

Herb Durfee

From: Herb Durfee
Sent: Wednesday, August 25, 2021 9:51 AM
To: 'claudette brochu'; Roger Arnold
Cc: Miranda Bergmeier; Mary Layton; Robert Gere; Marcia Calloway; Rod Francis; Masaki Schuette; Alex Northern; Keeling, Simon; Brie Swenson; Bonnie Munday; Cynthia Stoddard
Subject: RE: TM update and A/P, end of year financial questions

Claudette, et al

See my responses below in red.

Herb

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

From: claudette brochu [mailto:cbrochu30@gmail.com]
Sent: Friday, August 20, 2021 11:21 PM
To: Herb Durfee; Roger Arnold
Cc: Miranda Bergmeier; Mary Layton; Robert Gere; Marcia Calloway; Rod Francis
Subject: TM update and A/P, end of year financial questions

Board members: DO NOT reply to all per OML.

Hi Herb,

As you wrap up your tenure here I would respectfully ask that with your update, you address the following issues:

1. On-boarding plan for the new Finance Officer (FO) including lines of responsibility between the FO and the finance assistant. Fielding will be starting after my contract expires. However, Becky and Fielding have been speaking with each other. Once Fielding starts in person on Sept 7, Becky will be cross-training him on everything she knows/does. Also, Cynthia (NEMRC) will be spending time to on board him with NEMRC. His e-mail address, etc. will be available for when he arrives. The respective job descriptions between the Finance Officer and the Assistant Finance Officer adequately address the distinction between the two. Fielding will be the department head, as he was hired to do and be.
2. New fiscal year budget update specifically to include which department has or has not submitted operational budgets and capital budget info. My previous e-mail to all departments, committee chairs, etc., as copied to Selectboard members, adequately details the schedule and submission for capital budgets and operational budgets. Given the current status of department heads (vacant, new, or existing), the interim TM will have to deal with the understanding and completion of relevant budget materials for the Board's consideration (e.g., the calculation of personnel costs – salaries, hourly rates, benefit costs, FICA/Medi, etc.) Historically, this is carried out by the Finance Officer. For the past two years, I developed that information. Fielding will have Miranda to

rely on to help locate last year's cost worksheet that was used to develop those costs. The CPI used in the calculation is not available until mid- to late December.

3. Update on DPW director search as well as DPW worker search as well as foreman update (has anyone been designated?). If selection for DPW director has been made, what is the on-boarding plan? Interviews for DPW Director are occurring this week. Hopefully, an appointment will be made before Friday. The Working Foreman deadline for applications was yesterday. I'll make an appointment before my contract expires. On boarding of the DPW Director will be conducted at least by the Working Foreman, the DPW Assistant, Rod Francis as interim TM.

4. What specific issues are still outstanding that the Board needs to be aware of? As I reported at the last Board meeting, I'll have left the "open" tasks/issues with Rod, Miranda, and individually with department heads. Any open issues related to policy, et al resides with the Board and its discussions.

5. Date for when audit report may be expected. By contract, it should be completed in the Oct/Nov timeframe. However, it's a function of what information the auditor requires, her schedule of work, and her ability to prepare the audit that will dictate the specific release date. Cynthia Stoddard, similar to last year, is helping the Town with that higher function. There is a list of information that currently is being whittled away at by Cynthia, Becky, and the TM's office.

6. Status of financial procedures and your work on Master Financial policies. Which procedures and policies in your wheelhouse are still outstanding? The most critical outstanding procedure/policy issue outstanding is the pending matter before the Board, specifically that the Board has not acted to change policy to prevent "singular" occurrences from happening with the Town's General Fund Account with Mascoma Bank without Board approval – i.e., recall the \$3,000,000 "expenditure"/transfer of funds out of the account by the Treasurer without authorization by the Board and conducted singularly without a dual approval process. To me, this is a material deficiency in the Board's internal financial controls that has been all but ignored by the Board since December 2020. The only other high level change that should occur is to initiate a policy/procedure prohibiting the use of cash at the Transfer Station. Instead, payment should only be made by coupon, check, or, if the Town wishes to implement it, credit card. The volume of cash at the Transfer Station on any given Wednesday or Saturday can be substantial. This is one of the largest fiscal liabilities that the Town should eliminate – both for the general public safety of the Town's employees and to minimize the opportunity of fraud/embezzlement.

7. How much time in hours is left with Cynthia Stoddard contract/NEMRC? That's essentially used up. We're using NEMRC basically on a time and materials basis beyond what they would normally provide for typically support services. Is there any time left with Robert H. contract (re: John Casey?) Robert Half contract is over this week. No renewal has been initiated since Fielding starts work on Sept 7. Can we receive an accounting of the work done vs dollars spent? I'm sure this can be provided via asking Rod (Becky) for a "Detailed Transaction" report. Thereafter, any further questions can be researched by staff.

8. IT System security related to change in management. Rod/Miranda are "in the loop" of such changes. Miranda will have all the passwords, etc. that she and Rod can assess, change, etc. related to management handoff. Also, assuming the Board authorizes moving forward with CCI, additional changes will be implemented related to hardware/software/IT management services beginning in September. Since this is sensitive info, I do not expect public update.

Questions related to A/P:

1. Explanation of legal fees paid to MacNeil, etc in this warrant. 1. Working to get Working Foreman job description woven into the Union Contract (the bulk of the latest invoice); 2. Vacation accrual matters with Union employees (just an e-mail trade); and, follow-up discussions concerning the past discrimination complaint and concern with another issue pertaining to the individual raising the discrimination complaint – assuring there was no issue of retaliation (e-mails and a telephone conversation).

Question for EOY pre-audit report:

1. Where is the dashboard? In a nutshell, what is our financial position as of June 30, 2021? The Balance Sheet in the Board packet contains the pre-audit, year-end fiscal report. The Undesignated Fund Balance, pre-audit, equals \$860,714.68 that contains the FYE 2021 Fund Balance of \$336,530.34. The dashboard for period #1

(July) of FYE 2022 was not provided since July had not yet been “closed”, given the focus that was given to closing out FYE 2021.

C

Please note that any reply or response to this email is subject to the disclosure provisions under the Vermont Open Meeting Law and Public Records Act..

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31 August, 2021

To: Jacqueline Allen, Chair
Norwich Planning Commission
Members of the Planning Commission

Is this the moment for Norwich to relax its zoning requirements for siting of large solar arrays (16' high by 22' wide)? Saying that the PUC preempts any regulations Norwich has about solar installations, the Zoning Administrator, Rod Francis is proposing in a letter to me that he is recommending that any regulations about the siting of large solar installations be removed. I believe this is a mistake.

Per a letter to me from Rod Francis "the Norwich Zoning Regulations controls uses and structures in the town."

Page 128 of the Norwich Zoning Regulations the definition of a structure is "An assembly of materials for occupancy or use, including a mobile home, inground swimming pool, tennis court...but not including the following: ...dog run; a swing set; a sandbox;....or solar panels, sheds or playhouses which have a footprint of less than 100 sq ft of floor area, are 12' ft or less high, are not on a permanent foundation and are not within the setbacks". This list of exceptions clearly does not include solar panels that are 16' high x 22' wide.

I am not a disinterested person here, having just had an unsightly industrial structure (aka large solar panel) erected immediately across the road from my house, 20' approx from the roadside, largely obscuring my view to the east and which is a jarring intrusion into an otherwise bucolic area. The neighbor had no legal reason to notify me and did not bother to do so.

Let me be clear that I am not against solar energy, and the urgent need to deal with global warming, indeed looked into it several years ago. I was told I would have to take down several large trees (at a cost of \$thousands), including one that shades the house, and without which I would have to install air-conditioning.

Presently there seems a rush to install solar panels with no planning controls whatsoever. I believe that Norwich should not relinquish any regulations that they now have concerning the siting of large solar panels over 12' high, in the event that in the future the PUC does not preempt local towns, as it does now. In general solar panels should be setback from roads and neighbors (currently the setback is 20') and there should be notification of neighbors

Yours sincerely,
Rosamond Orford

cc: Rod Francis
Members of the Select Board

Miranda Bergmeier

From: Garrett Palm <cgarrettpalm@yahoo.com>
Sent: Thursday, September 02, 2021 2:10 PM
To: Miranda Bergmeier
Subject: VELCO Work on Turnpike Road

Hi Roger and other Selectboard Members,

I am hoping to get an update on the extent of the work that appears to be occurring on Turnpike Road by VELCO. I saw a posting on the Listserv a while back but it had very little detail beyond the expected starting dates for the work.

My understanding is that the Conservation Commission and/or UVLT granted VELCO permission to access their right of way on the land that I believe is in the process of being purchased / conserved as part of the Woody Adams conservation project. Although I understand that the purchase has not been finalized, it sounds like they granted VELCO access via the ROW. You all probably are fully aware of this and know more details than I do.

As you probably are aware they have built an extensive road off of Turnpike road up into and now along the powerlines. If you have not viewed it, I would say it is nearly the same quality as Turnpike - with extensive drainage, culverts and high enough grade to drive a pedestrian car up to the power lines.

As a property owner along Turnpike Road, I have watched a steady stream of dump trucks go back and forth for at least the past 2-3 weeks - starting as early as 7am and going until 5pm or later some evenings. I estimate at least 3 trucks every hour - meaning 30 one-way trips per day and 60 if you include the round trip. Obviously the trucks travel right through downtown Norwich and all the way up Turnpike Road.

Regardless, my request is to better understand the scope and the duration of the work being done. I do not know if they are finishing up or if they have many weeks left. If there are many weeks left, I think that as a town we should be concerned about the impact it is having to our town roads and the disruption it is causing local neighbors. In addition to the steady stream of large / loud / heavy dump trucks carrying dirt and aggregate up to the sight the past few days have been filled with constant jackhammering as they must be breaking through ledge.

Please let me know if you have an update. I know all the neighbors that I have talked to on Turnpike would similarly appreciate some communication as no one seems to know what is going on.

Thank you,

Garrett Palm
15 Bramble Lane
Norwich, VT 05055

09/03/21

11:57 am

Town of Norwich Accounts Payable

Check Warrant Report # 22-05 Current Prior Next FY Invoices For Fund (FIRE APPARATUS FUND)

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All Invoices For Check Acct 03(General) 09/08/21 To 09/08/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
ATG	08/27/21	FD - Engine 1 repair R701001371	06-5-555322.00 FIRE EQUIPMENT PURCHASES	3734.08	10606	09/08/21
Per the SB approval at 7/28/21 meeting the FD was authorized to used the Fire Apparatus designated fund for Engine 1 repairs						
Report Total				3734.08		

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 \$ *****3,734.08
Let this be your order for the payments of these amounts.

Finance Assistant Becky Grammer
Becky Grammer

Interim Town Manager: Rod Francis
Rod Francis

SELECTBOARD:

- Roger Arnold
Chair
- Mary Layton
Vice Chair
- Robert Gere
- Marcia Calloway
- Claudette Brochu

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
ROBERT HA	08/25/21	Fin contract help 58302913	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10604	09/08/21
ROBERT HA	08/31/21	Fin - contract last week 58335748	01-5-200112.10 FINANCE OFFICER WAGE	2728.00	10604	09/08/21
A911	08/30/21	FD - dispatching FY21-22	01-5-555632.00 DISPATCH SERVICE	351.00	10605	09/08/21
ATG	08/27/21	FD - Engine 1 repair R701001371	01-5-555528.00 FIRE TRK R & M	470.86	10606	09/08/21
Per the SB approval at 7/28/21 meeting the FD was authorized to used the Fire Apparatus designated fund for Engine 1 repairs						
ATG	07/09/21	FD - parts for return X701007921	01-5-555528.00 FIRE TRK R & M	93.89	10606	09/08/21
ATG	07/19/21	DPW - credit X701008343	01-5-703403.00 PARTS & SUPPLIES	-268.45	10606	09/08/21
ATG	08/17/21	Engine 2 X701009320	01-5-555528.00 FIRE TRK R & M	49.18	10606	09/08/21
ATG	08/17/21	Trk 8 X701009344	01-5-703403.00 PARTS & SUPPLIES	1556.40	10606	09/08/21
ATG	08/17/21	FD return X701009349	01-5-555528.00 FIRE TRK R & M	-93.89	10606	09/08/21
ATG	08/18/21	Engine 2 X701009405	01-5-555528.00 FIRE TRK R & M	47.09	10606	09/08/21
ATG	08/23/21	Trk 5 X701009492	01-5-703403.00 PARTS & SUPPLIES	72.35	10606	09/08/21
NOTHERNAL	08/27/21	Herb's farewell BBQ FAREWELL BBQ	01-5-005900.00 MISCELLANEOUS	21.97	10607	09/08/21
INGRAHAM	09/01/21	Expesne FBI LEED trng FBI LEED	01-5-500538.00 TRAINING	29.27	-----	--/--/--
INGRAHAM	09/01/21	PD-FBI LEEDA trng class FBILEEDA TRN	01-5-500580.00 MILEAGE REIMB	509.60	-----	--/--/--
Training class at Essex PD for one of the Norwich police officers.						
ANYTIME	08/27/21	Wkly clean Aug 19 & 27 64559	01-5-485304.00 CLEANING	360.00	10608	09/08/21
BESTSEPT	09/01/21	TS - porty potty 29146	01-5-705500.00 PURCHASED SERVICES	130.00	10609	09/08/21
BETHELMIL	08/12/21	Moore Lane repair 24698	01-5-703213.00 BRIDGE REPAIR & MAINT.	277.43	10610	09/08/21
BETHELMIL	08/18/21	TH batteries 25067	01-5-706113.00 REPAIRS & MAINTENANCE	9.99	10610	09/08/21
BETHELMIL	09/01/21	PSF - painting supplies 25068	01-5-485302.00 REPAIRS & MAINTENANCE	9.96	10610	09/08/21
BETHELMIL	08/27/21	DPW - key 25702	01-5-703511.00 REPAIRS & MAINTENANCE	2.59	10610	09/08/21
BOUNDTREE	07/30/21	FD - AED zoll pads 84150617	01-5-555424.00 EMS TOOLS/ EQUIP	809.64	10611	09/08/21
BUSINESS	08/20/21	Aug 2021 zoom AUG 21 ZOOM	01-5-005610.00 OFFICE SUPPLIES	124.99	10612	09/08/21
BUSINESS	08/24/21	Herb's Farewell HERB FAREWEL	01-5-005900.00 MISCELLANEOUS	180.58	10612	09/08/21
BUSINESS	09/01/21	Postage due (TC ofc) POSTAGE #4	01-5-100538.00 POSTAGE	5.67	10612	09/08/21

Vendor	Invoice Date	Invoice Description	Invoice Number	Account	Amount Paid	Check Number	Check Date
EASTCA	08/16/21	Rec SMFA supplies		01-5-425351.00	73.84	10613	09/08/21
		REC SMFA		Summer Matters for All			
CASELLA	08/02/21	TS - trash, recycle	663843	01-5-705305.00	2798.77	-----	--/--/--
				RECYCLING			
CASELLA	08/02/21	TS - trash, recycle	663843	01-5-705308.00	1927.68	-----	--/--/--
				FOOD WASTE DISPOSAL			
CASELLA	08/02/21	TS - trash, recycle, etc.	663844	01-5-705303.00	4591.28	-----	--/--/--
				MUNICIPAL SOLID WASTE			
CASELLA	08/02/21	TS - trash, recycle, etc.	663844	01-5-705306.00	1268.11	-----	--/--/--
				C & D WASTE DISPOSAL			
WILLCODY	08/17/21	NTC web hosting site		01-5-650625.00	32.34	10614	09/08/21
		NTC - WEB		PUBLICITY			
COMCAST	08/20/21	DPW - Internet		01-5-703505.00	288.46	10615	09/08/21
		AUG-SEPT DPW		TELEPHONE			
COTT	09/01/21	Monthly fee - TC software	142392	01-5-100613.00	260.00	-----	--/--/--
				SOFTWARE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-005125.00	239.46	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-100125.00	135.46	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-200125.00	35.98	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-350125.00	35.98	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-425125.00	119.73	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-500125.00	207.42	10616	09/08/21
		SEPT 2021		DELTA DENTAL			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-555126.00	67.73	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-703125.00	275.15	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
DELTA DEN	09/01/21	Sept 2021 dental ins		01-5-704125.00	103.71	10616	09/08/21
		SEPT 2021		DENTAL INSURANCE			
GMPC	08/25/21	Main St Tower		01-5-575233.00	16.43	10617	09/08/21
		AUG - 1		TOWER POWER			
GMPC	08/24/21	Main St P7 Sign		01-5-706115.00	28.02	10617	09/08/21
		AUG - 2		BNDSTND/SIGN/EVCH ELECTRI			
GMPC	08/17/21	Academy Rd Lights		01-5-703307.00	40.08	10617	09/08/21
		AUG - 3		STREETLIGHTS			
DURFEE	08/30/21	office chair		01-5-005611.00	116.59	-----	--/--/--
		CHAIR		OFFICE EQUIP			
JOESEQUIP	08/18/21	FD - Chair saw tool	2-140579	01-5-555422.00	7.90	-----	--/--/--
				FIRE TOOLS & EQUIPMENT			
L&D SAFE	08/13/21	Dbl yellow line rd mark	07458-12466.	01-5-703319.00	17881.68	10618	09/08/21
				PAVEMENT MARKING			
		Double yellow road line markings					
LYNNWOOD	08/23/21	Kestrel box/ Milt Frye tr		01-5-650635.00	60.00	10619	09/08/21
		KESTREL BOX		MILT FRYE NATURE AREA			
MADISON	09/01/21	Sept 2021 life insurance		01-5-005124.00	125.42	10620	09/08/21
		SEPT 2021		DISABILITY/LIFE INSUR			

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-100124.00 DISABILITY/LIFE INS	109.07	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-200124.00 DISABILITY/LIFE INS	46.68	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-350124.00 DISABILITY/LIFE INS	63.46	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-425124.00 DISABILITY/LIFE INSUR	61.49	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-500124.00 DISABILITY/LIFE INS	210.13	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-555124.00 DISABILITY/LIFE INSURANCE	59.88	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-703124.00 DISABILITY/LIFE	185.01	10620	09/08/21
MADISON	09/01/21	Sept 2021 life insurance MADISON NATIONAL LIFE SEPT 2021	01-5-704124.00 DISABILITY/LIFE	88.61	10620	09/08/21
MAYER	08/31/21	Employee order for Aug MAYER & MAYER AUG 2021	01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	50.00	10621	09/08/21
MODERN	07/30/21	PD - uniforms MODERN CLEANERS & TAILORS 8F9B0F	01-5-500583.00 UNIFORMS CLEANING	34.00	10622	09/08/21
PBA	08/31/21	Union dues for Aug payrol NEW ENGLAND PBA, INC AUG 2021	01-2-001117.00 UNION DUES PAYABLE	414.00	-----	--/--/--
NETTC	06/29/21	DPW - tires NEW ENGLAND TRUCK TIRE CE 114582-07	01-5-703401.00 OUTSIDE REPAIRS	1036.00	-----	--/--/--
NORSCHOOL	09/01/21	#2 tax pmy to school NORWICH SCHOOL DISTRICT FY21 22 #2	01-2-001123.00 SCHOOL DISTRICT TAX	3500000.00	10623	09/08/21
		# 2 school tax pmy. To date the town will have paid Norwich School District \$7,000,000.00				
O'REILLY	08/27/21	Holder parts O'REILLY AUTO ENTERPRISES 5698-227567	01-5-703403.00 PARTS & SUPPLIES	100.45	10624	09/08/21
MULLPA	09/01/21	Reimburse vision deductio PAM MULLEN VISION REIMB	01-2-001126.00 VISION SERV PLAN-PAYROLL	37.40	10625	09/08/21
SMITH PAM	08/25/21	Listers - bookcase PAM SMITH LISTER BKCAS	01-5-300611.00 OFFICE EQUIPMENT	75.00	10626	09/08/21
REED SUPP	08/25/21	DPW - winter tire chains REED SUPPLY CO., INC 1320RR	01-5-703403.00 PARTS & SUPPT.TES	2670.00	10627	09/08/21
SABIL	07/28/21	FD - VT state inspection SABIL & SONS INC 91476	01-5-555528.00 FIRE TRK R & M	75.00	10628	09/08/21
SAFETYKLE	08/04/21	DPW - R & M SAFETY-KLEEN SYSTEMS, INC 86759259	01-5-703511.00 REPAIRS & MAINTENANCE	325.20	-----	--/--/--
STITZEL	08/20/21	Prof services STITZEL PAGE & FLETCHER P 62503	01-5-005300.00 PROFESS SERV	6255.10	10629	09/08/21
TENCO	06/25/21	Item returned TENCO INDUSTRIES, INC 7577578	01-5-703403.00 PARTS & SUPPLIES	181.09	-----	--/--/--
TAYLORT	08/18/21	Pking lot striping TERRY TAYLOR 2130	01-5-703319.00 PAVEMENT MARKING	2500.00	10630	09/08/21
RADIO	08/04/21	FD - radio repair THE RADIO NORTH GROUP INC 2414JJ54	01-5-555532.00 RADIO MAINTENANCE	281.00	10631	09/08/21
RADIO	08/09/21	FD - radio R & M THE RADIO NORTH GROUP INC 24143367	01-5-555532.00 RADIO MAINTENANCE	126.00	10631	09/08/21


Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
HANOVER TO	08/05/21	Qtrly ambulance bill 752	01-5-555901.00 AMBULANCE CONTRACT	34328.00	-----	--/--/--
		FY 21-22 quarterly ambulance billing for July - Sept. Break down as follows: \$11,442.67 x 2 and \$11,442.66 x 1				
HARTFORD	08/13/21	PD - July 2021 broadband 11759	01-5-500535.00 VIBRS	117.33	-----	--/--/--
HARTFORD	08/23/21	Dispatch srve July - Sept 11770	01-5-500536.00 DISPATCH SERVICES	18227.75	-----	--/--/--
		FY 21-22 quarterly billing for dispatch services for police department, July - Sept. Cost per month \$6075.92 x 2 and \$6075.92 x 1				
UNIFIRST	08/16/21	DPW uniforms 1070055460	01-5-703311.00 UNIFORMS	180.95	-----	--/--/--
UNIFIRST	08/16/21	DPW uniforms 1070055460	01-5-703507.00 SUPPLIES	83.72	-----	--/--/--
UNIFIRST	08/16/21	B & G uniforms 1070055461	01-5-704311.00 UNIFORMS	76.78	-----	--/--/--
UNIFIRST	08/23/21	DPW - uniforms 1070057309	01-5-703311.00 UNIFORMS	145.47	-----	--/--/--
UNIFIRST	08/23/21	DPW - uniforms 1070057309	01-5-703507.00 SUPPLIES	81.57	-----	--/--/--
UNIFIRST	08/23/21	B & G uniforms 1070057310	01-5-704311.00 UNIFORMS	76.78	-----	--/--/--
UNIFIRST	08/30/21	DPW - uniforms 1070059201	01-5-703311.00 UNIFORMS	145.47	-----	--/--/--
UNIFIRST	08/30/21	DPW - uniforms 1070059201	01-5-703507.00 SUPPLIES	84.53	-----	--/--/--
UNIFIRST	08/30/21	B & G uniforms 1070059202	01-5-704311.00 UNIFORMS	76.78	-----	--/--/--
VLS	08/12/21	PDW - fire alarm inspecti 42399	01-5-703509.00 ALARM MONITORING	484.60	10632	09/08/21
VLS	08/12/21	PSF - fire alarm inspect 42400	01-5-485303.00 ALARM MONITORING	950.90	10632	09/08/21
VLS	08/12/21	TH - fire alarm inspectio 42401	01-5-706105.00 ALARM MONITORING	655.00	10632	09/08/21
VMERS	08/11/21	Payroll Transfer PR-08/11/21	01-2-001111.00 VMERS GRP B PAYABLE	4567.21	10633	09/08/21
VMERS	08/11/21	Payroll Transfer PR-08/11/21	01-2-001113.00 VMERS GRP C PAYABLE	1517.47	10633	09/08/21
VMERS	08/25/21	Payroll Transfer PR-08/25/21	01-2-001111.00 VMERS GRP B PAYABLE	4695.64	10633	09/08/21
VMERS	08/25/21	Payroll Transfer PR-08/25/21	01-2-001113.00 VMERS GRP C PAYABLE	1459.24	10633	09/08/21
WBMASON	08/17/21	PSF - supplies 222579425	01-5-485301.00 BUILDING SUPPLIES	84.20	-----	--/--/--
WBMASON	08/18/21	PD - stop sign 222610564	01-5-500202.00 COMMUNITY RELATNS	91.99	-----	--/--/--
		Stop sign for crossing guard				
WBMASON	08/24/21	DPW - earplugs 222760869	01-5-703507.00 SUPPLIES	46.67	-----	--/--/--
WORLDSTOR	08/09/21	Rec - photography camp 1 - REC CAMP	01-5-425200.00 Instructor/Contractor Fee	3360.00	-----	--/--/--

09/03/21
11:57 am

Town of Norwich Accounts Payable
Check Warrant Report # 22-05 Current Prior Next FY Invoices For Fund (General)
All Invoices For Check Acct 03 (General) 09/08/21 To 09/08/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				3626497.96		

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 \$ *3,626,497.96
Let this be your order for the payments of these amounts.

Finance Assistant 
Becky Grammer

Interim Town Manager: 
Rod Francis

SELECTBOARD:

Roger Arnold
Chair

Mary Layton
Vice Chair

Robert Gere

Marcia Calloway

Claudette Brochu

DRAFT Minutes of the Selectboard Meeting of
Wednesday, August 25, 2021 at 6:30 pm

③

This meeting was conducted via teleconference using ZOOM and in person in Tracy Hall, in order to comply with Open Meeting Law requirements while providing remote access for attendees. 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 8 people in the audience.

Also participating: Jack Cushman, Aaron Lamperti, Brie Swenson, Linda Cook, Tom Candon, Jenny Barba and Christopher Coughlin, Gerry Tolman.

1. Approval of Agenda. Arnold said he wants to add as item 9A a discussion of the long-term Town Manager search. Calloway suggested, and SB members agreed, to move item #8 up on the agenda to a point earlier in the meeting. Brochu **moved** (2nd Calloway) to approve the agenda with amendment as discussed. **Motion approved unanimously.**
2. Public Comment. No public comments were offered.
3. Consent Agenda. Calloway asked to pull the A/P warrants for discussion. Calloway asked why Rod Francis signed in lieu of Durfee. Durfee said he had authorized Rod Francis to sign in Durfee's absence and, per Calloway's request, Durfee will also sign, now that he's back in town. Brochu **moved** (2nd Gere) to approve the consent agenda. **Motion approved unanimously.**
4. Town Manager's Report. Durfee said we have not yet gotten applicants for a DPW Equipment Operator. We hope to have an appointed DPW Director by the end of this week. Durfee said he assembled an interview team of Masaki Schuette, Rod Francis, Rita Seto and himself. The incoming Finance Director, Fielding Essensa, will be starting in person on September 7th. A new DPW Working Foreman should be appointed soon, after soliciting internal applications. Durfee is working to onboard the new Finance Director and have things ready for the new DPW Director. Arnold said he will be handing off the policing study RFP to Durfee and Durfee will let the RFP as soon as possible. Durfee said the ARPA funding amounts were announced today and Norwich stands to receive approximately \$900,000. Brochu asked if the SB will be getting a dashboard for June 2021. Durfee said it hasn't been completed yet; the reports provided to the SB in the meeting packet contain all the relevant information. Durfee did just today receive a July dashboard, which he will forward to the SB as soon as possible.
5. Article 36 Task Force Interim Report. Arnold introduced Jack Cushman, chair of the Article 36 Task Force (TF). Cushman shared a PowerPoint presentation developed by consensus among the TF. The presentation outlined the goals and work of the TF. A copy of the presentation will be included in the next SB meeting packet as correspondence. Brochu asked if the TF has been looking into alternatives to fossil fueled town vehicles. Cushman said the TF has been working on a schedule to transition to clean fuel vehicles. Layton said she appreciated the format and organization of the TF's work and she asked about the possibility of switching small engines to electric motors, such as lawnmowers, trimmers, etc. Calloway suggested the TF reach out to residents through the "neighborhoods" network used by Dan Fraser. Gere said he has been very impressed with the true inclusivity in this TF. Aaron Lamperti said the SB doesn't have to wait to take climate action until after the TF has presented its final report; they can take steps sooner.

7. Facilities Memorandum of Understanding Between SAU 70 and the Town of Norwich. Arnold

said the proposed MOU has changed since the one contained in the SB packet. The new MOU would provide for an exchange of the use of spaces between the town and the school. Brie Swenson, Recreation Director, said the proposed MOU clearly defines what services are provided and what responsibilities arise when the spaces are used. The proposed MOU would be for 5 years, with annual review. Linda Cook asked how the school's use of the town forest is covered by insurance. Swenson said the school would cover for any school-related activities. Tom Candon, Norwich School Board member, said the town forest has been very helpful last school year. Candon said it would be very helpful for the SB to take action tonight so the school students can use the forest again. Jenny Barba and Christopher Coughlin spoke in favor of the school use of the town forest. Barba read aloud her and Coughlin's letter in support of outdoor education for the school students. Swenson said that, in the MOU the town is not agreeing to finance the building of a trail, just agreeing to allow access for the trail to be built. SB members agreed they are willing to hold a special meeting in order to consider for approval an MOU updated draft so that construction of a trail can begin. SB members agreed to hold a special meeting when a revised MOU is ripe for consideration. SB members agreed that the TM's office can sign the town's consent for the school's application for approval to construct a trail in the town's forest.

8. Proposed Gifts to the Town via the Recreation Department from Vermont Afterschool and a donation to the Girard Fund. Layton said the playground equipment sounds like a good upgrade. Calloway agreed. Brochu asked about ongoing maintenance will be covered by the Recreation Dept. budget. Layton **moved** (2nd Calloway) to accept the gift of playground equipment proffered by Vermont Afterschool and the gift of \$500 to the John Girard Fund proffered by Cathy Girard. **Motion approved unanimously.**

6. Financial Reports and Financial Dashboard Updates. Durfee explained that the town is in good shape financially at the end of this fiscal year. Durfee recommends the SB establish an emergency designated fund.

9. Update on Interim Town Manager Process. Arnold said he reached out to VLCT regarding hiring an interim TM. VLCT said they can give names to the SB for the SB to contact regarding an interim appointment. Arnold said he has also gotten information from VLCT regarding long-term TM recruitment. Arnold also contacted Municipal Resources, Inc. to get information from them, which is in the packet. Layton said the VLCT services were very helpful last time. Calloway asked about MRI and whether they help with interim or permanent appointments. Arnold said they can't help ups with interim, but they can do the permanent search. Arnold said there is a possible interim candidate referred by VLCT, who can come meet with the SB if the SB desires it. Layton and Gere agreed they would like to invite the potential candidate to a future SB meeting. Layton said she prefers VLCT's services for recruiting a long-term TM. Brochu said she thinks VLCT provided a more personal level of support. Brochu and Layton said naming an existing employee as interim TM is exactly what the SB did last time. Calloway said she thinks the SB should do a credit check on Rod Francis. Gere said he thinks VLCT sounds fine and would like to know how Hartford and Enfield felt about their experience with MRI. Layton said she doesn't feel the need to look at Francis's CV or ruin a credit check. Layton does think we should give Francis higher pay during the time he is doing his regular Planning job and filling in for the TM. Brochu agreed about raising Francis's salary and about not needing a credit check or CV review. Brochu **moved** (2nd Layton) that the SB chair set up an interview with the prospective Interim Town Manager candidate at the first September SB meeting or at the earliest possible meeting. **Motion approved unanimously.** Brochu **moved** (2nd Layton) that the Selectboard chair set up an interview with a prospective Interim Manager candidate at the first September Selectboard meeting or at the earliest possible meeting. **Motion approved unanimously.** Brochu **moved** (2nd Layton) to authorize the initiation of a search process to hire an Interim Town Manager and to contract with VLCT with the proviso that if no progress is made in 6

months then the Selectboard will consider contracting with MRI. **Motion approved unanimously.**

10. IT Vendor and IT Upgrades. Calloway had some specific questions about the CCI proposal. Gerry Tolman spoke about CCI's proposal and why the team recommends awarding them the work of IT services for the town. Arnold thanked the IT RFP review team and Herb for their work. Durfee said this work will start in the beginning of September. Brochu **moved** (2nd Gere) to authorize the Town Manager to execute a 3-year contract with CCI Managed Services according to their quotes and proposal and to authorize the expenditure of funds from the General Administration Designated Fund for the purposes identified in said quotes and proposal. **Motion approved unanimously.**

11. Executive Session – Personnel. Calloway **moved** (2nd Layton) to enter executive session under 1 VSA §313(a)(4) to consider a disciplinary or dismissal action against a public officer or employee. **Motion approved unanimously.**

The Selectboard entered executive session at 9:59 pm.

Layton **moved** (2nd Gere) to enter public session. **Motion approved unanimously.** The Selectboard moved into public session at 10:32 pm.

12. Adjourn. Layton **moved** (2nd Calloway) to adjourn. **Motion approved unanimously.**

Meeting adjourned at 10:33 pm.

By Miranda Bergmeier

Approved by the Selectboard on _____, 2021

Roger Arnold
Selectboard Chair

Next Meeting – September 8, 2021 – Meeting at 6:30

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

4

VERMONT LEAGUE OF CITIES AND TOWNS EXECUTIVE RECRUITMENT SERVICES PROPOSAL

for

Norwich, Vermont



MUNICIPAL ASSISTANCE CENTER
VERMONT LEAGUE OF CITIES & TOWNS
DIRECTOR: ABIGAIL FRIEDMAN
P: 802-262-1926
E: AFRIEDMAN@VLCT.ORG

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- Sample advertising sources and cost estimates
- Jericho Town Administrator Position Profile
- Municipal manager and administrator salary information from the 2020 VLCT Compensation and Benefits Report
- Cost sheet for Burgess Loss Prevention criminal and civil background checks

August 23, 2021

Roger Arnold , Selectboard Chair
Town of Norwich
300 Main Street
Norwich, VT 05055

RE: Proposal for Town Manager Search Services

I am writing to offer VLCT executive recruitment support services as the Town of Norwich begins its search for a new Town Manager.

VLCT has many years of experience working with municipalities to develop and implement effective personnel searches. We provide a full range of services to support legislative bodies during the recruitment process, and we work closely with members to customize the tasks outlined in the attached proposal as needed. All work is done as directed and in collaboration with the Selectboard (and search committee if appointed).

We are excited that Rick McGuire, recently retired Williston Town Manager is VLCT's new Executive Search/Management Consultant. He has extensive expertise in hiring and managing municipal staff in Vermont and other communities. His qualifications are included in the proposal.

The following proposal includes a summary of services and deliverables along with more detailed descriptions, estimated and estimated costs. We would be happy to attend a Selectboard meeting to review the proposal and answer questions about it.

Sincerely,

Abigail Friedman,
Director Municipal Assistance Center
Vermont League of Cities & Towns

VLCT RECRUITMENT SERVICES EXECUTIVE SUMMARY

Thank you for the opportunity to present the VLCT Municipal Assistance Center’s recruitment services for your municipal executive search. For more than 30-years we have helped towns hire municipal managers and administrators. Our role is to provide administrative support and guidance to the legislative body throughout its hiring process.

SERVICES PROVIDED - Deliverables Include:

The services we provide will utilize best practices in municipal human resources and employment law. We will endeavor to maintain confidentiality throughout the search and keep the Selectboard informed along each step of the process. The Board will work in tandem with us by providing necessary information and making key decisions. Our services include:

- Review job description and pay range, prepare position profile.
- Prepare and place employment advertisements.
- Assist in screening process of applications for first round interviews.
- Schedule interviews: assist with question selection, develop evaluation templates and additional forms, provide interview support.
- Assist with development of final interview process; assist with question selection, evaluation, and assist with final interviews.
- Conduct reference and background checks, provide sample employment agreements as well as consultation as needed during the negotiation process.

ADDITIONAL SERVICES: The cost estimate and timetables below are based on services as outlined in this proposal. Any changes to the deliverables may be requested by the Selectboard, such as citizen participation in the process, on-line surveys, and other add-on services. These changes may result in an increase in the consultant’s time and result in an increase in cost. Such changes must be agreed upon in advance by both the Town and VLCT and reflected in a change in the services agreement.

Timetable

Weeks	Step	Activity – in consultation with the Selectboard as needed
1 - 2	1	Finalize search process and timeline, job description and pay range; prepare position profile;
2 – 4	2	Prepare and post advertisement; begin to receive applications
5 – 6	3	Screen applications as received; identify individuals for further consideration; Plan first round interview process with Selectboard/search committee
6 – 8	4	Schedule and conduct first round of interviews; Plan and finalize final round interview process
9 – 11	5	Schedule and conduct final round of interview process;
12 – 16	6	Check references; background check on finalist(s). Report to Selectboard Selectboard; offer advice on employment agreement negotiations;

Cost Estimate

VLCT does its best to minimize costs and bring affordability and professionalism to the search process. A sample cost breakdown is below. Actual costs will vary depending on the number of candidates and unique aspects of each search.

Consultant time is \$90/hour and tracked by VLCT on a weekly basis. The Selectboard will receive status updates of time spent within the approved agreement amounts. Additional tasks beyond the scope of the agreement will be approved by the Selectboard.

Direct expenses, including advertising, interview costs and background check service vary by search, so estimates are provided in wide ranges. These costs are approved in advance by the Selectboard.

Estimate

General Pricing Structure and Cost Estimates	Consultant Time	Direct Costs
Consultant time: tasks and deliverables (50 – 75 hours)	\$5,000 – \$7,250	
Additional Work billed at \$90 per hour	TBD	
Advertising Expenses		\$2,000 - \$3,000
Candidate Interview		\$100 - \$1,000
Travel Expenses (candidate flight, lodging, car, and/or mileage)		
Background Check and Other Expenses		\$400 - \$1000
Optional Custom Training –		\$415*
Manager and Selectboard Roles and Responsibilities		
Direct Cost Subtotal		\$3,000 – \$5,500
Consultant Time Subtotal	\$5,000 – 7,250	
Estimated Total		\$8,000 - \$12,750

* (PACIF Member rate)

Agreement and Invoicing

An agreement between VLCT and the Selectboard will outline terms and a not-to-exceed contract amount. VLCT will keep Selectboard apprised of costs and arrange for invoicing monthly or when recruitment is finished.

Scope of Services – Work Plan and Methodology

It is our understanding that the Town of Norwich wishes to identify outstanding, professional candidates for the town's next Administrator. We recommend a six-step process with the services described below.

Step 1: Define job qualifications and requirements for the position

Before embarking on the process of selecting a new Town Manager, it's important to discuss the desired characteristics for the position. This involves reviewing the existing job description and/or sample descriptions for other municipalities. The goal is to establish a framework and criteria for evaluation of applicants.

Job Description

The job description for the position will need to be updated as one of the first steps in the process. Job descriptions are a foundational element in for making personnel decisions, setting salaries, determining scope of duties, evaluating essential duties, and so on. Once the document has been updated, it is helpful to have the Selectboard formally vote to approve the updated description.

Pay Range

Before finalizing the job description and advertisement, the Selectboard should set a salary range for the position. We highly recommend including the salary range in the job advertisement.

If you'd like to compare salary ranges for other municipal Managers in your region or of similar population size, we have included data from the 2020 VLCT Compensation and Benefits Report.

Take into consideration the total compensation for the position, including all benefits (e.g., insurances, retirement, leave). Some Managers may need compensation packages that differ from other municipal employees because of the hours of work required, scope of duties, or relocation needs. If you need additional assistance with salary and benefits, MAC can assist with that research on request.

Position Profile (Recommended/Optional)

Before embarking on the process of recruiting a new top Manager, it is important to step back and talk about the desired characteristics for the position along with other important factors that should be considered. This work can be done on your own or with assistance from the VLCT. The key is to present a clear picture of the type of person you are looking for, the major issues the individual will be required to address and basic information about the community and organization. The Position Profile can then be used by candidates to gain a better understanding of what expectations they will be held to and can be used by interviewers as a guide of what to look for in

candidates. It would be posted on the town website with the job description and advertisement.

Elements of a good Position Profile include the following:

- General information about the community,
- Information about the organization and position,
- Recruitment schedule,
- Fringe benefits,
- Special requirements or characteristics or personal qualities desired,
- Future challenges and opportunities,
- Pay range; and
- Recruitment timetable

A sample of a position profile for the Town of Jericho is included.

Confidentiality

Confidentiality is very important to some applicants, particularly those who are currently employed. The Selectboard must decide at the beginning how open you wish to make the hiring process. If the application process is fully open, applicants should be informed as soon as possible, either in the advertisement, before they submit their resumes, or prior to scheduling an interview.

That said, we highly recommend adopting a confidential application process up to the final interview, to the extent that is practicable. This will increase the number of applicants working as professional administrators and managers.

To assist municipal officials in maintaining confidentiality we assign a number to each application received. The application number may be referenced during discussions and in other communications in lieu of the candidates' names.

During the search there should be one public spokesperson for the town. That person should be circumspect about making public comments regarding the status of an open position, particularly when discussing candidates.

Step 2 Identify and recruit qualified candidates

Once you have a good idea on the type of person you would like as the next Town Manager, it's time to advertise the position opening and begin to receive applications from interested candidates. In order to have a develop a strong pool of candidates, it is a good practice to get the word out about the community and position to a wide range of professionals in the field of local government.

Advertisement

Targeted advertising is very important in securing a healthy pool of well-qualified candidates. VLCT has experience with a wide variety of regional and national print and web advertising publications. We generally recommend placing an advertisement in a mix of digital and print ad sources. We also use several low cost or free ad sources such as, neighboring state leagues websites, and college and university alumni portals. See included sample advertising cost spreadsheet and Vernon Town Administrator job ad.

Receive and Acknowledge resumes received

As resumes are received, we will send an acknowledgement along with additional information including the position profile. Copies of each resume will be made available in electronic form for review by town designated officials or search committee.

Step 3 Screen/Evaluate applicants

The Town's involvement in this step of the process may involve a search committee charged with the responsibility of reviewing the resumes received, selecting a limited number for first round interviews, conducting the actual interviews and then recommending final candidates for further consideration by the Selectboard. The Selectboard can be responsible for the entire process or, it may enlist assistance for the initial work by a search committee consisting of Selectboard members, employees, and/or citizens. Remember: the board is ultimately responsible for hiring the new municipal Manager.

Review Resumes

As the deadline for receipt of resumes approaches, we will review each resume to make sure they meet the minimum qualifications set. Once review has been completed, we will then notify the town designated officials (search committee) which candidates have been selected for further consideration.

Evaluate, Screen and "Winnow" Down Applicants to Interview

We will work with town search committee in the screening process to further narrow the number of candidates under consideration. As part of this process, we will conduct up to 5, 30-minute screening interviews by telephone to assess candidate qualifications. We will also develop a ranking system for use by the search committee and meet with the committee to finalize its selections. The goal is to narrow the number of candidates under consideration to between 5 and 10 candidates.

Notify Candidates

Once the search committee has completed its work, all candidates will be notified of the status of their application.

Step 4 Conduct First Round of Interviews

The goal of this step is to take a large group of candidates (normally 5 to 10) and through interviews reduce the number to 2 to 3 finalists. These interviews can be via video conference or in person depending on the distance candidates must travel and any travel or health restrictions that may be in place at the time of the scheduled interview.

Schedule Interviews

We will work with the search committee to schedule the selected candidates for a first round of interviews. This involves coordinating the schedules of the search committee members and picking one or two dates for the interviews.

Prepare Questions and Interview Evaluation Forms

Given the legal exposure when asking inappropriate questions and the need to ask questions that provide the search committee with sufficient feedback to evaluate each candidate, we will work with the committee to develop a list of questions system to track information. Each candidate should be asked the same base set of questions, with options to ask about individual experience.

Conduct Interviews

We will provide assistance to the search committee during the actual interviews by facilitating introductions, enforce time limits, monitor questions and wrap-up each interview.

Debrief Interviewers

We will assist committee members debriefing their interview impressions with one or more members of the Selectboard. The debriefing process for each committee member does not necessarily involve much time but it is important to listen to the opinions and recommendation of each member. This information will help the Selectboard select candidates for second round interviews.

Step 5 Conduct Second Round of Interviews

The final step in the recruitment process might involve a number of activities including a tour of the Town, town facilities, group interviews with department heads, town citizens and finally a formal interview with the Selectboard. The final interview may include a written assignment or presentation. The goal is to narrow the field of candidates to one or two finalists.

We will work with the Selectboard in developing a final interview process that best meets the needs of Norwich.

Schedule Interviews and Help Plan Itineraries

We will work with the Selectboard to pick dates for the final interview process. This involves coordinating the schedules of the Selectboard members and then developing an itinerary for each candidate.

Prepare Questions and Evaluation Forms

We will compile a set of questions for each group involved in the final interview process by consulting with each participant and then developing a list for each participant to ask. Follow-up questions are encouraged but as in the first round of interviews, each candidate should be asked the same base set of questions.

Conduct Interviews

We will provide assistance to each group involved in this part of the process by facilitating introductions, coordinating implementation of the itinerary, enforcing time limits, and wrap-up.

Debrief Interviewers

We will assist the Selectboard debriefing each participant in the final interview process. Our assistance will include working with the Selectboard on the set of questions to ask as well as attending the meetings and supporting the board if it would like us to do so.

Select Finalist

After the Board has listened to each participant, it should then take some time to deliberate and decide which candidate should be offered the position.

Step 6 Complete Reference and Background Check

During this phase, references will be checked, a background investigation will be conducted and we will be available to provide advice on employment agreement negotiations.

Check references and conduct background investigation

Before the finalist is offered the position, we will conduct a reference check and initiate a civil, a criminal background check, and if desired a social media review. Results will be reported to the Board. We recommend that a VLCT vetted private investigator conduct both civil and criminal background checks on finalist(s). The cost for a basic check is \$350-450, this cost may vary depending on the geographical location or number of records on an individual applicant.

See the list of national and statewide checks conducted as part of a basic check. Burgess Loss Prevention conducts the criminal and civil background checks, while VLCT staffers conduct reference checks.

Credit Check Review

Under state law, credit checks are allowed only if the position of employment involves access to confidential financial. Since the position of Town Manager does involve such access, the Town is permitted to conduct a credit check through VLCT. However, the Town may not use an employee's or applicant's credit report or history as the sole factor

in decisions regarding employment, compensation, or a term, condition, or privilege of employment.

Employment Agreement Negotiations

Once the reference checks are completed along with the background investigation and credit check verbal report will be given to the Selectboard. Following this report, should the Selectboard decide to offer the position to a candidate, a formal, public vote should be taken to offer the position subject to successful negotiation of the terms and conditions of employment.

To settle on the terms and conditions of employment we recommend that an employment agreement be drafted. The draft should be prepared by the Town's legal counsel and reviewed by the Board before offering it to the finalist. Examples from other communities are available and can be used as a base for developing one for Norwich.

Once the terms and conditions of employment have been agreed upon by both parties, a formal public vote by the Board is required on the employment agreement.

Experience and Qualifications

Richard McGuire

Mr. McGuire has over 40 years of municipal experience including 25 years in Vermont. Over the course of his career, he has established a reputation for integrity, resourcefulness and leadership in Williston and beyond.

He has served as Town Manager for the Town of Williston for twenty-two years until his retirement from that position in August, 2020. He also served as Administrative Officer for the Town of Woodbridge, Connecticut for 11 years and prior to that Town Manager of Middlebury, Vermont for three years. During the early part of his career, he served as Assistant Town Manager of Avon, Connecticut, Program Administrator for Winchester, Connecticut and Grant Administrator for the Connecticut Department of Environmental Protection, Water Compliance Division.

Mr. McGuire has a Master's degree in Public Administration from the University of Connecticut and a Bachelor's degree in Political Science from Wilkes University.

Mr. McGuire's areas of expertise include:

- Executive & Staff Recruitment
- Municipal Management
- Risk Management
- Collective Bargaining
- Budgeting
- Human Resources Management
- Human Resources Policies
- Purchasing

Past Executive Searches:

Headmaster for Rock Point School
Williston Police Chief (4 times)
Williston Planning Director (3 times)
Williston Library Director (2 times)
Williston Finance Director (2 times)
Williston Public Works Director
Williston Assistant Town Manager
Williston Fire Chief
Jericho Town Administrator

Organizations:

Vermont League of Cities and Towns Policy Committee
Connecticut Town and City Managers Association (past President)
International City/County Management Association
Vermont Town and City Managers Association (past President, Outstanding Achievement Award (2003))
Chittenden Unit for Special Investigations (past Chair)

Chittenden County Public Safety Authority (past Treasurer)
Rock Point School Board of Trustees (past President)
Williston Richmond Rotary Club (past President)

Abigail Friedman

Abby has been providing training and technical assistance to local government officials for more than 20 years. She joined VLCT in 2008 as the Director of the Municipal Assistance Center, which provides local officials with training, technical assistance and information to help them carry out their roles and responsibilities. The MAC team has expertise in municipal law and best practices in public administration, financial management, human resources, and water resources.

Abby enjoys developing programs and resources that are helpful to municipal officials. Before coming to VLCT, she worked for the National Association of Counties in Washington, D.C from 1996 - 2008.

Education/Credentials/Licensing/Awards

- Completed coursework towards M.A., Marine Affairs, University of Rhode Island, 1991-1993. Concentration: Coastal Zone Management and Marine Policy
- B.A., International Relations, Boston University, 1989. Concentration: Regional Development and Cooperation; Minor in Environmental Studies
- Executive Director's Award for Green Government Initiative, National Association of Counties, 2007
- U.S. Environmental Protection Agency, Office of Wetlands, Oceans and Watersheds, Washington, D.C., National Network for Environmental Management Studies Fellow, Jan.-Dec. 1995, and Dean Knauss Marine Policy Sea Grant Fellow, Feb. 1994-Jan. 1995

Samples and Supporting Documents

Sample advertising sources and cost estimates

Town of Jericho Position Profile

Municipal manager and administrator salary information from the 2020 VLCT Compensation and Benefits Report

Cost sheet for Burgess Loss Prevention criminal and civil background checks

**TOWN OF NORWICH
SERVICE AGREEMENT
WITH
VERMONT LEAGUE OF CITIES AND TOWNS**

THIS AGREEMENT, made and entered into as of the 31 day of August, 2021 by and between the Vermont League of Cities and Towns, hereinafter referred to as the "**LEAGUE**," and the Town of Norwich, Vermont, hereinafter referred to as the "**TOWN**."

WHEREAS, the **TOWN** has determined that there is a need for assistance in the recruitment for the position of Town Manager.

WHEREAS, the **LEAGUE** is prepared to provide professional staff assistance upon the terms and conditions of the mutual covenants, promises and agreements contained herein, the parties agree to the following:

A. IT IS MUTUALLY AGREED BY THE PARTIES HERETO AS FOLLOWS:

1. That this agreement shall become effective upon approval by the **TOWN** and the **LEAGUE**.
2. That this agreement may be amended, in writing, by mutual consent of the **TOWN** and the **LEAGUE**.
3. That the **LEAGUE** is an independent contractor and is not to be considered an employee of the **TOWN** for any purpose.

B. THE LEAGUE AGREES TO PROVIDE THE FOLLOWING ASSISTANCE:

1. Review job description;
2. Draft job posting(s) for approval by the Town;
3. Place advertisements in appropriate publications and on websites;
4. Receive applications at the **LEAGUE** office;
5. Review and rank applications;
6. Assist the selectboard in developing a list of interviewees;
7. Provide the selectboard with any assistance in designing and / or conducting an interview process;
8. Maintain correspondence with applicants throughout the process;
9. Conduct reference checks and background investigations of the finalists;
10. Manage expenses to ensure total cost of staff time does not exceed \$7,250 plus the cost of advertising and other expenses, unless the search is reopened;
11. Provide any additional management and personnel assistance requested by the **TOWN**.


C. THE TOWN AGREES AS FOLLOWS:

1. To provide all information necessary to conduct the recruitment process.
2. To pay the **LEAGUE** at a rate of \$90.00 per hour for professional services plus reimbursement for advertising and expenses incurred during the course of the project. Contract fees and expenses shall be paid upon receipt of an invoice bill from VLCT.

The provisions hereof are binding on the parties hereto, their successors and assigns.

VERMONT LEAGUE OF CITIES AND TOWNS

BY:


Executive Director

TOWN OF NORWICH

BY:

Town Selectboard Chair

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

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

Name: Suzanne Leiter

Address: 143 Norford Lake Rd Norwich

Day phone: 802 356 4856

Evening phone: 802 356 4856

E-mail: leiter.suzanne@gmail.com

Position Applied For: Conservation Commission

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

Terms:

Years:

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

Evening: (Yes No Morning: (Yes No

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

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

Twenty plus years working in land conservation stewardship at the Vermont Land Trust.

Two year training at The New York Botanical Garden after college.

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

Sustainable Woodstock - until 2015

Woodstock Ski Runners - until 2008

Norwich Energy Committee - 2016 - present

Justice of the Peace - 2018 - present

5. Education and Current Employment

Name of Company: *retired* Location: *Montpelier/Woodstock*
Title: *formerly Land Portfolio Manager at VT Land Trust*
Describe your work:

*Managed the properties that VLT owned
assisted in Farmland Access Program
Coordinated a variety of stewardship activities*

6. Pertinent Education and/or Experience:

*BA Middlebury College
MBA Plymouth State College*

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

Comments:

Signature *Suzanne H. Carter*

Date *7/14/21*

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

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

Name: Patrick Bradley

Address: 37 Meetinghouse Rd

Day phone: (603) 306-7507

Evening phone: (603) 306-7507

E-mail: pvbradley@gmail.com

Position Applied For: DRB member

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

Terms:

Years:

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

Evening: (Yes No) Morning: (Yes No)

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

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

Harvard Law School graduate with an affable nature

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

None

5. Education and Current Employment

Name of Company: Odyssey Mgmt Services Location: Hanover, NH

Title: Deputy General Counsel

Describe your work:

Patent and corporate law in the field of biotechnology

6. Pertinent Education and/or Experience:

Harvard Law School, JD

Duke University, BS in Biology

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

Comments:

Signature

/Patrick Bradley/

Date

August 6, 2021

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

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

Name: Linda Cook

Address: PO Box 828 Norwich, VT

Day phone: 1-603-208-7847 Evening phone: same

E-mail: Cook17574@gmail.com

Position Applied For: Norwich Historic preservation Committee

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

Terms: _____ Years: _____

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

Evening: (Yes No) Morning: (Yes No)

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

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

development/review of Budgets
Local & Historical Knowledge
com fortable / relaxed talking with people
I have worked on many research projects.

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

Norwich Select board NHS President (past)
(current) Norwich France Comm. NHS Volunteer
worked on Farm Tour project
worked on Barn Survey project

5. Education and Current Employment

Name of Company: *Norwich Fire Dept.* Location: *Norwich*
Title: *Fire Fighter*
Describe your work: *Respond to calls (alarms, accidents etc.)
Building maintenance coordinator
public education*

6. Pertinent Education and/or Experience:

*College graduate
Ran a business with employees
Restaurant*

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

Comments: *I am attending meetings + participating
I enjoy exploring Norwich History + saving
stories from the past.*

Signature

Justin Cook

Date

9/1/2021

5

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

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

Name: Marguerite Ames

Address: 884 Bragg Hill Road Norwich VT 05055

Day phone: 6037288132

Evening phone: 6037288132

E-mail: margueritejmames@gmail.com

Position Applied For: HISTORIC PRESERVATION COMMISSION

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

Terms:

Years:

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

Evening: (Yes No Morning: (Yes No

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

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

25 years teaching American History and/or Vermont History at Marion Cross **S**

Collaborated w/NHS, Vital Communités, and Flow of History on various local

and Vermont history projects/initiatives

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

Board of Directors Norwich Historical Society, 1996-1997; 2005-2007.

5. Education and Current Employment

Name of Company:

Location:

Title:

Describe your work:

Recently retired

6. Pertinent Education and/or Experience:

University of Delaware, Newark, DE. M.A., Art History.

Numerous courses, projects, publications, presentations, grants, seminars, etc.

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

Comments:

Let me know if you want specifics for #6, and I send along my c.v.

Signature

Marguerite J. Ames

Date

August 24, 2021



TO: Selectboard
FROM: Rod Francis, Acting Town Manager
RE: Acting Town Manager Report
DATE: September 3, 2021

Covid-19 Update

All of Vermont counties except for Addison are experiencing high community transmission due to the spread of the Delta variant. covid-19 Contingency Emergency Plan #8 was the last update issued by the previous Town Manager on June 16, 2021. This allowed for vaccinated people to enter Tracy Hall for governmental business (and duly warned meetings) only. In the time since the CDC has issued guidance that all people should wear masks while indoors in public. Nearby communities have taken stronger action including Lebanon, NH which has mandated that people wear face masks entering, exiting, or remaining in any business, governmental or non-profit premises. The data made available by the Vermont Health Department on the number of vaccinated people testing positive for covid-19 isn't readily accessible (please direct me to it if you can).

Recommendation:

Issue Covid-19 Contingency Emergency Plan #9 requiring masks be worn in and around Tracy Hall. Review practices at other Town of Norwich sites (DPW/transfer station etc.)

CCI Managed Services Contract Update

We exchanged electronically signed contracts with CCI on Friday August 27, 2021. I will be meeting CCI staff at Tracy Hall on Tuesday September 7 to plan for onboarding to CCI managed services, which is expected to take 60-90 days. I will provide further updates and expected milestones as they are identified.

Fielding Essensa, Finance Director

Fielding and his family are settling into their new home. Meanwhile the Manager's office has developed an onboarding schedule. I hope to introduce you to Fielding at the September 8 meeting. (See draft onboarding schedule).

Capital Budget Planning

I have received three draft capital budgets for FY2023 (Fire, Police, Listers). I expect Recreation before September 8. We should discuss the best way to approach the DPW capital budget soon.

Ongoing Activities in Manager's Office

There remain several ongoing matters that are occupying my time as Acting Manager, including grant close-outs and interim reports, along with working on resolving ongoing staff vacancies. I hope to complete as many tasks as time allows while the position of manager is in transition.

DRAFT: Onboarding Program for Fielding Essensa Finance Director

[WEEK 1]

DAY 1 9/7	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Greeted by A-TM Computer set-up with Tad (8:30AM) Tour of Tracy Personal Orientation/staff intros Personal HR functions (pay/benefits etc.) Acclimate to office (computer log-in email acc etc.) 	<ul style="list-style-type: none"> Receive new staff orientation <ul style="list-style-type: none"> HR pay/bens packet Keys p/words email etc. 	
PM	<ul style="list-style-type: none"> Lunch with Becky, A-TM and TM assist. Norwich Governance (TM o/view) Norwich Policies (Personnel, COI etc.) VT Governance (TM o/view) NEMRC training (system overview) Payroll checks signec by Treasurer 	<ul style="list-style-type: none"> Receive org. structure Receive decision-tree for Norwich Governance (high level) Receive summary of key VSA sections Receive overview of NEMRC Observe payroll procedure 	

DAY 2 9/8	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Greeted by A-TM. Resolve any outstanding issues Meet with Mascoma Bank staff re bank procedures Work in Office 	<ul style="list-style-type: none"> Understand role of Treasurer Understand the chart of accounts and designated funds Understand Finance Calendar (tax bills sent/received, budget, Town meeting etc.) 	
PM	<ul style="list-style-type: none"> NEMRC training with Becky Visit FD and PD with A-TM Norwich Master Financial Policy Zoom meeting introductions with SB 	<ul style="list-style-type: none"> Detailed work in NEMRC focusing on AP/AR/payroll Gain familiarity with personnel and facilities Understand how specific procedures flow from Master Financial Policy 	

Training Schedule: Finance Director Fielding Essensa

[WEEK 2]

DAY 1 9/13	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Greeted by A-TM Work in office 	<ul style="list-style-type: none"> Follow up on week 1 	
PM	<ul style="list-style-type: none"> Work in office Drive Norwich with SB member 	<ul style="list-style-type: none"> Learn about Norwich 	

DAY 2 9/14	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Work in Office Meet with Treasurer for Follow-Up 	<ul style="list-style-type: none"> Develop first Financial Dashboard for upcoming SB meeting 	
PM	<ul style="list-style-type: none"> Work in office Prep for VLCT training 	<ul style="list-style-type: none"> Learn job functions ARPA for Norwich: Will our systems work? 	

DAY 3 9/15	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> VLCT Training 	<ul style="list-style-type: none"> ARPA update 	
PM	<ul style="list-style-type: none"> VLCT Training 	<ul style="list-style-type: none"> Budgeting Best Practices 	

DAY 4 9/16	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Meet with A-TM re budget planning process Work in Office (AP) 	<ul style="list-style-type: none"> Assimilate budget drafting process into calendar Identify gaps in existing information Security procedures 	
PM	<ul style="list-style-type: none"> Work with A-TM on ARPA management/Capital Improvement Plan 	<ul style="list-style-type: none"> Develop calendar for draft Capital Improvement Plan adequate for ARPA fund allocations 	

Training Schedule: Finance Director Fielding Essensa

DAY 3 9/9	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Greeted by A-TM. Resolve any outstanding issues Visit DPW with A-TM Budget Reporting Dashboard 	<ul style="list-style-type: none"> Gain familiarity with personnel and facilities Observe functions performed in NEMRC 	
PM	<ul style="list-style-type: none"> Lunch with Treasurer Open Grants Grant reporting procedures 	<ul style="list-style-type: none"> Understand scope of existing grants, reporting periods and compliance 	
DAY 4 9/10	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> Work in office 	<ul style="list-style-type: none"> Identify knowledge/info gaps Questions regarding structure Questions regarding operating procedures 	
PM	<ul style="list-style-type: none"> Working lunch with A-TM (resolve outstanding issues) ARPA and Norwich Role of VLCT as a training resource/clearinghouse Walk village with SB member [?] 	<ul style="list-style-type: none"> Review TRORC and VLCT info Understand VLCT function 	

Training Schedule: Finance Director Fielding Essensa

DAY 5 9/17	Plan	Outcomes	Unresolved/Further work
AM	<ul style="list-style-type: none"> • Work in Office (Payroll) 	<ul style="list-style-type: none"> • Learn Payroll process 	
PM	<ul style="list-style-type: none"> • Lunch with Hartford Fin. Dir.? • Check in with A-TM 	<ul style="list-style-type: none"> • Connect with neighbors in similar roles but with different accounting programs and approaches • Demonstrate familiarity with: <ul style="list-style-type: none"> ○ operating procedures ○ security procedures ○ master financial policy ○ NEMRC ○ financial dashboard ○ calendar ○ budget setting process • Provide feedback on onboarding • ID ongoing training needs/gaps 	



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

To: Town of Norwich Selectboard
Town Manager

Re: August 2021 Department Report

Date: September 1, 2021

The NFD is prepping for Fire Prevention Week next month. The National Fire Protection Association® (NFPA), the official sponsor of Fire Prevention Week™ for more than 95 years, has announced "Learn the Sounds of Fire Safety™" as the theme for Fire Prevention Week 2021, October 3-9. From beeps to chirps, this year's campaign works to better educate the public about the sounds smoke alarms make, what those sounds mean, and how to respond to them.

According to the latest NFPA "Smoke Alarms in the U.S." report, working smoke alarms in the home reduce the risk of dying in a reported fire by more than half. However, almost three out of five home fire deaths occur in homes with no smoke alarms (41 percent) or smoke alarms that failed to operate (16 percent); missing or non-functional power sources, including missing or disconnected batteries, dead batteries, and disconnected hardwired alarms or other AC power issues, are the most common factors when smoke alarms fail to operate.¹

People tend to remove smoke alarm batteries or dismantle alarms altogether when the alarm begins to chirp as a result of low batteries or the alarm is no longer working properly, or when experiencing nuisance alarms. These behaviors present serious risks to safety that can have tragic consequences in the event of a fire.

¹ See <https://www.nfpa.org/News-and-Research/Publications-and-media/Press-Room/News-releases/2021/NFPA-announces-Learn-the-Sounds-of-Fire-Safety-as-theme-for-Fire-Prevention-Week-2021>

This year's Fire Prevention Week theme, "Learn the Sounds of Fire Safety," helps people better understand the reasons smoke alarms may sound, and provides the know-how to effectively address them. The campaign also addresses special considerations for the deaf and hard of hearing, along with information about carbon monoxide alarms. Key messages for "Learn the Sounds of Fire Safety" include:

- When a smoke alarm or carbon monoxide (CO) alarm sounds, respond immediately by exiting the home as quickly as possible.
- If your alarm begins to chirp, it may mean that the batteries are running low and need to be replaced. If the alarm continues to chirp after the batteries are replaced, or the alarm is five or more years old, it is time to replace the alarm.
- Test all smoke and CO alarms monthly. Press the test button to make sure the alarm is working.
- If there is someone in your household who is deaf or hard of hearing, install bed shaker and strobe light alarms that will alert that person to fire.

For more information about Fire Prevention Week, October 3-9, 2021, and this year's theme, "Learn the Sounds of Fire Safety," contact Norwich Fire Chief Alex Northern: anorthern@norwich.vt.us; 802/649/1133.

FIRE CALLS	15
EMS CALLS	11
FIRE MUTUAL AID	1