnify or save the other party harmless to the extent that losses are the result of the other party's negligence or willful misconduct.
- (b) Each party agrees to waive any claim or right against the other for indirect, incidental, consequential or punitive damages; and neither party shall be liable to the other (under this paragraph or otherwise) for or as a result of any proceeding in which rates are reviewed or established for either party by the PSB or similarly authorized entity. In no

event shall the Service Provider or any officer, member, manager, employee, owner or agent thereof be liable under this Agreement or otherwise in the event the Facility fails to generate electricity or Net Metering Credits at any time, if the Service Provider fails to obtain or maintain any necessary Permit, license or government approval, or for any error or omission in any filing or instructions submitted by or on behalf of the Service Provider, the Administrator or the Group Net Metering Arrangement to the Utility or any governmental entity. NOTWITHSTANDING ANYTHING TO THE CONTRARY HEREIN, THE SERVICE PROVIDER'S MAXIMUM LIABILITY UNDER AND IN CONNECTION WITH THIS AGREEMENT AND THE SUBJECT MATTER HEREOF (WHETHER IN CONTRACT, TORT, STRICT LIABILITY OR OTHERWISE) SHALL NOT EXCEED THE AGGREGATE AMOUNT OF ALL PAYMENTS ACTUALLY RECEIVED BY IT FROM THE CUSTOMER PURSUANT HERETO.

- (c) The Service Provider shall procure and maintain, at its sole cost and expense, a general policy of liability insurance against property damage, personal injury or death, in an amount of at least \$500,000.00 per occurrence and \$1,000,000.00 in the aggregate. The Customer shall maintain appropriate liability coverage, as required by Public Service Board Rule 5.110 (as of the date hereof, Rule 5.110 requires non-residential net metering customers to maintain a liability insurance policy in an amount of no less than \$300,000).

Section 13. **Cooperation in Financing.** The Customer shall reasonably cooperate with the Service Provider's efforts to obtain financing for the Facility, and shall consent in writing to the collateral assignment of this Agreement and provide other acknowledgments and certifications in respect of this Agreement as may be reasonably requested by any lender to the Service Provider. The Service Provider may assign or transfer its interest, rights and obligations and collaterally assign to lenders all or any part of the Service Provider's rights, interests or obligations hereunder. Each party agrees to provide acknowledgements, consents, or certifications reasonably requested by the Service Provider's lenders in conjunction with such financing.

Section 14. **Notices.** All notices, requests, demands, claims and other communications (a "Notice") hereunder shall be in writing, addressed to the intended recipient as set forth below:

If to Service Provider: Solaflect Energy
1190 Turnpike Road
Norwich, VT 05055
Attn: William Bender
Telephone No.: 802-649-3700
Facsimile No.: 802-649-3079

If to Customer: Town of Norwich
300 Main Street
PO Box 376
Norwich VT 05055
Attn: Town Manager
Telephone No.: 802-649-1419
Facsimile No.: 802-649-0123

Or to such other person, address or number as the party entitled to such Notice shall have specified by notice to the other party given in accordance with the provisions of this Section. Any such Notice shall be

deemed duly given on the earliest of: (i) when delivered personally to the recipient; (ii) one (1) business day after being sent to the recipient by reputable overnight courier services (charges prepaid); (iii) one (1) business day after being sent to the recipient by facsimile transmission or electronic mail; or (iv) four (4) business days after being mailed to the recipient by certified or registered mail, return receipt requested and postage prepaid.

Section 15. **Entire Agreement; Amendment.** This Agreement, including any exhibits, schedules and attachments, supersedes all prior agreements, whether written or oral, between the parties with respect to its subject matter, and there are no covenants, promises, agreements, conditions or understandings, written or oral, except as herein set forth. This Agreement may not be amended, waived or modified except by an instrument in writing executed by the party against whom such amendment, waiver or modification is to be enforced. This Agreement and any counterpart thereof may be delivered via facsimile or electronically in Portable Document Format (pdf) to the respective party's representative, it being the express intent of the parties that such documents and any counterparts thereof so delivered (together with the signatures thereon) shall have the same force and effect as if they were originals.

Section 16. **Severability; Construction.** If any term, covenant or condition of this Agreement or the application thereof to any person or circumstance shall, at any time or to any extent, be invalid or unenforceable, the remainder of this Agreement, or the application of such term, covenant or condition to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and each term, covenant or condition of this Agreement shall be valid and enforceable to the fullest extent permitted by law. Any provision of this Agreement that is not essential to the purpose of this Agreement that is declared or rendered unlawful, invalid or unenforceable by any applicable court of law or regulatory agency or deemed or rendered unlawful, invalid or unenforceable because of a statutory or regulatory change, including any order of the PSB or any change in the Utility's tariff regarding Group Net Metering (individually or collectively, such events referred to as a "**Regulatory Event**") will not otherwise affect the remaining lawful obligations that arise under this Agreement; further, if a Regulatory Event occurs, the parties shall use their best efforts to reform the Agreement in order to give effect to the original intention of the parties. Notwithstanding the foregoing, or anything else in the Agreement to the contrary, in the event that, as a result of a Regulatory Event, a party (the "**Excused Party**") is excused from any payment or performance obligation, the other party shall be correspondingly excused from any payment or performance obligation that would have arisen but for the failure or inability of the Excused Party to perform. The term "including" when used in this Agreement shall be by way of example only and shall not be considered in any way to be in limitation. The headings used herein are for convenience and reference purposes only.

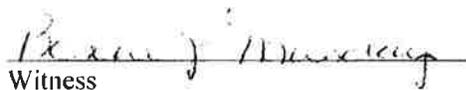
Section 17. **Effect of Agreement.** This Agreement shall not be construed as a contract of agency, partnership or joint venture. The Parties agree that this Agreement is a service contract under Section 7701(e) of the Internal Revenue Code of 1986, as amended, and not a lease.

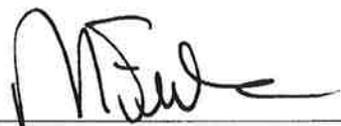
Section 18. **Governing Law.** This Agreement shall be governed and construed in accordance with the laws of the State of Vermont, without giving effect to principles of conflict of laws that would require the application of any other law. In the event of any amendment or repeal of the governing law that alters the fundamental purpose and intent of this Agreement, the parties shall work in good faith to address any equitable issues that arise and maintain the central purpose of the Agreement.

[**Signature Page Follows on Separate Page**]

IN WITNESS WHEREOF the parties do hereby execute this Agreement as of the tenth day of
September, 2013.

CUSTOMER:


Witness

By: 
Its Duly Authorized Agent

SERVICE PROVIDER:


Witness

By: 
Its Duly Authorized Agent

Exhibit A

Description of Solar Generation Facility

39 - 4 kW DC Solaflect PV Trackers, each comprising 16 - 250 watt PV modules

7 - 20 kW Three Phase Inverters, 480 Volt

1 - 10 kW Three Phase Inverter, 480 Volt

Production Meter

Interconnection equipment required to connect to Green Mountain Power

All system wiring and monitoring equipment

Equipment of comparable function may be substituted at the sole discretion of the Service Provider.

Site is located on Route 5 north of the village of Norwich, and south of Farrell Farm Road. Tax Map ID of the parcel is 11-105.000, owned by Norwich Associates, P.O. Box 906, Norwich, VT, 05055. Parcel contains 50.48 acres and a gravel pit.

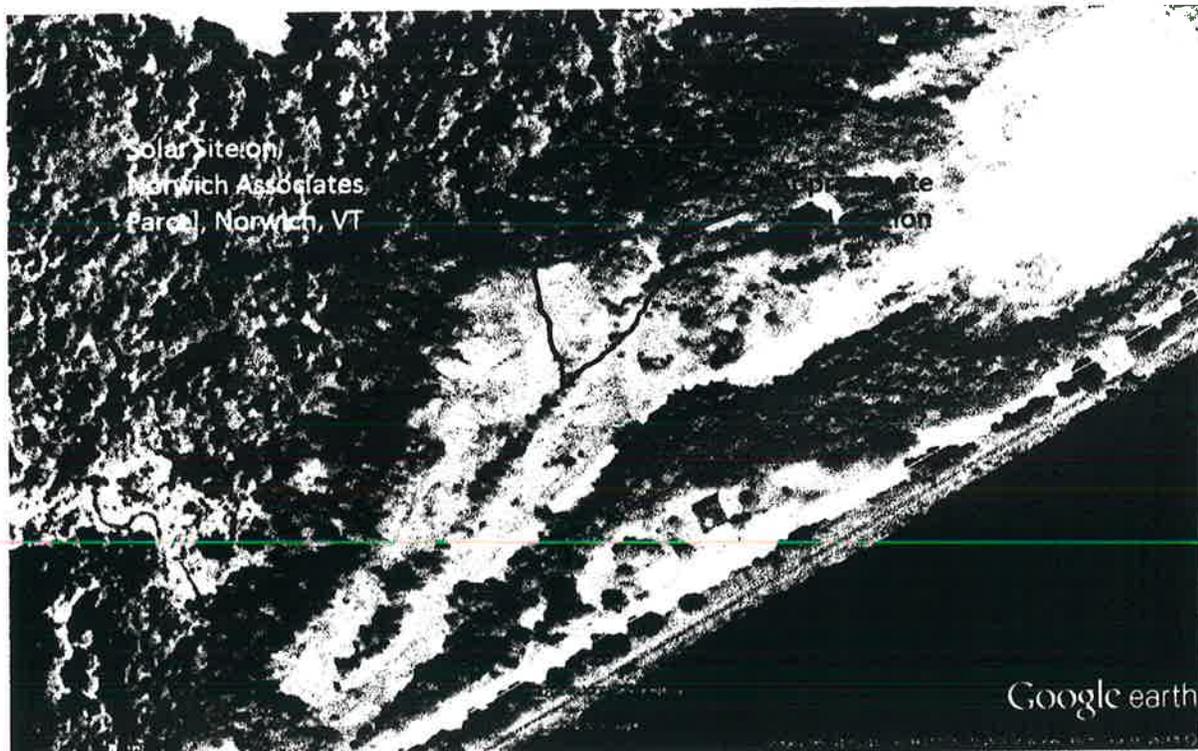


Exhibit B

Allocation Instructions

Service Provider will instruct the Utility to allocate the kWh of electricity generated by the System and fed back to the distribution system (in excess of the electricity used by the System) to the Meters as follows:

Service Account Name: Town of Norwich (Tracy Hall)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 3496600000
Amount of Net Metering Credit: 21.8%

Service Account Name: Town of Norwich (Police Station)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 7096600000
Amount of Net Metering Credit: 10.0%

Service Account Name: Town of Norwich (Town Garage)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 469500000
Amount of Net Metering Credit: 5.5%

Service Account Name: Town of Norwich (Transfer Station)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 1469500000
Amount of Net Metering Credit: 2.3%

Service Account Name: Town of Norwich (Bandstand)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 9572600000
Amount of Net Metering Credit: 0.5%

Norwich Group Net Metering Agreement
Page 14 of 15

Service Account Name: Town of Norwich (Beaver Meadow Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 2496600000
Amount of Net Metering Credit: 0.4%

Service Account Name: Town of Norwich (Church Street Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 5572600000
Amount of Net Metering Credit: 0.5%

Service Account Name: Town of Norwich (Main Street Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 4572600000
Amount of Net Metering Credit: 1.0%

Service Account Name: Town of Norwich (Route 10A Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 6572600000
Amount of Net Metering Credit: 0.5%

Service Account Name: Town of Norwich (Turnpike Road Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 7572600000
Amount of Net Metering Credit: 0.5%

Service Account Name: Town of Norwich (Union Village Speed Sign)
Billing Address: 300 Main Street, PO Box 376, Norwich VT 05055
Account number: 8572600000
Amount of Net Metering Credit: 0.5%

Exhibit C

Service Price

For each Billing Period, the Customer shall pay to Service Provider a Service Fee equal to ninety-two point nine percent (92.9%) of the monetary value of the Net Metering Credits credited, allocated or otherwise applied to the Utility bills, accounts or charges for the Customer Meters. For example, if the Facility produces 1000 kWh during a Billing Period that is allocated to the Customer Meters and results in Net Metering Credits of \$206 (1000 kWh x \$0.206), then the Customer would pay \$191.37 in Services Fees to the Service Provider. The Service Fee shall be the sole amount due or payable by Customer for any Services rendered to Customer or otherwise performed by Service Provider hereunder.

Initial Estimated Monthly Service Price: The initial "Estimated Monthly Service Price" shall be \$1,704.10 provided, however that on each one year anniversary date of the Commissioning Date, the Parties shall agree to adjust the Estimated Monthly Service Price for the next twelve (12) months of the Term to reflect the actual historical production of the Facility and the actual retail power rate plus any adder or adjuster for solar or other renewable energy applicable to power produced by the Facility then in effect.

Annual Audit and Reconciliation: On the annual anniversary of the Commissioning Date, Service Provider shall review actual annual System Output, and actual Net Metering Credits applied to Customer's service account by the Utility. Service Provider shall issue a one-time reimbursement or invoice to Customer for the difference within forty five (45) days of the annual anniversary.

7

Herb Durfee

From: Joseph McLean <jmclean@firm SPF.com>
Sent: Monday, March 29, 2021 9:09 AM
To: Herb Durfee
Subject: FW: Signature page for First Amendment to GNMA
Attachments: Signature page First Amendment GNMA Norwich Solaflect.pdf

Hi Herb: I am forwarding the amended net metering agreement with Solaflect, which has been executed by Bill Bender. It is appropriate for the Selectboard to approve the amendment at this time, and for a duly authorized agent of the Town to execute the same.

Please let me know if you have questions.

Thank you,

Joseph S. McLean, Esq.
Stitzel, Page & Fletcher, P.C.
PO Box 1507
171 Battery Street
Burlington, VT 05401-1507
Phone 802-660-2555
Fax 802-660-9119
www.firm SPF.com

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In accordance with IRS Circular 230, we inform you that any tax advice contained in this communication was not written or intended to be used, and cannot be used, for the purpose of avoiding penalties under the Internal Revenue Code, or promoting, marketing or recommending to another person any transaction or matter addressed in this communication.

From: Bill Bender <bbender@solaflect.com>
Sent: Sunday, March 28, 2021 6:14 PM
To: Joseph McLean <jmclean@firm SPF.com>; Dave Gurtman <dgurtman@DINSE.COM>
Subject: Signature page for First Amendment to GNMA

Hi Joe and Dave,

Please find attached a signed signature page for the Norwich-Solaflect First Amendment. Thanks for your efforts on this.

Best regards,

Bill

Bill Bender

President
Solaflect Energy

bbender@solaflect.com

Tel: 802-649-3700

Cell: 802-522-0702

www.solaflect.com

**FIRST AMENDMENT TO GROUP NET METERING AGREEMENT
TOWN OF NORWICH, VT**

This First Amendment to Group Net Metering Agreement (the "Amendment") is entered into as of the ___ day of March, 2021, by and between Solaflect Energy, LLC ("Service Provider") and the Town of Norwich ("Customer"). Service Provider and Customer are referred to collectively as the "Parties" and each individually as a "Party".

Whereas, Service Provider and Customer entered into that certain Group Net Metering Agreement dated September 10, 2013 (the "Net Metering Agreement").

Whereas, pursuant to Section 15 of the Net Metering Agreement, the Service Provider and Customer hereby agree to amend the Net Metering Agreement by mutual written consent.

Now therefore, in consideration of the payment of ten dollars (\$10.00) by Service Provider to Customer, and of the mutual covenants and agreements herein contained, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Service Provider and Customer agree as follows:

1. The Notice address of Service Provider is hereby amended to: 326 Main Street, Suite 4, Norwich, VT 05055.
2. The Parties hereby agree to delete in its entirety Section 9(d) Customer Purchase Option from the Net Metering Agreement.
3. The parties hereby agree that **Exhibit A** of the Net Metering Agreement is hereby deleted in its entirety and replaced with the following:

Exhibit A
Description of Solar Generation Facility

187.7 kW DC; 150 kW AC solar field in Lunenburg, VT 05096. The Town of Norwich receives 32.44445% of the net metering credits from this field.

187 kW DC; 150 kW AC solar field in St. Johnsbury, VT 05819. The Town of Norwich receives 26.2195% of the net metering credits from this field.

All references to the "Facility" in the Net Metering Agreement shall now refer to the facilities described in this Exhibit A.

4. For clarity, all references in the Net Metering Agreement to (i) “recitals” or “background” shall refer to the “Background” section of the Net Metering Agreement and (ii) the Vermont Public Service Board shall refer to the Vermont Public Utility Commission.
5. Except as amended herein, all other terms and conditions of the Net Metering Agreement shall remain unchanged and in full force and effect. If there is any conflict between the terms of this Amendment and any terms in the Net Metering Agreement, the terms of this Amendment shall prevail.
6. This Amendment may be executed in multiple counterparts, each of which shall be constitute an original, and all of which shall constitute a fully-executed Amendment. Transmittal and receipt of a facsimile or emailed copy of this Amendment with facsimile or scanned and emailed signature(s) shall be binding on the parties hereto.

[signature page on following page]

Norwich Group Net Metering Agreement
Page 3 of 3

IN WITNESS WHEREOF the parties do hereby execute this Agreement as of the date first written above.

CUSTOMER:
Town of Norwich

Witness

By: _____
Name:
Title:
Its Duly Authorized Agent

SERVICE PROVIDER:
Solaflect Energy LLC


Witness

By: William Bender
Name:
Title:
Its Duly Authorized Agent

Buildings & Grounds - Projects:										
Energy / Fossil Fuel Reduction:										
Tracy Hall										
NFD Apparatus Building	Borrowing	trail analy	\$	-	\$ -	\$ 2,055,000	\$ -	\$ -	\$ -	\$ -
Highway Garage										
Tracy Hall - Generator Replacement (Cost subject to Energy and related sizing)	Generator Fund		\$	-	\$ 49,095	\$ -	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Generator Replacement, Using Former DPS Unit	Generator Fund (May occur in FYE 2021)		\$	-	\$ 7,671	\$ -	\$ -	\$ -	\$ -	\$ -
Tracy Hall - Replace Underground Fuel Storage Tank (Subject to Energy)	Appropriation (i.e., operational budget)		\$	-	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Tracy Hall - Boiler Replacement (Subject to Energy)	Appropriation (i.e., operational budget)		\$	-	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Create Aggregate Storage Bins	Appropriation (i.e., operational budget)		\$	-	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Break Room Appurtenances	Highway Garage Fund		\$	-	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Station - Projects:										
Transfer Station Building	Appropriation (i.e., operational budget)		\$	-	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation:										
Pedestrian Bridge Across Blood Brook to Huntley-Meadow Rec. Fields	100% Fundraising / Grants / Donat. Time		\$	-	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Huntley-Meadow Tennis Courts - Complete Renovation	Borrowing (Grant(s) / Tennis Court Fund)		\$	-	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
"Side-by-Side", Used (Uses: Trails; X-C Skiing; First Responder)	100% Fundr. / Donation (Maybe FYE '21)		\$	-	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Police Department:										
Vehicles (assumes 5/6yr rotation):										
EQ1	Police Cruiser Fund (Lease Option)		\$13K/yr into Cruiser Fund	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,316
EQ2 (phasing out; run for balance of useful life)	Police Cruiser Fund		\$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQ3 (Note this is the vehicle authorized in FYE 2020)	Police Cruiser Fund		\$13K/yr into Cruiser Fund	\$ -	\$ -	\$ -	\$ 66,964	\$ -	\$ -	\$ -
EQ4	Police Cruiser Fund (Lease Option)		\$13K/yr into Cruiser Fund	\$ -	\$ -	\$ -	\$ -	\$ 67,640	\$ -	\$ -
Equipment:										
Special Equipment:										
Ballistic Vests	USDOJ Grant (\$3,000)/Equip. Fund (\$3,000)		\$520/yr into Equip. Fund	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -
Camera / Audio System - Car/Body Units (4)	Appropriation (i.e., operational budget)		\$	-	\$ 40,000					
Firearms (Handguns & Long Guns)	Special Equipment Fund		\$500/yr into Equip. Fund	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -
Radios (Portable & Desktop)	Special Equipment Fund		\$1,700/yr into Equip. Fund	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Tactical Gear (e.g., Shield & Semi-Universal Helmet), 1 set/cruiser - TBD	PACIF Equip. Grant (50%) / Match (50%)		\$	-	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
IT Equipment:										
Computers (MDT's & Peripherals)	Special Equip. (MDT's)/Gen'l Adm. (Office)		\$4K/yr into Equip Fund	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -
Behavioral Safety:										
Preliminary Breath Test (PBT) Meters	Behavioral Safety Unit Grant/Equip Fund		\$500/yr into Equip Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RADAR/LIDAR (Handheld)	Behavioral Safety Unit Grant/Equip Fund		\$1,200/yr into Equip Fund	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -
Speed Signs (Driver Feedback Units)	Behavioral Safety Unit Grant/Equip Fund	5-to addre	\$400/yr into Equip Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Department:										
Vehicles:										
Engine #2	Fire Apparatus Fund		New Approps for App Fund	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ladder #1	Fire Apparatus Fund		New Approps for App Fund	\$ -	\$ -	\$ -	\$ -	\$ 441,632	\$ -	\$ -
Car #1	Fire Apparatus Fund		New Approps for App Fund	\$ -	\$ -	\$ 37,142	\$ -	\$ -	\$ -	\$ -
Equipment:										
SCBA Package	Fire Equipment Fund		New Approps for Eq Fund	\$ -	\$ 137,915	\$ -	\$ -	\$ -	\$ -	\$ -
SCBA Cylinders	Fire Equipment Fund		New Approps for Eq Fund	\$ 5,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fire Personal Protective Equipment (PPE)	Fire Equipment Fund		New Approps for Eq Fund	\$ 9,364	\$ 6,551	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338
Auto Extraction Tool	Fire Equipment Fund		New Approps for Eq Fund	\$ 16,646	\$ 6,377	\$ -	\$ -	\$ -	\$ -
Total, Capital Project Expense				\$ 2,296,235	\$ 2,794,243	\$ 1,009,304	\$ 1,073,917	\$ 964,407	\$ 1,196,670
Anticipated New Debt Serve (Borrowing & Lease Option Payment Resulting from Capital Projects)				\$ -	\$ 48,500	\$ 222,000	\$ 246,000	\$ 313,600	\$ 313,600
Sources of Revenue:									
Grants:									
US Tennis Association				\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Bicycle & Pedestrian Grant Program				\$ -	\$ 80,000	\$ 568,000	\$ -	\$ -	\$ -
Vtrans - Structures (80% grant/20% local)				\$ 240,000	\$ 28,800	\$ -	\$ -	\$ 120,000	\$ 560,000
Vtrans - Paving (80% grant/20% local)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Transportation Alternatives Program (TAP) (80% grant / 20% local)				\$ 390,114	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Grants In Aid				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Better Roads				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VLCT-PACIF Equipment Grants (50% grant/50% local)				\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -
Womens' Club Grant				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
US DOJ (Ballistic Vest Grant = 50% grant / 50% local)				\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -
Behavioral Safety Unit Grant (50% grant / 50% local)				\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -
VT Dept Public Safety				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Borrowing/Leasing:									
Borrowing				\$ 150,000	\$ 2,370,000	\$ -	\$ 500,000	\$ -	\$ -
Leasing				\$ 167,461	\$ -	\$ 120,420	\$ 168,016	\$ -	\$ -
Designated Funds:									
Highway Equipment Fund				\$ 25,000	\$ -	\$ 26,000	\$ -	\$ 47,000	\$ 168,016
Buildings & Grounds Equipment Fund				\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Station Equipment Fund				\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Highway Paving Fund				\$ 243,000	\$ -	\$ -	\$ 317,000	\$ 248,000	\$ 250,000
Highway Bridges Fund				\$ -	\$ -	\$ 100,000	\$ -	\$ 30,000	\$ 140,000
Highway Garage Fund				\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Generators Fund				\$ 56,766	\$ -	\$ -	\$ -	\$ -	\$ -
Police Cruiser Fund				\$ 65,000	\$ -	\$ -	\$ 66,964	\$ 67,640	\$ 68,316
Police Special Equipment Fund				\$ -	\$ 15,000	\$ -	\$ 12,000	\$ -	\$ -
General Administration Fund				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Apparatus Fund				\$ 550,000	\$ -	\$ 37,142	\$ -	\$ 441,632	\$ -
Fire Equipment Fund				\$ 26,010	\$ 12,928	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338
Fees (Registration, User Fees, Etc.)									
Recreation Registration Fees				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations/Fund-Raising				\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total, Off-Setting "Revenue"				\$ 2,090,851	\$ 2,552,928	\$ 864,304	\$ 1,073,917	\$ 964,407	\$ 1,196,670
Total, Budget Amount Required				\$ 205,384	\$ 289,815	\$ 367,000	\$ 246,000	\$ 313,600	\$ 313,600

If Tracy Hall Energy Project, then delete \$75,000 for boiler/underground tank

Total

\$ (75,000)

\$ 214,815

Memo

To: Selectboard, Town Manager

From: Roger Arnold

April 9, 2021

Re: High-level goals for Selectboard planning, a working draft

Short-Term Goals (2021)

Ensure that the Town is a position to understand and receive COVID stimulus funding opportunities from State and Federal governments. Learn from non-profit groups what gaps in services existed in the face of the Coronavirus, and how the Town can collectively work to address those gaps, if needed.

Identify and support opportunities where Department growth is needed and desired, particularly within the Town's Recreation department.

Support the Town Manager's Office in creating an Organizational / Personnel Plan or any other kind of operational planning that might best plan or audit the town's current and future human resource functions and needs. Any plan would be strictly for planning purposes and will not be considered a regulatory document.

Write an RFP for strategic planning that sets a clear path for long-term community and economic development. Any RFP should determine and place Norwich's unique and particular opportunities within the context of wider regional problems and take its direction from the Adopted Town Plan.

Create a master list of key documents in support of an asset inventory and ensure they reflect the latest asset information. Determine any additional informational documents that will be required to **adopt a capital improvement plan**

Continue to hear reports and **affirm (or not) the work plans of the Town's ad-hoc committees:** Childcare Committee and Article 36 Task Force. Be prepared to possibly adopt their recommendations.

Revise Town of Norwich Personnel Policies with incorporation of changes from Town Manager as needed, in consultation with Town Attorney.

Rewrite the Town of Norwich Animal Control Ordinance in collaboration with key stakeholders and with a defined mode for public participation

Identify a scope of work for addressing accessibility, poverty, equity, accountability, and inclusion in Town of Norwich operations. Find ways to celebrate difference.

Ensure that the Town Plan Action items are completed, as appropriate.

S.W.O.T. MATRIX -- Calloway

	HELPFUL (for your objective)	HARMFUL (for your objective)
INTERNAL (within organization)	<p>STRENGTHS:</p> <ul style="list-style-type: none"> Physical appearance of a small Vermont town Protected valuable open spaces for community use e.g. Huntley & the Good library Successful recycling/waste system Successful recreation program Working Police and Fire Protection Sufficient number of residents to provide a strong tax base <p>S</p>	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> Lack of obvious processes to identify problems and projects Lack of articulated methodology to solve problems Lack of multi-faceted approaches to problems Lack of SB oversight comms. to ensure coordinated effort for identified Insufficient change of comms & SB to ensure diversity of thought/talent Lack of targeted elementary school septic solution Increasing taxes which push out existing residents <p>W</p>
EXTERNAL (outside organization)	<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> Proximity to good secondary education Proximity to good health care Distinct community different from those around us which are more urban Surrounded by rural views which attract active, health-conscious people Consistent Vermont image and ethic Proximity to the river corridor Dan & Whit's as a pillar and example of the community <p>O</p>	<p>THREATS:</p> <ul style="list-style-type: none"> Development which could worsen pre-existing flood propensity Efforts to erase the rural distinction between Norwich & adjacent towns Lack of affordable housing for all age groups Development of 'block' housing inconsistent with rural aesthetic Duplication of apartment housing being built in neighboring <p>T</p>

To: Selectboard members, Town Manager

From: Claudette Brochu

Date: April 7, 2021

Subject: Goals for FY 2021/22 and CBP priorities for FY2022

One struggle in determining goals for any year is the lack of a Strategic Plan upon which those goals are developed. Similarly, rank ordering a Capital Budget and Plan is also problematic. There is the risk that any short-term goals identified may not support a yet to be developed Strategic Plan. Given that risk, I am looking at specific, measurable and achievable goals for the next 6-12 months. Because we will be receiving formal reports on the status of culverts, bridges, sidewalks, and roadways none of my goals will address these topics.

Goal #1: Hire a full time Finance Officer. Begin advertisements by May 1, 2021 with the goal to have a Finance Officer in place by August 2021, if not sooner.

Goal #2: Upgrade IT moving as much into the Cloud as possible. The danger here is that work done on IT upgrades may conflict with Goal #3, especially if wiring/cabling is required. However, the need to upgrade as soon as possible necessitates the risk.

Goal #3: Perform audit on Tracy Hall to determine status of the building including HVAC and use of space. Include proposals for “fixes” with costs and potential energy and GHG savings. Consider the feasibility of having an article on the next Town Meeting warrant to have the Town vote on any proposal.

Goal #4: Complete Master Financial Policies, Personnel Policy revisions. Review other policies for scheduled revisions.

Goal #5: Develop a 5 year Strategic Plan. Include all stakeholders including residents, employees, the school district, etc. The goal would be to have this completed by the end of summer so that an Operational Plan could be developed in time for budget considerations including CBP.

Goal #6: Assign board members as liaisons to town committees and commissions and have a report from liaison each month.

Goal #7: Obtain a new, formal ISO report to help guide Fire Department appropriations and expenditures.

While we await the reports on the status of roads, bridges, sidewalks, etc., I believe we need to continue to invest in maintaining what we have while considering what makes sense to replace. Absent a Strategic Plan and Operational Plan, this is a difficult task. What vehicles and/or equipment are critical in maintaining service to residents? What services are critical? I also believe that until we receive these reports, short term capital spending should be limited (even if approved in the FY22 budget) to mission critical expenditures. In examining the FY22 CBP, there is little in supporting documentation other than the recommendation of various department heads. At what point do repair costs suggest the acquisition of new equipment would offset the ongoing costs of repairs? There is little analysis. The current CBP asks that the criteria used to determine the CBP:

- 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.

Absent an overall Strategic Plan, my priorities for the next 6-12 months are focused on repair of the Rt 132 culvert replacement, the Tigertown Rd culvert replacement, Tracy Hall overall assessment, and possible Freightliner 2010 truck

replacement. My concern with equipment replacement is the lack of data on costs of repairs versus benefit of replacement versus retirement of the equipment. The lack of a Strategic Plan makes further prioritization impossible.

I await other board members assessments.

Town of Norwich, VT
Capital Budget & Program - FYE 2022 - 2027 (July 1 through June 30)

Department:	Source(s) of Funding:	Brochu ranking	New Impact on Operational Expenditures (\$):	Fiscal Year, Ending June 30					
				* FOR PLANNING PURPOSES ONLY *					
				Capital Budget 2022	Capital Program #1 2023	Capital Program #2 2024	Capital Program #3 2025	Capital Program #4 2026	Capital Program #5 2027
DPW:									
Highways - Equipment:									
2010 Freightliner Dump Truck w/2006 Body (Truck 4), Replace	Lease Option	4	\$33.5K/yr for 5 yrs	\$ 167,461	\$ -	\$ -	\$ -	\$ -	\$ -
1981 Tank Truck (Truck 3), Replace w/Used	Highway Equipment Fund		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
2004 Caterpillar 143H Grader (Grader #1), Replace	Borrowing		\$31.5K/yr for 10 yrs	\$ -	\$ 315,000	\$ -	\$ -	\$ -	\$ -
2007 Holder Sidewalk Tractor, Replace	Lease Option		\$24K/yr for 5 yrs	\$ -	\$ -	\$ 120,420	\$ -	\$ -	\$ -
1989 2WD Pickup (Truck 13), Replace	Highway Equipment Fund		\$ -	\$ -	\$ -	\$ 26,000	\$ -	\$ -	\$ -
2012 Freightliner Dump Truck (Truck 8), Replace	Lease Option		\$33.6K/yr for 5 yrs	\$ -	\$ -	\$ -	\$ 168,016	\$ -	\$ -
1995 Brush Bandit 90 Woodchipper, Replace	Highway Equipment Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 47,000	\$ -
2015 Freightliner Dump Truck (Truck #5), Replace	Highway Equipment Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 168,016
Buildings & Grounds - Equipment:									
Riding Mower w/Bagger & Cart	Bldgs & Grounds Equipment Fund		\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Station - Equipment:									
Compactor replacement	TS Equip. Fund / Budget		\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Highways - Projects:									
Rte 132 - Reclaim & Pave 1 Mile (Twin State S&G Estimate)	Paving Fund (Vtrans Paving Grant)		\$ -	\$ 243,000	\$ -	\$ -	\$ -	\$ -	\$ -
Beaver Meadow Rd - Reclaim & Pave, inc sidewalk, curb, drainage (Main St to Brigham Hill Rd) - Engineering Phase	Vtrans Bicycle & Ped. Grant Program (80% grant / 20% local) (Est. subject to Scop.)		\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Beaver Meadow Rd - Reclaim & Pave, inc sidewalk, curb, drainage (Main St to Brigham Hill Rd) - Construction Phase (Twin State S&G Estimate)	Vtrans Bicycle & Ped. Grant Program (80% grant / 20% local) (Est. subject to Scop.)		\$ -	\$ -	\$ -	\$ 710,000	\$ -	\$ -	\$ -
Beaver Meadow Rd - Shim/Overlay (from Brigham Hill Rd out 2.5 miles)	Paving Fund (Vtrans Paving Grant)		\$ -	\$ -	\$ -	\$ -	\$ 317,000	\$ -	\$ -
Beaver Meadow Rd - Shim/Overlay (from previous end to Sharon border)	Paving Fund (Vtrans Paving Grant)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 248,000	\$ -
Pave Steep Hills Currently Gravel (Tucker Hill Rd, Tilden Hill Rd, Blood Hill Rd east, and Bragg Hill Rd - beginning Dutton east, Bowen Rd)	Paving Fund (Vtrans Paving Grant)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Bridges - Projects:									
Bridge Inventory - Bridges/Culverts >5' (RFQ Engineer. Cost - Stantec Est.)	Appropriation (but to be offset by extra year's state aid re: Structures Grant \$)		\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -	\$ -
Tigertown Rd Box Culverts (2) - Construction and Construct. Admin./Inspect.	Vtrans Trans. Alterns. Grant (80% grant / 20% local) - Refer, also, to Operat. Budget	2	\$ -	\$ 487,643	\$ -	\$ -	\$ -	\$ -	\$ -
Rte 132 Bridge Construction (Stantec Est.)	Vtrans Structs. Grant / Budget (80% grant / 20% local). If avail. May have to shift out.	1	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Chapel Hill Rd South Bridge - Abutment Repair	Vtrans Structs. Grant / Budget (80% grant / 20% local)		\$ -	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -
Elm St Bridge - Design	Highway Bridges Fund		\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Elm St Bridge - Construction	Bond (assumes no Vtrans Struct. Grant)		\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Beaver Meadow Rd Bridge No. 39 - Design	Vtrans Structs. Grant / Bridge Fund (80% grant / 20% local)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Beaver Meadow Rd Bridge No. 39 - Construction	Vtrans Structs. Grant / Bridge Fund (80% grant / 20% local)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000
Buildings & Grounds - Projects:									
Energy / Fossil Fuel Reduction:									
Tracy Hall	Borrowing	3 but overall analysis of TH	\$ -	\$ -	\$ 2,055,000	\$ -	\$ -	\$ -	\$ -
NFD Apparatus Building			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Highway Garage			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tracy Hall - Generator Replacement (Cost subject to Energy and related sizing)	Generator Fund		\$ -	\$ 49,095	\$ -	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Generator Replacement, Using Former DPS Unit	Generator Fund (May occur in FYE 2021)		\$ -	\$ 7,671	\$ -	\$ -	\$ -	\$ -	\$ -
Tracy Hall - Replace Underground Fuel Storage Tank (Subject to Energy)	Appropriation (i.e., operational budget)		\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -
Tracy Hall - Boiler Replacement (Subject to Energy)	Appropriation (i.e., operational budget)		\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Create Aggregate Storage Bins	Appropriation (i.e., operational budget)		\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
DPW (Highway Garage) - Break Room Appurtenances	Highway Garage Fund		\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Station - Projects:									
Transfer Station Building	Appropriation (i.e., operational budget)		\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation:									
Pedestrian Bridge Across Blood Brook to Huntley-Meadow Rec. Fields	100% Fundraising / Grants / Donat. Time		\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Huntley-Meadow Tennis Courts - Complete Renovation	Borrowing (Grant(s) / Tennis Court Fund)		\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -

**Town of Norwich, VT
Capital Budget & Program - FYE 2022 - 2027 (July 1 through June 30)**

Department:	Source(s) of Funding:	Brochu ranking	New Impact on Operational Expenditures (\$):	Fiscal Year, Ending June 30						
				Capital Budget 2022	* FOR PLANNING PURPOSES ONLY *					
					Capital Program #1 2023	Capital Program #2 2024	Capital Program #3 2025	Capital Program #4 2026	Capital Program #5 2027	
"Side-by-Side", Used (Uses: Trails; X-C Skiing; First Responder)	100% Fundr. / Donation (Maybe FYE '21)		\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Police Department:										
Vehicles (assumes 5/6yr rotation):										
EQ1	Police Cruiser Fund (Lease Option)		\$13K/yr into Cruiser Fund	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,316
EQ2 (phasing out; run for balance of useful life)	Police Cruiser Fund		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EQ3 (Note this is the vehicle authorized in FYE 2020)	Police Cruiser Fund		\$13K/yr into Cruiser Fund	\$ -	\$ -	\$ -	\$ 66,964	\$ -	\$ -	\$ -
EQ4	Police Cruiser Fund (Lease Option)		\$13K/yr into Cruiser Fund	\$ -	\$ -	\$ -	\$ -	\$ 67,640	\$ -	\$ -
Equipment:										
Special Equipment:										
Ballistic Vests	USDOJ Grant (\$3,000)/Equip. Fund (\$3,000)		\$520/yr into Equip. Fund	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -	\$ -
Camera / Audio System - Car/Body Units (4)	Appropriation (i.e., operational budget)		\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Firearms (Handguns & Long Guns)	Special Equipment Fund		\$500/yr into Equip. Fund	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -
Radios (Portable & Desktop)	Special Equipment Fund		\$1,700/yr into Equip. Fund	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Tactical Gear (e.g., Shield & Semi-Universal Helmet), 1 set/cruiser - TBD	PACIF Equip. Grant (50%) / Match (50%)		\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT Equipment:										
Computers (MDT's & Peripherals)	Special Equip. (MDT's)/Gen'l Adm. (Office)		\$4K/yr into Equip Fund	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -	\$ -
Behavioral Safety:										
Preliminary Breath Test (PBT) Meters	Behavioral Safety Unit Grant/Equip Fund		\$500/yr into Equip Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RADAR/LIDAR (Handheld)	Behavioral Safety Unit Grant/Equip Fund		\$1,200/yr into Equip Fund	\$ -	\$ 2,400	\$ -	\$ -	\$ -	\$ -	\$ -
Speed Signs (Driver Feedback Units)	Behavioral Safety Unit Grant/Equip Fund	5-to address speeding issues	\$400/yr into Equip Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Department:										
Vehicles:										
Engine #2	Fire Apparatus Fund		New Approps for App Fund	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ladder #1	Fire Apparatus Fund		New Approps for App Fund	\$ -	\$ -	\$ -	\$ -	\$ 441,632	\$ -	\$ -
Car #1	Fire Apparatus Fund		New Approps for App Fund	\$ -	\$ -	\$ 37,142	\$ -	\$ -	\$ -	\$ -
Equipment:										
SCBA Package	Fire Equipment Fund		New Approps for Eq Fund	\$ -	\$ 137,915	\$ -	\$ -	\$ -	\$ -	\$ -
SCBA Cylinders	Fire Equipment Fund		New Approps for Eq Fund	\$ 5,355	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Personal Protective Equipment (PPE)	Fire Equipment Fund		New Approps for Eq Fund	\$ 9,364	\$ 6,551	\$ 9,742	\$ 9,937	\$ 10,335	\$ 10,338	\$ -
Auto Extraction Tool	Fire Equipment Fund		New Approps for Eq Fund	\$ 16,646	\$ 6,377	\$ -	\$ -	\$ -	\$ -	\$ -
Total, Capital Project Expense				\$ 2,296,235	\$ 2,794,243	\$ 1,009,304	\$ 1,073,917	\$ 964,407	\$ 1,196,670	
Anticipated New Debt Serve (Borrowing & Lease Option Payment Resulting from Capital Projects)				\$ -	\$ 48,500	\$ 222,000	\$ 246,000	\$ 313,600	\$ 313,600	
Sources of Revenue:										
Grants:										
US Tennis Association				\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Bicycle & Pedestrian Grant Program				\$ -	\$ 80,000	\$ 568,000	\$ -	\$ -	\$ -	\$ -
Vtrans - Structures (80% grant/20% local)				\$ 240,000	\$ 28,300	\$ -	\$ -	\$ 120,000	\$ 560,000	\$ -
Vtrans - Paving (80% grant/20% local)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Transportation Alternatives Program (TAP) (80% grant / 20% local)				\$ 390,114	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Grants in Aid				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vtrans - Better Roads				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VLCT-PACIF Equipment Grants (50% grant/50% local)				\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Womens' Club Grant				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
US DOJ (Ballistic Vest Grant = 50% grant / 50% local)				\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -
Behavioral Safety Unit Grant (50% grant / 50% local)				\$ -	\$ 1,200	\$ -	\$ -	\$ -	\$ -	\$ -
VT Dept Public Safety				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Borrowing/Leasing:										
Borrowing				\$ 150,000	\$ 2,370,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Leasing				\$ 167,461	\$ -	\$ 120,420	\$ 168,016	\$ -	\$ -	\$ -
Designated Funds:										
Highway Equipment Fund				\$ 25,000	\$ -	\$ 26,000	\$ -	\$ 47,000	\$ 168,016	\$ -
Buildings & Grounds Equipment Fund				\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Town of Norwich, VT
Capital Budget & Program - FYE 2022 - 2027 (July 1 through June 30)

Department:	Source(s) of Funding:	Brochu ranking	New Impact on Operational Expenditures (\$):	Fiscal Year, Ending June 30					
				* FOR PLANNING PURPOSES ONLY *					
				Capital Budget 2022	Capital Program #1 2023	Capital Program #2 2024	Capital Program #3 2025	Capital Program #4 2026	Capital Program #5 2027
Transfer Station Equipment Fund				\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Highway Paving Fund				\$ 243,000	\$ -	\$ -	\$ 317,000	\$ 248,000	\$ 250,000
Highway Bridges Fund				\$ -	\$ -	\$ 100,000	\$ -	\$ 30,000	\$ 140,000
Highway Garage Fund				\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Generators Fund				\$ 56,766	\$ -	\$ -	\$ -	\$ -	\$ -
Police Cruiser Fund				\$ 65,000	\$ -	\$ -	\$ 66,964	\$ 67,640	\$ 68,316
Police Special Equipment Fund				\$ -	\$ 15,000	\$ -	\$ 12,000	\$ -	\$ -
General Administration Fund				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Apparatus Fund				\$ 550,000	\$ -	\$ 37,142	\$ -	\$ 441,632	\$ -
Fire Equipment Fund				\$ 26,010	\$ 12,928	\$ 9,742	\$ 9,937	\$ 10,135	\$ 10,338
Fees (Registration, User Fees, Etc.)									
Recreation Registration Fees				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Donations/Fund-Raising				\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
Total, Off-Setting "Revenue"				\$ 2,090,851	\$ 2,552,928	\$ 864,304	\$ 1,073,917	\$ 964,407	\$ 1,196,670
Total, Budget Amount Required				\$ 205,384	\$ 289,815	\$ 367,000	\$ 246,000	\$ 313,600	\$ 313,600

If Tracy Hall Energy Project, then delete \$75,000 for boiler/underground tank
Total

\$ (75,000)
\$ 214,815

The following is my SWOT analysis. This was developed in response to Roger's request that we think about what the board/Town does well and what can be improved.

Strengths:

- Strong sense of community
- Strong community involvement
- Influx of state/federal funds

Weaknesses:

- "Us vs them" sentiment
- Too much time spent on reacting versus being proactive
- Outdated processes and policies
- No overall vision

Opportunities:

- Develop 5 year plan
- Improve overall infrastructure
- Decrease GHG emissions
- Determine a policing plan for the town

Threats:

- No Finance Officer
- Increase in income disparity
- Poor IT infrastructure
- Mismatch between TM and other officials' vision and citizen vision
- Emerald Ash borer

cb/3-31-21

(document from Claudette Brochu)

**MEMORANDUM OF UNDERSTANDING
Norwich Selectboard and Norwich School Board
Regarding the Norwich and Dresden Finance Committees**

This Memorandum of Understanding (the "MOU") is entered into between the Selectboard of the Town of Norwich, Vermont (the "Selectboard") and the Norwich, Vermont School Board (the "School Board" and together with the Selectboard, the "Boards") as of the Effective Date hereof;

WHEREAS, a prior version of this MOU was terminated by the Selectboard in 2018;

WHEREAS, the Selectboard and the School Board concur in the reconstitution of the Dresden Finance Committee as established by those certain **Articles of Agreement between Hanover and Norwich** in Accordance with New Hampshire-Vermont Interstate School Compact (New Hampshire Revised Statutes Annotated, Chapter 200-B), dated [DATE], 2002 (the "DFC"); and

WHEREAS, the Selectboard and the School Board desire to memorialize the terms of this arrangement, by which Norwich members of the Norwich Finance Committee (NFC) are to be appointed.

NOW THEREFORE BE IT AGREED by the Selectboard and the School Board as follows:

1. The Norwich Finance Committee shall have a charge, which is attached and identified as Exhibit A, by which Norwich is permitted to appoint up to five members, who would then be joined with the Town of Hanover's Finance Committee to form the Dresden Finance Committee, with staggered terms so as to ensure continuity.
2. Members on the committee shall include terms of three years for three members and two years for two members.
3. The Boards will jointly appoint Norwich's members to the NFC by the following process:
 - a. The Norwich Town Manager's Office will advertise vacancies.
 - b. The two Boards, meeting separately or in joint session will interview candidates in a public, duly-warned meeting. Each Board, voting separately and by majority, shall nominate candidates for consideration by the other Board.
 - c. A majority vote of the concurring Board shall ratify a nomination from the other Board.
4. Persons nominated to the NFC hereunder shall be subject to all Town of Norwich policies applicable to "Town Officials" as well as to School Board policies applicable to members of committees thereof.
5. The Selectboard and the School Board shall each appoint one of their members as liaisons to the committee each year.
6. The Effective Date of this MOU shall be the date on which it is ratified by both Boards.

NORWICH FINANCE COMMITTEE

Adopted by the **Norwich Selectboard** on this ____th day of October, 2020:

Claudette Brochu, Chair

Roger Arnold, Vice Chair

Robert Gere

Mary Layton

John Langhus

Adopted by the **Norwich School Board** on this ____ day of October, 2020:

Tom Candon, Chair

Kelley Hersey, Vice Chair

Lisa Christie, Secretary

Garrett Palm

Neil Odell

Local Emergency Management Plan Municipal Adoption Form

10

**Town of Norwich
300 Main Street
Norwich, VT 05055**

The Local Emergency Management Plan (LEMP) must be (re)adopted annually, after town meeting day, and submitted to the appropriate Regional Planning Commission (RPC) by May 1st.

At a warned public meeting (regular selectboard/city council meeting), the municipality adopted the Local Emergency Management Plan (LEMP) on the date shown at right.

At a warned public meeting (regular selectboard/city council meeting), the municipality adopted the National Incident Management System (NIMS) on the date shown at right.

If Vermont Emergency Management needs to contact municipal leaders to determine status and support requirements during an emergency, the Emergency Management Director (EMD) and two other local Points Of Contact (POCs) who should have authoritative local information are listed at right.

Municipality	Town of Norwich
LEMP Adoption Date	April 14, 2021
NIMS Adoption Date	April 14, 2021
EMD Name	Herbert A. Durfee, III
Position	EMD
Primary Phone	W:802-649-1419
Alternate Phone	M:802-698-3000
Email	hdurfee@norwich.vt.us
POC 2 Name	Alexander Northern
Position	Fire Chief
Primary Phone	W:802-649-1133
Alternate Phone	802-738-2115
Email	anorthern@norwich.vt.us
POC 3 Name	Vacant; Simon Keeling is OIC
Position	Police Chief
Primary Phone	W:802-649-1460
Alternate Phone	
Email	Simon.keeling@vermont.gov

Mark this block if a readopted plan has no changes since the previous year.

I hereby certify that the LEMP meets Vermont National Incident Management System (NIMS) requirements and current LEMP Implementation Guidance as on page 2:

Signed* _____

Printed Name; certifying individual must have taken, at a minimum, ICS402 or ICS100/IS-100 training

I hereby attest that the municipality has adopted NIMS and the LEMP as stated above:

Signed* _____

Printed Name, Selectboard / council member

Once completed, send adoption form and copy of Local Emergency Management Plan to Regional Planning Commission.

*A typed name is acceptable as an electronic signature if it represents an act of that person in accordance with 9 V.S.A. § 278.



Required Elements

Municipal Adoption	
	Municipal Adoption Form
	Municipal adoption of National Incident Management System (NIMS)
	Contact information for local authorities during an emergency
	Certification that LEMP meets Vermont NIMS / Implementation Guidance
	LEMP adoption by local selectboard / city council (annual)
	Submission of LEMP to Regional Planning Commission (RPC)
LEMP Required Elements	
	Planners
	List of people who wrote / maintain the LEMP
	Municipal Emergency Operations Center (EOC)
	Activation authority
	EOC staff positions and duties (minimum 1)
	List of potential EOC staff members (minimum 1)
	Facility information for potential EOC locations (minimum 1)
	Resources
	Emergency purchasing agent and spending limits (if any)
	List of standing municipal contracts that can be used during an emergency
	National Incident Management System (NIMS) Typed Resource List
	List of other local resources that could be used during an emergency
	Public Information and Warning
	VT-Alert contact information
	Local website / social media information (if any)
	List of local media outlets (if any)
	Public notice sites for non-phone/Internet information
	Vermont 2-1-1 contact information
	Vulnerable Populations
	List of organizations/facilities that serve local vulnerable populations
	Identification and monitoring process
	Shelters
	Spontaneous and regional shelter information
	Opening information for local shelters (if any)
	Service information for local shelters (if any)
	Contact Information
	Emergency Management personnel
	Response organizations
	Municipal officials / public works
	State, region, and adjacent municipality contacts

Vermont Emergency Management (VEM) encourages municipalities to create and maintain optional LEMP annexes as required. Examples might include plans for specific incident types, shelters, evacuation, and volunteer management - see the VEM website for models, samples, and examples at: <http://vem.vermont.gov>

Municipality: Norwich

Date Updated: _____

Local Emergency Management Plan

1. Emergency Management (EM) planners

These are the people who wrote and/or maintain this plan.

Town Manager Herb Durfee	
Fire Chief Alexander Northern	
Deputy Fire Chief Matt Swett	

2. Municipal Emergency Operations Center (EOC)

The EOC is an organization that coordinates information, support, and response across the municipality for Incident Commanders and town officials. Its main functions are to maintain situational awareness for municipal leaders, coordinate resource and information requests, and provide public information.

Who, by position, can activate the EOC?	Herb Durfee-Town Manager & EMD Alex Northern- Fire Chief & Deputy EMD Sgt. Simon Keeling- OIC Norwich Police Dept.
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Preferred EOC Positions and Duties

EOC Director & Fire Chief/ Deputy EMD	Supervises and directs all EOC activities coordinating municipal support and response
As assigned	Staffs phones and radio
"	Tracks and answers any Requests For Information (RFI)
"	Tracks and coordinates any Requests For Support (RFS)
"	Produces and posts public information and press releases
"	Field duties as needed

Potential EOC Staff Members

Name	Notes / Contact Information
Herb Durfee-Town Manager / EMD	(802) 649-1419 ext.1; HDurfee@norwich.vt.us
Alex Northern- Fire Chief/ Deputy EMD	(802) 649-1133; ANorthern@norwich.vt.us
Sgt. Simon Keeling-OIC Police Dept.	(802) 649-1460; Simon.Keeling@vermont.gov
Matt Swett-Deputy Fire Chief	(802) 649-1133
Eric Friets-NFD EOC Support	(802) 649-1133

Primary EOC Location

Facility / Address:	10 Hazen Street Norwich, VT 05055
Phone Numbers:	802) 649-1133 or (802) 649-1460
Equipment/Notes:	White board, Projector, UHF & VHF Fire/Police radios, Tables, Chairs, Counter space, Maps, Phone, Emerg. building generator

<i>Alternate EOC Location</i>	
Facility / Address:	Tracy Hall 300 Main St.
Phone Numbers:	(802) 649-1419
Equipment/Notes:	White board, Projector, Tables, Chairs, Counter space, Maps, Phone, Emergency building generator

3. Resources

Use municipal resources, mutual aid agreements, and local purchases first to get resources for response as needed and available.		
Purchasing agents for emergencies:	Town Manager; Sgt. Simon Keeling- OIC Police Dept. in the absence of the Town Manager	
Emergency spending limits:	\$25,000	
Businesses with Standing Municipal Contracts		
Type of Contract	Name	Contact Info
Other Local Resources		
Type of Resources/Skills	Name	Contact Info
<u>Firefighting-</u> Resources in support of structural and wildland firefighting.	Fire Chief Alex Northern Fire Warden Linda Cook	(802) 649-1133; anorthern@norwich.vt.us (603) 208-7847
<u>Transportation-</u> Assets in support of the movement of emergency resources, including the evacuation of people and distribution of food and supplies.	Town school buses; Red Cross (VT & NH offices have merged)	Town School buses-Student Transportation of America (STA) 0600-1600 M-F (802) 698-8528 (833)583-3111 or (800) 464-6692
<u>Communications –</u> Includes emergency warning, information and guidance to the public and responders. Includes resources and back-up resources for all means of communication.	<ul style="list-style-type: none"> • Incident Commander • Town Manager • Selectboard Chair 	Methods to alert the general population include: <ul style="list-style-type: none"> • The Town of Norwich List Serve by e-mail: To post a message to everybody in the Norwich email discussion group, send mail to: norwich@lists.Vitalcommunities.Org • internet information • Code Red through Hanover Dispatch 603-643-3424. Requires sign up by community members • Facebook-

		<p>https://www.facebook.com/norwich.vtpolice/</p> <ul style="list-style-type: none"> • Facebook- https://www.facebook.com/Norwichfiredepartment • For alerting the public using Vermont 211-dial 2-1-1 or 866-652-4636; Email info@vermont211.org • https://www.vtalert.gov/ • VT Emergency Management- (800) 347-0488; vem.vermont.gov • Emergency Broadcast System (Television and Radio) • Emergency Notification System (ENS) • Sandwich boards and bulletins posted in town • Door to door and loud speaker from mobile unit • Local media • Power Outages- http://vtoutages.com/ shows entire state; updated by power companies • VRANS snow plows can be tracked at http://plowtrucks.vtrans.vermont.gov/ • VT Alert • Town of Norwich List Serve
<p>Public Works & Engineering - Resources in support of debris clearance, road, highway, bridge repairs and restoration of essential public works systems and services and the safety inspection of damaged public buildings.</p>	Norwich DPW	<p>Larry Wiggins- W: (802) 649-2209 W Cell: (802) 356-3926</p>
<p>Emergency Management, Recovery & Mitigation - Resources in support of the local Incident Commander through a Local Emergency Operations</p>		<p>Contact Vermont Emergency Management</p> <ul style="list-style-type: none"> • VEM Watch Officer: (800) 347-0488 • vem.vermont.gov <p>Contact TRORC -Victoria (Tory) Littlefield- (802) 457-3188; vlittlefield@trorc.org</p>

<p>Center. Includes personnel Resources available to provide overall coordination of the town's emergency operations. Resources may serve as a remote ICS planning section to collect, analyze and disseminate critical information on emergency operations for decision making purposes. May provide liaison with state/federal government.</p>		
<p>Mass Care, Food & Water - Resources available to coordinate sheltering, feeding and first aid for disaster victims</p>	<p>American Red Cross</p>	<p>1 (800) 464-6692</p>
<p>Resource Support- Assets available for coordination and documentation of personnel, equipment, supplies, facilities and services used during disaster response and initial relief operations.</p>		
<p>Health & Medical Services - Resources for care and treatment for the ill and injured. Includes lists of trained health and medical personnel and other emergency medical supplies, materials and facilities. Assets include public health and environmental sanitation services, disease and vector control guidelines and resources for the collection, identification, and protection of Human remains.</p>	<p>Vermont Dept. of Health (Hartford)</p> <p>Town of Norwich Health Officer</p> <p>Dartmouth-Hitchcock Hospital</p> <p>EMS District 9 Medical Director</p> <p>NFD EMS Division</p>	<p>(802) 295-8820</p> <p>(802) 649-1585 or (802) 649-1419 ext. 2</p> <p>Contact through UVComm PSAP (603) 643-3424</p> <p>Thomas Trimarco, MD, FACEP; EMS Dist.9 Medical Director; DHART Associate Medical Director-Dartmouth-Hitchcock Medical Center 603-650-7051; thomas.w.trimarco@hitchcock. Org</p> <p>911</p>

	Hanover/Hartford FD Ambulance	911
Search & Rescue - Resources locally available to locate identify/remove persons from a stricken area, including those lost or trapped in buildings/other structures. Also includes resources to coordinate S&R for those lost in non-inhabited areas.	Vermont Urban Search and Rescue (USAR, TF1)	<ul style="list-style-type: none"> • UVComm Dispatch 603-643-3424 • State VEM Duty Officer- The State Emergency Operations Center (SEOC), (800) 347-0488
Hazardous Materials –Resources available for response, inspection, containment and cleanup of hazardous materials.	Vermont Hazardous Material (HAZMAT) Response Team (VHMRT)	<ul style="list-style-type: none"> • UVComm Dispatch 603-643-3424 • State VEM Duty Officer- The State Emergency Operations Center (SEOC), (800) 347-0488
Agriculture & Natural Resources - Assets available for use in coordinated response in the management and containment of Communicable diseases in an animal health or plant emergency.	VT Agency of Agriculture ANR VT Dept. of Health (Hartford Office)	(802) 828-2430 ANR Central Office - (802) 828-1294 (802) 295-8820
Energy – Assets available for the emergency repair and restoration of critical public energy utilities. Includes locally available back-up power resources. Coordinates the rationing and distribution of emergency power and fuel.	Green Mountain Power Evans for Gas and Diesel	1(888) 835-4672 (603) 448-3400
Law Enforcement- Assets used for the protection of life and property by enforcing laws, orders and regulations. Resources available for area security, traffic and access control.	Sgt. Simon Keeling- OIC Police Dept.	(802) 649-1460; Simon.Keeling@vermont.gov

<p>Public information- Pre-identified personnel and resources used for effective collection, control and dissemination of public information to inform the general public of emergency conditions and available assistance.</p>	<p>Incident Commander</p> <p>Town Manager</p>	<p>Methods to alert the general population include:</p> <ul style="list-style-type: none"> • The Town of Norwich List Serve by e-mail: To post a message to everybody in the Norwich email discussion group, send mail to: norwich@lists.Vitalcommunities.Orq • internet information • Code Red through Hanover Dispatch 603-643-3424. Requires sign up by community members • Facebook- https://www.facebook.com/norwich.vtpolice/ • Facebook- https://www.facebook.com/Norwichfiredepartment • For alerting the public using Vermont 211-dial 2-1-1 or 866-652-4636; Email info@vermont211.org • https://www.vtalert.gov/ • Emergency Broadcast System (Television and Radio) • Sandwich boards and bulletins posted in town • VT Alert
<p>State support that is usually at no cost to the municipality:</p> <ul style="list-style-type: none"> • Vermont Hazardous Material (HAZMAT) Response Team (VHMRT) • Vermont Urban Search and Rescue (USAR, VT-TF1) • Vermont State Police and Special Teams • Swiftwater Rescue Teams • Regional Shelter Support • State government agency expertise / services • Federal response agency expertise <p>State support the municipality will normally eventually have to pay for:</p> <ul style="list-style-type: none"> • Supplies and equipment (including sandbags) • VTrans Equipment and Personnel • Vermont National Guard Support 		
<p><i>The State Emergency Operations Center (SEOC, 800-347-0488) will help coordinate any state support teams or other external resources that local responders may need.</i></p>		

National Incident Management System (NIMS) Typed Resources*

Type	I	II	III	IV	Other	Type	I	II	III	IV	Other
Critical Incident Stress Management Team	N	N/A	N/A	N/A	N/A	Hydraulic Excavator, Large Mass Excavation	N/A	N/A	N/A	N/A	N/A
Mobile Communications Center	N/A	N/A	N/A	N/A	N/A	Hydraulic Excavator, Medium Mass Excavation	1	N/A	N/A	N/A	N/A
Mobile Communications Unit	N/A	N/A	N/A	N/A	N/A	Hydraulic Excavator, Compact	N/A	N/A	N/A	N/A	N/A
All-Terrain Vehicles	N/A	N/A	N/A	N/A	N/A	Road Sweeper	N/A	N/A	N/A	1	N/A
Marine Vessels	N/A	N/A	N/A	N/A	N/A	Snow Blower, Loader Mounted	1	N/A	N/A	N/A	N/A
Snowmobile	N/A	N/A	N/A	N/A	N/A	Track Dozer	N/A	N/A	N/A	N/A	N/A
Public Safety Dive Team	N/A	N/A	N/A	N/A	N/A	Track Loader	N/A	N/A	N/A	N/A	N/A
SWAT/Tactical Team	N/A	N/A	N/A	N/A	N/A	Trailer, Equipment Tag-Trailer	N/A	N/A	2	N/A	N/A
Firefighting Brush Patrol Engine	N/A	N/A	N/A	1	N/A	Trailer, Dump	1	N/A	N/A	N/A	N/A
Fire Engine (Pumper)	2	N/A	N/A	N/A	N/A	Trailer, Small Equipment	1	N/A	N/A	N/A	N/A
Firefighting Crew Transport	1	N/A	N/A	N/A	N/A	Truck, On-Road Dump	N/A	N/A	5	1	N/A
Aerial Apparatus, Fire	1	N/A	N/A	N/A	N/A	Truck, Plow	N/A	3	N/A	N/A	N/A
Foam Tender	N/A	N/A	N/A	N/A	N/A	Truck, Sewer Flusher	N/A	N/A	N/A	N/A	N/A
Hand Crew	N/A	N/A	N/A	N/A	N/A	Truck, Tractor Trailer	N/A	N/A	N/A	N/A	N/A
HAZMAT Entry Team	N/A	N/A	N/A	N/A	N/A	Water Pumps, De-Watering	2	N/A	N/A	N/A	N/A
Engine Strike Team	N/A	N/A	N/A	N/A	N/A	Water Pumps, Drinking Water Supply - Auxiliary Pump	1	N/A	N/A	N/A	N/A
Water Tender (Tanker)	N/A	N/A	1	N/A	N/A	Water Pump, Water Distribution	N/A	N/A	N/A	N/A	N/A
Fire Boat	N/A	N/A	N/A	N/A	N/A	Water Pump, Wastewater	N/A	N/A	N/A	N/A	N/A
Aerial Lift - Articulating Boom	N/A	N/A	N/A	N/A	N/A	Water Truck	N/A	N/A	N/A	N/A	N/A
Aerial Lift - Self Propelled, Scissor, Rough Terrain	N/A	N/A	N/A	N/A	N/A	Wheel Dozer	N/A	N/A	N/A	N/A	N/A
Aerial Lift - Telescopic Boom	N/A	N/A	N/A	N/A	N/A	Wheel Loader Backhoe	1	N/A	N/A	N/A	N/A
Aerial Lift - Truck Mounted	N/A	N/A	N/A	N/A	N/A	Wheel Loader, Large	1	N/A	N/A	N/A	N/A
Air Compressor	N/A	N/A	N/A	1	N/A	Wheel Loader, Medium	N/A	N/A	1	1	N/A
Concrete Cutter/Multi-Processor for Hydraulic Excavator	1	N/A	N/A	N/A	N/A	Wheel Loader, Small	N/A	N/A	N/A	N/A	N/A
Electronic Boards, Arrow	N/A	N/A	N/A	N/A	N/A	Wheel Loader, Skid Steer	N/A	N/A	N/A	N/A	N/A
Electronic Boards, Variable Message Signs	N/A	N/A	N/A	N/A	N/A	Wheel Loader, Telescopic Handler	N/A	N/A	N/A	N/A	N/A
Floodlights	1	N/A	N/A	N/A	N/A	Wood Chipper	1	N/A	N/A	N/A	N/A
Generator	N/A	N/A	N/A	N/A	N/A	Wood Tub Grinder	N/A	N/A	N/A	N/A	N/A
Grader	1	N/A	N/A	N/A	N/A						

*Information about the NIMS Typed resources can be found at: <https://rtlt.preptoolkit.fema.gov>

*Additional resource information is available on the FEMA Reimbursable Equipment List:

<https://www.fema.gov/assistance/public/schedule-equipment-rates>

4. Public Information and Warning

<p><i>During a significant emergency, the Emergency Operations Center (EOC) and Incident Command Posts (ICPs) will coordinate and manage public information, both by producing accurate, timely reports and by tracking what is publicly reported to minimize confusion and help ensure a positive public response.</i></p>	
<p>VT-Alert message - State: Other VT-Alert managers:</p>	<p>Vermont Emergency Management: 800-347-0488</p>
<p>Important Local Websites / Social Media channels:</p>	<p>The Town of Norwich List Serve by e-mail: To post a message to everybody in the Norwich email discussion group, send mailto: norwich@lists.vitalcommunities.org</p> <p>Social Media:</p> <ul style="list-style-type: none"> • Facebook-https://www.facebook.com/Norwichvtpolice/ • Facebook-https://www.facebook.com/norwichfiredepartment/
<p>Local Newspaper, Radio, TV:</p>	<p>Valley News- 603-298-8711 or 1-800-874-2226 newseditor@vnews.com</p> <p>WCAX TV- 802-652-6300 channel3@wcax.com</p> <p>VPR- 800-639-2192 news@vpr.net</p> <p>WPTZ- 802-655-5455 newstips@mynbc5.com</p> <p>Fox44-802-660-9333 news@fox44now.com</p>
<p>Public Notice locations:</p>	<p>Tracy Hall Bulletin Board; USPS Bulletin Board; Town Clerk 802-649-1419; Town List Serve</p>
<p><i>Vermont 2-1-1 is a United Ways of Vermont system that provides 24x7x365 information and referral services in cooperation with a large number of state and local government and community based entities. 2-1-1 collects and maintains a database of local resource information and is available to take calls from the general public to inform and instruct them in relation to emergency events, and to refer them to the appropriate response and recovery resource, if necessary.</i></p>	
<p>To provide information for 2-1-1</p>	<p>Dial 211 or (802) 652-4636</p>

5. Vulnerable Populations

If necessary, the EOC may contact organizations and facilities, below, that serve vulnerable populations to identify residents who are at risk based on the emergency. If there are residents at risk or in danger, the EOC should monitor their status and if required coordinate support for them until their situation stabilizes.

Name / Notes	Contact Info
CARE (Citizen Assistance Registration for Emergencies)	Contact Supporting PSAP-UVComm-for CARE Data
Senior living - Norwich Senior Housing, 4 Dorrance Drive	Property Manager Earl Simpson Simpson Companies (802) 295-7961
School - Marion Cross School, 22 Church St.	(802) 649-1703
Day Care - Norwich Day Care Center, 75 Montshire Dr.	(802) 649-1403
Day Care - Norwich Nursery School, Emerson Ct. 312 Main St	(802) 649-1804
Museum - Montshire Museum, 1 Montshire Road	(802) 649-2200
Norwich Public Library, 368 Main St.	(802) 649-1184

6. Shelters

During some emergencies, the EOC will monitor or coordinate support for residents who are displaced due to property or infrastructure damage.

Spontaneous Sheltering

- Determine the approximate number of people who need sheltering
- Call the State EOC / Watch Officer at 800-347-0488 and request support
- Track the status of residents who need shelter until their situation stabilizes

Regional Shelter

Location / Address:	Hartford High School-37 Highland Ave, River Junction, VT 05001
Opening Contact:	1-833-583-3111 or Linda Nordman (802) 353-0678
Phone Numbers:	State EOC, 800-347-0488; American Red Cross, 1-833-583-3111 or (800) 464-6692

Primary Local Shelter

Location / Address:	Marion Cross School- 22 Church Street
Facility Contact(s):	Principal
Phone Numbers:	(802) 649-1703
Shelter Manager:	
Staff Requirements:	
Services:	Warm/Cool Overnight Food Prep
Notes:	Capacity: 60 Generator? Yes Pets Allowed? No <u>Service Animals Not allowed</u>

Alternate Local Shelter

Location / Address:	1. Tracy Hall (Gym Area); 300 Main St. 2. Norwich Congregational Church; 15 Church Street		
Facility Contact(s):	1. Miranda Bergmeier (802) 649-1419 2. Susan Scott (802) 649-1433.		
Phone Numbers:			
Shelter Manager:			
Staff Requirements:			
Services:	Warm/Cool		
Notes:	Capacity:	Generator?	Pets Allowed?
	Tracy Hall (Gym Area); 200 <u>Service Animals are allowed</u>	YES	NO
	Norwich Cong. Church UNK <u>Service Animals are allowed</u>	NO	NO

Annexes (Optional, create and letter as needed)

Contact Information

Position	Name	Phone numbers - indicate Mobile, Home, Work			E-mail
		Primary	Alternate	Alternate	
Local Emergency Management Team					
EMD	Herb Durfee III	802-649-1419	Cell: 802-698-3000	802-373-8451	HDurfee@norwich.vt.us
EM Coordinator	Herb Durfee III	802-649-1419	Cell: 802-698-3000		HDurfee@norwich.vt.us
Local Response Organization Contacts					
Fire Chief/ Deputy EMD	Alex Northern	802-649-1133	Cell: 802-738-2115		ANorthern@norwich.vt.us
Deputy Fire Chief	Matt Swett	802-649-1133	Cell: 603-738-7100		matt@swett.net
EMS Chief	Alex Northern	802-649-1133	Cell: 802-738-2115		ANorthern@norwich.vt.us
Chief of Police	Vacant; Sgt. Simon Keeling, OIC	802-649-1460			Simon.keeling@vermont.gov
State Police or County Sheriff	Contact UVComm	802-643-3424			Doug.hackett@hanovernh.org
Local Dispatch Center	UVComm	802-643-3424			
	Hartford Dispatch	802-295-6403			
	Norwich PD	802-649-1460			
Local Public Works Contacts					
DPW Director	Larry Wiggins	802-649-2209	Cell: 802-356-3926		LWiggins@norwich.vt.us
Town Garage					
Drinking Water Utility	Sam Eaton	802-649-5424	Pager: 802-749-5672		
Municipal Government Contacts					
Town Manager	Herb Durfee III	802-649-1419	Cell: 802-698-3000		HDurfee@norwich.vt.us
Asst. to the Town Manager	Miranda Bergmeier	802-649-1419			MBergmeier@norwich.vt.us

Contact Information

Position	Name	Phone numbers - indicate Mobile, Home, Work			E-mail
		Primary	Alternate	Alternate	