

Miranda Bergmeier

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**From:** Jenny Barba <jennyhbarba@gmail.com>  
**Sent:** Friday, October 15, 2021 10:09 PM  
**To:** Simon.Keeling@vermont.gov; Miranda Bergmeier  
**Cc:** Christopher Coughlin  
**Subject:** Speeding in Norwich

Hello NPD and Norwich Select Board,

My husband and I were driving home this evening into Norwich and a white sedan with California plates passed us before the stop light from the left turn lane (Main and Route 5) to get in-front of us at the traffic light. The people in the car were moving their arms as if they were dancing. Then when the light turned green, the car accelerated and passed, this time on the right side in the bike lane, the dump truck in-front of it. The white sedan continued to accelerate and when it passed the flashing speed limit sign, the sign said 53 miles per hour. There was a young girl walking her dog on the sidewalk at the crosswalk that could have been killed. Unfortunately, it all happens so quickly I didn't get a license plate.

Please please please hire and support our hard working police officers to staff and stop these speeding drivers on Main Street. They blow through the crosswalk signs all the time and don't stop at stop signs when turning. In addition, the traffic on Turnpike Rd with the foliage and Gile Mountain leaf peepers and the increasing dump trucks and large speeding work trucks is also very dangerous for those of us with young children who bike, walk or run.

Thank you,  
Jenny Barba and Christopher Coughlin  
1037 Turnpike Rd.

Jenny H. Barba  
tel: 415.215.3558  
email: [jennyhbarba@gmail.com](mailto:jennyhbarba@gmail.com)



Norwich Selectboard  
Town of Norwich  
PO Box 376  
Norwich, VT 05055

October 18, 2021

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Dear members of the Selectboard,

On behalf of the NPL Board of Trustees and Library staff, thank you so much for the town appropriation check. Grateful thanks go as well to the Norwich Community, who generously supported our warrant article.

The library reopened our doors to the public in June and the response has been gratifying. Each week more people come through our doors eager to browse the shelves, get a great recommendation or find a quiet place to work. Our new Youth Services Librarian, Erin Davison has been busy meeting our youngest patrons and making sure they leave with arms full of books.

We have started strategic planning and will be distributing a community survey in the next week. The pandemic has forced all of us to live and work in new ways and as the library looks to the future, it is imperative we understand what Norwich residents want from their public library. I hope that each of you will participate in the survey.

Thank you so much again,

  
Lucinda H. Walker  
Director

**One Library, Many Stories. What's Yours?**

Miranda Bergmeier

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**From:** John Farrell <jjtwister@gmail.com>  
**Sent:** Tuesday, October 19, 2021 9:58 AM  
**To:** Miranda Bergmeier  
**Subject:** BEAVER MEADOW SIDEWALK

TO: Norwich Selectboard  
FROM: John M Farrell  
SUBJECT: Beaver Meadow sidewalk

Miranda: Please enter this email correspondence into the town records

In today's tenuous financial climate I believe it is irresponsible for the town of Norwich, Vermont to consider spending approximately \$1,000,000 on an extension of the sidewalk on Beaver Meadow Road.

John M Farrell  
Norwich, Vermont

Miranda Bergmeier

**From:** Demo Sofronas <demosofronas@gmail.com>  
**Sent:** Wednesday, October 20, 2021 10:11 AM  
**To:** Miranda Bergmeier  
**Subject:** Invitation to our Veterans day ceremony

Dear Selectboard,

On behalf of the American Legion Post # 8 , I would like to invite you to our ceremony honoring 4 new names on our Monument. We hope to have several students from MCS there to help out with this special ceremony. Vermont State Representatives Tim Briglin and James Masland have also been invited to attend. Here are the details provided by the Monument committee and official invite to our special dedication for our Veterans.

Lyman F. Pell American Legion Post #8 will be holding an "Unveiling Ceremony" -- adding four additional veteran's names to the Norwich Honor Roll Monument (alongside Tracy Hall). Due to Covid we deferred adding names last year. The event will be held at **12 noon** on Veteran's Day, November 11th. We will be honoring all veterans who served their country on that day as well.

The outdoor Ceremony is expected to last less than one hour. It will be low key and Covid compliant. The four individuals and their families will be invited along with our Legionnaires.

An invocation will be offered, there will be a live bugler and we hope Marion Cross School children will lead the Pledge of Allegiance. Post Commander Jim Harlow will briefly recount the military service of the four and recite a poem prior to the unveiling of the names. While it will be a busy press day, we hope to secure some media coverage.

Sincerely,

Demosthenes P. Sofronas

10/21/2021

Dear Selectboard members and acting Town Manager,

To be perfectly honest, I left the 10/13/21 select board meeting a little frustrated. I feel after having done some background work that would be helpful for everyone, I was not really given an opportunity to share what I had gleaned from talking with Rita Seto at TRORC. It then occurred to me that the SB meeting itself is not the place to have a dialogue regarding a complex situation with several years of planning and funding. So, to that end, I am writing my thoughts down for you in hopes you will read them and start the ball rolling so we can plan for the future, starting now.

I will try to be brief in laying out the ideas for planning and funding a large project such as continuing the sidewalk on the residential section of Beaver Meadow Road. First of all, I think we all know there is a grant from VTrans that is an 80/20 split where the grant covers 80% of the total costs while the town is responsible for 20%. A rough cost for this project from the phase 1, scoping study was estimated at about \$1,000,000. With the grant, Norwich would be responsible for approximately \$200,000 in the end. According to Ms. Seto, the bills will need to be paid for by the town upfront, submitted via her (the project manager) to VTrans and then the town will be reimbursed for 80% of the costs approximately 3-4 weeks later. As we found out, the town needs to apply for both the phase 2 and phase 3 part of the grant at the same time. Phase 2 deals with engineering, environmental impact, homeowner negotiations, etc. Phase 3 is the actual construction portion of the project. If the town were to be chosen by VTrans for the grant, essentially, we are gaining authorization (for lack of a better word) to be reimbursed for the money we paid to contractors, engineers, etc.

It should also be noted that costs are not static throughout the project and that costs will vary greatly at different phases of the project. From a financial planning point of view, years 1-4 will have relatively minor costs associated with the project compared to that of the construction phase in the final year. Ms. Seto estimated that the first few years the bills would come in the tens of thousands range, while during construction, bills for hundreds of thousands can come within a matter of a couple months when the actual building is happening. For example, in year-1, a \$10,000 dollar engineering consultant bill must be paid up front by the town, be submitted by the project manager for reimbursement and then the town will receive its \$8,000 reimbursement. Likewise, a \$100,000 construction contractor bill in year-5 must also be paid up front and follow the same steps and ultimately the town will receive \$80,000 in return. I bring this up for two reasons. One, not all the costs are incurred in the same year. Two, there potentially can be cash flow issues during the final construction phases of the project.

According to VTrans, for typical federal aid construction projects, it takes 4 years from the start of the project to advertising for construction bids. (see page 19 for timeline reference), <https://vtrans.vermont.gov/sites/aot/files/highway/documents/lrf/2019%20BikePed%20Program%20Guide.pdf> It is with this in mind that I/we ask you to begin planning now. **Can the selectboard make a commitment to apply for the VTrans grant for the next round of funding?** I know you were asked to make your priorities known for the next 2 years, but given the way these projects go, it will likely be 4-5 years before construction and the major costs associated with this phase would actually begin.

As a result of the need for cash flow during the project, Ms. Seto recommends towns create a budget line item (designated fund) where the funds can live as they leave and return to the town's coffers. Given voter approval, **I ask the selectboard if you would create this item in the budget for the town to**

**prepare for the funding demands over the 5 years of this project.** I would also like to note the town has a sidewalk designated fund already. Therefore, **is it possible to broaden the use for this designated fund to include building of an additional sidewalk**, in addition to the original idea of repairing sidewalks (that the town does not currently have jurisdiction over given they are within the fire district)?

I think the final piece to this is voter approval. Currently, we are working on language for a warrant article regarding town approval for the project. We would very much like to see the article come from the select board and would be happy to assist in any way when drafting the article itself. Please don't hesitate to ask.

Best Regards,

Andy Scherer, 23Hazen St

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10/21/21  
02:12 pm

Town of Norwich Accounts Payable  
Check Warrant Report # 22-08 Current Prior Next FY Invoices For Fund (General)  
All Invoices For Check Acct 03(General) 10/27/21 To 10/27/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
AAAPOLICE	09/29/21	NPD - jacket 90741	01-5-500582.00 UNIFORMS	416.99	10790	10/27/21
ROBERT HA	08/16/21	JCasey 8/7-8/13 58228726	01-5-200112.10 FINANCE OFFICER WAGE	1760.00	10791	10/27/21
ROBERT HA	10/11/21	Fin Asst w/e 10/8/21 58587815	01-5-200112.00 FINL ASSISTANT WAGE	1455.08	10791	10/27/21
ROBERT HA	10/19/21	FinAsst w/e 10/15/21 58644695	01-5-200112.00 FINL ASSISTANT WAGE	1166.40	10791	10/27/21
ADVANCE	10/14/21	DPW- washer fluid 608412876	01-5-703403.00 PARTS & SUPPLIES	83.15	10792	10/27/21
ADVANCE	10/14/21	DPW- brake pads F550 608412876A	01-5-703403.00 PARTS & SUPPLIES	244.37	10792	10/27/21
ADVANCE	10/14/21	DPW-gloves + hand cleaner 608412877	01-5-703403.00 PARTS & SUPPLIES	312.49	10792	10/27/21
ADVANCE	10/15/21	DPW:Trk 13 battery 608412880	01-5-703403.00 PARTS & SUPPLIES	138.57	10792	10/27/21
ATG	10/14/21	DPW-rtn parts 2015 Frtlin X701011356	01-5-703403.00 PARTS & SUPPLIES	-14.84	-----	---/--
ATG	10/19/21	TRK 5: rtd parts X701011490	01-5-703403.00 PARTS & SUPPLIES	-142.40	-----	---/--
AGRE	10/08/21	REC:top dressing compost 41547	01-5-425322.00 REC FIELD CARE	3300.00	10793	10/27/21
STEWART	10/20/21	32BH21 refund PRMT REFUND	01-4-000120.00 BLDG/DEVEL PERMIT	225.00	10794	10/27/21
ANYTIME	10/06/21	NPD:cleaning 9/30, 10/6 64580	01-5-485304.00 CLEANING	360.00	10795	10/27/21
BESTSEPT	10/01/21	TS:port-a-potty 30012	01-5-705500.00 PURCHASED SERVICES	130.00	10796	10/27/21
BLODGETT	10/20/21	NFD:utity trlr water leak S028142174	01-5-555528.00 FIRE TRK R & M	18.02	10797	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-200123.00 HEALTH INS	2238.00	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-200123.00 HEALTH INS	4028.40	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-005123.00 HEALTH INSUR	-4112.50	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-703123.00 HEALTH INSUR	-3185.76	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-704123.00 HEALTH INSURANCE	2228.24	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-350123.00 HEALTH INS	1592.88	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-703123.00 HEALTH INSUR	5943.56	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-100123.00 HEALTH INS	2795.40	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-005123.00 HEALTH INSUR	2238.00	10798	10/27/21
BCBS	10/01/21	BCBS: Nov 2021 130295098	01-5-425123.00 HEALTH INS	2641.32	10798	10/27/21

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Town of Norwich Accounts Payable  
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Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
BCBS	BLUE CROSS/BLUE SHIELD OF	10/01/21	BCBS: Nov 2021 130295098	01-5-555123.00 HEALTH INSURANCE	1852.18	10798	10/27/21
BCBS	BLUE CROSS/BLUE SHIELD OF	10/01/21	BCBS: Nov 2021 130295098	01-5-500123.00 HEALTH INS	5316.02	10798	10/27/21
BUSINESS	BUSINESS CARD	10/14/21	Z+P: documents STAPLES	01-5-350550.00 PRINTING	147.50	10799	10/27/21
CASELLA	CASELLA WASTE SERVICES	10/01/21	TS: 9/1/-9/23/2021 0678494	01-5-705305.00 RECYCLING	3280.01	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	10/01/21	TS: 9/1/-9/23/2021 0678494	01-5-705308.00 FOOD WASTE DISPOSAL	1927.68	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	10/01/21	TS: trash Sept 2021 0678495	01-5-705306.00 C & D WASTE DISPOSAL	1091.26	-----	--/--/--
CASELLA	CASELLA WASTE SERVICES	10/01/21	TS: trash Sept 2021 0678495	01-5-705303.00 MUNICIPAL SOLID WASTE	4556.66	-----	--/--/--
CCI	CCI MANAGED SERVICES	09/15/21	24 port SmartSwitch CW-52299	01-5-275632.00 SERVER MAINTENANCE	429.00	10800	10/27/21
CCI	CCI MANAGED SERVICES	10/01/21	IT: Monthly for 10/21 CW-52423	01-5-275632.00 SERVER MAINTENANCE	3055.50	10800	10/27/21
CENTEQCNY	CENTRAL EQUIPMENT OF CNY,	10/12/21	DPW:chloride tank parts 9919	01-5-703511.00 REPAIRS & MAINTENANCE	168.86	10801	10/27/21
CHADWICK	CHADWICK-BAROSS INC	09/30/21	Holder 474 C09541	01-5-703403.00 PARTS & SUPPLIES	24.21	10802	10/27/21
BROWN	CHARLIE BROWN'S	08/20/21	NFD: oil filter 46275	01-5-555528.00 FIRE TRK R & M	8.09	10803	10/27/21
COMCAST	COMCAST	10/05/21	NPD: Internet + phone 10.01.2021	01-5-485238.00 PHONE & INTERNET	515.90	10804	10/27/21
CRYSTAL	CRYSTAL ROCK, LLC	10/12/21	DPW TS cooler and water 101221	01-5-703507.00 SUPPLIES	36.95	-----	--/--/--
CRYSTAL	CRYSTAL ROCK, LLC	10/12/21	DPW TS cooler and water 101221	01-5-705500.00 PURCHASED SERVICES	12.00	-----	--/--/--
D&W	DAN & WHIT'S GENERAL STOR	10/08/21	TH: fruit fly trap 6452329	01-5-706109.00 BUILDING SUPPLIES	8.97	10805	10/27/21
DEADRIVER	DEAD RIVER COMPANY	10/21/21	FD: 102.4g fuel oil 67733	01-5-485234.00 HEATING	306.05	10806	10/27/21
DEADRIVER	DEAD RIVER COMPANY	10/21/21	TH: 208.7g fuel oil 71477	01-5-706103.00 HEATING	623.77	10806	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-100125.00 DENTAL INSURANCE	135.46	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-005125.00 DENTAL INSURANCE	119.73	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-500125.00 DELTA DENTAL	207.42	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-704125.00 DENTAL INSURANCE	103.71	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-555126.00 DENTAL INSURANCE	67.73	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-200125.00 DENTAL INSURANCE	-35.98	10807	10/27/21
DELTA DEN	DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-200125.00 DENTAL INSURANCE	67.73	10807	10/27/21

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DELTA DEN DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-703125.00 DENTAL INSURANCE	207.42	10807	10/27/21
DELTA DEN DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-350125.00 DENTAL INSURANCE	35.98	10807	10/27/21
DELTA DEN DELTA DENTAL	10/15/21	Nov 2021 Dental NOV 2021	01-5-425125.00 DENTAL INSURANCE	119.73	10807	10/27/21
DIMMICK DIMMICK SERVICES	08/25/21	DPW - 9/3/21 svc 5137915	01-5-703315.00 OTHER PROJECTS	2589.03	10808	10/27/21
DINGEE DINGEE MACHINE COMPANY	09/30/21	NFD: repair ladder truck 8879	01-5-555528.00 FIRE TRK R & M	1150.00	10809	10/27/21
EAGLEPOIN EAGLE POINT GUN/T.J. MORR	10/05/21	NFD: 1 cs 556x 153293	01-5-500543.00 TRAINING SUPPLIES	352.00	10810	10/27/21
EMS D9 EMS DISTRICT 9	10/17/21	NFD: Coughlin TECC class 403	01-5-555340.00 EMS EDUC/TRNG	150.00	10811	10/27/21
EVANSMOTO EVANS GROUP, INC.	10/06/21	252 gals Diesel 0022385	01-5-703405.00 PETROLEUM PRODUCTS	702.25	-----	---/---/---
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-005531.00 ADMIN TELEPHONE	3.08	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-100531.00 TELEPHONE	3.28	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-200531.00 TELEPHONE	7.66	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-275531.00 TELEPHONE	0.71	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-425127.00 TELEPHONE	2.80	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-350531.00 TELEPHONE	6.04	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-705505.00 TELEPHONE	1.12	10812	10/27/21
FIRSTLIGH FIRSTLIGHT FIBER	10/15/21	Tel LD 9/15-10/15 10100712	01-5-300531.00 TELEPHONE	0.94	10812	10/27/21
FOGGS FOGG'S HARDWARE AND BUILD	10/14/21	B+G-planter, keys 28896/6	01-5-704201.00 GARDEN SUPPLIES & PLANTS	25.99	10813	10/27/21
FOGGS FOGG'S HARDWARE AND BUILD	10/14/21	B+G-planter, keys 28896/6	01-5-703511.00 REPAIRS & MAINTENANCE	5.18	10813	10/27/21
GOODPOINT GOOD POINT RECYCLING	10/08/21	Aug/Sept Non-ced and led 76666	01-5-705305.00 RECYCLING	332.64	10814	10/27/21
GMPC GREEN MOUNTAIN POWER CORP	10/15/21	Academy Rd Lights OCT-1	01-5-703307.00 STREETLIGHTS	37.99	10815	10/27/21
HOMEDEPOT HOME DEPOT CREDIT SERVICE	10/04/21	NFD:smke detctrs,sawhrse 3406	01-5-555619.00 FIRE PREV BOOKS & MATERIA	117.86	10816	10/27/21
IRVINGOIL IRVING ENERGY DISTRIB. &	10/13/21	DPW:check furnace 46058	01-5-703511.00 REPAIRS & MAINTENANCE	189.00	-----	---/---/---
IRVINGOIL IRVING ENERGY DISTRIB. &	10/12/21	DPW- 53.3 gals propane 939608	01-5-703503.00 PROPANE	76.22	-----	---/---/---
MADISON MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-703124.00 DISABILITY/LIFE	204.35	10817	10/27/21
MADISON MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-555124.00 DISABILITY/LIFE INSURANCE	59.88	10817	10/27/21

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02:12 pm

Town of Norwich Accounts Payable  
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MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-200124.00 DISABILITY/LIFE INS	-46.68	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-500124.00 DISABILITY/LIFE INS	210.13	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-703124.00 DISABILITY/LIFE	-91.72	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-425124.00 DISABILITY/LIFE INSUR	61.49	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-704124.00 DISABILITY/LIFE	88.61	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-005124.00 DISABILITY/LIFE INSUR	51.54	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-100124.00 DISABILITY/LIFE INS	109.07	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-200124.00 DISABILITY/LIFE INS	68.41	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/15/21	NOV Life ADD STD LTD NOV 2021	01-5-350124.00 DISABILITY/LIFE INS	63.46	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-500124.00 DISABILITY/LIFE INS	210.13	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-704124.00 DISABILITY/LIFE	88.61	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-555124.00 DISABILITY/LIFE INSURANCE	59.88	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-005124.00 DISABILITY/LIFE INSUR	-73.88	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-100124.00 DISABILITY/LIFE INS	109.07	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-703124.00 DISABILITY/LIFE	250.21	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-425124.00 DISABILITY/LIFE INSUR	61.49	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-350124.00 DISABILITY/LIFE INS	63.46	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-200124.00 DISABILITY/LIFE INS	115.09	10817	10/27/21
MADISON	MADISON NATIONAL LIFE	10/21/21	10/21 Life ADD STD LTD OCT 2021	01-5-005124.00 DISABILITY/LIFE INSUR	51.54	10817	10/27/21
HERBERT	MATTHEW HERBERT	10/06/21	NFD: BLS-CPR class 10-6-2021	01-5-555338.00 FIRE EDUC/TRAINING	120.00	-----	--/--/--
MODERN	MODERN CLEANERS & TAILORS	09/24/21	NPD- for Berry 21264-275	01-5-500583.00 UNIFORMS CLEANING	47.00	10818	10/27/21
NEMRC	NEW ENGLAND MUNI RESOURCE	06/10/21	Z+P: MapViewer 48166A	01-5-350341.00 MAPPING	750.00	10819	10/27/21
NEMRC	NEW ENGLAND MUNI RESOURCE	10/07/21	Annual Disaster Recovery 48809	01-5-275632.00 SERVER MAINTENANCE	756.30	10819	10/27/21
NRRA	NORTHEAST RESOURCE RECOVE	10/03/21	TS-glass recycle 123908	01-5-705305.00 RECYCLING	180.40	10820	10/27/21
NRRA	NORTHEAST RESOURCE RECOVE	10/14/21	TS:glass recycling 124244	01-5-705305.00 RECYCLING	362.80	10820	10/27/21

10/21/21  
02:12 pm

Town of Norwich Accounts Payable  
Check Warrant Report # 22-08 Current Prior Next FY Invoices For Fund (General)  
All Invoices For Check Acct 03 (General) 10/27/21 To 10/27/21

Page 5 of 7  
mgavin

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
NORNURSE	09/15/21	NORTHERN NURSERIES REC and B+G seed and mums 58301	01-5-704201.00 GARDEN SUPPLIES & PLANTS	175.50	10821	10/27/21
NORNURSE	09/15/21	NORTHERN NURSERIES REC and B+G seed and mums 58301	01-5-425322.00 REC FIELD CARE	315.00	10821	10/27/21
NORNURSE	10/06/21	NORTHERN NURSERIES DPW-grass seed 62913	01-5-703209.00 CULVERTS & ROAD SUPPLIES	112.00	10821	10/27/21
OFFICESYS	10/06/21	OFFICE SYSTEMS OF VT, INC NFD: annual agreemnt 26AR607945	01-5-555630.00 OFFICE SUPPLIES	415.20	-----	--/--/--
OTIS	10/11/21	OTIS ELEVATOR COMPANY Maint Serv Nov 2021 100400559149	01-5-706107.00 ELEVATOR MAINTENANCE	270.40	10822	10/27/21
PATRIOT	07/01/21	PATRIOT PROPERTIES INC. 50% of annual contract 212920	01-5-300360.00 SOFTWARE MAINT/UPDATE	2650.00	10823	10/27/21
PETESTIRE	10/15/21	PETE'S TIRE BARNS, INC DPW- mower deck flat 269691	01-5-703403.00 PARTS & SUPPLIES	28.70	-----	--/--/--
ORNEPE	10/04/21	PETER ORNER NFD: VEFR course 10-04-2021	01-5-555340.00 EMS EDUC/TRNG	150.00	10824	10/27/21
PIKE	10/12/21	PIKE INDUSTRIES INC DPW- cold patch 1.2 ton 1159056	01-5-703211.00 ASPHALT PRODUCTS	159.60	-----	--/--/--
PIKE	10/19/21	PIKE INDUSTRIES INC 21.25T 4-6"erosion stone 1160024	01-5-703207.00 GRAVEL & STONE	355.94	-----	--/--/--
RIVERROAD	10/05/21	RIVER ROAD VETERINARY CLI NPD:2 cats9/17-10/1/2021 357117	01-5-500201.00 ANIMAL CONT/LEASH LAW	913.50	10825	10/27/21
ROYCO	10/11/21	ROYCO DISTRIBUTORS INC DPW-oil restock 156875	01-5-703405.00 PETROLEUM PRODUCTS	954.17	10826	10/27/21
ROYCO	10/11/21	ROYCO DISTRIBUTORS INC NFD: engine oil 55 gal 156876	01-5-555528.00 FIRE TRK R & M	819.50	10826	10/27/21
SABIL	09/15/21	SABIL & SONS INC DPW:insp 2001 F550 91908	01-5-703401.00 OUTSIDE REPAIRS	110.00	10827	10/27/21
SOLAFLECT	10/15/21	SOLAFLECT SOLAR PARK I, L Monthly allocation solar OCT 21	01-5-703501.00 ELECTRICITY	67.85	-----	--/--/--
SOLAFLECT	10/15/21	SOLAFLECT SOLAR PARK I, L Monthly allocation solar OCT 21	01-5-706101.00 ELECTRICITY	780.28	-----	--/--/--
SOLAIV	10/15/21	SOLAFLECT SOLAR PARK IV, Net Meter fee Oct 2021 2110_01	01-5-485233.00 ELECTRICITY	531.00	-----	--/--/--
SOLAIV	10/15/21	SOLAFLECT SOLAR PARK IV, Net Meter fee Oct 2021 2110_01	01-5-500204.00 SPEED SIGNS	144.00	-----	--/--/--
SOLAIV	10/15/21	SOLAFLECT SOLAR PARK IV, Net Meter fee Oct 2021 2110_01	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	90.00	-----	--/--/--
SOLAIV	10/15/21	SOLAFLECT SOLAR PARK IV, Net Meter fee Oct 2021 2110_01	01-5-705501.00 ELECTRICITY	135.00	-----	--/--/--
SWIESO	10/12/21	SONIA SWIERCZYNSKI Overpayment prop tx 10.12.2021	01-2-001148.00 TAX OVERPAYMENTS	1334.86	10828	10/27/21
STATELINE	09/20/21	STATELINE SPORTS, LLC Rec: 30 soccer balls 5854	01-5-425211.00 EQUIPMENT	375.00	10829	10/27/21
TENCO	09/29/21	TENCO INDUSTRIES, INC DPW:parts not recvd 7742127	01-5-703403.00 PARTS & SUPPLIES	-181.09	-----	--/--/--
RADIO	10/12/21	THE RADIO NORTH GROUP INC NFD:Chief's car 24143534	01-5-555532.00 RADIO MAINTENANCE	237.50	10830	10/27/21
HANOVERRE	10/05/21	TOWN OF HANOVER REC:3-4grade Soccer 35TH 3-4SOCC	01-5-425216.00 ENTRY FEE	90.00	10831	10/27/21

Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
HANOVERTO TOWN OF HANOVER	10/14/21	Amb Billling Oct-Dec 2021 00795	01-5-555903.00 AMBULANCE BILLS	34328.00		--/--/--
HARTFORD TOWN OF HARTFORD	10/01/21	NPD:Oct-Dec dispatch 11827	01-5-500536.00 DISPATCH SERVICES	18227.75		--/--/--
TSSAND TWIN STATE SAND & GRAVEL	10/15/21	DPW- 3/4" Twin pack 101256	01-5-703207.00 GRAVEL & STONE	196.56	10832	10/27/21
UNIFIRST UNIFIRST CORPORATION	10/18/21	DPW:uniforms, supplies 1070072413	01-5-703507.00 SUPPLIES	90.86		--/--/--
UNIFIRST UNIFIRST CORPORATION	10/18/21	DPW:uniforms, supplies 1070072413	01-5-703311.00 UNIFORMS	158.73		--/--/--
UNIFIRST UNIFIRST CORPORATION	10/18/21	B+G:uniforms 1070072414	01-5-704311.00 UNIFORMS	84.54		--/--/--
UNITED AG UNITED AG & TURF NE, LLC	09/28/21	DPW:Tractor sensor 9125180	01-5-703403.00 PARTS & SUPPLIES	635.99	10833	10/27/21
UNITED AG UNITED AG & TURF NE, LLC	10/20/21	DPW:credit-thrttle switch 9154217	01-5-703403.00 PARTS & SUPPLIES	-103.49	10833	10/27/21
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-555625.00 TELEPHONE & INTERNET	40.01		--/--/--
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-703505.00 TELEPHONE	40.39		--/--/--
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-500501.00 ADMINISTRATION	40.39		--/--/--
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-703505.00 TELEPHONE	40.39		--/--/--
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-005532.00 T MNGR CELL PHONE	40.39		--/--/--
VERIZWIRE VERIZON WIRELESS	10/05/21	Cell phone all dept 9889903991	01-5-703505.00 TELEPHONE	40.39		--/--/--
VLCT VERMONT LEAGUE OF CITIES	10/15/21	TM search MAC2021-0443	01-5-005250.00 TOWN MNGR RECRT	810.00	10834	10/27/21
VTMUNI VERMONT MUNICIPAL ASSESSO	10/01/21	Listers:Sept 2021 1294	01-5-300300.00 PROFESS SERVICES	3347.01		--/--/--
WBMASON W.B. MASON CO., INC.	06/15/21	DPW-supplies 220976967	01-5-703507.00 SUPPLIES	41.78		--/--/--
WBMASON W.B. MASON CO., INC.	06/15/21	Town Office-ink, toner 220981113	01-5-200610.00 OFFICE SUPPLIES	132.97		--/--/--
WBMASON W.B. MASON CO., INC.	09/29/21	NPD: wipes, tissue 223789382	01-5-485301.00 BUILDING SUPPLIES	97.97		--/--/--
WBMASON W.B. MASON CO., INC.	10/15/21	DPW: office supplies 224264936	01-5-703515.00 ADMINISTRATION	7.01		--/--/--
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-425127.00 TELEPHONE	39.58	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-705505.00 TELEPHONE	35.88	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-350531.00 TELEPHONE	39.58	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-275531.00 TELEPHONE	39.60	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-300531.00 TELEPHONE	39.58	10835	10/27/21

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-100531.00 TELEPHONE	39.58	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-200531.00 TELEPHONE	39.58	10835	10/27/21
EARTHLINK WINDSTREAM	10/01/21	Monthly Phone charges 74175060	01-5-005531.00 ADMIN TELEPHONE	39.58	10835	10/27/21
WISE	09/16/21	FY 22 appropriation ANNUAL APPRO	01-5-800362.00 WISE	2500.00	10836	10/27/21
Report Total				132078.85		

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 \$ \*\*\*132,078.85  
Let this be your order for the payments of these amounts.

Finance Director   
Fielding Essensa

Interim Town Manager:   
Rod Francis

SELECTBOARD:

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

③

DRAFT Minutes of the Selectboard Meeting of  
Wednesday, October 13, 2021 at 6:30 pm

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; Rod Francis, Interim Town Manager; Miranda Harris Bergmeier, Assistant to the Town Manager.

Also participating: Cheryl Lindberg, Linda Cook, Richard Stucker, Marisa Lorenzo, Liz Blum, Emily Scherer, Matthew Swett, Demo Sofronas, Fielding Essensa, Pam Smith, Peter Orner, Andy Scherer, Nathan Margolis.

1. Approval of Agenda. Gere **moved** (2<sup>nd</sup> Layton) to approve the agenda with the addition of an item discussing the extra person appointed to the Historic Preservation Commission. **Motion approved unanimously.**
2. Public Comment. Cheryl Lindberg said the Fire District met yesterday and expressed interest in using any unused ARPA funds. She said the town will receive a letter from the Fire District about that. Lindberg said the Listers will want to have the SB take up an agenda item about the reappraisal contract bid. SB members agreed that the Town Manager (TM) survey Brochu is writing should ask for 3 to 5 preferred characteristics of the prospective TM candidates. Calloway requested that future monthly reports provided to the SB and put into the meeting packet have the author's name and date of the report.
3. Consent Agenda. Calloway asked if it's possible for SB members to see the redacted documents mentioned in the correspondence between Chris Katucki and Roger Arnold. Arnold said yes, in executive session. Calloway asked for that as a future agenda item. Fielding Essensa said that the check to Hanover for Recreation programs is being taken out of this week's payments and will be adjusted for inclusion in the next meeting's A/P warrants. Brochu **moved** (2<sup>nd</sup> Layton) to approve the consent agenda. **Motion approved unanimously.**
4. Update on Recruitment of Permanent Town Manager. Calloway said the SB members individually talked to the VLCT recruiter about the search process and how each of them sees the process moving forward.
5. Appointments. There were 11 applicants for 2 spots on the Screening Committee for the TM search process. Arnold suggested that SB members each choose their top 3 choices to fill the 2 vacancies. Gere said he used a 0-5 rating system to evaluate the candidates. Arnold suggested that the SB should hear from candidates at tonight's meeting and then make their decisions on appointments at the next SB meeting. SB members agreed to this process. Richard Stucker, Pam Smith, Marisa Lorenzo, Liz Blum, Emily Scherer, Peter Orner, Matthew Swett, and Demo Sofronas spoke about their respective interests in serving on the Screening Committee. Arnold said that Aaron Lamperti had indicated that he was traveling tonight and might not be able to join the meeting. Layton said she was very pleased with the pool of candidates. She said she is listening for candidates with hiring experience. Gere said he was very pleased with the quality and number of applicants and he thinks the SB should consider expanding the number of committee members. Calloway suggested bringing in one more experienced or long-term resident and 1 newer resident. Arnold agreed. Brochu said she likes the idea of including more recent residents in this committee, and also appreciate s the depth of experience of applicants. Layton said she likes the idea of including some younger participants. Calloway said she likes the idea of sticking with a 5-member

committee based on VLCT's experience and recommendation. Layton **moved** (2<sup>nd</sup> Calloway) to appoint Thad Goodwin as Tree Warden for a term ending March 31, 2022. **Motion approved unanimously.**

Calloway said she thinks the SB should not appoint an applicant who has not attended the SB meeting during which that applicant is being considered for the appointment. Layton **moved** (2<sup>nd</sup> Gere) to appoint Nathan Margolis to the Finance Committee for a 3-year term ending March 31, 2024. **Motion approved (4-yes; Calloway – abstained).**

5.5 Appointment of Extra Person to the Historic Preservation Commission. Arnold said the SB mistakenly appointed one more person than there were spaces for; they appointed 2 people to one vacancy. Calloway **moved** (2<sup>nd</sup> Layton) to appoint Linda Cook to the Historic Preservation Commission for the remainder of an unexpired term ending in April 2023. **Motion approved unanimously.**

6. Interim Town Manager Report. Rod Francis gave a verbal summary of his written report [included in meeting packet], including: Mary Gavin has joined the Finance Office via a temporary employment agency; TM and Essensa have been meeting with department heads regarding the budget; COLA information has been shared with the SB; DPW budget development is challenging because of staff vacancies; the town hopes to be interviewing for DPW equipment operator candidates next week; we are working on posting an ad for DPW Director; the Moore Lane Bridge issues is being addressed; and the Planning Dept. has gone out to bid on a density study and wastewater study. Francis said that our new IT provider, CCI, has installed a new Wi-Fi system, a new firewall, a cloud-based network back-up system, and a new computer for the Finance Director. We will move to new computers and software for the remainder of the town offices.

7. Status/Announcement on Interim Town Manager Candidate. Arnold said that the candidate to whom Norwich offered the position of Interim TM has declined the position. Rod Francis will continue in the Interim TM position.

8. Finance Office Update. Fielding Essensa, Finance Director, said the move to Office 365 with his new computer has cut down completely on spam/fraud emails. Essensa said we have temporarily hired Mary Gavin as an assistant through the Robert Half Agency; Gavin is performing very well. Essensa said he and Gavin have been working on getting a handle on Finance Office operations and are starting to get ready for the annual audit, providing documents to the town's auditor. Essensa has been cleaning up interested allocations to the town's account lines. Calloway asked Essensa if there is anything that concerns him about the office. Essensa said the higher-level functions and analysis haven't had anyone to do them, so his is working on tightening up controls. His biggest challenge in the Finance Office is the lack of institutional knowledge, given the departure of the former finance assistant. He will be relying on the town's auditor heavily.

9. Operating Budget for FY23: Projected and Anticipated Increases. Essensa offered an explanation of the process to determine fixed costs for the 40% of the budget that consists of personnel costs. The COLA for Norwich employees will likely be 2.36% for wages. Also BCBS premiums will go down by 12.9%, assuming employees stay with the same plans as last year. Open enrollment for health insurance starts soon for the new calendar year. Essensa said we will likely see increases in the costs of heating fuel, fuel for vehicles, electricity, and vehicle purchase costs, because of record-high inflation. Essensa said the town should anticipate these cost increases for FY23 budgeting. Arnold asked if we can estimate yet the likely budget increase for the overall FY23 budget. Essensa said more budget development work needs to be done before he can give an overall increase amount. Francis said we will need to be careful to make sufficient allocations to designated funds to allow for our future needs, given the price increases. Francis and Essensa

recommend being conservative about undertaking large capital projects in the coming year. Calloway and other SB members agreed with this overall approach.

10. Capital Budgeting: Summary of Prioritized Capital Budget Items. Essensa explained how the singular sheets – as included in the Sb amended packet – were developed and how they function. Essensa said there is one sheet for each significant proposed purchase. Each sheet contains information about what the item is, why it's needed, what is its price, and its lifespan. Essensa said these singulars are meant to open discussion with SB members to determine spending priorities and their rank. SB members discussed ways to evaluated spending priorities. We will know more about DPW capital needs when we have a new DPW Director. Andy Scherer asked if there is room in the capital planning process for projects are not headed by a town department, for example the Beaver Meadow Sidewalk. Scherer asked what would happen if the town's voters vote in favor of building a sidewalk. Francis explained that any town meeting article on spending proposed by citizen petition is by definition advisory, and not binding. The SB would have to make the decision about proposing the spending in the budget. Essensa said that in future meetings, the SB will receive more information about a 5-year plan for spending. Francis said we should have more information about DPW projects soon.

11. Board Expectation of Tax Rate Impact. SB members discussed the issue of tax rate increase. Brochu said she would want a very good explanation of any increase beyond the rate of inflation. Gere and Calloway agreed.

12. Requests for Outside Appropriations / Monetary Articles. SB members discussed their expectations for outside agencies. Brochu wants to follow the existing policy for existing agencies and have them submit at least written requests and justifications and possibly come before the SB at a meeting. Calloway said she will volunteer to revise the appropriations request form to make the appropriations process clear. Brochu said she will work with Calloway on this. SB members agreed that SB members will also contact outside agencies to advise them of the renewed adherence to the existing policy.

Nathan Margolis spoke about his interest in serving on the Finance Committee and also his interest in serving on the TM Screening Committee.

13. Adjourn. Layton **moved** (2<sup>nd</sup> Gere) to adjourn. **Motion approved unanimously.**

Meeting adjourned at 9:49 pm.

By Miranda Bergmeier

Approved by the Selectboard on \_\_\_\_\_, 2021

\_\_\_\_\_  
Roger Arnold, Selectboard Chair

Next Meeting – October 27, 2021 – Meeting at 6:30

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

To: Norwich Selectboard, Rod Francis, Interim Town Manager, Miranda Bergmeier

From: Claudette Brochu, Selectboard member

Re: Town Manager Selection Committee

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At our October 13<sup>th</sup>, 2021 meeting, the Selectboard received eleven applications for the Town Manager Screening Committee. A majority of the candidates were available to present their interest and/or qualifications for this committee.

Rob Gere explained the system he used to rank individual candidates. I confess I did not use such a system but looked at past experiences each of the candidates described and the testimony presented at our meeting. I considered which candidates could screen the resumes of applicants with a view to the future. While we each may hold a different vision of where we see Norwich in 3, 5 or 10 years, our next Town Manager will be facing a period of significant change. Which of the screening candidates were willing to look “outside the box” and endorse possible unorthodox candidates? Which screening committee candidate was too wedded to the past and would only endorse a “traditional” Town Manager application? While historical knowledge of the town is important, I believe we should not only look at the past but must be looking aggressively into the future. We need a Town Manager who can guide us into that future.

As such, I put forward my recommendations for the initial screening committee as well as the future Interview Committee:

**Screening Committee**

Richard Stucker

Emily Scherer\*

Pam Smith

**Second Round (Interview Committee)**

Nathan Margolis

Marisa Lorenzo\*

Matt Swett

\*I am fine with interchanging Emily for Marisa but feel strongly that either Emily or Marissa must be included in each of the committees. I would oppose eliminating either one of these women from either group.

Respectfully,

Claudette Brochu

Memorandum  
From: Mary Layton  
To: Norwich Selectboard  
CC: Rod Francis Miranda Bergmeier  
October 21, 2021  
Subject: Selections for Town Manager Screening Committee

Hi All

At our October 13<sup>th</sup> meeting we agreed to choose our “top three” applicants for the “Screening Committee” as reflected in this quote from the Draft October 13, 2021 minutes:

“5. Appointments. There were 11 applicants for 2 spots on the Screening Committee for the TM search process. Arnold suggested that SB members each choose their top 3 choices to fill the 2 vacancies. Gere said he used a 0-5 rating system to evaluate the candidates. Arnold suggested that the SB should hear from candidates at tonight’s meeting and then make their decisions on appointments at the next SB meeting. SB members agreed to this process. Richard Stucker, Pam Smith, Marisa Lorenzo, Liz Blum, Emily Scherer, Peter Orner, Matthew Swett, and Demo Sofronas spoke about their respective interests in serving on the Screening Committee. Arnold said that Aaron Lamperti had indicated that he was traveling tonight and might not be able to join the meeting. Layton said she was very pleased with the pool of candidates. She said she is listening for candidates with hiring experience. Gere said he was very pleased with the quality and number of applicants and he thinks the SB should consider expanding the number of committee members. Calloway suggested bringing in one more experienced or long-term resident and 1 newer resident. Arnold agreed. Brochu said she likes the idea of including more recent residents in this committee, and also appreciates the depth of experience of applicants. Layton said she likes the idea of including some younger participants. Calloway said she likes the idea of sticking with a 5-member committee based on VLCT’s experience and recommendation. “

The packet for this meeting contained “An excerpt from Draft Recruitment Plan, as approved by the Selectboard on September 29, 2021.” This excerpt described a Screening Committee as consisting of two Selectboard members, two “members of the community who have demonstrated that they have good judgement, one municipal manager or other professional in a related field.” This committee as described participates by screening resumes, helping to conduct first round interviews, and giving input to the consultant about which 2 to 3 candidates should be invited to the second round of interviews.

My understanding of our agreement is that two citizens will be selected for both the first and the second part of the process, and that we agreed to share our “top three choices” with Roger. If there are ideas about different numbers of people or about having different people serve to complete the different tasks I think those ideas should be brought forth as motions at the next meeting. We talked about them but did not move to act on them at the October 13<sup>th</sup> meeting. I am inclined to stick to our agreement with the VLCT plan.

I am impressed and pleased that eleven citizens came forward to be considered for this screening committee. We are fortunate to have caring and competent people in town. It is important to have a well-run screening process, but I think we also have to keep in mind that the best process is also critically affected by the characteristics of the candidate pool. If the candidate pool is weak it won't much matter who is on the Selection Committee. If the pool is strong then we may be fortunate to consider nuances.

My top three picks in order of choice are Matt Swett (worked with 3 town managers, strategized capital plan for fire department, works with fire department volunteers); Demo Sofronas (has the trust of the community, would bring a working class perspective, has common sense, has served his country and his town, and has observed many CATV meetings); or Richard Stucker (ran the Montshire Museum, served on the DRB and PC, has conducted many searches.)

I considered whether to include Emily Scherer or Marisa Lorenzo as younger candidates who would bring a different generational perspective. I am thinking that it is more important to consider such a perspective in a prospective Town Manager candidate than in a Screening Committee member.

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TO: Selectboard  
FROM: Rod Francis, Acting Town Manager  
RE: Acting Town Manager Report  
DATE: October 21, 2021

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### **DPW Staffing**

We held one interview for an Equipment Operator on Wednesday October 20, a second candidate is scheduled for October 25, 2021. Staffing needs in DPW continue to be pressing as we approach winter, see item 13 on the agenda for more details.

### **Tracy Hall Updates**

We have been grappling with intermittent phone service at Tracy Hall. A technician from Key Communications has replaced the power supply and service has resumed. I apologize for any inconvenience.

IT upgrades are continuing according to schedule. The next large milestone is replacing the server, which should be completed by mid-December.

### **September Financials**

The Finance office has been working hard on establishing new systems and the FY22-23 budget. Given that I am new to this position and Fielding is new to the organization, we can only make limited remarks about the closing out of the third quarter and how our progress to date for this financial year may compare with previous years. Our primary focus has been on creating dependable systems and getting the process for the FY22-23 budget underway. We will be able to speak to September financial at the meeting and hope to be able to provide a dashboard summary for the close-out of October.

### **FY22-23 Budget**

See the packet for materials in items 9, 10 and 11.



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

To: Town of Norwich Selectboard  
Town Manager

Re: September 2021 Department Report

Date: October 8, 2021

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In the month of September, the NFD turned its' eye towards Rapid Intervention Team (RIT) training. The NFD is the RIT team for the City of Lebanon Fire Department. As such, we spend considerable time training for any eventuality that may arise from this duty/responsibility.

A RIT team is a designated crew that serves as a stand-by rescue team for fire personnel and is available for the immediate search and rescue of any missing, trapped, injured or unaccounted for fire fighter(s). In order to maintain our readiness, we held a combined drill in September with members of our department and the Lebanon Fire Department. The drill was held for two consecutive Mondays at the Norwich firehouse.

Through the late 1960s and early 1970s, the London Fire Brigade introduced the RIT concept. This consisted of designated firefighter search and rescue teams (termed "emergency crews") stationed at self-contained breathing apparatus (SCBA) control entry points, equipped with emergency SCBA specifically designed to be worn by unconscious, injured or trapped firefighters.

The National Fire Protection Association (NFPA) and the United States Occupational Safety and Health Administration (OSHA) require a RIT team at any structure fire. These standards require that a minimum of two fire fighters be standing by in full personal protective equipment (PPE) while other crew members are working in a hazardous atmosphere. The standards are the result of a series of incidents where fire fighters became lost, trapped or disoriented while fighting a structure fire without a RIT team present.

FIRE CALLS	11
EMS CALLS	5
FIRE MUTUAL AID	1

## Recreation - September Report

Fall sports have been going strong – with twice as many players on our soccer teams as recent years. The decision to accept more players was made in order to be ready to return to an ‘all-scrimmage’ format if needed.

The Marion Cross School hosted a ‘New Parent Night’, and asked Norwich Recreation to appear on their panel of local organizations. The school has seen a 3<sup>rd</sup> year of student population growth – this time, they have had 40 new students. Many great questions were asked and answered. The most pressing questions were about childcare and the ABA-accessible trail in forest.

The Norwich Historical Society, Public Library and Women’s Club and Norwich Recreation organized a community resource fair on September 11<sup>th</sup>. We had over 125 people in attendance, and the questions were very interesting. Many of the new families had children who were not at an age that we currently provide programs for, so they were directed to the Public Library. Other residents had questions about adult programs, which we do normally host, but have no guarantees for the indoor sessions. There was interest across the board for more programs in the outdoors, especially trail walks and naturalist programs.

Norwich Recreation Afternoons is at capacity (16 children). Our teens walk the kids to the library or to their practices, play with them on the fields/at the gym and help them with their homework if needed. Parent feedback for this program has been overwhelmingly positive.

Fencing has entered their 4<sup>th</sup> week of Wednesday and Friday sessions. We have had a few glitches with their new leadership, but overall it is going well.

King Arthur Baking hosted a Bread Oven Reopening Celebration to thank the Town and community volunteers who helped to rebuild the bread oven. The event included children’s pick-up soccer games, music, and dinner donated by King Arthur Baking. The oven will be open to public reservations again in October. We are currently working on updates to our reservation process.

Norwich Recreation will host the NorWitchy Woods Walk again this Halloween. Participating organizations currently include: Marion Cross School staff, Norwich Public Library, Norwich Fire Department, Norwich Women’s Club, Norwich Lions Club, Upper Valley Land Trust and Upper Valley Trails Alliance. Registration will open during the second week of October.

The Upper Valley Land Trust has expressed interest in working with Norwich Recreation on grooming the Nordic Trail again this year. We will partner on the Nordic at Night events, with a schedule that is still to be determined. The Norwich Lions Club is interested in potentially opening the Nordic at Night events with a fireworks display.

We have been working with resident Anna Schivas to host a series of community dances at Huntley Meadows. So far, we have hosted two dances, each attended by 17 people. We will have one more dance in October before we begin exploring the idea of moving in Tracy Hall (contingent on the current COVID-19 guidance).

October 8, 2021

Brie Swenson, Recreation Director

# Memorandum

**To:** Rod Francis, Interim Town Manager, Town of Norwich

**From:** Geoff Martin, Intermunicipal Regional Energy Coordinator, TRORC

**Date:** October 4, 2021

**Subject:** Electric Vehicle Charging Station at Dan & Whit's

In 2016, the Town of Norwich installed a ChargePoint electric vehicle (EV) charging station at Dan & Whit's General Store. The installation was made possible in part by a grant from the Vermont Agency of Commerce and Community Development, which covered the cost of the hardware, network software for 5 years, a 4-year extended warranty, and most of the installation costs. Additionally, Norwich Technologies donated a solar awning, located at Dan & Whit's, to cover the cost of electricity for the charging station. Finally, the Town executed an easement with Dan & Whit's to site the charging station and solar awning on Dan & Whit's' property.

The network plan and extended warranty will expire on November 7<sup>th</sup>. These plans need to be renewed in order to continue collecting a fee from users for electricity, monitoring usage of the station, and protecting against unexpected costs associated with maintenance and repair.

The town has several options at this point:

1. Abandon the charging station.
2. Retain ownership of the charging station, pay for the network and insurance fees, and continue to pay for electricity charges.
3. Transfer ownership of the charging station to Dan & Whit's, who would be responsible for the operation of the charging station.
4. Retain ownership of the charging station, but enter into an agreement with Dan & Whit's to cover all costs associated with the charging station. Dan & Whit's is willing to cover all charging station costs, including the electricity, which would be put on the Dan & Whit's meter, network plan, and warranty, while the town maintains ownership of the charging station. The solar awning meter would also be moved to the Dan & Whit's account.

While either option 3 or 4 would lower the cost to operate the charging station (covered by Dan and Whit's) by eliminating roughly \$300/year in fixed charges from the separate meter for the charging station, **I recommend option 4 for the following reasons:**

1. It does not require the transfer of ownership of the charging station or solar awning and any resulting legal review.
2. It keeps the easements for the charging station and solar awning in place so that, should Dan & Whit's decide not to cover the cost of operating the charging station in the future, the town would still have the option (but not the obligation) to operate the charging station without having to renegotiate two easements.

**Town of Norwich  
Town Manager  
Position Profile**

**Introduction**

The position profile is a summary of the position and the type of person the community would like to hire as the next Town Manager. It is intended to provide guidance to candidates for the position as well as those involved in the selection process and will be shared with the interview panel and all candidates. This position profile was developed using the recently updated job description, interviews with Selectboard members along with other pertinent information from a variety of sources including the Norwich Town Plan.

**The Community**

The Town of Norwich (pop. 3,414) has a \$5.3 million budget and twenty full-time employees. The community features a rural area and lifestyle, scenic beauty and natural resources, as well as a quality school system. Its' citizens are well educated and with an increasingly diverse population.

The Selectboard's vision for the community includes a desire to make the community a place where employees take pride in the services they provide and feel supportive in the work they do.

Norwich lies on the western bank of the Connecticut River, which forms Vermont's boundary with New Hampshire opposite its companion town, Hanover, New Hampshire.

Norwich's current land use pattern includes a densely settled village with a commercial core in the southeast corner with low density residential development accounting for the remainder. Union Village in the north and a few other hamlets hint at an earlier agrarian settlement pattern. There are significant areas of conserved land, Appalachian Trail lands along the southern border, riverine lands on the Ompomponoosuc River and higher elevation forest lands along the western border with Sharon.

Norwich has limited commercial development, dominated by small retail, banking and professional services in the village, and retail oriented to tourists and passing traffic on Route 5 South. Outside of the village there is some commercial development along Route 5 South. An expanse of conserved woodlands along the Connecticut River associated with the Montshire Museum gives way to school playing fields on the border with Hartford to the south. The existing commercial-industrial district is well serviced by road, electricity infrastructure and transit, but requires on-site water and wastewater for development.

The towns of Hanover, Lebanon and Hartford are major employment and commercial centers for Norwich households.<sup>1</sup>

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<sup>1</sup> Wording for this section was taken directly from the Norwich Town Plan adopted in March 2020.

In the last two decades, the average income of Norwich households has increased. Moreover, there has been a marked increase in the share of Norwich households that have very high incomes, as documented by Census Bureau data summarized in Figure 15. This figure shows the percentage of Norwich families in various income brackets using the 2000 census and then the 2017 American Community Survey (ACS). The share of the Norwich population with annual income below \$100,000 has dropped substantially since 2000, and the share of the population with annual income above \$200,000 has increased.

In 2018, the median sales price of a single-family home in Norwich was \$649,000, a jump from \$564,500 in 2014, \$480,000 in 2015, \$431,000 in 2016, and \$500,000 in 2017.

According to the most recent Department of Taxes data the median family income in Norwich for 2017 was \$141,660, compared to a statewide median of \$70,500. The source of Norwich's economic strength lies mostly outside the town. The major employers in the region include Dartmouth Hitchcock Hospital, Hypotherm, Veterans Affairs Hospital and Dartmouth College. Only about 10 percent of Norwich residents who work do so in Norwich.

Norwich hosts a 697-acre reserve under the control of the National Park Service surrounding a segment of the Appalachian Trail. The trail follows the ridgelines of the Blood Brook watershed and is maintained by the Dartmouth Outing Club. In addition to this trail there is a significant network of trails on public and private land throughout town.

The Norwich school system is made up of two school districts. The Norwich School District is responsible for educating children from kindergarten through grade six at the Marion Cross School in Norwich. The Dresden School District, which includes the towns of Norwich and Hanover, New Hampshire, serves Norwich children from grades seven through twelve in the Richmond Middle School and the Hanover High School, both in Hanover. Norwich maintains one of the few interstate public school systems

### **The Position**

The Town Manager is responsible for supervising and coordinating the overall operations of the town and is responsible for managing the day-to-day affairs under the general direction of the five-member selectboard as provided for under Vermont law. Position may involve hours beyond the normal workday.

The most recent Town Manager was with the Town for four years and left because the Selectboard declined to renew his contract following an improvement plan.

For additional information concerning the position including characteristic duties and responsibilities, minimum qualifications, physical requirements and other related information, please refer to the job description.

Fringe Benefits Summary:

- Health Insurance - Blue Cross and Blue Shield - The Town contributes to the cost of the premium as shown in the attached chart.
- Town will provide dental insurance through the Delta Dental Plan #2 (excluding orthodontics) for eligible employees at no cost to the employee.
- Retirement – The Town contributes to the Vermont Municipal Employees Retirement system and has elected to offer three (3) plans; Plan B, Plan C and Plan DC which require employees to contribute 4.5%, 9% and 5%, respectively, of gross wages while the Town contributes 5%, 6% and 5%, respectively.
- Vision Plan - The Town offers a vision plan through EyeMed. Premiums are paid by the employee.
- Long Term Disability and Life Insurance - The Town provides long-term disability (LTD) insurance for its employees. The insurance pays 60% of an employee's pre-disability monthly earnings, reduced by deductible income, up to a maximum benefit of \$6,250 per month.

**Personal Qualities Expected**

The most important quality desired for the new Town Manager is the need for someone with strong people skills. The new Town Manager should have excellent communication skills. The Selectboard is looking for someone who brings enthusiasm to the job, has a good sense of humor, and is friendly and welcoming. Strong supervisory and management skills were also identified as being important. An appreciation of diverse styles and talent will help the new Town Manager relate well to the staff and community members. The position at times will require decisive action and the new Manager must be capable of this, while maintaining a collegial atmosphere. Being able to think “outside the box” on occasion is another valued trait.

Technical skills, while less valued than people skills, are still an important part of the job. In particular, having some experience and ability to work through human resource matters in a timely and fair fashion is important. Also important is for someone to have the financial competence to assist in the development and implementation of annual operating budget for the Town and assist the Finance Director in the development of a comprehensive capital program and budget.

Finally, being able to maintain a clear vision of the future while balancing innovation with the needs of the community will be a plus for any candidate. The Selectboard is hoping to find a candidate who is kind, respectful and compassionate who can maintain a cohesive team and stay engaged with the public.

## **Future Challenges and Opportunities**

Interviews were conducted with all five Selectboard members. From these interviews a series of future challenges facing the community were identified:

### Board Relationships

Board members are all fairly new to the Board. The longest serving Board member has about 6 years of serving on the board with the shortest being 1 year. The rest have served from 2 to 4 years.

Board members reported that they operate in a respectful manner and get along well together both as individuals and as a board. The Board, for the most part has a good understanding of the difference between policy matters that are the responsibility and administrative matters that are the responsibility of the Town Manager. There was some thought that this line changes with each new Board which is to be expected. One Board member did report this is an area in need of improvement.

Concerning the former Manager, the Board acknowledge the former manager in general, did a good job of keeping expenses in line with the budget, and responding to citizen concerns but felt that the former manager got too wrapped up in the details and needed to be more focused on various personnel matters and longer-term issues.

### Long-term Issues and Goals (in no particular order as to priority)

1. Budgeting and long-term, strategic planning – There is strong interest in trying to address the various infrastructure needs of the community in a systematic and comprehensive manner. Specifically, an aging town hall, roads, bridges and sidewalks maintenance were mentioned as being in need of attention. A community center was mentioned as a future need. High on the list was the desire to develop an infrastructure that is sustainable and sensitive to the problems of climate change.
2. School septic system – The septic system serving the school has documented problems. While the immediate issue is a responsibility of the school district, a permanent solution may likely require cooperation between the town and the school district. Currently the town is served by private septic systems.
3. Personnel Matters – The staff has experienced a high level of turnover over the three to four years. The next manager will need to determine what is causing this turnover, answer the question as to what the proper staffing levels are for the organization and make sure the town offers comparable pay and benefits. There is also some friction within some town departments in part because of issues that have not been addressed by management.
4. Water District – The existing water district is responsible for water service in the village and for maintaining a portion of the community's sidewalks. The possibility of merging the water district with the town and establishing a municipal water department will need to be evaluated.

5. Community Involvement – Norwich has an active citizenry who expect a high level of quality service. The next manager will be expected to improve communications between the various departments, the Selectboard and the residents.
6. Development and affordable housing – Residents generally fall into 2 camps. New arrivals are looking for change with a sewer system that can allow for more development. Longer term residents are concerned about retaining the village character, the cost of sewer system and how it might result in more development. At the same time there is concern about the affordability of homes and how high taxes might be driving some residents out.

**Minimum Qualifications**

The successful candidate will have a minimum of a bachelor’s degree from an accredited college in business administration or public administration, or related field, a master’s degree is preferred along with some municipal experience in an administrative or managerial capacity; or an equivalent combination of experience and training. Please refer to the job description for more information.

**Recruitment and Selection Process**

The goal is to have the new Town Manager begin work by February 1, 2022. The tentative schedule is as follows:

<b>Dates</b>	<b>Step</b>	<b>Tasks</b>
September 1, 2021		Contract Start
September 27 <sup>th</sup> to October 8 <sup>th</sup>	1	Define job qualifications & requirements for position
October 11 <sup>th</sup> to October 29 <sup>th</sup>	2	Identify & recruit qualified candidates
October 29 <sup>th</sup>		Preferred deadline for submitting applications
November 1 <sup>st</sup> or November 2 <sup>nd</sup>	3	Screen/Evaluate applicants
November 4 <sup>th</sup> or November 5 <sup>th</sup>	4	Conduct first round of interviews
November 15 <sup>th</sup> to November 19 <sup>th</sup>	5	Conduct second round of interviews
November 22 <sup>nd</sup> to December 3 <sup>rd</sup>	6	Complete reference & background check
December 6 <sup>th</sup> to December 30 <sup>th</sup>		Employment Agreement negotiations
February 1, 2022		Start work

The first round of interviews will be conducted by a panel of five including a mixture of community and selectboard members. The first round of interviews will be conducted on November 4<sup>th</sup> and November 5<sup>th</sup>. The second round will be limited to the top 2 or 3 candidates and will involve submitting a written response to questions provided to the candidates by the town, a chance to meet with town staff, a tour of the town and town facilities and a formal interview before the Selectboard. The final decision for hiring rests with the Selectboard.

Finalists for the position will be required to pass a background check and a thorough check of references.

Health Insurance

2021	Standard Plans						Vermont Preferred			Vermont Select			
					(HDHP)	(HDHP)				(HDHP)	(HDHP)	(HDHP)	
	Platinum	Gold	Silver Reflective	Bronze	Bronze w/o Rx MOOP*	Silver CDHP Reflective	Bronze CDHP	Gold	Silver Reflective	Bronze*	CDHP Bronze	CDHP Silver Reflective	CDHP Gold
Plan (Monthly)													
Single	939.97	796.44	659.14	560.45	568.00	686.16	573.62	731.76	632.21	562.56	557.06	649.74	770.70
Couple	1,879.94	1,592.88	1,318.28	1,120.90	1,136.00	1,372.32	1,147.24	1,463.52	1,264.42	1,125.12	1,114.12	1,299.48	1,541.40
Parent and Child(ren)	1,814.14	1,537.13	1,272.14	1,081.67	1,096.24	1,324.29	1,107.09	1,412.30	1,220.17	1,085.74	1,075.13	1,254.00	1,487.45
Family	2,641.32	2,238.00	1,852.18	1,574.86	1,596.08	1,928.11	1,611.87	2,056.25	1,776.51	1,580.79	1,565.34	1,825.77	2,165.67
Town Contribution (Monthly)													
Single	778.59	749.69	716.98	700.49	699.33	736.67	705.64	735.70	718.48	703.29	707.96	726.33	767.67
Couple	1,397.18	1,339.38	1,274.00	1,240.98	1,238.66	1,313.33	1,251.28	1,311.39	1,276.95	1,246.57	1,255.91	1,291.64	1,375.34
Parent and Child(ren)	1,369.68	1,313.91	1,250.77	1,218.95	1,216.71	1,288.77	1,228.89	1,286.90	1,253.67	1,224.34	1,233.36	1,268.67	1,348.61
Family	2,001.85	1,920.63	1,828.70	1,782.38	1,779.12	1,884.03	1,796.85	1,881.31	1,832.92	1,790.23	1,803.36	1,854.59	1,971.16
75% of town contribution amount - Family plan	1,501.38	1,440.47	1,371.53	1,336.78	1,334.34	1,413.02	1,347.63	1,410.98	1,374.69	1,342.67	1,352.52	1,390.94	1,478.37
Over/Under													
Single	(161.38)	(46.75)	57.83	140.04	131.33	50.51	132.02	3.93	86.27	140.73	150.90	76.59	(3.03)
Couple	(482.76)	(253.50)	(44.28)	120.08	102.66	(58.99)	104.04	(152.13)	12.53	121.45	141.79	(7.84)	(166.06)
Parent and Child(ren)	(444.46)	(223.23)	(21.37)	137.28	120.47	(35.52)	121.80	(125.41)	33.49	138.60	158.23	14.67	(138.85)
Family	(639.48)	(317.37)	(23.48)	207.52	183.04	(44.08)	184.98	(174.95)	56.41	209.44	238.02	28.82	(194.52)
Annual (HRA/HSA)	HRA	HRA	HRA	HRA	HRA	HRA/HSA	HRA/HSA	HRA	HRA	HRA	HRA/HSA	HRA/HSA	HRA/HSA
Single	(1,936.56)	(561.00)	694.02	1,680.48	1,575.96	606.12	1,584.24	47.22	1,035.18	1,688.76	1,810.80	919.02	(36.36)
Couple	(5,793.12)	(3,042.00)	(531.36)	1,440.96	1,231.92	(707.88)	1,248.48	(1,825.56)	150.36	1,457.40	1,701.48	(94.08)	(1,992.72)
Parent and Child(ren)	(5,333.52)	(2,678.70)	(256.50)	1,647.30	1,445.58	(426.30)	1,461.54	(1,504.86)	401.94	1,663.14	1,898.76	175.98	(1,666.14)
Family	(7,673.70)	(3,808.44)	(281.76)	2,490.18	2,196.42	(528.96)	2,219.70	(2,099.34)	676.86	2,513.28	2,856.24	345.78	(2,334.18)



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TO: Selectboard  
FROM: Rod Francis, Planning Director  
RE: Density Factor Review: awarding of contract to AES Northeast, PLLC  
DATE: July 3, 2021

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### **Background**

In 2021 the Town of Norwich was granted a Municipal Planning Grant (MPG) to complete a Density Factor Review. The Density Factor is a key calculation for determining the ultimate number of parcels that may be created through a subdivision process by assigning vested development rights to the original parcel and subsequent parcels created. This mechanism was introduced in 2002. The intent of the study is to complete a before-and-after comparison to measure the effectiveness of this land use regulation tool.

The funding for this project is \$13,650 from MPG funds and \$1,365 match from Norwich (ten percent) as required by the grant program for a total of \$15,015.

In September 2021 we published a request for qualifications (RFQ) seeking consulting services to conduct the review. The deadline for submitting responses was October 1, 2021.

There was one complete response from AES Northeast, PLLC.

### **Process**

After reviewing the response, conducting an interview and checking references I am happy to recommend awarding a contract to AES Northeast in the amount of \$15,000 for undertaking the Density Factor Review.

### **Recommendation**

Suggested motion: I move that the Town of Norwich award a contract to AES Northeast not to exceed \$15,000 for the completion of the Density Factor Review, a project supported by the Municipal Planning Grant (MPG) Program of the Vermont Department of Housing and Community Development (DHCD).

**STATE OF VERMONT GRANT AGREEMENT** **Part 1 - Grant Award Detail**

**SECTION I - GENERAL GRANT INFORMATION**

<sup>1</sup> Grant #: 07110-MP-2021-Norwich-38		<sup>2</sup> Original <input checked="" type="checkbox"/> Amendment # _____	
<sup>3</sup> Grant Title: Density Factor Review			
<sup>4</sup> Amount Previously Awarded: \$ 0.00		<sup>5</sup> Amount Awarded This Action: \$13,650	<sup>6</sup> Total Award Amount: \$13,650
<sup>7</sup> Award Start Date: 12/1/2020		<sup>8</sup> Award End Date: 5/31/2022	<sup>9</sup> Subrecipient Award: YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<sup>10</sup> Vendor #: 40725		<sup>11</sup> Grantee Name: Town of Norwich	
<sup>12</sup> Grantee Address: PO Box 376, 300 Main St.			
<sup>13</sup> City: Norwich		<sup>14</sup> State: VT	<sup>15</sup> Zip Code: 05055
<sup>16</sup> State Granting Agency: Agency of Commerce and Community Development			<sup>17</sup> Business Unit: 07110
<sup>18</sup> Performance Measures: YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>		<sup>19</sup> Match/In-Kind: \$ 1,365 Description: 10 % of Grant Award Required	
<sup>20</sup> If this action is an amendment, the following is amended: Amount: <input type="checkbox"/> Funding Allocation: <input type="checkbox"/> Performance Period: <input type="checkbox"/> Scope of Work: <input type="checkbox"/> Other: <input type="checkbox"/>			

**SECTION II - SUBRECIPIENT AWARD INFORMATION**

<sup>21</sup> Grantee DUNS #: 042743021		<sup>22</sup> Indirect Rate: <u> n/a </u> % (Approved rate or de minimis 10%)	<sup>23</sup> FFATA: YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<sup>24</sup> Grantee Fiscal Year End Month (MM format): 01		<sup>25</sup> R&D: n/a	
<sup>26</sup> DUNS Registered Name (if different than VISION Vendor Name in Box 11):			

**SECTION III - FUNDING ALLOCATION**

STATE FUNDS							
Fund Type	<sup>27</sup> Awarded Previously	<sup>28</sup> Award This Action	<sup>29</sup> Cumulative Award	<sup>30</sup> Special & Other Fund Descriptions			
General Fund	\$0.00	\$0.00	\$0.00				
Special Fund	\$0.00	\$13,650	\$13,650	Municipal Planning Grant Funds			
Global Commitment (non-subrecipient funds)	\$0.00	\$0.00	\$0.00				
Other State Funds	\$0.00	\$0.00	\$0.00				
FEDERAL FUNDS (includes subrecipient Global Commitment funds)						Required Federal Award Information	
<sup>31</sup> CFDA #	<sup>32</sup> Program Title	<sup>33</sup> Awarded Previously	<sup>34</sup> Award This Action	<sup>35</sup> Cumulative Award	<sup>36</sup> FAIN	<sup>37</sup> Federal Award Date	<sup>38</sup> Total Federal Award
		\$0.00	\$0.00	\$0.00			\$0.00
<sup>39</sup> Federal Awarding Agency:		<sup>40</sup> Federal Award Project Descr:					
		\$0.00	\$0.00	\$0.00			\$0.00
<b>Federal Awarding Agency:</b>		<b>Federal Award Project Descr:</b>					
		\$0.00	\$0.00	\$0.00			\$0.00
<b>Federal Awarding Agency:</b>		<b>Federal Award Project Descr:</b>					
		\$0.00	\$0.00	\$0.00			\$0.00
<b>Federal Awarding Agency:</b>		<b>Federal Award Project Descr:</b>					
		\$0.00	\$0.00	\$0.00			\$0.00
<b>Federal Awarding Agency:</b>		<b>Federal Award Project Descr:</b>					
<b>Total Awarded - All Funds</b>		<b>\$0.00</b>	<b>\$13,650</b>	<b>\$13,650</b>			

**SECTION IV - CONTACT INFORMATION**

<p><b>STATE GRANTING AGENCY</b></p> <p><b>NAME:</b> Jenni Lavoie  <b>TITLE:</b> Grant Specialist  <b>PHONE:</b> 802-828-1948  <b>EMAIL:</b> jennifer.lavoie@vermont.gov</p>	<p><b>GRANTEE</b></p> <p><b>NAME:</b> Herbert Durfee_III  <b>TITLE:</b> Herbert Durfee/ Town Manager  <b>PHONE:</b> (802) 649-1419  <b>EMAIL:</b> hdurfee@norwich.vt.us</p>
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## MUNICIPAL PLANNING GRANT AGREEMENT

1. **Parties:** This is a Grant Agreement between State of Vermont **Agency of Commerce and Community Development** (hereinafter called "State" or "Agency") and the Town of Norwich with principal place of business at PO Box 376, 300 Main St., Norwich, Vermont (hereinafter called "Grantee"). Grantee is not required by law to have a Business Account Number from the Vermont Department of Taxes.
2. **Subject Matter and Source of Funds:** This agreements is authorized by 24 V.S.A. § 4306
3. **Award Details:** Amounts, dates, and other award details are as shown in the attached **Grant Agreement Part 1 - Grant Award Detail**. A detailed scope of work covered by this award is described in **Attachment A**.
4. **Amendment:** No changes, modifications, or amendments in the terms and conditions of this Grant Agreement shall be effective unless reduced to writing, numbered, and signed by the duly authorized representative of the State and Grantee.
5. **Cancellation:** This Grant Agreement may be suspended or cancelled by either party by giving written notice at least 30 days in advance.
6. **Attachments:** This grant consists of 14-17 pages including the following attachments that are incorporated herein:
  - Attachment A - Scope of Work to be Performed and Budget Summary
  - Attachment B - Payment Provisions
  - Attachment C - Customary State Grant Provisions
  - Attachment D - Procurement Procedures and Other Grant Requirements
7. **Order of Precedence:** Any ambiguity, conflict or inconsistency in the Grant Documents shall be resolved according to the following order of precedense:
  - Agreement
  - Agreement C
  - Agreement D
  - Agreement A
  - Agreement B

WE THE UNDERSIGNED PARTIES AGREE TO BE BOUND BY THIS GRANT AGREEMENT.

By the State of Vermont:

Date: January 05, 2021

Signature: E-SIGNED by Josh Hanford  
on 2021-01-05 16:32:44 EST

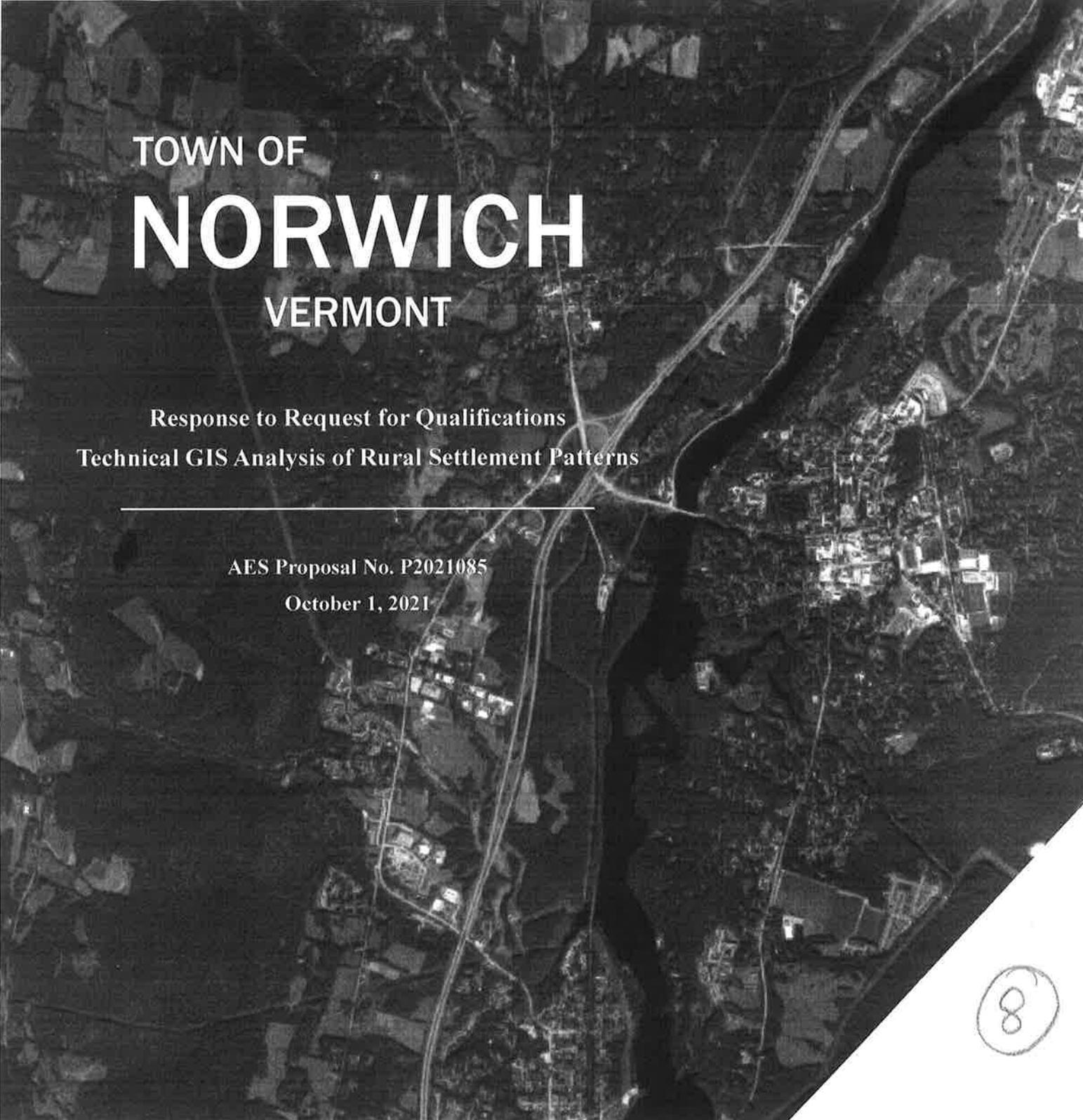
Name: Josh Hanford, Commissioner  
Department of Housing and Community Development

By the Grantee:

Date: January 05, 2021

Signature: E-SIGNED by Herbert Durfee  
on 2021-01-05 16:04:34 EST

Name: Herbert Durfee\_III  
Herbert Durfee/ Town Manager  
Town of Norwich



TOWN OF  
**NORWICH**  
VERMONT

Response to Request for Qualifications  
Technical GIS Analysis of Rural Settlement Patterns

---

AES Proposal No. P2021085  
October 1, 2021

8



 **AES**  
Northeast



Architecture, Engineering, and  
Land Surveying Northeast, PLLC

October 1, 2021

Town of Norwich

**RE: Norwich Density Factor Project SOQ**

To whom it may concern,

Architecture, Engineering, and Land Surveying Northeast, PLLC (AES Northeast) is pleased to submit this response to the Town of Norwich's Request for Qualifications for the technical GIS analysis of the Town's rural settlement patterns.

Founded in 1988 by Professional Engineer Wayne Ryan and Land Surveyor Scott Allen, AES Northeast has since grown into a multi-discipline design firm offering professional services for every phase of municipal planning and construction projects. The firm is managed by six (6) principals: Scott B. Allen, LS; Wayne P. Ryan, P.E.; Nathan C. Bull, P.E.; Gregory M. Swart, P.E.; Kevin R. Farrington, P.E.; and Liza Kilcoyne, RA. AES Northeast has offices in New York and Vermont, and over the last three years has expanded services and staff to over 48 dedicated professionals, better serving the needs of clients throughout the region.

The GIS professionals at AES Northeast hold expertise in the technical and programming skills necessary to develop a robust planning tool for the Town of Norwich. The AES Northeast team uses the most cutting-edge processes and equipment, and works closely with clients to develop a plan and process for the most effective completion of project goals.

As identified, a Geographical Information System is an effective method to record and maintain land-use data and utilize it for future planning and growth. AES Northeast has experience working with northern New York and Vermont communities, similar to Norwich, to develop systems which collect and organize existing information, and allow for the accurate and timely analysis for use in making data-backed recommendations. AES Northeast leverages the experience of our project planning and management staff with those of our GIS professionals, to work closely with clients throughout the life of a project to ensure goals are met efficiently and effectively.

Our mission is to provide integrated, value driven, collaborative solutions. Our relationships with our clients along with our extensive experience and holistic approach, allows AES Northeast to be effective and efficient; consistently delivering high quality results to clients for the past thirty years.

We thank you for the chance to respond to this opportunity, and look forward to working with the Town of Norwich on these important projects.

Sincerely,

*Paul DeDominicas*

Paul DeDominicas

Associate, Business Development and Funding Manager

[www.aesnortheast.com](http://www.aesnortheast.com)

[aes\\_info@aesnortheast.com](mailto:aes_info@aesnortheast.com)

P. (518) 561-1598 / (802) 655-0145 / F. (518) 561-1598

**New York** 10-12 City Hall Place / Plattsburgh, NY 12901

**New York** 4549 Route 9 / Plattsburgh, NY 12901

**Vermont** 147 Allen Brook Lane, Suite 103 / Williston, VT 05495

**Architecture, Engineering, and Land Surveying Northeast, PLLC (AES Northeast)** is a full-service design firm with over 30 years of experience, offering professional services for every phase of a project, from planning through construction. AES Northeast is managed by six (6) principals: Scott B. Allen, LS; Wayne P. Ryan, P.E.; Nathan C. Bull, P.E.; Gregory M. Swart, P.E.; Kevin R. Farrington, P.E.; and Liza Kilcoyne, AIA.

**Services**

AES Northeast provides comprehensive services, including:

- Architectural
- Engineering (Site/Civil)
- Water Resources Engineering
- Building Systems Engineering/MEP
- Planning/Program Management
- Grant/Funding Assistance
- GIS Services
- Land Surveying
- Construction Management

**Location**

AES Northeast has offices in New York and Vermont. Our firm headquarters is located at 10-12 City Hall Place in downtown Plattsburgh, and our Vermont office is in Williston, at 147 Allen Brook Lane. Our New York branch office is located at 4549 Route 9, in the Town of Plattsburgh.

**A Cross Discipline Approach**

Our firm utilizes cross discipline experience to provide complete solutions for our clients. We take tremendous pride in delivering high quality projects, and connecting our clients with the resources they need to plan for and build their future. Our firm's expertise in all aspects of a project, from planning and funding to award, construction, and close out, has made us a recognized leader across the North Country and Vermont.



*As one entity, we provide integrated, holistic solutions for our clients.*



*“AES Consistently provided more than we expected.”*  
- Town of Keene

**About Our Staff**

**AES Employees by Division**



- Architecture
- Building Systems (MEP)
- Surveying/GIS
- Civil
- Construction Management
- Water Resources
- Business Administration
- Program Management/Funding

**We take great pride in professional development and retaining a highly qualified, diverse staff. The following represent some of the unique qualifications held by AES team members:**

- Certified Environmental Trainer
- Licensed Electrician / Controls Troubleshooter
- Certified Thermographer
- Certified NICET Highway Construction Inspection Level I
- Certified American Portable Nuclear Gage
- Certified American Red Cross First Aid/CPR/AED
- Certified US DOT HM-181 Basic Hazardous Materials
- Certified American Concrete Institute (ACI)
- Certified NYSDOT Portland Cement Concrete Plant Inspector
- Certified U.S. Army – Environmental Compliance Assessment Systems (ECAS)
- Certified U.S. Army – Stormwater Pollution Prevention Planning (SWPPP)
- Certified Troxler Electronic Lab Operator & Radiation Safety Officer
- Certified OSHA 40 Hr. Hazardous Waste Operations and Emergency Response (HAZWOPER)
- Certified NCCER Carpentry Level I
- Certified NYS ESC Training
- Certified LEED AP
- Licensed Class A General Contractor
- Certified NYSDEC Erosion and Sediment Control Inspection
- Certified OSHA 10 Hr.
- Certified OSHA 40 Hr.
- Certified OSHA Safety Inspection

# Firm Capabilities

**Architecture, Engineering, and Land Surveying Northeast, PLLC** is a full-service firm providing Architectural, Engineering, Land Surveying, Project Planning, & Construction Services to our public and private clients throughout the North Country and Vermont. AES Northeast takes a unique, hands on approach to our projects, distinguishing ourselves from other firms. Our relationships with local governments, as well as our familiarity with existing physical assets, allows our firm to be more effective on local projects than larger firms from outside our area.

Our philosophy focuses on meaningful engagement with our clients built on a foundation of open communication. A plan fully developed but poorly communicated will not allow for seamless execution. It has been our experience over the past 30 years that a successful project is based upon 80% planning and 20% execution. Once a plan is in place, we will ***Work the Plan***, with frequent interaction with all project stake holders. Our process starts with identification of our client's priorities & needs for the project. The information and insight gained during the initial conversations will be used to inform the rest of the process. Our proactive approach identifies issues early and provides solutions so that major issues are avoided as the project advances forward smoothly.



**Geographic Information Systems (GIS)**

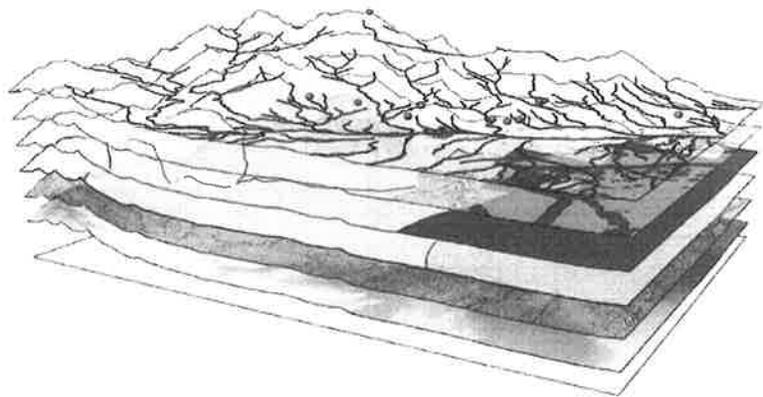


Our GIS Systems division leverages the use of GPS gathered locations with advanced analysis and visualization to help our clients get the most out of their information. Utilizing ESRI's cloud-based platform to make information accessible on any device and putting that location dependent data into the hands of those who need it AES is able to make that data work for you and to help make workflows more efficient, turning recordkeeping into an easier task, and to eliminate the loss or degradation of information over time.



**GIS Services**

- GIS Implementation & Development
- GIS System Upkeep and Maintenance
- GIS Training and Troubleshooting
- Geolocation of Assets
- Maintenance/Inspection Reporting
- Utility and Project Prioritization
- Code Enforcement Reporting and Tracking
- Public Outreach and Public Involvement
- Cartography
- Urban and Economic Planning and Visualization
- Location Dependent Record Keeping
- Record and Information Digitization
- Mobile and Web Mapping



***“The application of GIS  
is limited only by the  
imagination of those  
who use it.”***

*- Jack Dangermond*

## Firm Capabilities

### Architecture



Our team's goal is to design buildings that provide healthy, comfortable, and inspirational environments for their occupants. AES Northeast strives to make each project environmentally responsible, user-oriented, with materials that are technologically developed for our northern climate. We offer design options to our clients that respect budget constraints and yet are mindful of their environmental impact and carbon footprint. Our architects have a wealth of experience with a vast range of projects, including municipal projects, healthcare projects, educational projects, residential projects, and more.



### Site and Civil Engineering



Our Civil Engineering team works with government entities to create, design, and upgrade infrastructure to serve the needs of the community and meet current regulatory standards. We regularly work with New York State Department of Transportation, Department of Health, and Department of Environmental Conservation among others to ensure projects are properly permitted. In addition to regulatory agencies, our projects are often subject to oversight by USDA Rural Development, County Highway Department, County Health Department, CP Rail, City Planning or Town Zoning boards due to the nature of our work and the location of a project within a particular jurisdiction or railroad right-of-way.

### Surveying



Our Survey Division combines the latest technology with a wealth of experience in all areas of survey, data collection, and mapping techniques to produce accurate maps and surface models for our clients and frequently present our clients' projects at planning and zoning board meetings. Our surveyors make precise measurements to determine property boundaries and provide data relevant to the shape and contour of the Earth's surface for engineering, mapmaking, and construction projects alike.



## Water Resources Engineering



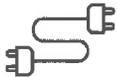
AES Northeast's Water Resources Division prides itself on providing our local communities with the expertise to investigate and identify solutions for both water and wastewater systems, including source, treatment, and utility piping. We provide reporting necessary to facilitate proper planning and securing of grant/loan funds. We work with many funding agencies and ensure reporting meets the needs of those agencies as well as supporting the client's needs for the project. We work with a client throughout funding, planning, reporting and after construction to ensure proper operation of the project.

## Mechanical Engineering



Mechanical systems are a vital part of any facility. Whether we're heating, cooling, and ventilating a building to keep patrons comfortable, or we're designing mechanical systems to support educational, institutional, or specialized processes, AES Northeast brings a special degree of customer service to every project. We approach each mechanical engineering design project as a challenge to ourselves to create the most innovative, efficient, and economical solution for our client. Keeping in mind the high cost, both environmental and financial, of energy usage, our mechanical engineering team builds projects that not only meet clients' needs but are also cost-effective to operate.

## Electrical Engineering



At AES Northeast we often start with existing building evaluations to show clients what types of electrical upgrades or redesign projects can improve their facility and potentially save them money. In most cases, interior and exterior lighting design and control systems alone would improve the energy efficiency of their facility. Our electrical engineering projects also include standby power generation and power distribution. We have the ability to design a new building's electrical system or add on components for an addition or retrofit upgrade. We like to incorporate alternative power sources like photovoltaic systems when feasible. Modern electrical components such as fire alarms and security systems enhance safety measures in all types of facilities without adding significantly to the electric load.

## Plumbing / Process Engineering



Although we engineer domestic and sanitary piping systems, we are also experienced in the type of specialized plumbing design services required by industry. Plumbing design is an important aspect of health and safety in public and private settings. Whether it is gas piping design for medical facilities, fuel and gas piping and storage systems for the transportation industry, or compressor air systems for manufacturing, AES Northeast has experience with various types of plumbing design and the associated codes and standards for each. Our municipal work includes plumbing design for sanitary and storm water. In addition, we have done several grease and oil separation designs for food service facilities. Fire sprinkler design and code analysis are important parts of our plumbing engineering design work, as well.



**Construction Management**



The Construction Management team provides oversight to ensure that the project remains on schedule and on budget. The Construction Manager (CM) and their team of Resident Project Representatives (RPR) are responsible for the execution of the plan during the construction phase. RPRs will provide oversight of the project in the field and communicate with the CM about any potential issues on site. The Construction Management team works hand in hand with the client to ensure project expectations and timelines are being met. The CM takes a proactive approach, utilizing frequent interactions between all project stake holders to ensure that any issues are addressed.



**Project Funding**



At AES Northeast, we have successfully administered funded projects and worked with other engineering disciplines within AES on funded projects. We are familiar and constantly adapting to funding agency compliance requirements and work with our clients to ensure that all funding requirements are met from reporting through project closeout. AES Northeast actively pursues grant funding and low-interest loan opportunities on behalf of our clients. Our staff has the know-how that will aid our clients in identifying funding needs, available funding sources, and appropriate grant/loan application strategies.

**Planning/Program Management**



Delivering a project that is on time and on budget is the result of extensive planning, communication, and execution of the project deliverables. AES Northeast takes on a hands-on approach in working with our clients to manage their expectations and guide them through the entire process. From the initial conception of the project to the final close out, AES Northeast is involved to ensure a successful project that meets the client's expectations, is on time and on or under budget.

**Project Approach**

As discussed, in the Firm Capabilities section, AES Northeast has extensive experience in programing and project management assisting our clients through the peaks and valleys of a project. Delivering a project that is on time and on budget is the result of extensive planning, communication (feedback) execution, monitoring and having the ability to take on ultimate responsibility of the project outcomes.

AES Northeast takes a hands-on approach in working with our clients to manage their expectations and guide them through the entire process. From the initial conception of the project to the final close out, AES Northeast is involved to ensure a successful project that meets the client's expectations.



**Objectives**

**Build a searchable database of all subdivisions in the rural residential district from 1992 to 2021**

AES plans on using the provided information from the Town and Vermont parcel data to build a set of layers that will become the searchable database of subdivisions in the rural residential district.

By plotting the subdivisions in the rural residential district, and creating the associated tabular information to the layer, it will create a database for the subdivisional data. This database is searchable via excel for the tabular information exclusively, or spatially within ArcMap via location information such as addresses or from information within the table, i.e. subdivision name or ID.

**Build a searchable database of all dwelling unit zoning permits in the rural residential district between 1992 and 2021**

Similar to the previous objective, AES plans on using the provided data from the Town and combine it with Vermont parcel information to build up the dataset of dwelling unit zoning permits. Once the permits have been attached to a location, they can then be filled with additional information and made searchable.

The primary difference is this information will either be point data or tabular data only, and will be linked to existing parcel data for reference purposes to supplement additional information on the permitted records.

## Project Approach

By plotting the parcels with zoning permits in the rural residential district, and creating the associated tabular information to the layer, it will create a combined database for the permit and associated parcel data. This database is searchable via excel for the tabular information exclusively, or spatially within ArcMap via location information or from information within the table. And permitting trends and analysis can be done to the joined data based on need.

### **Consultant developed GIS layers will be in Vermont State Plane coordinates, meters NAD 1983**

The associated GIS layers made from the zoning permits and the subdivision information for the rural residential district in the previous objectives will be made to conform with the Vermont GIS data standards established by the state.

#### **GIS layers will:**

- a) map the development pattern between 1992 and 2002
- b) map the development pattern between 2002 and 2021
- c) map a build out analysis for subdivision approved from 2002 to 2021 documenting maximum allowable density vs density of the approved subdivision.

All datasets created through this project grant will be submitted to VCGI at the end of the project.

#### **Project Communication/ Management**

- Provide monthly progress reports to the Project Manager
- Furnish copies to the Project Manager of all submissions to Vermont Center for Geographic Information (VCGI) including a completed GIS Data Submission Online Intake Form (see Attachment D; Procurement Procedures and Other Grant Requirements, III GIS Work)
- A brief presentation to the Planning Commission at the commencement of the project
- A presentation of the draft Technical Report to the Planning Commission in a roundtable setting

To support efficient communication between the project stake holders, AES will utilize a web-based project management system known as Smartsheet that will provide real time communication and updates on the project. This is a free service for all project stakeholders. All project stakeholders will be able to view the progress of the project and interact with the team in a meaningful way. During the Design Phase of the project, the AES Project Manager will actively engage the design team, the owner, and regulatory agencies to gain feedback on issues that may have adverse effects on the projects.

## Summary

Experience has shown it is far better to take a proactive approach rather than put out fires. Our understanding of the local communities combined with our experience and proactive, hands-on approach with clients, is a key element in delivering high quality projects that are on time and on budget.

### Recent GIS Projects

AES Northeast has a thirty-year history serving New York and Vermont communities, including numerous successful GIS projects. With the addition of a full time GIS person in 2018, AES expanded its technical capacity to support the integration of municipal mapping projects with our Architectural and Engineering services, as well as providing stand-alone GIS services and system development for clients in need of accurate, timely data. The following are a few of our most recent GIS projects.

#### **Spatial Analysis for City Planning**

*St. Albans, Vermont - March 2021*

In March of 2021, AES Northeast provided GIS services to the City of St. Albans to develop a spatial analysis tool for improving residential regulations. AES Northeast partnered with Brandy Saxton, AICP, of Place Sense on the project. Together, they collected data and provided analysis of the City's residential development, allowing city planners a deeper understanding of the community's current makeup, and the interactive tools needed to both test the anticipated effects of regulatory changes prior to adoption, and subsequently track the actual effects to ensure regulations are furthering the City's objectives. As part of the project, the team also organized and presented data in a visual form, helping the City to more effectively communicate policies to their community members.



**Reference:** Chip Sawyer, Director of Planning & Development - [c.sawyer@stalbansvt.com](mailto:c.sawyer@stalbansvt.com)

#### **GIS System Implementation**

*Peru, New York - April 2021*

AES Northeast worked with the community of Peru, New York to implement a full GIS system, with a focus on data collection for maintenance records of water and sewer. With ongoing infrastructure improvement projects, it had become necessary to develop a tool for the Town to effectively track and retain information. The web-based system developed by AES Northeast is accessible for use in field inspections, and to track repairs to the water and sanitary sewer system. Ongoing expansion of the system will include the addition of asset inventory for the Highway Department to maintain signage and road conditions.



**Reference:** Courtney Tetrault, Water/Wastewater Superintendent - [peruwts@perutown.com](mailto:peruwts@perutown.com)

#### **GIS System for Data Collection and Analysis**

*St. Armand, New York - May 2019*

GIS data collection and analysis were used to support the study of inflow and infiltration of sewer pipes. Data collection on the sewer conditions, age, and maintenance was documented. Data collection on this project included locating manholes, inspection of their condition, and processing of the information along with flow data to determine the overall impact ground water infiltration has on the sewer system. Working along with a contractor to complete video inspection of the lines, the GIS information helped the Town to prioritize and monitor the necessary repairs and upgrades needed to the system. The overall result was to effectively help alleviate the strain of ground water infiltration on the wastewater treatment plant.



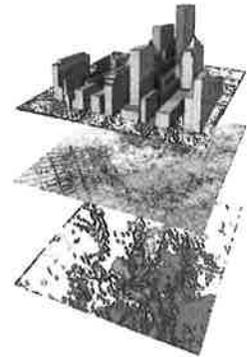
**Reference:** Davina Winemiller, Supervisor - [davinastarmand@gmail.com](mailto:davinastarmand@gmail.com)

## Project References

### **GIS Data Collection and Analysis for Lead Service Study**

*Ticonderoga, New York – July 2020*

The Lead Service Study utilized GIS to analyze and filter properties based on criteria for homes that may have lead water service lateral using county inspection and assessment data. The results enabled the Town to facilitate the inspection and remediation of those identified properties in a timely manner. The process required accurate data collection as well as the digitization and generation of data records from town staff and older reports, to identify water mains that would have been installed when lead was a common construction material for service laterals. AES Northeast's expertise using multifaceted datasets and leveraging of mapping information to collect accurate estimates regarding the number of homes affected, supported the successful outcome of the Town's study, as well as the Town's remediation efforts. AES Northeast's ongoing work with the Town of Ticonderoga supports other projects which require GIS data and analysis, and is additionally facilitating the creation of a municipal GIS system which can be utilized to upgrade the water, sewer, and highway departments.



**Reference:** Derrick Fleury, Water/Wastewater Superintendent - [tiwater@townofticonderoga.org](mailto:tiwater@townofticonderoga.org)

### **GIS System for Water Meter Installation**

*Ticonderoga, New York – January 2018*

AES Northeast developed and implemented a GIS system to help the Town of Ticonderoga to track and then manage existing water meters and billing components. The system will also be expanded to include sewer, highway, and land management asset inventory and tracking of maintenance records.



With the Town's transition to a metered water system, it was critical to develop an effective tool for the tracking, planning, cost evaluation, installation, and subsequent maintenance of water meters. The GIS system developed by AES Northeast was designed to grow with the Town; an expandable solution that will achieve the mapping and planning needs for the Town's infrastructure, as well as serve as a valuable tool for future project planning and communication to staff and residents.

**Reference:** Derrick Fleury, Water/Wastewater Superintendent - [tiwater@townofticonderoga.org](mailto:tiwater@townofticonderoga.org)



## Liza Kilcoyne, AIA, LEED AP

*Partner, Director of Architectural Division*

### Experience

Liza joined AES Northeast in 2019 with an extensive architectural design background as founding partner of Gardner Kilcoyne Architects in Williston, VT since 2002.

Liza leads a talented design team, located in Vermont and New York, with a common goal of creating high functioning, sustainable buildings by providing professional architectural design and construction planning services to clients for all phases of project development .

As a Project Manager , Liza’s experience includes preliminary needs assessments, building and site design coordination, integration of sustainable materials and technologies to create energy efficient structures, multi-disciplinary consultant coordination, construction documentation, and construction administration services.

### Recent Projects include:

#### Jericho Town Center at Riverside- Master Plan Design Study

- Liza facilitated a series of collaborative Design Workshops to explore the application of the newly adopted Character Based Zoning Code to generate a new multi-use Town Center District Master Plan. The group studied various street and neighborhood layouts on the Riverside parcel, a 50acre open site, to form a mix of Commercial Development with Single and Multi-family Residential Housing. Workshop participants included the Jericho Planning Department, property owner Greg Tatro, Hamlin Engineering, and the Wisdom House group- a coalition of senior housing advocates.

#### Olympic Regional Development Authority (ORDA)– Mid-Station Lodge at Whiteface Mountain

- Planning, design, and construction documents for the new construction of a two-story lodge located adjacent to a major cross-roads of ski trails halfway up Whiteface Mountain. The lodge is designed to replace the original historic Mid-Mountain Lodge that served as a favorite meeting spot for groups of skiers and families. The Lodge houses large open seating areas with a spectacular view of the neighboring mountains, an outdoor deck with seating, a fully equipped eatery, and other skier support services.

#### Champlain College- Pearl Street Student Housing – Burlington, Vermont

- Conceptual design through an extensive zoning/building permit process, and construction documents of a \$30 million, 104-unit student apartment building for Champlain College. Located in downtown Burlington, the multi-use building has retail space at the street level with terraced plazas and 2 parking garages. Construction complete in Summer, 2018.

#### Champlain College- Miller Center at Lakeside Avenue

- Burlington, Vermont. Design-Build collaboration with REM Development to build a 4 story, 60,000SF administrative building that houses professional offices, an IT Data Center, the Emergent Media program, and Continuing Education program classrooms.

#### Lake Champlain Regional Technical Academy- RTA

- Essex, Vermont. GKA worked for 3 years on preliminary programming and design for a new county wide technical school for high school aged students. GKA worked with the LCRT School Board, teachers from Burlington and Essex technical high schools, Vermont State Departments of Education and Buildings & General Services, and developer Bob Miller, REM Development, to develop schematic design plans and feasibility studies for a 240,000 SF new Regional Technical High School. Budget: \$38m. Bond vote was defeated.

### Education

Bachelor of Architecture Boston Architectural Center, 1988

### Registrations

Registered Archtect since 1989  
New York License No. 042173  
Vermont License No.1741

### Certifications

- NCARB accredited, 2006-present
- LEED Accredited Professional 2008
- OSHA 10-Hour Construction

### Professional Associations

- American Institute of Architects
- Vermont Green Building Network
- South Hero Development Review Board: 2017– present
- Essex Junction Planning Commission: 2004-2013
- Center for Technology Essex– Advisory Board– 2012– present



### **Max C. Villanueva**

#### ***GIS Specialist***

#### **Experience**

Mr. Villanueva has a strong background in the science of Geography, specializing in Geographic Information Systems (GIS). His experience has been in the creation, maintenance, and evaluation of GIS data deliverables to clients, CAD design, and document set up for engineering projects, and proposal exhibits. Web GIS support on the back end through data acquisition, and data setup for web display. As well as web GIS setup using ESRI's ArcGIS Online system. GIS trouble shooting for in house data work, and project details. Field work with data collection, QA/QC, and reporting information into multiple formats for reports and for GIS metadata use. Additional skills include the creation of map documents and figures, data system management, and completion of tasks under strict deadlines and budget restrictions.

#### **Inflow and Infiltration Reports: Town of St. Armand, Village of Chateaugay, Village of Saranac Lake, NY**

- GIS Specialist- Collected and catalogues inspection information on the client's sanitary sewer systems. This information along with video inspection of manholes and SS lines were used to create evaluation reports on their current conditions. From this information projects, upgrades, and repairs would be planned out to alleviate the areas contributing the most I&I to the system.

#### **Town of Ticonderoga Water Meter Project**

- GIS Specialist- GIS setup and collection of the affected parcels requiring easements, and the finished installation location. The system will track the progress of the water meter installations and then be used to help organize records and inspections of the meters once completed.

#### **Sanitary Sewer Treatment Plant Reports: Town of Dannemora, Town of Peru, Town of Chesterfield, NY**

- GIS Specialist- Created report figures to support information and analysis of the sites for their evaluation. This includes information on flooding, soil, and zoning maps. Additionally assisted in the report writing and future mapping needs of the projects associated with the evaluation.

#### **Wor-Wic College - Wor-Wic Solar Array, Hevron, MD**

- GIS Analyst - Created custom elevation contours from available LIDAR sources for the job site. Through stitching together multiple LIDAR files and creating a contour net, the final contour layer was usable in both ArcMap and Civil 3D to assist the GIS and engineering teams with site evaluation and project design services. After Initial contour creation, buffers around the site were required by client, and a set of three buffers were made around the site utilizing the contour fabric that was made.

#### **City of Bartow - NPDES Annual Report Prep, Bartow, FL**

- Technology Specialist - Evaluated client's historic NPDES documentation and logs to verify and inventory the existing storm water systems and their discharges to local water bodies and rivers. Used collected historic data to build an annual report for current year as well as update the existing structures for use with next year's evaluation. Using client's GIS information to locate missing information that was not recorded within the original inventory files and locate the testing sites.

#### **Education**

Master of Arts  
Geography  
Florida Atlantic University

Bachelor of Arts  
Geography  
Florida Atlantic University

Associate of Arts  
Polk State College

#### **Professional Associations**

- Geography Honors Society

#### **Certifications**

- GIS Certification
- Advanced GIS Certificate
- OSHA 10-Hour Construction Safety Certified

#### **Proficiencies**

- ESRI ArcGIS Software
- ESRI ArcGIS Online
- ERDAS Software
- Civil 3D
- SQL Database
- Python Coding



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
9/30/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Promark Associated Agencies, Inc. 7 Limestone Dr.  Williamsville NY 14221	CONTACT NAME: Jennifer Dissette	
	PHONE (A/C, No, Ext): (716) 633-8401 FAX (A/C, No): (716) 633-8429 E-MAIL ADDRESS: jdissette@promarkinsurance.com	
INSURED Architecture, Engineering and Land Surveying Northeast PLLC DBA AES Northeast 10-12 City Hall Pl. Plattsburgh NY 12901	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A: Navigators Insurance Company	42307
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES CERTIFICATE NUMBER: CL20112411566 REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			CM20DPL042697IV	11/18/2020	11/18/2021	Per Claim 1,000,000 Aggregate 3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Professional Liability limits shown are per claim and aggregate for all projects of the named insured.

## CERTIFICATE HOLDER

## CANCELLATION

Town of Norwich, VT Tracy Hall, 300 Main Street PO Box 376 Norwich, VT 05055	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE C Alderson/JWARNE

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**Designated Fund Balances**

Fund Name	Balance	FY 22 Appropriation (TBC)	Total	Notes
4 Conservation Commission	\$ 133,611.87	\$ -	\$ 133,611.87	
5 Recreation Facilities	\$ 70,122.79	\$ -	\$ 70,122.79	
6 Fire Apparatus	\$ 576,293.21	\$ 20,000.00	\$ 596,293.21	550,000 for new fire truck in FY 22
7 Highway Equipment	\$ 118,664.12	\$ 40,000.00	\$ 158,664.12	7500 committed to air compressor
8 Highway Garage	\$ 77,247.14	\$ 25,000.00	\$ 102,247.14	
9 Solid Waste Equipment	\$ 34,048.19	\$ -	\$ 34,048.19	
10 Police Station	\$ 14,167.55	\$ -	\$ 14,167.55	
11 Police Cruiser	\$ 65,902.19	\$ -	\$ 65,902.19	
12 Town Reappraisal	\$ 77,338.50	\$ 43,000.00	\$ 120,338.50	Will hit threshold for reappraisal this year
13 Tracy Hall	\$ 65,945.03	\$ -	\$ 65,945.03	
14 General Admin Fund	\$ 38,553.68	\$ 50,878.00	\$ 89,431.68	
15 Granite Bench	\$ -	\$ -	\$ -	
16 Recreation Pool	\$ 1,297.76	\$ -	\$ 1,297.76	close?
17 Recreation Tennis Courts	\$ 12,809.51	\$ 10,200.00	\$ 23,009.51	
19 Town Clerk Equipment	\$ -	\$ -	\$ -	
21 Police Special Equipment	\$ 7,998.88	\$ -	\$ 7,998.88	
22 Kids & Cops	\$ -	\$ -	\$ -	
23 Affordable Housing	\$ 46,298.64	\$ -	\$ 46,298.64	
24 Land Management Council	\$ 16,658.85	\$ -	\$ 16,658.85	
25 Fire Station	\$ 5,007.02	\$ -	\$ 5,007.02	
26 Fire Equipment	\$ 99,821.32	\$ 20,000.00	\$ 119,821.32	
27 Sidewalks	\$ 80,865.33	\$ 14,000.00	\$ 94,865.33	
28 Long Term Facility	\$ 546.59	\$ -	\$ 546.59	
29 Town Manager Vehicle	\$ -	\$ -	\$ -	
30 Bandstand	\$ -	\$ -	\$ -	
31 Communications Study	\$ -	\$ -	\$ -	
33 Citizen Assistance	\$ 7,466.01	\$ -	\$ 7,466.01	
34 WCTU Fountain	\$ -	\$ -	\$ -	
35 Corridor Tree	\$ -	\$ -	\$ -	
36 Alura Grant	\$ -	\$ -	\$ -	
37 Main St. Flags	\$ -	\$ -	\$ -	
38 School Leaseland	\$ -	\$ -	\$ -	
39 Gospel Leaseland	\$ -	\$ -	\$ -	
40 Recreation Scholarships	\$ 5,423.20	\$ -	\$ 5,423.20	
41 DPW - Bridge	\$ 378,241.98	\$ 157,000.00	\$ 535,241.98	
42 DPW - Paving	\$ 100,109.45	\$ 60,000.00	\$ 160,109.45	
43 Buildings & Grounds	\$ 33,719.85	\$ -	\$ 33,719.85	
44 Communications Construction	\$ -	\$ -	\$ -	
45 Records Restoration	\$ 52,118.64	\$ 5,000.00	\$ 57,118.64	
46 Generator Fund	\$ 25,794.38	\$ 10,000.00	\$ 35,794.38	Replacement scheduled for FY 22
47 Public Safety Facility	\$ -	\$ -	\$ -	
48 Climate Emergency	\$ 40,000.00	\$ -	\$ 40,000.00	
49 ARPA	\$ 509,519.41	\$ 331,079.14	\$ 840,598.55	ARPA fund round 9/21 received
<b>Total Balance Designated Funds</b>	<b>\$ 2,695,591.09</b>	<b>\$ 786,157.14</b>	<b>\$ 3,481,748.23</b>	

\*\*\*\* All interest for FY 21 yet to be journalized

\*\*\*\* Interest for FY 20 yet to be journalized post 9/20

### CIP / Capital Budget Spreadsheet Details

The CIP plan outlines the upcoming 5 years of capital expenditures, as well as upcoming designated fund appropriations over the same timeframe. Included are the individual projects by department, their individual project costs, the funding sources (including designated funds), any potential grant funding, as well as the project's projected lifespan and any incurred operational costs. Also included for the next two fiscal years are a priority level and ranking of importance. Totals are calculated at the bottom, highlighting the overall capital costs projected for the town each year, as well as the appropriations needed to fund the purchase or construction of these projects, while also taking into account existing designated fund balances.

Some important highlights include notably that the ultimate goal of this plan is to account for all capital projects, equipment, tools, vehicles, etc, and to plan accordingly for their eventual replacement and upkeep. You see this accounted for with appropriations in following fiscal years to begin saving for the inevitable replacement of the asset, with an inflation metric accounted for as well. While this is currently built for the upcoming asset purchases and capital projects in mind, the ultimate goal is build out the remainder of the spreadsheet to take into account all current assets, not just the items we are dealing with over the next five years.

In the meantime, some general designated fund appropriations have been entered (highlighted in green) to accommodate the savings for these capital assets not listed here, but will be once a full inventory is completed.

**NORWICH VERMONT  
FY 2023-2027 CAPITAL IMPROVEMENT PLAN**

<b>OFFICE/DEPT/DIVISON:</b>	<b>Public Works</b>
<b>PROJECT TITLE:</b>	<b>Chapel Hill South Bridge</b>
<b>PROJECT STATUS:</b>	<b>Fund Request</b>
<b>START/FINISH DATE:</b>	<b>FY 25</b>
<b>PRIORITY LEVEL</b>	<b>TBD</b>
<b>PRIORITY RANKING</b>	<b>TBD</b>

**PROJECT MANAGER:** \_\_\_\_\_ DPW Director

**Project Description:**

Abutment Repair of Chapel Hill South Bridge \$36000

**Project Justification:**

Current deterioration of existing

**Method for Estimating Cost:**

Director Estimate  
Designated Fund #41

**Project Status (As of July 1, 2022):**

Proposed

**Lifespan/Replacement Cycle and Other Special Considerations (Future Expansion/Special Features/Etc.):**

30+ Years

**NORWICH VERMONT  
FY 2023-2027 CAPITAL IMPROVEMENT PLAN**

<b>OFFICE/DEPT/DIVISON:</b>	Public Works
<b>PROJECT TITLE:</b>	Elm St. Bridge
<b>PROJECT STATUS:</b>	Fund Request
<b>START/FINISH DATE:</b>	FY 26-27
<b>PRIORITY LEVEL</b>	TBD
<b>PRIORITY RANKING</b>	TBD

**PROJECT MANAGER:** \_\_\_\_\_ DPW Director

**Project Description:**

Design and Construction of Elm St. Bridge  
Design - \$100,000  
Construction - \$500,000

**Project Justification:**

Current deterioration of existing

**Method for Estimating Cost:**

Director Estimate  
Designated Fund #41

**Project Status (As of July 1, 2022):**

Proposed

**Lifespan/Replacement Cycle and Other Special Considerations (Future Expansion/Special Features/Etc.):**

30+ Years

**NORWICH VERMONT  
FY 2023-2027 CAPITAL IMPROVEMENT PLAN**

<b>OFFICE/DEPT/DIVISON:</b>	<b>Public Works</b>
<b>PROJECT TITLE:</b>	<b>Grade Paving</b>
<b>PROJECT STATUS:</b>	<b>Fund Request</b>
<b>START/FINISH DATE:</b>	<b>FY 27</b>
<b>PRIORITY LEVEL</b>	<b>TBD</b>
<b>PRIORITY RANKING</b>	<b>TBD</b>

**PROJECT MANAGER:** \_\_\_\_\_ DPW Director

**Project Description:**

Pave steeper hills that are currently gravel - \$250000

**Project Justification:**

Tucker Hill Road, Tilden Hill Rd, Blood Hill East, Bragg, Dutton East, & Bowen Rd.

**Method for Estimating Cost:**

Director Estimate  
Designated Fund #42

**Project Status (As of July 1, 2022):**

Proposed

**Lifespan/Replacement Cycle and Other Special Considerations (Future Expansion/Special Features/Etc.):**

20+ Years

**NORWICH VERMONT  
FY 2023-2027 CAPITAL IMPROVEMENT PLAN**

<b>OFFICE/DEPT/DIVISON:</b>	Public Works
<b>PROJECT TITLE:</b>	Beaver Meadow Road #39
<b>PROJECT STATUS:</b>	Fund Request
<b>START/FINISH DATE:</b>	FY 27-28
<b>PRIORITY LEVEL</b>	TBD
<b>PRIORITY RANKING</b>	TBD

**PROJECT MANAGER:** \_\_\_\_\_ DPW Director

**Project Description:**

Design and Construction of Beaver Meadow Road Bridge #39  
 Design - \$150,000  
 Construction - \$700,000

**Project Justification:**

Current deterioration of existing

**Method for Estimating Cost:**

Director Estimate  
 Designated Fund #41

**Project Status (As of July 1, 2022):**

Proposed

**Lifespan/Replacement Cycle and Other Special Considerations (Future Expansion/Special Features/Etc.):**

30+ Years

**NORWICH VERMONT  
FY 2023-2027 CAPITAL IMPROVEMENT PLAN**

<b>OFFICE/DEPT/DIVISON:</b>	<b>Public Works</b>
<b>PROJECT TITLE:</b>	<b>Beaver Meadow Road</b>
<b>PROJECT STATUS:</b>	<b>Fund Request</b>
<b>START/FINISH DATE:</b>	<b>FY 25-26</b>
<b>PRIORITY LEVEL</b>	<b>TBD</b>
<b>PRIORITY RANKING</b>	<b>TBD</b>

**PROJECT MANAGER:** \_\_\_\_\_ DPW Director

**Project Description:**

Reclaim and Pave (including sidewalks) Main St. to Brigham Hill - \$431,500  
Shim and Overlay past Brigham Hill - \$248,000

**Project Justification:**

Deterioration of roadway, sidewalk additions

**Method for Estimating Cost:**

Director Estimate  
Designated Fund #42

**Project Status (As of July 1, 2022):**

Proposed

**Lifespan/Replacement Cycle and Other Special Considerations (Future Expansion/Special Features/Etc.):**

20+ Years

FY23 Request					FY 24 Request					FY 25 Request			FY 26 Request			FY 27 Request		
Priority	Ranking	Capital Cost	Fund	Fund Appropriation Needed	Priority	Ranking	Capital Cost	Fund	Fund Appropriation Needed	Capital Cost	Fund	Fund Appropriation Needed	Capital Cost	Fund	Fund Appropriation Needed	Capital Cost	Fund	Fund Appropriation Needed
		\$ -		\$ -	MEDIUM	2	\$ 250,000.00	49	\$ -	\$ 250,000.00	49	\$ -	\$ 20,000.00	13	\$ 20,000.00	\$ 20,600.00	13	\$ 20,600.00
		\$ -		\$ -			\$ 250,000.00		\$ -	\$ 250,000.00		\$ -	\$ 20,000.00		\$ 20,000.00	\$ 20,600.00		\$ 20,600.00
LOW	8	\$ 5,000.00	45	\$ 5,000.00	LOW		\$ 5,000.00	45	\$ 5,000.00	\$ 55,000.00	45	\$ -	\$ 5,000.00	45	\$ 5,000.00	\$ 5,000.00	45	\$ 5,000.00
		\$ 5,000.00		\$ 5,000.00			\$ 5,000.00		\$ 5,000.00	\$ 55,000.00		\$ -	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00		\$ 5,000.00
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
HIGH	3	\$ 165,000.00	12	\$ 45,000.00			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -	LOW		\$ 23,562.50	12	\$ 23,562.50	\$ 23,562.50	12	\$ 23,562.50	\$ 23,562.50	12	\$ 23,562.50	\$ 23,562.50	12	\$ 23,562.50
		\$ 165,000.00		\$ 45,000.00			\$ 23,562.50		\$ 23,562.50	\$ 23,562.50		\$ 23,562.50	\$ 23,562.50		\$ 23,562.50	\$ 23,562.50		\$ 23,562.50
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
LOW	6	\$ 40,000.00	N/A	\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
LOW	7	\$ 35,914.00	N/A	\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -	MEDIUM	5	\$ 320,000.00	17	\$ 300,000.00	\$ 10,986.67	17	\$ 10,986.67	\$ 11,316.27	17	\$ 11,316.27	\$ 11,655.75	17	\$ 11,655.75
		\$ 75,914.00		\$ -			\$ 320,000.00		\$ 300,000.00	\$ 10,986.67		\$ 10,986.67	\$ 11,316.27		\$ 11,316.27	\$ 11,655.75		\$ 11,655.75
MEDIUM	5	\$ 25,000.00	7	\$ 25,000.00	MEDIUM	6	\$ 50,000.00	7	\$ 50,000.00	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -	MEDIUM	3	\$ 167,463.00	7	\$ 120,000.00	\$ 11,164.20	7	\$ 11,164.20	\$ 11,499.13	7	\$ 11,499.13	\$ 11,844.10	7	\$ 11,844.10
		\$ -		\$ -	MEDIUM	4	\$ 315,000.00	7	\$ 250,000.00	\$ 15,750.00	7	\$ 15,750.00	\$ 16,222.50	7	\$ 16,222.50	\$ 16,709.18	7	\$ 16,709.18
		\$ -		\$ -			\$ -		\$ -	\$ 317,000.00	42	\$ 117,000.00	\$ 248,000.00	42	\$ 125,000.00	\$ -		\$ -
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ 250,000.00	42	\$ 125,000.00
		\$ -		\$ -			\$ -		\$ -	\$ 36,000.00	41	\$ -	\$ -		\$ -	\$ -		\$ -
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ 100,000.00	41	\$ -	\$ 500,000.00	41	\$ 225,000.00
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ 150,000.00	41	\$ 150,000.00
MEDIUM		\$ 125,000.00	41	\$ 125,000.00	MEDIUM		\$ 125,000.00	41	\$ 125,000.00	\$ 125,000.00	41	\$ 125,000.00	\$ 125,000.00	41	\$ 125,000.00	\$ 125,000.00	41	\$ 125,000.00
MEDIUM		\$ 50,000.00	42	\$ 50,000.00	MEDIUM		\$ 50,000.00	42	\$ 50,000.00	\$ 50,000.00	42	\$ 50,000.00	\$ 50,000.00	42	\$ 50,000.00	\$ 50,000.00	42	\$ 50,000.00
MEDIUM		\$ 40,000.00	7	\$ 40,000.00	MEDIUM		\$ 40,000.00	7	\$ 40,000.00	\$ 40,000.00	7	\$ 40,000.00	\$ 40,000.00	7	\$ 40,000.00	\$ 40,000.00	7	\$ 40,000.00
MEDIUM		\$ 12,500.00	8	\$ 12,500.00	MEDIUM		\$ 12,500.00	8	\$ 12,500.00	\$ 12,500.00	8	\$ 12,500.00	\$ 12,500.00	8	\$ 12,500.00	\$ 12,500.00	8	\$ 12,500.00
MEDIUM		\$ 14,000.00	27	\$ 14,000.00	MEDIUM		\$ 14,000.00	27	\$ 14,000.00	\$ 14,000.00	27	\$ 14,000.00	\$ 14,000.00	27	\$ 14,000.00	\$ 14,000.00	27	\$ 14,000.00
		\$ 266,500.00		\$ 266,500.00			\$ 773,963.00		\$ 661,500.00	\$ 621,414.20		\$ 385,414.20	\$ 617,221.63		\$ 394,221.63	\$ 1,170,053.27		\$ 770,053.27
HIGH	1	\$ 117,375.00	26	\$ -	MEDIUM		\$ 7,825.00	26	\$ 7,825.00	\$ 7,825.00	26	\$ 7,825.00	\$ 7,825.00	26	\$ 7,825.00	\$ 7,825.00	26	\$ 7,825.00
HIGH	2	\$ 8,508.00	26	\$ 8,508.00	MEDIUM		\$ 851.00	26	\$ 850.80	\$ 851.00	26	\$ 850.80	\$ 851.00	26	\$ 850.80	\$ 851.00	26	\$ 850.80
MEDIUM		\$ 20,000.00	26	\$ 20,000.00	MEDIUM		\$ 20,000.00	26	\$ 20,000.00	\$ 20,000.00	26	\$ 20,000.00	\$ 20,000.00	26	\$ 20,000.00	\$ 20,000.00	26	\$ 20,000.00
MEDIUM		\$ 20,000.00	6	\$ 20,000.00	MEDIUM		\$ 20,000.00	6	\$ 20,000.00	\$ 20,000.00	6	\$ 20,000.00	\$ 20,000.00	6	\$ 20,000.00	\$ 20,000.00	6	\$ 20,000.00
		\$ 165,883.00		\$ 48,508.00			\$ 48,676.00		\$ 48,675.80	\$ 48,676.00		\$ 48,675.80	\$ 48,676.00		\$ 48,675.80	\$ 48,676.00		\$ 48,675.80
MEDIUM	4	\$ 6,000.00	21	\$ -	LOW		\$ 1,030.00	21	\$ 1,030.00	\$ 1,060.90	21	\$ 1,060.90	\$ 1,092.73	21	\$ 1,092.73	\$ 1,125.51	21	\$ 1,125.51
LOW	8	\$ 1,500.00	21	\$ -	LOW		\$ 154.50	21	\$ 154.50	\$ 159.14	21	\$ 159.14	\$ 163.91	21	\$ 163.91	\$ 168.83	21	\$ 168.83
		\$ -		\$ -	HIGH	1	\$ 5,200.00	21	\$ 2,600.00	\$ 260.00	21	\$ 260.00	\$ 267.80	21	\$ 267.80	\$ 275.83	21	\$ 275.83
		\$ -		\$ -			\$ -		\$ -	\$ 68,316.00	11	\$ 68,316.00	\$ 6,831.60	11	\$ 6,831.60	\$ 7,036.55	11	\$ 7,036.55
		\$ -		\$ -			\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ 68,316.00	11	\$ 68,316.00
		\$ 7,500.00		\$ -			\$ 6,384.50		\$ 3,784.50	\$ 69,796.04		\$ 69,796.04	\$ 8,356.04		\$ 8,356.04	\$ 76,922.72		\$ 76,922.72
		\$ 685,797.00		\$ 365,008.00			\$ 1,427,586.00		\$ 1,042,522.80	\$ 1,079,435.40		\$ 538,435.20	\$ 734,132.43		\$ 511,132.23	\$ 1,356,470.25		\$ 956,470.05

Capital Project / Appropriation						
Project Title	Total Cost	Funding Source	Grant Funds	Net Cost To Town	Lifespan	Annual Operating Cost
Administration						
Tracy Hall Renovations	\$ 500,000.00	FUND #49 (ARPA)	\$ 500,000.00	\$ -	25	\$ (5,000.00)
<b>Subtotal</b>	<b>\$ 500,000.00</b>		<b>\$ 500,000.00</b>	<b>\$ -</b>		<b>\$ (5,000.00)</b>
Town Clerk						
Records Restoration Appropriation	\$ 25,000.00	FUND # 45	\$ -	\$ 25,000.00	5 to 10	\$ -
<b>Subtotal</b>	<b>\$ 25,000.00</b>		<b>\$ -</b>	<b>\$ 25,000.00</b>		<b>\$ -</b>
Finance						
NONE	\$ -		\$ -	\$ -		\$ -
<b>Subtotal</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
Listers						
Townwide Reappraisal	\$ 165,000.00	FUND #12	\$ -	\$ 165,000.00	7	\$ -
Reappraisal Appropriation	\$ 94,250.00	FUND #12	\$ -	\$ 94,250.00	N/A	\$ -
<b>Subtotal</b>	<b>\$ 809,250.00</b>		<b>\$ -</b>	<b>\$ 309,250.00</b>		<b>\$ -</b>
Planning						
NONE	\$ -		\$ -	\$ -		\$ -
<b>Subtotal</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>
Parks and Recreation						
Blood Brook Pedestrian Bridge	\$ 40,000.00	FUNDRAISE/GRANT	\$ 10,000.00	\$ -	50	\$ -
Side x Side	\$ 35,914.00	FUNDRAISE/GRANT	\$ -	\$ -	30	\$ 1,500.00
Tennis Courts	\$ 320,000.00	FUNDRAISE/GRANT/FUND #17	\$ 96,000.00	\$ 64,000.00	30	\$ 5,000.00
<b>Subtotal</b>	<b>\$ 395,914.00</b>		<b>\$ 106,000.00</b>	<b>\$ 64,000.00</b>		<b>\$ 6,500.00</b>
Public Works						
Tanker Truck Replacement	\$ 25,000.00	FUND #7	\$ -	\$ 25,000.00	20	\$ 2,500.00
Freightliner Dump	\$ 167,463.00	FUND #7	\$ -	\$ 167,463.00	15	\$ 5,000.00
JD Grader	\$ 315,000.00	FUND #7	\$ -	\$ 315,000.00	20	\$ 10,000.00
Beaver Meadow Road	\$ 565,000.00	FUND #42	POSSIBLE	\$ 565,000.00	20	\$ -
Grade Paving	\$ 250,000.00	FUND #42	POSSIBLE	\$ 250,000.00	20	\$ -
Chapel Hill Road South Bridge	\$ 36,000.00	FUND #41	POSSIBLE	\$ 36,000.00	30	\$ -
Elm St. Bridge	\$ 600,000.00	FUND #41	POSSIBLE	\$ 600,000.00	30	\$ -
Beaver Meadow Road Bridge # 39	\$ 850,000.00	FUND #41	POSSIBLE	\$ 850,000.00	30	\$ -
Bridge Appropriations	\$ 625,000.00	FUND #41	POSSIBLE	\$ 625,000.00	N/A	VARIED
Paving Appropriations	\$ 250,000.00	FUND #42	POSSIBLE	\$ 250,000.00	N/A	VARIED
Highway Equipment Appropriations	\$ 200,000.00	FUND #7	\$ -	\$ 200,000.00	VARIED	VARIED
Highway Garage Appropriations	\$ 62,500.00	FUND # 8	\$ -	\$ 62,500.00	VARIED	VARIED
Sidewalks	\$ 70,000.00	FUND #27	POSSIBLE	\$ 70,000.00	40	\$ -
<b>Subtotal</b>	<b>\$ 4,015,963.00</b>		<b>\$ -</b>	<b>\$ 4,015,963.00</b>		<b>\$ 17,500.00</b>
Fire						
SCBA Package	\$ 117,375.00	FUND #26	\$ -	\$ 117,375.00	15	\$ 500.00
PPE	\$ 8,508.00	FUND #26	\$ -	\$ 8,508.00	10	\$ 250.00
Fire Equipment Appropriation	\$ 20,000.00	FUND #26	\$ -	\$ 100,000.00	VARIED	\$ -
Fire Apparatus Appropriation	\$ 20,000.00	FUND #6	\$ -	\$ 100,000.00	VARIED	\$ -
<b>Subtotal</b>	<b>\$ 165,883.00</b>		<b>\$ -</b>	<b>\$ 325,883.00</b>		<b>\$ 750.00</b>
Police						
Radios	\$ 6,000.00	FUND #21	\$ -	\$ 6,000.00	6	\$ 250.00
Long Guns	\$ 4,500.00	FUND #21	\$ -	\$ 1,500.00	10	\$ 500.00
Balistic Vests	\$ 5,200.00	FUND #21/GRANT	\$ 2,600.00	\$ 2,600.00	10	\$ -
Cruiser #1	\$ 68,316.00	FUND #11	\$ -	\$ 68,316.00	10	\$ 2,500.00
Cruiser #3	\$ 68,316.00	FUND #11	\$ -	\$ 68,316.00	10	\$ 2,500.00
<b>Subtotal</b>	<b>\$ 152,332.00</b>		<b>\$ 2,600.00</b>	<b>\$ 146,732.00</b>		<b>\$ 5,750.00</b>
<b>Total Annual Request</b>	<b>\$ 6,064,342.00</b>		<b>\$ 608,600.00</b>	<b>\$ 4,886,828.00</b>		<b>\$ 25,500.00</b>

TO: Selectboard  
FROM: Rod Francis, Acting Town Manager  
RE: Staffing proposals in support of key town functions  
DATE: October 21, 2021

**Background**

Town staffing continues to be an ongoing concern given the number of vacancies. Because we are a small organization most staff are called on to contribute in ways that don't necessarily fit within their job description and commit to overtime or extended work hours to ensure critical work is completed in a timely fashion. The level of staff turnover has also depleted our institutional memory such that we depend heavily on a handful of people to provide critical context and connections to new people in key positions. This is taxing for staff and limits productivity.

Here I suggest some short-term solutions designed to improve productivity in critical areas.

**DPW**

Administrative Assistant: Currently this is a half-time position. Masaki has proved indispensable in the time since Larry Wiggins retired and I have been serving as Interim Town Manager. Before Masaki was appointed there was no administrative support for Larry Wiggins as DPW Director. Previous to Larry Wiggins there was an informal arrangement for providing administrative support.

DPW is our biggest department (currently eight FTE, four P/T), responsible for the largest share of capital projects, grant-supported work and human resource work (under a union contract). The work of the department is increasingly subject to state regulatory processes (e.g., the municipal roads general permit). Each of these work areas generates a significant administration load, in a department where record-keeping and archiving systems still need to be built. The absence of a permanent DPW Director makes the Administrative Assistant position even more important. Having a full-time Administrative Assistant will also help the Finance Director and Interim Town Manager work on the 2022-23 budget and capital planning.

I would propose making the current position full-time, which will result in benefits being paid for the position. It is possible that in the short-term (remainder of FY21-22) this increased salary and benefit cost could be an eligible ARPA expense.

Support to Acting DPW Director: Neal Rich, Working Foreman is currently in this role. The workload of preparing for winter limits the time he can spend on direct supervision, asset management and other key tasks. Establishing and maintaining a weekly operations schedule and direct supervision of the crew present challenges for DPW while it is short-staffed. These functions are vital to ensure appropriate adherence to safety standards, productivity and work quality.

I would propose retaining a consultant to support the acting DPW Director for approximately eight hours per week to develop weekly and daily operations schedules, address work performance issues and conduct site visits. This contract arrangement would be in place until the permanent DPW Director position is filled.

**Planning and Zoning**

The previous Town Manager was appointed to the position of Acting Zoning Administrator for situations where I was unavailable or conflicted out of an action or application. There is currently nobody in the Acting Zoning Administrator role. The current workload of the Zoning Administrator is approximately two to three days a week, in narrow terms (permit review, permit processing, posting

and warning hearings, drafting decisions etc.). No existing staff members are able to undertake the role of Zoning Administrator. It is common for towns similar in size to Norwich to have a part-time Zoning Administrator in addition to an FTE Planning Director (able to be Acting Zoning Administrator as needed). The demands of maintaining records and complying with statutory time requirements make mixing the role of Zoning Administrator with my current duties as Interim Town Manager and Planning Director challenging. Beyond these current roles the town's successful use of ARPA funds and increased attention to long-term planning projects (e.g., the Beaver Meadow sidewalk proposal, new land use regulations) could benefit from an increase in time available for the Planning Director role.

I propose that we explore obtaining the services of a part-time Zoning Administrator until a permanent Town Manager is recruited, with an opportunity to review the arrangement at that time.

### **Recommendations**

1. Offer an FTE position to the current part-time DPW Administrative Assistant, to be reviewed at the time of appointing a permanent DPW Director.
2. Seek consultant support for the current Acting DPW Director, until the position is permanently filled.
3. Seek a part-time Zoning Administrator to support the work of the Planning Director until the position of Town Manager is permanently filled.