

05/06/21
01:08 pm

Town of Norwich Accounts Payable
Check Warrant Report # 21-23 Current Prior Next FY Invoices For Fund (General)
All Invoices For Check Acct 03(General) 05/12/21 To 05/12/21

Vendor	Invoice Date	Invoice Description	Invoice Number	Account	Amount Paid	Check Number	Check Date
ROBERT HA	04/19/21	Fin Dir wk end 4/16/21	57500408	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10163	05/12/21
ROBERT HA	04/27/21	Fin dir wk end 4/23/21	57557779	01-5-200112.10 FINANCE OFFICER WAGE	1628.00	10163	05/12/21
ROBERT HA	05/03/21	Fin dir wk end 4/30/21	57582924	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10163	05/12/21
MOORAD	04/21/21	C-19 test per TM C-19 TEST		01-5-703515.00 ADMINISTRATION	88.95	-----	--/--/--
Per TM requested employee to be tested in order to return to work							
INGRAHAM	04/27/21	PD flash drive for case PD FLASH DRI		01-5-500501.00 ADMINISTRATION	8.88	-----	--/--/--
ANYTIME	04/21/21	Wkly clean Apr 15 & 21 970253		01-5-485304.00 CLEANING	360.00	10164	05/12/21
BENS	04/22/21	PD uniforms 96556		01-5-500582.00 UNIFORMS	250.00	-----	--/--/--
BENS	04/28/21	PD - uniform B. Berry 96595		01-5-500582.00 UNIFORMS	241.00	-----	--/--/--
BETHELMIL	04/16/21	PD - keys 17045		01-5-500501.00 ADMINISTRATION	5.98	10165	05/12/21
BOUNDTREE	04/16/21	FD - supplies 84027915		01-5-555424.00 EMS TOOLS/ EQUIP	629.18	10166	05/12/21
BOUNDTREE	04/26/21	FD supplies 84037162		01-5-555424.00 EMS TOOLS/ EQUIP	363.90	10166	05/12/21
COMCAST	04/20/21	DPW - phone APR-MAY 2021		01-5-703507.00 SUPPLIES	292.07	10167	05/12/21
DAVES	04/14/21	FD engine one 1009958		01-5-555528.00 FIRE TRK R & M	145.00	10168	05/12/21
EBERL	04/16/21	DPW - culvert supplies 302115		01-5-703209.00 CULVERTS & ROAD SUPPLIES	1339.00	10169	05/12/21
EVANSMOTO	04/21/21	Diesel 400 gal 17105		01-5-703405.00 PETROLEUM PRODUCTS	877.76	-----	--/--/--
FLAG SHOP	04/02/21	FD - VT flag 24759		01-5-555630.00 OFFICE SUPPLIES	46.50	10171	05/12/21
GMPC	04/23/21	Main St P7 Sign APR #2		01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	28.75	10173	05/12/21
SWETHA	05/05/21	ACH payroll bound back PPE 4/17/21		01-5-200720.00 Payroll -re-issue of chec	18.47	10174	05/12/21
ACH payroll deposit bounce back.							
Unknown to finance until viewing May statement							
KEYCOMM	04/20/21	DPW - msg machine 54381		01-5-703505.00 TELEPHONE	94.00	-----	--/--/--
GRAYLIN	04/19/21	NEC sandwich board NEC BOARD		01-5-005701.20 ENERGY COMMITTEE	277.08	-----	--/--/--
ME MUNICI	02/19/21	Ad for police chief 1000383035		01-5-005540.00 ADVERTISING	75.00	10175	05/12/21
ME MUNICI	03/26/21	Ad for police officer 1000394505		01-5-005540.00 ADVERTISING	75.00	10175	05/12/21
MAYER	05/01/21	Employee deduction for Ap APR 2021		01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	50.00	10176	05/12/21

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
MODERN	04/30/21	MODERN CLEANERS & TAILORS PD uniform cleaning 2021	01-5-500583.00 UNIFORMS CLEANING	143.25	10177	05/12/21
MONTCALRI	04/20/21	MONTSHIRE CAL RIPKEN LEAG 2021 spring baseball #1	01-5-425218.00 REGISTRATION FEES	601.00	10178	05/12/21
NEMRC	04/22/21	NEW ENGLAND MUNI RESOURCE Fin contract assist 47939	01-5-200112.10 FINANCE OFFICER WAGE	1127.50	10179	05/12/21
PBA	05/01/21	NEW ENGLAND PBA, INC Union dues from Apr payro APR 2021	01-2-001117.00 UNION DUES PAYABLE	414.00	-----	--/--/--
PIONEERMA	04/27/21	PIONEER MANUFACTURING CO Paint for fields 787155	01-5-425324.00 RNTLY LINE MARKING	919.50	-----	--/--/--
PITNEYPP	05/02/21	PITNEY BOWES PURCHASE POW late fee on purchase powe STATEMENT	01-5-275538.00 POSTAGE	9.99	10180	05/12/21
RED DOOR	05/04/21	RED DOOR SIGNS PD - cruiser signs 21-0013	01-5-500306.00 CRUISER MAINT	850.00	10181	05/12/21
REED SUPP	10/22/20	REED SUPPLY CO., INC DPW chains for trucks 128481	01-5-703403.00 PARTS & SUPPLIES	410.50	10182	05/12/21
SABIL	04/26/21	SABIL & SONS INC FD - truck inspection 90697	01-5-555528.00 FIRE TRK R & M	110.00	10183	05/12/21
KEELSI	05/05/21	SIMON KEELING Hot/cold gear GEAR	01-5-500582.00 UNIFORMS	95.00	-----	--/--/--
KEELSI	05/05/21	SIMON KEELING Uniforms & radio repair UNIFORMS	01-5-500582.00 UNIFORMS	468.93	-----	--/--/--
KEELSI	05/05/21	SIMON KEELING Uniforms & radio repair UNIFORMS	01-5-500301.00 RADIO MAINTENANCE	58.54	-----	--/--/--
SOUTHWORT	04/16/21	SOUTHWORTH-MILTON, INC. DPW R & M 547867	01-5-703401.00 OUTSIDE REPAIRS	485.26	10184	05/12/21
VTDEC	05/05/21	STATE OF VERMONT FY 20-21 one month fee ANNUAL FEE	01-5-703515.00 ADMINISTRATION	112.50	10185	05/12/21
For permit number 8028-9040.A \$112.50 is for June 2021 (one month portion)						
Stormwater municipal roads permit annual fee is for a total of \$1350.00 and is split between two fiscal years.						
VTDEC	05/05/21	STATE OF VERMONT FY 21-22 annual fee ANNUAL FEE#2	01-5-703515.00 ADMINISTRATION	1237.50	10185	05/12/21
Will post as prepaid expense to: 01-1-004102.00 until next year						
Permit number 8028-9040.A						
Annual fee for FY 21-22						
Permit billing from the state goes from June 1, 2021 to June 1, 2022						
\$1237.50 is for 11 months in FY 21-22						
Stormwater municipal roads permit annual fee						
VTDEC	04/21/21	STATE OF VERMONT Rt 132 permit PERMITS	01-5-703209.00 CULVERTS & ROAD SUPPLIES	200.00	10185	05/12/21
Permit for Rt 132 project						
VTSTATE	05/01/21	STATE OF VERMONT Tax pmy #2 FY 2021 TAX PMY#2	01-2-001123.00 SCHOOL DISTRICT TAX	500912.32	10186	05/12/21
STATELINE	04/14/21	STATELINE SPORTS, LLC baseballs for Cal Ripken 5630	01-5-425211.00 EQUIPMENT	275.00	10187	05/12/21
STATELINE	04/14/21	STATELINE SPORTS, LLC Chest protectors lacrosse 5633	01-5-425211.00 EQUIPMENT	500.00	10187	05/12/21
Mandated chest protectors for 3 -6 grade boys and 5-6 grade girls						

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
STATELINE STATELINE SPORTS, LLC	04/14/21	5/6 grade girls lacrosse	01-5-425211.00	280.00	10187	05/12/21
		5653	EQUIPMENT			
STATELINE STATELINE SPORTS, LLC	04/20/21	1 - 4 grade girls lacross	01-5-425211.00	156.00	10187	05/12/21
		5663	EQUIPMENT			
STITZEL STITZEL PAGE & FLETCHER P	04/22/21	Prof service	01-5-005300.00	2914.20	10188	05/12/21
		61127	PROFESS SERV			
SYSTEMS SYSTEMS PLUS COMPUTERS IN	04/12/21	DPW - computer	01-5-703511.00	100.00	10189	05/12/21
		2-295589	REPAIRS & MAINTENANCE			
TEXASREFI TEXAS REFINERY CORP	02/25/21	DPW - grease	01-5-703507.00	360.98	-----	---/--
		214419	SUPPLIES			
FIRESTORE THE FIRE STORE	04/16/21	FD 1" 300 ft webbing	01-5-555422.00	152.58	-----	---/--
		2121675	FIRE TOOLS & EQUIPMENT			
FIRESTORE THE FIRE STORE	04/24/21	FD supplies	01-5-555422.00	213.18	-----	---/--
		2121675.001	FIRE TOOLS & EQUIPMENT			
HARTFORD TOWN OF HARTFORD	04/26/21	Apr-Jun dispatch PD	01-5-500536.00	5607.67	-----	---/--
		11545	DISPATCH SERVICES			
		PD dispatch services for April to June 2021 (three month rate)				
HARTFORD TOWN OF HARTFORD	04/26/21	Apr-Jun dispatch PD	01-5-500536.00	5607.67	-----	---/--
		11545	DISPATCH SERVICES			
		PD dispatch services for April to June 2021 (three month rate)				
HARTFORD TOWN OF HARTFORD	04/26/21	Apr-Jun dispatch PD	01-5-500536.00	5607.66	-----	---/--
		11545	DISPATCH SERVICES			
		PD dispatch services for April to June 2021 (three month rate)				
HARTFORD TOWN OF HARTFORD	04/23/21	PD Max Verizon	01-5-500535.00	116.68	-----	---/--
		11585	VIBRS			
HARTFORD TOWN OF HARTFORD	04/23/21	PD FY 21-22 Net motion	01-5-500535.00	208.00	-----	---/--
		11585-1	VIBRS			
		Will post as prepaid expense to: 01-1-004102.00 until next year				
TWORIVERS TWO RIVERS - OTTAUQUECHEE	04/23/21	Tigertown (TAP)	01-5-703714.00	2608.86	10190	05/12/21
		21-161	VT Trans - TAP Grant (Tig			
UNIFIRST UNIFIRST CORPORATION	04/26/21	DPW uniforms	01-5-703311.00	181.07	-----	---/--
		1070025488	UNIFORMS			
UNIFIRST UNIFIRST CORPORATION	04/26/21	DPW uniforms	01-5-703507.00	81.57	-----	---/--
		1070025488	SUPPLIES			
UNIFIRST UNIFIRST CORPORATION	04/26/21	B & G uniforms	01-5-704311.00	76.78	-----	---/--
		1070025490	UNIFORMS			
UNITED AG UNITED AG & TURF NE, LLC	04/12/21	John Deere mower	01-5-703403.00	140.46	10191	05/12/21
		1050741	PARTS & SUPPLIES			
VLCT VERMONT LEAGUE OF CITIES	04/16/21	R. Gere 2021 virtual inst	01-5-005615.00	48.00	10192	05/12/21
		MAC2021-0175	DUES/MTS/EDUC			
		2021 Virtual selectboard institute for Robert Gere				
VMERS VMERS DB	04/30/21	VMERS April payroll	01-2-001113.00	55.89	10193	05/12/21
		B BERRY	VMERS GRP C PAYABLE			
VMERS VMERS DB	04/07/21	Payroll Transfer	01-2-001111.00	5010.45	10193	05/12/21
		PR-04/07/21	VMERS GRP B PAYABLE			
VMERS VMERS DB	04/07/21	Payroll Transfer	01-2-001113.00	2042.34	10193	05/12/21
		PR-04/07/21	VMERS GRP C PAYABLE			
VMERS VMERS DB	04/21/21	Payroll Transfer	01-2-001111.00	4021.38	10193	05/12/21
		PR-04/21/21	VMERS GRP B PAYABLE			
VMERS VMERS DB	04/21/21	Payroll Transfer	01-2-001113.00	1223.38	10193	05/12/21
		PR-04/21/21	VMERS GRP C PAYABLE			

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Town of Norwich Accounts Payable
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All Invoices For Check Acct 03(General) 05/12/21 To 05/12/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
WBMASON	10/19/20	TC cable returned 214753168	01-5-100610.00 OFFICE SUPPLIES	9.99	-----	--/--/--
WBMASON	11/05/20	TM ofc supply BACKORDER ITEM 215297379	01-5-005610.00 OFFICE SUPPLIES	4.54	-----	--/--/--
WBMASON	12/04/20	TM - legal paper 216087232	01-5-275610.00 OFFICE SUPPLIES	37.20	-----	--/--/--
WBMASON	12/07/20	Desk for DPW admin 216124177 DAMAGED ITEM	01-5-703515.00 ADMINISTRATION	617.99	-----	--/--/--
WBMASON	02/04/21	DPW - ofc supplies 217671518	01-5-703507.00 SUPPLIES	116.06	-----	--/--/--
WBMASON	02/10/21	TM supplies 217828281	01-5-005610.00 OFFICE SUPPLIES	100.46	-----	--/--/--
WBMASON	04/21/21	DPW supplies 219608350	01-5-703507.00 SUPPLIES	49.52	-----	--/--/--
WBMASON	04/21/21	PD supplies 219608430	01-5-500501.00 ADMINISTRATION	15.23	-----	--/--/--
WBMASON	04/21/21	TM supply/Rec supply 219615770	01-5-005610.00 OFFICE SUPPLIES	10.28	-----	--/--/--
WBMASON	04/21/21	TM supply/Rec supply 219615770	01-5-425182.00 OFFICE SUPPLIES	17.98	-----	--/--/--
Report Total				537139.36	-----	-----

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 \$ ***557,139.36
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

05/06/21

Town of Norwich Accounts Payable

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01:08 pm

Check Warrant Report # 21-23 Current Prior Next FY Invoices For Fund (HIGHWAY EQUIPMENT FUND)

HTML5BGRAMMER

All Invoices For Check Acct 03 (General) 05/12/21 To 05/12/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
GRAPPONE	04/23/21	DPW 21 Ford F550 6056914	07-5-700322.00 HIGHWAY EQUIP. PURCHASES	49126.00	10172	05/12/21

Report Total

49126.00

*Approved @ 4/28/21
SB mtg.*

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 \$ ****49,126.00
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

Miranda Bergmeier

From: "catherine.h@myfairpoint.net" <catherine.h@myfairpoint.net>
Sent: Friday, April 23, 2021 6:23 PM
To: Miranda Bergmeier
Subject: Fwd: 4/23/2021: one police department for both Norwich and Thetford?
Attachments: 005.JPG

Correspondence To: The Selectboard, Town of Norwich, Vermont
Re: **combining the Norwich and Thetford police departments into one agency?**

----- Original Message -----
Subject: 4/22/2021: one police department for both Norwich and Thetford
Date: Thu, 22 Apr 2021 15:29:33 -0400
From: "catherine.h@myfairpoint.net" <catherine.h@myfairpoint.net>
To: norwich@lists.vitalcommunities.org

There is an obvious barrier to combining Norwich and Thetford police departments into a single law enforcement agency tasked with the patrolling, dispatch and administrative functions for both towns:

Norwich is in Windsor County and Thetford is in Orange County.

Each county and each town has its own, unique set of county and municipal ordinances. Each town also has a relatively small village center and many unincorporated hamlets dotted throughout its geographically huge and varied township.

In my opinion, the gold standard for town law enforcement was set by the irreplaceable Chief of Police Leon Marsh of the Town of Fairlee, assisted at all times by Mrs. Helen Marsh, Lee's wife. I suggest that an emissary from Norwich journey to Fairlee to meet with Mrs. Marsh and listen, just listen especially during the summer months when the Aloha camps, the Lake Morey Inn and Golf Club, the public boat launch and Treasure Island town beach were in full swing.

I would advise the emissary to check with the League of Cities and Towns before meeting with Mrs. Marsh to be sure that combining Norwich and Thetford law enforcement agencies is legal.

Finally, those of us who work in Vermont's trial courts, it's grade schools, and this area's many hospital emergency rooms on both side of the Connecticut River know first hand that we are in the midst of an opioid epidemic as well as the deathly coronavirus pandemic.

Every Vermont town needs a police department that is comprised of highly trained, competent, professional officers. Those men and women, now wearing a badge of authority, who are corrupt, who "do favors" for their family members and "friends" and/or refuse to follow all legal procedures for his or her jurisdiction must be identified by each town and "relieved of duty" i.e. have their badge revoked pending a court hearing.

I suggest, for the cost of one full-time police officer, the town of Norwich might be able to hire, train and empower two full-time, maybe even three part-time "constables" tasked with ticketing for minor motor vehicle violations, enforcing speed limits and issuing warning tickets to walkers and bicyclists who are safety hazards for motor vehicles on public roadways.

The constables must back off and call for assistance from a Norwich police officer in every instance that appears to be out of the ordinary.

Addendum: Constables might:

- 1) wear a distinctive uniform or **vest** that is different from the regular Norwich police uniform;
- 2) ISSUE ONLY WARNINGS (maybe 3 warnings for speeding = revocation of driver's license pending a court hearing) In Boulder, Colorado back in the day, **one** DUI arrest and driver lost license for a year. Definitely a no nonsense approach to reducing drunk driving;
- 3) carry non-lethal, personal defense protection- mace? bear spray? kept in public service building personal locker between patrols. (No firearms- No tasers- No lethal weapons)
- 4) drive own personal motor vehicle, with on/off, removable flashing red light on roof when on patrol to signal an offender to pull over and stop;
- 5) receive mileage reimbursement for use of own car when on duty.

Respectfully,

catherine.h

From: Chris Katucki <kals95@startmail.com>
Sent: Monday, April 26, 2021 10:42 AM
To: John H. Klesch; Miranda Bergmeier; Herb Durfee
Subject: Notice of Open Meeting Law violation

Dear Selectboard, Town Manager and Attorney Klesch:

This is provide notice that I believe the Open Meeting Law was violated when the Selectboard moved into executive session twice at its meeting on January 13 and at its special meeting on April 14. As noted below, there needs to be an careful analysis by the public body of the need to go into executive session. That analysis did not occur. The mere fact that the public body is going to "discuss" pending or possible litigation does not in and of itself meet the standard.

Sincerely,
Christopher Katucki
47 Old Coach Road
Norwich, VT 05055

From: Chris Katucki
Sent: Tuesday, April 13, 2021 3:35 PM
To: Herb Durfee; Roger Arnold
Subject: A specific analysis of need is required for executive session onlitigation

Hi Herb and Roger:

I see an executive session is planned for Wednesday's meeting to discuss my Open Meeting Law litigation. It troubles me that the Selectboard practice is to recite the statutory findings for executive session as if some sort of incantation. A specific analysis is required. As you know, I don't believe adequate analysis occurred on January 13, and would prefer to avoid another possible violation. It's a longstanding pet peeve of mine. Here's an excerpt from my letter to the Selectboard that appeared in the 10-23-19 SB packet.

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

Thanks,
Chris Katucki

From: elissa close <norwich612@gmail.com>
Sent: Monday, April 26, 2021 10:44 AM
To: Miranda Bergmeier; Planner; Larry Wiggins; David Ormiston
Cc: Joanne Sobel; Miranda Bergmeier
Subject: Dr. Ronald and Mrs. Joanne Sobel - regarding development at 66 Partridge Hill Rd
Attachments: TRIPP. runoff. SOBEL.pdf

The attached is sent at the request of Dr. Ronald and Mrs. Joanne Sobel whose property abuts that of 66 Partridge Hill Road: Russell Schleipman and Corina Belle-Isle.

The Sobels are, of course, concerned about runoff and erosion from Schleipman property to theirs. Location of proposed road construction on Schleipman property makes this a sensitive issue as Dr. and Mrs. Sobel have already incurred significant personal expense in attempts to address runoff and erosion from Schleipman property. Proposed Private Highway would significantly increase impervious surface that funnels runoff into and across turnaround and onto Sobel property. Additional runoff represents potential for further financial burden and property damage.

Mr. Steve Tripp was employed by the Sobels to do landscaping and property management for a number of years. They solicited attached letter from Mr Tripp pertaining to runoff issues and identifying attempts he made to ameliorate the problem. The Sobels are currently back at their NY residence and provided us with the attached PDF, requesting that we forward it to the appropriate town office.

Questions may be directed to Dr. and Mrs Sobel at their Norwich address:

*Dr. Ronald and Mrs. Joanne Sobel
PO Box 328
Norwich*

Thank you,
Elissa Close and Christopher Brady

**Stephen Tripp
142 Great Roaring Brook Road
Plymouth, Vermont 05056**

**Dr. Ronald B. Sobel
PO Box 328
Norwich, Vermont 05055**

Dear Dr. Sobel,

At your request, I am writing this letter to you and Mrs. Sobel.

For almost two decades, until my recent retirement, I took care of all the exterior needs on your property at 63 Partridge Hill. It was a pleasure to be a service to you.

In addition to the usual work of lawn maintenance and related ground's keeping matters, including tree and shrub planting as well as building fences along with spring and fall clean ups, I had to deal with, at your additional expense, the persistent run-off of water and debris from the property of Mr. Fred Schleipman, directly above you.

The water cascading down Mr. Schleipman's driveway, as well as from the immediate areas to its left and right, caused a significant swamp-like area on a large part of your lawn adjacent to your driveway. There were many times when that ground was so saturated with water that my crews were unable to do proper mowing, if any at all.

Several years ago, the problem became so severe, that at your request and expense, I dug a storm drain at the end of your driveway with an underground conduit to divert the run-off water from the Schleipman property away from the lawn. The underground conduit, entirely on your property, runs parallel to

the stone wall marking the property line. The solution only partially solved the problem. The debris coming off the Schleipman property, filling the storm drain, has to be manually cleaned out at least twice each year.

The same water and debris run-off that effects your property is also a problem for others living close to you on Partridge Hill, including the town road itself.

Also, when your generator was installed, I had to do landscaping in order for that run-off water not to adversely effect the expensive machinery/equipment that is designed to provide essential electrical service to your home during periods of power blackouts.

I know you never discussed these matters with Mr. Fred Schleipman out of respect for his advanced age and the nature of your friendship with him.

Hopefully, this description will be of help to you and your good neighbors.

Best wishes, Steve.

A handwritten signature in cursive script that reads "Stephen Figg". The signature is written in dark ink and is positioned below the typed name "Steve".

Miranda Bergmeier

From: Miranda Bergmeier
Sent: Monday, April 26, 2021 12:40 PM
To: 'Jon Felde'
Subject: RE: Please delay hiring a police chief

Hi, Jon,

I just double-checked my email inbox, including the junk email folder, and did not find your Thursday 1:45 pm email, so thanks for re-sending it. I have printed your email and will include it in the next possible packet – for their May 12 meeting.

Thanks again,
Miranda

Miranda Bergmeier
Assistant to the Town Manager
Town of Norwich
P.O. Box 376
Norwich, VT 05055
802-649-1419 x101

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

From: Jon Felde [<mailto:jon.felde@comcast.net>]
Sent: Saturday, April 24, 2021 5:55 PM
To: Miranda Bergmeier
Subject: FW: Please delay hiring a police chief

Here is a letter that I sent on Thursday at 1:45 PM. It was not included in the packet. The webinar that I reference in the letter is now available online at this link. <https://youtu.be/VUADvhLfstI>

Thank you.
Jon Felde

From: Jon Felde <jon.felde@comcast.net>
Date: Thursday, April 22, 2021 at 1:45 PM
To: "Selectboard@norwich.vt.us" <Selectboard@norwich.vt.us>
Subject: Please delay hiring a police chief

On Tuesday April 20, I listened to a wonderful webinar about how The Family Place builds a healthy community. This gem of a social service agency deserves to be highlighted in any discussion of public safety and health. One speaker told of how a stressed and skeptical mother in recovery was able, with The Family Place’s support, to maintain her sobriety; how connecting her to stable housing allowed her child to build a safer future. If you didn’t get a chance to watch this webinar, I hope that they recorded it so that you will have an opportunity to do so. Here is the link to the speakers. <http://www.familyplacevt.org/10th-annual-force-for-the-future-luncheon/>

It would be a mistake to hire a permanent police chief without having a conversation about how agencies like The Family Place belong at the center of public safety. Agencies like Wise and Headrest also contribute to public safety and should be heard. The wisdom of our medical community should be tapped. The town manager is open to engaging the public in conversation with a new police chief; such a conversation should be standard. However, the decision to hire before having a broader discussion of public safety elevates the role of law enforcement when current events have raised doubts about our casual acceptance of police as the default solution to a wide range of social concerns. If a new chief is hired with one set of expectations and is sidelined while their future role is determined, it would be unfair to the new employee. In either case, a premature hire reflects insincerity about involving the community in reimagining public safety.

It is careless to rely on prior assumptions that have guided police budgets and staffing. We need to think hard about the limits of policing. A deeper reading of the effects the criminal justice system reveals how policing can harm communities. We should not be indifferent to that. I ask that you defer hiring a permanent police chief until we are clear about their role.

Thank you for considering my views.

Sincerely,
Jon Felde
70 Koch Road
Norwich, VT 05055

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Herb Durfee

From: Debbie Hannam <hannams@btinternet.com>
Sent: Monday, April 26, 2021 2:44 PM
To: Herb Durfee
Subject: Re: Norwich Police Chief Hire

Thanks for responding.

Unfortunately, my elderly father is in the hospital in southern nh and I am driving down here most days so don't know if I can attend the select board meeting. Would you please forward my email to all of them individually? I do believe the proposed solution is simply wrong and deeply unjust generally. I have paid full taxes for over 20 years despite only being in my home 7 or 12 weeks a year until after COVID hit. I now live here full time and think I should be able to expect at the minimum the same level of policing as in the previous years.

I am proof of the need for as fast a response time as possible. As it is, the police officer responding to my burglary was just minutes too late to catch the perpetrators.

I would like the Selecbord to be briefed as to specific details of my burglary.

Thank you

Debbie

Sent from my iPhone

On 26 Apr 2021, at 14:31, Herb Durfee <hdurfee@norwich.vt.us> wrote:

Hi, Debbie. I appreciate your concern. The decision to move into an interim phase related to the hiring of a Police Chief was a difficult decision to make. At this point, I encourage you to continue engaging in the policing discussion that the Selectboard is going to have, including during this Wednesday's Board meeting.

Herb

Herbert A. Durfee, III
Town Manager
Town of Norwich
PO Box 376
Norwich, VT 05055
802-649-1419 ext. 102
802-698-3000 (cell)
802-649-0123 (fax)

From: Debbie Hannam [<mailto:hannams@btinternet.com>]
Sent: Sunday, April 25, 2021 5:00 PM
To: Herb Durfee
Subject: Norwich Police Chief Hire

Dear Herb

I have just been sent your memo to the select board dated 22 April 2021 regarding the vacant police chief position. As someone living on the outskirts of town and the victim of a serious crime on August 19th 2020, I am deeply concerned by your decision conveyed to the Select

Board to reduce the Norwich Police Department to 75% capacity for at least a year by using existing resources to fill the vacancy left by Chief Frank. I use no other town services than the NPD and a volunteer fire department except those for roads which are shared out by all town residents. As I am sure you can understand, I am truly and deeply disturbed and saddened by this decision as I believe it makes me and my property and those in other more remote locations in town, an attractive target, even with the increased security measures I have added (at a substantial cost) as it would take a very long time for help to come once the alarm was raised. Would be perpetrators will certainly know this.

I truly hope that this is not a fait accompli and that you would be willing to have a discussion with me about this subject.

Thank you and kind regards
Debbie

Debbie Hannam

Co-Founder, Trustee

Accelerate and Access Foundation

UK Mobile: +44 7768 461454

US Mobile: +1 603 2520056

debbie@hannamadvisors.com

www.aaaf.org.uk

Debbie Hannam

Co-Founder, Trustee

Accelerate and Access Foundation

UK Mobile: +44 7768 461454

US Mobile: +1 603 2520056

debbie@hannamadvisors.com

www.aaaf.org.uk

Miranda Bergmeier

From: Stuart Richards <stuartlrichards50@gmail.com>
Sent: Monday, April 26, 2021 4:31 PM
To: Mary Layton; Claudette Brochu; Bob Gere; Roger Arnold; Marcia Calloway; Herb Durfee; Miranda Bergmeier; Melissa Horwitz; Ernest Ciccotelli; Jeff Goodrich; Jeff Lubell; Rod Francis; Leah Romano; Leah Romano; loebbrian@gmail.com; Jaci Allen
Cc: Chris Katucki
Subject: Open Meeting Law Violations

Dear Selectboard and Planning Commission Members,

This email is formal notice of Open Meeting Law (OML) violations by Planning Commission Chair Melissa Horwitz and former Planning Commission Chair Jaci Allen. The email chain below describes the violations and the original discussion between Chris Katucki and Melissa Horwitz which was the original trigger for the violation can be found here: <https://tinyurl.com/2ruhrdd9>

Please note that personal communication between the individual involved parties would not have resulted in a violation. However the use of email which involved a quorum of the Planning Commission and the use of Planning Commission letterhead which made it look like it represented an official Planning Commission document when in fact it was the opinion of one Commissioner is a violation of the OML. There was not any authorization or discussion of Ms. Horwitz's critique of Chris Katucki's blog concerning Norwich's waste water system by the Planning Commission at any regular or special Planning Commission meeting. Nor has there been any authorization for Ms. Allen to communicate with a quorum of the Planning Commission by email. Norwich has spent considerable money to educate volunteers in the Open Meeting Law. In addition, Norwich is currently being sued over Open Meeting Law violations. One would think that these violations would stop. Kindly act within 10 days to recognize these violations and an additional 14 days to cure the violations. In addition, please make this email chain a part of correspondence for both the Selectboard and the Planning Commission.

Stuart Richards

From: Jaci Allen <allenjaci@gmail.com>
Date: Friday, April 23, 2021 at 12:06 PM
To: Stuart Richards <stuartlrichards50@gmail.com>
Cc: Chris Katucki <kals95@startmail.com>, Mary Layton <marydlayton@gmail.com>, Claudette Brochu <cbrochu30@gmail.com>, Bob Gere <rgere@mac.com>, Roger Arnold <rogerarnoldvt@gmail.com>, Marcia Calloway <msbcalloway@gmail.com>, Melissa Horwitz <horwitzmelissa@gmail.com>, Ernest Ciccotelli <ernieciccotelli@gmail.com>, Jeff Goodrich <Jeff.Goodrich@pathwaysconsult.com>, Jeff Lubell <jefflubell@yahoo.com>, Herb Durfee <HDurfee@norwich.vt.us>, Miranda Bergmeier <mbergmeier@norwich.vt.us>, Rod Francis <norwichvtplanner@gmail.com>
Subject: Re: Marion Cross Wastewater and Norwich Wastewater

Stuart,

I hope you can find it in your heart to back down on this. A conscientious, talented volunteer was trying to do her job. Chris is good. Let's all be good, and reserve our finite energies. Constant confrontation hurts our town, which I think you care a great deal.

Thanks for considering.

Jaci

On Apr 22, 2021, at 9:10 PM, Stuart Richards <stuartlrichards50@gmail.com> wrote:

Chris,

Glad to hear that Melissa corrected herself to you but since she had copied the entire PC in her original letter and used Planning Commission letterhead it would seem that she needs to directly and publicly acknowledge her error and that her correction to you is a good start but further public action on her part is necessary with a pledge that she will follow the rules in the future.

Stu

From: Chris Katucki <kals95@startmail.com>

Date: Thursday, April 22, 2021 at 7:29 PM

To: Stuart Richards <stuartlrichards50@gmail.com>, Mary Layton <marydlayton@gmail.com>, Claudette Brochu <cbrochu30@gmail.com>, Bob Gere <rgere@mac.com>, Roger Arnold <rogerarnoldvt@gmail.com>, Marcia Calloway <msbcalloway@gmail.com>

Cc: Melissa Horwitz <horwitzmelissa@gmail.com>, Jaci Allen <allenjaci@gmail.com>, Ernest Ciccotelli <ernieciccotelli@gmail.com>, Jeff Goodrich <Jeff.Goodrich@pathwaysconsult.com>, Jeff Lubell <jefflubell@yahoo.com>, Herb Durfee <HDurfee@norwich.vt.us>, Miranda Bergmeier <mbergmeier@norwich.vt.us>

Subject: RE: Marion Cross Wastewater and Norwich Wastewater

Stuart:

Melissa advised me the next day that she was speaking only for herself. I'm good.

Thanks,

Chris

From: Stuart Richards

Sent: Thursday, April 22, 2021 2:43 PM

To: Mary Layton; Claudette Brochu; Bob Gere; Roger Arnold; Marcia Calloway

Cc: Melissa Horwitz; Jaci Allen; Ernest Ciccotelli; Jeff Goodrich; Jeff Lubell; Chris Katucki; Herb Durfee; Miranda Bergmeier

Subject: Marion Cross Wastewater and Norwich Wastewater

Dear Selectboard Members,

The past week Melissa Horwitz, Chair of the Norwich Planning Commission and Chris Katucki, a respected Norwich blogger have engaged in a difference of opinion regarding the advisability of extending a wastewater sewer line connected to neighboring municipalities into downtown Norwich in so far as that "might undermine" efforts to cure the failure of the Marion Cross wastewater system. Further, Ms. Horwitz says Mr. Katucki's blog "contains factual errors and is misleading." Both are attorneys and both are certainly entitled to their respective opinions. However what Ms. Horwitz is not entitled to do is to represent on Norwich Planning Commission stationery that she speaks for the Planning Commission in expressing her views. Please see the attached document and print it out for Selectboard correspondence along with this email. The last Planning Commission meeting occurred on April 13. Mr.

Katucki's blog is dated April 18 and Ms. Horwitz's reply is dated April 20. To my knowledge the Planning Commission has not publicly met to discuss rebutting Mr. Katucki's views nor have they authorized Ms. Horwitz authority to rebut Mr. Katucki's views. I ask that the Selectboard prohibit Ms. Horwitz from exercising authority which has not been granted to her and that the Selectboard take whatever other actions they feel are necessary in this situation.

There's a whole lot more to discuss regarding the advisability of spending \$30,000 or less depending on grants for a study to hookup to neighboring municipalities given that this has been studied at least 3 previous times. The last Sewer Study in 2005 found that it would be prohibitively expensive to hookup the village to neighboring municipalities and that there was no environmental need for municipal wastewater.. The study can be found here: <https://tinyurl.com/ubpjzcn>

In addition, two surveys, one in 2005 with around 1000 respondents and another in 2018 with around 500 respondents found that around 54% wanted to see a relatively stable population. (Question 4-2005 and 6-2018). Moreover, with regard to municipal wastewater in the 2018 Survey Question 33, 69% of respondents said having a Norwich treatment plant was of no priority or low priority. Having a hookup to Hartford/Hanover was of no priority or low priority for 58% of respondents. In the 2005 Survey respondents were asked how much they were willing to have their taxes go up in Question 31. 76% said they didn't want any increase or not much of an increase for a Norwich wastewater system. For a hookup to Hartford/Hanover 70% said they didn't want any increase or not much of any increase in taxes. Given these survey results one has to wonder why there's such a push for (more) intense development in Norwich. The links to the two Surveys are below:

2018 Survey: <https://tinyurl.com/yre44w77>

2005 Survey: <https://tinyurl.com/9eme4583>

Thanks for reading ,

Stuart Richards

Please include this email and the correspondence between Ms. Horwitz and Mr. Katucki

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Herb Durfee

From: Susan Pitiger <suepitiger@gmail.com>
Sent: Wednesday, April 28, 2021 9:11 AM
To: David Ormiston
Subject: POLICE CHIEF ISSUE

Dear Herb,

We live at 1 Hazen St., which of course is in the heart of town. In fact, the driveway from the police station to Hazen St. is clearly visible from our porch. As you can imagine, I think my husband and I get a lot of police coverage, by dint of the fact that they drive by our home very frequently.

That said, I cannot imagine why we would have a police department without a Chief.

The method our police force uses to keep us all safe has evolved in the 24 years we have lived in Norwich. Initially there was an us-vs-them quality to that style. After a series of ridiculously aggressive police actions occurred, citizens were angry and demanded change. It wasn't easy, I am sure, but Police Chief Doug Robinson initiated and effectively installed community policing to our town. It only got better as the years went on. Doug made sure that Chief Jen Frank was available to succeed him, and we all know how effective she was. They are both leaders in their field.

It was the police Chief who hammered home that community policing is what Norwich wanted and got. Just like in any organization, business or non-profit, government or faith-based, effective action takes a talented leader. To think that we could maintain the fine community policing level in town without a Chief is, in my humble opinion, ridiculous.

Summing up, I'd say that this is a controversy in need of a problem. We don't have a policing problem in Norwich. We have a fantastic force who do a great job. We are not Minneapolis or New York or Chicago. We are Norwich. We need a police Chief to manage our town's policing needs.

Sincerely,

Sue Pitiger

IN A SEPARATE EMAIL,
SUE ASKED THAT THIS
CORRESPONDENCE BE
DELIVERED TO THE
SELECT BOARD. JAM

3

Herb Durfee

From: Elizabeth Perry <elizshawperry@gmail.com>
Sent: Thursday, April 29, 2021 9:03 AM
To: Herb Durfee
Subject: Police Department

Dear Mr Durfee,

I am writing to share my opinions on a Town wide survey or vote regarding a police chief. Personally I feel that the department is over staffed and over resourced. I don't feel that we need a chief. I have I lived on Norwich for 27 years. Please pass this email onto the select board.

Sincerely ,
Elizabeth S. Perry
5 Happy Hill Road
Norwich, Vermont

From: Sharon Racusin <sdracusin@gmail.com>
Sent: Thursday, April 29, 2021 9:04 PM
To: Herb Durfee; Miranda Bergmeier
Subject: A few points on policing

I want to thank Herb for following through with the board's April 14th vote to find an interim solution. He informed us on the state of the NPD staffing and the union. Not hiring a FT police chief now is the right choice.

All sides in this debate seem to be paying attention to data. I think we are all on the same page. We must study 911 and figure out what the police are doing and what they shouldn't be doing. We must hear from the public on what we need. A public health and safety survey would be the way to do that. Norwich is one of only 50 of the 242 towns in VT that have a police department. Safety clearly doesn't mean more police. There are many other ways to keep the public safe.

I would like the board to reflect on the white privilege and wealth some people want to protect with armed officers. Consider how class plays out in the context of what is happening around the country as well as in Vermont. It is my desire that the study sessions include affected people who can speak to what is happening outside of our Norwich bubble.

I have two other questions:

I would like to know how the NPD has been trained to be in compliance with the new FIPP that was overwhelmingly voted for.

I would also like to know how often the police get training and how long the training program has been in place - I assume from the academy. The answers to these two questions are key to understanding how police function.

Thank you,
Sharon Racusin
76 Mckenna Rd.

Miranda Bergmeier

From: Pamela Thompson Smith <psmith4203@gmail.com>
Sent: Monday, May 03, 2021 11:45 AM
To: Roger Arnold; Mary Layton; Marcia Calloway; claudette brochu; Robert Gere
Cc: Herb Durfee; Miranda Bergmeier
Subject: Followup to Last SB Meeting Questions

Dear SB Members,

At the last SB meeting, I asked two questions. I was assured that there would be some followup to respond to my questions. Because my specific questions were not documented in the draft minutes, by way of this email, I am asking that this be entered as official correspondence to the SB. In addition, I am requesting that my questions be answered during the next regular meeting of the SB.

- 1) Are some (or all) of the DPW trucks equipped to run biodiesel? If so, why are we not using biodiesel in keeping with the Article 36 goal of reducing our carbon footprint?
- 2) We are starting to see invoices/purchase orders for expenses related to the Kid's Bridge at Huntley Field. In checking the 2020 Final Audit (Page 29 -- Fund Balances) I did not find a line item for this project. What is the current fund balance for this project and what is the source of these funds?

Thanks.

Pam Smith
(Norwich Resident & Taxpayer)

Miranda Bergmeier

From: Amy Stringer <vermont6633@gmail.com>
Sent: Monday, May 03, 2021 3:32 PM
To: Miranda Bergmeier
Subject: Police Chief

Dear members of the board-

We agree with many that the town should hire a police chief. We feel the system here was not broken, though having a social worker on call for mental health incidents would be helpful.

Thank you-
Amy Stringer
Jaan Laaspere

Miranda Bergmeier

From: Amy Stringer <vermont6633@gmail.com>
Sent: Wednesday, May 05, 2021 9:40 PM
To: Miranda Bergmeier
Subject: Police Chief

To the selectboard-

We are disappointed in your decision to reduce the size of our police force. On what did you base that decision? Because of problems happening elsewhere in the country? We agree with the letter from Arline and Barry Rotman, especially the point that if there are problems to be addressed (and we have been wholly unaware of any up to this point) surely they can be addressed with a chief in place. We urge you to reconsider this decision.

Sincerely,
Amy Stringer
Jaan Laaspere

From: Chris Weinmann <chrisweinmann@hotmail.com>
Sent: Monday, May 03, 2021 4:00 PM
To: Miranda Bergmeier
Subject: Chief

To the Select Board

It has been suggested to me that the Select Board would like to hear from residents about the issue of whether the Town should delay the hiring of a new Police Chief.

My own view is, no. My impression is that we've had excellent policing in Norwich in the 20-plus years been here, that the last two chiefs have been really exceptional and that it's a highly effective department.

I don't have any sense that because serious and systemic policing problems exist in many other, and often much larger communities, or communities in different parts of the country and with different cultures than ours, should lead to Norwich reinventing this wheel, which as I say, seems to me to have been turning very well indeed.

Another precinct heard from.

Thanks, all, for being willing to serve.

Chris Weinmann
PO Box 687
Norwich, VT 05055
(802) 649-9062

From: Teresa Lyons <teresaglyons@gmail.com>
Sent: Wednesday, May 05, 2021 12:49 PM
To: Miranda Bergmeier
Subject: policing in Norwich

Dear Selectboard,

About 10 or 12 years ago the entire Town of Norwich dealt with what is now the national problem of police being trained as Marines. At the time we had a very aggressive, unprincipled police-chief here that was fired, and we voted as a Town to demand that all police hired here be also trained as Community Policemen. I think that was about the time Doug Robinson took over. It is my belief that this requirement is still in place. I have not heard of any real complaints about our Norwich Police in a long time. I personally have found them to be extremely helpful and appropriate. Of course we have a terrible problem of aggressive military policing in the nation, particularly in regard to black males.

It is my belief that if the rest of our country trained policemen to be Community Police, they would not be having this problem. In our town my thought is that if it's not broke, don't fix it. Of course we need a police chief and a good staff;

Terry Lyons



Herb Durfee

From: Bob Stevens <harpogabby@gmail.com>
Sent: Wednesday, May 05, 2021 1:24 PM
To: Miranda Bergmeier; Herb Durfee
Subject: Police Decision

To: Select Board & Town Manager,

I was extremely disheartened to learn that you have decided to delay hiring a new police chief and to allow reduced police coverage for the coming year. I implore you to reverse this decision and to immediately proceed with hiring the chief and to return to a full staff of four officers to insure the safety of our town.

Thank you,

Bob Stevens

Herb Durfee

From: arline rotman <arliner@gmail.com>
Sent: Wednesday, May 05, 2021 9:10 PM
To: Herb Durfee
Cc: Barry Rotman
Subject: for inclusion in next week's Selectboard packet

To: the Selectboard
From: Arline and Barry Rotman
Re: Policing in Norwich

We were disappointed to see that the Selectboard rejected the idea of going ahead with hiring a new police chief, and supported the idea of reducing our police force.

In response to earlier citizen input, Norwich adopted and built a model community police force. Under the leadership of Doug Robinson, followed and advanced by Jennifer Frank, Norwich has been well served. While protecting all our citizens in a multitude of situations, they have projected an image as friends of the community. This was particularly important in relation to the students at the Marion Cross School. Those young people will mature with the belief that the police are there to help them, contrary to the images and debates raging in other parts of our country.

Operating with a reduced police department, and absent the leadership of a police chief, we are risking reduced protection and important visible presence. Whatever changes the town or the Selectboard determines should be made regarding police behavior or policies can still be implemented without reducing the size of the force and failing to hire a chief.

In short, we request that the Selectboard allow the town manager to hire a police chief forthwith.

Thank you for your consideration.

Arline and Barry Rotman

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May 5, 2021

To: Selectboard@norwich.vt.us; CC: Town Manager Herb Durfee

From: Robyn Mosher, Norwich resident

Subject: Policing in Norwich

Dear Selectboard:

I ask your support for the town to hire a new chief and return staffing immediately to full coverage- 100% from 75%. Not having full police coverage impacts both crime and safety. I agree with a listserv comment that "a decrease in forces...tells the Upper Valley that Norwich citizens will be vulnerable to crime and mischief."

A cautionary story: I lived in Thetford, which had an excellent police chief and officers. However they did NOT have 24-hour policing. One night during a sudden ice storm, about 6-8 cars went into ditches on Rte. 132. I called 911 and was told, "we are covered by the State Police in Groton VT, (one hour north) and they are having trouble getting there because of the icy road conditions". I suddenly thought, what if someone right now had an assault, break-in, heart attack, domestic incident and our only protection ... can't get there. I was so relieved when we later moved to Norwich and had 24-hour police coverage.

The police here not only respond to crime but also to safety issues, such as helping us with an outdoor gas stove when the gas would not turn off, and a family medical emergency. They helped so often and well that I wrote former chief Robinson a long thank you several years ago.

My children who grew up in Norwich are now young adults, ages 18 and 21. They were outraged, as was I, by police brutality across the country. The videos are horrifying. I am not Black and would hope that anyone Black (or any minority group) is not treated badly here in our community. Because of recent national events it is clear we need police reform on a national scale. I propose that we enact reforms thorough methods other than reducing the police force and its funding (such actions in now way ensure reform, but only reduce our safety). We can continue our focus on community policing and enact policies to check for and omit bias. The department should be transparent and accountable in this anti-bias work.

We look to the Selectboard and Mr. Durfee for leadership; I respectfully ask that you consider these suggestions and help the police to protect us as well as they have always done while enacting process changes to ensure no bias is evident in our practice.

Sincerely,

Robyn Mosher

Norwich, VT

Robyn.mosher@protonmail.com

Herb Durfee

From: Nancy Dean <nhdean@comcast.net>
Sent: Thursday, May 06, 2021 2:13 AM
To: Miranda Bergmeier; Herb Durfee
Subject: police

Dear Town Guardians,

You probably saw my post on the listserv, a few days ago, in which I briefly recounted the history of policing in the town and stated my strong belief that the town will be best served if we begin the search for a new chief at once. We should minimize the time spent without a chief so that the profoundly good momentum engendered by the last two chiefs is not lost but is enhanced by a true professional. I strongly urge you to keep the present size of the police force, as well. We do not need less coverage. We need to feel we can call upon our police for a prompt response to problems. This, my fervent plea, and that of many others, is one I hope you will heed!

Nancy Dean

3

Herb Durfee

From: Don Mccabe <don-mccabe@comcast.net>
Sent: Thursday, May 06, 2021 8:39 AM
To: Miranda Bergmeier; Herb Durfee
Subject: Norwich Police Chief Position

Dear Select Board and Town Manager,

I am following the discussion of replacing the Norwich police chief position now or later. I served on the police committee twelve years ago which recommended adopting the Community Policing model for our town. It has worked well under chiefs Robinson and Frank.

I urge you to fill the chief position with an experienced officer trained in this model and familiar with the needs of our community, now rather than later.

Respectfully,

Don McCabe
Meetinghouse Road

Sent from my iPad

Miranda Bergmeier

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From: childsej <childsej@aol.com>
Sent: Thursday, May 06, 2021 10:12 AM
To: Miranda Bergmeier
Subject: Norwich Police Chief

By all means we should hire a Norwich Police Chief AND not REDUCE the Norwich Police Dept., We should not reduce the size of the NPD.

Joyce Childs

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Herb Durfee

From: Robert N. Leaton <Robert.N.Leaton@dartmouth.edu>
Sent: Thursday, May 06, 2021 10:50 AM
To: Miranda Bergmeier
Cc: Herb Durfee
Subject: Police Chief

Dear Members of the Select board,

I urge you to move forward with hiring a new Police Chief and maintaining the police department at 100% strength.

Thank you,

Bob Leaton
35 Old Orchard lane

Herb Durfee

From: charlotte metcalf <metcalfcharlotte738@gmail.com>
Sent: Thursday, May 06, 2021 11:37 AM
To: Miranda Bergmeier; Herb Durfee; Miranda Bergmeier
Subject: please submit to packet for policing discussion
Attachments: WebPage.pdf; ATT00001.htm

I am including with this letter an 87 page study that was done on our policing for Norwich in 2007. I request that the select board read this report as current members propose to repeat history. It was submitted and signed by a 13 member committee. It was received by a well informed select board. I do not understand how our current board feels emboldened to vote to change the nature of our police coverage and the number of officers without first conducting another thorough study.

I urge everyone to look at Chief Robinsons wish list. It appears in the “interview” section of the study. He says he needs 5 officers to cover the hours he is expected to have a force on duty, exactly as Nancy Dean reported in her post to the listserv on April 30th. He goes on to propose several possible schedules for his team.

We must have a minimum of 4 full-time officers and should be poised to find temporary replacements whenever an officer is out on extended sick leave as 2 were last summer, or as soon as an officer gives notice. This is what Norwich taxpayers have a right to expect today given the select board decision to accept the study results in 2007.

Charlotte Metcalf

<http://norwich.vt.us/wp-content/uploads/2012/06/NPSCreport.pdf>

NPSC Report Table of Contents

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Executive Summary

The Norwich Police Services Committee (NPSC or the Committee) recommends to the Selectboard the reduction of the number of officers in the Norwich Police Department (NPD) from five to four full time officers with the possibility of enlarging the force to five in the future. The Committee, although not asked to consider the question, supports the retention of Doug Robinson as Chief.

The number of officers, however, never seemed as important to the Committee as the attitude of the police toward the residents of Norwich and, as we eventually learned, the attitude of the residents toward their police force. With that in mind the Committee recommends the following:

- (1) A re-orientation of the NPD toward an emphasis on Community Policing. This will require:
 - a. enactment by the NPD of policies, promulgated by the Selectboard, on issues of actual concern to residents;
 - b. ongoing education in the form of courses, learning what Norwich residents want and require from the NPD but not, at this time, CALEA certification;
 - c. greater positive visibility for the NPD in the form of youth and community involvement, foot or bicycle patrols and informational forums on police related issues;
 - d. increased transparency manifest in an effort, on the part of individual officers, to explain, without arrogance, their actions during arrests or traffic stops and, on the part of the NPD, to make general policies—such as the use of traffic warnings rather than tickets, or the existence of truck scales—known to town residents.
 - e. adoption and dissemination to town residents of a Norwich Police Department Mission Statement consistent with Community Policing.

- (2) A recognition, on the part of both the NPD and the residents of Norwich, of the attitudinal problem that is the basis of the ongoing friction between the NPD and the residents; to wit, it will be necessary for the Selectboard to take an active role in

bringing both residents and officers together to achieve mutual respect.

- (3) The establishment of a vehicle to serve as an intermediary between the police department and residents with a grievance.
- (4) The freedom of the Police Chief to run his department without micromanagement from the Town Manager or the Selectboard.
- (5) The freedom of the Police Chief to establish hours of patrol coverage consistent with manpower available from four officers, actual crime statistics in Norwich and scheduling circumstances of which the Police Chief is aware.
- (6) Clear communications between the Selectboard, as the setters of policy, and the NPD, as the implementers of those policies.
- (7) Ongoing accountability of the Selectboard for progress made toward the implementation of the recommendations made in this Report.

II. Report

A. Methods.

1. Meetings. The Committee met weekly from April 27, 2007, until mid-August when it began to meet every other week. The meetings allowed for reports of subcommittees, interviewers and input from Chief of the NPD, Doug Robinson. They also provided an ongoing opportunity for Committee members to air concerns, raise issues brought to individual members by town residents and to mull over ideas together.

2. Data Gathering.

a. Interviews. Committee members, singly or in pairs, interviewed individuals identified by the NPSC as having information potentially useful to our task. (See Appendix C.) Interviewers reported the content of their meetings with subjects to the Committee and, in some cases, provided a written report of the interview. All interviews were discussed at Committee meetings and, occasionally, subjects were contacted again with follow up questions.

The one interview that did not conform to this model was the presentation by Chief Steve McQueen of the Winooski Police Department. Several sources identified Chief McQueen, as the Vermont's expert on Community Policing. He came to Norwich and attended one of our meetings during which we asked him the questions we had about how to implement changes in the behavior of the NPD and Norwich residents consistent with the Community Policing model.

b. The Forum. At the suggestion of the Selectboard, the Committee held, on June 23, 2007, a Forum to which all Norwich residents were invited. The gathering, moderated by Cotton Cleveland, gave Norwich residents an opportunity to divide up into small groups and discuss their concerns about the status of policing in Norwich, come back to the larger group and offer suggestions for improvement, many of which are either incorporated into this Report or formed the basis for additional exploration by the NPSC. The Forum was also the first opportunity for most Norwich residents to learn about the NPSC; this visibility encouraged residents to contact Committee members, attend the Listening Post sessions and fill out the Survey form

sent along with the invitation to the Forum. (See Appendix D.2 for comments from small groups.)

c. **The Survey.** In mid-June copies of the Survey were sent to all Norwich households (and made available on the internet), inviting residents to respond to four questions addressing size of the force, the amount of police coverage desired, relations between the NPD and Norwich residents and changes sought. The Committee received 205 completed Surveys whose analyzed contents are attached to this report as Appendix E.

d. **Listening Posts.** A subcommittee of the NPSC created five evening opportunities at the Norwich Historical Society, dubbed "Listening Posts," for residents to come speak confidentially to members of the NPSC. The listeners also made themselves available to go to homes and offices to hear concerns and anecdotes and to receive written or e-mail communications. A total of 55 residents made use of these occasions to let the Committee know what was on their minds. A synthesis of the information received in this way is attached to this report as Appendix F.

3. **Reaching conclusions.** The Committee set a goal of reaching consensus on the issues that concerned us most; while we did not necessarily achieve total unanimity on each point, our differences within the group were not significant enough to prevent us from presenting this report from the Committee as a whole.

B. Findings and Recommendation

1. **Hierarchy.** There was copious evidence from the Listening Posts, Survey responses, Forum, individual interviews and within the Committee that town residents voted down the appropriation for the operating expenses of the Police Department and voted for a reduction in the number of police officers from five to four in an effort to get the attention of the Selectboard and to voice dissatisfaction with policing in Norwich. One of the primary complaints, but one that initially was lost in the morass of speeding tickets, truck scales and attitudinal issues, is the relationship among the Selectboard, Town Manager and Police Chief.

The NPSC found it impossible to move forward with our charge without a thorough understanding of the statutory relationships among these three

entities. To that end the Committee spoke to Chief Steve McQueen of the Winooski Police Department, Jim Barlow of the Vermont League of Cities and Towns, and Norwich Selectboard Chairman Ed Childs as well as consulting the Vermont Statutes on point. (See relevant statutes included in Appendix C.10, Interview with Jim Barlow.)

The law (and opinions we found on it from those mentioned above) is very clear. In a town such as Norwich, with the town manager form of government, the selectboard establishes policy and appoints the town manager. The town manager is accountable to the selectboard, is an employee of the selectboard and is responsible for the day-to-day running and administration of the town. The police chief is appointed by the town manager, is accountable to the town manager for financial and human resources-type issues (e.g. vacation days, salary) but has a tremendous amount of autonomy in running the police department.

There needs, therefore, to be a conspicuous separation of responsibility of the Police Chief from the Town Manager, especially given the present Town Manager's former position as Police Chief. There is, currently, a widely held perception that the present Town Manager is still in charge of the Police Department. Without debating the merits of that allegation, the perception is unfair to the current Chief. The competency of the present Police Chief needs to be assessed on those issues arising, or being continued, under his watch not under that of his predecessor.

There is, in addition, no sign that the Selectboard is setting the policy that is enacted by the Police Department. There is a perception that individual Selectboard members are in close contact with the current Town Manager and are leaving to him the determination of policy questions for the Police Department. Once again, the Committee's concern is less over the reality of the relationship between the Selectboard and the Town manager than it is over the perception that the Selectboard has abdicated its responsibility to another entity.

(It is beyond the scope of this report to address the question of how Norwich residents feel about the competence, attitude or accessibility of the present Town Manager. The comments about the relationship between town manager and selectboard are, for purposes of this report, generic.)

We, therefore, recommend that the Selectboard, with input from Norwich residents, establish general policies, to be enacted by the Police Department, on topics such as enforcement of traffic and trucking laws, treatment of juveniles by the Department, visibility of officers, forums on police related issues and, public announcement of changes in police policy. The NPSC, in the course of this report, has made many suggestions for such policies and urge that the Selectboard establish a vehicle for ongoing discovery of information on this subject from town residents.

Many members of the NPSC as well as town residents suggested the implementation of an ombudsperson or grievance committee to address those questions for which there is not a satisfactory answer found between the Police Department and an individual town resident or group of residents (e.g. the Kendall Station Road neighborhood which feels that the police are not always responsive to the problems created by a difficult family living in the neighborhood.) There are serious legal impediments to the formation of such a committee. (See interview with Dominick Cloud included in Appendix C.11.) The Selectboard could, however, appoint an advisory committee to serve as a sounding board, help advise the Police Chief and Selectboard, and thoroughly vet questions of public safety in the same way the existing Planning Commission examines issues of land use. Brattleboro and Hinesburg both have such public safety committees in place.

2. Current Policing in Norwich. The present problem with policing in Norwich is not "a few angry Norwich residents." There are many very angry townspeople who feel their concerns are not being heard by the Selectboard and believe that they are being treated disrespectfully by police officers paid with the tax dollars of Norwich residents. There are also many people in Norwich who report being perfectly happy with the job the NPD is doing. (See Appendix D.2. and Appendix E. for comments representing each position.) The Police Chief, and by extension the Police Department, needs clear policy statements from the Selectboard, supervision and feedback from the Selectboard.

The Department needs as well to take seriously complaints by Norwich residents of arrogant, insulting, belittling and belligerent behavior on the part of officers. In our interview with Chief Robinson he defended a former

officer as "an excellent officer and first rate investigator who has a strange sense of humor which sometimes offends people." This description begs the question of what to do with those offended people; they are tax paying Norwich residents who, because they do not know the rest of the officer's allegedly fine qualities, are left with a residue of what comes across as arrogance and condescension not "a strange sense of humor."

Chief Robinson further stated that "95% of people who come to the Police Department to complain over a ticket or other issue, including the attitude of officers, leave satisfied or at least understanding why the ticket was given or why the officer behaved as he did." Complainants are given the opportunity to view video tapes of traffic stops and to discuss what transpired in their encounter with a NPD officer. What this does not address are those whose interaction with an NPD officer left them feeling that there was no point in going to the Police Station to discuss their experience, not an unexpected reaction on the part of someone feeling insulted, belittled or demeaned by belligerent or arrogant behavior.

There continue, as well, to be a number of truckers and tractor drivers who feel that they are being harassed by the NPD. The truckers' complaints arise not only from issues emanating from the scales but from stops allegedly for permits and registration, seen by truck drivers as opportunities for Police Officers to slow down the truckers' progress through Town. (See Appendix F.)

Counterbalancing these complaints are reports of sensitivity on the part of the police (see section II.B.3.), various positive interactions with the Community (see section II. B.3.) and the admission of past errors such as the imposition of the truck scales without notice. (See section II.B.4.)

3. Community Policing. The Committee recommends the adoption of the Community Policing model for Norwich. Compared to the traditional "enforcement model" (the one with which Norwich is living and with which there is strenuous disagreement from town residents), the Community Policing model puts the stated needs of town residents above a myopic concern with the enforcement of laws. This does not suggest a policy of lawlessness but rather an interest in discovering the priorities of town residents and having police behavior concentrate on enactment of those

desires *within the requirements of the statutes*. For example, there might be two (or more) equally effective ways to remind drivers to maintain a speed not over 25 miles per hour as they enter Norwich. If residents prefer radar signs indicating the speed at which their vehicle is traveling rather than a police cruiser waiting to pounce, and both can be shown to reduce excessive speed, Community Policing would suggest that the method preferred by the community should be the one applied.

Police behavior under the Community Policing model would include increased consistency, another theme mentioned repeatedly by respondents. If one driver, exceeding the speed limit by seven miles per hour is served with a warning by a detaining officer, the next driver, behaving similarly (and without extenuating circumstances like previous warnings or a belligerent attitude) ought to be treated in the same way: given a warning. Similarly, the police need to be aware that their demeanor in making a traffic stop needs to be consistent: a full explanation of the purpose of the stop has a very different effect on the speeder than a wordless stop in which the driver is given a ticket with virtually no explanation. And, to beat this drum one more time, the police need to be made aware through training, of the different reactions two individuals might have to two very similar traffic stops: one officer, uttering exactly the same words in the same tone of voice may strike two different speeders completely differently. We note the need for officers to be sensitive in their dealings with town residents and recommend training to that end. (See this section below.)

Part of Community Policing is the recognition of the police officers as part of the community. Respect and support need to go both ways: the police toward the residents *and* residents toward their police force. Among the goals of increased visibility (see this section below) and improved communication between residents and the police (see section II.B.4.) is an improved respect and support of Norwich residents for the NPD. (Suggestions for achieving those goals are noted at those locations in The Report.)

While the Committee is well aware that respect and support must go both ways, the fact is that the PD has the power to stop citizens, interrogate them, influence the view of children toward police authority and that those uses of power must be applied judiciously. The policy underlying how that

power is used needs to be established by the Selectboard and made clear to the Police Department and Norwich residents.

All opportunities to report to the NPSC included comments on the attitude of the NPD. Comments were diverse: there was support for the solicitousness shown the Holley family when their son disappeared, there was gratitude for the presence of an officer who sat with a grieving spouse after a death. But, unfortunately, for as many comments as there were on the kindness of individual officers, there were counterbalancing offenses of arrogance and insensitivity: a traffic stop in which there was no verbal explanation of the infraction (no verbal comment at all, in fact), and seemingly endless stories of trucks being harassed for what appeared to be inconsequential infractions (like the exact location of a diesel tax permit on the truck) or the amount of time taken to question the driver when it was clear that for that driver time is money.

Critical to the Community Policing model is an increased visibility of police officers. Often noted in the data gathered by the NPSC is the value of officers serving as crossing guards for Marion Cross School children and, although somewhat controversial, the house checks. (Chief Robinson has assured the NPSC that the house checks do not unduly burden officers already on patrol and, hence, are not adding to the cost of policing in Norwich. Furthermore, it is a practice very common in Vermont towns.) The Committee recommends that police serve as crossing guards at least some of the time and that house checks continue.

Additional opportunities for visibility are foot or bicycle patrols in the business area of town, forums on police related issues (see section II.B.4.) and a variety of activities that put the police in contact with all ages of town residents. For elementary school age children continuation of the bike safety program, Kids and Cops program and the presence of an officer at Marion Cross School on request are encouraged by town residents and the NPSC. (The Committee is very aware of the considerable expertise of the Police Chief as an ambassador from the NPD to schools and is grateful for it.) For adolescents, continuing participation in the Hanover High School Student Council, teaching a course at HHS and presence at sports events and driver education programs would be helpful.

In order for the NPD to become proficient in Community Policing they will need additional information and instruction. Although some of the skills cross over from the enforcement model, and although some officers may have already received some training in Community Policing, we strongly recommend that the Selectboard establish a policy implementing Community Policing as the model for Norwich. This policy will include instructing Police Chief Robinson to avail himself and his officers of courses in and workshops in sensitivity training, improving communication skills, and working together with town residents to set priorities for policing priorities in Norwich.

The NPSC is aware that many respondents to the Survey (see Appendix E), as well as commentators at the Forum (see Appendix D.2.) and the Listening Posts (see Appendix F) favored 24 hours per day, seven days per week coverage. The Committee, however, after studying carefully actual crime statistics in Norwich (by type and hour), concluded that fully comprehensive coverage is not necessary at this time. Consistent with Community Policing, it will be the task of the Police Chief to determine the exact hours and manpower extent of coverage needed, given both his perceived needs for safety and the community's need and desire for police protection. It will be an educational task for the NPD to explain to Norwich residents the extent of the coverage established given existing opportunities and constraints.

And, finally, the adoption by the Norwich Police Department of a Mission Statement consistent with Community Policing values is essential. (See Appendix G.) The Mission Statement needs to be embraced by the NPD, introduced to the Community by the Department, and discussed and understood by town residents.

4. Transparency. There is a critical need in Norwich for a sense of honesty and open communication among residents, the Selectboard, Town Manager and the Police Department. In all phases of our data gathering we encountered words like collusion to describe the interaction among these various entities. Nowhere is it more important than in policing to make residents comfortable in the knowledge that they understand what is transpiring. If, for example, it is necessary for an adolescent to be arrested for failure to pay a fine and the police appear at his parents' house to arrest him, it is very important that the police make it clear that a bench warrant was issued by the court for that arrest and the police have no choice but to

serve it immediately. And if the parent of that child rises at Town Meeting to relate that story without the detail that the hands of the police were tied, someone needs to make that clear. There is simply an enormous amount of fiction about the NPD and what they do; and much of it could be counteracted with explanations from the Police Department. If additional information had been dispensed by the police, either at the time of the attempted arrest or at Town Meeting, greater clarity would have been achieved.

Similarly, there is a sense that the Town Manager is still running the Police Department. That clearly should not be the case. Much can be done to offset that perception by making it clear that the Chief is in charge. He could, for instance, host a series of forums on police related issues such as traffic, crime in Norwich, self-defense, bicycle safety (for adults as well as children), pedestrian safety in a town which is, in places, without sidewalks—the list is endless. Gatherings like these would convey important information to town residents as well as giving them the opportunity to know more about the roles and responsibilities of their police officers. Consistent with the model of Community Policing, it provides a chance for the NPD to learn what is important to town residents. This creates an environment in which information is exchanged, opportunities for respect and support are created and an understanding of the community on which Community Policing is based is appreciated.

Information also needs to be conveyed by the public announcement of changes in policy. When, for example, the town was going to purchase and begin using truck scales, the Chief, as he now acknowledges, needed to inform those using the roads of that fact. If tickets are going to be given for some infractions (or levels of infraction) but warnings given for others, people need to be made aware. This, together with information dispensed at the time of an interaction with the police (e.g. a traffic stop), dispels the perception of arbitrariness that currently abound.

One important way to avoid that sense of capriciousness, to encourage transparency and to keep all parties focused on that goal, is for the Norwich Police Department to have a working Mission Statement, copies of which would be sent to all Norwich residents. Several members of the NPSC have expressed an interest in the importance and elements of such a document

and would be available to help in its drafting. (For sample Mission Statement see Appendix G.)

5. Police housing incentive. The NPSC recommends that police officers receive a bonus to live in Norwich. Supporting the proposal is a sense that officers would become more a part of the community if they lived in town, if their children attended school here and if they, and their families, became a part of what happens here. Given the price of housing in town, and given what police officers are paid, prospects for their being able to live in Norwich are not good and the bonus would be a way partially to offset the problem and to encourage them to live here.

6. Selectboard accountability. Ultimately responsibility for the policies available to the Norwich Police Department to keep Norwich safe and to make it a comfortable community rests with the Selectboard and the State. The NPSC has set forth in this Report its suggestions for ascertaining what the town-mandated policies should be, for the institution of a policing model that will facilitate their enforcement, and for encouraging the police force and town residents to share and recognize their responsibilities for supporting and respecting each other. This cannot be accomplished without the oversight and awareness of a Selectboard willing to acknowledge community needs vis-à-vis police issues and willing to establish policies consistent with community needs. The Committee has welcomed the occasion to create this Report and to bring its ideas to the Selectboard; now we look forward to the opportunity to ensure that its recommendations are considered seriously. We strongly suggest that the NPSC meet with the Selectboard on October 24, 2007, after the Selectboard has had the opportunity to read this Report, and then at intervals of three months, over the course of the next year to insure progress and a continuing dialogue on the issues raised in this Report.

The Norwich Police Services Committee would like to thank the Selectboard for taking the issue of policing seriously and appointing the NPSC; the many Norwich residents who participated in the Forum, responded to the Survey, communicated with us through the Listening Posts or stopped us on the street to convey their concerns; and Chief Doug Robinson who answered our questions, made his Department available to us and encouraged our suggestions on how the Norwich Police Department might be improved.

Appendix A: The Charge

Charge for Committee on Police Services

Town Meeting on March 6, 2007 voted to "advise the Selectboard to consider a reduction of the Norwich Police Department from five officers to four officers recognizing that such a reduction will likely result in a reduction in the level of services and hours of coverage provided by that Department." It was clear from this vote and discussions at pre-town meeting that the community has concerns about the size and operations of the Police Department and the approach the Police Department takes in providing law enforcement services to Norwich. At pre-town meeting, the Selectboard made a commitment to hold a community forum on police services. This forum, or forums, is a first step and not the only step in arriving at town-wide consensus on the functions of the Norwich Police Department.

As a first step, the committee will assist the Selectboard and a facilitator in conducting a community forum or series of forums that will:

- Identify problems with the current operations of the Police Department.
- Examine the origination and resolution of friction points between Police Department staff and members of the community.
- Identify proposed initial solutions to the identified problems.
- Propose an action plan, for review by the Selectboard, with performance measures to implement the initial solutions.
- Develop recommendations to the Selectboard on a plan of study that will define additional studies that should be undertaken by the committee to develop a town-wide consensus on Norwich law enforcement services.

The committee will structure its additional studies based on outcomes of the forums and the plan of study as approved by the Selectboard, and will develop a database from a viable comparative base of demographically similar communities that supports its conclusions and recommendations.

In assisting with the community forums and in conducting additional studies, the committee should review the pertinent information and opinions of Norwich and similar communities; consider the report of the Law Enforcement Survey Committee dated September 2000; consider the report on the Police Department by the Norwich Finance Committee of July 12, 2005; interview the Town Manager, Department Heads, other elected officers, employees of the Town and as many citizens as wish to be heard; consider criteria that can be used to determine adequate staffing levels for the department; and report its findings and recommendations as to size, operations, services and general approach of the Norwich Police Department. In addition to the items mentioned above, these additional studies may include a review of:

- Community Needs
- Community Expectations
- Distribution of Calls for Service by Time of Day
- Distribution of Calls for Service by Type of Call

- **Distribution of Response Times by Time of Day**
- **Distribution of Response Times by Type of Call**
- **Standards for Response Times by Type of Call**

As an outcome of this process, the Selectboard would like to have a more community-oriented Police Department with a philosophy, management style, and organizational strategy that promotes problem solving and police-community partnerships to deal with law enforcement problems and address other community issues. This would include:

- **Promoting the safety of the public and police officers;**
- **Responding to emergency and nonemergency demands of Norwich residents and businesses in a timely manner;**
- **Conducting prevention and other patrol tasks effectively using a community-oriented policing approach;**
- **Allowing officers to meet all administrative requirements satisfactorily, including report writing, training, and court attendance.**

The recommendations should be made in the form of a committee report to the Selectboard and should include recommendations on the hours of patrol coverage by day of week, the number of officers needed to provide this coverage and organizational structure needed to support the provision of police services to Norwich residents and businesses. The final report of the Committee on Police Services should be ready for presentation to the Selectboard by October 10, 2007.

Appendix B: NPSC Members

Norwich Police Services Committee members:

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Appendix C: Interviews

1. Chief Doug Robinson I
2. Chief Nick Giaccone
3. Chief Byron Kelly
4. Former Chief Gary Watson
5. Chief Doug Robinson II
6. Chief Jim Lanctot
7. Sergeant Mike McGee
8. Officer Phil Brunelle
9. Geoffrey Vitt
10. Attorney Jim Barlow
11. Attorney Dominick Cloud

Notes from interview of Chief Doug Robinson, May 28, 2007
By Alison Lauter and Ned Redpath

Attached is a list of questions we tried to focus on. We did get to many of them but time went by, certain questions took far longer than expected thus several were not even brought up.

The interview took place in Doug's office, no one else was present though one office did stop by "in civilian clothes" but departed immediately once he knew what was going on.

- 1) We discussed who was on the force as of the date of the interview and where they lived. It was Doug's opinion that living in the town of Norwich would not make a difference in the service given or involvement made by any and all officers. At this time only one officer lives in Norwich while others live in White River (2) and one in Windsor.
- 2) Discussed the "scale incident" and Doug immediately took total blame for this situation getting totally blown out of proportion. He felt that he had let it get well beyond normal control and was taking steps to correct present policy in order to make future situations better for all parties involved. Doug felt that there should always be a grace period prior to full enforcement of new laws and regulations which would allow the town's people to adjust to the coming change. Doug also mentioned that there is a state statute that requires the police department no more than 30 minutes to place a truck on the scale if it is being considered as overweight.
- 3) Discussed the "snow ball incident" and Doug categorically disagreed with the media rendition, stating that the handling of the situation by the police officer involved was well done and under standard policy procedure. Doug stated that the entire episode was a "five minute situation".
- 4) Discussed the "George Argument" and, once again, Doug's perception was far different than George's. Doug felt he never raised his voice and that the discussion was relatively normal.
- 5) We then asked the question of "how did present problems get to where they are now". Doug felt that personnel turnover played a major role and that the police officers did not get out as "people" talking to the citizens thus those people began looking at the police forces as "there goes the cops" instead of thinking "there goes Doug, or Kim or Phil". Due to a shortage of officers everyone was spending far too much time on patrol and not creating relationships. As this situation

continued to developed there was a wider difference between the police force and the population of Norwich.

- 6) Discussed "Property Checks" and Doug mentioned they are completed as a part of a normal tour of duty, do not take very long and are a way for the police force to help the community.
- 7) Discussed Steve Soars regarding management, etc. Doug felt that Town Manager Soars did over manage initially but less so now. Doug stated that he did not feel the Town Manager was a micro manager. Doug emphatically stated that the Town Manager does not run the police force that he, Doug, does.
- 8) Discussed the "chain of command" and Doug said that he answers directly to the Town Manager (Soars) but that he can go directly to the Select Board.
- 9) At the end of our two hour interview we asked Doug what were some of the changes he would like to see. The first was to let the public know immediately about changes in policy, rules and regulations well before they took effect, like maybe six months at least. He also would like to see more "walk & talk" foot patrols around the village and, finally, he felt that all officers should get out of the office more often and become more involved with the community in general. He would like his officers to be considered "people" and not just another police officer to be afraid of.

Submitted by Alison Lauter & Ned Redpath

Interview with Hanover Police Chief Nick Giaconne on August 23, 07

Terry Lyons and Sarah Reeves

Chief Giaconne invited us in and listened attentively, as we described what our committee was about and the purpose of the interview. He has been Chief in Hanover for about 35 years. Chief Giaconne does not live in Hanover, but nearby.

We asked him first about community policing--the relation of the police to the community. He responded by referring to their department's mission statement and then talking about 1) stopping drivers for traffic violations, 2) relations with teen-agers, and 3) the way the department handles citizen's complaints.

The mission is:

to "provide professional and compassionate police service through partnerships that build trust, reduce crime, create a safe environment and enhance the quality of life in our community. To fulfill this mission we will have an uncompromising insistence on quality people who believe in the following core values: Integrity, Respect, Fairness, and Excellence.

1) Traffic violations: Only 15 to 20 % of motor vehicle stops end in tickets in Hanover. Hanover police have an extensive system of warnings. The public generally assumes a 15 mph grace area above the speed limit, which the police usually observe, and give tickets for violations that are unreasonable, imprudent and dangerous under the driving conditions. There is not monetary pressure to give a lot of tickets. In New Hampshire, unlike Vermont, ticket money goes to the state, not the town. A certain percentage goes to Police Training. DUI's are hard to observe because of the terrain (they have mostly small, winding roads and no Interstate under their domain.) (For more information re procedures with traffic stops, see Recruitment and Training below.)

2) Regarding teenagers. Sometimes the police have had brushes with parents, who think the police are overzealous. Often the officers don't like to feel they are being duped, so they run a tightrope between being trying to reasonable and overzealous.

3) Handling citizens' complaints: Hanover Police Department handles complaints itself. The Chief monitors police behavior and people's complaints. When a complaint comes in, the on-duty supervisor has the option of talking to the complainant. The supervisor is the highest ranking officer on duty, often a sergeant who is in charge of a team of officers. In this way there is some buffer or insulation, between the officers on patrol and the citizens. Usually the complaints are regarding minor things. If there is a pattern of complaints of overly aggressive behavior against a certain officer, he/she can be switched to another shift and the chief can monitor his/her performance. Sometimes he finds that an officer is not aggressive but has a manner or a look in his eye that sets people off, and there are complaints about him. Sometimes they have an officer who gives a lot of tickets, but has a smooth, non-aggressive manner and does not get complaints. It's the chief's responsibility to deal with the situation; not to tell the officer when something is trivial, but to address problems as needed.

Later in the interview, he described police work.

Police work: Officers on duty:

Officers on patrol do a walk through of all the banks. They have parking places in town so they can get out of the car and walk the streets; they are encouraged to do so. They do crossing guard duty at the Richmond School and teach High School students how to be crossing guards. One officer, Lt. Patrick O'Neill, sits on the Student Council of the High School. He is involved with the senior class in a behavioral science class and takes the students on a road trip to the County Jail.

In New Hampshire the State Police does the weight enforcement. Chief Giaccone has seen fines of up to \$1,200. He has never seen a \$12,000 fine. The Hanover Police does Motor Vehicle Unclocks and House Checks once a week when requested (with no charge). They also do fingerprinting for a charge of \$20 for out-of-towners, no charge for in town. When requested by parents, they also do House Checks, when kids are at home and parents out-of-town (for parties), although the parents need to know that their own children might be arrested if caught.

Uniform: The chief is usually not in uniform. Officers wear dark blue shirts and gray slacks with a stripe on the side; in the summer, they have the option of wearing shorts and a polo shirt and baseball cap. They always wear bullet resistant vests, which can be hot in summer.

We also learned about other topics:

Structure: Hanover has teams with a Sergeant and approximately 3 officers each. If they work the night shift, they work 4 days with 3 days off. If they work days, they work 5 days with 2 days off. They can also earn over-time and do specific duty times. The sergeants choose a shift, and the shifts last for 3 months--the teams have to move after 2 (3 month) periods. Police Unions require that shifts be selected by seniority, which the department does, yet by requiring a switch after 2 periods, no one team is required to be on the night shift constantly.

Recruiting and training:

When the department advertises for a position, they generally have fewer applicants than a decade ago; it may be between 15-20, rather than over 100, perhaps because of the relatively low salary. Where do new applicants come from? They are generally new to the area, One recently hired was from southern New Hampshire with a criminal justice degree; another was the former manager of Jesse's Restaurant. They have a couple of officers who live in town, but most don't because of the expenses in the Town of Hanover.

A board of 4-5 people interviews the candidates individually, firing questions for 20 -30 minutes, evaluating the person's character and thinking process. It then recommends about 3 to the chief, who makes a conditional offer to the candidate of his choice. It is conditional, pending 1) a background check, 2) a psychological test, one on one with a

psychiatrist, 3) a physical test, and a polygraph truth detector for 2 1/2 hrs. of questioning (where they go through your whole life).

The person is then trained in Hanover's Field Training Program and at the Police Academy. The Field Training Program (FTO) is 6 months of working with an experienced Sergeant or officer. Good aggressive officers with no complaints from the public are chosen to teach new recruits. Those teaching may be quiet or talkative. If recruits have a rough-around-the-edges personality, the chief will be careful to place him with a more easy going, calm officer.

In the FTO Program recruits get accustomed to the way Hanover does things, re communicating, the use of computers and dispatch. It might include attitude as well as rules, regulations, and how-tos. They learn things like motor vehicle work, how to make a stop, and how to get things done. One of the things they might learn is that the officer should know whether or not he is going to give a warning or a ticket, before leaving the patrol car (contingent on background checks.) (This should not be something that he can be talked into or out of).

The recruits go to the Police Academy before, during or after this FTO training, depending on the schedule of the Academy, and the time they were hired. Training there takes about a year. If the person has been on the Police Force of another State or Town, they can take the courses that they need without taking the entire training.

Upon completing the training, the person is given a 6 mos. probationary offer of employment, which can be extended another 3.

Relation to town governance: Structure.

The Town Manager, who hires all Department Heads, is Chief Giaconne's immediate boss. However, the Town Manager cannot be involved in the decision making process regarding the enforcement of the law. She handles financial issues and budget. Chief Giaconne's ultimate boss regarding policework is the New Hampshire Attorney General.

Coverage: The Department covers the Town 24/7 and holidays. They have approximately 18 or 19 full time staff in addition to an Administrative Assistant, a Records Coordinator, a Communications Coordinator, 7 Dispatchers, 3 Parking Enforcement Technicians, a Parking Secretary, a Parking Control Facility Technician, and a Parking Facility Cashier. (Hanover has about 6500 residents plus about 5500-5900 Dartmouth undergraduate and graduate students.)

We thanked the chief for the interview.

Interview with Byron Kelly, Chief of Police, Village of Woodstock, VT
August 6, 2007
By Bill Lamb

Until this year, the Town of Woodstock did not have any direct police services. This is in contrast to the Village of Woodstock, which had 5 officers. At last year's town meeting it was decided that the town of Woodstock would contract with the Village to provide limited patrol services and 24/7 emergency response.

The Village of Woodstock went thru 5 police chiefs during an 11-year period prior to Byron taking the position. He had worked as an officer in the department prior to accepting the chief's position.

He immediately faced pressure from established Woodstock personalities in their effort to micro-manage his activities. For instance, one of the Selectboard members insisted Chief Kelly wear a white shirt. There was pressure for him to strictly enforce town bicycling and skating ordinances, which were being violated by youngsters. The Selectboard at the time was quite conservative. They wanted the police department to be equally conservative. Byron was of the opinion that there should be discretion exercised in policing. His philosophy was and is: "Equal and fair enforcement while using discretion appropriately."

He views his job with new officers as that of a mentor. Kelly shared that in his opinion, the training academy prepares officers for "worst case" situations, which Woodstock officers will seldom face. Most of their work involves dealing with normally law abiding citizens who, from time to time, break relatively minor laws – like speeding or weight. There are few situations where his officers need to face life-threatening criminals. He has found that there is a need to "make our badges smaller". He emphasizes this in his training.

Byron wears a summer casual uniform during the interview. This consists of a short sleeve cotton polo-type shirt with an embroidered badge. He makes the same uniform available to all of his officers. Officers also have the option of wearing more formal – traditional police uniforms. Some of his officers hesitated to wear the summer casual uniform when Byron introduced it to his department. They believed it would not engender the respect that was appropriate. There seemed to be a sense that it would make them look like campus police rather than legitimate law enforcement personnel.

Byron responded by giving them a choice with him choosing to wear the casual uniform. Most eventually followed his lead.

In mentoring new officers, Byron reminds them to "remember where you came from." This is intended to help them deal more gently with juvenile problems.

Woodstock has garnered a reputation as a village, which strictly enforces their speed limits. Route 4 carries non-stop car, truck, and bus traffic right



thru Woodstock Village. They now use a Radar Speed Display Sign at the east-side entry to the village. The device records the speeds of all vehicles and provides a log showing the actual as well as average speeds for specific times during the day.

The department has submitted a grant request to purchase additional devices, which they intend to locate at each entrance to the village. It is Chief Kelly's opinion that the devices help those citizens who want to obey the speed limit to actually do so. It also provides a warning to those who are not familiar with the posted speed limits to slow down before they get ticketed.

Byron's orientation is to ticket a car if they are going more than 15 mph over the posted speed limit.

When Byron first took the position there was little enforcement of drunk driving laws. Early in his tenure there was only one DWI charge in the entire year. After Byron identified it as a concern and focused on enforcement, the year's DUI/DWI citations rose to 50. According to Chief Kelly, this caused a backlash from bar/restaurant and B&B owners. An ad hoc citizen's group of bar and B&B owners began to meet to form strategies on how to get the police to back off from their enforcement. The eventual result was the formation of a Police/Community Relations Committee. Chief Kelly's version of the events leading up to the formation of the committee is in contrast to an article in the January 28, 1996 of the Vermont Standard, which was provided by Chief Kelly. The Standard reported "*the board was created after several residents complained to Village Trustees that the police were handing out tickets left and right, tailing bar patrons home late at night, and stopping teenagers with little or no provocation.*"

The village police have A/V (audio and video) recorders installed in all of their squad cars. The chief put them in 15 years ago. They are encouraged to leave them on all of the time. They come on automatically when the blue light is activated. Initially there was a resistance to leaving it on out of the belief that the chief would be checking up on them. In time, the officers became aware that it provided them with a full documentation in case of citizen complaint. Chief Kelly believes that the A/V makes officers better. It also captures what the conscious eye does not capture. In fact, one sexual assault crime was solved because the tape allowed him to pick up on the meaning of statements made by the perpetrator which he had not digested during the actual interview.

Chief Kelly believes that "whatever you believe is your reality – even if it is different from my reality." Statistics and audio/visual recordings help bring the realities closer together.

The Police/Community Relations Committee actually reviewed hours of the videotapes, including the tape for many of the complaints expressed by citizens either in letter to the town or to the newspaper. According to the executive summary of the committee's final report, "Overall, the committee concluded that there was no apparent evidence of inappropriate behavior by the officers involved that could be substantiated by the video record...."

Because of the new contact with the town of Woodstock he brought on 1.5 new officers. They patrol the town roads four hours per day. They are on call the rest of the day. Of the seven officers full-time officers, five live in the Town of Woodstock. Chief Kelly is convinced that officers who live in the community will have more bonds with it. He has received support from the village in funding an incentive for those who do. Officers receive a \$1,200/year stipend if they live in Woodstock.

They also receive a \$1,200 stipend if they are EMT qualified. The department will also reimburse them for the \$450 cost of their EMT training. Of the 7 full time positions, three are EMT qualified. One is currently in EMT training. When a part-time officer has 160 hours work, they earn one day of vacation. This helps to equalize their benefits some with the full-time officers.

His officers are not under a union contract.

Mr. Demo Sofronas
Norwich, Vermont

Demo, it was great to meet with you yesterday to allow me the chance to offer my thoughts on the future of Policing in Norwich, Vermont. After spending five (5) years of my professional career working as the Chief of Police in Norwich I have a strong desire to assist in this review process. I realize some members of the committee have no personal knowledge of my contact and efforts while I was the Chief. However, I hope I can bring into focus some of the community policing programs we used to try to satisfy the desires of the community. When we last spoke, you presented two questions that were felt to be the most important for me to address today, namely: 1) As a former Police Chief in Norwich, what are your thoughts about Community Policing? 2) Why in your opinion is C.A.L.E.A. worth pursuing?

Responses: 1) Let me start by explaining that there is little question that the Community Policing approach to police work is critical for any police agency but more important for a community the population of Norwich. Basically what this approach is centered on is the concept that a police agency in a small town needs to work WITH the community and not just FOR a community. Often times a community will look down on police officers as somebody that is just needed and not wanted--overlooking the true value of those who would put themselves in harms way for the safety of the people. Today we have seen many occasions when safety officers have responded in other communities to the extent that they have lost their lives just "doing their jobs." While this hasn't happened in Norwich (and hopefully never will) the members of the department stand ready to do their jobs. Some of the programs we used to develop the sense of being a part of the community:

The Senior Garden Program

This involved making a garden in the lot of the police department, allowing the residents of the seniot housing (our closest neighbors) to have small section to plant a vegetable garden of their choosing. We

provided the water and encouragement needed and had many people get involved. Took very little effort and had a nice return in many ways.

The Haunted Halloween House

This came about by joining with the other neighbors the Grange. The members indicated that they were aging and would need some help trying to make this program work. We were able to get the students at the Marion Cross School to help paint scenes for the interior of the building and we were able to gather assistance from the American Legion in town to help with making framing for the projects. Members of the Legion and the Grange also volunteered to help on the night of the gathering. This was successful and well received by the kids and their parents (our neighbors).

The Bike Rodeo

We set this up in the parking lot of the church off Beaver Meadow Road. We obtained helmets for safety of the kids and gave away many of them. We had an obstacle course to improve the operators skills (again for their own safety). We provided treats (from Dan & Whit's) for the kids after they were done with the tasks we had presented. This program too was enjoyable for the kids and their parents (our community) and successful.

The Kids & Kops Program

We joined our neighboring police departments in sponsoring our kids in this program. We had a community account from which we bought bikes on sale from the area stores as rewards for the program. This program involved our police officers making themselves available to the kids so the kids could obtain police trading cards. These cards were pictures of the officers with little things to think about, or comments about the officers. This created an environment where the officers and the kids could interact in a good positive situation rather than being scolded or told to correct some behavior.

Friendly's Ice Cream Days

On these days we would obtain free gift certificates from Friendly's in West Lebanon. We would stand at the stop sign in front of Tracey Hall and look into the cars and when we would spot a kid with a seat belt on they would be given a certificate for an ice cream cone for doing something good. This too was successful and again a positive contact between officer and the kids who are today's teenagers.

Citizens Police Academy

We have come to realize that not every member of our community likes police officers or understands the many facets of the job. Law Enforcement agencies had therefore established what is referred to as a citizen police academy and invite (many with actual personal invitations) members of the community to come and learn what happens at the department when: your house is broken into; what happens: when you have an accident what will happen; What to expect will happen when you might be arrested; how to defend yourself when physically attacked; and other topics of interest. Now being a small department meant that we didn't have the trained personnel needed to present some of these classes so we sought and received assistance from other police departments, State police and social organizations. Which they did gladly. There is an obvious connection in these programs and that is caring on both sides namely the community involvement and the officers themselves. There is a need for police officers and the community must realize the need. There are needs for training and adjustments along the way but there will never be a time when there is not a need, it's just making improvements as needed. There are many similar programs that have been and used to further the efforts of having the officers work WITH the Community and not just FOR the community. This brings me to the next question and it's response.

#2 RESPONSE: Why is C.A.L.E.A. worth pursuing. CALEA is an International Program established 1983 by professional Chief of Polices, Sheriffs and others to establish consistent legally based (adjusted with Supreme Court Decisions) Policies Procedures, Rules and Regulations covering all aspects of police work. This program may

very well be the very Bible of police work. While some may not know, when I was in Norwich I applied for a grant that would wave the fee for our department to enter this program. This grant was to be offered nationwide and we needed to show our desire to exhibit that we could be one of the best departments in the Nation in spite of the fact that not only were we small in numbers but we didn't have much money to spend. I had been the Accreditation Manager for the Nashua Police Department and was very familiar with the contents and requirements of this program. As luck would have it we did in fact win this grant to enter the program. Well it's been 10 years since I left Norwich and we are again looing at what to do next with the operations of the department, This program covers the entire functions of the police department and as stated above it contains policies rules and regulations concerning the administrative and operational issues of every police department large of small. Many of these issues concern items like the use of force and rulings from the Supreme Court and are adjusted accordingly. With the implementation of these guidelines a department and reduce their liability insurance. Please call the VLCT and ask them what the reduction and subsequent savings are currently. BUT perhaps more important is the people that are currently working as police officers in Norwich, Vermont. What are the expectations of the town, Selectboard Members, Town Manager, and the Community in general when and if an officer is put into a position to have to use deadly force in the performance of his/her duties? Does the officer know what will happen to him/her if they are forced to take the life of another? Are there policies to explain what will and can happen if something like this should occur? Although there are issues like this we don't like to dwell on, there are many, many issues like this that are addressed in the STANDARDS of Accreditation. They are included because somebody else in Law Enforcement has found themselves in similar positions needing an answer within the guidelines of the Court system. If the committee akes a few minutes to review the SELF ASSESSMENT MANUAL (that Chief Robinson currently is reviewing) to see the items that are covered in the Accreditation Program, They will see the full scope of coverage of the program. For example, the chapter of internal affairs

and how an investigation will be handled and the time frame of reasonable expectations. This allows the department to spell out the guidelines of performance and the violations thereof, and educated the members of the department in the process and leaves little unknowns. Making the overall functions of the department in compliance with INTERNATIONALLY ACCEPTED STANDARDS should be something sought after by all departments. Accomplish this for the Community Relations improvement aspect and personnel satisfaction. It can be noted that there are not too many departments in Vermont that are in fact Accredited at this point in time, there have been many more who have at the very least looked at the program. Objectively the reason many departments are not involved is because it takes a lot of time and to some degree expense. It causes a department to make these decisions on items they would not like to address unless and until they have to. Thus communities are facing mistakes in the forms of law suits and other civil and criminal procedures. It is almost like pay now or--if mistakes take place pay later. An ounce of prevention vs. a pound of cure. And a lot of unhappy people. To sum this up I believe that the CALEA program should be given the highest priority and this effort will be directly related to improvements in the Community Policing aspects of the Norwich Police Department. Thank you for providing me the opportunity to express myself on these very important issues under review. If I can be of any further assistance in this matter please call me.

Thanks again,
Gary Watson

Interview II with Chief Doug Robinson
September 13, 2007

As to CALEA, the certification process, DR is not interested in pursuing at this time (and perhaps ever) for Norwich. CALEA shows the police community that a given Police Department has attained a set of standards set by the federal government. It perhaps is useful in a court case in which a PD is defending against allegations of a civil rights infraction; the department could state that since it conforms to CALEA standards it would be less likely to have trounced on someone's civil rights. And it is conceivable that insurance rates for CALEA departments are lower. (DR was unsure about this.) It mostly provides bragging rights for a department who has jumped through the CALEA hoops and DR is not interested in bragging--although he certainly shows a tremendous amount of pride in the department and his officers. There are only three CALEA department in VT: the University of Vermont, S. Burlington and Bennington; all are considerably larger than Norwich. NPD has completed part of the process and would not lose what has been done; the clock is about to run out on the current application (which could not have been completed given the flux of staff of late) so the application process would have to be started again.

As to house checks, DR regards them as part of community policing. He sees it as part of the responsibility of the PD; DR knows of no department in VT that charges for doing house checks. (He sent out an e-mail to all police chiefs, most of whom responded, saying that they do them and they are free.) DR says the checks do not take much time; they are often visual, sometimes (but not usually) the officer gets out, sometimes shines a spot light, sometimes shakes door handles. They may, given the cursory nature of the check, miss a break in; they may notice it on their next check. Since they have not promised much to those whose houses are being checked, there's not much liability if they miss something. The checks may serve as deterrents since potential evil-doers may see the random presence of a cruiser. There are between 12 and 30 properties on the list to be checked at any

given time; each house gets checked every three to four days. DR's conclusion is that this is a low cost effort for an unknown benefit. (I told him the story of Bill's unneeded check and DR thinks it was a failure to get the owner-has-come-home note into the notebook before the officer went out. He said that it is routine for an officer entering a house to announced himself and was surprised that Bill and Jenny did not hear him.)

As to Bill's question as to the number of non-domestic, night time, out of town calls to which the PD has been asked to respond in the past three years, DR provided me with a print out of those calls from July of 2005 through June of 2006. There are about 200. The nature of requests for service include the following categories: suspicious, DUI, traffic hazard, accident, theft, parking problem, noise disturbance, citizen dispute, intoxication, lost property, drowning, alarm, citizen assist, juvenile problem, unsecure premises, MV complaint, 911 hang up (they have to respond to all 911 calls), background check, vandalism, found property, welfare check, wanted person, family fight, alcohol offense, fraud, animal problem, lockout, phone problem, burglary, unlawful mischief, VIN inspection and agency assistance (assisting Hartford, Hanover, the Vermont State Police, ambulance, Thetford, Lebanon.) And we thought they were snoozing!

As to the possibility of a citizen/ombudsgroup, DR thinks that it would be pretty boring (for group members) and not of much use. Well over 90% of the people who come to the station to discuss tickets, leave satisfied. The arresting officer sits down with the person who received the ticket, reviews the events and generally lowers the amount of the ticket or convinces the complainant that going 52 in a 25 mph zone really is a ticketable offense. As to problems like the officer(s) who came to the house to arrest the teenager, the court had issues a bench warrant for the kid's arrest and the PD didn't have any choice about arresting him so no amount of discussion would have changed the outcome. (That does not, however, mean that a citizen's group hearing a complaint from those parents couldn't have been

useful in discussing the attitude or demeanor of the officers.
[Editorial note from your scribe.]

Chief Robinson's wish list:

1. Five officers (including the Chief) without which he cannot provide 20/7 service. He provided me with sample schedules and offered to come talk to us about this but this gist is this: with fewer than five officers, there is no way to divide up the shifts without asking officers to have split days off (versus two days together), a consistent schedule of a reasonable number of hours to work continuously (versus four hours here and 14 hours there) and no way to insure that the Chief is working days so that he is available for the administrative requirements of the job.

2. Cruisers for each officer to take home. This would reduce response time by avoiding each officer having to come to the station in his or her own car and pick up a cruiser for the call. Statistics from elsewhere show that when individual officers have their own cars, the cars are better maintained than when they are shared. Presently each year a new cruiser is purchased to replace the oldest one in the fleet; for each officer to have his or her own car would require the purchase of one additional marked unit so that in one year two would be purchased. After that there would be a return to the current one car per year pattern.

Alison Lauter

Lanctot interview

Jim Lanctot, Chief of Police of the Town of Thetford, VT

David Cahill and Bill Lamb

Jim is currently the police chief in Thetford, a position he has occupied since January, 2006. Prior to that time he served as a patrol officer and later as a sergeant in Thetford, having been hired there in late 2003. Jim has worked for several other Vermont police agencies – including the Windsor County Sheriff's Department and municipal police departments in St. Johnsbury, Hartford and Norwich over the past fifteen years. Of particular note is Jim's stint at the Norwich Police Department, where he worked full-time for a six month period in 2003 and part-time from late 2003 through 2005.

Jim turned down an offer of full-time employment with the Norwich Police Department because he was concerned about the way some of the residents treated police officers. It seemed to him that there were a far greater than normal percentage of residents who believed themselves to be entitled to special treatment (our words). He also felt that the relationship between the community and the police in Norwich prevented the police from being able to perform their job duties effectively.

He shared an incident when he stopped a woman in Norwich for speeding. Her radio was at high volume and when he asked her to turn it down so he could speak to her, she responded with a challenge based on her Fourth Amendment rights.

He shared another incident when he stopped a man who proceeded to tell Jim that he was far better educated than Jim – inferring Jim was in the wrong to have stopped him.

Another incident involved a written complaint filed against a Norwich female officer. The complainant charged her of "Nazi-like" treatment and demanded that she be fired. Jim saw the videotape of the police conduct at issue as Chief Robinson was reviewing it. There was no substantiation of the complaint.

Jim spoke a bit about his job as Chief in Thetford. He said that one of the pitfalls of being a chief without a sergeant or another senior officer on the force is that he is effectively "on duty" 24 hours a day, seven days a week. Thetford has since remedied this perceived problem by hiring a sergeant to share the chief's supervisory duties and paperwork obligations.

He and his officers provide 100 hours coverage per week. This includes 20 hours part-time services. Their normal response time is 2 – 3 minutes. Dispatching services are contracted from the State Police communications center in Derby Line, Vermont. During hours when a Thetford officer is not on-duty, the State Police dispatch one of their troopers from the Bradford Barracks to the incident. Response time varies upon trooper availability. In a recent nighttime aggravated domestic assault / attempted murder case, the State Police dispatched an off-duty trooper, who in turn called Jim. Both arrived on scene 8-10 minutes after the call was received.

Jim reports that one of the pitfalls of using State Police dispatch is that they often don't notify Thetford PD of incidents that occur after-hours; instead their default response is to dispatch a trooper from the Bradford barracks – who may or may not be nearby. Jim also reports that the State Police at Bradford are understaffed and cannot always respond to calls for service.

Jim reports that he and his officers spend a fair amount of time on administrative and court duty, which necessitates placing patrol time on the back burner. Last week, there wasn't any patrol because Jim was tied-up down writing incident reports and his part-time officer was scheduled for court. It is not unusual for one of his officers to have to go to court as many as 2 to 4 times a month, consuming 4-5 hours each time. They do not give verbal warnings for traffic violations. 60% of the stops result in written warnings. 40% result in tickets. When they issue a warning, they write down the fine (on the ticket) which would have resulted if a ticket had been issued.

They have not been involved in the high schools much because the high school is not interested in their involvement. They are presently involved with the elementary school.

They do little truck weight enforcement, rarely weighing trucks. They do not have scales. If they see what they believe to be a minor violation they will write the operator up on a village ordinance violation with a fine of \$200. If they see what they believe is a flagrant violation, they will pull the truck over and hold him until the state police can respond with scales.

He believes that the more the public sees active policing, the less crime you will have. In his opinion, it is important that there be regular "flashing blue light" on the main roads (from traffic stops). This will be seen by those who live or visit in town and will deter criminal activity throughout the town. Jim attributes a recent decline in break-ins at seasonal residences on the outskirts of Thetford to an increase in random, intermittent nighttime patrols.

Both the Chief and sergeant live in Thetford. In addition, one of the two part-time officers lives in town as well.

The chief believes that crime in Thetford is down. He attributes that to the addition of part-time officers who now patrol at night resulting in greater visibility of the police. This is in contrast to the number of calls for service, which are up. In 2003 there were 280 calls for service. In 2006, it had risen to 800. He attributes this to the reality that, because of the increased police presence, citizens expected that their calls would get a response, wherein the past, they would not call because they were of the belief that there would be no response.

He believes strongly that police policies and procedures are not the responsibility of the Selectboard. He sees his job as determining policy and procedures for the police

department. He used his purchase of Tasers as an example. He purchased them to equip his officers and informed the Selectboard of his decision.

The chief is not required to live in town. He is required to live close enough so he can respond to a call within 15 minutes.

Notes from June 20th Meeting with Sargent Mike McGee

Challenges:

- b/c of social class of Norwich, people don't call police like they would in Hartford – police here seen as real last resort
- have one officer in charge of as much acreage as Hartford would have three on (in Hartford more homes, less acreage per home)
- many people who feel they deserve preferential treatment

Do you have resources required for you job?

- yes
- Chief Robinson does what he can to get us all the we need
- State gives them a lot of what they need

Ticket vs. Warning ratio, how do you feel?

- should be more tickets
- we don't ticket more b/c people complain to Selectboard
- all we do is our job – what the state says is our job
- ticket revenue has gone down b/c of towns people

Why the neg. vibe between youth + police?

- I don't know
- maybe b/c of tickets/arrests/raided parties
- feels like he has many positive interaction with kids (so not sure why the neg. vibe)
- told us of pos. experience with a young male who had raided party

What Improvements could be made to this Department + Town?

- we need a police station
- hopes internal problems (Select Board + police) get resolved
- currently Chief Robinson can leave on vacation w/no problem – but with the only other full time certified cop leaving this will not be possible
- w/no town manager and no police → who's in charge?
- Others (police departments) will/can assist, but will not handle the case
- With Phil being part time certified and the Chief full time – you can't get full coverage
- Chief Robinson is trying to get the part time to become full time certified

How has everything that's happened impacted on your family life?

- very affected
- paper doesn't help – it really reflects on family
- paper – they're trying to take away his credibility
- 15 yr. reputation is being tarnished

How do you feel your interactions with the Community have been?

- definitely comfortable w/community
- but when you see people drive by and look away – it really says something
- he's very outgoing – but definitely hurts him when people look away
- it would be great to have officers at Tracy Hall crossing – but that can only be done when you have enough officers...and we don't

Are you supported by Town Government?

- No
- how can there be good communication when they're not going to support you?
- we're being told we aren't making good judgment calls – how can they know this if they don't know what our job is/what we do?
- the \$11,000 truck ticket – the state set the amount not Chief
- we made to be the bad guy – but the law is set by the state

Selectboard

- I don't agree with what's going on
- feels they don't listen to the people they put in charge (Chief Robinson)
- Chief is at Selectboard meetings for hours and isn't getting any support (like taking your car to a mechanic, listening to what they say, and then choosing not to listen to them – when they know best)
- Robinson is not a dictator + he backs his employees – he's the kind of guy you want to work for
- I hope you don't lose him in all this
- Norwich has a very bad stigma right now

The Future

- I'm under contract, and going to challenge it b/c I don't see how I can lose
- Binding arbitration

Any people you feel are at risk of being lost?

- Chief Robinson
- Already lost Joe Temple
- Phil – could be lost

Any changes that need to be made so we don't lose people?

- need to listen to people you have in positions
- they (Selectboard) need to listen to the people in charge (Chief)
- they need to take Chiefs advice
- they're stabbing their own guy in the back – Need to support their own men + women (police)

Changes in general

- need bigger, more visible sign – better markings for police building
- a place that looks like a police station – not old house
- make it known where the station is

- need more visibility in community – but can only happen when you have more people, more police
- how you get people to vote – the more they feel good with how things are the less likely they are to come out and vote
- when people take issue that's when they vote

Concerns

- how do we get our citizens more involved?
- how can five people write a letter and make Selectboard cave-in?

Summary/Main Points

- 1) Should be more ticketing -- ticket revenue has gone down because people in town complain to Select Board
- 2) Need more visible Police Station
- 3) Town governance should listen to Chief Robinson – after all they did hire him
- 4) His reputation has taken a hit
- 5) The police aren't making their own rules – the laws are set by the state

Interview with Phil Brunelle on June 12, 2007

Present: Demo, Claudine, Phil

He started with the force as PT but now FT. He has not completed his training at the academy yet. He became a P.O. by first serving on the Norwich Fire Department. He lives on rte 5 N. He has a 4th grader at MCS. Was in the Military for a while but stopped.

We asked the following in one form or another.

What is the present Chain of Command for the police force?

1. Chief, 2. McGee 3. Phil & Kim, Lamphere

Who do you feel really runs the force?

Chief runs department. Town manager & selectboard tell him what to do but day to day operations are finalized by the chief.

Who is ultimately responsible for any and all actions of the police force?

Chief of Police

What do you personally see as the force's "charge", mission and or duties?

Protect & Serve Town of Norwich. It's a community minded. Do community policing. I get out of the car and walk around and visit baseball games, go to Dan & Whit's and other common areas.

My daily shift consists of talking to day officer, checking e-mail and jumping into the car. Nightshift is quiet but stop and do paper work when needed.

What sort of calls do you respond to?

Dog complaints, domestic, motor vehicles, fast squad, vandalism, burglaries, mutual aid.

Motor vehicle enforcement is the main thing we do.

What is the most frustrating about your job?

When pull over Norwich citizens they are in culture shock. They stand there and argue with me on the side of the road. They think they are above law, exempt from law. Ask why getting tickets. Townspeople berate me.

How do you diffuse the problem?

I maintain composure and politely explain law and beyond that they can go to court.

**How do you feel overall communications are with the police force?
Within the force? With the community?**

Communication is good with Kim, Doug & Sarge, have shift meetings.

Can improve relationship with Town and police force by increasing foot patrol, maybe bike patrol but do not know what else. Think should have Kid& Cops again more interaction at school. I have gone into the school. You can't always have a crossing guard because only 1 officer on duty during day.

How is the communication between the Town manager and police force?

His law enforcement background is good. He has lunch with day shift guy. He is good boss, and approachable.

I enjoy being a Police officer and serving a small town that I live in- like working where I live.

What would you like to see changed?

Nothing-Increase staffing by 1 in . Now only 1 person on . Would like extra officer on at busy times. Also make chief more available to build police presence. Job is not safe currently. No back up especially on busy weekends, would like 24 h coverage to decrease response time. Takes 20 min to get to police dept now.from my house when I am on call. 5 officers would be good.

Would like people to get to know us,

Is there a drug & Alcohol problem?

Yes! Alcohol problem with underage drinking. Marijuana and coke prevalent but not the other stuff.

Some parents ask for us to watch their house and some parents deny kids party. We work with Hanover, get tip lines and make strong presence in area of concern.

Being proactive is the best approach to problem.

What do you feel could be or should be, accomplished to make the Police Force more acceptable to the towns people?

Police relationship with Town is in shambles with PSC out there talking there can be an improvement. Talking with townspeople. Get people to know us

What other Training would you think would be beneficial to Police Force?

Can't really answer that because I have not yet been to the academy.

In the military learn leadership, chain of command which can be beneficial for policing but in a town like Norwich you have to tame it down and find balance.

Respectfully submitted by,
Claudine Louis
6/18/07

Vitt Chad interview in his office--Finer & Sarah Reeves
6-20-2007

Trucks

Setting: initially grain truck stops/sawdust stops/hay truck stops but no tickets

This resulted in meeting requested by Sigler with Soares and Robinson asking for explanation for stops; Soares reportedly the primary speaker in this regard explaining that Road Commissioner (agent) Andy Hodgdon had expressed concern that trucks were damaging roads, that weight limits were needed. Both Soares and Robinson stated in this meeting that the stops were to warn trucks regarding the damage they were doing and that weight limits were being entertained.

Milk Trucks stopped: Robinson and McGee stopped trucks and asked if they had obtained "permits." Response by truckers was, "No." At or about this time the milk truck company for milk pickup was changed by Norwich Farms.

2nd Meeting at Tracey Hall: Steve Soares informed meeting that milk trucks had to have permits in order to pickup milk in town. [those at meeting included Soares – Candon – Vitt – Sigler – and Robinson]. "Milk trucks need permit like anything else." Sigler informed Soares that if this goes forward that he will go to court so that the validity of this requirement could be tested. Candon reportedly upset by precedent of milk trucks being stopped.

Milk Truckers (out of Barre, Vt): they are not required to have permits in any town that they pickup milk – i.e. Norwich would be the 1st. Vitt_ there may be some validity for Soares point of view – "it is not totally crazy." The question as Vitt sees it is, "Why are we doing this in Norwich?"

Trucks stopped and warned at farm by Chief Robinson (Vitt was not sure if this was being done by Robinson or someone else). Vitt has no idea as to why Norwich (Soares and Robinson) are scrutinizing milk truckers in Town.

Additional Meeting with Soares/Robinson: coincident with issues relating to other truckers in Town. Town Manager made commitment that Milk Trucks did not need permit although Soares left open possibility of revisiting this commitment at a later date.

General Trucking Issues: related to large \$11,000+ fine for truck delivering grain/sawdust: in 2007 – court hearing (4 hrs) at which under oath there was testimony by Town Road agent Andy Hodgdon that he was never approached by Soares or Robinson regarding the condition of the roads and stated that he could not support testimony that Soares and Robinson had been told by him that roads were being damaged by trucks. Poulin Grain Trucker (from Newport, Vt) delivering grain several times per month and also hay from time to time – testified at hearing: that he had been stopped by Officer McGee and delayed for 45 min and then told by McGee, "if you come back to

Norwich, I'll own Poulin Grain." After stop Norwich Police called to Poulin Grain office complaining of ruts created by their trucks on Turnpike Road. The regional director for Poulin Grain came down to Norwich to see for himself what damage had been done.

Chief Robinson was told by Vitt about the threats from McGee both at meeting with him and in public meeting. At a public meeting Vitt cites that Soares accused this as "hearsay." McGee's quote was also repeated at selectboard meeting about issues of Police Behavior. According to Vitt nothing was done to investigate police attitudes and behavior despite this complaint. No statement was made by selectboard during meeting.

Threats to employees of Town: a question is raised whether some town employees have been either coerced or threatened by Soares in order to either give/ or not give testimony. There is a question as to whether the purpose of this is to limit any testimony that may go against the "party line" that the Town Road Agent felt that trucks were damaging town roads (testimony in court under oath did not support this).

Conjectures by Vitt: this is all being driven to make money. This is a revenue enhancing item.

Other item with 6 adults having dinner on outside deck: [July 2006] "someone" called police. Chief Robinson arrived at house – told adults, "you better take it inside." Evidently wife got quite upset and argument ensued with Robinson. Since that time family has felt worried regarding their children being harassed. A son later had his driver's license removed from his car –(HE WAS GOING TO GO TO A PARTY, NOTICED THE POLICE CRUISER, AND DECIDED NOT TO GO INSIDE,. INSTEAD, HE TOOK A WALK. When he came back, his wallet was still in the car, but his driver's license was missing. He called the police to ask, if they had it. SDR) after car was searched outside a teenage party that police came upon. Son went to police station when he learned that police had searched his car and taken his license. Son – age 18 – detained at NP station for 1 hr and was accused by police of drinking. Son denies that he was. License was returned. It is not clear whether car was locked. However police searched the car. Another son (age 13) was told to move on when he showed up at Mascoma Bank barbeque, this despite having the right to be there. (HE WAS ASKED BY THE POLICE, IF HE HAD AN ACCOUNT THERE, AND RESPONDED, THAT HE DID.) Father is becoming upset at why his kids are being given a hard time.

Additional concerns: according to Robinson the police adopted permitting/etc regulations based on recommendations from the highway department (Andy Hodgdon) – this is not true i.e. there was no such recommendation (testimony under oath). Concern:"dishonesty at this level can not be tolerated." Selectboard is also culpable here also for their inactivity.

Jim Barlow interview and Vermont Law
September 18, 2007

I have just gotten off the phone from talking with Jim Barlow, an attorney in the answers-to-municipal-law questions department of VLCT. We talked at some length and he confirmed my understanding of the hierarchy within a Vermont town having the town manager form of government: the select board establishes policy and appoints the town manager. The town manager is accountable to the select board, is an employee of the select board and is responsible for the day-to-day running and administration of the town. The police chief is appointed by the town manager. The police chief is accountable to the town manager.

The only piece of my/our information to which Jim Barlow took minor exception was Steve McQueen's characterization of the autonomy of the police chief: indeed, according to Mr. Barlow, the PD is invested with the implementation of the laws but the town manager "officially" hires and fires everyone in the department. (In some sense this is probably hair splitting; my impression of the recent hiring of our new officer is that the chief did all the advertising, interviewing and deciding about whom to hire. The town manager endorsed what was a fait accompli.)

I have attached, for your edification, two relevant pieces of Vermont law: one deals with the responsibilities of the town manager, the other with police officers. If you'd like more, please Google "Vermont statutes on line" and you can be treated to endless hours of entertainment.

Alison Lauter

Dominick Cloud interview and (more) Vermont Law
September 24, 2007

Dominick Cloud is an attorney with VLCT. I asked him whether or not the creation of a grievance committee or ombudsperson by a Vermont town was allowed under Vermont statutes. His answer:

Vermont is a Dillon's Rule State meaning that statutory authority is needed for any actions taken. There must, in other words, be a statute that enables a given procedure. There is no statute under which these people, as I described their function, could be elected. It would, however, be possible for the selectboard to appoint them under their general authority. Additionally, there is the problem of where an ombudsperson or grievance committee fits into the chain of command (selectboard to town manager to police chief.) The insertion of another body or individual into that chain creates, in effect, a new governance model.

Alternatively, the selectboard could appoint an advisory or oversight commission to take up issues of public safety. This individual or group would serve as a sounding board to help the selectboard, town manager and police chief; it would be available more as a group to consider policy than to be involved in disputes between police and town residents. This commission would work on the model of a planning commission and provide an opportunity thoroughly to vet public safety issues in the way the planning commissions presently consider, in depth, land use questions. At present, Mr. Cloud is aware of public safety commissions in Brattleboro (Betty Elwell is contact person) and Hinesburg.

Alison Lauter

The Vermont Statutes Online

Title 24: Municipal and County Government

Chapter 37: TOWN, CITY OR VILLAGE MANAGERS

24 V.S.A. § 1236. Powers and duties in particular

TITLE 24 Municipal and County Government

PART II Municipalities

CHAPTER 37. TOWN, CITY OR VILLAGE MANAGERS

§ 1236. Powers and duties in particular

The manager shall have authority and it shall be his duty:

(1) To cause duties required of towns and town school districts and not committed to the care of any particular officer, to be duly performed and executed;

(2) To perform all duties now conferred by law upon the selectmen, except that he shall not prepare tax bills, sign orders on the general fund of the town, other than orders for poor relief, call special or annual town meetings, lay out highways, establish and lay out public parks, make assessments, award damages, act as member of the board of civil authority, nor make appointments to fill vacancies which the selectmen are now authorized by law to fill; but he shall, in all matters herein excepted, render the selectmen such assistance as they shall require;

(3) To be the general purchasing agent of the town and purchase all supplies for every department thereof; but purchases of supplies for departments over which such manager is not given control, and of the

town school district shall be made according to requisition therefor by such departments or school directors;

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

(5) To perform all the duties now conferred by law upon the road commissioner of the town, including the signing of orders; provided, however, that when an incorporated village lies within the territorial limits of a town which is operating under a town manager, and such village fails to pay to such town for expenditure on the roads of the town outside the village, at least fifteen percent of the last highway tax levied in such village, the legal voters residing in such town, outside such village, may elect one or two road commissioners who shall have and exercise all powers of road commissioner within that part of such town as lies outside such village;

(6) [Repealed.]

(7) To do all the accounting for all of the departments of the town and of the town school districts when the board of school directors so request;

(8) To supervise and expend all special appropriations of the town, as if the same were a separate department of the town, unless otherwise voted by the town;

(9) To have charge, control and supervision of the following matters:

(A) The police department, if any, and shall appoint and may remove the officers thereof and shall fix their salaries;

(B) The fire department, if any, and shall appoint, fix the compensation of and may remove all officers and employees thereof;

(C) The system of licenses, if any, not otherwise regulated by law;

(D) The system of sewers and drainage, if any, except the making of assessments therefor;

(E) The lighting of streets, highways and bridges;

(F) The sprinkling of streets and highways and laying of dust, except the making of assessments therefor;

(G) The maintenance of parks and playgrounds;

(10) To collect all taxes due the town and to perform all the duties now conferred by law upon the collector of taxes, if the town so votes. Such manager shall continue so to do until the town votes otherwise at a meeting duly warned for the purpose of voting on such question. For the collection of taxes, a town manager may charge and collect the same fees as a collector of taxes, and the fees so collected shall be paid into the treasury of the town. (Amended 1967, No. 147, § 53(b), eff. Oct. 1, 1968.)

The Vermont Statutes Online

Title 24: Municipal and County Government

Chapter 55: POLICE

24 V.S.A. § 1931. Police officers

TITLE 24

Municipal and County Government

PART II

Municipalities

CHAPTER 55. POLICES 1931. Police officers

(a) The legislative body, and in its stead, the town manager, when appointed pursuant to chapter 37 of this title, of a municipality as defined in section 2001 of this title may establish a police department and appoint police officers and a chief of police who shall be a police officer. Such legislative body or town manager may temporarily appoint qualified persons as additional police officers when necessary, or appoint qualified persons as temporary police officers in the event no police department is established, shall specify the term and duties of such officers and may fix their compensation, which may be paid by the municipality. They shall be sworn and shall hold office during good behavior, unless sooner removed for cause, or in the case of temporary police officers, for the term specified. Such appointment, oath and removal shall be in writing and recorded in the office of the clerk of the municipality.

(b) The direction and control of the entire police force, except as otherwise provided, shall be vested in the chief of police. If the chief of police is absent or disabled, or if the office of chief of police is

vacant, the appointing authority may appoint another officer to discharge the duties of the chief of police. (Amended 1969, No. 282 (Adj. Sess.), § 3 1971, No. 194 (Adj. Sess.), § 1.)

Appendix D: The Forum

1. Consolidated Forum Themes
2. Breakout Comments
3. Introduction

Norwich Police Services

Consolidated Forum Themes:

1) Community Policing:

A) Public Relations

More community involvement with regard to the schools, kids of all ages, coaching, mentoring and teaching

CPR, self-defense, first aid in general, fire safety, etc.

Presentations could also be given to service clubs, women's organizations and other groups of citizens.

Create a regular newsletter that comes from the "Police Station".

B) Policing Style

Foremost the force needs to operate with the community in mind. Helping should be the major focus.

Move away from overzealousness, overenthusiastic policing, and militaristic attitude.

Yet be demanding, understanding and conduct your business with empathy.

Common sense, how would I like to be "policed".

Believe that all want to obey law, not break law.

Create a new and fresh Mission Statement.

C) Respect Goes Both Ways

Know the community members (and cars they drive).

Officers live in the community, understand what it is all about.

Be available for activities other than writing tickets, speed stops, etc.

D) Ombudsman

Create a Grievance Committee, Five members with Town Manager, Chair of Select board and three citizens.

2) Enforcement of the Law

A) Consistent enforcement.

Be ever present...in cruisers, on bikes or on foot. **BE THERE!**

No staking out or lurking, just open touring on duty. Be seen whether in car, in shoes or no scooter.

Set the tone and action desired.

Be considerate of locals...the locals will establish correct actions & patterns for all others.

Be helpful and not always "police".

Should the uniform styling be changed to less threatening????

Consistent and respectful under all demands and calls. Basically conduct business the same way all the time and toward everyone.

Establish regular speed traps till patterns established and overall speed comes down.

B) Truck Stops...enough has been said and done. Seems to be behind us and common sense has taken over.

C) Speeding...see above.

D) Lurking...see above.

E) House checks.

Though many said this service should be stopped, we on this sub committee believe the service should be continued as a way for the police force to be available and part of the community. It is accomplished during regular tours and does not take excessive time. A good deed leads to better relations.

3) Leadership Style

A) Micromanaging

This seems to be a major problem, at least far as the Town Manager is concerned, YET the opposite situation from the Select board.

Let the chief run his police force and take on more responsibility.

Answer less to the Town Manager.

The chief should establish his/her own force with "some" input from the Select board and Town Manager. Note, not too much!

Regular reviews.

Needs to be well trained and versed in a variety of directions such as EMT, Search & Recovery, Tracking, Canine handling, etc.

Also regular sensitivity and communications training...telephone communications, email writing, etc.

4) Cost Benefits

A) Number of Officers.

Minimum of Five (5) officers supported by part time help if needed.

Maybe four full time and two part time but five seems to be the prevailing number.

Training and coverage has to be top of the line.

Subsidizing officers to live in town if at all possible.

Officers becoming a part of the community is an excellent idea.

B) Number of Hours.

24/7 seems to be the prevailing request.

20/7, as it is now, seems to be OK.

The forum said no part time policing but we feel there is a place for properly trained part time officers.

C) House Checks.

Seemed to be 50/50 argument from the forum

The sub-committee thinks there is a place for house checks.

Good for community relations.

Excellent way to be more involved with the populations.

Can easily fit into each tour of duty and takes no time at all.

D) Unreasonable Truck Stops.

Enough said...seems to have been taken care of.

Logical checks would be good in coordination with the town Road Agent.

Common sense must prevail.

E) Canine Patrols.

An interesting potential.

Goes many ways.

Good for community relations, in school training, etc.

Not too many negatives.

Worth talking about.

5) Training & Education.

An absolute must.

Training and Education in, and not limited to, the following:

Counseling

Listening

General communication skills

Personality profiling

Sensitivity
CPR, EMT, Search & Recovery, BECOME THE BEST
TRAINED FORCE IN THE UPPER VALLEY. Create Expertise and
Pride.

Cross training for other skills and other forces in the Upper
Valley...just in case.

Submitted by:

Don McCabe
Demo Sofronas
Ned Redpath

Forum Breakout Comments

Group #1

Question 1

1. Lack of communication and responsiveness.
 - a. How to talk to young people?
 - b. Clarify investigative process.
2. negative impact: deadend road parties
3. Too much money spent.
4. Negative publicity is making a strident issue worse.
 - a. Weight limit problem lingers
 - b. Overzealousness and overenthusiastic policing (police personality.)
 - c. Letter
5. Very biased reporting by Jim Kenyon and letters from 5 having negative impact on community; feeds rather than solves problem.

Question 2

1. End of deadend road parties.
2. Proactive as oppose to reactive: police go out and remove kids from class 3/class 4 so they don't get hurt in that area.
3. Helpful at accidents: calls, clearing scene.
4. Doug Robinson professional and effective: in altered mental state situation, e.g.
5. Police end parties at Gile Mountain.
6. Present force doing just fine.

Question 3

1. P.D. will have relationships like that of Larry Ranslow: firm but fair.
2. Police will know residents' names; residents will know officers' names
3. Norwich will have 24/7 coverage.
4. There will be a cost benefit analysis of community needs to carry out the law.
6. Police will be friendly, neighborly and highly trained.
7. Where there is controversial enforcement police will follow a known process.

Question 4

1. People need to lose entitled feeling.
2. 24/7 police force that is friendly and interacts with the community.
3. Information regarding benefits and costs is known to the town.

Group #2

Question 1

1. Ambiguity: rules of ambiguity unclear.
2. Focusing on rules that community won't think are important.
3. Overreacting: police are returning military people and overreact in some situations.
4. Inconsistent enforcement of rules; now fearful.
5. Looking for someone to break rules.
6. More of an assumption that cops will bet both sides of story.
7. Vehicle management all above issues.
8. Officer did not respond how individual wanted or needed.

Question 2

1. Holley family happy with way police dealt with James' going missing.
2. Officer spent morning with individual after incident; very compassionate.
3. Officer spoke and spent time with child and listened; compassionate.
4. Co-operative, congenial.
5. Good experience with children when needed; gentle, compassionate, adapted to situation.
6. Brittner good in eyes of people but not liked by police for his ability to write reports.
7. Worked collectively with school on Bike to School Day.

Question 3

1. Define responsibilities of police.
2. Security and civility and respect, correct use of judgment for different situation.
3. Change statistics to be consistent and meaningful.
4. To serve and protect:
 - a. To serve us when not protecting us.
 - b. Patrolling peoples' homes when not there; maybe make residents pay for that.
5. 3-5 years ongoing process goals of community input to police of what community wants.
6. Attitude
7. Adapt their skills to Norwich services.
8. Learn about community

9. Community should also have compassion for police.
10. Community based policing: have police be able to get training for community based policing.
11. Want classic English Bobbies.
12. Better communication, maybe new group that hears ombudsmen for grievances from both police and community.

Question 4

1. Needs of community: process for identifying what community wants.
2. Identify how police can fulfill what town wants.
3. Community friendly police.
4. Ombudsman.

Group #3

Question 1

1. Truck ticket for \$11,000.
2. Perception of too many speeding tickets.
3. Disrespect between police and youth.
4. Officer tailgated me: complained to Chief.
5. Privileged families want special treatment.
6. Police not adequately trained to do groups.
7. Police not recognized out of uniform.

Question 2

1. Our housebreak was handled well.
2. My dog bite was handled well.
3. My speeding warning was OK.
4. Two incidents handled well.
5. My son treated well.
6. Visibility at crosswalk helpful.
7. Trails/roads clear of trash.

Question 3

1. Community youth involvement (events, teams, clubs.)
2. Fund Police activities with youth.
3. Subsidize housing for officers: tax rebate.
4. Chief assign officers to attend community events.

5. Maintain 20 hour/day coverage (except 3:00-7:00 am.)
6. Forum (town meeting) to report police activities.

Question 4

Group #5

1) Activities & behaviors having a negative impact.

1) A Structural problem, because the town manager is the former police chief. Need some isolation between the town manager and the police, just as when a former dean of a department at Dartmouth recused himself from being involved with that department, when he was promoted to a position over many departments.

Need a citizen's committee or some other body.

So far, either because of training or direction, the chief he has not yet assumed his role.

2) Severe lack of leadership, It's needed to guide the police force to become part of the fabric of the town. Now kids think of the police as an enemy, an adversary. They are not in the community, in contrast to Hanover, where the police chat with people, have a cup of coffee with them, know the kids. They need a friendly relationship with teens, Marion Cross School kids & parents, and the elderly, i.e., with all.

Their motto is not protect and serve, but enforcement.

2) Police chief & officers disrespectful of citizens

One woman told: "you don't have the money to live in Norwich..)

3) Enforcement of traffic violations creates an unfriendly "welcome" to town.

- "I'm afraid I'm going to make a mistake."
- Enforcement re drivers of trucks is class issue,
- Inconsistent enforcement
- A 23 year old was stopped for a sticker violation, taken to the police. Stopped again 3 days later (for no reason.)

4) Don't know where we stand. Would like to be able to walk down and ask: what are the rules?

5) Both Soares and Robinson are almost militaristic in approach. (When Doug Robinson was on duty at Hartford High, people raved about him, he knew the kids and had rapport with the community.)

5) Why do we need this level of protection?

2) Activities & behaviors having a positive impact.

1) Examples of police being approachable, considerate, courteous, kind and responding swiftly.

- When sticker out of date, stopped & advised, not given a ticket. courteous

- When a woman ran a stop sign, she was just advised and not given a ticket. (She wondered if being middle-aged and it being in the middle of the day made a difference.)
- Glad to see them prevent speeding, especially with kids biking. (but need more enforcement further out where kids bike, as on Turnpike.)
 - When a woman saw a teen-ager driving 80 mph, she called the police. She never saw the jeep again! She called, asking for advice about the need to register a trailer to take stuff to the Norwich Market, and was given simple instructions on how to go about it.
 - When Karen Miller's husband, Bart Miller died, the chief went and talked with her, until friends and neighbors arrived.
 - A person's car was rear-ended on Route 5. The chief responded, giving the person offending a ticket. He was civil to both.
- 2) Response to emergencies
- 3) Presentation at the bank re identity theft was well done—a good community service.

3) Ideally, what the relationship between police services and Norwich community members in 3-5 years?

- 1) The Structural problem will be solved, with clear lines of separation between the police and town manager.
- 2) Police will know the town, its character, and its people. They will "live with us" and help raise our children. There will be seen around town, engaging kids; they will be at D & W's, and at the schools, and not always in a cruiser.
- 3) The chief of police will step into his leadership position. He will be friendly, warm and easygoing, as the chiefs of police in Hartford and Hanover Estey and Giacone, are.
- 4) Re enforcement of traffic violations: Better if advised or warned, and not given a ticket the first time.
- 5) House checks are not a function of tax payers' dollars.
- 6) Size? Prefer 4—as good coverage for the size of our town.

Group #6

Question 1

Negative Activities: Norwich Police officers working outside town limits.

Chief's reply; they are not more than 10 minutes away

Poor management skills on part of Chief Robinson

Belligerent behavior, in your face

Bad attitude

Guilty until proven innocent

Poor leadership is systemic

Too close a relationship between Town Manager &

Chief

Professional hypocrisy
Poor management skills

Positive Activities: Crossing guards; good relationship with children
Automotive un-lock; very professional and courteous
Accident scene, non-confrontational
Personal touch reference dead cat (pet) Recognized
and returned dead animal to owner (owner very
pleased)
Very professional regarding missing child
Positive personal contact

3 - 5 year outlook: Protect and Serve
Keep peace; not just enforce laws
Better Judgment
Better Leadership
Better relationship with young people
Respond with respect
Re-evaluation of police duties
Greater transparency of police activities (i.e. log)

Group Summary : MANAGEMENT - get evaluation
-make good judgment, not just enforce
laws, thereby protecting and serving.
- understanding small community policing
Lack of management skills was the underlying theme

Group #7

Question 1

1. Perception that police aren't fully occupied; people assume they're off doing other things; these people need to find something to do.
2. Issuing citations, overly aggressive, young people not treated particularly well.
 - a. Perception that young people need to be watched closely.
 - b. Pulled over for "driving while young."

3. Police force has power attitude/ what kind of person becomes a police officer?
4. Chief not enforcing 20 year old restraining order against friend.
5. Don't get sense of respect coming from police resulting in fearful feelings; threatened by police presence.
6. lack of training.
 - a. Knocking and opening of door: officer could have been killed
 - b. How to approach situation/person.
7. Children treated aggressively, roughly acrimoniously by police.
8. Perception of police as guys sitting in office looking up stuff, an old problem.

Question 2

1. Quick response to 911 and, when it was a mistake, wasn't yelled at and made to feel stupid.
2. Holley family appreciated how suicide was handled by and with police.
3. Handled several sensitive situations very nicely/respectfully (gracious, courteous, kind.)
4. Kids and cops: cops distributing cars seems like such a good program.
5. Robinson sat down with rowdy 6th graders individually and spoke to them about what good behavior looks like.
He handled situation so well that they didn't need to call parents and situation did not occur again.
6. The police are as professional as you are going to find.
7. Thorough and considerate.

Question 3

1. Police who are residents of Norwich, coaching and sending kids to our schools.
2. Police being fully occupied (when working); more structure.
3. Retain Chief Robinson; make it worth his while to stay.
4. Coverage 24/7; get staffing so this can happen (cost concern.)
5. Respond in timely manners.
6. Positive feeling/perception about force.
 - a. Whatever the issue: e.g. ticket to warning ratio.
 - b. If coverage is statistically linked to what is actually needed, positive perception will flow from that.
7. Police will know town residents.
 - a. Police will walk around town.

- b. Police will be more involved in town affairs, more visible, make more effort to get to know people (as others have in the past): e.g. Lions Club.
- 8. Take course in community policing.
 - a. Training in interpersonal relations.
 - b. Nonviolent communication.
- 9. Residents make police feel appreciated, welcome: find ways to let police know positive feelings.
- 10. Possibility of changing personnel.
- 11. Higher police pay.
- 12. Need to leave policing up to police.

Question 4

1. Create relationship with police so that they know we appreciate them; we want to keep Doug Robinson.
2. Relations go both ways.
3. Training in community relations and communications
4. Fully occupied, engaged.
5. Selectmen establish policy.
6. Increased police visibility.

Group #8

1. What activities, behaviors and values do you perceive as having a negative impact on the community?

harassment, strongarm attitude, negative attitude, excessive pullover of kids, excessive pullover of out of state drivers, stern and overbearing, truckers being stopped for 'bad-tires' when the truck is less than 6 months old, communications gap, negative relations with teens.

2. What activities, behaviors and values do you perceive as having a positive impact on the community?

Giving warnings instead of tickets, it is good for teens to learn that they need to follow the rules, it is good to have a police presence near our house (on Main Street), good to have a professional vs. stern and overbearing attitude, good for teens to know the police and have communication with them, good to be able to bike to school with support of police. Sometime the police are hard on teens regarding alcohol because they fear telling their parents of their deaths (which they have sometimes had to do).

3. solutions: (1) Have the police follow their own guidelines (their own Mission Statement).. (2) Do role playing with the police to teach them less aggressive

behaviors. (3) Have more police working and teaching in the schools (including the Hanover School).

(4) We need an Ombudsman/Citizens Review Board that works like this: it should be made up of civilians and not be too formal. It should not consist of either policemen or selectboard members. It should have about 3 to 5 people. There should be a formal complaint system. If people have a complaint or problem, they should first go to the Police Board. If they do not feel they have been heard there, they should then go to the Town Manager. If that, too, is not satisfactory it should then go to the Civilian Group..(5) The police and townspeople should get together more socially.

4. Our three key points were: (1) The Civilian Review Board idea. (2) Have the police teach and be around the school more. (3) Police/community get together.

Group #9

1. What activities, behaviors and values do you perceive as having a negative impact on the community?

A There is selective enforcement of laws according to economic status.

An example is the moving of tractors. There is no support by police when tractors experience recklessness by cars in going around them. Many tractor operators are harassed by the police when they are moving along or stopped on town roads. Other tractors are permitted to operate without police interference. For instance, Jay Van Arman seems to have blanket support for operating without police interference. Others are harassed any time they operate on town roads.

B Help has been stopped when driving thru Norwich on the way to work. An employee who was driving an old car thru town to work was stopped by the police and questioned about what he was doing in town.

C There have been many issues involving Sgt. McGee. His mental state was questioned because of the way he has handled incidents. An example cited was when he pulled a motorcyclist over without observing any law-breaking behavior because he had nothing better to do.

D If there is a climate within the community that permits behaviors like those exhibited by Sgt. McGee, many end up feeling intimidated and harassed.

E There is a leadership problem from the Selectboard on down. With the truck issue, they all said things were taken care of, then the police pulled over a truck in Hartford. Cannot trust the Town Manager.

F There is a communications problem. The community desires professional/courteous behavior by our Police. The police interpret this to mean they should be more strict.

G The Selectboard, Town Manger, and police need sensitivity training.

H Police officer should assume that citizens want to obey the law. Some, but not all teenagers do not always want to do the right thing. It is wrong for the police officers to assume that teenagers are up to no good just because they are teenagers.

I We have a punitive-oriented police department that treats teens disrespectfully - as criminals. This treatment will cause the teens to lose respect for the police and perhaps turn into bad citizens.

J Kids do stupid things. We should want kids stopped for bad actions. Some people say that police officers are harassing teens when they are misbehaving. They can't treat them like buddies.

K Given police officers should stop bad teen behavior, they shouldn't do it like they sometimes do. For example, Sgt. McGee followed a young lady over a long distance with his cruiser only about 18" from her back bumper.

L The Police Chief and Town Manger respond to complaint calls from some people but do not respond to calls from other people.

M The way the police problem has evolved is troubling. There is a communications problem. There were too many problems/incidents that happened without proper response by leadership. It took too long to get to the point where there was a discussion of the problems.

N Sgt. McGee did not comply with our laws. He would speed if he wanted. He was observed running the stop sign at Church and Main St.

O A teen who breaks a motor vehicle law should get a ticket.. If not, he should not get one.

P Some "entitled" parents are upset about their kids being stopped by the police. Are they the ones who are speaking out against the police department?

Q House checks are seen by some as their "right".

R As an example of selective enforcement - if you are driving a rusty vehicle or truck you will get a ticket.

2. What activities, behaviors and values do you perceive as having a positive impact on the community?

A When a teen is using alcohol or drugs the community should support

the police in firm dealing with the teens.

- B Participant had some shelving stolen and called police. The officer who responded and was extremely professional and helpful.
- C Students were observed drinking alcohol. Police were called. Hartford police responded. They were extremely professional. Officer Bob Brittany was also very professional.
- D Doug Robinson and officers were very responsive and professional in dealing with neighbors who were thought to be dealing drugs.
- E 3-4 years ago an officer, who is no longer on the force, was very professional and helpful when participant skidded off the road as a result of black ice. He provided assistance, called for tow, and sheltered participant in his car until tow arrived.
- F A neighbor called police to report a suspicious car at participant's property when she was out of town. Officer responded timely and professionally. Suspicious car belonged to participant's son who was in the house. He reported the officer was professional and friendly.
- G Participant has known Doug Robinson for a long time. He reached out to youth in Hartford. He also observed him reaching out to people from an abusive background.
- H A participant was stopped, but not ticketed when officer noticed registration on vehicle had expired. Told to take care of it. Given warning.
- I Appreciate what Police Department has done to get drivers to slow down.
- J The family was very appreciative in the support and actions of the police in the recent case of a missing teenager.
- K Tickets do no good if the police officer does not show up in court. Rob Brittany was famous for giving out tickets and then not showing up in court.

3. Ideally, in 3-5 years what will the relationship look like between Police Services and Norwich community members?

- A Larry's style of communications. Friendly, open, considerate, personable and as professional as possible. Doug is this way.
- B Need a definition of what professional" is. It should include Equal treatment. Respectful.
- C Do not want P.D. to be obnoxious or rude.
- D Mutual respect and equal treatment.

- E Selectboard will take action on complaints. We need a place to take a complaint where we feel something will happen. The town needs an effective way to deal with complaints.
- F Need training to allow P.O. to discern between what is going on and arrive at an appropriate response.
- G The police officers need to get to know people in the community.
- H Sensitivity training and training in communications is needed.
- I Redefinition of their role to include meeting with teens from time to time.
- J Members of the community need to know what fears police officers have.

4. Regarding question 3, what are the key points that this group wishes to present when the Forum reconvenes?

These were presented by the guide at the forum.

Group #?

Question 1

1. Overly aggressive behavior: verbal tone and aggressive behavior.
2. Making presumption of being guilty
3. Flashing lights are too much.
4. Presentation to children was very authoritative: no comfort, roughness.
5. Attitude
6. Comfort level with teenagers: start younger.
7. Knowing the balance point.
8. Understand situations.
9. Less "by the book" enforcement.
10. Better understanding (dialogue) between police and citizens.

Question 2

1. Personable, caring, helpful, thoughtful, courteous, tone of voice.
2. Proper dealing with different situations.
3. Body language, showing concern.
4. Appreciating situations positively.
5. Getting to know townspeople (proactive): being familiar face.
6. Having enough officers to participate in proactive activities.
7. Joining youth based groups.
8. Great job at fires: hours on scene, looking out for fire fighters.

Question 3

1. More communication between the department and citizens.
2. Have an in between man between police and community.
3. Kindness and softness in voice.
4. Redirect energy and time toward community relations.
5. Being around when groups of people are around.
6. We, as community members, helping find out what we can do to strengthen relationship/get to the common vision.
7. Have good times together so that there is a mutual respect for one another when the "bad times" happen.
8. Being there for as many people as possible.
9. Maybe make the police department more centrally located: visible.
10. Fleet of radar speed buggies.
11. Possible professional EMT department in place of more officers.
12. Mutual common courtesy and respect.
13. Having each officer in the happenings with interests, hobbies, etc.
14. Increased familiarity.
15. Better coverage spots.
16. Educating the public in what is happening/ who they are.

Question 4

No recorded response.

Good Evening. Welcome to the Police Services Forum. My name is Alison Lauter and I'm a member of the Police Services Committee.

As many of you are aware, the committee has made itself available for your comments on police services in Norwich for the past several weeks. We have sponsored 5 evenings of listening posts at the Historical Society which 28 residents have attended. We have gone to the homes of several individual Norwich residents who preferred that venue for talking to us. We sent to every Norwich household a survey form, of which have so far been returned, and all of which has been read by at least one member of the committee.

Tonight, rather than focusing on what has happened in the past we are looking for solutions to the problems of which we are all aware. Our view of the past actions and attitudes of the police department are truly all over the lot from "couldn't be better" to "couldn't be worse." While we don't share the same view of what has happened in the past, we clearly share the view that enough is enough.

We want a police force that we can respect and that respects us. The police want to be of service to the community, and learn better how to accomplish that. And the selectboard would like very much to stop revisiting this issue and their preferred form of achieving that, I believe, is to have us reach consensus on what it is we would like from our police force, help the police and selectboard understand our needs and move forward from there.

There is one point I would like to address before all of us here tonight invest one more bit of energy in this process: it is the concern, voiced by many of you, that the report generated by this committee will do nothing more than gather dust on a shelf, placed there by the selectboard. This committee, the same folks that manned the listening posts, put together the survey and website, interviewed the members of the police department and planned this evening's Forum, still have ahead of us: analyzing the data we've received, examining the rate and type of crimes committed in Norwich, comparing our police department to similar forces and trying to figure out how many police officers are required to do the job we would like done. We are not, after all that, going away quietly. We have told the selectboard that we accepted the charge we were given, to recommend possible changes to policing in Norwich, but that we expected our work to be taken seriously.

We are assuming that that is what will happen. If it does not, they are on notice that we are prepared to be a long-term thorn in their collective sides.

I'd like to introduce the members of the committee:

Rose Addante	Don McCabe
David Cahill	Ned Redpath
Bill Lamb	Sarah Reeves
Luke Lindberg	Demo Sofronas
Claudine Louis	Jay Van Arman
Terry Lyons	and Chad Finer who will join us shortly

Here also are members of the selectboard: Ed Childs, Alison May, Jack Candon, Gerard Chapdelaine and Suzanne Lupien.

Steve Soares, Town Manager.

Doug Robinson, Chief of Police, and members of the force: Mike McGee, Phil Brunell, Larry Lamphere.

We are shortly going to break into small groups. Our guests, the selectboard, members of the police department, and Town Manager Soares have been invited not to participate in those groups. We would like to avoid any potential chilling effect of having someone present in front of whom you might not feel comfortable speaking openly. They will reconvene with us to hear the ideas the small groups would like us to consider. I have, however, been assured by Chairman Childs on behalf of the selectboard, Chief Robinson and Manager Soares that they are available at any time to hear your concerns.

Doug, a few words...

Before I introduce tonight's facilitator, there's one other detail I'd like to raise. There has been a lot of acrimony surrounding the police services issues in Norwich. This isn't new, it's just been nastier lately than it has in recent memory. Tonight we are all about civility. We want to get the most out of you, your thoughts, your ideas, your potential solutions for creating a police force on which you can comfortably rely. We're not trying to turn you into Pollyannas; we know we have a problem here. We just don't want to waste time on unpleasantness, we want to work on finding solutions.

We ask that you keep that in mind. If there are additional past problems about which we have not yet heard, or you'd like us to hear your version of a problem you know we've already heard about, please get in touch with any member of the committee and we will arrange to get together with you.

Facilitating our Forum this evening is Cotton Cleveland. She is president of Mather Associates which explains why I keep referring to her as Cotton Mather. The firm, founded by her in 1981, specializes in leadership and organizational development for businesses, as well as public and nonprofit organizations. Her client list includes:

The Concord Chamber of Commerce

Christa McAuliffe Planetarium

Granite State Electric

Hanover-Dresden School District

New London Trust

New Hampshire Commission on the Status of Women

And lots more.

She serves as the moderator for the town of New London, has established various Leadership Programs and, frankly, has been very helpful to the Norwich Police Services Committee in our job of approaching a large task with lots of tentacles.

Cotton is going to explain to us the logistics of the next part of the evening and get us started in thinking about how to move forward with police services in Norwich.

Appendix E: The Survey

I. Survey Description

The Norwich Police Services Committee ("NPSC") drafted a survey consisting of four open-ended questions intended to elicit a broad spectrum of public sentiment about the police. Those questions are:

- (1) If you voted on the Article concerning the size of the police force, why did you vote the way you did?
- (2) During what hours would you like to see local law enforcement on duty in Norwich?
- (3) What is your impression of the relationship between the police and the community in Norwich?
- (4) What changes, if any, would you personally like to see happen regarding the manner in which police services are provided?

The survey was mailed to the every household in Norwich in June 2007 and also made available on the NPSC website at www.norwichstudy.com. The NPSC received a total of 205 completed surveys (170 via mail; 35 through the website) as of the writing of this report, all of which are attached to this report as Appendix _____. Because the NPSC intentionally utilized open-ended questions in drafting the survey, it received a broad range of responses that escape easy categorization and hence quantitative analysis. What follows is our best effort to fairly and accurately summarize the survey responses and the community sentiment contained therein. We have consciously avoided pie charts, bar graphs and scatter plots because they could not accurately portray the various shades of gray that characterize community sentiment about the police.

The surveys contain many thoughtful responses that are not summarized below because they did not rise to the level of recurring themes. That being said, all responses were considered by the NPSC in formulating its final recommendation to the Selectboard.

II. Question 1: "If you voted on the Article concerning the size of the police force, why did you vote the way you did?"

We received 169 answers to this question. Of those, 97 respondents indicated that a negative perception of the police force factored into their decision to vote as they did. Recurring negative themes included a perception that the police were overzealous in performing their duties, that the police lacked "enough to do," and that the size of both the police force and police budget was disproportionately large relative to the population of the town and its perceived crime rate.

On the other hand, 72 respondents indicated that a generally positive perspective of the police factored into their decision to vote as they did on the warrant Article. Recurring positive themes included perceptions that the police were courteous, professional and effective at controlling crime and speeding.

A significant number of respondents indicated that reducing the size of the police force would be an ineffective means of “reigning-in the town budget;” but many respondents echoed a general concern that their tax dollars were not “spent efficiently” by the police.

III. Question 2: “During what hours would you like to see local law enforcement on duty in Norwich?”

We received 174 answers to this question. Of those, 59 respondents explicitly indicated they wanted 24 hour (local) police coverage in Norwich. Forty-two respondents stated or implied that they wanted the current hours¹ of coverage to be continued, while an additional 57 respondents advocated for something else. Typical “other” responses included “school hours,” “peak travel times,” “same hours as Dan & Whit’s,” “daytime plus some random evening/night coverage” and “weekend nights.” Some “other” responses did not directly address hours of coverage, but implied something altogether different from the current police model, e.g., “use Hartford,” “State Police,” and “a constable is fine.” This last category of respondents could fairly be characterized as calling for a net reduction in police presence. Another significant minority declined to state specific hours of desired local police coverage and deferred to “the statistics” (A date/time report of calls for police service and police “incidents” is attached as Appendix ____.)

Respondents who advocated for 24 hour coverage or a continuation of the current level of coverage tended to cite Norwich’s affluence and presumed vulnerability to property crime; they also cited a desire to maintain Norwich’s low crime rate and relatively idyllic quality of life. Respondents who called for a reduction in police hours were more likely to express their concerns in financial terms (“the police budget is out-of-control relative to the size of the town”) and in nostalgic terms (“We didn’t need this many police officers ten years ago, so why do we need them now?”). Some respondents indicated that it made sense to have a Norwich officer “on-call” during off-peak hours, but not actually on patrol.

IV. Question 3: “What is your impression of the relationship between the police and the community in Norwich?”

Ninety-eight respondents said the relationship between the police and the community was poor or strained. Sixty-one disagreed and said the relationship was satisfactory or good. Of the negative respondents, 45 blamed police behavior for the poor relationship they perceived. They said the police lacked common sense, were overly aggressive and needed to solve problems instead of creating them. Representative responses include “they should be working for us, not against us,” “they should not treat teenagers like the enemy” and “the police fail to exercise adequate discretion.” Thirteen

¹ At the time the surveys were distributed, police coverage in Norwich was “currently” 20 hours per day, seven days per week. Responses were thus categorized as advocating “current coverage” if they expressly called for 20/7 coverage or if they deferred to the judgment of “the Chief,” “the Selectboard” or “the professionals,” all of whom presumably concurred in then-current hours of coverage.

negative respondents blamed Steve Soares, while nine blamed the Selectboard for police behavior.

Twenty-two respondents characterized police behavior rather differently – as professional and courteous; a few singled-out individual officers for praise. Five respondents said the police were respectful. Nine said respect was lacking in both directions, while eleven respondents said it was their fellow townspeople and not the police who most lacked respect for others.

A significant number of respondents stated or implied that Norwich had a perception problem rather than an actual problem with the police. Some said or implied the Norwich Five and the news media took a handful of negative incidents and blew them out of proportion, creating the current controversy.

V. Question 4: “What changes, if any, would you personally like to see happen regarding the manner in which police services are provided?”

Approximately forty respondents called for improved police training – particularly in the area of “community policing.” Some respondents also advocated for improved training in niche areas such as drug enforcements and domestic violence response.

Forty-one respondents hoped for a change in police attitude. In specific, they called for even-tempered law enforcement and equal treatment for all, regardless of age or station in life. Forty respondents identified police treatment of teens and children as most in need of improvement. Many respondents indicated that the police should be more supportive of the Norwich community and its values rather than simply enforcing state statutes.

Thirty-five respondents specifically called on the police to exercise greater discretion when responding to a technical violation of law. Another thirty-five respondents hoped for the police to become better integrated into the community. They proposed that the police engage in more foot patrol, crossing guard duty and other activities intended to generate positive contact with townspeople and children in particular. Many said that police officers should be encouraged to live in town and join community organizations.

A minority of respondents indicated or implied that reducing the size of (or altogether eliminating) the police force was desirable. Others called on the Selectboard and Town Manager to “do their job” or “establish guidelines” to assist the police in determining how to best serve the town of Norwich.

Appendix F: Listening Post

REPORT FROM THE "LISTENING POST"

The Listening Post Committee is a subcommittee of the Norwich Police Services Committee. Its purpose has been *to let people tell them: 1) what has happened in their experience with the police, and 2) what suggestions they would like to make re police services. Their target audience is those who preferred to speak individually to members of the sub-committee (or full committee) and perhaps anonymously, rather than in a public meeting*

The interviews were conducted at five listening post sessions held at the Norwich Historical Society on May 21, 22, 24, and June 12 & 14, 2007, in citizen's homes, offices, by e-mail or by phone, and in written notes left in a box at Dan and Whit's. The comments made are to be kept confidential. A total of 27 people were interviewed at the Listening Post sessions; 28 communicated through other means.

Five major themes emerged from these communications and interviews: community relations, town leadership, trucking in Norwich, traffic enforcement and response to crime. Their most salient points are discussed here. More descriptive notes from the actual interviews are found at the end of this summary with any personal identifying data removed to protect the confidentiality of the individual

Community Relations. The most common theme to emerge from the interviews was community relations, more specifically, the current relationship between Norwich citizens and its police force. The spectrum of comments about police conduct was broad, common terms include polite, professional, aggressive and hostile, The two latter terms were often made when referring to traffic enforcement. On a few occasions there were insults reported to those considered of lesser stature or of greater wealth. Interviewee's were also concerned with the police's relationship with the children and teenagers of Norwich. Again, responses varied from 'my children do not have a problem with the police' to 'my children are afraid of the police therefore do not seek their help. 'Several individuals would like to see the police get involved with kids and teenagers at the Marion Cross School. It was said was that the police are poorly known and should be more service oriented and accessible to the public. In short, the Norwich community desires a Police force who respectful and whom they can respect in turn. Many individuals recommended that the Norwich police could benefit from more training in subjects such as, communications and community policing.

Town leadership was the second largest theme that emerged from the interviews. The majority of respondents felt that leadership is a problem in the Town of Norwich, and that it occurs at three levels of Town Government: Selectboard, Town Manager and the Police Chief. In reference to the (former) Selectboard, the majority of comments was negative and similar to these: the Selectboard lacks leadership and direction, Selectboard does not want to listen or just does not care; the Selectboard has failed to oversee the Town Manger's performance; the Selectboard should set the policies for the Police and the Town Manager should enforce them. Similarly, although a few were appreciative, comments were predominantly negative in reference to the Town Manager. They

questioned his role, his lack of qualifications as a Town Manager, citing that he was trained as a police officer, and his micromanagement of the Police. It was suggested that that the Town of Norwich should pay enough to hire enough an experienced Town Manager and that he be able to live in this town.

In short, current issues with the Norwich police department are not just confined to the police force but also involve the Selectboard and Town Manager.

Truckers and trucking. Another theme that emerged from the listeners' sessions and communications was truckers and trucking in Norwich. The problems that existed between the Town and truckers eighteen months ago have not gone away. This is because it was not only about the ordinance regarding the weight of the trucks, but about harassment, permits and registrations. As a result of no public statement from the Selectboard, Town Manger or Police, truckers, farmers and business people do not yet know where they stand or what will happen next. Truckers are still fearful of coming to Norwich to do business.

Traffic Enforcement. Speeding was another theme from our listening post. Citizens interviewed *want* and appreciate enforcement of speed limits. They want them enforced in a courteous, consistent, and professional manner. They would prefer that citizens are given one time warnings before being issued a ticket, as has often, but not consistently happened. A couple of individuals were concerned about the placement of speed traps on private property and impeding traffic flow in a public access.

Response to crime. The final theme that emerged as we listened to Norwich citizens was the police department's response to calls and crime. Comments regarding the Police department's response to calls were often positive: "they responded quickly", "they were professional and courteous"; however, occasionally comments were negative: "they were delayed", or "they failed to respond", causing citizens not to call another time. In a couple of instances citizens spoke of frightening, aggressive behavior by the police, lying to cover tracks and encouraging another to lie and of subsequent insulting words. In another case, issues regarding a property boundary and a neighbor's behavior have remained unresolved,

A few citizens felt that the Police Department should remain at the current level of funding to deter crimes from being committed in Norwich a population growth continues in the Upper Valley. Other think there are too many police officers, so they seek out things to do.

In sum, Norwich citizens whom the "Listeners" interviewed and heard from are united in their desire for a police force that is an integral and appreciated part of the community. They desire that the police chief live in town, that he and other officers get to know the community, spending time out of their cruisers, in informal conversations, and in public and school events with residents and non-residents of all ages and walks of life. They appreciate consistent enforcement of speed limits. They dislike unwarranted stops (i.e.,

stops for no visible offense) of people of any age. They are concerned with occasional lacks of judgment or aggressive behavior, or unresolved problems. Response to calls and crimes by the Police department needs to be more consistent. They would like the officers to be trained in community relations. Norwich citizens would like to see the trucker issue resolved and speeding enforced but to reasonable levels. However, problems are not just confined to the Police Department but also exist at the Selectboard and Town Manager level. As mentioned in the introductory paragraph, notes from the interviews are found at the end of this summary.

Members of the Listening Post Sub-Committee: Chad Finer, Claudine Louis, Terry Lyons, Don McCabe, Demo Sofronas, Sarah Reeves, Chair,

Appendix G: Model Mission Statement

The Mission of the Norwich Police Department is to work with all citizens to preserve life, maintain human rights, protect property, promote individual responsibility and enforce our laws while supporting the underlying values of our town's residents. To fulfill this mission each of our police officers is committed to:

- 1) Promote community policing to deal with law enforcement problems and education.
- 2) Establish and maintain a broad reputation for being respectful, friendly, professional, effective and fair while enforcing the law.
- 3) Respond to emergency calls immediately and professionally and in a manner that will minimize personal injury or loss of property while maximizing the likelihood of apprehending offenders.
- 4) Conduct or participate in criminal investigations and assist in the prosecution of all crimes committed in Norwich using nationally recognized police investigation tools and techniques.
- 5) Undertake prevention and other patrol tasks with sufficient frequency and diligence to reasonably deter criminal activity.
- 6) Limit motor vehicle accidents by conducting an on-going campaign of traffic law and speeding education and enforcement.
- 7) Respond to and follow through with non-emergency demands of residents and businesses in a timely and professional manner.
- 8) Operate in a manner that insures the safety of both the public and their fellow police officers.
- 9) Proactively reach out to young members of the Norwich community to help them understand and internalize their civic responsibility to both respect the property and rights of others and to obey the law.

3

Herb Durfee

From: Elizabeth Anderson <stonebankea@gmail.com>
Sent: Thursday, May 06, 2021 12:13 PM
To: Miranda Bergmeier; Herb Durfee
Subject: POLICE

TO: Select Board & Town Manger

Please hire a police chief ASAP and maintain 100% coverage with 4 officers.

Thanks!

Elizabeth Anderson

From: Demo Sofronas <demosofronas@gmail.com>
Sent: Thursday, May 06, 2021 1:48 PM
To: Herb Durfee
Cc: Miranda Bergmeier
Subject: Policing in Norwich

I am writing this letter to formally request that you reconsider the decision made at the 4/28/2021 Selectboard meeting regarding the hiring of an interim police chief.

Norwich has an excellent police force and the only thing that is needed at this time is to hire a new chief to continue the fine leadership that existed when Chief Jennifer Frank was at the helm and Doug Robinson who worked very well with the Norwich Police Services committee of 13 members, appointed by the Selectboard in 2007 to find the right fit for the police and the community.

It is not fair to the Norwich residents who pay their fair share of taxes to settle for 75% police coverage as has been the case for a while now. There should be 100% coverage. We need to ensure the proper safety of our residents at all times.

The community policing model that was adopted in 2009 has worked very well and should be continued and properly funded as the Selectboard agreed to do when they accepted the Police Services committees final report in February of 2009. New programs were adopted that allowed the police and the community to build positive relationships.

I ask you to please reverse your decision and hire a new police chief as soon as possible and return the department to 100 % coverage.

Thank you for the work that you do for the town of Norwich,

Sincerley,

Demo Sofronas

DRAFT Minutes of the Selectboard Meeting of
Wednesday, April 28, 2021 at 6:30 pm

③

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 27 people in the audience.

Also participating: Linda Cook, Elissa Close, Rod Francis, Pam Smith, Seth Robertson, Cheryl Lindberg, Sue Pitiger, Irv Thomae, Joshua Bohar, Nancy Osgood, Jaci Allen, Brian Loeb, Stuart Richards, Paul Manganiello, Deborah Hannam, Alka Dev, Jennifer Roby, Charlotte Metcalf, Richard Adams.

1. Approval of Agenda. Layton **moved** (2nd Calloway) to approve the agenda. **Motion approved unanimously.**
2. Public Comment. No public comment was offered.
3. Consent Agenda. Layton **moved** (2nd Calloway) to approve the consent agenda with the exception of the A/P warrants, minutes, and correspondence from Elissa Close and Stuart Richards. **Motion approved unanimously.** Layton **moved** (2nd Gere) to approve the A/P warrants. **Motion approved unanimously.** Layton **moved** (2nd Calloway) to accept correspondence from Elissa Close. **Motion approved unanimously.** Calloway **moved** (2nd Layton) to accept correspondence from Stuart Richards. **Motion approved unanimously.** Calloway **moved** (2nd Layton) that the 4-14-2021 regular meeting minutes be corrected on page 36 of the Selectboard meeting packet to read that Calloway cited 24 VSA §1233. **Motion approved unanimously.** Layton **moved** (2nd Gere) to approve the 4-14-2021 regular Selectboard meeting minutes. **Motion approved unanimously.**
4. Town Manager's Report. Durfee said this is Seth Robertson's last SB meeting; he is starting a new job next week. Seth Robertson spoke about the financial dashboard document, as included in the meeting packet. Cheryl Lindberg asked about payment to the school of tax revenue. Pam Smith asked a question about biodiesel fuel. Layton **moved** (2nd Gere) to appoint Linda Gray as the town's representative to the Inter-municipal Regional Energy Coordinator Steering Committee for a one-year term ending on April 30, 2022. **Motion approved unanimously.** Layton **moved** (2nd Gere) to authorize the expenditure of up to \$49,220.00 from the DPW Equipment Designated Fund for the purchase of a 2021 Ford F550, as authorized by the Selectboard on May 27, 2020. **Motion approved unanimously.**
5. Appointments to Committees. Layton **moved** (2nd Brochu) to appoint Matthew Stuart to the Development Review Board for a 3-year term expiring on April 30, 2024. **Motion approved unanimously.** Susan Pitiger spoke in support of her application to serve on the DRB. Layton **moved** (2nd Gere) to appoint Susan Pitiger to the Development Review Board for a 3-year term expiring on April 30, 2024. **Motion approved unanimously.** Irv Thomae spoke in support of his application for the ECFiber Board, gave some history of the organization, and said that there can be 2 alternates appointed by the town. Joshua Bohar spoke in support of his application to the ECFiber Board. Layton **moved** (2nd Brochu) to appoint Irv Thomae as representative to the ECFiber Governing Board for a 1-year term expiring on April 30, 2022. **Motion approved (4 yes; Calloway abstain).** Layton **moved** (2nd Brochu) to appoint Joshua Bohar as 1st Alternate Representative and Rob Gere as 2nd Alternate Representative to the ECFiber Governing Board for 1-year terms expiring on April 30, 2022.

2022. **Motion approved (4 yes; Gere recused himself).** Nancy Osgood spoke in support of her application to the Historic Preservation Commission. Layton **moved** (2nd Gere) to appoint Nancy Osgood to the Historic Preservation Commission for a three-year term expiring on April 30, 2024. **Motion approved unanimously.** Layton **moved** (2nd Gere) to appoint Maggie Boone to the Historic Preservation Commission for a 3-year term expiring on April 30, 2024. **Motion approved unanimously.** Jaci Allen and Elissa Close spoke in support of their respective applications for Planning Commission. Brian Loeb spoke in support of Jaci Allen's application to the Planning Commission. Stuart Richards said that he encourages new applicants to join the Planning Commission and also wants Jaci Allen to be able to continue. Richards suggested expending membership of the Planning Commission to 9 members. Calloway moved to appoint Elissa Close to the Planning Commission for a 4-year term expiring April 30, 2025. There was no second of the motion; motion failed. Brochu **moved** (2nd Layton) to appoint Jacqueline Allen to the Planning Commission for a four-year term ending on April 30, 2025. **Motion approved (4 yes; Calloway- no).** Layton **moved** (2nd Gere) to appoint Rod Francis as representative to the TRORC for a 1-year term expiring on April 30, 2021. **Motion approved (4 yes; Calloway- abstain).** Rod Francis said that Jeff Lubell could not attend tonight's meeting because he is at the TRORC meeting, where he serves as Norwich's alternate representative. Layton **moved** (2nd Gere) to appoint Jeff Lubell as alternate representative to the Two Rivers Ottauquechee Regional Commission for a 1-year term expiring on April 30, 2021. **Motion approved unanimously.** Brochu **moved** (2nd Layton) to appoint Aaron Lamperti and Ernie Ciccotelli to the Article 36 Task Force. **Motion approved unanimously.**

6. Police Chief Hiring Update & Discussion. Durfee summarized his memo, as contained in the Meeting packet, and said that he will be appointing Sgt. Keeling to Interim Chief for one year while the town conducts discussions about how to move forward. Linda Cook asked if the Officer in Charge (OIC) position currently occupied by Keeling is a salaried or hourly position and was Chief Frank paid for her extra time while working as police chief. Paul Manganiello said he supports Durfee's decision to put a hold on the police chief hiring. Manganiello said we need to examine what is the proper role for police. Stuart Richards quoted some police statistics as listed in the 2020 Town Report. Richards said it's a mistake to postpone hiring a new police chief. Deborah Hannam agreed with Richards, in saying she disagrees with the decision to delay hiring a police chief; Hannam said she is worried about public safety. Alka Dev said she has felt shaken by her interactions with Norwich's police force; she wants to hear more about what we're going to do during the interim before hiring. Jennifer Roby said she supports the interim chief plan and she looks forward to the upcoming discussion. Durfee explained that the police chief is a salaried position and gets some on-call pay by not overtime pay. Sgt. Keeling's pay structure as interim chief has not yet been determined. Durfee said the interim chief will be part of the upcoming discussions, along with any other police department members. Calloway said we need to make sure people feel safe in the community; she wants to move expeditiously to look at what to do in the future. Layton expressed concern about police staffing levels; she prefers for the town to go ahead and hire a police chief, rather than wait. Gere asked if the interim chief will have the same authority as a regular chief. Durfee said yes. Gere asked if the interim chief will have the same influence as a regular department head. Durfee said the fact that Sgt. Keeling is in the union bargaining unit complicates things. Brochu said she sees an opportunity to explore possibilities for using technology to help with speed control, for example. Calloway said it would be more straightforward to go ahead and hire a new chief and continue discussions. Layton said she agrees that we should proceed with hiring a new chief. Layton **moved** (2nd Calloway) that the Town Manager hire a full-time police chief now. **Motion failed (yes- Layton, Calloway; no- Brochu, Gere, Arnold).** Gere said he's worried that Norwich has had difficulty hiring department head positions. Arnold said he supports Durfee's proposal to hire an interim chief. Arnold asked fellow SB members to bring to upcoming discussions what they have heard and what they have read, not only what they think. Brochu suggested that the SB use a facilitator for the public discussions.

Brochu **moved** (2nd Layton) that the town manager proceed with his interim hiring plan. **Motion approved (4 to 1; no-Calloway)**. Charlotte Metcalf asked how it's possible that, without a town vote, we are reducing the number of police officers. Richard Adams thanked the SB and town manager for listening and acting respectfully in an effort to take care of everyone. Alka Dev said she agrees with Adams. Dev said we can use scientific methods to determine the community's needs.

Arnold **moved** (2nd Layton) to table the remaining agenda items and discuss them at a special meeting on May 5, 2021. **Motion approved unanimously.**

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

Meeting adjourned at 9:59 pm.

By Miranda Bergmeier

Approved by the Selectboard on _____, 2021

Roger Arnold
Selectboard Chair

Next Meeting – May 5, 2021 – Meeting at 6:30

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

From: Marcia Calloway <msbcalloway@gmail.com>
Sent: Monday, May 03, 2021 2:35 PM
To: Miranda Bergmeier
Cc: Roger Arnold
Subject: corrections to minutes

Hello Miranda,

As you requested, here are my changes to the draft minutes we reviewed on April 28th and my changes to the draft minutes of the April 28th meeting.

Regarding the minutes on page 36 in the packet for 4/28/21 – Please amend to: "In the context of the selectboard's ability to request conditions for any future police chief contract, Calloway cited 24 VSA 1233 for the clarification that "In all matters [the Town Manager]...shall be subject to the direction and supervision and shall hold office at the will of such selectboard....""

Regarding the draft minutes of 4/28/21:

- page 1, paragraph 5, regarding ECFiber – Please amend to: "Calloway reiterated her previously stated concerns that there be term limits for all appointed positions."
- page 2, paragraph 5, regarding Planning Comm. – Please amend to: "Calloway reiterated her concern about term limits and pointed out to the selectboard that failure to appoint any new applicants to open commission positions has a chilling effect and would become a self-fulfilling prophecy that no one will apply for positions with incumbent applicants, to the detriment of the town."
- Page 2, paragraph 5, regarding TRORC rep – Please amend to: "Calloway stated her opposition to appointing a representative to the TRORC who is an employee of the town and not a resident of the town."

Thank you,

Marcia

Town Manager Monthly Report – April 2021 (05/06/21) - Highlights

1. DPW Highway Equipment Operator
 - a. This position has been filled by Matthew Williams (started work 5/3/21)
2. Finance Office
 - a. Seth Robertson has taken a full-time position elsewhere (last day 4/30/21)
 - b. Initiated 6th advertising for a Finance Director. This ad, however, is advertising for either full- or part-time (at least 20 hours/wk) as compared to just full-time.
 - c. However, on May 10, I'm meeting with an individual to possibly hire, at least as an interim Finance Officer. (This would be another hire through Robert Half™.
 - d. Assisting to additionally compile grant information that will be needed for the forthcoming FYE 2021 audit.
3. Police
 - a. Status known, but for the record, Sgt. Keeling, Officer in Charge, to be elevated temporarily to Interim Police Chief.
 - b. 6-month Community discussion/deliberation to begin (continue) momentarily.
4. Recreation
 - a. Brie Swenson, Recreation Director will be available during the TM Rpt at the Board's 5/12 meeting to update the Board on Rec activities and to answer any questions of the Board. (Note that this will be the first department head of an on-going rotation to have department heads be available to the Board for Q&A, etc.)
 - b. Applied for "Summer Matters for All" grant program
5. IT Managed Services RFP
 - a. Proposals due May 7, and two have already been submitted.
 - b. About 40 RFP's were requested, and a lot of time was spent replying to questions.
6. A/P Procedures
 - a. Example of worked on recently:
 - i. Payroll
 - ii. Termination/Resignation/Retirement Form (already have Hiring Checklist)
 - iii. Town Credit Card
 - iv. Grant Application
 - v. Capital assets
 - vi. Have list of possible amendments to policies that will be suggested as applicable draft policies are forwarded to my office from Board members (e.g., as was accomplished for the Fund Balance Policy).
7. A/R Procedures
 - a. Reached out to Treasurer asking for insight on:
 - i. Deposits
 - ii. Tax collection policy coordination
 - iii. Additional controls between Finance and banking:
 1. Segregation of duties (to minimize issues of "singularity")
 2. New accounts opening approval process

- 3. Provision of digital monthly statements, and allowance of “user” only access to banking info for status of payments, etc.
 - iv. Credit/charge card oversight
 - v. Start-up Bags (e.g., Transfer Station money bag)
 - vi. Other (TBD)
- 8. Capital Budget & Program
 - a. Pulled together additional information (Chair’s request)

Public Works Department

Monthly Report for April 2021

By: L. Wiggins, Public Works Director

Highway Department

Road weight limit postings were lifted on April 14. In addition to the normal April duties, the Highway Dept responded to winter road conditions on two days – April 16 and 21. The Highway crew also spent significant time working on the spring maintenance of Huntley field for the Recreation Dept.

The Highway Dept:

- Treated roads for winter maintenance on 2 days
- Picked up trees on 3 days
- Graveled and graded road mud areas on one day
- Graded roads (routine grading) on 11 days
- Put up street signs on 4 days and removed road posting signs for 2 days

Huntley Field work performed by the Highway Dept (with Buildings & Grounds assistance):

- Take down the pitching practice fence and store
- Cut trees
- Truck special playground mulch to Norwich and spread in playground
- Put out picnic tables
- Retrieve benches and store at the Public Works Garage
- Put out goals and nets

Some miscellaneous work performed:

- Repaired mailboxes
- Repaired a culvert on Hawk Pine Road
- Reworked riprap on Needham Road
- Patch potholes on Main St and Beaver Meadow Road
- Addressed a plugged 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 mechanical repairs for most of the month.

Buildings and Grounds

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

The custodian performed the usual maintenance at Tracy Hall, Public Safety Building and the Public Works Garage. The Buildings & Grounds performed custodial duties on one week 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:

- Aerated, seeded Huntley field areas which were lacking grass due to last year's drought.
- Installed playground sand in the sandbox
- Trucked stakes and fence to Huntley and fenced the newly seeded areas.
- Dragged Girard Field infield
- Lined soccer fields
- Cleaned tennis courts
- Worked on repairing a water pipe leak and repairing a roof vent pipe at the Public Works Garage

Transfer Station

The Transfer Station operated in the usual manner with no noteworthy exceptions.

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. The Director responded to numerous requests for special haul permits to haul on posted roads.
2. Interviewed, checked references, administered drug test and completed employment paperwork to complete the hiring of Steve Williams who will fill the Highway Dept vacancy effective May 3, 2021.
3. Investigated companies to perform painting of truck bodies (for maintenance reasons) but found no interest.
4. Prepared a bid package for the bid issue of the 2021 Body, Plow, Wing, Sander and Controls Project which contracts for the furnishing and installation of those items on the Town's Ford F550. Bids were opened on April 28 and the Director is preparing a bid tabulation.
6. Prepared a 2021 Pavement Marking bid package to stripe road/street lines and the in-town parking lines, etc.
8. Negotiated a scope and fee with TRORC regarding contracts for traffic studies, Road Surface Management System studies of the roads and a sidewalks condition study.
9. The Director worked on the following driveway permit applications:
 - Garceran - Goodrich Four Corners driveway
 - Schleipman - Partridge 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. The Director participated with TRORC in construction inspection firm selection.

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. Brook Field Services is working on removing a temporary propane/vent system and installing the final propane/vent system. After much discussion regarding the rework of the propane piping to the generator, Brook Field Services is now requesting payment to rework the propane piping.

4. RT 132 culvert

The Director prepared a Vtrans Structures Grant Application for construction of the box culvert. The Director also prepared the Stream Alteration General Permit Application for the three landowners involved in the project.

5. Better Roads Grant

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

6. Public Safety Building

A sewer video was 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 prepared 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 (with proposed repairs and repair cost estimates) for 10 years from the date of report completion. The RFP submittals are due on June 11, 2021.



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

To: Town of Norwich Selectboard
Town Manager

Re: April 2021 Department Report

Date: May 5, 2021

The Norwich Fire Department (NFD) provided mutual-aid to neighboring fire departments 31 times in 2020. The NFD is a member of the Upper Valley Regional Emergency Services Association (UVRESA). UVRESA has approximately 36 members in both Vermont and New Hampshire.

A key part of being a member of the mutual aid organization is that local fire departments are expected to maintain the appropriate number of vehicles and firefighters to handle their own normal local incidents to avoid placing an undue burden on other departments. Mutual-aid is not a substitute for a local fire department fulfilling its own responsibilities. It is only intended to augment the existing strength of a local department when there is a major incident or situation that requires additional resources beyond the norm.

There are two different ways mutual-aid is provided. The first applies when a department requests specific assistance during an incident when its own resources are not adequate to handle the incident.

The second type of mutual-aid, called "auto-aid", is when 911 dispatch receives a call about an incident and makes a decision on which equipment to send based upon a standardized schedule, known as a run card, describing the type and location of a fire.

FIRE CALLS	10
EMS CALLS	8
FIRE MUTUAL AID	4

Summer Matters for All RFP 2021

Vermont Afterschool has proudly worked with Governor Phil Scott's office, U.S. Senator Bernie Sanders' office, and the Vermont Agency of Education to establish the 2021 Summer Matters for All Grant Program. At least \$1.5 million will be available to expand access to summer enrichment opportunities for youth statewide. As we emerge from the pandemic, summer 2021 will be an important time for Vermont's youth to re-engage, connect, learn and heal; meet the immediate needs of families; and inform efforts to provide universal afterschool in the future. We encourage you to think big and creatively as you plan what summer can look like in your community!

Application: Summer Matters for All 2021 Grant

Grant Purpose: This grant opportunity is designed to support the:

- Creation of new summer learning programs in areas where few or no services currently exist;
 - Expansion of existing summer learning programs in order to increase affordability for K-12 children and youth through a variety of strategies;
 - Increased access to summer programs for children and youth with disabilities and other traditionally marginalized populations;
 - Elimination of barriers to summer program access based on geography, socio-economic factors, and demographics.
-

Program Funding Priorities:

- Expanding access to programs by addressing affordability for K-12 children and youth and their families
 - Expanding programming in parts of the state where few or no options are currently available
 - Expanding access by increasing program slots for children and youth
 - Expanding access by increasing weeks, days, hours of summer programming
 - Making sure that underserved populations (BIPOC, LGBTQ+, ELL, New Americans/Refugees, Migrant, Homeless) are well-represented in the mix of children/youth participating in programs
 - Providing additional resources so that students with disabilities and/or special needs are able to fully participate in programs
-

Examples of Eligible Activities

- Reducing costs to families for participation (e.g., sliding fee scales, lowered participation fees, etc.)
- Expansion of existing program: number of summer weeks and hours, number of children served, number of slots, staffing, space, activities, add a site etc.
- Establishment of a new program
- Increase of youth supports e.g. mental health provider and/or a social worker, an inclusion

consultant, tutors, mentors etc.

- Resources for students with disabilities and/or special needs for full participation
- Provision of qualified instructors to provide math and literacy instruction (at least two hours a day)
- Staffing costs
- Activities to explore careers and gain workforce skills
- Hiring high school students to work in the program (ages 16 and up)
- Integration of social and emotional learning and/or science, technology, engineering, and math programming
- Hands-on enrichment programs
- Field trips e.g. State Parks
- Transportation
- Food
- Equipment
- Family engagement
- Other activities as identified by the local community to establish and/or expand access to summer programming

Eligible Applicants: Non-profit organizations; municipalities; licensed/regulated providers of school age childcare; privately or publicly owned summer camp programs

Timeline:

- Grant webinar, Q&A and application published: April 20, 2021
- Applications Due: May 5, 2021
- Award Notifications: May 26, 2021
- Summer Program Period: June 14, 2021-August 31, 2021
- Award Period: June 14, 2021-September 15, 2021

Funding available & Grant Awards

- At least \$1.5 million in available funds
 - Grant Award Range: \$20,000-\$75,000
 - (Funds are distributed through a reimbursement process)
-

Grant Application and Submission

- Complete and submit electronic application
here: <https://www.cognitofrms.com/VermontAfterschool/SummerMattersForAllRFP2021>
- Submit questions about completing this application
here: <https://www.cognitofrms.com/VermontAfterschool/SummerMattersForAllGrantQuestions>

Planning Resource: Summer Matters – Vermont Afterschool

BEFORE BEGINNING: Do you represent one of the following: a non-profit organization; a municipality; a licensed/regulated provider of school age childcare; or a privately or publicly owned summer camp program?

Yes

ASSURANCES

Recipients of grant funding shall:

- Be a non-profit organization, municipality, licensed/regulated provider of school age childcare, or privately or publicly owned summer camp program;
- Offer programming in a safe and easily accessible, ADA compliant, facility;
- Offer low or no-cost options for eligible students;
- Include outdoor activities and enrichment;
- Vet all staff, volunteers and partners prior to working with children/youth (including criminal background checks, etc.);
- Provide appropriately trained, certified, and/or licensed staff;
- Provide appropriate and equitable opportunities for transportation, if applicable;
- Be adequately insured;
- Participate in Vermont Afterschool's Summer Matters for All technical support;
- Follow all applicable health guidance (including the Summer Camp guidance and food service guidance that will be shortly forthcoming);
- Ensure that healthy snacks and meals are available, and if serving meals and snacks that they comply with the Summer Food Service Program meal pattern, or another USDA Child nutrition meal pattern;
- Adhere to Education Department of General Administrative Regulations (EDGAR) and OMB Uniform Guidance; and
- Submit a performance report at the end of the grant period, September 15th.

To continue with the grant application process, check this box to indicate that you have read and understood the above list of assurances and would comply with each item if awarded funding through the Summer Matters for All Grant.

Yes

Please note: at any point during the completion process, you have the option to click the Save button at the bottom of your screen and you will receive a link via email to come back and complete the RFP at later time. You may utilize this feature as many times as you would like prior to the deadline, but once you click Submit, your responses are final.

Name of organization

Town of Norwich - Recreation Department

Project coordinator

Brie Swenson

Mailing Address

300 Main Street, Norwich, Vermont 05055

Is the program location the same as the mailing address above?

Yes

Contact name

Brie Swenson

Contact phone

(802) 649-1419

Contact email

bswenson@norwich.vt.us

Amount of funding requested

\$43,999.00

Fiscal agent (if applicable; leave blank if none)

Fiscal Agent DUNS #

042743021

Federal EIN #

036000913

VT Tax ID #

036000913

Website for program or organization (leave blank if you don't have one)

<http://norwichrecreation.org>

On a typical DAY in your summer program how many youth do you anticipate serving?

70

Age range(s) grant will serve:

Elementary school children
Middle school youth
High school youth

Elementary # of children:

30

Middle school # of youth:

20

High school # of youth:

20

Free and reduced lunch rates for the primary project area

**

Title of Project/Program

Norwich Summer Outdoor Recreation and Education
Outreach

Grant Purpose (a two-sentence explanation of the grant project):

To increase availability and quality of sustainable outdoor recreation and educational opportunities in Norwich. We propose to do this through increasing summer program hours at no cost, creating natural play areas, increasing our equipment lending inventory, and adding ADA-compliant fitness stations within walking and biking distance of the village center.

Assurances (please check each one and sign):

Recipients of grant funding shall:

be a non-profit organization, municipality, licensed/regulated provider of school age childcare, or privately or publicly owned summer camp program;

Yes

offer programming in a safe and easily accessible, ADA compliant, facility;

Yes

offer low or no-cost options for eligible students;

Yes

include outdoor activities and enrichment;

Yes

vet all staff, volunteers and partners prior to working with children/youth (including criminal background checks, etc.);

Yes

provide appropriately trained, certified, and/or licensed staff;

Yes

provide appropriate and equitable opportunities for transportation, if applicable;
Yes

be adequately insured;
Yes

participate in Vermont Afterschool's Summer Matters for All technical support;
Yes

follow all applicable health guidance (including the Summer Camp guidance and food service guidance that will be shortly forthcoming);
Yes

ensure that healthy snacks and meals are available, and if serving meals and snacks that they comply with the Summer Food Service Program meal pattern, or another USDA Child nutrition meal pattern;
Yes

adhere to Education Department of General Administrative Regulations (EDGAR) and OMB Uniform Guidance; and
Yes

submit a performance report at the end of the grant period, September 15th.
Yes

Signature of designated official



Title
Recreation Director

Date
5/5/2021

INSTRUCTIONS: Answers to all questions must be complete in order for the application to be accepted. Please also be sure not to exceed the character limit (including spaces) specified for each question. To see how proposals will be scored, please see the "Scoring Rubric" in Appendix A of the RFP, which can be downloaded from <https://www.vermontafterschool.org/summergrant>.

Project design

Briefly describe your agency/organization, its structure, staff, and its history of successful grant project management. If this is a new program describe your structure, staff and proposed fiscal management.

Norwich Recreation is a one person municipal department managed by the Recreation Director. The Director serves under the Town Manager, overseeing an advisory council and one grounds employee.

Norwich Recreation creates and manages all town recreational programs including summer camps, elementary school sports, teen and adult programs and community engagement projects. The Director manages two facilities with the Department of Public Works. Huntley Meadows is a 27- acre property that includes 6 athletic fields, a mountain biking trail and skills park, a playground, pavilion, tennis courts and baseball field. Barrett Memorial Playground is an open field with picnic tables and a wood-fired community bread oven. The Recreation Director has managed local grants, a substance misuse prevention grant from the MAHHC/ Dept of Health Vermont, and a Vermont Afterschool stipend in the past year. The Town of Norwich finance office assists with grant management.

How was the need for this project identified? Describe the youth who will be served.

We are committed to keeping residents engaged. When our youth, who attend NH schools after grade 6, found themselves cut off from their peers in during the pandemic, there were few options at home. With our teens, we created ways to keep kids active at home or outdoors. Our teens kept our programs running – sharing skills in programs and working with families to provide peer guidance in a trying and confusing atmosphere.

The pandemic has highlighted the importance of our outdoor spaces to the well-being of our kids in times of uncertainty. This appeared in a tremendous user increase at the trails and parks. To expand summer programming, we intend to expand our Pk-12 camps and hours, (while offering free meals and aftercare), increase our inventory of free lending equipment and add portable toilets to popular parks. We plan to update the Barrett Memorial Playground with natural play structures, native plantings and ADA-compliant fitness stations.

Funding priorities

Check the areas below that you will be targeting as funding priorities. **Applicants addressing two or more priorities will receive 5 priority points.**

Expanding access to programs by addressing affordability for K-12 children and youth and their families.

Yes

Cost per student:	Weekly cost per student WITHOUT grant funding: \$220.00	Weekly cost per student WITH grant funding: \$125.00
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Expanding programming in parts of the state where few or no options are currently available.

Yes

Summer program options:	Summer program options in your area WITHOUT grant funding. There are currently very few options for summer childcare that allow a family to complete a work day.	Summer program options in your area WITH grant funding. We would hire staff to provide an aftercare option for families so that they did not have to be concerned with childcare. We would prefer this option to be free of cost, if possible.
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Expanding access by increasing weekly program slots.

Yes

Weekly program slots:	Number of weekly program slots WITHOUT grant funding. 70	Estimated number of weekly program slots WITH grant funding. 125
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Expanding access by increasing weeks, days, hours of summer programming.

Yes

Summer weeks:	# of summer programming weeks WITHOUT grant funding 6	Estimated # of summer programming weeks WITH grant funding 6
Summer days/week:	# of summer programming days/week WITHOUT grant funding 5	Estimated # of summer programming days/week WITH grant funding 5
Summer hours/week :	# of summer programming hours/week WITHOUT grant funding 20	Estimated # of summer programming hours/week WITH grant funding 40

Making sure that underserved populations (BIPOC, LGBTQ+, ELL, New Americans/Refugees, Migrant, Homeless) are well-represented in the mix of children/youth participating in programs.

Yes

Level of participation:	Anticipated level of summer program participation for the population(s) you are targeting WITHOUT grant funding. Norwich is a community with socioeconomic diversity. Currently, we do not have the capacity to target other areas of diversity, and have recently been engaging with the a new DEI committee.	Anticipated level of summer program participation for the population(s) you are targeting WITH grant funding. Our DEI committee is focused on bringing equity to all of Norwich. They would like us to expand our lending sheds, and this grant would assist us in beginning this collaboration.
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Providing additional resources so that students with disabilities and/or special needs are able to fully participate in programs.

Yes

Students with disabilities:	At what level are students with disabilities and/or special needs able to fully participate in programs WITHOUT grant funding. We use limited Camp Partners, which allows for up to 2 campers with need to have support during each camp session. There is a play structure at the school that may be ADA-compliant, yet is aging and often in disrepair.	At what level are students with disabilities and/or special needs able to fully participate in programs WITH grant funding. We will be able to add more Camp Partners, and will also be able to provide another ADA-compliant, safe play space within walking distance to the town center.
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Please provide a description of the proposed activities for which you would use these grant funds to help youth re-engage, connect, learn and heal and meet the immediate needs of families.

This grant would support families by adding meals and aftercare to our camps at no cost, increasing access to summer programming for all. We would be able to increase our fee waivers for families who do not normally qualify for need-based aid, but are in need of assistance. We would increase our hiring of teen mentors, providing young children with peer support and giving our teens a sense of purpose as they give back to their community and strengthen their leadership skills.

One barrier to offering outdoor programs in Norwich is the lack of restroom facilities. A long term plan for Norwich Recreation includes a series of trail and park composting restroom facilities. In the interim, we would like to offer more portable restroom facilities so that we can offer more programs on the trails and parks throughout Norwich.

Barrett Memorial Playground is a town-owned parcel that was deeded to remain a community playground in perpetuity. To date, we have not installed any playground structures. This site is within walking distance of the town center, and therefore could serve as a natural gathering place for families and youth. We propose adding a natural-features playground with multi-age fitness stations to this area to encourage community members to consider this park as an option for outdoor recreation.

We encourage collaborating with community partners, including schools. Please list any partner organizations that are working with you on this project and identify what support they will provide to the project.

Norwich Historical Society (history camp)
Upper Valley Trails Alliance (trail stewardship),
Willing Hands (maintain school garden and distributing food to the food insecure)
World Photography Exchange (nature photography and storytelling through photography)
River Valley Club (tennis camp)
Upper Valley Land Trust (mountain biking stewards)
SAU 70/Marion Cross School (facility space)
King Arthur Flour (rebuilding the Barrett Memorial bread oven with the community members)

Program details

Describe the space to be used for the program, including how the space is appropriate for the ages of children and youth being served and sufficient in size.

We will use the Marion Cross Elementary School and Tracy Hall for our programs that are taking place in the village center. Youth in Norwich currently use these spaces for education and programming. Youth in our 6th-8th grade trails programs will use the Upper Valley Land Trust's Brookmead cabin and privy and the Vermont Technical Colleges farm classroom.

Are measures in place to provide low or no-cost programming for eligible students?

Yes

If yes, please describe. If no, please explain. (In response to the above item, 'Are measures in place to provide low or no-cost programming for eligible students?')

We work with the schools and local authorities to identify low income families or those in need of temporary assistance. Participants do not have to demonstrate need in order to qualify.

Are students with disabilities and/or special needs able to fully participate in the program?

Yes

If yes, please describe. If no, please explain. (In response to the above item, 'Are students with disabilities and/or special needs able to fully participate in the program?')

Yes. We currently utilize a "camp partner" system. Children identified as benefiting from support are partnered with a trailed teen counselor. They meet with the camper and family before school starts, and assist the camper throughout their time at camp by attending all activities with them and checking in with the instructor and family throughout the week.

Is transportation included in this project?

No

If yes, please describe. If no, please explain. (In response to the above item, 'Is transportation included in this project?')

No. We do not currently have the funding to purchase or rent transportation. We use the free Advanced Transit bus if we take field trips, providing that the schedule is convenient. As a one person department, we do not have the staff to provide transportation beyond this.

Will nutrition, including snacks and meals, be provided to youth?

Yes

If yes, please describe. If no, please explain. (In response to the above item, 'Will nutrition, including snacks and meals, be provided to youth?')

Yes. We currently provide healthy snacks (fresh fruit and vegetables, and allergen-free options). We would like to expand and offer breakfast and lunch.

What are the project coordinator's qualifications?

The project coordinator is the current Recreation Director, and a former member of our Conservation Commission and Trails Committees. She formerly served as an employee of the Upper Valley Land Trust and Director for a public radio membership department. She is also a former elementary, middle and high school coach as well as a head coach for a Cambridge, MA university. She has managed budgets and people successfully in each of these positions.

Describe your staffing. If you are adding staff, how will they be chosen for this project? What qualifications are required?

Each of our Instructors has a background in education or they are employed in the partnering organization. Our Counselors have all graduated from our CIT program, which requires a written application, interview, first aid/safety training with our emergency services department, and 2-4 weeks of on-site training with our current staff. Camp Partners are selected from the CITs and are promoted to counselor upon the recommendation of the Instructor, Counselors and caregiver/guardian of the camper.

Describe the training and supports that will be provided for staff.

All staff are trained by our emergency services department. Instructors will be attending the Vermont Parks and Recreation Association's Summerama program this year as well.

Summer Program Schedule

Summer program start date

7/5/2021

Summer program end date

8/13/2021

What day(s) of the week will your program run? Check all that apply

Monday

Tuesday

Wednesday

Thursday

Friday

Monday - start time

8:30 AM

Monday - end time

1:00 PM

Tuesday - start time

8:30 AM

Tuesday - end time

1:00 PM

Wednesday - start time

8:30 AM

Wednesday - end time

1:00 PM

Thursday - start time

Thursday - end time

8:30 AM

1:00 PM

Friday - start time

Friday - end time

8:30 AM

1:00 PM

EVALUATION: Describe how you will evaluate the effectiveness of your program activities in helping children and youth to re-engage, connect, learn and heal; meet the immediate needs of families; and measure the outcomes in the funding priorities you have identified.

We plan to implement a survey process after each camp and keep open lines of communication with participants and families in our programs. We will request a local organization install a temporary counter at Barrett Memorial Playground, so we can measure usership. We currently track our registration numbers, so we have a method in place to measure the number of families who sign up for free meals and aftercare.

Budget

Category	Specific details	Project cost	Grant funding requested	Other secured funding
Staff salaries	Instructor (\$18/hr) - 22.5hrs Aftercare/6 weeks Counselor (\$12/hr) - 22.5hrs Aftercare/6 weeks Counselor (\$12/hr) - 22.5hrs Aftercare/6 weeks	\$5,670.00	\$5,670.00	\$0.00
Supplies or equipment	Meal Options (est. 45 campers/week) Breakfast (fruit, cereal/bagel, milk, juice) - \$3.75 Lunch (sandwiches/salad, fruit, vegetable, pretzels/chips) - \$5.50 Snack (fruit, yogurt, popcorn/pretzels) - \$2.00	\$3,205.00	\$2,705.00	\$500.00
Supplies or equipment	Natural Playgrounds 8' embankment slide with retaining zone, slide entrance platform and crib stairs -\$6,195 Natural Playgrounds 8' octagonal fort inset into ground - \$1,596 Natural Playgrounds embankment climbing wall 6' with retaining kit - \$5,084 Boulders - est. \$1,500 Quimby Quarry 3-sided kiosk message center includes display box -\$2,671 Bike racks 18 bike double sided - \$582 Grid Bike Racks Double Sided with Extention Couplers Belson Outdoors®	\$39,499.00	\$34,499.00	\$5,000.00

Trash and Recycle
 Two-Bin Concrete Trash/Recycling Receptacle
 | Belson Outdoors® \$998

Structured Outdoor Fitness Station
 \$8,575
 5 pieces
 Combination Course 2.0 - Outdoor Fitness
 Equipment - ActionFit (actionfitoutdoors.com)

Durgin & Crowell Wood chips and sand
 \$2,500

Storage Shed \$1,298
 Handy Home Products Majestic 8 ft. x 12 ft.
 Wood

Installation and site work
 \$2,500
 Est. Lending Equipment \$1,000

Supplies or equipment	Portable Toilets (July, August, September) \$137.50/month (handicap accessible) Ballard Park and Barrett Memorial Playground \$100/month portable toilet Parcel 5	\$1,125.00	\$1,125.00	\$0.00
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\$49,499.00 \$43,999.00 \$5,500.00

Provide a budget narrative with detail about how the grant funds will be spent.

These funds would add flexibility for parents without summer childcare, so that they can finish a full work week knowing that their children are cared for and safe. The Barrett Memorial Playground, currently an open field, could become a playground and gathering space for youth and families. The parks could be used as in town field trip options for our summer camps with the addition of portable toilets, keeping more children outdoors.

Describe other sources of funding that will contribute to this project. Other sources might include participant fees, other grants, in-kind services, or fund-raising efforts.

Most families have already paid their summer camp fees, so we would like the addition of Aftercare to be provided at no cost to the families, if possible. Barrett Memorial Playground will have \$5,000 in construction funds from King Arthur Flour, for a rebuild of the bread oven. A private foundation has offered \$500 to assist with

Note: If the program already receives federal reimbursement for meals through the federal child nutrition programs, including the Summer Food Service Program, School Nutrition Programs, or Child and Adult Care Food Program, then the program is only eligible for food costs beyond the federal per-meal reimbursement.

Strengths

Strong and stable residential tax base.
Low unemployment.
Well educated community.
Strong support for the town.
Community exhibits pride in the town.
Volunteerism.
Generally affluent.

Weaknesses

New tax growth is severely constrained for multiple reasons.
Unemployment is low but workforce is aging out of the workplace.
Civic pride and support can turn into complacency.
Political discord discourages participation.
Disparities in income add a degree of difficulty to budgeting.

Opportunities

One time funding from both State and Federal Government.
Community sense of relief at the waning of the COVID-19 threat.
Hot topic political challenges are increasing a desire to participate in town affairs.
Several job openings hold the promise of reinvigorated department leadership.

Threats

Use of one time funding may be severely limited.
Filling of open positions at voter approved budget levels makes finding good candidates difficult.
Gaining consensus with compromise is difficult on hot topic issues.
School expenses may encroach into town budget.
Climate change weather events and other emergencies may impact the town more than can be foreseen.

Robert Gere
May, 2021

Establishing a Strategic Plan for the Town of Norwich

Generally, a Strategic Plan is supposed to:

1. Provide a vision of where the town wishes to be in the future
2. Propose a Mission Statement broadly stating the means to accomplish the vision
3. Define the helpful and detrimental forces that must be navigated
4. Set Goals, both short and long term
5. Establish a means of verifying progress or failure

The difficulty lies in the need of a governing body to, as it has been said, “keep the lights on” especially in a time of tumultuous change as we have had in dealing with the pandemic. I believe the projects Roger Arnold is encouraging are to give due diligence to the process of establishing the larger objectives; in spite of the meeting to meeting base line requirements of a Selectboard.

I would suggest that it would be helpful if we remain vigilant against micromanaging the operation of the town and figure out the most sensible way to get to that strategic planning. Do we need to fix some weaknesses first, such as reviewing and setting policies? Can we create a vision without consulting the Town Plan and the community at large?

I believe I am seeing this in the agenda items planned for the rest of the summer and fall.

I think it is reasonable to plan for addressing priorities of maintenance; making sure that already agreed upon and budgeted projects move forward. But most of those are the purview of the Town Manager and the Department Heads under his direction.

Having said that, here are some Short Term goals:

1. Determine if we are doing something that discourages filling key positions as filling them is vital to the smooth operation of the town.
2. Determine if Tracy Hall is capable of being used in the same manner as it was before the pandemic
3. With public input, determine what current and potential physical assets, currently being managed separately, should be brought under control by the town; or left as is. i.e. sidewalks and school septic.
4. Utilize our committees and commissions more. Especially as it might concern the funds coming from the Feds and the State.
5. Using guidance from The Article 36 Task Force and Norwich Energy Committee enact positive changes to reduce the the town’s GHG and environmental footprint.

I think it should go without saying that we need to reinforce the need that, once developed, these and goals be communicated clearly to the Town Manger and Department Heads that “keeping the lights on” is an absolute necessity, but proactive ideas to move us towards these and other goals are encouraged.

I will also note that in dragging my feet I have seen the work of the other Selectboard members, all of whom exhibit very sensible and practical ideas.

Town of Norwich Master Financial Policy

Section 2: Purchasing Policy

Effective: Upon Adoption

Purpose: This policy intends to obtain the highest quality goods and services for the Town of Norwich at the lowest possible price, to exercise financial control over the purchasing process, to clearly define authority for the purchasing function, to allow fair and equal opportunity among qualified suppliers, to encourage purchases which are ecologically friendly or 'greener', and to provide for public confidence in the procedures established and overseen by the Town Manager related to public purchasing and the Policy contained herein. Policy: In order to exercise financial control over the purchasing of goods and services, Town employees and applicable appointed/elected officials will adhere in all ways to the procedures outlined below.

Comment [CC1]: to encourage purchases which are ecologically friendly or 'greener'

Authority: 24 VSA S1236(3) further provides that the Town Manager shall, "*...be the general purchasing agent of the Town and purchase all supplies for every department thereof; but purchases of supplies for departments over which the manager is not given control, and of the town school district shall be made according to requisition therefore by such departments or school directors*".

Procedures:

1. **Affirmative Action and Local Preference:** Whenever possible, qualified small, minority and/or women-owned, and labor surplus businesses shall be included in the solicitation lists for bids or non-bid purchases. If the purchase is federally funded in whole or in part, minority and/or women owned and labor surplus businesses must be included in the solicitation lists and all other affirmative action requirements outlined in the grant provisions must be followed. The Town may exercise a preference for local businesses for purchases funded exclusively by the Town but only if such a preference does not result in unreasonable prices or rates due to a lack of competition. For purchases funded in whole or part with federal funding the Town may not exercise a preference for local businesses, Where possible and appropriate there should be an attempt to encourage and select 'green products' which will help reduce greenhouse gas production and be otherwise 'eco-friendly.' Similarly, Norwich will consider suppliers/businesses which employ such reduction practices and 'green' purchasing policies in the provision of their work. This preference for 'green' products and ecologically-friendly practices, and an awareness of greenhouse gas production and other negative impacts on the earth, is incorporated by reference for the whole of the Master Financial Policy and shall apply to all purchases described in this document, including but not limited to paragraphs 4.c., 4.d. and 4.e. of this section.

Comment [CC2]: Where possible and appropriate there should be an attempt to encourage and select 'green products' which will help reduce greenhouse gas production and be otherwise 'eco-friendly.' Similarly, Norwich will consider suppliers/businesses which employ such reduction practices and 'green' purchasing policies in the provision of their work. This preference for 'green' products and ecologically-friendly practices, and an awareness of greenhouse gas production and other negative impacts on the earth, is incorporated by reference for the whole of the Master Financial Policy and shall apply to all purchases described in this document, including but not limited to paragraphs 4.c., 4.d. and 4.e. of this section.

2. **Code of Conduct:**

a. Employees, officers, and agents of the Town who are involved in the procurement and selection of bids and purchases shall make reasonable efforts to avoid real, apparent, or potential conflicts of interest. No employee, officer, or agent of the Town shall participate in selection, award, or administration of a contract if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the employee, officer or

Drafts dated: 5-5-21 msc; 5-7-21 RG; 5-7-221 msc

agent; any member of his/her immediate family, his/her partner, or an organization which employs him or her, or is about to employ any of the above; has a financial or personal interest in the firm/vendor for award.

- b. An employee, officer, or agent of the Town who is involved in the procurement and selection of a bid or purchase shall adhere to the Town's adopted Conflict of Interest Policy. If said employee, officer or agent has a real or apparent conflict of interest, that person must disclose that conflict of interest within the context of a duly-warned Selectboard meeting that occurs before the bid selection or purchase takes place. Such disclosure must be documented in the minutes for that meeting which shall be retained as part of the official record surrounding the bid or purchase. Officers, employees, and agents of the Town will not solicit nor accept gratuities, favors, or anything of monetary value from contractors, potential contractors, or parties to sub-agreements. Officers, employees and agents who fail to follow the above code of conduct or any other provisions of the Town's Code of Ethics Policy may be sanctioned or disciplined, to the extent permitted by law, for violations of the above policies.

3. **Documentation:** For purchases utilizing federal funds, records documenting the procurement process for any purchases, as those terms are defined below, including the reason for the specific procurement method chosen, the basis for the award and contract pricing (showing evidence that the process was fair and equitable), as well as any other significant decisions that were part of the procurement process shall be maintained for a period of at least three years from the date of the submission to the Federal government of the final expenditure report if the purchase or negotiation, audit, or other action involving the other records, whichever is longer. Otherwise, records shall be maintained by the Town in accordance with the retention and disposition schedules as set by 1 VSA § 317a. (Refer to <https://legislature.vermont.gov/statutes/section/01/005/00317a>)

Comment [CC3]: I neglected to look at the parenthetical which referred to archived material, so well done picking up on it. The difficulty is that the parenthetical is not needed. Anyone can and should find the most up-to-date version of a statute by just googling the citation. I think we are better to omit the reference to a particular page.

Comment [CC4]:

4. **Purchasing Authority:**

- a. The Town Manager is the **Purchasing Agent** for the Town. The Town Manager is responsible for ensuring that the best possible price and quality are obtained with each purchase and shall review all proposed procurements to avoid unnecessary or duplicative purchases of equipment, supplies, and services. The Town Manager shall also ensure that competition is not restricted with limits on the geographic location of vendors, with unreasonable requirements or qualifications placed on vendors, or by allowing vendors to be selected who have engaged in noncompetitive pricing practices.
- b. **Use of Designated and Special Purpose Funds:** In all cases, approval of the Selectboard is required for the use of any Designated and Special Purpose Funds related to any expenditure.
- c. **Incidental Purchases:** Department Heads, under the supervision of the Town Manager, may make purchases of up to \$2,500 for budgeted items, without prior approval, provided those purchases are limited to the amount of the budget authorized by the Town. Prior to making such purchase, obtaining three (3) bids, while not required, is preferred.

- d. **Minor Purchases:** Department Heads, under the supervision of the Town Manager, may make purchases with a value between \$2,500 and \$10,000 but only with prior approval of the Town Manager via a Purchase Order. Such purchases are limited to the amount of the budget authorized by the Town. Prior to making any such purchase, at least three (3) competitive bids shall be obtained and included as part of the Purchase Order submitted to the Town Manager for approval.
 - e. **Major Purchases**
 - i. All purchases between \$10,000 and \$25,000 require prior approval of the Selectboard, approval of a Purchase Order by the Town Manager, and at least three (3) competitive bids. An item or service will be selected based on cost, the quality of the goods/services offered, and the ability, capacity, and skill of the vendor demonstrated under prior contracts with the Town, as applicable.
 - ii. The Town Manager shall review all proposed procurements to avoid unnecessary or duplicative purchases of equipment, supplies, and services. The Town Manager shall also ensure that competition is not restricted with limits on the geographic location of vendors, with unreasonable requirements or qualifications placed on vendors or bidders, or by allowing vendors to be selected who have engaged in noncompetitive pricing practices.
 - iii. If federal funding is used for purchases between \$3,000 (or \$2,000 in the case of construction projects subject to Davis-Bacon requirements) and \$150,000, price or rate quotes must be obtained from three or more qualified sources following the affirmative action provision of this policy and all provisions regarding fair and unrestricted competition.
 - iv. **Large purchase or simplified acquisition threshold under federal regulations:** Large purchases with a value greater than \$25,000 but less than \$150,000 must follow a sealed bid process as outlined below.
 - v. Purchases at or exceeding \$150,000, or construction projects of any value that are funded with federal dollars, must follow a sealed bid process as outlined below and also follow any procurement guidelines as outlined in the grant agreement (e.g. 2015 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). In addition, a pricing analysis must be completed by the Town Manager or a qualified consultant prior to issuing the request for proposal (RFP) to ensure that there is a reasonable estimate against which to compare bid proposal pricing.
5. **Sealed Bid Process:** The sealed bid process shall be initiated by the issuance of a Request for Bids/Proposals (RFB/RFP) prepared by the respective Department Head under the supervision of the Town Manager, along with an approved Purchase Order. Notice of the RFB/RFP shall be made by letters to known providers soliciting bid responses, advertisements posted in three public locations within the Town, advertisement placed in a newspaper of general circulation in the region, and advertisement placed on the Town's webpage. The Town Manager may reasonably opt to use other advertising methods (e.g. Norwich Listserve), known state/national associations with bid listing capabilities, and other bid notice locations) to help ensure the most competitive process possible, taking into account the cost and likely benefit of such additional advertising.

Drafts dated: 5-5-21 msc; 5-7-21 RG; 5-7-221 msc

6. **Bid Specifications:** For any RFB/RFP, a list of bid specifications shall be prepared for each purchase equal to \$2,500 or greater and shall be available for inspection at the Town Offices, at the respective department's office involved in the bid process, and on the Town's webpage (www.norwich.vt.us). Bid specifications shall include:

- a. Bid name
- b. Bid submission deadline
- c. Date, location, and time of bid opening
- d. Specifications for the project or services including quantity, design, and performance features
- e. Bond and/or insurance requirements
- f. A copy of the proposed contract
- g. Any special requirements unique to the project or purchase
- h. Delivery or completion date, and required deliverables specific to each milestone date and completion date.
- i. For construction projects, language that sets a requirement for a bid Guarantee in the amount of 5% of the bid price from all bidders, as well as performance and payment bonds in the amount of 100% of the contract price from the contractor awarded the bid. If federally grant funded, the bidders must also include costs for Davis-Bacon compliance if that is a requirement of the federal agency providing the funding.
- j. For construction projects over \$2,000, a statement that contractors will provide be provided with a copy of the most current wage determination (from the US. Department of Labor website, at: See: <https://beta.sam.gov/content/wage-determinations>; <https://beta.sam.gov/econtent/home>) and evidence of compliance with -must comply with the Davis-Bacon Act.
- k. In some cases, the Town will require disclosure of the bidder's indirect overhead rate.
- l. Language that reserves for the Town the right at its sole discretion to reject any and all bids, wholly or in part, to waive any informalities or any irregularities therein, to accept any bid even though it may not be the lowest bid, to call for rebids, to negotiate with any bidder, and to make an award that in its sole and absolute judgement will best serve the Town's interest. The Town reserves the right to investigate the financial condition of any bidder to determine his/her ability to assure service throughout the term of the contract.

7. **Bid Submission:**

- a. All bids must be submitted in sealed envelopes, addressed to the Town in care of the Town Manager, and plainly marked with the name of the bid. Bid proposals will be date stamped on the outside of the envelope immediately upon receipt by the Town. Any bid may be withdrawn in writing prior to the scheduled time for the opening of the bids. Any bids received after the time and date specified shall not be considered and shall be returned to the bidder unopened. For some bids, technical proposals will need to be submitted in a separately sealed envelope from the sealed cost proposal. This occurs when the technical proposals will be reviewed and ranked according to the criteria for bid selection, regardless of cost, before opening the cost proposals.
- b. Bidders shall bid to specifications and any exceptions must be noted by the bidder. A bidder submitting a bid thereby certifies that the bid was made in good faith without fraud, collusion, or connection of any kind with any other bidder for the same work, and

Comment [CC5]: Do we/should we be citing this? If we are the wage determination page is here. I am always reluctant to cite to webpages as the links and information changes so frequently. Might we be better to make general reference to the government website e.g. "For construction projects over \$2,000, a statement that contractors will provide a copy of the most current wage determination from the U.S. Department of Labor website."

Field Code Changed

that the bidder is competing solely on his/her behalf without connection with or obligation to any undisclosed person or firm.

8. **Bid Opening:** Every bid received prior to the bid submission deadline will be publicly opened and read aloud and recorded by the Town Manager and the respective Department Head. When the Selectboard is involved, the Town Manager shall prepare a summary of the bid opening and report to the Selectboard at a duly warned meeting so the Selectboard can make its decision. The bid opening will include the name and address of bidder, for lump sum contracts, the lump sum base and the bid for each alternate; for unit price contracts, the unit price for each item and the total, if stated; and the amount of security furnished with each bid, if required.
9. **Criteria for Bid Selection:** In evaluating bids, the Town will consider the following criteria:
 - a. Price.
 - b. Bidder's ability to perform within the specified time limits.
 - c. Bidder's experience and reputation, including past performance for the Town.
 - d. Quality of the materials and services specified in the bid.
 - e. Bidder's ability to meet other terms and conditions, including insurance and bond requirements.
 - f. Bidder's financial responsibility.
 - g. Bidder's availability to provide future service, maintenance, and support.
 - h. Nature and size of bidder.
 - i. Contract provisions that are acceptable to the Town.
 - j. For construction projects over \$2,000, contractor's indication of acceptance of wages in the current wage determination provided as part of the RFB/RFP.
 - k. Bidder is not on any debarment list related to the goods and services the bidder provides.
 - l. Any other factors that the Town determines relevant and appropriate in connection with given project or service.
 - m. Federal contracts require that there will be no preference exercised for local contractors or suppliers.
 - n. Federal contracts require that minority and women-owned businesses and labor surplus businesses must be included in the solicitation list for the RFB/RFP.
 - o. Federal contracts require that the Selectboard not select a bidder who is listed on the Excluded Parties List System website (<https://www.sam.gov>).
 - p. Negative impact to the environment by excess production of Green house gasses or use of materials deleterious to health, consistent with the requirements in Procedures paragraph 1 above.
10. **Change Orders:** If specification changes are made prior to the close of the bid process, the RFB/RFP will be amended and notice shall be sent to any bidder who already submitted a bid and a new bid process will be initiated, unless a mandatory pre-bid meeting is included as part of the bid process. In the instance of a mandatory pre-bid meeting, a new bid process does not have to be initiated. Instead, the bidders attending the pre-bid meeting will be notified and provided with any relevant change order documentation with sufficient time to meet the deadline requirement or notification by the Town that the deadline has been amended. Once a bid has been accepted, if changes to the specifications become necessary,

the Town Manager will prepare a change order specifying the scope of the change. Once approved, the contractor and the Town Manager must sign the change order.

11. **Exceptions:** The following exceptions may apply, however there must be written documentation created and maintained that outlines the process and rationale for such exceptions.
 - a. **Competitive Proposals:** If time does not permit the use of sealed bids, or the award will be made on the basis of non-price related factors, a competitive proposal process shall be initiated by the issuance of a RFB/RFP or Request for Qualifications (RFQ prepared by the Selectboard or its designee that includes the factors that will be used to evaluate and compare the proposals. Bids or qualifications shall be obtained from an adequate number of qualified sources (at least three vendors) to ensure that the Town has received a fair and reasonable price and all notification and record keeping requirements of the sealed bid process shall be followed. If architectural or engineering services are being solicited, this should be used with the most qualified firm or individual awarded the bid and price or fees negotiated after the award. If competitive proposals are used, all of the above steps in the sealed bid process should be followed except that: 1) the bid submission need not be sealed; and 2) price will not be the primary factor in the proposal selection.
 - b. **Sole Source Purchases:** It the Town Manager for Minor Purchases and the Selectboard for Major Purchases, determines in writing that there is only one source for a proposed purchase, it may waive the bid process and authorize the purchase from the sole source. If federal funds are involved, sole source purchases are only permitted subject to such allowance by the respective federal (or state) agency administering such funds.
 - c. **Recurring Purchases:** If the total value of a recurring purchase of a good or service is anticipated to exceed \$10,000 during any fiscal year, the bid process shall be used and specify the recurring nature of the purchase. Once a bid has been accepted, all future purchases shall be made from that bidder without necessity of additional bids, until such time as the Selectboard votes to initiate a new bid process. It is recommended that such recurring expenses not exceed 3-5 years without initiating a new bid process.
 - d. **Emergency Purchases:** The Town Manager may award contracts and make purchases totaling up to \$25,000 for meeting the needs of a public emergency without complying with the bid process. Usually within 70 hours of such public emergency, emergency expenditures may include immediate repair or maintenance of town property, vehicles, or equipment if the delay in such repair or maintenance would endanger persons or property or result in substantial impairment of the delivery of important Town services. Any additional emergency purchasing exceeding the \$25,000 threshold must be approved by the Selectboard at a duly warned meeting (whether a regular, special, or emergency meeting of the Board). The Selectboard may authorize additional emergency expenditures or authorize the Town Manager to make additional purchases without complying with the bid process, but only up to that time that adherence to the normal bid process can be carried out.
 - e. **Professional Services:** The bid process shall not apply to the selection of providers for services that are characterized by a high degree of professional judgment and discretion including legal, financial, auditing, risk management, and insurance services with a value of up to \$25,000. Federally funded, non-competitive purchases for \$150,000 or more require a cost analysis to determine the reasonableness of the proposed pricing and

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should be completed in accordance with the requirements of the federal or state agency issuing the grant funding.

MEMO

From: R. Arnold
To: Selectboard, Town Manager
May 7, 2021

Claudette Brochu and I have identified some high-level framing issues regarding the Town's current Gift Policy. There is some complexity that has arisen in reviewing this policy and we would like the benefit of outlining some questions for both the Board and Town Manager before proceeding with a new draft policy. With that in mind, emerging "ideation" has come in draft form from Claudette.

Questions and Issues for Policy Consideration:

1. What independent authority should be vested to Cmtes for grant applications, if any? Should there be allowable dollar amounts for small projects or initiatives? What is the process for Cmtes before they undertake major proposals?
2. How to understand or transition one-time gifts into capital assets or capital expenditures, particularly as they relate to the Recreation Department. Should all gifts come with a proposal for their long-term assessment of maintenance, etc?
3. Are the terms for acceptance different for "solicited gifts" or "unsolicited gifts?" What is the expected role of a Department Head in their procurement? Is there equity in the expectations and burdens across departments?
4. The board should expect that the Town Manager has procedures for departments prioritizing certain grants given the possibly small landscape of charitable and philanthropic giving in the Upper Valley .
5. Should gifts with stated restrictions be accepted from individuals or organizations? Should restrictions be limited to department rather than particular line items?
6. Should gifts be accepted to enhance budget line items not funded by the legislative body and authorized by the voters for the Town of Norwich?
7. Should bequests and "Special Purpose Funds" whether established with public or private money, be authorized by voters or some other authority? The board should expect the Town Manager to establish clear procedures for donations tracking "anticipated gifts" vs "unanticipated gifts" within the Finance Department.

Section 12: Private or Charitable Grants, Gifts and Bequests Policy

Effective: Upon Adoption

~~Purpose: The purpose of this policy is to elucidate under what circumstances a private or charitable grant, gift or bequest to the Town be considered. In conjunction with the Conflict of Interest policy, this policy also prohibits any individual Town employee or elected official from receiving any gift or financial recompense from any vendor or resident. establishing a policy for private or charitable grants, gifts, and bequests is to provide guidance for the receipt and use of such grants, gifts or bequests. The creation and use of Reserved Funds is specified by statute, 24 VSA 2804. This policy does not supplant or replace applicable existing or future policies or guidelines of the Governmental Accounting Standards Board.~~

Policy: When the Town is afforded the opportunity of private or charitable grant awards, gifts (e.g. land, personal property, goods and services) or bequests , the Selectboard shall evaluate each individually to ensure the town can comply with any inherent conditions and to ensure there are no constitutional issues, state statutes or long-term financial considerations that must be weighed before accepting such grants, gifts or bequests. -All applications for grants and awards , public outreach for financial support for any project by any department, must be approved by the Selectboard prior to application of such grant or award or public outreach. Prior to the acceptance of a private gift or bequest, the Selectboard will have the opportunity to review the gift or bequest and have the authority to accept or refuse such a bequest or gift.

At no time will any town employee of elected official accept gifts or monetary remuneration from a vendor or resident.

Authority: There is no statutory authority.

Procedure: When a gift, etc. is being considered by the Town Manager or department manager, the Selectboard will be informed so that the matter can be discussed at public meeting. The determination on if a formal Public Hearing should be convened will be determined by the Selectboard Chair and Town Manager. However, the gift, etc. being discussed must be part of the public record of the Selectboard. Gifts, etc, must not be used as support for budget line-items not approved by the residents at a duly warned Town Meeting.

When a gift, etc. is accepted by the Selectboard, the Finance Office will assure that the funds gifted will be used specifically for the purposes intended and be subject to audit 17 VSA § 2664

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

~~24 VSA § 1235, et seq.~~

~~24 VSA § 4440~~

Procedures:

References

<https://canons.sog.unc.edu/donations-local-governments/>

Cb/may 7

https://icma.org/sites/default/files/6188_.pdf

<https://sos.vermont.gov/municipal-division/ethics/>

~~1. — This policy does not apply to reserve/designated funds established in accordance with 24 VSA § 2804, covered in Section 11 — Balanced Budget Policy.~~

~~2. — Grants and gifts consistent with budgeted programs:~~

~~a. — Consistent with budgeted programs means that there is a budget line item or reserve/designated fund that monies could be spent from to accomplish the purpose of the grant or gift.~~

~~b. — Gifts and grants in this category shall be managed in accordance with Section 6 — Capital Budget & Program Policy, Section 10 — Fund Balance Reserve Policy, Section 11 — Balanced Budget Policy, and any other applicable section of this Master Financial Policy.~~

~~c. — Appropriated monies within this category shall be spent within the timeframe specified in the Town Meeting appropriation article (i.e., within the gross spending amount approved by voters), normally within the current fiscal year, with encumbrances handled as specified in Section 11 — Balanced Budget Policy.~~

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

Section 10: Fund Balance Reserve Policy

Effective: On adoption

Purpose: The selectboard of the Town of Norwich believes that sound financial management requires that sufficient funds be maintained by the Town for unanticipated expenditures and revenue shortfalls during the course of the fiscal year as may be caused by economic downturns, natural disasters, and other unforeseen circumstances. Maintaining such funds ~~will~~ could help sustain the stability of the Town tax rate and reduce the need for short-term borrowing.

Authority: "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." 24 VSA 2804(a).

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

Procedure: The reserve fund was established by the voters for the purpose of covering unanticipated revenue shortfalls and paying non-recurring and unanticipated general and highway fund expenditures of the Town. To this end, the selectboard will only use the reserve fund to alleviate unanticipated short-term budgetary issues such as revenue shortfalls or unforeseen expenses. Any expenditure of the reserve fund ~~by the selectboard~~ for such purposes shall require approval of a majority of the selectboard members at a duly warned selectboard meeting. In accordance with 24 V.S.A. § 2804(a), expenditure of the reserve funds for any other purpose shall require the authorization of a majority of the voters present at an annual or special town meeting.

Annually, the selectboard will propose fund balance reserve funding through the town budget to maintain the balance at the maximum amount authorized by the voters 12-16% range identified herein. If an expenditure reduces the reserve fund balance below 75% of the maximum amount authorized by the voters, the selectboard will, as part of its approval, of the annual budget and the Reserve Funding, adopt a plan to restore the funds to the prescribed level.

Brochu draft 4/4/21. Calloway comments 4/7/21/cb response 4/7/21;mc response 4/14/21; cb 4/14/21; mc response 4/19/21

Comment [CC1]: 4/19/21 Should we be clear here about *why* we will appropriate e.g. "At the end of the fiscal year and after the annual audit, residual funds in excess of 16 % will be appropriate by the Selectboard with authorization of the voters at Town Meeting or with a special Town Meeting AND WILL BE USED FOR THE PURPOSE SO VOTED."

Comment [HD2]: The Town does not have a Transportation Fund. Such budget is part of the General Fund (i.e., the total operating budget).

Comment [CC3]: FIRST: Is it true that a reserve fund WAS established for this purpose? OR are we recommending that it be done?
SECOND: The statutes separate the Highway fund and the General Fund. I would be concerned about a "reserve fund" to cover expenses for both; perhaps better to have a "reserve fund" for each – with the understanding that it may be ONE "reserve fund" into which is poured and accounted for all the voter-approved reserve fund purposes. To decide that we may want to answer two questions: (1) do we want to co-mingle the General Fund and Highway Fund and if so why, given the statutory structure? (2) is there benefit to keeping them separate so that we can easily separate 'general' expenses which are presumably less costly than 'highway' expenses.

Comment [C4]: I do not have an answer to your first question. I'm not even sure where to look. To answer your second question: we do not currently have a Highway fund "per se". The Designated Funds in the DPW department do carry over. I think the broader question of if we should have a Highway Reserve Fund in addition to the DPW Designated funds needs to addressed b... [1]

Comment [C5]: Responding to Marcia comment #4-we have the designated reserve funds for anticipated purchases of large (eg high price) equipment with the DPW designated equipment fund as well as paving and bridge designate fi... [3]

Comment [CC6]: This is from 24 VSA 2804(a) and the VLCT Municipal Treasurer Handbook, page 62, Section I, "Capital Budget" which talks about keeping debt in check by using a reserve fund "for an anticipated purchase and avoids large "bu... [2]

Comment [HD7]: We vote by Australian Ballot, so it's unnecessary to speak to a majority of those present.

Comment [CC8]: I don't understand "as part of its approval" – what is the context, budget creation?

Comment [CC9]: Maybe we could clarify with something like "as part of its approval OF THE ANNUAL BUDGET AND RESERVE FUNDING,..."

Comment [C10]: I took this straight from VLCT policy. I read this to describe how the selectboard will address a plan to restore funds to previously stated percentage.

Comment [HD11]: This is redundant to the previous sentence.

Page 1: [1] Comment [C4]

Claudette

4/7/2021 9:45:00 PM

I do not have an answer to your first question. I'm not even sure where to look.

To answer your second question: we do not currently have a Highway fund "per se". The Designated Funds in the DPW department do carry over. I think the broader question of if we should have a Highway Reserve Fund in addition to the DPW Designated funds needs to be addressed by the entire board. We could propose adding something in this policy but I am not quite sure it is needed. Happy to have you add additional language that addresses your concern. I have also read both 17 and 19 VSA (sections you cited) and can not find the language you are proposing.

Page 1: [2] Comment [CC6]

Colin Calloway

4/14/2021 11:53:00 PM

This is from 24 VSA 2804(a) and the VLCT Municipal Treasurer Handbook, page 62, Section I, "Capital Budget" which talks about keeping debt in check by using a reserve fund "for an anticipated purchase and avoids large "bumps" in the budget caused by the need to purchase a new grader and a new dump truck in the same year."

Page 1: [3] Comment [C5]

Claudette

4/14/2021 11:56:00 PM

Responding to Marcia comment #4-we have the designated reserve funds for anticipated purchases of large (eg high price) equipment with the DPW designated equipment fund as well as paving and bridge designate funds. These funds are part of the general fund. Big question is do we separate these from the general fund or not.

Town of Norwich DPW
2021 F550 Body, Plow, Wing, Sander and Controls Bid list

Attendance Sheet

1 Mike Murray Utility Crew WPA

2 Lamy Wiggins Director DPW,

3 masaki Schmette ASSIST. DPW,



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

To: Herb Durfee-Town Manager
Town of Norwich Select Board
Town of Norwich Finance Dept.

Re: Letter of Transmittal for the 2021 VLCT PACIF Grant
PO# 369524

Date: May 5, 2021

Herb *et al.*...I'm hereby signaling my intent to apply for the 2021 VLCT PACIF Grant:

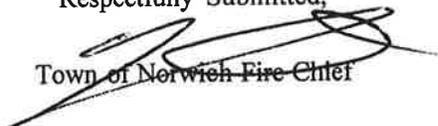
- This is a 50% / 50% grant. VLCT PACIF funds 50% and the Town of Norwich is responsible for 50% of the total net amount awarded up to \$1000 for the three jackets
- The remaining 50% for the funding from VLCT PACIF and the balance of the total PPE order will come from the NFDs Designated Equipment Fund
- The application deadline is rolling through 10/31/2021
- The Period of Performance (P.O.P.) for this grant is six months from the date of the award letter

This 2021 VLCT PACIF Grant will be used to upgrade Norwich FDs structural firefighting PPE:

- PPE Jackets x 3: \$4,658.00
 - PPE Pants x 3: \$3,290.00
- TOTAL
w/Shipping: \$7,999.00¹

Info. attached. Thanks for your consideration.

Respectfully Submitted,


Town of Norwich Fire Chief

¹ Figures are "ball-park" and not final price quotes, although there won't be much deviation.

369524

TO: <u>Town Finance Dept.</u>	SHIP TO:
ADDRESS: <u>Tracy Hall</u>	ADDRESS:

REQ. NO.	FOR:	DATE: <u>5-5-21</u>
DATE REQUIRED: <u>5-5-21</u>	HOW SHIP:	TERMS:

<u>3</u>	<u>Globe G-Xtreme PPE</u>			
	<u>Turnout Jacket</u>	<u>\$ 4,658</u>		<input checked="" type="checkbox"/>
<u>7</u>	<u>Globe G/PS PPE</u>			
	<u>Turnout Pant</u>	<u>\$ 3,290</u>		<input checked="" type="checkbox"/>
<u>3</u>	<u>Total Jacket and</u>			
	<u>Pants</u>	<u>\$ 7,948</u>		<input checked="" type="checkbox"/>
	<u>Shipping</u>	<u>\$ 50</u>		<input checked="" type="checkbox"/>
	<u>Order Total</u>	<u>\$ 7,998</u>		<input checked="" type="checkbox"/>

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 _____
---	---



QUOTATION

No. : 209123

1024 Suncook Valley Hwy., Unit 5-D
Epsom NH, 03234
TEL: 603.736.8500
www.BergeronProtectiveClothing.com

Doc. Date : 05/05/2021
Payment Terms : NET30
Valid Until: 06/05/2021
Customer PO:
Salesperson : Jeff Taylor
Page : Page 1 of 2

Bill To

Norwich VT Fire Department
Chief Alex Northern
PO Box 376
Norwich VT 05055

Ship To :

Chief Alex Northern
300 Main St.
Norwich VT 05055

Globe G-Xtreme 3.0 Jacket + GPS Pant 2021

3	157	Globe G-Xtreme 3.0 Jacket, Agility * Contains PFAS	724.19	2,172.56
		Color: Gold		
3	62	GXT 3.0 Jacket Liner, Glide ICE 2 Layer	347.27	1,041.81
3	E	GXT 3.0 Jacket Moisture Barrier, Stedair 3000 * Contains PFAS	180.29	540.87
		Chemicals		
3	179703G	Scotchlite Triple Trim, NYC 3"	115.29	345.88
		Color: LY		
3	1910413C	Pocket, #13P-C Radio 2"x 3.5"x 8"	47.81	143.42
		Location: Left Chest		
3	1910564	Self Mic Strap	2.76	8.28
		Location: Above Radio Pocket		
3	N110267	Helmet Snap/Mic Strap/ 2.5 x 9 Holder	23.03	69.10
		Location: Right Chest		
		Flashlight Holder		
33	19721	Letter, 3" Scotchlite	3.00	99.00
		Color: LY		
		NORWICH (Row A)		
		FIRE (Row B)		
3	N110132	Letter Patch, Hanging 5"x 20"	35.02	105.07
		For last names		

Add \$3/letter for last names sewn on hanging letter patch. For planning purposes this quote uses an example of 8 letters per name.

3	THMBLOOP	Nomex Wrister with Black Thumb Loop	11.15	33.45
3	1910506	Reinforcements, Cuffs, Self Material	8.81	26.44
		Color: Gold		

Subtotal: 1,501.62 \$4,657.88

*Notice: Products marked as 'Contains PFAS Chemicals' are considered notification; pursuant to NH Law 154:8-c Firefighting PPE. Financing options available on turnout gear purchases. Prices quoted do not include shipping and handling. Shipping is FOB factory. This quote is based on current prices, subject to change by Manufacturer without notice. TERMS NET 30 Days. Add 3% fee when paying via credit card. Exchanges may incur additional handling charges. Late fee 2% per mo. \$25 returned check fee MC/ Visa /Discover accepted.

From: BERGERON PROTECTIVE CLOTHING LLC
 To: Norwich VT Fire Department

Document No. : 209123
 Doc. Date : 05/05/2021

3	F57	Globe GPS Pant, Agility * Contains PFAS	574.15	1,722.44
		Color: Gold		
3	62	GPS Pant Thermal Liner, Glide Ice 2Lyr	286.77	860.31
3	E	GPS Pant Moisture Barrier, Stedair 3000 * Contains PFAS	144.60	433.79
3	27903	Scotchlite Triple Trim, 3" Around Cuffs	25.16	75.49
3	290105L	Grey Suede Knees	19.31	57.92
3	N2FL102	Silizone Padded Cathedral Knees	35.44	106.32
3	290108	Pant Grey Suede Cuffs		
3	GPSSUS	GPS STD Black Padded H-Back Suspender		
3	2912127	Pocket Divider - Self Material	11.47	34.41
		Location: L Leg		
		Split 1/3 Front, 2/3 back of pocket		
Subtotal:			1,096.90	\$3,290.68

Subtotal	7,948.56
Shipping & Handling	50.00
Total	7,998.56

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<h2 style="margin:0;">2021 PACIF Grant Application</h2> <p style="margin:0;"><i>A program exclusively for VLCT PACIF Members</i></p>	VLCT USE ONLY			
	_____ Date Received _____	_____ Date Completed _____		
	_____ Open Recs _____	_____ Open High Recs _____		
	_____ % Award _____	_____ Prior Year Status _____		
	500 _____ Org ID _____	_____ App ID _____	_____ Max Award Amount _____	

PACIF Member Name (Municipality):
Town of Norwich

Applicant Name & Title:
Herbert Durfee III

Primary Phone:
(802) 649-1419

Applicant Email Address:
HDurfee@norwich.vt.us

Department(s) equipment is intended for:
Norwich Fire Department

If you have not read all of the rules and guidelines, please do so now. Click [here](#) to access this document.

1. Itemize the items requested and the cost for each item or groups of like items. Additional items should be listed separately on the Equipment Itemization Worksheet. Click [here](#) to access the worksheet. Be sure to include the cost of installation and/or shipping charges. **Vendor quote(s) and supporting documentation must accompany this application.**

Item Description	Quantity	Quoted Cost per Item	Quoted Shipping Cost	Are vendor quotes attached?	Quoted Total Cost
Globe Structural Firefighting PPE Jacket	3	\$ 1,502	\$ 0	<input checked="" type="checkbox"/>	\$ 4,658
		\$	\$	<input type="checkbox"/>	\$
		\$	\$	<input type="checkbox"/>	\$
		\$	\$	<input type="checkbox"/>	\$
Shipping		\$	\$ 50	<input checked="" type="checkbox"/>	\$ 50

2. Combine the *quoted total cost* of all items above and those listed on the itemization worksheet (if used). **Subtotal** **\$ 4,658**

3. Enter the amount of any external (non-VLCT PACIF) grant funds you have requested or received for the items listed above. Enter "0" if none. (e.g. funding for body armor through the USDOJ, etc.) **External Grant Total** **\$ 0**

4. Subtract line 3 (External Grant Total**) from line 2 (**Subtotal**).** **Net Total Cost** **\$ 4,708**

5. Why is this equipment needed and how will it reduce the potential for PACIF claims? Attach additional pages if necessary. Purchase of FD PPE turnout jackets will reduce Workers Comp. claims by protecting NFD firefighters from thermal burns and unprotected chest, arm and neck injuries.

Applicant Signature: _____ Date: _____

Senior Municipal Official Signature: _____ Date: _____

Senior Municipal Official Printed Name: _____ Senior Municipal Official Title: _____

Please use the Application Checklist on page 7 of the Rules & Guidelines before sending this application.

Submit application, vendor quotes, supporting documentation, and questions to VLCT, Attn: Adam Davis. Email to adavis@vlct.org; fax to 802-229-2211; or mail to VLCT, 89 Main Street, Suite 4, Montpelier, VT 05602



1024 Suncook Valley Hwy., Unit 5-D
Epsom NH, 03234
TEL: 603.736.8500
www.BergeronProtectiveClothing.com

QUOTATION

No. : 209123

Doc. Date : 05/05/2021
Payment Terms : NET30
Valid Until: 06/05/2021
Customer PO:
Salesperson : Jeff Taylor
Page : Page 1 of 2

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		Location: Left Chest		
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		Location: Right Chest		
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		For last names		
		Add \$3/letter for last names sewn on hanging letter patch. For planning purposes this quote uses an example of 8 letters per name.		
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Subtotal:			1,501.62	\$4,657.88

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From: BERGERON PROTECTIVE CLOTHING LLC
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		Location: L Leg		
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**New Engine 1 Supplemental Material for Selectboard
Norwich Fire Department
May 4, 2021**

Mutual-Aid: What It Is, How It Works

Norwich provided mutual-aid to other fire departments 31 times in 2020 and received mutual-aid from other fire departments 9 times.

Norwich is a member of the Upper Valley Regional Emergency Services Association (UVRESA). UVRESA has approximately 36 members in both Vermont and New Hampshire. The Bylaws provide that the “. . . purpose of the Association shall be to promote cooperation among member fire departments in the prevention and fighting of fires, to improve fire fighting methods, to protect the lives and property of the citizens of the member communities, and to promote the professional abilities of member fire departments.” It also states: “Mutual aid assistance is intended to supplement rather than replace local effort.”

A key part of being a member of the mutual aid organization is that local fire departments are expected to maintain the appropriate number of vehicles and firefighters to handle their own normal local incidents to avoid placing an undue burden on other departments. This approach has made the regional mutual-aid arrangement work well, because all communities plan and provide for their own typical emergencies with respect to equipment, personnel and training. Mutual-aid is not a substitute for a local fire department fulfilling its own responsibilities. It is only intended to augment the existing strength of a local department when there is a major incident or situation that requires additional resources beyond the norm.

There are two different ways mutual-aid is provided. The first applies when a department requests specific assistance during an incident when its own resources are not adequate to handle the incident. For example, a department may request specific additional alarm levels, pumpers, tankers or aerial equipment. The second type of mutual-aid, called “auto-aid”, is when 911 dispatch receives a call about an incident and makes a decision on which equipment to send based upon a standardized schedule, known as a run card, describing the type and location of a fire. For instance, once a call is answered by dispatch and the nature of the emergency is determined, dispatch decides whether it is a still alarm, a general alarm or 1st alarm incident, and then the appropriate auto-aid equipment is dispatched from other departments at the same time as the local department is dispatched. Firefighters are notified by radio, pagers, text messages and a phone app referred to as Active 911 that allows dispatch, and a monitor at the fire station, to track the status of each responder and display on a map their progress in responding to the incident or to the fire station to respond with apparatus.

Norwich is divided into nine zones based upon the location and response times of nearby departments as well as one town-wide wildfire zone and one town-wide mass casualty zone.

The following is an example of the current run card for Zone 1.

ZONE 1: In Town Hydrant District includes Route 5 South to King Arthur Flour (number 135).

ZONE 1: GENERAL Norwich Pagers – Smoke Investigation, Exposed Structure, Chimney Fire w/o Extension, Sprinkler Water Flow, Fire Alarm, Brush Fire, CO Detector
 1st Tone Norwich Pagers – Credible Report of Structure Fire
 2nd-4th Re-Tone Norwich Pagers

ALARM	ENGINES	LADDERS	TANKERS	OTHER	COVER	SPECIAL
General	Norwich E-1 Norwich E-2	Norwich L-1	Norwich T-1			Air: Hartford Rescue Fairlee Air Trailer
1 st	Hanover Thetford	Hartford		Norwich FAST		
2 nd	Lebanon Hartland	Hanover		Norwich Support Team Upper Valley Ambulance	Lyme	Tanker: Hartford Lebanon Thetford
3 rd	Strafford Fairlee	Lebanon			Lebanon	Strafford Fairlee
4 th	Hartford				Plainfield Eng	Ladder: Lebanon

For comparison, the following is an example of the 1996 run card for Zone 1.

ZONE 1: In Town District and I-91

ZONE 1: STILL Norwich Pagers
 1st-4th Norwich Pagers and Siren

ALARM	ENGINES	LADDERS	TANKERS	COVER	SPECIAL
1 st	Norwich E-4 Norwich E-3 Norwich E-5 Norwich E-2	Norwich L-1	Norwich T-2	Hanover Eng	Air - Hartford Rescue
2 nd	Hartford Hanover Thetford	Hanover	Hartford Hanover Thetford	Lebanon Eng	
3 rd	Lebanon Hartford Lebanon	Hartford	Thetford Hartford Strafford	Lyme Eng	
4 th	Lyme Lebanon Thetford	Lebanon	Fairlee Plainfield	Hanover Eng	

In 1996 a first alarm response required four engines from Norwich. Now a first alarm response requires only two engines from Norwich, one from Hanover and one from Thetford. This is an example of how the region-wide mutual-aid agreement has transitioned from the original form of mutual-aid to auto-aid¹, which was also one of the reasons that Norwich could reduce its fleet from four engines to two engines while maintaining the same level of protection. However, if Norwich were to have fewer than two engines, Norwich would not be able to provide the

¹ Norwich was one of the first communities in UVERSA to implement auto-aid followed by Hartford, Hanover and Lebanon and now most of UVRESA.

minimum level of response for its own emergencies required by the regional mutual-aid agreement. For instance, if a general alarm is dispatched and one engine is on a call or out of service, Norwich would not have the minimum equipment to handle the second incident as expected in the agreement.

As discussed in the earlier document, “New Engine 1 Purchasing Recommendation and Supporting Documents”, reducing Norwich’s fleet to fewer than two engines would also have an adverse effect on our ISO rating, increasing everyone’s property insurance costs. For example, currently the nearest mutual-aid ladder truck, a tower ladder, is in Hanover. It is approximately 47’ long and designed to respond to incidents that occur in Hanover, including its large institutional structures. By design, Norwich Ladder 1 is about 37’ long to provide better accessibility to some of the rural parts of Norwich. It is lighter, more maneuverable, and can more easily reach smaller structures on smaller roads.

In addition, with respect to determining the Public Protection Classification (PPC) that would be applied to Norwich by the ISO, an auto-aid ladder truck provided by Hanover or another town—if Norwich were to rely solely on auto-aid—would have to respond to all reported structure fires, as defined by ISO, in Norwich, which would include responding to all fire alarm activations, all reports of smoke in buildings as well as all confirmed structure fires. Doing so would significantly increase the number of required responses by a auto-aid ladder truck to Norwich, adversely impacting the sending community since its equipment would be less available to meet its own needs. As a practical matter, the sending community would have developed a capital plan for its fire department expecting to rely on the availability of its own equipment to handle its own calls without supporting increased calls coming from Norwich, which is why the regional mutual-aid agreement establishes the current expectations of all member communities.

Another aspect of the mutual aid system that affects Norwich’s ISO rating involves the distances from sending communities to Norwich. The ISO has a Deployment Analysis standard contained in the Fire Suppression Rating Schedule (FSRS): “The built-upon area of the fire protection area should have a first-due engine company within 1 ½ road miles and a ladder-service company within 2 ½ road miles.”

The Hartford fire station is 6.4 miles from the Norwich fire station. The Hanover fire station is 2.1 miles from the Ledyard Bridge and it is 3.4 miles from the Hanover fire station to the Norwich fire station. If Norwich were to rely solely on either Hartford or Hanover to supply more fire suppression equipment, neither one would meet that minimum ISO standard and would considerably decrease the coverage area in addition to increasing the response times to incidents after alarms are issued. Every minute of delay increases property damage caused by the fire by and also increases the danger faced by occupants of the property and firefighters as the fire hazard worsens with delayed suppression.

Due to all of the above factors, relying solely on another community to supply a needed ladder truck to Norwich would also reduce the credit the ISO would give to Norwich. It gives a higher rating (leading to a better classification) to Norwich, because it has its own ladder truck—with its closer proximity to respond to incidents—rather than relying solely on auto-aid coverage

Background about the Insurance Services Office (ISO) and Its Effect on NFD Operations

In 1889 the National Board of Fire Underwriters started the process of evaluating the needs of fire departments in fire facilities throughout the country. In 1916 the first Grading Schedule was developed to evaluate the adequacy and reliability of water supply systems and the adequacy of the fire departments and condition of their apparatus. In 1971 the Insurance Services Office (ISO) was formed and became responsible for the Grading Schedule. The Grading Schedule was the predecessor to the Fire Suppression Rating Schedule (FSRS).

The following is the ISO's description of the Public Protection Classification (PPC) system:

ISO collects information on municipal fire-protection efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data using our Fire Suppression Rating Schedule (FSRS). We then assign a Public Protection Classification from 1 to 10. Class 1 generally represents superior property fire protection, and Class 10 indicates that the area's fire-suppression program doesn't meet ISO's minimum criteria.

By classifying communities' ability to suppress fires, ISO helps the communities evaluate their public fire-protection services. The program provides an objective, countrywide standard that helps fire departments in planning and budgeting for facilities, equipment, and training. And by securing lower fire insurance premiums for communities with better public protection, the PPC program provides incentives and rewards for communities that choose to improve their firefighting services.

ISO has extensive information on more than 40,000 fire-response jurisdictions.

The FSRS evaluation is based 50% on its rating of the fire department, 40% on water supply and 10% on emergency communications.

As a result of thousands of hours of donated time by our paid on-call firefighters starting in the 1990s, the Norwich FD has made a conscious effort to improve the effectiveness and professionalism of its department. It instituted enhanced training programs for its volunteers, installed more dry fire hydrants for water supply in the rural part of town and developed a logical, cost effective plan that would allow the town to reduce its fleet (to reduce excess costs) while enhancing fire suppression capabilities, which included better coordination with the regional mutual-aid system.

Specifically, some of the changes made by the NFD to date include the following:

- A careful evaluation of fleet needs was made which determined that only 2 engines (rather than 4 engines), 1 ladder truck (a Quint) and 1 tanker would fit the current and projected future needs of Norwich in the context of the mutual-aid agreement. The capital apparatus plan, first developed in 1997, took 13 years to implement. Engine 2 was acquired in 2000, Tanker 1 in 2002, Engine 1 in 2005 and a used Ladder 1 (Quint) in 2010. The evaluation also determined needed pump sizes, hose loads and types of equipment to meet the needs of

providing a high level of fire protection to Norwich. The current need to replace Engine 2, and why, has been fully explained in an earlier document.

- The number of training sessions were increased from 11 per year to 24 per year plus an additional 12 sessions for new firefighters and an additional 12 sessions for the EMS Division, along with significant additional specialized training. The Department requires firefighters to become Pro-Board and state-certified at the level known as Firefighter I and encourages certification at the Firefighter II, Fire Instructor I and Fire Officer I & II levels. The kind of time donated by Norwich firefighters to take these courses and become state-certified was significant. For example, becoming certified at the Firefighter I level requires 144 hours of classroom and practical skills work not including the additional time that homework and studying for tests also required. A large number of Norwich firefighters have finished at least the Firefighter I course and others went on to higher levels of certification, all without getting any compensation for their time from the Town. It is estimated that, in 2019, members donated approximately 1665 hours of uncompensated time² to the fire department with an estimated value of \$39,000.
- The department developed a rural water supply plan including mapping and evaluation of water supply sources, both surface suction sources and dry hydrant surface sources. It evaluated each of these sources to determine the volume of the supply available in a 2% drought situation and had those results certified by a registered professional engineer.
- It also conducted a two-hour field test of the rural water supply plan using Norwich equipment and mutual-aid tankers to demonstrate the capability to deliver the Needed Fire Flow in the areas not served by the Fire District hydrant system. The distance from the fill site to the location of the fire incident in the field test was approximately 5 miles, which was greater than the distance from other identified fill sites to potential fire locations within 5 road miles of the fire station.
- The NFD additionally developed detailed Standard Operating Procedures to improve firefighter safety and efficiency. Understanding and operating routinely consistent with those SOPs
- It developed pre-plans that anticipated potential hazards and how to suppress fires in such locations efficiently. Such plans took into account the water supply that would be needed at all such locations and the sources of such water, in addition to identifying things like where electrical or gas shutoffs were located.

² Examples of donated time include: *TRAINING*: Monthly Training, Firefighter Basic Training, Mutual Aid Training, Vermont Fire Academy/EMS Classes, Driver/Operator Training, Member Initiated Extra Training. *COMMUNITY ENGAGEMENT*: Touch-a-Truck, Flood MCS Skating Rink, Halloween Open House, MCS Fire Safety, NNS Fire Safety, Norwich Fair, Parade Details, HHS Graduation Parade, Funeral Details, Station Tours & Truck Rides. *MAINTENANCE*: Apparatus Maintenance, Equipment Maintenance, SCBA Maintenance, Station Maintenance, Apparatus Inspection, Station Upkeep, Driving Trucks to Dingee/Sable, Dry Hydrant Testing, Annual Pump Testing. *ADMINISTRATION*: Chief Meetings, Officer Meetings, Committee Work, Data Entry, Community Service, Administration & Grant Writing.

- The department improved its own record keeping.
- It also worked with the Rural Fire Protection Task Force in Vermont, now called the Rural Fire Protection program, to develop a process acceptable to the ISO for evaluating the drought capacity of water supply sources. The Task Force helped obtain federal and state grant funds to assist fire departments like Norwich³ with the installation of dry hydrants. The program to date has assisted more than 215 fire departments install more than 996 dry hydrants. While Norwich was one of the first Vermont fire departments to achieve a Public Protection Classification of 4 in the rural part of Norwich, this program has helped many other departments improve their rural PPC, as well.

ISO Evaluations of the Norwich Fire Department

In 1999 the ISO Public Protection Classification evaluation of Norwich was based on the 1980 version of the FSRS. The evaluation involved an on-site visit, inspection and inventory of the apparatus, review of records and field evaluation of the Fire District water system and the rural water supply capability of the fire department.

After the evaluation, the PPC for Norwich was greatly improved for a large area of the town. Ratings before the evaluation were a 10 (for areas more than 5 road miles from the fire station), a 9 (for areas less than 5 road miles from the fire station) and a 5 (within the hydrant area of the Fire District). The ratings after the evaluation were a 10 for areas more than 5 road miles from the fire station but an improved 4 for the rest of the town.

Historically ISO has conducted a review of large departments every 10 years and small departments every 20 years. More recently this has changed and periodically ISO sends a survey, referred to as the “Community Outreach Program”, to municipalities that ask a number of questions to determine if a resurvey is needed. The questions relate to the three primary areas that are evaluated in determining PPC—the fire department, water supply and emergency communications. The purpose of the survey is to determine if there has been a change in the risk of fire or the ability of the fire department to respond to that risk. For example, if a community has seen a significant increase in area protected, population or development, those changes would result in further investigation to determine if there was a need for a resurvey. The same is true if there has been a reduction in the capability of the department to respond to the risk such as, for example, a reduction in the number of pumpers or ladders available to respond to the risk.

There were significant revisions made to the ISO’s Fire Suppression Rating Schedule (FSRS) in 2012. As a result of these revisions, a resurvey was made of all departments that ISO rates. In many cases, if there were not significant changes in the department from a previous survey, the information in the database was just updated.

This was true of Norwich, and in 2015 Norwich received the results of that resurvey: the PPC remained a 10 for properties more than 5 road miles from the fire station and a 4 for the rest of

³ Norwich has received grants for 9 dry hydrants.

the town. Absent some change in the fire risk in Norwich (such as a major increase in population or buildings, which is highly unlikely), or a change in the Norwich fire department's effectiveness and equipment, water supply or emergency communications compared to its last evaluation, it is unlikely there will be an ISO resurvey of Norwich in the near or midterm future.

Recommendations for Fleet Size Applies to the Current Circumstances of Norwich

The memorandum provided to the Selectboard, "New Engine 1 Purchasing Recommendation and Supporting Documents", on pages 6 through 9, discusses the reasons for the current fleet composition for Norwich—based on current needs of Norwich for emergency and fire protection. They are not outdated, because the characteristics of Norwich as a town, namely those that involve risk of fire—its population and type, size and number of structures—have not changed much in the past 24 years.

The analysis provided regarding the current fleet size is similar to the analysis done in 1997 when developing the apparatus replacement plan requested by the Selectboard at that time. The analysis ended with the comment: "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." As discussed in the earlier section of this document on mutual-aid, the fleet size recommended then was based on having automatic responses of mutual-aid, referred to as auto-aid, on initial dispatch, which is still applicable today.

At the same time, the analysis also takes into account that Norwich needs to remain capable of responding to its own still alarm and general alarm fire calls. The memorandum includes a recommendation (page 11) that the replacement dates for apparatus be spread out so that the current Engine 1 is refurbished before the current Engine 2 being replaced is sold. This approach would keep two engines in service at all times and allow the more expensive replacement cost of the current Engine 1 to be significantly delayed. Refurbishing the current Engine 1 immediately after receiving the replacement for our current Engine 2 would also serve to widen the future replacement interval of the two engines so as not to put the burden of replacing two engines in a such a short time span. It is this type of dynamic reevaluation of the replacement schedule that we do on an annual basis.