

## AGENDA

### Norwich Selectboard

#### Participation:

Remote Meeting Only

ZOOM access information: <https://us02web.zoom.us/j/86293758694>

Meeting ID: 862 9375 8694

US Toll-free: 877 853 5257

Regular Session	6:30PM	Wednesday June 22, 2022
-----------------	--------	-------------------------

---

- |  |                 |
|--|-----------------|
| 1. Convene Meeting   | (6:30PM)        |
| 2. Agenda Review   | (6:30 – 6:35PM) |
| 3. Public Participation  | (6:35 – 6:45PM) |
| 4. Chair’s Remarks, Announcements, Town Manager’s Report               | (6:45 – 7:00PM) |
| 5. Consent Agenda  | (7:00 – 7:10PM) |
| a. Consider AP warrant   |                 |
| b. Approve minutes from January 5 & June 8, 2022, Selectboard meetings |                 |
| c. Correspondence  |                 |
| 6. Committee Appointments  | (7:10 – 7:30PM) |
| a. Health Officer  |                 |
| b. Wastewater feasibility study Steering Committee                     |                 |
| 7. End of fiscal year update   | (7:30 – 7:40PM) |
| 8. Set Transfer Station Fees for FY23                                  | (7:40 – 7:50PM) |
| 9. Guiding principles for Police Chief selection                       | (7:50 – 8:10PM) |

10. Physical Plant Needs Assessment follow up (8:10 – 8:20PM)
  - a. RFQ for space analysis Tracy Hall
  - b. Engineering Review Town Highway Garage, Transfer Station
  - c. Timelines, costs
  - d. Scheduling Selectboard site visits to Tracy Hall, DPW Garage, and Huntley Meadows
  
11. Digital Footprint (8:20 – 8:40PM)
  - a. Current website performance
  - b. Opportunities for improved website performance
  - c. Working with vendor-built templates versus custom website
  - d. Social media policy
  
12. Preliminary Discussion of Animal Ordinance revisions (8:40 – 9:00PM)
  - a. Boulder CO Voice and Sight Program  
<https://bouldercolorado.gov/services/voice-and-sight-program>
  - b. Suggested amendments to the Norwich Animal Control Ordinance
  
13. Future Meetings
  
14. Adjournment

06/17/22

Town of Norwich Accounts Payable

Page 1

08:54 am

Check Warrant Report # 886 Current Prior Next FY Invoices

HTML5FESENSEA

For checks For Check Acct 03(General) 06/22/22 To 06/22/22

Vendor	Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
ANYTIME	ANYTIME CARPET CARE & CLEANING 864576	PD- 5/26 & 6/1 CLEANING	360.00	0.00	360.00	11721	06/22/22
BCBS	BLUE CROSS/BLUE SHIELD OF VERM 143205038	TH - JULY '22 INSURANCE	24381.66	0.00	24381.66	11722	06/22/22
SWENBR	BRIE SWENSON 061022HMDEPT	P&R-TENNIS COURT REP. SU	30.47	0.00	30.47	11723	06/22/22
SWENBR	BRIE SWENSON 061022WALMRT	P&R-YOUTH DANCE SUPPLS	100.54	0.00	100.54	11723	06/22/22
SWENBR	BRIE SWENSON 3524195	P&R-LINING SUPPLIES HUNT	87.78	0.00	87.78	11723	06/22/22
SWENBR	BRIE SWENSON 8610091	P&R-TENNIS COURT RPR SUP	32.42	0.00	32.42	11723	06/22/22
BUSINESS	BUSINESS CARD MAY22FINCHRG	TH-BOA FINANCE CHARGE	21.08	0.00	21.08	11724	06/22/22
CASELLA	CASELLA WASTE SERVICES 0727845	DPW-TRASH AND DEMO	5368.13	0.00	5368.13	11725	06/22/22
CASELLA	CASELLA WASTE SERVICES 0735310	DPW-RECYCLING	4768.27	0.00	4768.27	11725	06/22/22
CASELLA	CASELLA WASTE SERVICES 0735311	DPW-TRASH AND C&D	4633.44	0.00	4633.44	11725	06/22/22
CRYSTAL	CRYSTAL ROCK, LLC 36065 052422	DPW-COOLER RENTAL (X2)	24.00	0.00	24.00	11727	06/22/22
CLAY	DANIEL S CLAY 6745	DPW-SAND/PLW 3/2 TO 3/28	3255.53	0.00	3255.53	11728	06/22/22
EVANSMOTO	EVANS GROUP, INC. 0031796-IN	DPW- 620 GAL GAS	2788.14	0.00	2788.14	11729	06/22/22
EVANSMOTO	EVANS GROUP, INC. 0031935-IN	DPW-453 GAL DIESEL	2067.40	0.00	2067.40	11729	06/22/22
EYEMED	EYEMED/FIDELITY SECURITY LIFE 165295944	TH-JUNE '22 EMPL. EYE IN	116.21	0.00	116.21	11730	06/22/22
FOGGS	FOGG'S HARDWARE AND BUILDING S 126839/6	REC-STRIPING PAINT (WHT)	43.96	0.00	43.96	11731	06/22/22
FOGGS	FOGG'S HARDWARE AND BUILDING S 127405/6	REC-STRIPING PAINT (WHT)	54.95	0.00	54.95	11731	06/22/22
FOGGS	FOGG'S HARDWARE AND BUILDING S 127573/6	DPW-HOSE AND HOSE NOZZLE	54.98	0.00	54.98	11731	06/22/22
FOGGS	FOGG'S HARDWARE AND BUILDING S 127911/6	REC-CLOTHESLINE: 7/32X10	19.98	0.00	19.98	11731	06/22/22
FOGGS	FOGG'S HARDWARE AND BUILDING S 130856/6	PD-LIQUID ANT BAIT X2	15.98	0.00	15.98	11731	06/22/22
GATEKEEP	GATEKEEPER LOCK & SAFE, LLC I220519-1	DPW-LATCH MAIN/SVC	98.75	0.00	98.75	11732	06/22/22
GATEKEEP	GATEKEEPER LOCK & SAFE, LLC SO-59089	DPW-STAMPING LETTERS.NUM	20.00	0.00	20.00	11732	06/22/22
GNOMON	GNOMON COPY 62017	LISTERS-FAST BACK BINDIN	26.00	0.00	26.00	11733	06/22/22
GOODPOINT	GOOD POINT RECYCLING 76890	DPW-MARCH NON-CED MIXED	336.96	0.00	336.96	11734	06/22/22
GMPC	GREEN MOUNTAIN POWER CORP 52522MNSTTWR	MN ST TWR #35066725603	13.65	0.00	13.65	11735	06/22/22
GMPC	GREEN MOUNTAIN POWER CORP 52522NBSTNR2	24 NBR #14695000001	36.83	0.00	36.83	11735	06/22/22
GMPC	GREEN MOUNTAIN POWER CORP 52722STLTS	ST LTS #24926000001	1080.94	0.00	1080.94	11735	06/22/22
GMPC	GREEN MOUNTAIN POWER CORP 53122MSTSOLR	MN ST SLR #48815990790	21.20	0.00	21.20	11735	06/22/22
GMPC	GREEN MOUNTAIN POWER CORP 53122TRNEVCH	111 TRNPK EV #3895191929	36.54	0.00	36.54	11735	06/22/22
GUVSMD	GRTR UPRR VLLY SOLID WASTE MGT FY22HRTFDSWR	TC-HRTFD SW RES. PMT STK	554.00	0.00	554.00	11736	06/22/22
INNOVATIV	INNOVATIVE MUNICIPAL PRODUCTS INV65237	DPW-4517 GAL PROGUARD MA	4110.47	0.00	4110.47	11737	06/22/22
INNOVATIV	INNOVATIVE MUNICIPAL PRODUCTS INV65419	DPW-5,016GAL PROGUARD	4564.56	0.00	4564.56	11737	06/22/22
IRVINGOIL	IRVING ENERGY DISTRIB. & MARKE 634654	HWAY- 36.5GAL PROPANE	64.18	0.00	64.18	11738	06/22/22
JOESEQUIP	JOE'S EQUIPMENT SEV. INC. 42541-01	DPW-MISC TOOL SHARPENING	36.00	0.00	36.00	11739	06/22/22
K&R	K & R PORTABLE RESTROOM SERVIC 21418	P&R-TOILETS (X4) @ PARKS	650.00	0.00	650.00	11740	06/22/22
MAYER	MAYER & MAYER PR-06/15/22	Payroll Transfer	25.00	0.00	25.00	11741	06/22/22
NRRA	NORTHEAST RESOURCE RECOVERY AS 128178	DPW-RECYCLING	191.20	0.00	191.20	11742	06/22/22
NORSCHOOL	NORWICH SCHOOL DISTRICT FY21-22 #4	FY 21-22 PMNT #4	246473.00	0.00	246473.00	11743	06/22/22
PIONERMA	PIIONEER MANUFACTURING CO INV839525	REC-PUMP & SIDE PLATE	48.60	0.00	48.60	11744	06/22/22
PITNEY	PITNEY BOWES 3315735040	TH-METER/BASE ANN'L LEAS	159.57	0.00	159.57	11745	06/22/22
RIVERROAD	RIVER ROAD VETERINARY CLINIC 362763	PD-RICO MAY '22 BOARDING	406.50	0.00	406.50	11746	06/22/22
RIVERROAD	RIVER ROAD VETERINARY CLINIC 362902	PD-ANIML BOARDING MAY '2	1218.00	0.00	1218.00	11746	06/22/22
SOLAFLECT	SOLAFLECT SOLAR PARK I, LLC 2206_01	TH-JUNE NET METERING	900.00	0.00	900.00	11748	06/22/22
SOLAIV	SOLAFLECT SOLAR PARK IV, LLC JUNE 22	TH - MON. ALLNTN FOR SOL	848.13	0.00	848.13	11749	06/22/22
STANTEC	STANTEC CONSULTING SERVICES, I 1928315	DPW-TGR2WN CULV REPLCMNT	1557.61	0.00	1557.61	11750	06/22/22
STANTEC	STANTEC CONSULTING SERVICES, I 1928334	DPW-RTE 132 CLVT REPLCMN	461.62	0.00	461.62	11750	06/22/22
STAPLES.	STAPLES CREDIT PLAN 060722STAPLE	FD-8.5X11 CARBONLESS	55.80	0.00	55.80	11751	06/22/22
STATELINE	STATELINE SPORTS, LLC 6175	REC-K-1 TOURNAMENT BALLS	60.00	0.00	60.00	11752	06/22/22
STITZEL	STITZEL PAGE & FLETCHER PC 66266	TH-50.20HRS PROF SVCS	8695.57	0.00	8695.57	11753	06/22/22
HANOVERTO	TOWN OF HANOVER 01063	FD-DISPATCH SVCS '22 MAY	1650.00	0.00	1650.00	11754	06/22/22

06/17/22

Town of Norwich Accounts Payable

Page 2

08:54 am

Check Warrant Report # 886 Current Prior Next FY Invoices  
For checks For Check Acct 03(General) 06/22/22 To 06/22/22

HTML5FESENSA

Vendor	Invoice	Invoice Description	Purchase Amount	Discount Amount	Amount Paid	Check Number	Check Date
TSSAND	TWIN STATE SAND & GRAVEL	104097 DPW- JOB #5652 7&1" STON	3127.74	0.00	3127.74	11755	06/22/22
UNIFIRST	UNIFIRST CORPORATION	1070128668 DPW + B&G - UNIFORM CLNG	173.33	0.00	173.33	11756	06/22/22
UNIFIRST	UNIFIRST CORPORATION	1070130495 DPW + B&G - UNIFORM CLEA	241.43	0.00	241.43	11756	06/22/22
UNIFIRST	UNIFIRST CORPORATION	1070134216 DPW-UNIFORM CLEANING	197.47	0.00	197.47	11756	06/22/22
UNIFIRST	UNIFIRST CORPORATION	1070136067 DPW - UNIFORM CLEANING	189.75	0.00	189.75	11756	06/22/22
USPOSTAL	UNITED STATES POSTAL SERVICE	PD1YRPOBOX PD- ANN'L PO BOX FEE	100.00	0.00	100.00	11757	06/22/22
USPOSTAL	UNITED STATES POSTAL SERVICE	TH1YRBOX22 TH- ANN'L PO BOX FEE	100.00	0.00	100.00	11757	06/22/22
IMAGING	VALLEY IMAGING & AWARDS	21025 DPW-CAR STICKERS	849.75	0.00	849.75	11758	06/22/22
VERIZWIRE	VERIZON WIRELESS	9908063326 PD, FD, DPW AND TM PHONE	241.76	0.00	241.76	11759	06/22/22
VLS	VERMONT LIFE SAFETY, LC	44785 DPW-SVC CALL 6/1 & LABOR	845.00	0.00	845.00	11760	06/22/22
VTMUNI	VERMONT MUNICIPAL ASSESSOR	1345 LISTERS-MAY '22 PAYMENT	2694.55	0.00	2694.55	11761	06/22/22
VTGFOA	VT GOVERNMENT FINANCE OFFICERS	22SUMRWKS-10 FINA-SUP '22 SMR WKRSH	35.00	0.00	35.00	11762	06/22/22
WBMASON	W.B. MASON CO., INC.	230189474 FINA-ENVLPS & HILITERS	88.88	0.00	88.88	11763	06/22/22
WBMASON	W.B. MASON CO., INC.	230195562 LISTERS-ENVELOPES W WIND	31.65	0.00	31.65	11763	06/22/22
WBMASON	W.B. MASON CO., INC.	230401564 TC-WINDOW ENVELOPES	15.45	0.00	15.45	11763	06/22/22
EARTHLINK	WINDSTREAM	74836029 TH-JUNE PHONE USAGE	307.09	0.00	307.09	11764	06/22/22
WRIGHTS	WRIGHTS SAWMILL, INC	60122WMNSMLC B&G-MULCH FOR WMNS CLUB	200.00	0.00	200.00	11765	06/22/22
Report Total			332,064.45	0.00	332,064.45		

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 \$ \*\*\*332,064.45  
Let this be your order for the payments of these amounts.

DocuSigned by:  
*Fielding Essensa*  
Finance Director \_\_\_\_\_  
9508BF489F574F0...  
Fielding Essensa

DocuSigned by:  
*Rod Francis*  
Town Manager: \_\_\_\_\_  
D4520EC72DA7484...  
Rod Francis

SELECTBOARD:

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

DRAFT Minutes of the Special Selectboard Meeting of  
Wednesday, January 5, 2022, 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: Chris Katucki, Peg Merrens, Craig Layne, Fielding Essensa, Linda Cook, Pam Smith.

1. Approval of Agenda. Layton **moved** (2<sup>nd</sup> Brochu) to approve the agenda with the addition of Certificate of Highway Mileage. **Motion approved unanimously.** SB members agreed to take up the matter during the Interim Town Manager's report.
2. Public Comment. Chris Katucki asked for an update on the Town Manager search process. Arnold said he got a call from our VLCT consultant that the reference check will be completed very soon.
3. Consent Agenda. Brochu **moved** (2<sup>nd</sup> Layton) to approve the consent agenda. **Motion approved unanimously.**
4. National Opioid Settlement. Francis said the opioid settlement enrollment date has been extended and if Norwich wants to participate, we need to sign up. Francis suggested that the SB should authorize someone (such as the Town Mgr. or SB Chair) to sign the participation form. After some discussion, Brochu **moved** (2<sup>nd</sup> Layton) to designate the Interim Town Manager as the authorized signatory for the Town of Norwich for the purposes of any stipulation or settlement concerning the Janssen Settlement. **Motion approved (4-yes; Calloway- abstain).**
5. Interim Town Manager Report. Francis said we have filled one DPW Equipment Operator position and have engaged a new DPW Director to start in 2 weeks. Calloway asked if the roads are being taken care of and referenced a letter she received complaining about road conditions on Christmas Day. Francis said he hasn't received any complaints about the road conditions. Francis said we have provided all materials to the auditor that she has requested. Francis said the Recreation Department has suspended the after school programming temporarily until we have better information about COVID rates in our schools. Francis said the town buildings remain closed to the public and we are not hosting outside events. Brochu **moved** (2<sup>nd</sup> Layton) to approve the 2022 highway mileage certification. **Motion approved unanimously.**
6. Woody Adams. Francis said this conveyance is the next logical step in the ongoing process of preserving the Woody Adams area. The proposed action is to post a notice of sale. Calloway asked about the distinction between permanent protection and development restrictions. Peg Merrens, of Upper Valley Land Trust (UVLT) spoke about the proposed transfer, explaining that this would prevent any future development on the property. Brochu **moved** (2<sup>nd</sup> Layton) to approve the Town's conveyance to Upper Valley Land Trust and the Vermont Housing and Conservation Board of a conservation easement on the Woody Adams Conservation Forest, the Gile Mountain parcel and the Town Forest Parcel by way of Grant of Development Rights, Conservation Restrictions and Public Access Easement; the posting and publication of the Notice of Sale of Municipal Real Estate for the same; and to authorize the Town Manager or Interim Town Manager to execute the conservation easement as well as any other closing documents related to that easement, if no petition is submitted

objecting to said conveyance. **Motion approved unanimously.**

7. FY23 CIP Commitments. SB members discussed proposed CIP items, as included in the meeting packet. Fielding Essensa gave an overview of the proposed Capital Improvement Plan (CIP), as included in the SB meeting packet. SB members discussed gift-giving to the Town and its implications. SB members agreed to consider the CIP at their next meeting, possibly approving it after further discussion.

8. Undesignated Fund Management. Francis said in 2020 the SB developed a policy to manage surplus funds, but no article was put before the voters to establish a reserve fund. Francis summarized the contents of his memo with attachments, as included in the SB meeting packet. Francis said his memo recommends proposing articles in the 2022 town meeting warning. SB members discussed options for going forward, including the descriptions of possible warning articles as contained in Francis's memo. Linda Cook said she'd like to see the details of where the budget surplus comes from. Cook would like to see the surplus funds returned to the voters. Pam Smith said we shouldn't count on having any particular surplus amount before we have a finished auditor's report.

9. FY23 Budget: Revised Estimates for Total Budget Increase and Tax Rate Considerations. Francis summarized proposed changes to the draft FY23 budget, as included in the SB meeting packet, resulting in a 5.02% increase to the operating budget. Essensa gave a range of possible budget increases and asked for SB feedback. SB members discussed options for budget spending. Essensa said the more conservative budget approach, as approved by consensus by SB members, with monetary articles will result in a tax increase of 5.61%; or 5.92% without monetary articles. The total town expenditures would be \$4,958,865.00 (not including monetary articles) or \$5,364,133.00 including estimated monetary articles of \$405,268.00.

10. After some discussion, Brochu **moved** (2<sup>nd</sup> Layton) to approve the Norwich municipal operating budget of \$4,958,865.00. **Motion approved unanimously.**

11. Draft Warning. SB members agreed to table agenda item #11.

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

Meeting adjourned at 10:32 pm.

By Miranda Bergmeier

Approved by the Selectboard on \_\_\_\_\_, 2022

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

Next Meeting – January 12, 2022 – Meeting at 6:30

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

DRAFT Minutes of the Selectboard Meeting of  
Wednesday, Jun 8, 2022, at 6:30 pm

This meeting was conducted via teleconference using ZOOM according to Open Meeting Law requirements. Members present: Roger Arnold, Chair; Mary Layton, Vice Chair; Claudette Brochu; Marcia Calloway; Robert Gere; Rod Francis, Town Manager; Miranda Bergmeier, Assistant to the Town Manager.

Also participating: Amy Stringer, Andy Sherer, Demo Sofronas, Stuart Richards, Leslie Wells, Marshall Hineberg, Peter Orner, Linda Cook, Fielding Essensa, Cheryl Lindberg, Jan Laaspere, Bill Schiavone, Rob Beckett, Leslie Wells, Bonnie Munday, Michelle Tine, Jenny Barba, Georgios Katsaros, Andrew Torkelson.

1. Convene Meeting – at 6:30 pm.
2. Agenda Review. Layton **moved** (2<sup>nd</sup> Gere) to approve the agenda with the addition of an executive session after #10 to discuss staffing changes. **Motion approved (4- yes; Calloway- abstain).**
3. Public Participation. Amy Stringer read aloud from written comments relating her concerns about the Norwich Police Department (NPD). Stringer supports fully staffing the NPD. Andy Scherer read aloud from a Valley News story about Lebanon building a sidewalk; he said he wants Norwich to take near-term action for pedestrian safety. Demo Sofronas is concerned about what's happening in Norwich, especially with the NPD. Stuart Richards would like to see if there's an MOU between the school and town regarding the school's septic system. Richards expressed concern about town staffing shortages and wants to know what problems exist in personnel. Leslie Wells and Marshall Hineberg said they are concerned about NPD and the Dept. of Public Works (DPW) and they would like to see robust NPD and DPW staffing. Cheryl Lindberg said the Listers today filed the preliminary grand list (aka "abstract"). The abstract will be available on the town website and in the Town Clerk's office for review. Linda Cook expressed concern about NPD staffing and town issues. Jan Laaspere said he is concerned that he has heard from different employees with concerns about the work environment in Norwich; he thinks the town residents want a fully-staffed NPD. Peter said he wants the SB to look at traffic calming; he is concerned about the work environment in the Town of Norwich and wants to know if there is a toxic work environment in Norwich. Bill Schiavone said the NPD has been very helpful to him and his neighbors; he is worried about losing police officers and wants Norwich to maintain a police force, especially to police the outskirts of town. Arnold said the SB believes that Norwich must be a safe and respectful work environment. Calloway agreed and said she is concerned about the circumstances of Chief Keeling's departure and wants to know the details. Stuart Richards said he spoke directly to unnamed employees who said they had various concerns that were not addressed; he didn't know if those concerns could have been addressed, or not. He wants to know how many employees have left Norwich employ. Linda Cook asked about the police memo mentioned by Calloway.
4. Announcements, Town Manager's Report. Francis said he has been meeting with the Vermont State Police (VSP) and Officer-In-Charge Anna Ingraham to discuss a plan for police coverage. We have put plans in place for coverage. Gere asked about advertising for open positions; Francis said we have 2 open postings. Calloway suggested that we consider hiring bonuses for police officers. Brochu asked how Norwich's police pay compares statewide; Francis said he doesn't have that data, but he's been told our pay is lower than some. The pay is set by a union contract. Arnold asked how

we are supporting Officer Ingraham. Francis commended Ingraham for her professionalism under difficult circumstances and said he has been meeting frequently with her. Rob Beckett wondered about NPD staffing coverage and is concerned that we won't be staffed adequately. Leslie Wells said she wonders about emergency measures to put into place to address policing concerns; she wonders if we should have further public meetings to inform the public. Francis said he hopes the SB will talk tonight about a plan to move forward with recruiting for police officers. Arnold said that we have had shortages in our police department since 2018; former Chief Frank worked extremely long hours to provide coverage. Francis said he hopes to have a detailed discussion with the Thetford Town Manager about sharing resources. Calloway said she wants to the SB to discuss tonight how to recruit, whether to offer signing bonuses, etc. Arnold said he's not prepared to have that discussion tonight; he is open to a meeting next week, however. Brochu said she wants to know before a detailed discussion: can we merge police departments with Thetford, how does our pay scale compare with other police departments; and job descriptions. Francis said our union contract controls a wide array of working conditions, so we will have to work within that. Layton said she is frustrated trying to put out a quick reassuring message to the public, given the constraints of the system; she sympathizes with the public's desire for answers and quick action. Arnold said the SB needs to have some resolve to stick with the problem. Calloway said that she wants to meet as a SB in 1 week and wants to have as much discussion in public session as humanly possible so as to be as transparent as possible. Francis said he's not sure if he'll be ready to meet in 1 week because he has planned to meet with the union in 1 to 1.5 weeks to open discussion, so a meeting in 1.5 – 2 weeks would probably be more productive for the next SB meeting. Calloway said she wants to know how and if other area PDs have adjusted their pay scales; she offered to do some research work if helpful. Gere said he works in the school system and it's very hard to hire people right now, which makes it very important to have competitive pay and a positive and welcoming work environment. Jan Laaspere said it's important for the Sb to state very positively that they strongly support their police. Michelle Tine recommended having a 3<sup>rd</sup> party conduct exit interviews with departing employees, rather than having existing staff do the interviews. Francis said DPW has been working on the Moore Lane bridge situation and have gotten a proposal from a company to remedy the presumptive creosote substance leaking from the bridge. Francis said that town staff are meeting with the State soon to discuss options and develop a plan to fix the problem. Francis said that DPW recently tested an electric mower, but it proved to be unsuitable. We will be testing a different electric mower soon. Calloway and Arnold asked if we can benefit from the creosote experience of other towns. Brochu said we need to put out an advertisement for citizen applicants to the Wastewater Study group. Jenny Barba asked about mowing in the cemeteries. Francis said the Cemetery Commission, which is an entity separate from other town government, is responsible for cemetery maintenance, but Francis has reached out to a contractor today to possibly help the Cemetery Commission to find someone to do the mowing. Cheryl Lindberg said she thinks if bonuses are paid to town workers, we need to make sure the employee stays for a certain length of time. Lindberg said the Cemetery Commission is currently arranging with a contractor to mow. Brochu said the departure of the Finance Assistant was wholly because of family circumstances – the employee's partner took a new job in another state, rather than the result of any dissatisfaction with the job itself. Brochu said she is fully in support of Rod Francis as TM; he has fulfilled the SB's request to provide data-driven reports and requests. She said there were many personnel issues in existence before Francis came on board. Brochu believes Francis is doing a stellar job in very difficult circumstances.

5. Consent Agenda. Layton **moved** (2<sup>nd</sup> Gere) to approve the consent agenda. **Motion approved unanimously.**

6. Follow-up on the License Agreement with SAU 70. Arnold gave some background on the licensing agreement. Jenny Barba expressed concern about the need to outdoor educational space

for students in Norwich. Layton **moved** (2<sup>nd</sup> Gere) to approve the reciprocal License Agreement between the Town of Norwich and the Norwich School District, as contained in the Selectboard meeting packet. **Motion approved unanimously.** Layton **moved** (2<sup>nd</sup> Brochu) to authorize the Town Manager to be the signatory on the License Agreement. **Motion approved unanimously.**

7. Committee Appointments. Georgios Katsaros spoke in support of his application for the Advance Transit Board. Layton **moved** (2<sup>nd</sup> Brochu) to appoint Georgios Katsaros as Norwich representative on the Advance Transit Board for a 3-year term expiring in May 2025. **Motion approved unanimously.** Andrew Torkelson spoke in support of his application for the Conservation Commission. Layton **moved** (2<sup>nd</sup> Brochu) to appoint Andrew Torkelson to the Conservation Commission for a 4-year term expiring in March 2026. **Motion approved unanimously.**

8. Set Transfer Station Fees for FY2023. SB members expressed concern about raising the fees too much. Fielding Essensa, Finance Director, provided background information about the Transfer Station and DPW budget. Andy Scherer, who serves on the Solid Waste Committee, said that Norwich provides more services than most other town our size do. SB members discussed what level of subsidy they want to provide for the Transfer Station. Brochu proposed evaluating what a 25% subsidy would look like; Brochu thinks that a 10% subsidy would be too little because it results in too great an increase in sticker and punch card fees. Francis said he will come back to the SB with fee schedule options of 25% and 30% subsidies and options for discontinuing some collections. SB members agreed to take up this topic again at the next SB meeting.

9. Casella Agreement for Waste Hauling. After brief discussion, Layton **moved** (2<sup>nd</sup> Brochu) to authorize the Town Manager to sign the 12-month extension to the agreement (including the food waste addendum) with Casella expiring March 30, 2023. **Motion approved unanimously.**

10. Selectboard Work Calendar. Francis introduced the topic by discussing Tracy Hall, and its particular issues and challenges. SB members reviewed and discussed the proposed assessment plan, as contained in the SB packet. Brochu **moved** (2<sup>nd</sup> Layton) to approve the Physical Plan Needs Assessment Plan, as contained in the Selectboard meeting packet. **Motion approved unanimously.** SB members agreed to defer discussion of the town's digital footprint until a future meeting.

**\*\*ADDED AGENDA ITEM: Executive Session to Discuss Personnel Issues.**

Layton **moved** (2<sup>nd</sup> Brochu) to enter executive session under 1 VSA § 313(a)(3) – "...the appointment or employment or evaluation of a public officer or employee..." – to discuss a personnel issue and to include the Town Manager. **Motion approved unanimously.**

The Selectboard entered executive session at 10:05 PM.

Layton **moved** (2<sup>nd</sup> Gere) to enter public session. **Motion approved unanimously.**

The SB entered public session at 11:06 PM. No further action was taken, other than to adjourn.

12. Adjourn. Layton **moved** (2<sup>nd</sup> Gere) to adjourn. **Motion approved unanimously.** Meeting adjourned at 11:06 pm.

By Miranda Bergmeier

Approved by the Selectboard on \_\_\_\_\_, 2022

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

Next Meeting – June 22, 2022 – Meeting at 6:30

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

DRAFT

**From:** [charlotte metcalf](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** corrections/additions to the minutes of the june 8 Select board mtg  
**Date:** Wednesday, June 15, 2022 3:24:43 PM

---

Page 1 of 4. Item 4. Rob Gere asked about advertising for open positions: Francis said we have 2 open postings. "Officer Anna Ingraham said she had looked and had not found the postings Francis referenced."

<http://norwich.vt.us/wp-content/uploads/2022/06/draft-minutes-060822.pdf>

Page 1 of 4 Item 4. Brochu asked how Norwich's police pay compares statewide; Francis said he doesn't have that data, but he's been told our pay is lower than some. " Charlotte Metcalf addressed Claudette Brochu to "assure" her that she knows of former employees who left for less pay than they were receiving in Norwich."

**From:** [Marcia Calloway](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** Re: Selectboard Draft Minutes for 6-8-2022  
**Date:** Wednesday, June 15, 2022 3:59:27 PM

---

Hello Miranda,

A correction to the selectboard draft minutes for 6/8/2022 --

"4. Announcements, Town Manager's Report. Francis said he has been meeting with the Vermont State Police (VSP) and Officer-In-Charge Anna Ingraham to discuss a plan for police coverage. We have put plans in place for coverage. Gere asked about advertising for open positions; Francis said we have 2 open postings. ....

Should be corrected to reflect the actual postings:

"4. Announcements, Town Manager's Report. Francis said he has been meeting with the Vermont State Police (VSP) and Officer-In-Charge Anna Ingraham to discuss a plan for police coverage. We have put plans in place for coverage. Gere asked about advertising for open positions; Francis said we have 2 open postings. **Officer Anna Ingraham said she had looked and the existing posting was out-of-date and only for one part-time position. ..."**

Thank you,

Marcia

On Tue, Jun 14, 2022 at 5:17 PM Miranda Bergmeier <[MBergmeier@norwich.vt.us](mailto:MBergmeier@norwich.vt.us)> wrote:

... have been posted at <http://norwich.vt.us/wp-content/uploads/2022/06/draft-minutes-060822.pdf>

Miranda H. Bergmeier

Assistant to the Town Manager

Town of Norwich

P.O. Box 376

Norwich, VT 05055

802-649-1419 x101

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

**From:** [Marcia Calloway](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** Re: final 6/8/22 minutes correction  
**Date:** Thursday, June 16, 2022 3:32:12 PM

---

Hello Miranda,

I read it after public comment when selectboard members can offer a comment.

Thank you,

Marcia

On Thu, Jun 16, 2022 at 3:23 PM Miranda Bergmeier <[MBergmeier@norwich.vt.us](mailto:MBergmeier@norwich.vt.us)> wrote:

Thanks again, Marcia. Where would this go in the minutes? I don't remember offhand when you read this during the meeting.

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

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

**From:** Marcia Calloway <[msbcalloway@gmail.com](mailto:msbcalloway@gmail.com)>  
**Sent:** Wednesday, June 15, 2022 4:35 PM  
**To:** Miranda Bergmeier <[MBergmeier@norwich.vt.us](mailto:MBergmeier@norwich.vt.us)>  
**Subject:** final 6/8/22 minutes correction

Miranda,

This should be the last thing. The statement I read into the record is here:

Normally, the selectboard is consulted about its agenda before it is decided or published. That did not happen this week, at least I was not consulted, before it was published by the town manager on Saturday June 4th. I find that fact disturbing in general, but particularly so in light of Chief Keeling's departure this week and his May 26 memo to the selectboard and town manager requesting attention and assistance with departmental staffing needs, which is also not in the packet. To be clear, I don't know what has happened. The only information I have about this is from concerned citizens, listserv posts, and the Valley News; in other words, second-hand information. What concerns me are facts and law.

In a town like Norwich which voted for a town manager form of organization, it is one of the town manager's duties to supervise, appoint, remove, and fix the salaries of the police, using the monies approved by the board and voted by the town. However the town manager is "in all matters...subject to the direction and supervision....of the selectboard" and serves "at the will of [the] selectboard."

My concern is that we need to know the facts leading up to Chief Keeling's departure. If, as is indicated on the listserv, there was a discussion of insubordination and a member of the selectboard asked for a last date of employment, many questions are raised including whether current personnel policies were followed and were statutory roles properly maintained. Those questions must be asked by this board, and we now have a Human Resource expert who can help us answer them, assuming Chief Keeling is willing to assist us. What we cannot do is 'draw a line' under yet another personnel loss and explain it away without independent analysis and recommendations for improvement. We owe a responsibility to Norwich taxpayers who have a right to expect transparency in government, and stability and safety in their town, not to mention accountability for the money they entrust to our use.

Marcia

**From:** [Alan](#)  
**To:** [Select Board](#); [Rod Francis](#)  
**Subject:** Message to the Selectboard on Public Safety  
**Date:** Thursday, June 16, 2022 7:37:56 AM

---

Greetings, SB and Rod. I agree with the sentiments expressed by Jon Felde. While I understand the concerns expressed by some residents about understaffing in the PD, it does not strike me as an emergency, and I encourage the SB to continue approaching the situation in a deliberate and thoughtful manner. I voted in favor of the \$50,000 study and am disappointed that it didn't pass. I believe a thorough review of Norwich's public security needs and methods is warranted and that it is critical for the town to explore alternatives to policing. Thank you for your attention, and for your willingness and dedication to serving the town.

Alan Berolzheimer  
729 Union Village Road

---

---

---

**From:** [Andy Scherer](#)  
**To:** [Select Board](#); [Rod Francis](#)  
**Cc:** [Miranda Bergmeier](#)  
**Subject:** Police surplus funds for traffic calming  
**Date:** Thursday, June 16, 2022 10:00:13 AM

---

Roger, Claudette, Mary, Marcia, Rob and Rod

As I mentioned at the 6/8/22 SB meeting, given the lack of staffing at the NPD, there is significant money in the police budget as unpaid salary. I wanted to reiterate my interest in seeing some of the police surplus funds used for traffic calming purposes. Rod Francis said it himself that regionally, there is an industry wide shortage of qualified police officers and the chances that we will have a new hire soon is relatively low.

I recognize there are different line items in budgets but given the circumstances, I ask that the SB use its powers to authorize purchasing some affordable tools that will increase safety on Beaver Meadow Road, or any other road, where there are excessive speeds and little to no pedestrian safety infrastructure. After all, isn't it part of police duties to keep citizens safe and calm traffic?

Please look at the following links for affordable, temporary ideas which can substantially lower speeds and improve road safety for relatively little money:

<https://www.trafficsafetystore.com/speed-bumps-humps/nonreflective-6#SBER6R>

<https://pss-innovations.com/safety-products/rumble-strip-systems/roadquake-2f-temporary-portable-rumble-strip>

<https://www.radarsign.com/radar-speed-signs/tc-400-portable-radar-speed-sign/> (Battery powered)

<https://www.radarsign.com/radar-speed-signs/tc-600-full-matrix-radar-speed-sign/> (Solar powered)

These are just a few ideas which can help, but there are many other affordable options for calming traffic. I would still advocate for creative road striping alternatives which have also been proven to dramatically reduce speeds as well. As always, I am happy to meet with any of you should you wish to discuss further.

Best Regards,

Andy Scherer

**From:** [Roger Arnold](#)  
**To:** [Andy Scherer](#); [Miranda Bergmeier](#)  
**Cc:** [Mary Layton](#); [Robert Gere](#); [claudette brochu](#); [Marcia Calloway](#); [roderick francis](#)  
**Subject:** Re: More thoughts on transfer station fees  
**Date:** Tuesday, June 14, 2022 9:30:26 AM

---

Hi Andy,

I'm copying the selectboard's email address ([selectboard@norwich.vt.us](mailto:selectboard@norwich.vt.us)) for this correspondence that will appear in the next packet and be received during the next meeting.

Thanks for writing,  
Roger

On Tue, Jun 14, 2022 at 9:26 AM Andy Scherer <[andymscherer@gmail.com](mailto:andymscherer@gmail.com)> wrote:

Roger, Claudette, Rob, Marcia, Mary and Rod,

I was pleased with your discussion Wednesday night regarding transfer station fees. I missed the beginning of the conversation so forgive me if I duplicate or missed anything...As a review, there are 4 primary sources of revenue at the TS: 1) annual sticker fees 2) trash cards 3) fees collected for recycling electronics and C&D 4) recycling revenue from the commodities with NRRA and deposit bottles.

Generally speaking, the recycling of glass, cardboard, paper, scrap metal, plastic and aluminum are free to the transfer station users. It could be argued that the annual stickers are the primary (and only) place where a fee is collected for these items. However, when deposit bottles (plastic and glass) and aluminum cans are placed in the deposit collection, the town gets some revenue back (In VT, each item generates \$.05). Similarly, when our recycling products are sorted at the MRF (Materials Recovery Facility) in Rutland, they are pooled with all the recycling collected there and sold on the commodities market. Norwich gets a portion of the sale of these items. The prices of these items vary depending on the demand of the product. For example, cardboard is in demand and fetches a higher price, while plastic is less desirable and its prices are lower.

In terms of trash, we think the green dump card really is the most accurate and direct link to the service. Increasing the prices for MSW (municipal solid waste, aka trash) green dump cards could have a few effects, both positive and negative. Ideally, people will look at the prices and try to reduce how much they throw away. However, if they don't change their consumption habits, they will likely "Wish-cycle" their items into the recycling stream. By that we mean they will inappropriately try to send more items into recycling that don't belong and thus contaminate our recycling. Recycling facilities would rather people take the tack, "when in doubt, throw it out". The contamination of the recycling products might ultimately end up costing the town more money in the long run.

For example, if a load of glass is contaminated with window panes and Pyrex cookware, the receivers could say it's too contaminated and charge us for the MSW rate rather than the recycling rate. Furthermore, the town would lose the money they otherwise would have gotten from the commodities revenue they receive from

Northeast Resource Recovery Association (NRRA). Our lead transfer station attendant, Paul Albee noted:

"The only item that has a different fee for contaminated material that I know of is glass. The contaminated fee is \$155 per ton, the uncontaminated fee is \$40 per ton until Dec. 31,2021, then is \$45 per ton starting Jan. 1, 2022. I have been told each hopper of glass holds 10-12 tons, however I do not see the weight slips. At 10 tons, the contaminated cost is \$1550 per hopper, uncontaminated cost is \$400, a difference of \$1150 per hopper. We fill a hopper every 3-4 weeks."

One of the goals we have set for ourselves as a committee is to educate transfer station users and ultimately clean up the recycling products we produce as a town and thus increase the revenue the TS generates. However, we recognize the pressures on the budget and want to be clear that although we are hopeful to increase revenue, we are unsure if the budget gaps can be bridged by our educational efforts. Historically, the transfer station has covered 70% - 80% of its expenses.

At our monthly SWC meeting we also discussed the benefit and labor costs of the Construction and Demolition (C&D) dumpster. Although it is not a major revenue generator, we feel it is an important service to our residents unable to drive to Lebanon. Therefore, we wondered if the fees were raised modestly, could it become tenable to keep this service?

Lastly, at our meeting on Thursday 6/9, we also discussed the use of a mobile phone app called Better Bin. They are using it in Lebanon and have found it to be a good resource for up-to-date recycling info. Briefly, it allows a user to scan the barcode on a product's packaging for instructions on how to recycle/dispose of it. It would cost the town \$1500 per year but the app would be free for any user of the transfer station who downloaded the app. If we had 500 users of the app, it could come out to roughly \$3 per user. Our hope is that it would be another tool in our toolbox that it could help clean up our recycling products and ultimately save us money. Would the SB consider figuring this into the sticker fee for '22-'23? Here is a link from the CEO of the company explaining briefly how it works:

<https://www.loom.com/share/1a82d6825d5d45018c81eb8effc7a29f>

Andy for the Solid Waste committee



Virus-free. [www.avast.com](http://www.avast.com)

--

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

**From:** [Andy Scherer](#)  
**To:** [Select Board](#); [Rod Francis](#)  
**Cc:** [Miranda Bergmeier](#)  
**Subject:** Re-thinking the role of police in Norwich  
**Date:** Thursday, June 16, 2022 1:59:45 PM

---

Roger, Claudette, Mary, Marcia, Rob and Rod,

As frustrating as it is to have lost our chief of police, I would like to point out the opportunity we now have as a town to creatively think about what it is we need from a police force. In my opinion, it is ironic that back in March, the town rejected spending \$50,000 to study police alternatives. I imagine, in part, that residents wanted to give the newly hired Chief Keeling an opportunity to run the department without outside input. Here we are 3 months later with no chief and a bare bones police staff.

At the selectboard meeting on Wednesday 6/8/22, the Town Manager noted that we are in a desperate situation, not only in this town but across the state and region. Towns everywhere are facing challenges of recruiting, hiring and retaining police officers. In addition to these issues, there are contractual matters regarding unions and collective bargaining agreements which slow the town's ability to make salaries competitive. Given this, again, I think we have an opportunity to be reflective and creative about our policing needs in Norwich.

I am not alone in thinking that it would be wise to reevaluate our approach to law enforcement and public safety, especially given our current staffing levels and inability to fill open positions. Our current level of staffing is unsustainable and is asking too much of the few officers we still have. We need to explore ways to shift responsibilities from the police department and look for ways to lighten their load. I'm not saying there is no need for police in our town. I am saying we need to think about what services they provide and ask if we can shift some of their traditional responsibilities to other service providers. We need to think creatively, broadly and outside of the box. Therefore, in my opinion, it is unrealistic to think that we can expect to hire more officers and go back to our usual way of operating a police force. It's time for a new model.

Andy Scherer  
23 Hazen St

June 7,2022

To the Selectboard -

When my children attended Marion Cross School, it was a warm and welcoming place. There were no locks on the doors, and parents were free to come and go as they desired. Now, with three grandchildren there, it's sad for me to see the fortress it has had to become.

With this in mind, it is puzzling to me that some members of the selectboard seem to think we don't need a police department, at least that is the strong impression I get. I recall clearly one of you stating not long ago that we should have just a peace officer. I recall another of you accusing police of insensitive conduct for which no proof was ever offered. I have watched as two skilled and hard- working police chiefs have quit their jobs, along with several officers, because working for our town had become untenable due to lack of respect and support.

Why is our police department disintegrating? While I know there may be many reasons of which I am unaware, here are some obvious examples. Number one, requests by our chief to our town manager and selectboard for a fully staffed department have simply been ignored. When I wrote to the town manager with a few questions about this, he ignored me, too. We pay our officers less per hour than many other towns in Vermont. That, combined with the obvious negativity toward the department by both members of the selectboard and the TM make Norwich an undesirable place to work.

I want my fellow townspeople to understand what a fully staffed police department is, and why it is important to have a chief and three officers. The chief works the day shift dealing with many administrative duties. There are three shifts for officers which allow for daytime, weekend and night coverage. These shifts rotate among the officers every 8 weeks.

Within these hours, our officers were able to practice PROactive policing. By that I mean they were able to have foot patrols, to visit the school, to go into our stores and banks, to meet and greet the citizens of this town and get to know them. This is the kind of policing that helps create community and stop crimes before they happen. Visibility of police reminds people to slow down, to stop at crosswalks, and this keeps our children safer. This is the kind of policing that allows officers to know who may be troubled and in need of support and community resources.

Now, the one officer left in our department has no time for anything but REactive policing – and I would argue that is the opposite of what is good for our community. I hope the town manager and the board will use the voter approved resources to help make Norwich a positive and welcoming town for all – citizens and employees. I hope we can find a way toward open and honest communication about town issues so we can come to solutions together.

Sincerely,

Amy Stringer

**From:** [Amy](#)  
**To:** [Select Board](#); [Miranda Bergmeier](#)  
**Subject:** Questions for selectboard packet  
**Date:** Wednesday, June 15, 2022 11:31:35 AM

---

To the selectboard:

We hope you can provide answers to the following questions:

1. Have we set up a method for town employees to share their concerns and opinions through a neutral/anonymous method, perhaps using the HR consultant as the neutral third party?
2. With regards to the HR consultant mentioned numerous times at Wed meeting: who are they, when were they hired, what jobs were they hired to do, when will they have completed work on the report that Roger stated was coming soon, and will that report be made public?

We understand personnel issues can be difficult to speak about publicly. Can we ask the HR consultant to provide an edited summary suitable for public release?

3. We are interested in exit interviews as useful tools to understand why people are leaving - along with the very good suggestion that they be administered by a neutral third party. Can the selectboard confirm they will be going ahead with this plan, and can we make the effort to contact every person who has left in the past year?

4. Regarding the May 26 email sent to the TM and board from the police chief asking for support in hiring new officers. Why was there no response to him regarding this request? Is that email public and may we see it?

We would also like to note that there seemed to be an omission in the minutes of the 6-8-22 meeting in that Officer Ingraham's comment is missing, where she noted there were no new postings, contradicting Rod Francis's assertion that there were two posted.

Thank you for your attention to these queries.

Sincerely,  
Amy Stringer  
Jaan Laaspere

**From:** [charlotte metcalf](#)  
**To:** [cynthia crawford](#)  
**Cc:** [Doug Wilberding Gmail](#); [Roger Arnold](#); [Mary Layton](#); [robert gere](#); [Marcia Calloway](#); [claudette brochu](#); [Miranda Bergmeier](#); [Rod Francis](#)  
**Subject:** Re: [Norwich] Loss of police chief and another police officer!!  
**Date:** Friday, June 3, 2022 11:12:13 AM

---

For the Select board meeting packet, please

point well taken Cynthia. However, it seems “the world “ out there is already more aware of some things going on here than most Norwich residents. (I just received additional news that the young recruit whom Chief Keeling was training is applying to Hartford, this again from a resident of another town). So much has been hidden from us in executive sessions! It is time that our community wake up to what is going on behind the scenes. It is one thing to find replacements for an entire Public Works Dept yet another thing for not one but two entire Police Departments.

I have been told “this is a personnel” problem i.e. none of your business Charlotte, and have written to the Select Board (not the listserv) several times to say it is not just a personnel problem but a safety issue when our roads are not plowed or when there is a home invasion. The select board with perhaps one exception are not of a mind to give us the protection for which we are paying. Norwich will not find more police. I have been warned that both State police and the Sheriffs Department are so stretched they will not be able to be on standby.

As voters we need to hold some feet to the fire to be sure we are getting what our taxes pay for and to sleep better at night.

Sincerely  
Charlotte

On Jun 3, 2022, at 10:12 AM, cynthia crawford <[cynthia.crawford@gmail.com](mailto:cynthia.crawford@gmail.com)> wrote:

Why don't we just announce to the whole world that we only have one police officer? It would give would-be thieves a great hint! :(  
I am even reluctant to say this in public, but in light of recent national gun violence, I've read that the more publicity it gets, the more it is likely that someone else will give it a try. Don't know the answer but I do wonder about the question.

Cynthia Crawford

[www.creaturekinships.net](http://www.creaturekinships.net)  
<https://www.flickr.com/photos/creaturekinships/>

-----

You received this message as a subscriber on the [norwich@lists.vitalcommunities.org](mailto:norwich@lists.vitalcommunities.org) discussion list.

To post to the list send an email message to [norwich@lists.vitalcommunities.org](mailto:norwich@lists.vitalcommunities.org) . Please include a clear "Subject" line. Your message will be automatically sent to the list and added to the daily digest.

To reach the list administrators please email [norwich-request@lists.vitalcommunities.org](mailto:norwich-request@lists.vitalcommunities.org) . Please DO NOT send help requests to the general list.

Remember to sign your posts, and to post only items that are relevant to Norwich specifically. A post about a local ordinance is encouraged. A post about a state or federal law is not. Anyone is allowed to subscribe, but only people who live or work in Norwich should post, unless the post is about an event happening in town.

When replying to a posting, if you receive the list digest, use the "Reply to sender" or "Reply to list" links at the end of the individual message. If you receive each posting as a separate email, use your mail program's Reply or Reply-To-All function, as appropriate. Please edit your reply to include only the relevant portions of the original posting, not the entire email.

All Upper Valley-wide posts should be sent ONLY to [uppervalley@lists.vitalcommunities.org](mailto:uppervalley@lists.vitalcommunities.org) . Please don't also CC/BCC the individual community lists

Anyone can subscribe to this group by sending a blank message to [norwich-subscribe@lists.vitalcommunities.org](mailto:norwich-subscribe@lists.vitalcommunities.org)  
To be removed from this list, send a blank message to [norwich-unsubscribe@lists.vitalcommunities.org](mailto:norwich-unsubscribe@lists.vitalcommunities.org)

For the list homepage with posting guidelines and instructions for changing your subscription options, visit <http://lists.vitalcommunities.org/lists/info/norwich> The archives with all previous messages posted to this list can be found at <http://lists.vitalcommunities.org/lists/arc/norwich>

This discussion list is provided at no cost by Vital Communities, a regional nonprofit organization based in White River Junction, Vermont, working to engage citizens, organizations, and communities in creating solutions to our region's challenges. To learn more, go to <http://www.vitalcommunities.org>

**From:** [Roger Arnold](#)  
**To:** [charlotte metcalf](#)  
**Cc:** [claudette brochu](#); [robert gere](#); [Mary Layton](#); [Marcia Calloway](#); [Miranda Bergmeier](#); [Select Board](#)  
**Subject:** Re: where should I turn now?  
**Date:** Wednesday, June 15, 2022 8:03:24 PM

---

<http://norwich.vt.us/wp-content/uploads/2022/01/draft-minutes-010522.pdf>

"Calloway asked if the roads are being taken care of and referenced a letter she received complaining about road conditions on Christmas Day. Francis said he hasn't received any complaints about the road conditions"

I've copied [selectboard@norwich.vt.us](mailto:selectboard@norwich.vt.us) so it can make the packet.

Thanks,  
 Roger

On Wed, Jun 15, 2022 at 7:57 PM charlotte metcalf <[metcalfcharlotte738@gmail.com](mailto:metcalfcharlotte738@gmail.com)> wrote:

This is a letter I sent to the select board when my road was not plowed during or after an icy storm Christmas day or until mid-morning the day following. I never had a response from any member of the select board who defer to the Town Manager on all personnel issues. I am submitting this letter for the packet for the upcoming select board meeting.

Begin forwarded message:

**From:** charlotte metcalf <[metcalfcharlotte738@gmail.com](mailto:metcalfcharlotte738@gmail.com)>  
**Subject:** where should I turn now?  
**Date:** December 26, 2021 at 1:29:51 PM EST  
**To:** Roger Arnold <[rogerarnoldvt@gmail.com](mailto:rogerarnoldvt@gmail.com)>, claudette brochu <[cbrochu30@gmail.com](mailto:cbrochu30@gmail.com)>, Mary Layton <[marydlayton@gmail.com](mailto:marydlayton@gmail.com)>, robert gere <[tallman610@gmail.com](mailto:tallman610@gmail.com)>, Marcia Calloway <[msbcalloway@gmail.com](mailto:msbcalloway@gmail.com)>  
**Cc:** Miranda Bergmeier <[mbergmeier@norwich.vt.us](mailto:mbergmeier@norwich.vt.us)>

Dear fellow members of the Norwich Community,

I trust you, as I, are all safe, well nourished and warmed by your holiday experiences. Indeed all those things were true for me yesterday once I arrived home safely from a lovely afternoon with friends in Thetford. Safe because we had all been boosted and tested and because despite my Norwich road being unplowed and sand free throughout the day I made it back home as the icy storm abated. (This morning though the Valley News was not delivered to the route I took).

In fact the weather was bad enough as I set out yesterday that my host offered to come over to bring me to their home. When I realized how bad the road to my house might be when I returned at the end of the day. I thought of retreating. I

might not be able to get up the hill from Kerwin Hill on to Pattrell to feed my animals or sleep in my own bed. Several private contractors failed to plow drives on the same route because the roads were not .

I lay in bed thinking about all this, knowing that my nightmares had only begun even as we leave the shortest day behind us. I am told that the dysfunction in the public works department is a “personnel matter” which cannot be discussed.

After Thanksgiving a man whom I have known for almost 20 years , first as a game warden, now hunter on my land arrived at my door to thank me with an armful of venison.. He had worked through the holiday weekend but announced he was sorry he could no longer serve in the public works department in Norwich. He was distraught, felt maligned and unheard. I was upset for him.... and worried aloud about the future for our roads. When I expressed concern to someone else she said “Oh don’t worry Charlotte, they will always get someone to run a plow.” Is that how we value people who work here?

This is no longer, nor was it ever just a “personnel matter”. It is a SAFETY MATTER when we are unable to travel from and return safely to our homes and when police and emergency vehicles will be hampered from reaching us. It is a safety matter when our police department has also been significantly reduced and we have waited 10 months to decide to spend \$50,000 to “fix” a department that is struggling to survive and to achieve the mission established for it in 2007. It is a safety matter when citizens have regular bouts of anxiety about when our town will ever feel whole again.

Whether the loss of 3 able people from Public Works was the result of schoolyard bullying or something more serious as my friend implies (I was not told details, nor did I ask) I think this should be a wake-up call that we need to treat our employees with more respect and should respond to them when they ask for a fair hearing.

Awake at night  
Charlotte Metcalf

--

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

**From:** [charlotte metcalf](mailto:charlotte.metcalf)  
**To:** [Roger Arnold](mailto:Roger.Arnold); [claudette brochu](mailto:claudette.brochu); [Mary Layton](mailto:Mary.Layton); [robert gere](mailto:robert.gere); [Marcia Calloway](mailto:Marcia.Calloway)  
**Cc:** [Miranda Bergmeier](mailto:Miranda.Bergmeier)  
**Subject:** from the DPW to the Police Dept  
**Date:** Wednesday, June 15, 2022 9:02:00 PM

---

A third attempt at the beginning of mud season, again never to hear from anyone on the select board. I am unsure whether they endeavored to find out if my understanding about only one licensed driver and 4 trucks was true. (It was ) However, two days before the select board met, the town manager had hired three new drivers and was able to assure the select board that DPW was in good shape.

Now we face a new dilemma. Our police department is at a crossroads with the abrupt resignation of Chief Simon Keeling. Did the board receive his letter of resignation? How did they respond to it?

In last week's Town Manager's report we were assured that there will be "adequate" policing. Our one officer, Anna Ingraham, was lauded for her help in making that come true. But what is "adequate" when we expect coverage 20/7? Will the select board at last respond to the questions being asked by the people who elected them and engage in an effort to prove that they truly support our police?

Will they explain why it is that the Human Resources Consultant that had initiated interviews with employees, past and present has been put on hold? How will they move us forward?

Please include this letter in the packet for the upcoming Select Board meeting

Sincerely  
Charlotte Metcalf

Begin forwarded message:

**From:** charlotte metcalf <[metcalfcharlotte738@gmail.com](mailto:metcalfcharlotte738@gmail.com)>  
**Subject:** Re: where should I turn now?  
**Date:** March 23, 2022 at 10:44:20 AM EDT  
**To:** Roger Arnold <[rogerarnoldvt@gmail.com](mailto:rogerarnoldvt@gmail.com)>, claudette brochu <[cbrochu30@gmail.com](mailto:cbrochu30@gmail.com)>, Mary Layton <[marydlayton@gmail.com](mailto:marydlayton@gmail.com)>, robert gere <[tallman610@gmail.com](mailto:tallman610@gmail.com)>, Marcia Calloway <[msbcalloway@gmail.com](mailto:msbcalloway@gmail.com)>  
**Cc:** Miranda Bergmeier <[mbergmeier@norwich.vt.us](mailto:mbergmeier@norwich.vt.us)>

You will see that I am resubmitting a letter I wrote to all of you on December 26th regarding our safety in our homes and on town roads. The DPW was so understaffed it was unable to plow some roads for a day and a half the Christmas storm.

I have always felt, as Andy Sherer suggests on today's listserv, that these matters should be taken very seriously by the town manager AND the select board. The condition of our roads, the staffing of DPW are the responsibility of our Town

Manager, but when the Select Board is aware of safety issues it should take the issue on to make sure it has been addressed properly.

I wrote my first letter on this subject after Thanksgiving when a 5th person since last May left his/her/their job at DPW. I wrote this letter almost a month later after my fears were realized on Christmas Day. I never heard from any of the recipients. Now it is mud season. I am hemmed in 2 miles from Union Village Road on a dirt road. It is my understanding we have only one licensed driver to operate one of our four large dump trucks on 45 miles of road.

I think it is time that the select board take this up because there are liability issues at stake should fire and police be unable to access a home in emergency.

Sincerely  
Charlotte Metcalf

On Dec 26, 2021, at 1:29 PM, charlotte metcalf  
<[metcalfcharlotte738@gmail.com](mailto:metcalfcharlotte738@gmail.com)> wrote:

Dear fellow members of the Norwich Community,

I trust you, as I, are all safe, well nourished and warmed by your holiday experiences. Indeed all those things were true for me yesterday once I arrived home safely from a lovely afternoon with friends in Thetford. Safe because we had all been boosted and tested and because despite my Norwich road being unplowed and sand free throughout the day I made it back home as the icy storm abated. (This morning though the Valley News was not delivered to the route I took).

In fact the weather was bad enough as I set out yesterday that my host offered to come over to bring me to their home. When I realized how bad the road to my house might be when I returned at the end of the day. I thought of retreating. I might not be able to get up the hill from Kerwin Hill on to Pattrell to feed my animals or sleep in my own bed. Several private contractors failed to plow drives on the same route because the roads were not .

I lay in bed thinking about all this, knowing that my nightmares had only begun even as we leave the shortest day behind us. I am told that the dysfunction in the public works department is a “personnel matter” which cannot be discussed.

After Thanksgiving a man whom I have known for almost 20 years , first as a game warden, now hunter on my land arrived at my door to thank me with an armful of venison.. He had worked through the holiday weekend but announced he was sorry he could no longer serve in the public works department in Norwich. He was distraught, felt maligned and unheard. I was upset for him.... and worried aloud

about the future for our roads. When I expressed concern to someone else she said “Oh don’t worry Charlotte, they will always get someone to run a plow.” Is that how we value people who work here?

This is no longer, nor was it ever just a “personnel matter”. It is a SAFETY MATTER when we are unable to travel from and return safely to our homes and when police and emergency vehicles will be hampered from reaching us. It is a safety matter when our police department has also been significantly reduced and we have waited 10 months to decide to spend \$50,000 to “fix” a department that is struggling to survive and to achieve the mission established for it in 2007. It is a safety matter when citizens have regular bouts of anxiety about when our town will ever feel whole again.

Whether the loss of 3 able people from Public Works was the result of schoolyard bullying or something more serious as my friend implies (I was not told details, nor did I ask) I think this should be a wake-up call that we need to treat our employees with more respect and should respond to them when they ask for a fair hearing.

Awake at night  
Charlotte Metcalf

**From:** [charlotte metcalf](mailto:charlotte.metcalf)  
**To:** [Roger Arnold](mailto:Roger.Arnold); [claudette brochu](mailto:claudette.brochu); [Mary Layton](mailto:Mary.Layton); [robert gere](mailto:robert.gere); [Marcia Calloway](mailto:Marcia.Calloway)  
**Cc:** [Miranda Bergmeier](mailto:Miranda.Bergmeier)  
**Subject:** Fwd: what is going to happen to this town??  
**Date:** Wednesday, June 15, 2022 7:44:59 PM

---

I am resubmitting several emails starting with this one I wrote on December 1 when I had just learned that three members of Public works had resigned— just as snow season began. To my knowledge the acting town manager did not sit down with any of the employees until they were well in to their new jobs. To my knowledge, all took positions that pay less than Norwich had been paying them. I would appreciate it if you would submit this letter in the packet for the next board meeting.

Begin forwarded message:

**From:** charlotte metcalf <[metcalfcharlotte738@gmail.com](mailto:metcalfcharlotte738@gmail.com)>  
**Subject:** what is going to happen to this town??  
**Date:** December 1, 2021 at 4:55:05 PM EST  
**To:** Roger Arnold <[rogerarnoldvt@gmail.com](mailto:rogerarnoldvt@gmail.com)>, claudette brochu <[cbrochu30@gmail.com](mailto:cbrochu30@gmail.com)>, Mary Layton <[marydlayton@gmail.com](mailto:marydlayton@gmail.com)>, robert gere <[tallman610@gmail.com](mailto:tallman610@gmail.com)>, Marcia Calloway <[msbcalloway@gmail.com](mailto:msbcalloway@gmail.com)>

Right now I am upset by the news that my hunter friend, former game warden, brought when he dropped off venison today. He is leaving the town road crew. He "cannot work there any more". He spoke of corruption and lack of adequate leadership. He is the third to leave. We will soon have no one to plow or repair our roads..That makes me feel sick..little or no police coverage, no town manager, no public works director and no applications for the jobs. We could not even succeed in getting an interim town manager though apparently some of you liked the applicant you saw..

Please put this correspondence in the packet for the next meeting

Charlotte Metcalf

**From:** [Tagupa, Charlotte](#)  
**To:** [Miranda Bergmeier](#)  
**Cc:** [Norwich Conservation Commission](#)  
**Subject:** Stepping Down from Conservation Commission  
**Date:** Thursday, June 9, 2022 2:29:11 PM

---

Hi Miranda,

I'm Charlotte and this year I've been a part of the conservation commission, but I'm looking to step down since I'm a high school senior who's moving away for college next year. I will be around for the rest of June, but hope to depart the commission by July. I've been told to notify you of departure, but let me know if there are any more steps I should take.

Thank you in advance for your help with this!  
Charlotte

**From:** [Douglas Wilberding](#)  
**To:** [Marcia Calloway](#)  
**Cc:** [Miranda Bergmeier](#)  
**Subject:** Selectboard packet submission. TM contract Section VII Hours of work B  
**Date:** Friday, June 3, 2022 9:46:00 AM

---

I understand that within the new Town Manager contract there is a provision that the TM “not engage in any other business except with Board approval.

Just wondering if acting as a consultant for Placesense to the Town of Warren VT was approved in advance of the work by the SB?

<https://www.warrenvt.org/departments/planning-commission/>

Doug

**From:** [John Farrell](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** COMMUNITY ASSISTANCE FUND  
**Date:** Friday, June 3, 2022 8:22:46 AM

---

Please make this part of the Norwich SB meeting.

While I was Town Service Officer several years ago I worked closely with TM Herb Durfee. Herb had set up a Community Assistance Fund to help families and people living in Norwich with assistance such as rent, fuel (wood, oil, propane) as well as other much needed help.

The Community Assistance Fund derived its income from the bottle return collection at the Norwich Transfer Station. According to Herb \$500 of this money was dedicated to the Police Cadet Program with the balance used to help people in need.

According to the most recent town report there was, I believe, \$7,000 in the fund.

Recently the transfer station returned approximately 69 bags of return bottles/cans. This was a sizable return. It is my understanding that the person who does the return receives some compensation for his work and the rest is dedicated to the CAF.

I am assuming that over the years the fund has been used and replenished as more bottle/can deposits are accumulated.

So, my questions are:

1. What is the EXACT amount in the CAF?
2. Is \$500 still being granted to the Cadet Program?
3. And more importantly what accounting procedures are used to follow distribution of the funds?

I realize that due to the nature of the assistance given to residents in need it is advisable to keep names confidential. That said would the SB please keep the public informed through standard accounting procedures the distribution of these funds including what the disbursements were used for, the dollar amount for each disbursement, and the current balance.

Respectfully,

John M Farrell  
Norwich

**From:** [John Farrell](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** TOWN MANAGER CONTRACT  
**Date:** Sunday, June 5, 2022 7:19:05 AM

---

I would like to have the Norwich Selectboard clearly and transparently explain the logic to the taxpayers why the new Town Manager was offered a 5 year contract instead of a standard 3 year contract. It appears to me that a 3 year contract would have been sufficient. The way things seem to be developing, if the new TM is asked to resign or decides to leave the position the town stands to be liable for a substantial amount of financial liability.

I would also like to know why the new TM can be "awarded" a "bonus" on top of his salary. Is this standard for TM's? Did past TM's have this in their contract?

Respectfully,

John Farrell  
Norwich

**From:** [Jon Felde](#)  
**To:** [Select Board](#); [Rod Francis](#)  
**Subject:** Public Safety  
**Date:** Thursday, June 16, 2022 11:34:35 AM  
**Attachments:** [Police Chief Survey - all ques summary.pdf](#)

---

I am writing this letter as a counterpoint to the message delivered to you by citizens at the June 5 Selectboard meeting who are concerned about the resignation of Chief Keeling. I was not able to attend but watched the meeting posted to CATV. You heard from citizens who believe the town is negative toward the police or doesn't offer competitive salaries or provide them the equipment they expect. I urge you to review the broad survey of the town that was done after the departure of Chief Frank and before the appointment of Chief Keeling. A much more diverse range of opinions was expressed, with many people worried about over-policing. I attach it below.

Like those who spoke at the meeting, I want a safe town. That is why I supported the broad study of public safety proposed in Article 9 on the March ballot. You spent a year considering this complex issue and developed a sensible approach to move forward. Now that the voters rejected the appropriation for the study, you are entrusted with acting without that deeper knowledge. I trust that you will be guided by your two-year-long conversation and not rush to spend money unwisely. Resist the conventional presumption that simply adding police will improve safety. With careful analysis you can develop solutions without relying on the threat of state-sponsored violence to enhance public safety.

Consider how better design can enhance safety. One citizen at the meeting pressed the town to revive and implement traffic calming measures. Here is one link for further exploration. <https://globaldesigningcities.org/publication/global-street-design-guide/designing-streets-people/designing-for-motorists/traffic-calming-strategies/> Using design to control traffic avoids the hazards for police and citizens associated with traffic stops. <https://www.nytimes.com/interactive/2021/10/30/video/police-traffic-stops-danger-video.html>, <https://www.nytimes.com/2021/10/31/us/police-traffic-stops-killings.html>, <https://www.nytimes.com/2021/10/31/us/police-ticket-quotas-money-funding.html>

One element of the proposed study that would have improved understanding the role of police in our town was the analysis of 911 data. Why not undertake that sensible and focused task now? The Vera Institute of Justice sees it as a tool for allocating resources wisely. <https://www.vera.org/news/understanding-law-enforcement-practice-in-your-community-an-exploration-of-911-open-data-sets>

The call for a robust police presence relies on failed policies of the 1990's that have led to mass incarceration. Poverty, mental illness and drug addiction are criminalized, filling our prisons with the sick and poor. 44% of people in local jails are diagnosed with a mental illness. [https://www.prisonpolicy.org/research/mental\\_health/](https://www.prisonpolicy.org/research/mental_health/) Instead of providing treatment for mental illness and drug addition, we have created a system that contributes to destroying families and communities. The notion that criminals are reading the Valley News to find what town has the fewest police doesn't ring true. The idea that we should bolster our police so that criminals go to neighboring towns proves that proponents of a larger police presence are not seeking to reduce crime but to move it around. We should instead invest in solutions that go to the root cause of crime. I hope you work closely with other towns in the Upper Valley to

enhance public safety.

Thank you for considering my thoughts on this important topic. And thank you for serving our town.

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

community relations Stop department build needs force positive  
 community building budget Keeping Continue officers safety  
 Community outreach community policing  
 communication police public safety community crime  
 Speeding Ensuring town issues Norwich Lack Traffic public  
 maintaining Overpolicing Chief reduce  
 needs Enforce speed limits traffic Distracted driving mental health community relations  
 department control issues work town lack community  
 driving police Maintaining Speeding budget safety roads  
 Norwich officers school drivers Drug Norwich residents residents  
 Community connection people  
 social Help public racial Norwich emergencies Covid mental health people  
 community engagement safety Maintaining police force  
 community communication town presence issues  
 understand needs health crime trafficking drug speeding

Ques. 1

Norwich, VT - New Police Chief Survey

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

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

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

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

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

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

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

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

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

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

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

Norwich, VT - New Police Chief Survey QUESTION 2

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Norwich, VT - New Police Chief Survey QUESTION 3

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

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

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

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

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

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

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

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

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

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

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

## Norwich, VT - New Police Chief Survey QUESTION 4

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

Answered 174

Skipped 43

#### Respondents

#### Responses

- 1 That he/she has a professional, well trained staff. But the select board and many residents are unsupportive and would like to defund the police department
- 2 all the above, and, not everyone uses listserves, etc!!!
- 3 Be aware of racial problems in some areas of policing in VT, and work to avoid them here.
- 4 Community policing values and practice
- 5 Children have learned to appear confident: underneath they are looking for someone who is genuine and truly takes interest in them.
- 6 The town is changing. The police department has grown in the last 20 years.
- 7 "Defund the police" can mean shifting resources and responsibilities to social services and need not trigger a defensive posture. Mass incarceration has its roots in racism and the War on Drugs. Read *The New Jim Crow*, by Michelle Alexander. Training for anti-bias doesn't necessarily solve racism. Because the criminal justice system is unfair to people of color, criticism of the system is not a personal attack. "Black Lives Matter" is a civil rights movement to right the wrongs done to people who, because of their color, have been treated as less than human from slavery through Jim Crow and the War on Drugs. As a person who became a police officer risking your life and safety to help people, you are respected and appreciated. Negating "Black Lives Matter" with "Blue Lives Matter" dishonors the struggle for civil rights and is not an appropriate way to seek respect for law enforcement.  
[https://www.huffpost.com/entry/heres-whats-wrong-with-bl\\_b\\_10906348](https://www.huffpost.com/entry/heres-whats-wrong-with-bl_b_10906348)
- 8 This is a place where community policing really works.
- 9 The town needs a strong leader at the departmental level that is able to continue to promote a good culture within the department for the other officers while being a constant presence in the community (including school and general public).  
We may not even need a chief. We have a great community that largely doesn't need much help. For those who do need help: (a few within Norwich but mostly outside our town boundaries -Wilder/Hartford/WRJ) economic, medical, housing and social services are the best way to help the community at large. Fund and support those efforts!
- 10 Norwich tradition of civic volunteerism.
- 11 Vermont is till outrageously prejudiced and racist. What happened to Wayne Burwell in Hartford was scandalous. Also more recent incidents have shown that our local police force is still deeply prejudiced. We must set an example and act to change police culture in Vermont. It'd be nice to have some diversity in Norwich and have a police force that includes people of color. At least, we must hire a police chief who is committed to addressing racism in the police force.
- 12 Like many people in this community, I support a community-oriented police force but am wary of the corrupting influence of unrestrained police power. We need to address racism and prejudice in the police form and demilitarize the police. The role of the police should be to serve and protect all community members in a fair and compassionate manner.
- 13 They should know that they will be appreciated.
- 14 relationship between police and townspeople has been inconsistent at best over the last decade +. I would often characterize the relationship as adversarial.

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

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

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

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

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

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

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

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

That the current community policing model works fantastically well.

We strongly believe in abs support community policing

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

Expert in Community Relations.

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

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

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

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

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

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

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

State laws. Town ordinances. Judgement in enforcing laws.

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

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

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

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

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

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

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

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

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

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

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

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

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

104 I'd rather have the NPD combined with some other department. We are a small town and don't need to spend the money we are currently spending, especially on a PD that is hostile to the community. The next NPC needs to clean house.  
 105 Norwich is a kind and caring community. Sometimes residents are not thinking clearly and drive too fast. Please do not treat them like criminals or assume the worst about them. Model empathy instead. You can still give a ticket but please don't make it an antagonistic experience. If we all take a positive approach to each other, Norwich will be an even better place!

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

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

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

108 One of these days, someone's going to get injured or killed in one of the Main Street crosswalks. Maybe tickets have been handed out for running through them, but I've never seen it happen - even on weekday mornings when kids are walking to school.  
 109 All of the different facets of our community: that we aren't just a rich Vermont town, that we are people of all economic situations; that we aren't just Old Vermonters, but that some of us have been here for generations; that not all of us are college educated, but many are.  
 110 We support our police and other public servants and we appreciate them.  
 111 to know about the history of Norwich as it relates to policing issues over the last 5 or 10 years or so  
 112 That they will be valued by the community  
 113 We want a "people person."  
 114 How to lead and liaison  
 115 Born in Chagoland, I have lived in NYC, Montreal, D.C., Amherst and Northampton, MA; Manchester and Bennington, VT. I love Norwich!  
 116 We want an open relationship with our law enforcement. Kids will make mistakes, and they need to be corrected when they do, but consequences should not exceed the problem we are trying to fix.  
 Did I mention speeders??? All hours of the day.

117  
 118 He/she doesn't need to shake things up. Just work with the policies we have in place and improve on them as the times demand.  
 119 That we support our chief and officers, that we respect the work that they do, and that we have no intention of "defunding" their vital work.

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

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

124

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

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

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

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

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

142

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

143

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

144

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

145

That i respect what they do and appreciate them

146

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

147

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

148

All lives matter

149

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

150

the most recent efforts to do community policing

151

How to handle difficult situations non-violently.

152

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

153

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

155

That Black Lives Matter

156

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

157

This is a supportive community.

158

Big shoes to fill

159

??

160

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

161

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

162

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

163

We don't need an unmarked cruiser

164

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

165

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

166

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

167

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

168

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

170 That Norwich is a special place.

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

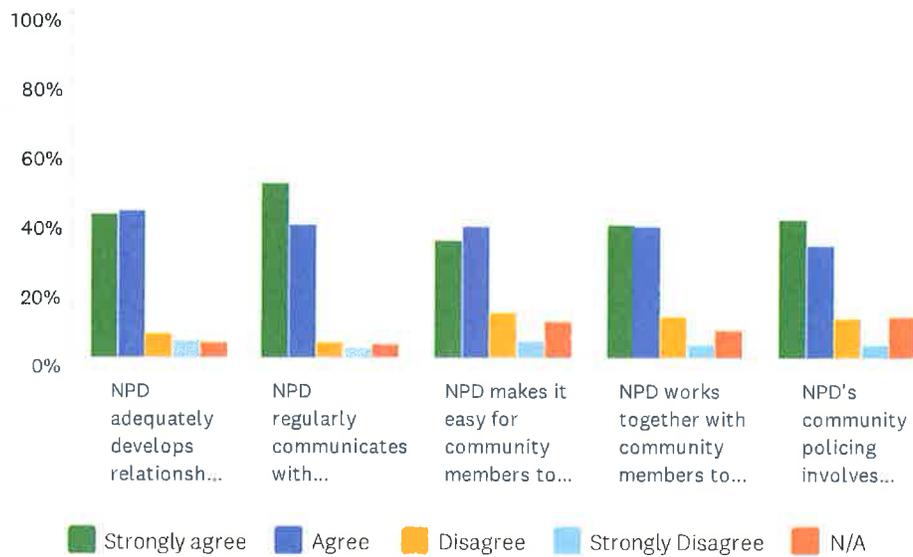
Please don't let national trends in policing/police reform, that apply to larger cities and towns, cause you to diverge from the needs of our incredibly safe, friendly, small rural town. Community policing and out reach is everything and is so appreciated. Don't be bullied by wayward police reform activists.

173

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

### Q5 Community Involvement

Answered: 207 Skipped: 10



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

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

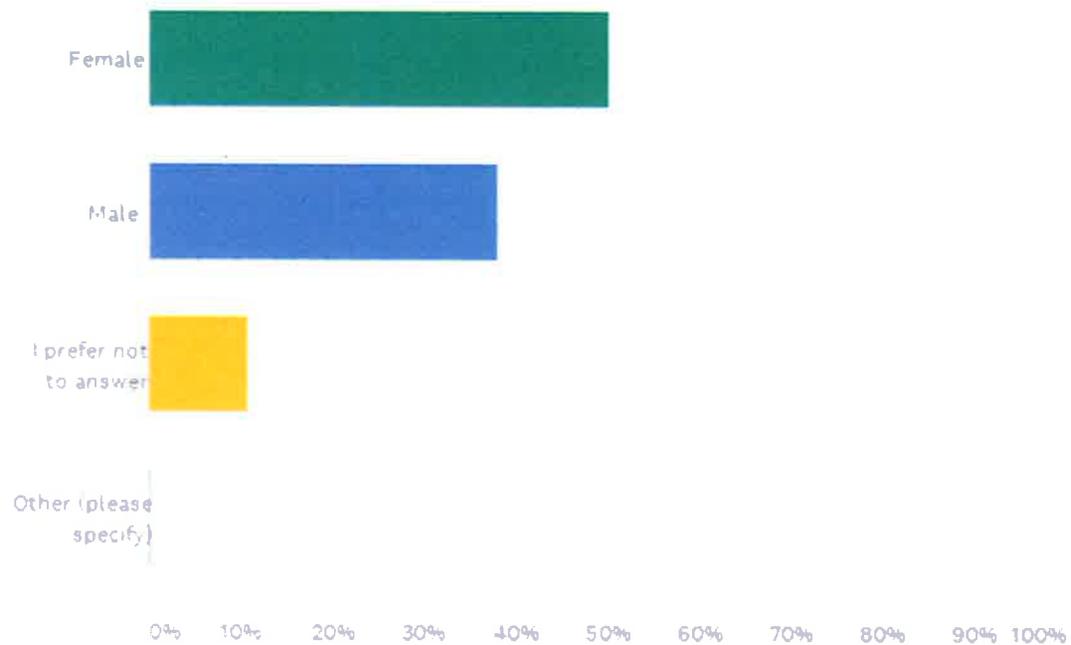
	To a great extent		A lot		A little		Not at all		N/A		Total
To what extent does NPD treat people fairly?	34.69%	68	34.18%	67	14.29%	28	2.55%	5	14.29%	28	196
To what extent does NPD show concern for community members?	44.50%	89	35.00%	70	11.00%	22	3.50%	7	6.00%	12	200
Is NPD respectful?	45.36%	88	33.51%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

Norwich, VT - New Police Chief Survey  
Contact & Satisfaction

Ques. 7

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

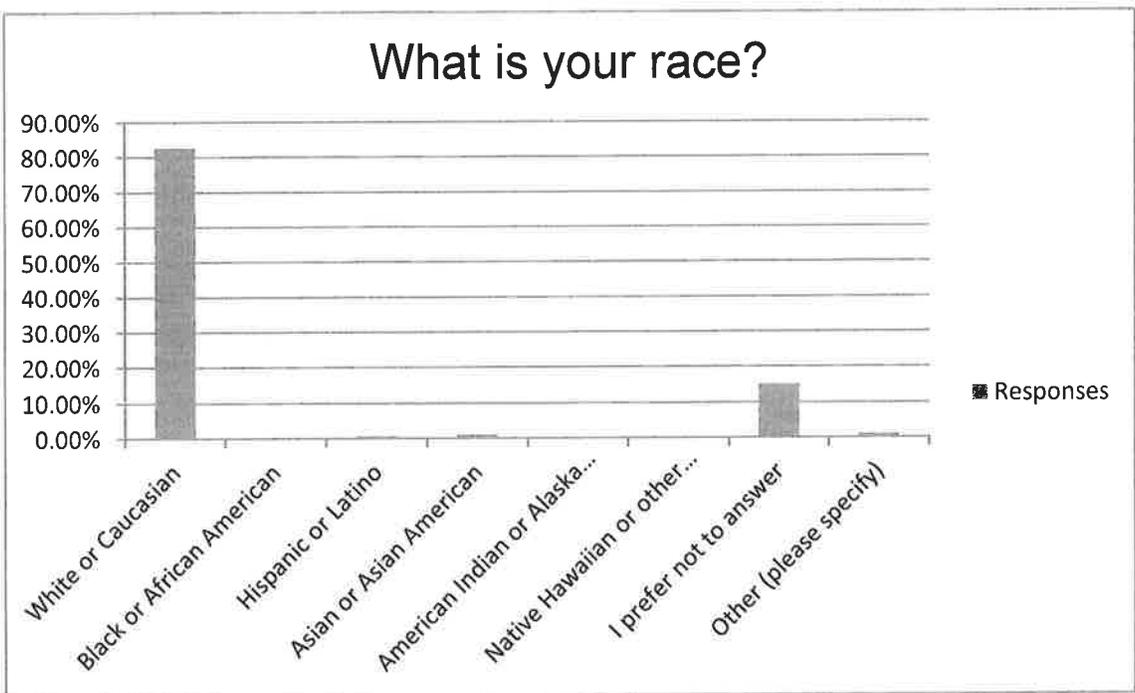
### Q8 What is your gender?



Norwich, VT - New Police Chief Survey Ques. 9

**What is your race?**

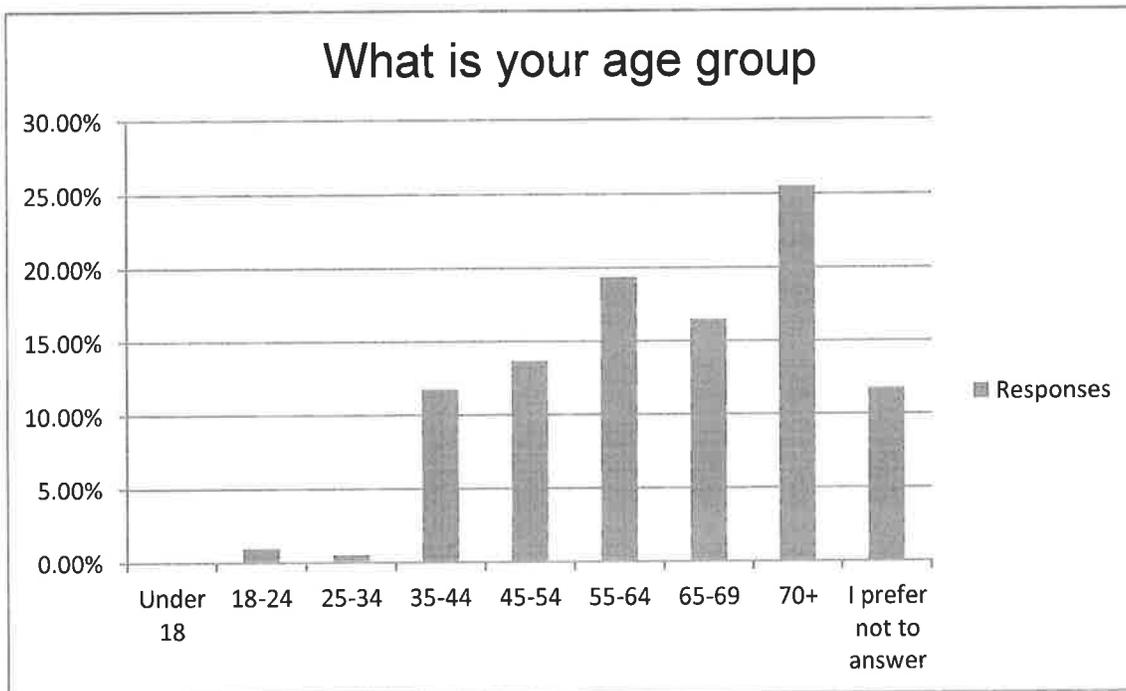
Answer Choices	Responses	
White or Caucasian	82.55%	175
Black or African American	0.00%	0
Hispanic or Latino	0.47%	1
Asian or Asian American	0.94%	2
American Indian or Alaska Native	0.00%	0
Native Hawaiian or other Pacific Islander	0.00%	0
I prefer not to answer	15.09%	32
Other (please specify)	0.94%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



## Norwich, VT - New Police Chief Survey Ques. 10

**What is your age group**

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



## Norwich, VT - New Police Chief Survey Ques. 11

**How many years have you lived in Norwich?****Answered 210****Skipped 7**

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

As presented verbally in the public comment period of the Selectboard meeting June 8, 2022

To the Norwich Board of Selectman:

I have been dismayed recently to hear strong and consistent concerns from town employees across several departments. It seems clear this discontent has contributed to recent resignations and may cause more people to leave in the future.

Rather than use the nationwide hiring challenge as an excuse, we should see this as an added reason to be exceptional with our staff.

Judging by the breadth of the complaints, even in the face of attempts to stifle dissent, we are not behaving like an exceptional employer and not just for the police department.

An employer should not stop their employees from expressing their concerns and ideas. Various laws make this a very bad idea, not to mention the toxic effect on employee trust in their management.

If there is a sincere desire to address the problem, we should create safe methods for employees to give feedback through a neutral party. Employees must feel safe and supported or they will move on, especially in today's environment.

Relative to the police question I would simply point out that in March the town voted to approve the police budget and not to fund a study. That is a clear statement that townspeople want a 4-officer staff without significant changes.

One Selectboard member stated that change is hard. Perhaps, but I find people are capable of great adaptability, if they feel included and have good information.

What is the change are we talking about? Is there a plan to make major changes to our town government? The lack of support for a fully staffed police department is clear. But what about the other departments? What are the goals of the Selectboard and the Town Manager and how do these goals reflect the wishes of the voters?

Our options for discussing such important topics are not satisfying. Either we can comment without response or the Selectboard discusses with little public comment. These are very serious topics with significant town interest.

I suggest we set up a moderated public forum where questions can be asked and answered. This would give the visibility and accountability that seems to be missing.

Jaan Laaspere  
95 Upper Pasture Rd.

**From:** [Stuart Richards](#)  
**To:** [Miranda Bergmeier](#); [Rod Francis](#); [Mary Layton](#); [Claudette Brochu](#); [Bob Gere](#); [Roger Arnold](#); [Marcia Calloway](#)  
**Subject:** Request for Information  
**Date:** Thursday, June 16, 2022 11:42:59 AM

---

Dear Selectboard Members, Rod Francis and Miranda Bergmeier,

At last Wednesday's Selectboard meeting a number of residents expressed their concerns about the situation in various town departments and or offices. The undersigned would very much like to understand the situation better and toward that end we would much appreciate your answering the following questions. Miranda, please make this email a part of correspondence for the next Selectboard meeting.

1. In the past two year what has been the maximum number of employees in the following departments/offices. If there is an office or department not named please include that as well: Town Manager office, Town Clerk office, Emergency Management Office, Finance Department, Fire and EMS Department, Fire Warden Office, Police Department, Public Works Department and Planning and Zoning Department.
2. As of the date of this inquiry please supply the names and departments/offices of all employees. With respect to DPW employees please indicate those who have a DPL license or the number who have a DPL license.
3. How much have part time police patrolmen been paid in the past and how much are they paid now?
4. How much was the last police chief paid and how much is a future police chief being offered in pay? What is the current salary of the head of DPW?
5. Where does Norwich rank in pay for police and DPW employees in relation to other towns/municipalities?
6. Norwich has paid for 20/7 daily police coverage. What coverage do we have now and where does it come from?
7. Please supply the names, dates and cost of any media, publications or other sources where advertising for replacement town personnel has been placed in the past year and the positions advertised.
8. Rod, have you or will you submit the documentation for your Phd in Geography from Monash University as required by your contract with the Town of Norwich?
9. Rod, have you engaged in any work, advisory or paid outside your work as Town Manager in Warren, Vermont or any other place? If so where and what did the work consist of?
10. What is the cost of the HR consultant?
11. Please provide a copy of the MOU between the town and school regarding wastewater.

Many thanks for your co-operation and anticipated prompt assistance,

Stuart Richards

John Farrell  
Doug Wilberding  
Bill Scavone

**From:** [Tracey Hayes](#)  
**To:** [Miranda Bergmeier](#)  
**Subject:** Letter for the Selectboard  
**Date:** Wednesday, June 8, 2022 6:55:40 AM

---

Dear Selectboard,

First, I would like to publicly thank each of the Selectboard and Town employees for your dedication and energy towards Norwich and its citizens.

I am writing to you as I would like to share my concern and ask for more information. I apologize that I am writing a letter/ an email in place of a discussion in person at the SB meeting June 8th. My family will be transporting my child to an away lacrosse game this afternoon/ evening which might impede my ability to return in time to join you in person. Thus, I want to reach out with my questions.

Recently, the police chief resigned from his position and there is concern of understaffing of the police department. Recently, I have had the pleasure and honor to get to know Chief Simon better as a crossing guard for Norwich. He was a very professional and caring police officer and Chief, who worked many overtime hours to make sure that Norwich was properly covered with policing and tried to fill his understaffed force with quality people. His resignation was a shock as this was not in line with his professional nature and previous efforts. I would like more information about why the Chief resigned, how we will keep Norwich and its citizens safe in this unstaffed time, as well as how we will rebuild the police force.

Thank you for your time and attention to these concerns.

Sincerely,  
Tracey Hayes  
31 Carpenter St.

**From:** [Tracey Hayes](#)  
**To:** [Select Board](#)  
**Subject:** Police department and DFW staffing shortages  
**Date:** Thursday, June 16, 2022 2:16:34 PM

---

Dear Selectboard members,

Good afternoon.

I am writing to you to continue the conversation and repeat my request to call a special meeting to work on the police department and DFW department's understaffing situation and expectations of recruitment.

Also, I would like to see Trello planning Selectboard meeting agendas including replacement of the police and a separate line item of DFW employees.

I look forward to hearing the results of the requested information for research from the previous meeting which included and not limited to: Charlotte requested information on current hiring salaries comparable/ competitive with other posted opportunities in neighboring towns? Should we consider "sign-on" bonus, or something similar for current employees so that they are not offended by the recruitment bonus? Marsha called for a special meeting to expedite the police force understaffing. There were other requests by the SB members but I can not recall them at this time.

I would like to request that filing the police department and DFW appropriately, I would hope they will be added as a standing Selectboard agenda item until the Police and DFW staffing are refilled to appropriate capacity.

Respectfully,  
Tracey Hayes



# NORWICH POLICE DEPARTMENT



POLICE OFFICER  
ANNA R. INGRAHAM

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775  
E-MAIL [anna.ingraham@vermont.gov](mailto:anna.ingraham@vermont.gov)

---

## MONTHLY REPORT

## MAY 2022

**PREPARED BY:** Anna Ingraham, OIC

**DATE:** June 13, 2022

The Norwich Police Department responded to 222 calls for service during the month of May, including two arrests and two requests for warrants to be issued for suspects that couldn't be located. Norwich officers made a total of 51 motor vehicle stops which resulted in 13 traffic tickets and 34 warnings. We also participated in the Governor's Highway Safety Memorial Day Campaign which ran from May 21 to June 6. Officers Berry and Root logged 4 hours of "Click it or Ticket" time and Chief Keeling teamed up with the Orange Co. Sheriff's Department and the Royalton Police Department for another 4 hours.

Norwich officers continue to do Directed Patrols. Residents are reminded to watch their speed and be mindful of pedestrians and bicyclists now that warmer weather is here. On May 18, the police department participated in Touch-A-Truck at the Marion Cross School.

Former Chief Keeling attended a weeklong Death Investigation class during the second week of May. In small departments such as ours, it's important that all officers are certified in as many aspects of law enforcement as possible. Officers Ingraham and Myhre attended Suicide Prevention for First Responders. This class was hosted in part by DHMC and focused on recognizing warning signs and risk factors as well as providing officers with resources to assist individuals in need. Officer Root continues to work toward his Level II certification by attending classes and by shadowing Officers Berry and Ingraham.

Norwich officers worked approximately 40 hours of overtime in May. Most of these hours were for shift coverage as a result of being shorthanded. Officer Brian Berry submitted his resignation effective June 1. His investigative skills are exceptional, and his experience was a huge asset to this department. He will be sorely missed but we wish him well in his new job.

Respectfully,

*Anna Ingraham*

Anna R. Ingraham  
Officer in Charge

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

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

Name: Alena Berube

Address: 1737 TURNPIKE ROAD

Day phone: 8028291606

Evening phone: same

E-mail: admberube@gmail.com

Position Applied For: Deputy public health officer

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

Terms:

Years:

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

Evening: (Yes  No  Morning: (Yes  No

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

Depends week to week; I am a PhD student and work part time for the GMCP<sub>+</sub>

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

I am pursuing my PhD in health policy and clinical practice, have worked in state government for more than 5 years, majority of which I have spent working for Vermont's health care regulatory board.

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

5. Education and Current Employment

Name of Company: Dartmouth

Location: Hanover

Title: PhD Student

Describe your work:

Health policy research

6. Pertinent Education and/or Experience:

PhD in health policy and clinical practice

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

Comments:

Signature

Alena Berube

Date

06/20/2022

6a

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

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

Name: Alka Dev

Address: 175 New Boston Rd, Norwich VT 05055

Day phone: 9174703227

Evening phone: same

E-mail: alkadev@yahoo.com

Position Applied For: Public Health Officer

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

Terms: N/A

Years:

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

Evening: (Yes  No  Morning: (Yes  No

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

Not with some advance notice

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

I have a Masters and Doctorate in public health. I am a public health

researcher and faculty member at the Geisel School of Medicine and

I have over 20 years of experience in the field.

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

None to date

5. Education and Current Employment

Name of Company: Dartmouth College

Location: Hanover, NH

Title: Assistant Professor

Describe your work:

Research health inequities in maternal health outcomes and access to care

Teach core courses in health disparities and inequity in the U.S.

6. Pertinent Education and/or Experience:

Master of Health Science: Bloomberg School of Public Health at John Hopkins

Doctor of Public Health: City University New York

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

Comments:

Signature



Date

6/19/22

TO: Selectboard  
 FROM: Rod Francis, Town Manager  
 RE: Wastewater Feasibility Study Steering Committee  
 DATE: June 17, 2022

### Background

The consultants for wastewater feasibility study have designed a process for community outreach which intentionally works with a group of stakeholders and community members to guide their work. To facilitate this process, the Selectboard previously invited nominations from key stakeholders and residents who will be able to support the consultants in their work.

At the May 25, 2022, meeting you approved a steering committee with a composition as described below. Following an invitation to the various entities we have received the following nominations.

### Steering Committee Nominations

Town board/commission	# Representatives
Selectboard	TBD
Conservation Commission	Suzanne Leiter
Planning Commission	Marc Aquila
Other Entities	
Marion Cross School	Jamie Teague
Norwich Fire District	TBD
Individuals	
Downtown Commercial Property Owner	TBD
Resident outside the village	TBD
Resident from the village	TBD
Total Panel	<b>8</b>

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

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

Name:

Address:

Day phone:

Evening phone:

E-mail:

Position Applied For:

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

Terms:

Years:

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

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

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

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

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

5. Education and Current Employment

Name of Company:

Location:

Title:

Describe your work:

6. Pertinent Education and/or Experience:

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

Comments:

Signature



Date

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

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

Name: Anne Day

Address: 133 Upper Pasture Rd, Norwich

Day phone: 802649-2344

Evening phone:

E-mail: [annevday@yahoo.com](mailto:annevday@yahoo.com)

Position Applied For: Wastewater Study Steering Committee

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

Terms: none

Years:

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

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

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

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

See attached.

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

Norwich/Dresdent School Boards 2009-2014, Norwich Board Chair for

2 years, SAU 70 Board Chair for 1 year. Norwich Public Library Board,

3 years. Norwich Women's Club Board, 1 year.

5. Education and Current Employment

Name of Company: Retired

Location:

Title:

Describe your work:

6. Pertinent Education and/or Experience:

Boston University School of Law, J.D. Admitted to practice law in CA, TX and VT.

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

Comments:

See Attached.

Signature

*Ann W. Day*

Date

*6/20/22*

Anne W. Day

Application for Wastewater Study Steering Committee - additional information

Question 3:

Prior to moving to Norwich in 2004, I was an Assistant City Attorney for the City of Houston, TX, for seven years. While there my primary client was the City's Department of Public Works, where I worked with their staff and consultants to ensure compliance with all federal and state permits affecting water supply, water production, storm water and wastewater. From before I worked there and continuing after I left, the City was under a major EPA enforcement action arising from challenges and limitations in its wastewater system. Also, Houston expanded as it did in part by annexing adjacent unincorporated areas that were on private wells and septic tanks. When and how to expand the City's drinking water and wastewater systems to those areas was an ongoing process while I was there.

Before my work in Texas, I practiced water law in Sacramento, CA, and general environmental regulatory law in San Francisco, CA. (As an aside, my various moves followed my husband's career in academia across the country. Having been raised in New England, it is a relief to finally be home again.)

Comments:

While I was on the school boards, there were already concerns about the MCS leach field and how to possibly address them. Also, during my school board tenure, we had to deal with the implications for the Dresden Fields of the King Arthur Flour's construction of its expanded facility and the additional wastewater that would result and the ongoing use of port-a-potties at the Fields because of costs/limitations of other options.

Anne W. Day  
6/20/22

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

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

Name: Richard Kenney

Address: 1299 Podunk Road

Day phone: 802 296 2437

Evening phone: 802 296 2437

E-mail: rkenneyvt@yahoo.com

Position Applied For: Wastewater Feasibility Study Steering Committee

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

Terms:

Years:

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

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

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

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

49 years experience in operation, maintenance and repair of municipal drinking water systems. Recently retired from Town of Hartford Water

Dept. where I was Chief Water System Operator/foreman for 33+ years.

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

none recent

5. Education and Current Employment

Name of Company: retired

Location:

Title:

Describe your work:

6. Pertinent Education and/or Experience:

Past President of Green Mountain Water Environment Association (GMWEA)

(GMWEA is the VT State association comprised of water, wastewater, and storm water professionals.) Served on numerous water related committees.

7. Do you feel there could be *any conflict of interest* with your personal beliefs, occupation or employer in serving on this board, commission or committee? (Yes

No). If yes, please explain:

Comments:

I have been a resident of Norwich for 34 years.

Signature



Date

06/16/2022

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

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

Name: *Robert E. Pitiger*

Address: *1 Hazen St. Norwich, VT 05055*

Day phone: *802-299-7745*

Evening phone: *802-299-7745*

E-mail: *rpitiger@gmail.com*

Position Applied For: *Waste water committee*

1. If you are re-applying for the same board/commission, how many terms/years have you already served? *N/A* Terms: \_\_\_\_\_ Years: \_\_\_\_\_

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

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

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

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

*Familiar with municipal finance, was a municipal bond trader underwriter, banker for 27 years*

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

- 1) Served on committee study/recommendation to switch from SB to TM form of gov't.*
- 2) Served on Norwich Public Library board as a member and board president for 7 yrs*

5. Education and Current EmploymentName of Company: *Retired*

Location:

Title:

Describe your work: *Municipal bond trader, underwriter and banker*

## 6. Pertinent Education and/or Experience:

*Former municipal bond trader, underwriter and banker.*

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

Comments: *All municipal capital projects require funding and my experience in that area might be relevant I could also bring a new perspective to the issue*

Signature

*Robert E. Petyan*

Date

*6/16/22*

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

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

Name: *Stuart Richards*  
Address: *PO Box 156 82 Elm St Norwich, VT 05055*  
Day phone: *617-459-4199* Evening phone: *802-649-3928*  
E-mail: *srichards@globalrescue.com*  
Position Applied For: *Wastewater study steering committee*

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

2. Would you be available for evening and/or morning meetings?  
Evening: (Yes  No  Morning: (Yes  No   
Are there other restrictions on your availability? If so, please describe:  
*No*

3. Please list any experiences, skills and/or qualifications which you feel would especially suit you for this appointment.  
*FOUNDER/DIRECTOR NORWICH AFFORDABLE HOUSING INC.  
LICENSED VT REAL ESTATE BROKER, OFFICE OWNER ± 700 sales  
MAJOR REAL ESTATE DEVELOPER DEALING WITH WASTE  
WATER AND SEPTIC ISSUES*

4. Please include service on other municipal or school district Boards, Commissions, or Committees both in Norwich and elsewhere and indicate whether or not any of those appointments are current ones:  
*Norwich Planning Commission  
Sewer Study Committee  
Waitsfield, VT Planning Commission*

5. Education and Current Employment

Name of Company: GLOBAL RESCUE LLC Location: Lebanon, NH  
 Title: SENIOR VICE PRESIDENT  
 Describe your work: SUPERVISING HUNDREDS OF EMPLOYEES  
 WORLDWIDE + PROVIDING TRAVELERS WITH NEEDED  
 MEDICAL, SECURITY + OTHER ASSISTANCE.  
 GLOBAL RESCUE SAVES LIVES!

6. Pertinent Education and/or Experience: B.A. + 30 credits beyond  
 IN POLITICAL SCIENCE

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

Comments: It's important that we take advantage of  
 relevant INFORMATION in the 2005 sewage study  
 + use it as a building block MOVING FORWARD AT  
 THE SAME TIME WE KEEP AN OPEN MIND AND REVIEW  
 ALL AVAILABLE INFORMATION + POSSIBILITIES.

Signature

SJA-02

Date

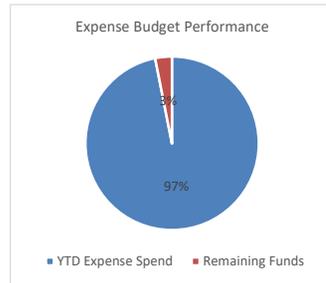
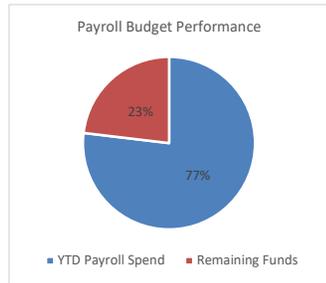
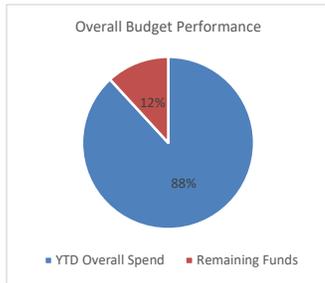
6/16/22

Town of Norwich, Vermont



CHARTERED 1761

TOWN OF NORWICH FINANCIAL DASHBOARD

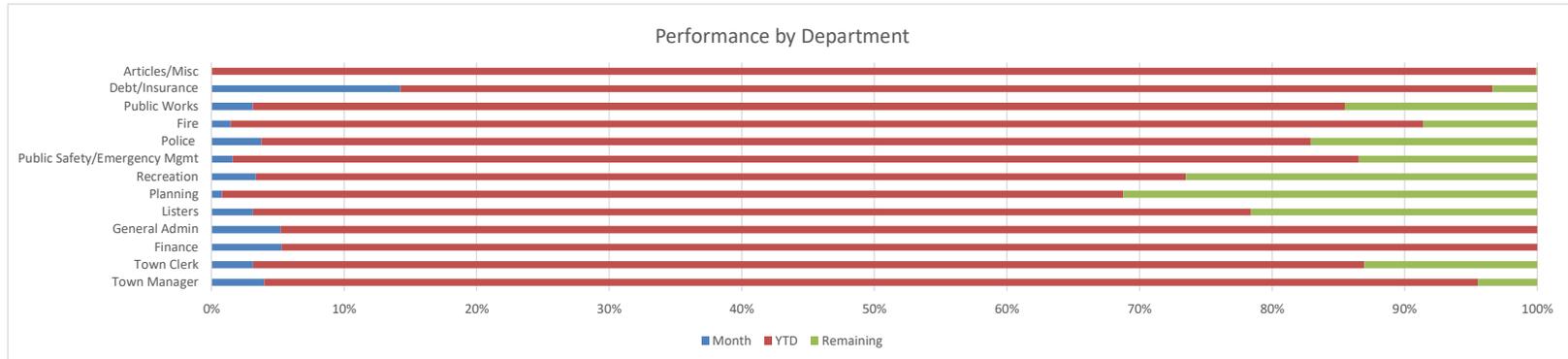


**FY22 Overall Budget** \$ 5,176,134  
**YTD Overall Spend** \$ 4,566,454  
**Remaining Funds** \$ 609,680  
**FY 22 Performance** 88.22%

**FY22 Payroll Budget** \$ 2,236,833  
**YTD Payroll Spend** \$ 1,719,459  
**Remaining Funds** \$ 517,373  
**FY22 Performance** 76.87%

**FY22 Expense Budget** \$ 2,939,301  
**YTD Expense Spend** \$ 2,846,994  
**Remaining Funds** \$ 92,307  
**FY22 Performance** 96.86%

**FY22 Revenue Budget** \$ 5,176,134  
**YTD Income** \$ 5,137,700  
**Remaining to Earn** \$ 38,434  
**FY 22 Performance** 99.26%



**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
<b>TOWN ADMINISTRATION</b>					
01-5-005110.00	SELECTBOARD STIPEND	\$ 2,500	\$ 1,250	\$ -	50.00%
01-5-005111.00	TOWN MANAGER WAGE	\$ 95,971	\$ 50,735	\$ 3,677	52.86%
01-5-005113.00	TREASURER STIPEND	\$ 1,750	\$ 875	\$ -	50.00%
01-5-005114.00	ADMIN ASSIST WAGE	\$ 55,886	\$ 49,000	\$ 2,158	87.68%
01-5-005114.10	ADMIN ASSIST OT	\$ 500	\$ -	\$ -	0.00%
01-5-005121.00	FICA TAX	\$ 9,415	\$ 8,032	\$ 348	85.31%
01-5-005122.00	MEDI TAX	\$ 2,202	\$ 1,440	\$ 81	65.41%
01-5-005123.00	HEALTH INSUR	\$ 45,623	\$ 35,964	\$ 3,565	78.83%
01-5-005124.00	DISABILITY/LIFE INSURANCE	\$ 1,036	\$ 872	\$ 230	84.17%
01-5-005125.00	DENTAL INSURANCE	\$ 462	\$ 222	\$ 98	48.05%
01-5-005126.00	VT RETIREMENT	\$ 8,975	\$ 5,666	\$ 365	63.13%
01-5-005300.00	PROFESSIONAL SERVICES	\$ 51,667	\$ 82,983	\$ -	160.61%
01-5-005300.10	CONTRACTED SERVICES	\$ -	\$ 15,335	\$ -	0.00%
01-5-005305.00	LEGAL	\$ -	\$ -	\$ -	0.00%
01-5-005310.00	VLCT MEMBERSHIP	\$ 5,328	\$ 5,328	\$ -	100.00%
01-5-005310.00	TOWN REPORT	\$ 2,500	\$ 3,634	\$ -	145.35%
01-5-005531.00	TELEPHONE	\$ 850	\$ 490	\$ 43	57.65%
01-5-005532.00	T MNGR CELL PHONE	\$ 600	\$ 444	\$ 40	74.00%
01-5-005250.00	T MNGR RECRUITMENT	\$ -	\$ 9,046	\$ -	999.00%
01-5-005252.00	T MNGR RELOCATION EXPENSE	\$ -	\$ -	\$ -	0.00%
01-5-005538.00	POSTAGE	\$ 100	\$ 5	\$ 5	5.00%
01-5-005540.00	ADVERTISING	\$ 900	\$ 2,426	\$ -	269.57%
01-5-005550.00	PRINTING	\$ -	\$ -	\$ -	0.00%
01-5-005581.00	MILEAGE	\$ 200	\$ -	\$ -	0.00%
01-5-005610.00	OFFICE SUPPLIES	\$ 900	\$ 4,146	\$ 1,014	460.67%
01-5-005615.00	OFFICE EQUIP	\$ 300	\$ 117	\$ -	38.86%
01-5-005615.00	DUES/MTS/EDUC	\$ 1,000	\$ 1,002	\$ -	100.15%
01-5-005701.00	SB COMMITTEE EXPENSES	\$ 3,000	\$ -	\$ -	0.00%
01-5-005701.20	ENERGY COMMITTEE	\$ 1,460	\$ 586	\$ 72	40.14%
01-5-005900.00	MISCELLANEOUS	\$ 500	\$ 898	\$ -	179.68%
	<b>TOTAL</b>	<b>\$ 293,625</b>	<b>\$ 280,495</b>	<b>\$ 11,696</b>	<b>95.53%</b>
<b>BOARD OF CIVIL AUTHORITY/ABATEMENT</b>					
01-5-010110.00	JUSTICES WAGE	\$ 500	\$ -	\$ -	0.00%
01-5-010121.00	FICA TAX	\$ -	\$ -	\$ -	0.00%
01-5-010122.00	MEDI TAX	\$ -	\$ -	\$ -	0.00%
01-5-010538.00	POSTAGE	\$ 138	\$ -	\$ -	0.00%
01-5-010610.00	OFFICE SUPPLIES	\$ 25	\$ -	\$ -	0.00%
01-5-010615.00	DUES/MTS/EDUC	\$ 140	\$ -	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ 803</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>STATUTORY MEETINGS</b>					
01-5-050110.00	POLLWORKERS WAGE	\$ 600	\$ -	\$ -	0.00%
01-5-050200.00	CONTRACTED SERVICES	\$ -	\$ -	\$ -	0.00%
01-5-050538.00	POSTAGE	\$ 99	\$ -	\$ -	0.00%
01-5-050540.00	ADVERTISING	\$ 195	\$ -	\$ -	0.00%
01-5-050550.00	PRINTING	\$ 2,068	\$ 2,902	\$ -	140.31%
01-5-050610.00	OFFICE SUPPLIES	\$ 73	\$ -	\$ -	0.00%
01-5-050650.00	VOTING MACH EXPENSE	\$ 56	\$ -	\$ -	0.00%
01-5-050652.00	VOTING MACH MAINT AGRMT	\$ -	\$ -	\$ -	0.00%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-050655.00	VTG MCHN PROGRAMING	\$ 1,700	\$ 1,640	\$ -	96.45%
	<b>TOTAL</b>	<b>\$ 4,791</b>	<b>\$ 4,541</b>	<b>\$ -</b>	<b>94.79%</b>
	<b>TOWN CLERK</b>				
01-5-100110.00	TOWN CLERK WAGE	\$ 72,490	\$ 63,296	\$ 2,790	87.32%
01-5-100112.00	ASST CLK WAGE	\$ 48,381	\$ 42,504	\$ 1,879	87.85%
01-5-100121.00	FICA TAX	\$ 7,494	\$ 6,130	\$ 268	81.80%
01-5-100122.00	MEDI TAX	\$ 1,753	\$ 1,434	\$ 63	81.78%
01-5-100123.00	HEALTH INS	\$ 31,904	\$ 26,587	\$ -	83.33%
01-5-100124.00	DISABILITY/LIFE INS	\$ 1,036	\$ 1,309	\$ 218	126.34%
01-5-100125.00	DENTAL INSURANCE	\$ 924	\$ 791	\$ 104	85.64%
01-5-100126.00	VT RETIREMENT	\$ 7,554	\$ 6,700	\$ 292	88.69%
01-5-100207.00	DOG/CAT LICENSE	\$ 236	\$ 198	\$ -	83.75%
01-5-100209.00	VITAL STATISTICS	\$ 15	\$ -	\$ -	0.00%
01-5-100531.00	TELEPHONE	\$ 500	\$ 491	\$ 46	98.17%
01-5-100610.00	OFFICE SUPPLIES	\$ 1,200	\$ 689	\$ -	57.41%
01-5-100611.00	OFFICE EQUIPMENT	\$ 500	\$ -	\$ -	0.00%
01-5-100613.00	SOFTWARE	\$ 3,114	\$ 3,620	\$ 260	116.25%
01-5-100615.00	DUES/MTGS/EDUC	\$ 118	\$ -	\$ -	0.00%
01-5-100758.00	DES FUND-RECORD RESTORATION	\$ 5,000	\$ 5,000	\$ -	100.00%
	<b>TOTAL</b>	<b>\$ 182,219</b>	<b>\$ 158,759</b>	<b>\$ 5,919</b>	<b>87.13%</b>
	<b>FINANCE DEPARTMENT</b>				
01-5-200112.00	FINANCE ASSISTANT WAGE	\$ 48,599	\$ 67,608	\$ 1,787	139.11%
01-5-200112.10	FINANCE OFFICER WAGE	\$ 81,660	\$ 74,212	\$ 3,400	90.88%
01-5-200121.00	FICA TAX	\$ 8,076	\$ 4,906	\$ 313	60.75%
01-5-200122.00	MEDI TAX	\$ 1,889	\$ 1,147	\$ 73	60.74%
01-5-200123.00	HEALTH INS	\$ 22,576	\$ 23,148	\$ 4,232	102.53%
01-5-200124.00	DISABILITY/LIFE INS	\$ 1,036	\$ 917	\$ 230	88.51%
01-5-200125.00	DENTAL INSURANCE	\$ 924	\$ 686	\$ 104	74.22%
01-5-200126.00	VT RETIREMENT	\$ 8,141	\$ 5,085	\$ 324	62.46%
01-5-200320.00	PROFESSIONAL SERVICES	\$ -	\$ 616	\$ -	999.00%
01-5-200322.00	INDEPENDENT AUDIT	\$ 13,500	\$ 11,500	\$ -	85.19%
01-5-200531.00	TELEPHONE	\$ 650	\$ 494	\$ 40	76.04%
01-5-200538.00	POSTAGE	\$ -	\$ 4	\$ -	999.00%
01-5-200540.00	ADVERTISING	\$ 176	\$ -	\$ -	0.00%
01-5-200550.00	PRINTING	\$ 74	\$ 115	\$ -	155.41%
01-5-200610.00	OFFICE SUPPLIES	\$ 1,506	\$ 1,094	\$ 120	72.64%
01-5-200611.00	OFFICE EQUIPMENT	\$ 250	\$ 3,971	\$ -	1588.35%
01-5-200613.00	SOFTWARE	\$ 925	\$ 3,288	\$ -	355.42%
01-5-200615.00	DUES/MTGS/EDUC	\$ 512	\$ 30	\$ -	5.86%
01-5-200711.00	BANK CHARGE	\$ -	\$ 2,584	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ 190,494</b>	<b>\$ 201,405</b>	<b>\$ 10,622</b>	<b>105.73%</b>
	<b>GENERAL ADMINISTRATION</b>				
01-5-275531.00	TELEPHONE	\$ 700	\$ 443	\$ 38	63.22%
01-5-275536.00	POSTAGE METER RENTAL	\$ 1,920	\$ 479	\$ -	24.93%
01-5-275538.00	POSTAGE	\$ 4,000	\$ 6,637	\$ 1,474	165.93%
01-5-275610.00	OFFICE SUPPLIES	\$ 1,000	\$ 563	\$ -	56.32%
01-5-275620.00	PHOTOCOPIER	\$ 1,600	\$ 739	\$ -	46.17%
01-5-275628.00	COMPUTER SOFTWARE	\$ -	\$ -	\$ -	0.00%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-275630.00	COMPUTER EQUIPMENT	\$ -	\$ 2,168	\$ -	0.00%
01-5-275631.00	WEB SITE SUPPORT	\$ 600	\$ -	\$ -	0.00%
01-5-275632.00	SERVER MAINTENANCE	\$ 17,568	\$ 32,223	\$ 3,394	183.42%
01-5-275760.00	DESIGNATED FUND EQUIPMENT	\$ 50,878	\$ 50,878	\$ -	100.00%
	<b>TOTAL</b>	<b>\$ 78,266</b>	<b>\$ 94,129</b>	<b>\$ 4,907</b>	<b>120.27%</b>
<b>BOARD OF LISTERS</b>					
01-5-300110.00	LISTER WAGE	\$ 4,500	\$ 2,250	\$ -	50.00%
01-5-300112.00	ASSESSING CLERK WAGE	\$ 17,882	\$ 4,786	\$ 658	26.76%
01-5-300121.00	FICA TAX	\$ 1,109	\$ 436	\$ 41	39.33%
01-5-300122.00	MEDI TAX	\$ 259	\$ 102	\$ 10	39.40%
01-5-300300.00	PROFESSIONAL ASSESSOR SERVICES	\$ 35,000	\$ 27,691	\$ 2,698	79.12%
01-5-300341.00	TAX MAPPING	\$ -	\$ -	\$ -	0.00%
01-5-300360.00	SOFTWARE MAINT/UPDATE	\$ 6,000	\$ 6,800	\$ -	113.33%
01-5-300531.00	TELEPHONE	\$ 530	\$ 477	\$ 42	89.99%
01-5-300538.00	POSTAGE	\$ 381	\$ 6	\$ -	1.51%
01-5-300540.00	ADVERTISING	\$ -	\$ 66	\$ -	999.00%
01-5-300550.00	PRINTING	\$ 88	\$ -	\$ -	0.00%
01-5-300580.00	MILEAGE REIMB	\$ 100	\$ -	\$ -	0.00%
01-5-300610.00	OFFICE SUPPLIES	\$ 125	\$ 247	\$ -	197.76%
01-5-300611.00	OFFICE EQUIPMENT	\$ 625	\$ 75	\$ -	12.00%
01-5-300615.00	DUES/MTGS/EDUC	\$ 75	\$ 50	\$ -	66.67%
01-5-300760.00	DESIGNATED FUND REAPPRAISAL	\$ 43,000	\$ 43,000	\$ -	100.00%
	<b>TOTAL</b>	<b>\$ 109,674</b>	<b>\$ 85,986</b>	<b>\$ 3,448</b>	<b>78.40%</b>
<b>PLANNING/DRB DEPARTMENT</b>					
01-5-350110.00	PLAN ADMIN WAGE	\$ 73,933	\$ 46,243	\$ -	62.55%
01-5-350112.00	PLANNING DEPT. WAGES	\$ 26,407	\$ 23,888	\$ 1,072	90.46%
01-5-350121.00	FICA TAX	\$ 6,221	\$ 4,292	\$ 66	68.99%
01-5-350122.00	MEDI TAX	\$ 1,455	\$ 1,004	\$ 16	68.99%
01-5-350123.00	HEALTH INS	\$ 16,073	\$ 12,522	\$ -	77.90%
01-5-350124.00	DISABILITY/LIFE INS	\$ 518	\$ 508	\$ -	98.01%
01-5-350125.00	DENTAL INSURANCE	\$ 462	\$ 252	\$ -	54.52%
01-5-350126.00	VT RETIREMENT	\$ 4,621	\$ 3,606	\$ -	78.04%
01-5-350230.00	TOWN PLAN	\$ -	\$ -	\$ -	0.00%
01-5-350320.00	PLANNING SERVICES	\$ 3,000	\$ 692	\$ -	23.08%
01-5-350321.00	TWO RIVER PLANNING COMM.	\$ 5,223	\$ 5,223	\$ -	100.00%
01-5-350322.00	U.V. TRANSPORTATION MGMT	\$ 1,134	\$ 1,134	\$ -	100.00%
01-5-350341.00	MAPPING	\$ 1,600	\$ 1,500	\$ -	93.75%
01-5-350416.00	HISTORIC PRES CLG GRANT	\$ 6,750	\$ 1,750	\$ -	25.93%
01-5-350531.00	TELEPHONE	\$ 450	\$ 487	\$ 45	108.22%
01-5-350538.00	POSTAGE	\$ 450	\$ -	\$ -	0.00%
01-5-350540.00	ADVERTISING	\$ 500	\$ 486	\$ -	97.10%
01-5-350550.00	PRINTING	\$ 200	\$ 148	\$ -	73.75%
01-5-350580.00	MILEAGE REIMB	\$ 400	\$ -	\$ -	0.00%
01-5-350610.00	OFFICE SUPPLIES	\$ 350	\$ -	\$ -	0.00%
01-5-350611.00	OFFICE EQUIPMENT	\$ 250	\$ 500	\$ -	199.96%
01-5-350615.00	DUES/MTGS/EDUC	\$ 750	\$ -	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ 150,747</b>	<b>\$ 104,233</b>	<b>\$ 1,199</b>	<b>69.14%</b>
<b>RECREATION DEPARTMENT</b>					

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
<b>RECREATION ADMINISTRATION</b>					
01-5-425110.00	RECREATION DIR WAGE	\$ 70,072	\$ 61,118	\$ 2,681	87.22%
01-5-425121.00	FICA TAX	\$ 4,350	\$ 4,964	\$ 153	114.11%
01-5-425122.00	MEDI TAX	\$ 1,016	\$ 1,161	\$ 36	114.26%
01-5-425123.00	HEALTH INS	\$ 24,022	\$ 30,719	\$ 2,479	127.88%
01-5-425124.00	DISABILITY/LIFE INSUR	\$ 518	\$ 738	\$ 123	142.50%
01-5-425125.00	DENTAL INSURANCE	\$ 462	\$ 396	\$ 78	85.64%
01-5-425126.00	VT RETIREMENT	\$ 4,380	\$ 3,870	\$ 168	88.36%
01-5-425127.00	TELEPHONE	\$ 525	\$ 453	\$ 39	86.25%
01-5-425128.00	POSTAGE	\$ 175	\$ -	\$ -	0.00%
01-5-425140.00	ADVERTISING	\$ 71	\$ -	\$ -	0.00%
01-5-425150.00	PRINTING	\$ 25	\$ -	\$ -	0.00%
01-5-425160.00	DUES/MTGS/EDUC	\$ 800	\$ 80	\$ -	10.00%
01-5-425170.00	OFFICE EQUIPMENT	\$ 50	\$ 40	\$ -	80.00%
01-5-425180.00	MILEAGE REIMBURSEMENT	\$ 263	\$ -	\$ -	0.00%
01-5-425182.00	OFFICE SUPPLIES	\$ 225	\$ 130	\$ -	57.68%
	<b>TOTAL ADMINISTRATION</b>	<b>\$ 106,954</b>	<b>\$ 103,668</b>	<b>\$ 5,755</b>	<b>96.93%</b>
<b>RECREATION PROGRAMS</b>					
01-5-425200.00	INSTRUCTOR FEE	\$ 65,000	\$ 9,663	\$ -	14.87%
01-5-425206.00	COACHING MATERIALS	\$ 300	\$ 110	\$ -	36.59%
01-5-425208.00	TEE SHIRT/HAT	\$ 3,000	\$ 2,250	\$ 719	74.99%
01-5-425211.00	EQUIPMENT	\$ 3,500	\$ 14,730	\$ 33	420.86%
01-5-425212.00	PROGRAM WAGE	\$ 38,000	\$ 27,167	\$ 234	71.49%
01-5-425214.00	REFEREE/UMPIRE	\$ 3,700	\$ 836	\$ -	22.59%
01-5-425216.00	TOURNAMENT FEES	\$ 2,500	\$ (95)	\$ -	-3.80%
01-5-425218.00	REGISTRATION FEES (MYREC)	\$ 8,500	\$ 4,296	\$ -	50.54%
01-5-425220.00	SPECIAL EVENTS /SUPPLIES	\$ 1,500	\$ 251	\$ -	16.75%
01-5-425221.00	FICA	\$ 2,500	\$ 626	\$ 7	25.05%
01-5-425222.00	MEDI	\$ 600	\$ 146	\$ 2	24.41%
01-5-425244.00	UNIFORM	\$ 700	\$ -	\$ -	0.00%
	<b>TOTAL RECREATION PROGRAMS</b>	<b>\$ 129,800</b>	<b>\$ 59,980</b>	<b>\$ 995</b>	<b>46.21%</b>
<b>RECREATION FACILITIES</b>					
01-5-425322.00	REC FIELD CARE	\$ 7,000	\$ 3,950	\$ 335	56.42%
01-5-425324.00	HUNTLEY LINE MARKING	\$ 2,440	\$ 470	\$ 470	19.24%
01-5-425326.00	PORTABLE TOILET	\$ 1,062	\$ 953	\$ 800	89.69%
01-5-425328.00	ICE RINK	\$ -	\$ -	\$ -	0.00%
01-5-425330.00	REPAIRS & MAINT	\$ 2,519	\$ -	\$ -	0.00%
01-5-425332.00	WATER USAGE	\$ 485	\$ 314	\$ -	64.66%
01-5-425333.00	WOMEN'S CLUB GRANT	\$ 1,875	\$ -	\$ -	0.00%
01-5-425350.00	MAHHC PREVENTION GRANT	\$ -	\$ -	\$ -	0.00%
01-5-425350.10	VT REC RESTART GRANT	\$ -	\$ -	\$ -	0.00%
01-5-425345.00	SITE WORK	\$ -	\$ -	\$ -	0.00%
01-5-425351.00	SUMMER MATTERS FOR ALL GRANT	\$ -	\$ 12,865	\$ -	999.00%
01-5-425352.00	KING ARTHUR GRANT	\$ -	\$ 407	\$ 407	999.00%
01-5-425360.00	DESIGNATED FUND-T COURTS	\$ 10,200	\$ 10,200	\$ -	100.00%
	<b>TOTAL RECREATION FACILITIES</b>	<b>\$ 25,581</b>	<b>\$ 29,157</b>	<b>\$ 2,012</b>	<b>113.98%</b>
	<b>RECREATION TOTAL</b>	<b>\$ 262,335</b>	<b>\$ 192,806</b>	<b>\$ 8,762</b>	<b>73.50%</b>

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
<b>PUBLIC SAFETY FACILITY</b>					
01-5-485232.00	WATER USAGE	\$ 1,100	\$ 715	\$ -	65.02%
01-5-485233.00	ELECTRICITY	\$ 7,100	\$ 4,035	\$ -	56.84%
01-5-485234.00	HEATING (Inc. Apparatus Bay)	\$ 2,875	\$ 306	\$ -	10.65%
01-5-485238.00	ADMIN TELEPHONE & INTERNET	\$ 4,830	\$ 5,346	\$ 422	110.68%
01-5-485301.00	SUPPLIES	\$ 750	\$ 588	\$ -	78.40%
01-5-485302.00	REPAIRS & MAINTENANCE	\$ 2,000	\$ 1,475	\$ -	73.74%
01-5-485303.00	ALARM MONITORING	\$ 325	\$ 1,287	\$ -	395.97%
01-5-485304.00	CLEANING	\$ 11,000	\$ 8,460	\$ 720	76.91%
01-5-485760.00	DESIGNATED FUND - POLICE/FIRE STATION	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL PUBLIC SAFETY FACILITY</b>	<b>\$ 29,980</b>	<b>\$ 22,212</b>	<b>\$ 1,142</b>	<b>74.09%</b>
<b>POLICE DEPARTMENT</b>					
<b>WAGES &amp; BENEFITS</b>					
01-5-500110.00	POLICE CHIEF WAGE	\$ 87,257	\$ 28,818	\$ 3,202	33.03%
01-5-500112.00	POLICE OFFICER WAGE	\$ 174,617	\$ 151,668	\$ 5,718	86.86%
01-5-500112.10	ON-CALL WAGE	\$ 5,472	\$ 4,435	\$ 268	81.05%
01-5-500113.00	OVERTIME OFFICER WAGE	\$ 19,838	\$ 37,516	\$ 860	189.11%
01-5-500114.00	ADMINISTRATIVE WAGE	\$ 51,247	\$ 44,967	\$ 1,974	87.75%
01-5-500115.00	PARTTIME OFFICER WAGE	\$ 3,000	\$ 1,303	\$ -	43.43%
01-5-500116.00	CROSSING GUARD WAGE	\$ 16,934	\$ 12,679	\$ 912	74.87%
01-5-500117.00	GOVERNOR'S HIGHWAY SAFETY GRANT WAGE	\$ -	\$ 480	\$ -	999.00%
01-5-500121.00	FICA TAX	\$ 20,587	\$ 16,952	\$ 771	82.34%
01-5-500122.00	MEDI TAX	\$ 4,815	\$ 3,967	\$ 180	82.38%
01-5-500123.00	HEALTH INS	\$ 72,228	\$ 67,394	\$ 5,416	93.31%
01-5-500124.00	DISABILITY/LIFE INS	\$ 3,708	\$ 2,716	\$ 737	73.25%
01-5-500125.00	DELTA DENTAL	\$ 2,160	\$ 1,763	\$ 212	81.61%
01-5-500126.00	VT RETIREMENT	\$ 24,313	\$ 20,893	\$ 927	85.93%
	<b>TOTAL</b>	<b>\$ 486,176</b>	<b>\$ 395,551</b>	<b>\$ 21,179</b>	<b>81.36%</b>
<b>COMMUNITY POLICING</b>					
01-5-500201.00	ANIMAL CONTROL	\$ 2,131	\$ 1,766	\$ -	82.89%
01-5-500202.00	COMMUNITY RELATIONS	\$ 653	\$ 192	\$ -	29.40%
01-5-500204.00	SPEED SIGNS	\$ 1,865	\$ 5,465	\$ 900	293.03%
01-5-500206.00	NORWICH CADET PROGRAM	\$ 300	\$ -	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ 4,949</b>	<b>\$ 7,423</b>	<b>\$ 900</b>	<b>150.00%</b>
<b>EQUIPMENT &amp; MAINTENANCE</b>					
01-5-500301.00	RADIO MAINTENANCE	\$ 764	\$ -	\$ -	0.00%
01-5-500302.00	PETROLEUM PRODUCTS	\$ 6,121	\$ -	\$ -	0.00%
01-5-500304.00	CRUISER VIDEO EQUIP	\$ 1,025	\$ -	\$ -	0.00%
01-5-500306.00	CRUISER MAINT	\$ 8,396	\$ 6,649	\$ 139	79.19%
01-5-500308.00	CRUISER SUPPLIES	\$ 482	\$ 81	\$ 22	16.80%
	<b>TOTAL</b>	<b>\$ 16,788</b>	<b>\$ 6,730</b>	<b>\$ 161</b>	<b>40.09%</b>
<b>SUPPORT</b>					
01-5-500501.00	ADMINISTRATION	\$ 4,000	\$ 3,342	\$ 71	83.55%
01-5-500535.00	VIBRS	\$ 2,971	\$ 2,785	\$ 116	93.74%
01-5-500536.00	DISPATCH SERVICES	\$ 72,911	\$ 72,911	\$ -	100.00%
01-5-500538.00	TRAINING	\$ 2,500	\$ 1,518	\$ 82	60.71%
01-5-500543.00	TRAINING SUPPLIES	\$ 1,421	\$ 559	\$ -	39.32%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-500580.00	MILEAGE REIMB	\$ 217	\$ 510	\$ -	234.84%
01-5-500581.00	DUES/MTGS/EDUC	\$ 943	\$ 405	\$ -	42.95%
01-5-500582.00	UNIFORM	\$ 3,026	\$ 3,177	\$ -	104.99%
01-5-500584.00	UNIFORMS CLEANING	\$ 1,386	\$ 351	\$ 24	25.29%
	<b>TOTAL</b>	<b>\$ 89,375</b>	<b>\$ 85,557</b>	<b>\$ 293</b>	<b>95.73%</b>
<b>DESIGNATED FUNDS</b>					
01-5-500701.00	DESIGNATED FUND-SPECIAL EQUIP	\$ -	\$ -	\$ -	0.00%
01-5-500702.00	DESIGNATED FUND-CRUISER	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.00%</b>
<b>TOTAL POLICE DEPARTMENT</b>		<b>\$ 597,288</b>	<b>\$ 495,261</b>	<b>\$ 22,532</b>	<b>82.92%</b>
<b>FIRE/FAST DEPT.</b>					
01-5-555108.00	FIRE CHIEF WAGES	\$ 67,782	\$ 58,869	\$ 2,559	86.85%
01-5-555110.00	FIRE OFFICER STIPEND	\$ 2,100	\$ -	\$ -	0.00%
01-5-555112.00	FIREFIGHTERS WAGE	\$ 29,000	\$ 20,200	\$ 540	69.66%
01-5-555114.00	FF DRILLS/MTGS WAGE	\$ 3,000	\$ 1,120	\$ -	37.33%
01-5-555119.00	C-19 GRANT	\$ -	\$ 9,433	\$ 280	0.00%
01-5-555119.10	C-19 MILEAGE REIUMBURSEMENT	\$ -	\$ 538	\$ -	999.00%
01-5-555121.00	FICA TAX	\$ 6,322	\$ 5,356	\$ 197	84.71%
01-5-555122.00	MEDI TAX	\$ 1,479	\$ 1,252	\$ 46	84.65%
01-5-555123.00	HEALTH INSURANCE	\$ 16,458	\$ 21,422	\$ 1,718	130.16%
01-5-555124.00	DISABILITY/LIFE INSURANCE	\$ 518	\$ 869	\$ 120	167.79%
01-5-555125.00	VT RETIREMENT	\$ 4,236	\$ 3,729	\$ 161	88.03%
01-5-555126.00	DENTAL INSURANCE	\$ 462	\$ 396	\$ 52	85.64%
	<b>TOTAL</b>	<b>\$ 131,357</b>	<b>\$ 123,183</b>	<b>\$ 5,674</b>	<b>93.78%</b>
<b>EMS WAGES</b>					
01-5-555212.00	EMS WAGE	\$ 6,000	\$ 2,981	\$ 164	49.68%
01-5-555215.00	EMS DRILL WAGE	\$ 1,900	\$ 1,044	\$ 140	54.95%
01-5-555221.00	EMS FICA TAX	\$ 490	\$ 200	\$ 17	40.73%
01-5-555222.00	EMS MEDI TAX	\$ 115	\$ 47	\$ 4	40.85%
	<b>TOTAL</b>	<b>\$ 8,505</b>	<b>\$ 4,271</b>	<b>\$ 326</b>	<b>50.22%</b>
<b>EDUCATION &amp; TRAINING</b>					
01-5-555338.00	FIRE EDUC/TRAINING	\$ 1,000	\$ 45	\$ -	4.51%
01-5-555340.00	EMS EDUC/TRNG	\$ 1,400	\$ 750	\$ -	53.57%
01-5-555342.00	FIRE DUES/MTGS/EDUC	\$ 500	\$ -	\$ -	0.00%
	<b>TOTAL</b>	<b>\$ 2,900</b>	<b>\$ 795</b>	<b>\$ -</b>	<b>27.42%</b>
<b>TOOLS &amp; EQUIPMENT</b>					
01-5-555422.00	FIRE TOOLS & EQUIPMENT	\$ 4,000	\$ 1,398	\$ 234	34.95%
01-5-555424.00	EMS TOOLS/ EQUIP	\$ 1,900	\$ 1,336	\$ -	70.32%
01-5-555426.00	RADIO PURCH/REPAIR	\$ 750	\$ 8,191	\$ -	1092.15%
	<b>TOTAL</b>	<b>\$ 6,650</b>	<b>\$ 10,925</b>	<b>\$ 234</b>	<b>164.29%</b>
<b>MAINTENANCE</b>					
01-5-555528.00	FIRE TRK R & M	\$ 14,500	\$ 7,318	\$ 9	50.47%
01-5-555530.00	EQUIPMENT MAINTENANCE & SAFETY TESTING	\$ 4,000	\$ 4,046	\$ -	101.15%
01-5-555532.00	RADIO MAINTENANCE	\$ 531	\$ 1,151	\$ -	216.77%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-555534.00	SOFTWARE MAINTENANCE	\$ 1,012	\$ -	\$ -	0.00%
01-5-555536.00	COMPUTER MAINTENANCE	\$ 291	\$ -	\$ -	0.00%
01-5-555538.00	VEHICLE FUEL	\$ 2,715	\$ 4,591	\$ -	169.09%
	<b>TOTAL</b>	\$ 23,049	\$ 17,105	\$ 9	74.21%
	<b>SUPPORT</b>				
01-5-555614.00	RECRUITMENT	\$ 100	\$ -	\$ -	0.00%
01-5-555618.00	POSTAGE	\$ 25	\$ -	\$ -	0.00%
01-5-555619.00	FIRE PREVENTION BOOKS & MATERIALS	\$ 100	\$ 310	\$ -	309.81%
01-5-555620.00	FIREFIGHTERS CASUL INS	\$ 8,800	\$ 4,048	\$ -	46.00%
01-5-555625.00	TELEPHONE & INTERNET	\$ -	\$ 440	\$ 40	999.00%
01-5-555630.00	OFFICE SUPPLIES	\$ 400	\$ 607	\$ -	151.85%
01-5-555632.00	DISPATCH SERVICE	\$ 22,588	\$ 11,263	\$ -	49.86%
01-5-555633.00	UNIFORM	\$ 225	\$ 238	\$ -	105.90%
01-5-555634.00	HYDRANT RENTAL	\$ 33,933	\$ 33,933	\$ -	100.00%
01-5-555635.00	DRY HYDRANT	\$ 25	\$ -	\$ -	0.00%
01-5-555636.00	OSHA COMPLIANCE	\$ 1,000	\$ 224	\$ -	22.40%
01-5-555637.00	WATER LINE REPAIR	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 67,196	\$ 51,063	\$ 40	75.99%
	<b>DESIGNATED FUNDS</b>				
01-5-555758.00	DESIGNATED FUND-APPARATUS	\$ 20,000	\$ 20,000	\$ -	100.00%
01-5-555760.00	DESIGNATED FUND-EQUIPMENT	\$ 20,000	\$ 20,000	\$ -	100.00%
	<b>TOTAL</b>	\$ 40,000	\$ 40,000	\$ -	100.00%
	<b>GRANT</b>				
01-5-555824.00	VLCT PACIF GRANT	\$ -	\$ 5,352	\$ -	0.00%
01-5-555825.00	FEMA GRANT	\$ -	\$ -	\$ -	0.00%
01-5-555830.00	DRY HYDRANT GRANT	\$ -	\$ -	\$ -	0.00%
01-5-555852.00	FY 17 HOMELAND SECURITY	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ -	\$ 5,352	\$ -	0.00%
	<b>AMBULANCE EXPENDITURES</b>				
01-5-555901.00	AMBULANCE CONTRACT	\$ 146,340	\$ 148,224	\$ -	101.29%
01-5-555903.00	AMBULANCE LIAB	\$ 14,500	\$ 1,743	\$ -	12.02%
	<b>TOTAL</b>	\$ 160,840	\$ 149,967	\$ -	93.24%
	<b>TOTAL FIRE DEPT.</b>	\$440,497	\$402,662	\$6,282	91.41%
	<b>EMERGENCY MANAGEMENT</b>				
01-5-575100.00	DEBT SERVICE ON TOWER BOND PRINCIPAL	\$ 29,894	\$ 27,500	\$ -	91.99%
01-5-575105.00	DEBT SERVICE ON TOWER BOND INTEREST	\$ -	\$ 2,321	\$ -	999.00%
01-5-575233.00	TOWER POWER	\$ 500	\$ 361	\$ 27	72.12%
01-5-575600.00	EMERG MAN ADMIN	\$ 17	\$ -	\$ -	0.00%
01-5-575610.00	EMERG MNGMT SUPPLIES	\$ 33	\$ -	\$ -	0.00%
01-5-575612.00	GENERATOR FUEL	\$ 55	\$ -	\$ -	0.00%
01-5-575620.00	EMERG GEN MAINT	\$ 2,500	\$ 756	\$ -	30.24%
01-5-575740.00	DESIGNATED FUND- GENERATORS	\$ 10,000	\$ 10,000	\$ -	100.00%
	<b>TOTAL</b>	\$ 42,999	\$ 40,937	\$ 27	95.21%
	<b>GRANTS</b>				

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-575800.00	LOCAL HAZARD MITIGATION GRANT	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ -	\$ -	\$ -	0.00%
	<b>CONSERVATION COMM.</b>				
01-5-650615.00	DUES/MTGS/EDUC	\$ 300	\$ 50	\$ -	16.67%
01-5-650620.00	SPKRS/PUBLIC INFO / GEN'L PUBLIC EDUCATION	\$ 83	\$ -	\$ -	0.00%
01-5-650625.00	PUBLICITY / OUTDOOR STUDENT PROGRAMS - LEEEP	\$ 366	\$ 1,132	\$ -	309.38%
01-5-650630.00	TRAILS	\$ 1,290	\$ 166	\$ 70	12.87%
01-5-650632.00	WATER QUAL MONIT	\$ -	\$ -	\$ -	0.00%
01-5-650635.00	MILT FRYE NATURE AREA	\$ 1,650	\$ 1,212	\$ -	73.44%
01-5-650700.00	NATRL RESRCS INVEN	\$ -	\$ -	\$ -	0.00%
01-5-650710.00	PROJECT RESTORATION / NATURAL RES. PROJS.	\$ -	\$ -	\$ -	0.00%
01-5-650727.00	WOMAN'S CLUB GRANT	\$ -	\$ 794	\$ -	999.00%
	<b>TOTAL</b>	\$ 3,689	\$ 3,354	\$ 70	90.91%
	<b>PUBLIC WORKS DEPARTMENT</b>				
	<b>HIGHWAY DIVISION</b>				
01-5-703110.00	DIRECTOR OF PUBLIC WORKS	\$ 86,192	\$ 39,198	\$ 3,501	45.48%
01-5-703111.00	ADMINISTRATIVE ASSISTANT, PART-TIME	\$ 21,826	\$ 8,282	\$ -	37.95%
01-5-703112.00	ROAD CREW WAGES	\$ 282,486	\$ 207,821	\$ 4,300	73.57%
01-5-703114.00	ROAD CREW OVERTIME	\$ 45,000	\$ 36,588	\$ 65	81.31%
01-5-703116.00	PAGER COMPENSATION	\$ 4,650	\$ 120	\$ 120	2.58%
01-5-703121.00	FICA	\$ 21,610	\$ 17,690	\$ 468	81.86%
01-5-703122.00	MEDICARE	\$ -	\$ 3,991	\$ 109	999.00%
01-5-703123.00	HEALTH INSURANCE	\$ 73,283	\$ 53,112	\$ 3,074	72.48%
01-5-703124.00	DISABILITY & LIFE INSURANCE	\$ 2,589	\$ 2,472	\$ 806	95.47%
01-5-703125.00	DENTAL INSURANCE	\$ 2,310	\$ 1,369	\$ 20	59.26%
01-5-703126.00	RETIREMENT	\$ 17,655	\$ 13,486	\$ 333	76.39%
	<b>TOTAL</b>	\$ 557,601	\$ 384,129	\$ 12,796	68.89%
	<b>MATERIALS</b>				
01-5-703201.00	SALT & CHEMICALS	\$ 115,000	\$ 88,319	\$ -	76.80%
01-5-703203.00	SAND	\$ 105,000	\$ 76,693	\$ -	73.04%
01-5-703205.00	DUST CONTROL	\$ 15,000	\$ 3,699	\$ -	24.66%
01-5-703207.00	GRAVEL & STONE	\$ 55,000	\$ 29,582	\$ -	53.78%
01-5-703209.00	CULVERTS & OTHER ROAD SUPPLIES	\$ 12,000	\$ 747	\$ -	6.23%
01-5-703211.00	ASPHALT PRODUCTS	\$ 2,995	\$ 375	\$ -	12.52%
01-5-703213.00	BRIDGE REPAIR & MAINTENANCE	\$ 2,000	\$ 277	\$ -	13.87%
01-5-703215.00	OTHER PROJECTS	\$ 1,783	\$ 8,858	\$ -	496.81%
01-5-703217.00	SIGNS	\$ 2,256	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 311,034	\$ 208,550	\$ -	67.05%
	<b>CONTRACTED SERVICES</b>				
01-5-703301.00	PLOWING & SANDING	\$ 22,976	\$ 18,042	\$ -	78.53%
01-5-703303.00	ROAD SWEEPING	\$ 3,243	\$ -	\$ -	0.00%
01-5-703305.00	LEAF REMOVAL	\$ 3,029	\$ 2,200	\$ -	72.63%
01-5-703307.00	STREETLIGHTS	\$ 12,595	\$ 11,195	\$ -	88.89%
01-5-703309.00	TREE CUTTING & REMOVAL	\$ 10,516	\$ 1,700	\$ -	16.17%
01-5-703311.00	UNIFORMS	\$ 12,773	\$ 8,049	\$ 882	63.02%
01-5-703313.00	PAVING	\$ 25,000	\$ 146,522	\$ -	586.09%
01-5-703315.00	OTHER PROJECTS	\$ 66,354	\$ 37,108	\$ -	55.92%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
01-5-703317.00	CRACK SEALING	\$ 15,944	\$ -	\$ -	0.00%
01-5-703319.00	PAVEMENT MARKING	\$ 32,000	\$ 34,287	\$ -	107.15%
01-5-703321.00	BRIDGES	\$ 67,000	\$ 30,481	\$ -	45.49%
	<b>TOTAL</b>	\$ 271,430	\$ 289,585	\$ 882	106.69%
	<b>EQUIPMENT</b>				
01-5-703401.00	OUTSIDE REPAIRS	\$ 40,000	\$ 47,832	\$ 2,673	119.58%
01-5-703403.00	PARTS & SUPPLIES	\$ 50,000	\$ 41,456	\$ 10,709	82.91%
01-5-703405.00	PETROLEUM PRODUCTS	\$ 48,000	\$ 48,298	\$ 3,912	100.62%
	<b>TOTAL</b>	\$ 138,000	\$ 137,585	\$ 17,294	99.70%
	<b>HIGHWAY GARAGE</b>				
01-5-703501.00	ELECTRICITY	\$ 3,600	\$ 4,684	\$ 853	130.12%
01-5-703503.00	PROPANE	\$ 6,861	\$ 7,860	\$ 672	114.56%
01-5-703505.00	TELEPHONE (Inc. Internet)	\$ 3,407	\$ 6,114	\$ 780	179.45%
01-5-703507.00	SUPPLIES	\$ 8,260	\$ 5,388	\$ (15)	65.23%
01-5-703509.00	ALARM MONITORING	\$ 461	\$ 485	\$ -	105.12%
01-5-703511.00	REPAIRS & MAINTENANCE	\$ 6,979	\$ 11,544	\$ 435	165.41%
01-5-703513.00	TOOLS	\$ 7,326	\$ 6,823	\$ -	93.14%
01-5-703515.00	ADMINISTRATION	\$ 5,256	\$ 2,652	\$ 315	50.46%
01-5-703609.00	DESIGNATED FUND-GARAGE	\$ 25,000	\$ 25,000	\$ -	100.00%
	<b>TOTAL</b>	\$ 67,150	\$ 70,551	\$ 3,040	105.06%
	<b>CAPITAL EXPENDITURES</b>				
01-5-703601.00	DESIGNATED FUND-EQUIPMENT	\$ 40,000	\$ 40,000	\$ -	100.00%
01-5-703603.00	DESIGNATED FUND-SIDEWALK	\$ 14,000	\$ 14,000	\$ -	100.00%
01-5-703605.00	DESIGNATED FUND-PAVING	\$ 60,000	\$ 60,000	\$ -	100.00%
01-5-703607.00	DESIGNATED FUND-BRIDGES	\$ 157,000	\$ 157,000	\$ -	100.00%
	<b>TOTAL</b>	\$ 271,000	\$ 271,000	\$ -	100.00%
	<b>GRANTS</b>				
01-5-703701.00	VTRANS - PAVING GRANT	\$ -	\$ -	\$ -	0.00%
01-5-703703.00	FEMA GRANT	\$ -	\$ -	\$ -	0.00%
01-5-703710.10	BETTER ROADS / GRANTS IN AID	\$ 5,000	\$ 8,016	\$ -	160.32%
01-5-703712.00	VTRANS - BIKE & PED	\$ -	\$ -	\$ -	0.00%
01-5-703714.00	VTRANS - TAP GRANT (Tigertown Culverts - 20% Local)	\$ 21,929	\$ 23,924	\$ 2,207	109.10%
01-5-703715.00	VTRANS - STRUCTURES GRANT (10% Local)	\$ -	\$ 2,157	\$ -	0.00%
	<b>TOTAL</b>	\$ 26,929	\$ 34,097	\$ 2,207	126.62%
	<b>TOTAL-HIGHWAY DIVISION</b>	\$ 1,643,144	\$ 1,395,498	\$ 36,219	84.93%
	<b>BUILDINGS &amp; GROUNDS DIVISION</b>				
01-5-704113.00	BUILDING & GROUND WAGES	\$ 92,323	\$ 77,766	\$ 3,760	84.23%
01-5-704114.00	OVERTIME WAGES	\$ 5,000	\$ 7,829	\$ -	156.59%
01-5-704116.00	PAGER COMPENSATION	\$ 775	\$ 20	\$ -	2.58%
01-5-704121.00	FICA	\$ 7,063	\$ 5,348	\$ 233	75.72%
01-5-704122.00	MEDICARE	\$ -	\$ 1,251	\$ 54	999.00%
01-5-704123.00	HEALTH INSURANCE	\$ 33,545	\$ 31,140	\$ 1,125	92.83%
01-5-704124.00	DISABILITY & LIFE INSURANCE	\$ 1,036	\$ 936	\$ 92	90.35%
01-5-704125.00	DENTAL INSURANCE	\$ 924	\$ 684	\$ 52	73.97%
01-5-704126.00	RETIREMENT	\$ 5,770	\$ 5,413	\$ 231	93.81%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
	<b>TOTAL</b>	\$ 146,436	\$ 130,386	\$ 5,548	89.04%
	<b>MATERIALS</b>				
01-5-704201.00	GARDEN SUPPLIES & PLANTS	\$ 1,576	\$ 766	\$ -	48.58%
	<b>TOTAL</b>	\$ 1,576	\$ 766	\$ -	48.58%
	<b>CONTRACTED SERVICES</b>				
01-5-704311.00	UNIFORMS	\$ 4,800	\$ 3,119	\$ 150	64.98%
	<b>TOTAL</b>	\$ 4,800	\$ 3,119	\$ 150	64.98%
	<b>EQUIPMENT</b>				
01-5-704401.00	OUTSIDE REPAIRS	\$ 1,960	\$ -	\$ -	0.00%
01-5-704403.00	PARTS & SUPPLIES	\$ -	\$ 822	\$ 39	999.00%
01-5-704405.00	PETROLEUM PRODUCTS	\$ -	\$ -	\$ -	0.00%
01-5-704413.00	TOOLS	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 1,960	\$ 822	\$ 39	41.96%
	<b>CAPITAL EXPENDITURES</b>				
01-5-704601.00	DESIGNATED FUND-EQUIPMENT	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL-BUILDING AND GROUNDS DIVISION</b>	\$ 154,772	\$ 135,093	\$ 5,737	87.29%
	<b>SOLID WASTE DIVISION</b>				
01-5-705112.00	TRANSFER STATION WAGES	\$ 42,774	\$ 37,076	\$ 1,707	86.68%
01-5-705121.00	FICA	\$ 3,272	\$ 2,330	\$ 106	71.21%
01-5-705122.00	MEDICARE	\$ -	\$ 545	\$ 25	999.00%
	<b>TOTAL</b>	\$ 46,046	\$ 39,951	\$ 1,837	86.76%
	<b>CONTRACTED SERVICES</b>				
01-5-705303.00	GUVSWMD ASSESSMENT	\$ 37,554	\$ 37,554	\$ -	100.00%
01-5-705303.00	MUNICIPAL SOLID WASTE	\$ 48,923	\$ 34,226	\$ 389	69.96%
01-5-705305.00	RECYCLING	\$ 39,297	\$ 35,322	\$ 8,490	89.88%
01-5-705306.00	C & D WASTE DISPOSAL	\$ 9,641	\$ 7,254	\$ -	75.24%
01-5-705308.00	FOOD WASTE DISPOSAL	\$ 6,850	\$ 17,475	\$ 5,909	255.11%
01-5-705311.00	UNIFORMS	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 142,265	\$ 131,831	\$ 14,788	92.67%
	<b>EQUIPMENT</b>				
01-5-705403.00	PARTS & SUPPLIES	\$ 1,000	\$ 282	\$ -	28.18%
01-5-705411.00	REPAIRS & MAINTENANCE	\$ 3,000	\$ 31	\$ -	1.05%
01-5-705413.00	SMALL EQUIPMENT	\$ 500	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 4,500	\$ 313	\$ -	6.96%
	<b>TRANSFER STATION</b>				
01-5-705500.00	PURCHASED SERVICES	\$ 2,500	\$ 1,628	\$ -	65.12%
01-5-705501.00	ELECTRICITY	\$ 2,000	\$ 1,723	\$ -	86.15%
01-5-705503.00	PROPANE	\$ 600	\$ 390	\$ -	65.06%
01-5-705505.00	TELEPHONE	\$ 500	\$ 409	\$ 35	81.70%
01-5-705515.00	ADMINISTRATION	\$ 1,000	\$ 1,249	\$ -	124.88%
01-5-705517.00	FRANCHISE TAX TO VERMONT	\$ 2,000	\$ 417	\$ -	20.87%

**Town of Norwich  
FY22 Expenses**

CODE	DESCRIPTION	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 PERF
<b>TOTAL</b>		\$ 8,600	\$ 5,816	\$ 35	67.63%
<b>CAPITAL EXPENDITURES</b>					
01-5-705601.00	DESIGNATED FUND-EQUIPMENT	\$ -	\$ -	\$ -	0.00%
		\$ -	\$ -	\$ -	0.00%
<b>TOTAL-TRANSFER STATION DIVISION</b>					
		\$ 201,411	\$ 177,911	\$ 16,660	88.33%
<b>TRACY HALL</b>					
01-5-706100.00	WATER USAGE	\$ 875	\$ 449	\$ -	51.32%
01-5-706101.00	ELECTRICITY	\$ 13,500	\$ 4,797	\$ -	35.54%
01-5-706103.00	HEATING	\$ 11,500	\$ 17,822	\$ 4,042	154.97%
01-5-706105.00	ALARM MONITORING	\$ 200	\$ 791	\$ -	395.68%
01-5-706107.00	ELEVATOR MAINT	\$ 3,300	\$ 4,551	\$ 270	137.91%
01-5-706108.00	CUSTODIAN PAGER	\$ 775	\$ -	\$ -	0.00%
01-5-706109.00	BUILDING SUPPLIES	\$ 4,200	\$ 3,039	\$ 119	72.36%
01-5-706113.00	REPAIRS & MAINT	\$ 10,000	\$ 6,901	\$ 408	69.01%
01-5-706115.00	BANDSTAND & SIGN ELECTR (Inc Huntley EV Charge)	\$ 2,000	\$ 1,539	\$ 59	76.95%
01-5-706117.00	DESIGNATED FUND-TRACY HALL	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL TRACY HALL</b>	\$ 46,350	\$ 39,890	\$ 4,897	86.06%
<b>TOTAL PUBLIC WORKS DEPARTMENT</b>					
		\$ 2,045,677	\$ 1,748,392	\$ 63,514	85.47%
<b>DEBT SERVICE EXPENDITURES</b>					
01-5-800207.00	PUBLIC SAFETY FACILITY BOND - PRINCIPAL	\$ 47,000	\$ 47,000	\$ -	100.00%
01-5-800235.00	PUBLIC SAFETY FACILITY - INTEREST	\$ 46,474	\$ 46,474	\$ -	100.00%
01-5-800236.00	BROWNS SCHOOLHOUSE RD PED. BRIDGE - PRIN/INT	\$ 14,040	\$ -	\$ -	0.00%
01-5-800237.00	PUBLIC SAFE BLDG / HIGH. GARAGE ADD. - "OVER."	\$ 52,330	\$ -	\$ -	0.00%
01-5-800238.00	PUBLIC SAFE BLDG / HIGH. GARAGE ADD. - INTEREST	\$ -	\$ -	\$ -	0.00%
01-5-800239.00	FEMA LTR OF CREDIT	\$ -	\$ -	\$ -	0.00%
01-5-800240.00	FEMA LTR OF CREDIT - INTEREST PAID TO CLOSEOUT	\$ -	\$ -	\$ -	0.00%
	<b>TOTAL</b>	\$ 159,844	\$ 93,474	\$ -	58.48%
<b>TAX EXPENDITURES</b>					
01-5-800408.00	TAX ADJUSTMENTS & ABATEMENT	\$ 3,000	\$ 452	\$ 452	0.00%
	<b>TOTAL</b>	\$ 3,000	\$ 452	\$ 452	15.07%
<b>INSURANCES</b>					
01-5-800505.00	SOCIAL SECURITY	\$ -	\$ 10	\$ -	0.00%
01-5-800506.00	COBRA (Inc. an HRA adjust. In FY20 Actual)	\$ -	\$ -	\$ -	0.00%
01-5-800517.00	UNEMP INS RATE ASSMT	\$ 3,156	\$ 5,438	\$ 741	172.31%
01-5-800518.00	PROP & CAS INSURANCE	\$ 87,385	\$ 128,532	\$ 26,101	147.09%
01-5-800520.00	WORKER'S COMP INS	\$ 94,397	\$ 108,107	\$ 22,224	114.52%
	<b>TOTAL</b>	\$ 184,938	\$ 242,087	\$ 49,066	130.90%
<b>TOTAL TOWN EXPENDITURES</b>					
		\$ 4,780,866	\$ 4,171,186	\$ 189,638	87.25%
<b>OTHER MONETARY ARTICLES</b>					
01-5-800352.00	ADVANCE TRANSIT	\$ 13,514	\$ 13,514	\$ -	100.00%
01-5-800358.00	CATV	\$ 3,000	\$ 3,000	\$ -	100.00%

**Town of Norwich  
FY22 Expenses**

<b>CODE</b>	<b>DESCRIPTION</b>	<b>FY 22 BUDGET</b>	<b>FY 22 YTD</b>	<b>FY 22 MAY</b>	<b>FY 22 PERF</b>
01-5-800390.00	CLIMATE EMERGENCY FUND	\$ -	\$ -	-	0.00%
01-5-800386.00	GOOD BEGINNINGS	\$ 3,000	\$ 3,000	-	100.00%
01-5-800388.00	GREEN MOUNTAIN ECONOMIC DEVELOPMENT CORP	\$ 1,659	\$ 1,659	-	100.00%
01-5-800354.00	HEADREST	\$ 2,500	\$ 2,500	-	100.00%
01-5-800310.00	NORWICH AMERICAN LEGION	\$ 1,500	\$ 1,500	-	100.00%
01-5-800316.00	NORWICH CEMETERY ASSOCATN	\$ 20,000	\$ 20,000	-	100.00%
01-5-800324.00	NORWICH CHILD CARE SCHOLARSHIP	\$ 4,348	\$ 4,348	-	100.00%
01-5-800315.00	NORWICH HISTORICAL SOCIETY	\$ 8,000	\$ 8,000	-	100.00%
01-5-800306.00	NORWICH LIONS CLUB FIREWORKS	\$ 3,500	\$ 3,500	-	100.00%
01-5-800302.00	NORWICH PUBLIC LIBRARY - OPERATING	\$ 288,660	\$ 288,660	-	100.00%
01-5-800375.00	PUBLIC HEALTH COUNCIL OF THE UPPER VALLEY	\$ 337	\$ 337	-	100.00%
01-5-800369.00	SENIOR SOLUTIONS	\$ 1,200	\$ 1,200	-	100.00%
01-5-800366.00	SEVCA	\$ 3,750	\$ 3,750	-	100.00%
01-5-800389.00	SPECIAL NEEDS SUPPORT CENTER	\$ 2,000	\$ 2,000	-	100.00%
01-5-800350.00	THE FAMILY PLACE	\$ 6,000	\$ 6,000	-	100.00%
01-5-800382.00	UPPER VALLEY TRAILS ALLIANCE	\$ 2,000	\$ 2,000	-	100.00%
01-5-800328.00	VISITING NURSE ASSOC. & HOSPICE	\$ 18,500	\$ 18,500	-	100.00%
01-5-800372.00	WHITE RIVER COUNCIL ON AGING	\$ 5,300	\$ 5,300	-	100.00%
01-5-800356.00	WINDSOR COUNTY MENTORS	\$ 1,000	\$ 1,000	-	100.00%
01-5-800362.00	WISE	\$ 2,500	\$ 2,500	-	100.00%
01-5-800368.00	YOUTH-IN-ACTION	\$ 3,000	\$ 3,000	-	100.00%
	<b>TOTAL VOTED MONETARY ARTICLES</b>	<b>\$ 395,268</b>	<b>\$ 395,268</b>	<b>\$ -</b>	<b>100.00%</b>
	<b>TOTAL TOWN EXPENDITURES IF ALL ARTICLES PASS</b>	<b>\$ 5,176,134</b>	<b>\$ 4,566,454</b>	<b>\$ 189,638</b>	<b>88.22%</b>

**Town of Norwich Revenue Report**

	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 YTD PERF
<b>PROPERTY TAX REVENUES</b>				
TOWN PROPERTY TAX	\$ 3,888,583	\$ 3,792,387	\$ -	97.53%
PROPERTY TAX FOR OTHER MONETARY ARTICLES	\$ 395,268	\$ 395,268	\$ -	100.00%
VT LAND USE TAX (HOLD HARMLESS PAYMENT)	\$ 187,863	\$ 214,145	\$ -	113.99%
PROPERTY TAX INTEREST	\$ 30,000	\$ 14,713	\$ (5)	49.04%
PROPERTY TAX COLLECTION FEE	\$ 20,000	\$ 31,474	\$ (41)	157.37%
<b>TOTAL PROPERTY TAX REVENUE</b>	<b>\$ 4,521,714</b>	<b>\$ 4,447,987</b>	<b>\$ (46)</b>	<b>98.37%</b>
<b>LICENSE &amp; PERMIT REVENUE</b>				
LIQUOR LICENSE	\$ 670	\$ 555	\$ 555	82.84%
DOG LICENSE	\$ 2,000	\$ 2,033	\$ 208	101.63%
HUNTING & FISHING LICENSES	\$ 200	\$ 68	\$ 11	33.75%
PEDDLER LICENSE	\$ -	\$ 25	\$ -	999.00%
BUILDING/DEVELOPMENT PERMITS	\$ 4,000	\$ 8,228	\$ 947	205.69%
LAND POSTING PERMIT	\$ 200	\$ 200	\$ -	100.00%
<b>TOTAL LICENSE &amp; PERMIT REVENUE</b>	<b>\$ 7,070</b>	<b>\$ 11,108</b>	<b>\$ 1,721</b>	<b>157.11%</b>
<b>INTERGOVERNMENTAL REVENUE</b>				
VT HIWAY GAS TAX	\$ 156,000	\$ 207,483	\$ -	133.00%
VT ACT 60	\$ 15,300	\$ 15,409	\$ -	100.71%
PILOT PAYMENTS	\$ 10,000	\$ 12,247	\$ -	122.47%
VT NATURAL RESRCS	\$ 2,500	\$ -	\$ -	0.00%
EDUCATION TAX RETAINER	\$ 27,000	\$ -	\$ -	0.00%
<b>TOTAL INTERGOVERNMENTAL REVENUE</b>	<b>\$ 210,800</b>	<b>\$ 235,139</b>	<b>\$ -</b>	<b>111.55%</b>
<b>SERVICE FEE REVENUE</b>				
RECORDING FEE & RESTORATION	\$ 25,000	\$ 35,194	\$ 2,284	140.78%
DOCUMENT COPY FEE	\$ 3,000	\$ 2,836	\$ 124	94.53%
USE OF RECRDS FEE	\$ 300	\$ 569	\$ 18	189.67%
VITAL STATISTIC FEE	\$ 800	\$ 290	\$ 10	36.25%
MOTOR VEHICLE RENEWAL FEE	\$ 50	\$ 12	\$ -	24.00%
PHOTOCOPYING FEE	\$ 50	\$ -	\$ -	0.00%
EV CHARGING FEES	\$ 800	\$ 409	\$ -	51.16%
TRACY HALL RENTAL FEE	\$ 3,500	\$ 2,051	\$ 325	58.59%
POLICE REPORT FEE	\$ 500	\$ 265	\$ 39	53.00%
RECREATION PROGRAM FEES	\$ 190,000	\$ 107,353	\$ 9,018	56.50%
TRANSFER STATION STICKERS	\$ 40,000	\$ 24,937	\$ 62	62.34%
RECYCLING SOLID WASTE FEES	\$ 3,000	\$ 7,425	\$ -	247.52%
E-WASTE REVENUE	\$ 2,500	\$ 3,180	\$ 186	127.20%
RECYCLING REBATES	\$ 1,500	\$ 9,648	\$ 1,405	643.17%
C & D WASTE REVENUE	\$ 8,000	\$ 10,538	\$ 988	131.73%
TRASH COUPON	\$ 100,000	\$ 90,095	\$ 6,780	90.10%
<b>TOTAL SERVICE FEE REVENUE</b>	<b>\$ 379,000</b>	<b>\$ 294,889</b>	<b>\$ 21,239</b>	<b>77.81%</b>
<b>GRANT REVENUE</b>				
BETTER BACK ROADS GRANT	\$ -	\$ -	\$ -	0.00%
FEMA	\$ -	\$ 14,795	\$ -	999.00%
HISTORIC PRESERVATION GRANT	\$ -	\$ -	\$ -	0.00%
DRY HYDRANT GRANT	\$ -	\$ -	\$ -	0.00%
VLCT GRANT	\$ -	\$ 5,400	\$ 1,000	999.00%
GRANTS IN AID PROJECT	\$ -	\$ 4,410	\$ -	999.00%
BEAVER MEADOW SIDEWALK SCOPING GRANT	\$ -	\$ -	\$ -	0.00%
GOVERNORS HIGHWAY SAFETY GRANT	\$ -	\$ 719	\$ -	999.00%
PLANNING GRANT	\$ -	\$ -	\$ -	0.00%
MAHHC GRANT	\$ -	\$ -	\$ -	0.00%
NORWICH WOMEN'S CLUB GRANTS	\$ -	\$ 1,322	\$ 1,314	999.00%
RECREATION RESTART GRANT	\$ -	\$ 20,444	\$ -	999.00%

**Town of Norwich Revenue Report**

	FY 22 BUDGET	FY 22 YTD	FY 22 MAY	FY 22 YTD PERF
ENERGY COMMITTEE GRANT	\$ -	\$ 51	\$ -	999.00%
COVID 19 GRANT	\$ -	\$ 39,398	\$ -	999.00%
<b>TOTAL GRANT REVENUE</b>	<b>\$ -</b>	<b>\$ 86,539</b>	<b>\$ 2,314</b>	<b>999.00%</b>
<b>OTHER TOWN REVENUES</b>				
TOWN REPORT	\$ 1,350	\$ -	\$ -	0.00%
BANK INTEREST	\$ 20,000	\$ 12,916	\$ 1,159	64.58%
INSURANCE CLAIMS	\$ -	\$ -	\$ -	0.00%
ATHLETIC FIELD RENTAL	\$ 25,000	\$ 21,325	\$ -	85.30%
<b>TOTAL OTHER TOWN REVENUES</b>	<b>\$ 46,350</b>	<b>\$ 34,241</b>	<b>\$ 1,159</b>	<b>73.87%</b>
<b>PUBLIC SAFETY REVENUES</b>				
POLICE FINE	\$ 10,000	\$ 9,427	\$ 315	94.27%
PARKING FINE	\$ 500	\$ 290	\$ 80	58.00%
DOG FINE	\$ 200	\$ 25	\$ -	12.50%
<b>TOTAL PUBLIC SAFETY REVENUES</b>	<b>\$ 10,700</b>	<b>\$ 9,742</b>	<b>\$ 395</b>	<b>164.77%</b>
<b>MISCELLANEOUS REVENUE</b>				
AMBULANCE BILLS PAID	\$ -	\$ 55.25	\$ -	999.00%
TOWN CLERK	\$ -	\$ 80.50	\$ 4.00	999.00%
POLICE DEPT	\$ -	\$ 544.40	\$ -	999.00%
RECREATION DEPT	\$ -	\$ 672.00	\$ -	999.00%
FIRE DEPT	\$ -	\$ -	\$ -	0.00%
HIGHWAY DEPT	\$ -	\$ 3,226.00	\$ -	999.00%
CONSERVATION COMM.	\$ -	\$ 125.00	\$ -	999.00%
MISCELLANEOUS	\$ 500	\$ 13,351.24	\$ 434.00	2670.25%
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>\$ 500</b>	<b>\$ 18,054</b>	<b>\$ 438</b>	<b>3610.88%</b>
<b>TOTAL FEES &amp; SERVICES</b>	<b>\$ 654,420</b>	<b>\$ 689,713</b>	<b>\$ 27,266</b>	<b>105.39%</b>
ALLOWANCE FOR TAX ADJUSTMENTS*	\$ -	\$ -	\$ -	
<b>TOTAL TOWN REVENUES</b>	<b>\$ 5,176,134</b>	<b>\$ 5,137,700</b>	<b>\$ 27,220</b>	<b>99.26%</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
<b>01-1-001 CASH</b>		
01-1-001001.00 PETTY CASH-RECEIPTS DRWR	0.00	50.00
01-1-001002.00 PETTY CASH-POLICE DEPT	0.00	100.00
01-1-001003.00 PETTY CASH-RECREATION	0.00	100.00
01-1-001004.00 PETTY CASH-TRANS STATION	0.00	200.00
01-1-001005.00 PETTY CASH-TOWN CLERK	0.00	100.00
01-1-001100.00 CASH-MASCOMA GENL FUND	0.00	5,056,018.73
01-1-001102.00 CASH-MASCOMA RECREATION	0.00	4,841.64
01-1-001104.00 CASH-MASCOMA FISH & GAME	0.00	908.54
<b>Total CASH</b>	<b>0.00</b>	<b>5,062,318.91</b>
<b>01-1-002 INVESTMENTS</b>		
<b>Total INVESTMENTS</b>	<b>0.00</b>	<b>0.00</b>
<b>01-1-003 RECEIVABLES</b>		
<b>01-1-0030 ACCOUNTS RECEIVABLE</b>		
01-1-003001.00 ACCTS REC-POST OFFICE	0.00	0.00
01-1-003002.00 ACCTS REC-NORW FIRE DIST	0.00	0.00
01-1-003004.00 ACCTS REC-HISTORICAL SOC	0.00	0.00
01-1-003005.00 ACCOUNTS REC-TRACY HALL R	0.00	0.00
01-1-003006.00 ACCTS REC-LIBRARY	0.00	0.00
01-1-003007.00 ACCTS REC-TOWN CLERK	0.00	0.00
01-1-003008.00 ACCTS REC-POLICE DEPT	0.00	0.00
01-1-003009.00 ACCTS REC-RECREATION	0.00	0.00
01-1-003010.00 ACCTS REC-SOLID WASTE	0.00	0.00
01-1-003011.00 ACCTS REC-SCHOOL DISTRICT	0.00	0.00
01-1-003012.00 ACCTS REC-PLANNING	0.00	0.00
01-1-003013.00 ACCTS REC-FIRE	0.00	0.00
01-1-003014.00 ACCTS REC-HIGHWAY	0.00	0.00
01-1-003015.00 ACCTS REC-CEMETERY COMM	0.00	0.00
01-1-003016.00 ACCTS REC-STATE OF VT	0.00	0.00
01-1-003017.00 ACCTS REC-LISTERS	0.00	0.00
01-1-003018.00 ACCTS REC- RETIREMENT	0.00	0.00
01-1-003019.00 A/R ADMINISTRATION	0.00	0.00
01-1-003020.00 A/R HEALTH INSURANCE	0.00	0.00
01-1-003021.00 A/R WORKERS COMPENSATION	0.00	0.00
01-1-003022.00 A/R COBRA	0.00	0.00
01-1-003023.00 A/R IRS	0.00	13,519.93
01-1-003024.00 VLCT - INSURANCE CLAIMS	0.00	0.00
01-1-003025.00 A/R - VT WITHOLDING TAX	0.00	0.00
<b>Total ACCOUNTS RECEIVABLE</b>	<b>0.00</b>	<b>13,519.93</b>
<b>01-1-0031 GRANT RECEIVABLE</b>		
01-1-003102.00 GRANT REC-SOLID WASTE	0.00	0.00
01-1-003103.00 GRANT REC-ENERGY COMM.	0.00	0.00

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
01-1-003104.00 GRANT REC-CONSERV COMM	0.00	0.00
01-1-003105.00 GRANT RECEIV-FIRE DEPT	0.00	0.00
01-1-003106.00 GRANT REC-POLICE DEPT	0.00	0.00
01-1-003108.00 GRANT REC-HIGHWAY DEPT	0.00	0.00
01-1-003110.00 GRANT REC-PLANNING DEPT.	0.00	0.00
01-1-003112.00 GRANT REC-FEMA & VT ERAF	0.00	0.00
01-1-003114.00 GRANT RECEIVABLE-RECREATI	0.00	0.00
<b>Total GRANT RECEIVABLE</b>	<b>0.00</b>	<b>0.00</b>
<b>01-1-0032 NOTES RECEIVABLE</b>		
<b>Total NOTES RECEIVABLE</b>	<b>0.00</b>	<b>0.00</b>
<b>01-1-0034 TAXES RECEIVABLE</b>		
01-1-003401.00 CURRENT TAX RECVBLE	0.00	96,196.59
01-1-003402.00 DEL PROP TAXES RECEIVABLE	0.00	42,916.61
01-1-003403.00 TAX INTEREST RECV	0.00	14,894.95
01-1-003404.00 PENALTY RECEIVABLE	0.00	10,335.27
01-1-003405.00 FEDERAL PILOT PAYMENT REC	0.00	0.00
<b>Total TAXES RECEIVABLE</b>	<b>0.00</b>	<b>164,343.42</b>
<b>Total RECEIVABLES</b>	<b>0.00</b>	<b>177,863.35</b>
<b>01-1-004 OTHER ASSETS</b>		
01-1-004099.00 HTFD RECY COUPON INVENTORY	0.00	0.00
01-1-004102.00 PREPAID EXPENSES	0.00	5,136.02
01-1-004104.00 INVENTORY	0.00	36,804.23
<b>Total OTHER ASSETS</b>	<b>0.00</b>	<b>41,940.25</b>
01-1-090000.00 DUE FROM/TO OTHER FUND	0.00	-3,003,165.09
<b>Total Asset</b>	<b>0.00</b>	<b>2,278,957.42</b>
<b>LIABILITY</b>		
<b>01-2-001 ACCOUNTS PAYABLE</b>		
01-2-001101.00 ACCRUED PAYROLL PAYABLE	0.00	-101.84
01-2-001101.01 FICA TAX DUE TO EMPLOYEE	0.00	101.84
01-2-001102.00 Healthy Insurance	0.00	0.00
01-2-001103.00 FICA TAX PAYABLE	0.00	2,519.74
01-2-001105.00 MEDICARE TAX PAYABLE	0.00	0.00
01-2-001107.00 FED W/H TAX PAYABLE	0.00	1,429.42
01-2-001109.00 VT W/H TAX PAYABLE	0.00	-0.50
01-2-001111.00 VMERS GRP B PAYABLE	0.00	0.00
01-2-001112.00 VMERS DEF CONTRB PAY	0.00	0.00
01-2-001113.00 VMERS GRP C PAYABLE	0.00	0.00

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
01-2-001114.00 HSA LIABILITY	0.00	0.00
01-2-001115.00 CHILD SUPPORT PAYABLE	0.00	0.00
01-2-001116.00 DEFERRED COMPENSATION	0.00	0.00
01-2-001116.10 ROTH PLAN 457	0.00	0.00
01-2-001117.00 UNION DUES PAYABLE	0.00	-479.73
01-2-001118.00 DUE TO IRS	0.00	0.00
01-2-001119.00 DUE TO TOWN OF HARTFORD	0.00	0.00
01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	0.00	25.00
01-2-001121.00 VT ANIMAL RETURN	0.00	389.00
01-2-001122.00 DUE TO VT-FISH & GAME	0.00	145.70
01-2-001122.01 VT FISH & GAME GIFT CERTI	0.00	97.00
01-2-001123.00 SCHOOL DISTRICT TAX	0.00	1,408,431.90
01-2-001124.00 DUE TO VT-VITAL RECORDS	0.00	1,590.00
01-2-001125.00 DUE TO GUVSWMD-COUPONS	0.00	-4,492.20
01-2-001125.10 DUE TO GUVSWMD-STICKERS	0.00	2,156.00
01-2-001126.00 VISION SERV PLAN-PAYROLL	0.00	396.67
01-2-001127.00 DELTA DENTAL-PAYROLL	0.00	0.00
01-2-001128.00 DUE TO WINDSOR COUNTY	0.00	0.00
01-2-001147.00 DUE TO TAXPAYER FROM STAT	0.00	0.00
01-2-001148.00 TAX OVERPAYMENTS	0.00	27,382.00
01-2-001149.00 TAX CLEARING ACCOUNT	0.00	0.00
01-2-001150.00 VENDORS PAYABLE	0.00	87,614.91
01-2-001160.00 ACCOUNTS PAY. YEAR END	0.00	0.00
01-2-001165.00 ENCUMBRANCES	0.00	0.00
<b>Total ACCOUNTS PAYABLE</b>	<b>0.00</b>	<b>1,527,204.91</b>
<b>01-2-002 GRANT LIABILITY</b>		
01-2-002104.00 PLANNING GRANT-LIABILITY	0.00	0.00
01-2-002106.00 FEMA GRANT LIABILITY	0.00	0.00
01-2-002108.00 ENERGY COMM. GRANT LIABI	0.00	0.00
<b>Total GRANT LIABILITY</b>	<b>0.00</b>	<b>0.00</b>
<b>01-2-003 OTHER LIABILITIES</b>		
01-2-003009.00 INTERACCOUNT TRANSFERS	0.00	0.00
01-2-003010.00 PREPAID TAXES	0.00	0.00
01-2-003010.20 PREPAID TAXES- NONCURRENT	0.00	0.00
01-2-003011.00 TAX SALE/REDEMPTIONS	0.00	0.00
01-2-003012.00 PREPAID RECREATION FEES	0.00	0.00
01-2-003013.00 STORR'S POND FEES	0.00	0.00
01-2-003014.00 PREPAID STICKER PERMIT	0.00	0.00
01-2-003015.00 PROP TAX APPEAL LIABILITY	0.00	0.00
01-2-003016.00 MSB-FEMA LINE OF CREDIT	0.00	0.00
01-2-003017.00 MSB 5 YEAR LOAN	0.00	-53,660.12
01-2-003018.00 Northfield Savings Bk	0.00	-14,256.90
<b>Total OTHER LIABILITIES</b>	<b>0.00</b>	<b>-67,917.02</b>
<b>01-2-004 DEFERRED REVENUES</b>		

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
01-2-004001.00 DEFERRED REV-TAXES	0.00	80,311.07
01-2-004002.00 DEFERRED REV-RECREATION	0.00	0.00
01-2-004003.00 DEFERRED REVENUE-T HALL	0.00	0.00
01-2-004004.00 DEFERRED REV-GRANTS	0.00	0.00
<b>Total DEFERRED REVENUES</b>	<b>0.00</b>	<b>80,311.07</b>
<b>Total Liability</b>	<b>0.00</b>	<b>1,539,598.96</b>
<b>FUND BALANCE</b>		
<b>01-3-0011 RESERVE-FUND BALANCE</b>		
01-3-001105.00 RESERVE-RECREATION DPT	0.00	0.00
01-3-001107.00 RESERVE-FIRE DEPT	0.00	0.00
01-3-001109.00 RESERVE-POLICE DEPT	0.00	0.00
01-3-001111.00 RESERVE-TOWN CLERK	0.00	0.00
01-3-001113.00 RESERVE-HIGHWAY DEPT	0.00	0.00
01-3-001115.00 RESERVE-SOLID WASTE DEPT	0.00	0.00
01-3-001117.00 RESERVE-PLANNING COMM.	0.00	0.00
01-3-001119.00 RESERVE-BANDSTAND	0.00	0.00
01-3-001122.00 RESERVE-CONSERVATION COMM	0.00	0.00
<b>Total RESERVE-FUND BALANCE</b>	<b>0.00</b>	<b>0.00</b>
<b>01-3-0013 UNRESTRICTED FUNDS</b>		
01-3-001300.00 GENERAL FUND BAL-UNREST	0.00	1,299,968.44
01-3-001301.00 FUND BALANCES-ENCUMB	0.00	0.00
<b>Total UNRESTRICTED FUNDS</b>	<b>0.00</b>	<b>1,299,968.44</b>
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>1,299,968.44</b>
Fund Balance Current Year	0.00	-560,609.98
<b>Total Fund Balance</b>	<b>0.00</b>	<b>739,358.46</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>2,278,957.42</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
04-1-001108.00 CASH-CONSERVATION COMM	0.00	0.00
04-1-001204.00 CASH-CD CONSERV. COMM	0.00	0.00
04-1-090000.00 DUE FROM/TO OTHER FUND	0.00	4,111.87
<b>Total Asset</b>	<b>0.00</b>	<b>4,111.87</b>
<b>LIABILITY</b>		
04-2-001160.00 YEAR END A/P	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
04-3-001300.00 FUND BALANCE-CONS COMM	0.00	133,611.87
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>133,611.87</b>
Fund Balance Current Year	0.00	-129,500.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>4,111.87</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>4,111.87</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
05-1-001102.00 CASH-RECREATION FUND	0.00	0.00
05-1-090000.00 DUE FROM/TO OTHER FUND	0.00	70,719.79
<b>Total Asset</b>	<b>0.00</b>	<b>70,719.79</b>
<b>LIABILITY</b>		
05-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
05-3-001300.00 FUND BALANCE-RECREATION	0.00	67,017.79
05-4-000801.00 Huntley Meadows Improveme	0.00	0.00
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>67,017.79</b>
Fund Balance Current Year	0.00	3,702.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>70,719.79</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>70,719.79</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
06-1-090000.00 DUE FROM/TO OTHER FUND	0.00	596,293.21
<b>Total Asset</b>	<b>0.00</b>	<b>596,293.21</b>
<b>FUND BALANCE</b>		
06-3-001300.00 FUND BALANCE-FIRE EQUIP	0.00	580,027.29
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>580,027.29</b>
Fund Balance Current Year	0.00	16,265.92
<b>Total Fund Balance</b>	<b>0.00</b>	<b>596,293.21</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>596,293.21</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
07-1-003014.00 ACCOUNTS RECEIVABLE	0.00	0.00
07-1-090000.00 DUE FROM/TO OTHER FUND	0.00	158,664.12
<b>Total Asset</b>	<b>0.00</b>	<b>158,664.12</b>
<b>LIABILITY</b>		
07-2-000770.00 CAPITAL LEASE OBLIGATION	0.00	0.00
07-2-001120.00 GRANT ANTICIPATION LOAN	0.00	0.00
07-2-001160.00 A/P HIGHWAY EQUIP FUND	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
07-3-001300.00 FUND BALANCE-HWY EQUIP	0.00	118,664.12
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>118,664.12</b>
Fund Balance Current Year	0.00	40,000.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>158,664.12</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>158,664.12</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
08-1-001105.00 CASH-HWY GARAGE FUND	0.00	0.00
08-1-003024.00 A/R TOWN GARAGE	0.00	0.00
08-1-090000.00 DUE FROM/TO OTHER FUND	0.00	97,661.40
<b>Total Asset</b>	<b>0.00</b>	<b>97,661.40</b>
<b>LIABILITY</b>		
08-2-001120.00 GRANT ANTICIPATION LOAN	0.00	0.00
08-2-001140.00 FEMA GRANT RECEIVABLE	0.00	0.00
08-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
08-2-001162.00 DEFERRED GRANT REVENUE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
08-3-001300.00 FUND BALANCE-HWY GARAGE	0.00	77,247.14
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>77,247.14</b>
Fund Balance Current Year	0.00	20,414.26
<b>Total Fund Balance</b>	<b>0.00</b>	<b>97,661.40</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>97,661.40</b>

Town of Norwich General Ledger  
Balance Sheet Current Year - Period 11 May  
SOLID WASTE EQUIP FUND

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
09-1-090000.00 DUE FROM/TO OTHER FUND	0.00	34,048.19
<b>Total Asset</b>	<b>0.00</b>	<b>34,048.19</b>
<b>LIABILITY</b>		
09-2-001160.00 A/P SOLID WASTE FUND	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
09-3-001300.00 FUND BALANCE-SOLID WASTE	0.00	34,048.19
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>34,048.19</b>
Fund Balance Current Year	0.00	0.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>34,048.19</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>34,048.19</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
10-1-090000.00 DUE FROM/TO OTHER FUND	0.00	14,167.55
<b>Total Asset</b>	<b>0.00</b>	<b>14,167.55</b>
<b>LIABILITY</b>		
10-2-001160.00 A/P POLICE STATION FUND	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
10-3-001300.00 FUND BALANCE-POLICE STAT	0.00	14,167.55
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>14,167.55</b>
Fund Balance Current Year	0.00	0.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>14,167.55</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>14,167.55</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
11-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	65,902.19
<b>Total Asset</b>	<b>0.00</b>	<b>65,902.19</b>
<b>FUND BALANCE</b>		
11-3-001300.00 FUND BALANCE- POLICE CRUI	0.00	65,902.19
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>65,902.19</b>
Fund Balance Current Year	0.00	0.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>65,902.19</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>65,902.19</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
12-1-090000.00 DUE FROM/TO OTHER FUND	0.00	104,948.50
<b>Total Asset</b>	<b>0.00</b>	<b>104,948.50</b>
<b>LIABILITY</b>		
12-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
12-3-001300.00 FUND BALANCE-REAPPRAISAL	0.00	61,948.50
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>61,948.50</b>
Fund Balance Current Year	0.00	43,000.00
<b>Total Fund Balance</b>	<b>0.00</b>	<b>104,948.50</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>104,948.50</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
13-1-003108.00 GRANT RECEIVABLE	0.00	0.00
13-1-090000.00 DUE FROM/TO OTHER FUND	0.00	65,945.03
<b>Total Asset</b>	<b>0.00</b>	<b>65,945.03</b>
<b>LIABILITY</b>		
13-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
13-3-001300.00 FUND BALANCE-TRACY HALL	0.00	65,945.03
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>65,945.03</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>65,945.03</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>65,945.03</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
14-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	89,431.68
<b>Total Asset</b>	<b>0.00</b>	<b>89,431.68</b>
<b>LIABILITY</b>		
14-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
14-3-001300.00 FUND BALANCE-GEN ADMIN	0.00	38,553.68
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>38,553.68</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>50,878.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>89,431.68</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>89,431.68</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
15-1-090000.00 DUE FROM/TO OTHER FUND	0.00	3.45
	-----	-----
<b>Total Asset</b>	0.00	3.45
	=====	=====
<b>LIABILITY</b>		
15-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
	-----	-----
<b>Total Liability</b>	0.00	0.00
	-----	-----
<b>FUND BALANCE</b>		
15-3-001300.00 GENERAL FUND BAL-UNREST	0.00	3.45
	-----	-----
<b>Total Prior Years Fund Balance</b>	0.00	3.45
	-----	-----
<b>Fund Balance Current Year</b>	0.00	0.00
	-----	-----
<b>Total Fund Balance</b>	0.00	3.45
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	0.00	3.45
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
16-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	1,297.76
<b>Total Asset</b>	<b>0.00</b>	<b>1,297.76</b>
<b>LIABILITY</b>		
16-2-001160.00 A/P DAM FUND	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
16-3-001300.00 FUND BALANCE-REC. DAM	0.00	1,297.76
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>1,297.76</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>1,297.76</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>1,297.76</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
17-1-090000.00 DUE FROM/TO OTHER FUND	0.00	23,009.51
<b>Total Asset</b>	<b>0.00</b>	<b>23,009.51</b>
<b>LIABILITY</b>		
17-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
17-3-001300.00 FUND BALANCE-TENNIS COURT	0.00	12,809.51
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>12,809.51</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>10,200.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>23,009.51</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>23,009.51</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
19-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====
<b>LIABILITY</b>		
19-2-001160.00 Accounts Payable	0.00	0.00
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>FUND BALANCE</b>		
19-3-001300.00 FUND BALANCE-TWN CLK EQUI	0.00	0.00
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
21-1-003106.00 GRANT RECEIVABLE	0.00	0.00
21-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	7,998.88
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>7,998.88</b>
	=====	=====
 <b>FUND BALANCE</b>		
21-3-001300.00 FUND BALANCE-POLICE SPEC	0.00	7,998.88
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>7,998.88</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>7,998.88</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>7,998.88</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
22-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
22-3-001300.00 FUND BALANCE-KIDS & COPS	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
23-1-090000.00 DUE/FROM TO OTHER FUND	0.00	46,298.64
	-----	-----
Total Asset	0.00	46,298.64
	=====	=====
FUND BALANCE		
23-3-001300.00 FUND BALANCE-AFFORDABLE H	0.00	46,298.64
	-----	-----
Total Prior Years Fund Balance	0.00	46,298.64
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	46,298.64
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	46,298.64
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
24-1-001104.00 CASH-CD LAND MGMT COUNCIL	0.00	0.00
24-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	16,658.85
	-----	-----
<b>Total Asset</b>	0.00	16,658.85
	=====	=====
<b>FUND BALANCE</b>		
24-3-001300.00 FUND BALANCE-LAND MGMT CO	0.00	16,658.85
	-----	-----
<b>Total Prior Years Fund Balance</b>	0.00	16,658.85
	-----	-----
<b>Fund Balance Current Year</b>	0.00	0.00
	-----	-----
<b>Total Fund Balance</b>	0.00	16,658.85
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	0.00	16,658.85
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
25-1-090000.00 DUE/FROM TO OTHER FUND	0.00	5,007.02
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>5,007.02</b>
	=====	=====
<b>LIABILITY</b>		
25-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>FUND BALANCE</b>		
25-3-001300.00 FUND BALANCE-FIRE STATION	0.00	5,007.02
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>5,007.02</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>5,007.02</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>5,007.02</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
26-1-090000.00 DUE FROM/TO OTHER FUND	0.00	119,821.32
	-----	-----
Total Asset	0.00	119,821.32
	=====	=====
FUND BALANCE		
26-3-001300.00 FUND BALANCE-FIRE EQUIPME	0.00	99,821.32
	-----	-----
Total Prior Years Fund Balance	0.00	99,821.32
	-----	-----
Fund Balance Current Year	0.00	20,000.00
	-----	-----
Total Fund Balance	0.00	119,821.32
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	119,821.32
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
27-1-090000.00 DUE FROM/TO OTHER FUND	0.00	94,865.33
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>94,865.33</b>
	=====	=====
<b>FUND BALANCE</b>		
27-3-001300.00 FUND BALANCE-SIDEWALK FUN	0.00	80,865.33
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>80,865.33</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>14,000.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>94,865.33</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>94,865.33</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
28-1-090000.00 DUE FROM/TO OTHER FUND	0.00	546.59
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>546.59</b>
	=====	=====
<b>LIABILITY</b>		
28-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
28-3-001300.00 FUND BALANCE-FACILITY STU	0.00	546.59
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>546.59</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>546.59</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
29-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====
<b>LIABILITY</b>		
29-3-001300.00 FUND BALANCETMGR VEHICLE	0.00	0.00
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
30-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====
<b>LIABILITY</b>		
30-2-001160.00 ACCCOUNTS PAYABLE	0.00	0.00
30-3-001300.00 FUND BALANCE-BANDSTAND RE	0.00	0.00
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
31-1-090000.00 DUE FROM/TO OTHER FUNDS	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
31-3-001300.00 FUND BALANCE-COMMUN STUDY	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
33-1-090000.00 DUE FROM/TO OTHER FUND	0.00	7,084.37
	-----	-----
Total Asset	0.00	7,084.37
	=====	=====
FUND BALANCE		
33-3-001300.00 FUND BAL-RESTRICT	0.00	7,466.01
	-----	-----
Total Prior Years Fund Balance	0.00	7,466.01
	-----	-----
Fund Balance Current Year	0.00	-381.64
	-----	-----
Total Fund Balance	0.00	7,084.37
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	7,084.37
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
34-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
34-3-001300.00 FUND BALANCE	0.00	0.00
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
35-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
35-3-001300.00 FUND BALANCE	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
36-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
36-3-001300.00 FUND BALANCE	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
37-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====
<b>LIABILITY</b>		
37-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
	-----	-----
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>FUND BALANCE</b>		
37-3-001300.00 FUND BALANCE	0.00	0.00
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
38-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
38-3-001300.00 FUND BALANCE	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
39-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
	-----	-----
Total Asset	0.00	0.00
	=====	=====
FUND BALANCE		
39-3-001300.00 FUND BALANCE	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	0.00
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	0.00
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
40-1-090000.00 DUE FROM/TO OTHER FUND	0.00	5,243.20
	-----	-----
Total Asset	0.00	5,243.20
	=====	=====
FUND BALANCE		
40-3-001300.00 FUND BAL-Restricted	0.00	5,176.20
	-----	-----
Total Prior Years Fund Balance	0.00	5,176.20
	-----	-----
Fund Balance Current Year	0.00	67.00
	-----	-----
Total Fund Balance	0.00	5,243.20
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	5,243.20
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
41-1-003001.00 FEMA GRANT RECEIVABLE	0.00	5,447.08
41-1-003002.00 ST OF VT GRANT RECEIVABLE	0.00	0.00
41-1-090000.00 DUE FROM/TO OTHER FUND	0.00	529,794.90
<b>Total Asset</b>	<b>0.00</b>	<b>535,241.98</b>
<b>LIABILITY</b>		
41-2-001162.00 DEFERRED GRANT REVENUE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
41-3-001300.00 GENERAL FUND BAL-UNREST	0.00	378,241.98
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>378,241.98</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>157,000.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>535,241.98</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>535,241.98</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
42-1-090000.00 DUE FROM/TO OTHER FUND	0.00	160,109.45
<b>Total Asset</b>	<b>0.00</b>	<b>160,109.45</b>
<b>LIABILITY</b>		
42-2-001160.00 Accounts Payable	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
42-3-001300.00 GENERAL FUND BAL-UNREST	0.00	100,109.45
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>100,109.45</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>60,000.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>160,109.45</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>160,109.45</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
43-1-090000.00 DUE FROM/TO OTHER FUND	0.00	33,719.85
	-----	-----
Total Asset	0.00	33,719.85
	=====	=====
FUND BALANCE		
43-3-001300.00 GENERAL FUND BAL-UNREST	0.00	33,719.85
	-----	-----
Total Prior Years Fund Balance	0.00	33,719.85
	-----	-----
Fund Balance Current Year	0.00	0.00
	-----	-----
Total Fund Balance	0.00	33,719.85
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	33,719.85
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
44-1-001100.00 MASCOMA BANK	0.00	0.00
44-1-001200.00 CASH-US Bank	0.00	0.00
44-1-001202.00 LEDYARD SAVINGS ACCT.	0.00	0.00
44-1-003105.00 A/R BOND PROCEEDS	0.00	0.00
44-1-003106.00 GRANT REC-HOMELAND SECURI	0.00	0.00
44-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
<b>LIABILITY</b>		
44-2-001120.00 TAX EXEMPT LEASE PURCHASE	0.00	0.00
44-2-001122.00 TOWER BOND-VMBB	0.00	0.00
44-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
44-3-001300.00 GENERAL FUND BAL-UNREST	0.00	0.00
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
45-1-090000.00 DUE FROM/TO OTHER FUND	0.00	64,518.64
	-----	-----
Total Asset	0.00	64,518.64
	=====	=====
FUND BALANCE		
45-3-001300.00 GENERAL FUND BAL-UNREST	0.00	47,125.14
	-----	-----
Total Prior Years Fund Balance	0.00	47,125.14
	-----	-----
Fund Balance Current Year	0.00	17,393.50
	-----	-----
Total Fund Balance	0.00	64,518.64
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	64,518.64
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
46-1-090000.00 DUE FROM/TO OTHER FUND	0.00	35,794.38
	-----	-----
Total Asset	0.00	35,794.38
	=====	=====
FUND BALANCE		
46-3-001300.00 FUND BALANCE	0.00	25,794.38
	-----	-----
Total Prior Years Fund Balance	0.00	25,794.38
	-----	-----
Fund Balance Current Year	0.00	10,000.00
	-----	-----
Total Fund Balance	0.00	35,794.38
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	35,794.38
	=====	=====

Town of Norwich General Ledger  
Balance Sheet Current Year - Period 11 May  
PUBLIC SAFETY FACILITY

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
<b>ASSET</b>		
47-1-001400.00 CASH- US BANK BOND	0.00	0.00
47-1-003014.00 ACCOUNTS RECEIVABLE	0.00	0.00
47-1-090000.00 DUE FROM/TO OTHER FUND	0.00	0.00
<b>Total Asset</b>	<b>0.00</b>	<b>0.00</b>
<b>LIABILITY</b>		
47-2-001160.00 ACCOUNTS PAYABLE	0.00	0.00
<b>Total Liability</b>	<b>0.00</b>	<b>0.00</b>
<b>FUND BALANCE</b>		
47-3-001300.00 GENERAL FUND BAL-UNREST	0.00	0.00
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>0.00</b>

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
<b>ASSET</b>		
48-1-090000.00 DUE FROM/TO OTHER FUND	0.00	40,000.00
	-----	-----
<b>Total Asset</b>	<b>0.00</b>	<b>40,000.00</b>
	=====	=====
<b>FUND BALANCE</b>		
48-3-001300.00 GENERAL FUND BAL-UNREST	0.00	40,000.00
	-----	-----
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>40,000.00</b>
	-----	-----
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>0.00</b>
	-----	-----
<b>Total Fund Balance</b>	<b>0.00</b>	<b>40,000.00</b>
	-----	-----
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>40,000.00</b>
	=====	=====

Account	Curr Yr Pd 11 May Encumbrances	Curr Yr Pd 11 May Actual
-----		
ASSET		
49-1-090000.00 DUE FROM/TO OTHER FUND	0.00	509,519.41
	-----	-----
Total Asset	0.00	509,519.41
	=====	=====
FUND BALANCE		
49-3-001300.00 GENERAL FUND BAL-UNREST	0.00	0.00
	-----	-----
Total Prior Years Fund Balance	0.00	0.00
	-----	-----
Fund Balance Current Year	0.00	509,519.41
	-----	-----
Total Fund Balance	0.00	509,519.41
	-----	-----
Total Liability, Reserves, Fund Balance	0.00	509,519.41
	=====	=====

## Norwich Transfer Station Proposed Fee Schedule

Revenue Item	Proposed Fee Jun 22 \$	Notes
<b>Car Seats/Boosters</b>	7.00	
<b>C&amp;D Revenue *</b>		
Mattress, Twin or Full	25.00	
Mattress, Queen or King	35.00	
Box Spring (Any Size)	25.00	
small household items (mats etc.)	50.00/cy	
Carpet, Medium (<10 ft)	50.00/cy	
Furniture Upholstered (Chairs, couches, sofa beds)	50.00/cy	
Furniture Wooden, (Dressers, bureaus, tables)	50.00/cy	
Siding/Roofing/Shingles (CY)	50.00/cy	
Lumber (untreated)	50.00/cy	
Pressure Treated Lumber, Railroad Timbers	50.00/cy	
Pallets	50.00/cy	
Bathtubs, Fiberglass	50.00/cy	
Other C&D Per/CY	50.00/cy	
Toilet and Sinks	50.00/cy	
Bathtubs, Porcelain or Cast Iron	Free	Metal Recycling
Ladders (per ft)	2.00	
Windows/Doors	15.00/item	
<b>Recycling</b>		
Metal	Free	
Glass	Free	
Cardboard	Free	
Zero Sort (cans/aluminum/etc)	Free	
Food Waste	Free	
household/lithium	Free	
intensity/incandescent	Free	
Ballasts (metal)	Free	
Capacitors (C&D)	10.00	
Appliance Household w/o CFC (except below) metal	Free	
Appliance Household with CFC	30.00	
All Electronics (small)	10.00	
All Electronics (large)	15.00	
Thermostats	Free	
Water and Oil Based Paints	Free	
Bicycle tire w/o rim	N/A	Considered Trash
<b>Annual Transfer Station Stickers</b>		
Resident 1st Vehicle (Annual)	35.00	
Resident 2nd Vehicle (Annual)	35.00	
Non-Resident	75.00	
<b>Trash Coupon</b>		
Single Garbage Bag Coupon (30 gallon bag)	5.00	
Coupon Book - 10 punchcard for 30 gal. bag	50.00	

\*attendant has discretion and can charge up to \$110CY for heavy loads (e.g., large amount of brick, concrete etc.)

**Transfer Station Returns**

Fiscal Year	Revenue	Expenses	Variance	Subsidy
19	\$ 147,915	\$ 182,878	\$ 34,963	19.12%
20	\$ 148,796	\$ 202,782	\$ 53,986	26.62%
21	\$ 156,920	\$ 204,483	\$ 47,563	23.26%
22 YTD	\$ 129,643	\$ 197,230	\$ 67,587	34.27%
22 PACE	\$ 148,163	\$ 236,676	\$ 88,513	37.40%
23 PROJECTED	\$ 148,163	\$ 252,201	\$ 104,038	41.25%
23 PROJECTED W/ RATE INCREASE	\$ 171,927	\$ 252,201	\$ 80,274	31.83%

Average Annual Stickers Sold            989

	FY 21 BUDGET	FY 21 ACTUAL	FY 22 BUDGET	FY 22 YTD	FY 23 Revenue
TRANSFER STATION STICKERS	\$ 28,000	\$ 29,694	\$ 40,000	\$ 24,744	\$ 33,954.27
RECYCLING SOLID WASTE FEES	\$ 3,500	\$ 3,212	\$ 3,000	\$ 7,425	\$ 4,078.86
E-WASTE REVENUE	\$ 3,000	\$ 2,900	\$ 2,500	\$ 2,815	\$ 3,378.36
RECYCLING REBATES	\$ 6,500	\$ 6,477	\$ 1,500	\$ 7,674	\$ 9,209.30
C & D WASTE REVENUE	\$ 7,500	\$ 11,021	\$ 8,000	\$ 8,814	\$ 9,918.90
TRASH COUPON	\$ 100,000	\$ 103,616	\$ 100,000	\$ 78,170	\$ 111,387.20
<b>TOTAL</b>	<b>\$ 148,500</b>	<b>\$ 156,920</b>	<b>\$ 155,000</b>	<b>\$ 129,643</b>	<b>\$ 171,927</b>

---

TO: Selectboard  
FROM: Rod Francis, Town Manager  
RE: Guiding principles for Police Chief selection  
DATE: June 14, 2022

---

### Background

As Town Manager I recognize the task of appointing a new Police Chief is of critical importance. The selected candidate has the responsibility of embodying the values of the community through their daily work interacting with members of our community. Often this public contact will be in difficult circumstances, calling on reserves of empathy, compassion, and the ability to act decisively in emergencies. This leader will also be asked to build a stable department of skilled officers to serve the community.

As I prepare my recruitment strategy for the Chief position, I will rely on your input here and data that accurately characterizes the work of the Norwich police department. This includes reliable data describing historical and current number, type, and pattern of calls the Norwich police department responds to. Other measures of police activity will also be helpful in developing a fuller picture of the department.

I offer the following questions on the background and experience of potential candidates for the position of chief to inform my decision-making process.

### Questions

- What are your priorities for areas of service in the department that a Chief candidate should be experienced in?  
*For example: human welfare, animal welfare, protection of property, safe streets for all users*
- How important is prior management experience?  
*For example: HR experience, capital budgeting, maintaining regional affiliations, representing the town*
- What level of experience in staff training and development is desired?
- How important is a demonstrated openness to reviewing police culture, policies, practices, and procedures with a focus on equal and fair treatment for all?
- What level of experience with responding to behavioral health incidents and collaborating with social service and health agencies is desirable?
- What level of experience in facilitating community dialogue is expected?



# NORWICH POLICE DEPARTMENT



POLICE OFFICER  
ANNA R. INGRAHAM

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775  
E-MAIL [anna.ingraham@vermont.gov](mailto:anna.ingraham@vermont.gov)

---

To: Rod Francis – Town Manager

From: Anna Ingraham – Officer in charge

Date: June 15, 2022

RE: Job description for Norwich Chief of Police

On June 13, 2022, I was asked by the Town Manager, Rod Francis, to read over the current job description for the Chief of Police position and suggest any changes that would help find strong candidates for the position. To get an idea of what other local police departments are looking for in a Chief of Police, I checked the job listings posted on the Vermont Criminal Training Council website. The Town of Springfield is currently looking for a chief and I feel that the format and the wording used in the ad could be tailored to fit Norwich. The Town of Springfield has also hired a consulting firm, familiar with the law enforcement profession, to assist in the hiring process, and I would strongly encourage the Town of Norwich to do the same. I would also encourage the town to do a nationwide search.

Sincerely,

Anna Ingraham – Officer in charge

## Town of Norwich

---

# REQUEST FOR QUALIFICATIONS SPACE NEEDS ANALYSIS

### OVERVIEW

The Town of Norwich, Vermont is requesting statements of qualifications (SOQ) and cost proposals from qualified architectural design firms to perform a condition and needs assessment for Tracy Hall, the community's town hall. The selected firm will work with Town of Norwich staff and decision makers to identify needs and develop options that deliver highly functional workplaces and appropriate space for various community activities and programs. Plan options must give flexibility to adapt to future needs for at least the next 20 years. The consultant will provide an assessment of space needs, concept plan(s), cost estimating and project phasing. It is essential that the study be conducted in a transparent manner and involve town staff and other building users to the degree appropriate.

Applications may be made by sole practitioners or firms. The Town anticipates the services to begin on or around August 22, 2022. Interested architects or firms are invited to submit their qualifications and costs for the provision of these services no later than the deadline (see below). Cost information (i.e., rates and fees) must be submitted separately.

### BACKGROUND

Tracy Hall located in the historic Norwich village serving was constructed between 1938 and 1939 using a combination of federal funds through the Public Works Administration (PWA) and the estate of James Tracy, for whom the building is named. It is a contributing building in the Norwich Village National Register Historic District. The structure has a footprint of approximately 6,000 square feet and comprises offices, gymnasium, and public meeting rooms. The building currently accommodates eight (8) full-time staff and six (6) part-time staff. Significant upgrades including the addition of an elevator occurred in the early 1990s.

Increased demand for office space, meeting prevailing indoor air quality standards and improving energy efficiency are the key requirements this study will address.

### SCOPE OF SERVICES

The scope of work involves the following:

#### Space Needs Analysis

Utilizing expected staffing level projections and other relevant facility information provided by town staff and assembled by the selected consultant, the selected firm will produce a space needs analysis report, listed by department or area of service as specified by the town. The analysis will examine the relationship between various departments, areas of service and through suggested alternate floorplans demonstrate how to maximize efficient use of the facility.

The selected firm will determine the condition and deficiencies of Tracy Hall including, but not limited to:

- Structural integrity and energy efficiency
- HVAC and plumbing
- Lighting, electrical and telecommunications
- Storage space
- Meeting space
- Office / workstation space
- Furnishings and equipment
- Accessibility and parking

The selected firm should consider the feasibility of:

- Interior renovations to Tracy Hall to increase usable square footage
- Relocating uses off-site, including an evaluation of centralized versus decentralized service areas on the efficiency of town government operations
- Replacing Tracy Hall with new construction on the same site, including considerations of the current building's status as a contributing structure in a National Register Historic district
- Acquiring another building to be renovated for town office use or other property for construction of a new town office building, including consideration of subsequent uses and/or ownership for Tracy Hall

The selected firm will provide a space needs report that includes a list of projects to address the town's space needs now and, in the future, (a minimum 20-year time horizon should be considered). Each project will include a narrative describing:

- Project scope
- Project need
- Project pros and cons / benefits and challenges
- Estimated cost to include any offsets to be realized by long-term energy efficiency savings
- Recommended timeframe for implementation

### **SUBMISSION REQUIREMENTS & DUE DATE**

A SOQ including three references must be submitted in pdf format via email to Rod Francis, Town Manager at [rfrancis@norwich.vt.us](mailto:rfrancis@norwich.vt.us)

The subject line must read: **Town of Norwich Space Needs Analysis SOQ.**

A cost proposal in pdf format must be submitted in a separate email by 4:00PM Monday June 24, 2022, to [rfrancis@norwich.vt.us](mailto:rfrancis@norwich.vt.us)

The subject line must read: **Town of Norwich Space Needs Analysis Cost Proposal.**

SOQs, cost proposals or amendments received after this deadline will not be considered.

Submission must be received no later than 4:00PM Friday July 22, 2022

Faxed or USPS delivered responses will NOT be accepted

## EVALUATION CRITERIA

Statement of Qualifications will be evaluated in the following areas:

1. Firm's/Sole Practitioner's Qualifications and Capabilities: This refers to the qualifications of the firm/sole provider including areas of expertise, and capabilities.
2. Professional Qualifications: Qualifications of the professional(s) assigned to the project.
3. Past Performance: The quality and relevance of recent work of a similar nature completed by the responding firms/sole practitioners.
4. Overall Quality of Submittal: This refers to the clarity and organization of the submittal as well as the completeness of the information.

## SELECTION PROCESS

Based on recommendations from the Town Manager the town will offer an award to the chosen firm. The Town anticipates making the award no later than [date].

## DISCLAIMERS

1. Those submitting SOQs do so entirely at their own expense. There is no express or implied obligation by the Town of Norwich to reimburse any entity or individual for any costs incurred in preparing or submitting of proposals, preparing or submitting additional information requested, or participating in any selection interviews.
2. The Town of Norwich reserves the right to withdraw this Request for Qualifications, to accept or reject any or all statement of qualifications, to advertise for new statement of qualifications if it is in the best interest of the Town to do so, and to award a contract as deemed to be in the best interest of the Town.

## INFORMATION

All questions related to this Request of Qualifications will be emailed to Rod Francis, Town Manager.  
[rfrancis@norwich.vt.us](mailto:rfrancis@norwich.vt.us)



April 29, 2022

Chris Kaufman - Director  
 Department of Public Works  
 Town of Norwich, Vermont  
 ckaufman@norwich.vt.us

**Via email**

Subject: Town Garage and Transfer Station Improvements  
 Proposal for Civil Engineering Services

Dear Chris:

Thank you for the opportunity to provide this proposal for civil engineering services for the Town Garage Parcel. We appreciate the opportunity to assist the Town.

**PROJECT UNDERSTANDING**

It is our understanding that the Town is seeking planning support to understand implications as well as design support for several different items at the Town Garage including:

1. New garage floor drain and associated holding tank,
2. Proposed pole barn design,
3. Conceptual site planning at the transfer station,
4. Conceptual site planning for upper portion of the parcel
5. Wetland assessment of area adjacent to the existing stump dump and salt shed,
6. Structural Assessment:
  - a. Condition assessment of steel beam in the garage,
  - b. Opportunity for enlarging garage bay doors,
  - c. assessment of the garage roof seam between original structure and addition,
  - d. Structural assessment of the gas fill up structure.

**SCOPE OF SERVICES**

The services outlined in this proposal include the civil engineering and permitting assistance necessary for the proposed project. This scope is based upon our experience with site development projects, understanding of your project requirements, and familiarity with the local and State permitting processes.

1. **Conceptual Plan(s)** - Utilizing available LIDAR based topographic data, OCE will prepare a conceptual plan based on our discussions of the project and information provide by you. We'll review this plan with you to discuss options, site constraints and permitting requirements. From this plan we will develop an agreed to development strategy to begin final design. We anticipate the following components to include:

PO Box 712 404 East Main Street East Middlebury, Vermont 05740 802.382.8522  
 110 Merchants Row 4th Floor, Suite 15 Rutland, Vermont 05701 802.747.3080  
 93 South Main Street Suite 203A West Lebanon, NH 03784 603.696.3075  
[www.OtterCrk.com](http://www.OtterCrk.com)

- a. Garage floor drain
  - b. Siting. Layout of pole barn
  - c. Transfer station improvements
  - d. Shed roof addition
  - e. Storage/stump dump area
2. **Wetland Assessment** - We will perform a site visit to determine the presence and extent of wetlands and associated buffers within or adjacent to the project area. The wetland assessment will consider plant species, hydrology, and soil characteristics.
3. **Structural Assessment**  
Garage/Office Building – with assistance from our structural engineering subconsultant we will:
- i. Develop necessary scope for repair plan to address deteriorated columns and maintenance plan for remaining columns. Concrete details, steel details and paint coating system selection.
  - ii. Review existing roof leaks at joint near peak, and at solar panel area. Investigate cause and provide recommendations for updates.
  - iii. If solution to roof joint leak requires modifications to existing details, provide drawings or specifications to identify work.
  - iv. Confirm ceiling (roof) insulation levels. Investigate what insulation exists and provide recommendations for updates.
  - v. Garage bay entrance doors are too narrow for modern equipment and jambs are hit regularly. Review existing structure to determine door openings can be widened without structural renovations to existing steel frame system.
  - vi. If garage doors can be widened, develop drawing details for typical retrofit.
- Roof Structure Over Gas Tank and Pumps
- i. Develop repair plan for deteriorated column base plate grout area and paint coating system selection.
  - ii. Brief on site assessment of structure, provide recommendations for updates and items of concern that may need to be addressed.
4. **Topographic Survey** - Based on the approved conceptual plan(s), we will complete a topographic field survey at the project site, including structures, drives, relevant surface features and utilities. Underground utilities will be shown based on information available from the property owner, Town records and visible field evidence. An electronic base map with one foot intervals will be generated. A boundary survey is not included in our scope of work at this time.
5. **Design Development** – OCE along with our structural sub consultant will work develop design plans based on the approved conceptual plan(s). Anticipated Improvements include:
- a. Pole Barn
  - b. Garage Floor Drain and Holding Tank
  - c. Salt Shed Roof



- d. Transfer Station Improvements
- e. Associated technical standards and details

6. **Permitting Assistance** – The work outlined in the Design Development tasks will not require VT DEC permitting. Once the structural assessment is complete and if a Public building permit is required for those improvements we will provide you with an associated budget for completion of that specific permit.

## PROJECT SCHEDULE

We can proceed with the project upon receipt of your authorization to proceed, weather permitting. The conceptual planning and wetland assessment will occur in May and June. Topographic survey, design develop and permitting will be based on the Town's approval and will take 8 to 10 weeks to complete once authorization to proceed has been issued. Structural Assessment will occur this fall and will be coordinated further later this summer.

## COST PROPOSAL

We propose to provide services 1 thru 3 outlined above for a lump sum fee of \$16,000. For services 4 thru 5 we propose on an hourly basis, plus expenses, in accordance with Otter Creek Engineering's most current Schedule of Rates and Fees at the time services are provided, copy attached. We will invoice monthly based upon the work completed at the end of each month. Based on our experience with similar projects, we recommend the following budgets:

	<b><u>Phase</u></b>	<b><u>Budget</u></b>	<b><u>Basis</u></b>
1.	Conceptual Plan	\$ 2,250	LS
2.	Wetland Assessment	\$ 500	LS
3.	Structural Assessment	\$ 13,250	LS
4.	Topographic Survey	\$ 2,300	Hourly
5.	<u>Design Development</u>	<u>\$ 17,500</u>	Hourly
	<b>Total</b>	<b>\$35,800</b>	

Design Development budget does not include structural design cost for improvements identified during the structural assessment. We will provide an update budget to include those services after the completion of the assessment and upon the Town's request. As the project progresses, we will keep you informed of the budget status, and discuss any changes from the anticipated scope. Additional services requested by the Town will be provided on an hourly basis, plus expenses, in accordance with our most current Schedule of Rates and Fees at the time services are provided.

## AUTHORIZATION

If this proposal and the attached Standard Terms and Conditions meet with your approval, this document can serve as a Professional Engineering Services Agreement with your signature and date in



the space provided below. Please sign return.

The schedule and cost proposal provided are valid for a period of forty-five (45) days. If authorization is given beyond this period, we reserve the right to modify these items prior to agreement execution.

We appreciate the opportunity to submit this proposal. If you have any questions regarding its content, or you wish to meet to discuss the proposal, please do not hesitate to call me.

Sincerely,

Craig Jewett, P.E.  
Managing Engineer

**AUTHORIZATION TO PROCEED**

**Signature:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_



## SCHEDULE OF RATES AND FEES

### ENGINEERING SERVICES:

- Managing Engineer.....\$150.00 per hour
- Senior Project Engineer.....\$125.00 per hour
- Project Engineer.....\$95.00 per hour
- Staff Engineer.....\$85.00 per hour
- Land Surveyor.....\$110.00 per hour
- Senior Environmental Engineer.....\$125.00 per hour
- Hydrogeologist.....\$100.00 per hour
- Senior Environmental Scientist.....\$90.00 per hour
- Environmental Scientist.....\$75.00 per hour
- Senior Engineering Technician.....\$95.00 per hour
- Wetland Scientist.....\$90.00 per hour
- Natural Resource Ecologist.....\$85.00 per hour
- Engineering Technician.....\$80.00 per hour
- Senior Resident Project Representative.....\$95.00 per hour
- Resident Project Representative.....\$85.00 per hour
- Administrative Assistant.....\$60.00 per hour

### EXPENSES:

Subcontracted Services (as required):

Special consultants

Material testing

Equipment charges

Permit Fees

Outside reproduction services.....At Cost Plus 10%

Mileage.....Current IRS Rate

Lodging, Meals.....At Cost

Per Diem (lodging, meals).....\$125 per night

#### Photocopies:

- |                                | <u>Bond</u> | <u>Mylar</u> |
|--------------------------------|-------------|--------------|
| ▪ 8 ½" x 11" (Black and White) | \$0.10 each |              |
| ▪ 8 ½" x 11" (Color)           | \$0.50 each |              |
| ▪ 24" x 36" (Standard Size)    | \$3.00 each | \$15.00 each |
| ▪ Other Large Scale Copies     | \$0.50 / sf | \$ 2.50 /sf  |

Other Charges.....By Special Mutual Agreement

### TERMS:

Please refer to terms set forth in the Agreement.

*May 2021*



## **STANDARD TERMS AND CONDITIONS**

**OTTER CREEK ENGINEERING, INC. (OCE)  
AND TOWN OF NORWICH (CLIENT)  
TOWN GARAGE AND TRANSFER STATION IMPROVEMENTS  
APRIL 29, 2022**

**Standard of Care:** Services provided by OCE under this agreement will be performed in a manner consistent with the degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances.

**Applicable Law:** This agreement shall be subject to the applicable laws of the State of Vermont.

**Compensation for Services:** Invoices will be submitted monthly and payable within thirty (30) days. A service charge of 1.5% per month will be assessed on overdue balances. In the event any portion of an account remains unpaid for 90 days, the Client shall pay applicable service charges and all costs of collection, including reasonable attorney fees.

**Additional Services:** In the event the Client requests services outside those outlined in the Agreement, OCE may provide those services at an additional fee at established rates or other basis agreed upon with the Client. At the request of the client, an amendment to the original agreement will be prepared to document these additional services.

**Ownership of Instruments of Service:** All documents, including those on electronic media, prepared by OCE as instruments of service shall remain the property of OCE. Any reuse or change without written approval by OCE is prohibited.

**Information Provided by Others:** OCE shall indicate to the Client the information needed for rendering of services. The Client shall provide the necessary information as is available. OCE shall be entitled to rely on its accuracy, completeness, and authority to furnish it to OCE. The Client recognizes that OCE cannot assure the accuracy, completeness and sufficiency of such information and therefore, indemnifies OCE from all claims arising from its use.

**Buried Utilities:** The Client shall provide OCE with any available information on the location, size, and type of all underground improvements. OCE shall rely on this information in the preparation of plans and drawings and for subsurface penetrations. The Client agrees to hold OCE harmless from any damage, liability, or costs resulting from inaccuracy of this information, except for damages caused by the sole negligence of OCE in the use of Client furnished information.

**Opinions of Probable Cost:** In providing opinions of probable cost, the Client understands that OCE has no control over the contractor's method of pricing, or the cost of materials and labor, and that such opinions are provided on the basis of OCE's experience and qualifications. OCE makes no warranty, expressed or implied, as to the accuracy of such opinions as compared to bid or actual costs.

**Permits and Approvals:** OCE shall assist the Client in applying for those permits and approvals as listed in the Agreement. OCE does not guarantee receipt of permits or approval by regulatory agencies.

**Construction Observation:** OCE will provide persons qualified to observe and report on construction and determine whether the work is in general conformance with the Contract Documents. The Client recognizes that Construction Review is intended to minimize the risk of problems arising during construction; that it is not insurance and does not constitute a warranty or guarantee of any type. The Contractor shall retain responsibility for the quality of their work and for adhering to the plans and specifications. OCE shall not be required to make exhaustive or continuous on-site observations to check the quality or quantity of the work, and shall not be responsible for scheduling, construction



means or methods, coordination of the work with other trades or construction safety precautions, all of which are the responsibilities of the Contractor.

**Shop Drawing Review:** OCE will review Contractor submittals for conformance with the design concept and the contract documents. The review shall not include an evaluation of the accuracy or completeness of details, such as quantities, dimensions, and fabrication processes.

**Jobsite Safety:** The Contractor is solely responsible for jobsite safety. OCE, through its professional activities, or presence at the site, has no authority to exercise control over any contractor in connection with its means, methods, sequences, or any health or safety precautions.

**Hazardous Materials:** OCE's scope of services does not include any work related to asbestos, or hazardous or toxic materials. In the event it becomes known that such materials are present at the job site, OCE may suspend work on the project, without any liability for damages, until the Client retains a qualified specialist to abate the situation and warrant that the job site is safe and in full compliance with applicable laws.

**Mediation:** The Client and OCE agree that all disputes between them and arising out of or relating to this Agreement shall be submitted to nonbinding mediation unless the parties mutually agree otherwise.

**Indemnification:** OCE and the Client agree, to the fullest extent permitted by law, to indemnify and hold harmless each other from any damage, liability or cost, including reasonable attorney's fees and costs of defense, to the extent caused by their own, negligent acts, errors or omissions arising from the Project.

**Limitation of Liability:** In recognition of the relative risks and benefits of the project, the Client agrees to the fullest extent permitted by law, to limit the liability of OCE to the Client and to all Contractors on the project, so that the total aggregate liability shall not exceed \$50,000 or OCE's total fee for services, whichever is greater.

**Defects in Service:** The Client will promptly report to OCE any defects or suspected defects in service or work so that OCE may take measures to minimize the consequences of such a defect.

**Termination:** Either the Client or OCE may terminate this agreement at any time with or without cause upon giving the other party seven calendar days notice. In the event of termination, the Client shall pay OCE for all services rendered and expenses to the date of termination, including work in progress.

**Taxes:** The amount of any Federal, State, or local excise, value added tax, or gross receipts tax which may be imposed on the Engineer's fees under this agreement, shall be added to the fees under this agreement as accrued, and paid to the Engineer by the Client. This does not apply to Federal or State income or payroll taxes.



LEGEND

- Vernal Pools Confirmed – AE/VCE
- Vernal Pools Unconfirmed – AE/VCE
- Wetland Projects
- Wetland - VSWI**
- Class 1 Wetland
- Class 2 Wetland
- Buffer
- Wetlands Advisory Layer
- Existing stormwater point**
- <all other values>
- Pipe Cross (not connected)
- Catchbasin
- Dry Well
- Drop Inlet
- Grate/Curb Inlet
- Yard drain
- Junction Box
- Stormwater Manhole
- Outfall
- Culvert inlet
- Culvert outlet
- Pond outlet structure
- Treatment feature (see notes)
- Retrofit
- Unknown Point
- Information Point
- Existing stormwater line**
- Storm line
- Storm line (old Sanitary line)
- Tunnel (storm)
- Swale
- Footing drain
- Under drain
- Roof drain
- Infiltration pipe
- French drain
- Trench drain
- Emergency spillway
- Stream
- Overland flow
- Existing stormwater area

**1: 1,463**

1in = 122 ft.  
1cm = 15 meters

NOTES

- THIS PLAN IS A COMPOSITE MAP PREPARED FROM REFERENCE PLANS PROVIDED BY THE OWNER OF RECORD. A LIMITED GPS AND FIELD SURVEY WAS CONDUCTED TO VERIFY EXISTING TOPOGRAPHIC CONDITIONS.  
FURTHER, THIS PLAN IS INTENDED FOR PERMITTING PURPOSES ONLY. PARCEL LINES, EASEMENTS AND OTHER LINES REPRESENTATIVE OF POSSIBLE OWNERSHIP SHOWN ON THIS PLAN ARE FOR PERMITTING PURPOSES ONLY. THEY DO NOT DEFINE LEGAL RIGHTS OR MEET THE LEGAL REQUIREMENTS OR STANDARDS FOR A BOUNDARY SURVEY PLAN AS DEFINED IN 26 V.S.A. 2502(4) AND SHALL NOT BE USED AS THE BASIS OF ANY LAND TRANSFER, EASEMENT OR ESTABLISHMENT OF PROPERTY RIGHTS AND OR REQUIRED SETBACKS THEREFROM.
- REFERENCE PLANS:  
(A) REPLACEMENT SEPTIC DESIGN FOR TOWN OF NORWICH TOWN GARAGE - NEW BOSTON ROAD - NORWICH - VERMONT SCALE: 1" = 20', DATED: 10/11/000 PROJECT NO. 149100, BY: HATHORN SURVEYS, INC.  
(B) SITE PLAN, TOWN GARAGE, NEW BOSTON ROAD, NORWICH, VERMONT SCALE: 1" = 40', DATED: MAY 2, 2003 BY: AMERICAN CONSULTING ENGINEERS AND SURVEYORS  
(C) EXISTING CONDITIONS SITE PLAN, TOWN GARAGE, NEW BOSTON ROAD, NORWICH, VERMONT SCALE: 1" = 60', DATED: SEPTEMBER 23, 2010 BY: AMERICAN CONSULTING ENGINEERS AND SURVEYORS
- 1' CONTOUR INTERVALS TAKEN FROM REFERENCE PLAN (A) AND REFERENCED TO AN ASSUMED DATUM.
- NORTH REFERENCED TO APPROXIMATE VT GRID NORTH.
- EXISTING UTILITIES HAVE NOT BEEN VERIFIED OR LOCATED, ALL PREVIOUSLY INSTALLED WASTEWATER DISPOSAL IMPROVEMENTS TO BE VERIFIED AND TESTED IN ACCORDANCE WITH THE RULES.
- CONTRACTOR SHALL CONTACT INVOLVED UTILITIES AND MAKE ARRANGEMENTS TO HAVE LINES ACCURATELY MARKED AND COORDINATE THEIR RELOCATION AND OR STABILIZATION THROUGH CONSTRUCTION.
- CONTRACTOR SHALL NOTIFY THE DESIGNER PRIOR TO CONSTRUCTION OF ANY DISCREPANCIES BETWEEN FIELD DATA AND PLANS. CONSTRUCTION SHALL NOT COMMENCE UNTIL AUTHORIZED BY THE DESIGNER IN THE EVENT OF DISCREPANCIES.
- CONTRACTOR SHALL ENSURE THAT ALL CONSTRUCTION IS CONDUCTED IN ACCORDANCE WITH THE VERMONT "LOW RISK SITE HANDBOOK FOR EROSION PREVENTION AND SEDIMENT CONTROL".
- TOPOGRAPHIC DATA OUTSIDE OF PROJECT 1 FOOT CONTOUR LIMITS TAKEN FROM REFERENCE PLANS (B) AND (C), AND THE V.C.G.I. ONLINE DATABASE.
- NEW WORK IDENTIFIED BY: **NEW WORK**

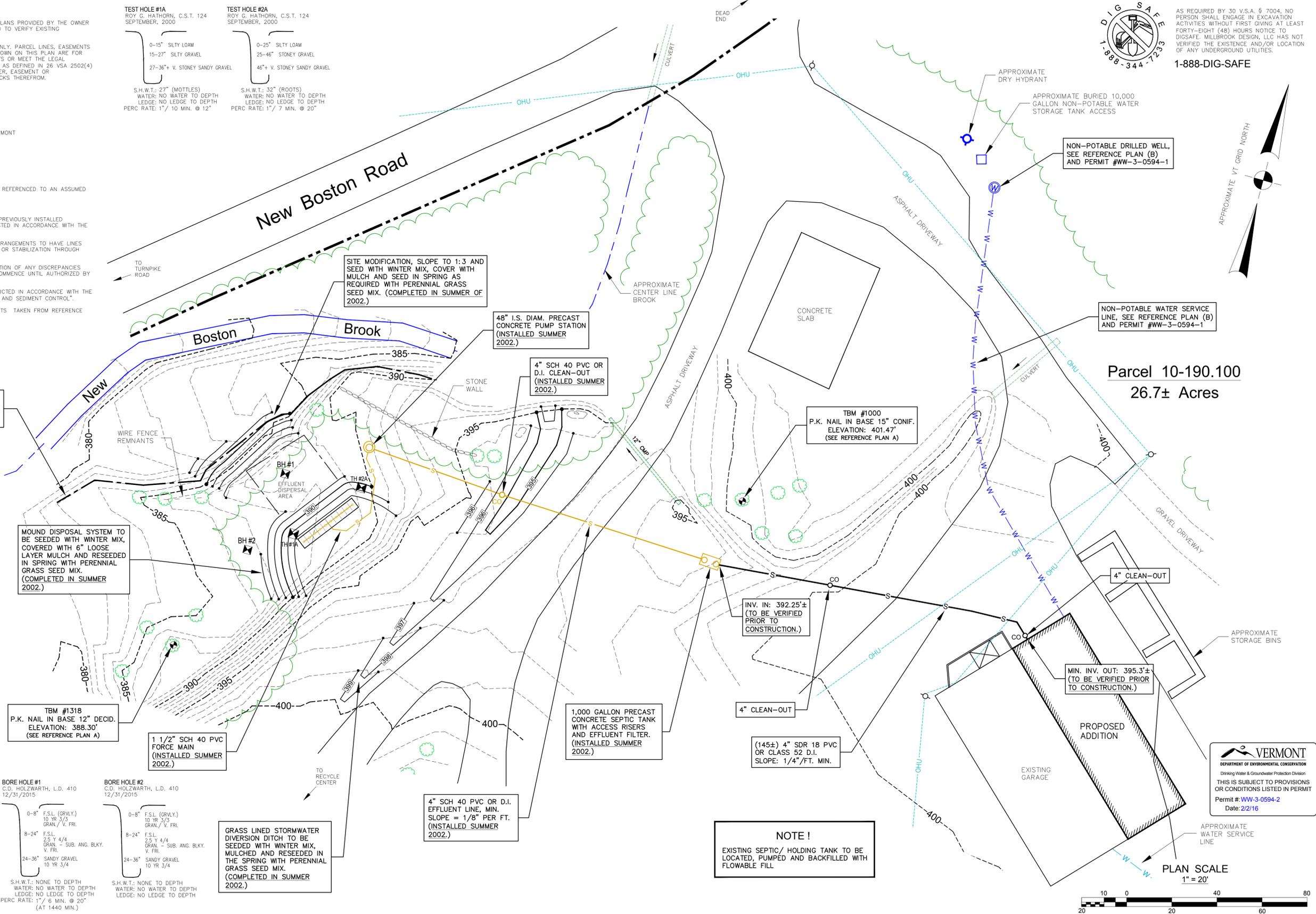
TEST HOLE #1A ROY G. HATHORN, C.S.T. 124 SEPTEMBER, 2000	TEST HOLE #2A ROY G. HATHORN, C.S.T. 124 SEPTEMBER, 2000
0-15" SILTY LOAM 15-27" SILTY GRAVEL 27-36" V. STONEY SANDY GRAVEL	0-25" SILTY LOAM 25-46" STONEY GRAVEL 46"+ V. STONEY SANDY GRAVEL
S.H.W.T.: 27" (MOTTLES) WATER: NO WATER TO DEPTH LEDGE: NO LEDGE TO DEPTH PERC RATE: 1" / 10 MIN. @ 12"	S.H.W.T.: 32" (ROOTS) WATER: NO WATER TO DEPTH LEDGE: NO LEDGE TO DEPTH PERC RATE: 1" / 7 MIN. @ 20"

**DIG SAFE**  
1-888-DIG-SAFE

AS REQUIRED BY 30 V.S.A. § 7004, NO PERSON SHALL ENGAGE IN EXCAVATION ACTIVITIES WITHOUT FIRST GIVING AT LEAST FORTY-EIGHT (48) HOURS NOTICE TO DIGSAFE. MILLBROOK DESIGN, LLC HAS NOT VERIFIED THE EXISTENCE AND/OR LOCATION OF ANY UNDERGROUND UTILITIES.

Legend

- WELL
- BENCHMARK
- DRY HYDRANT
- UTILITY POLE
- TREE
- TEST HOLE
- BORE HOLE
- UNPERMITTED CLEAN-OUT
- PROPOSED CLEAN-OUT
- APPROXIMATE 100 YEAR FLOOD PLAIN
- APPROXIMATE RIGHT OF WAY
- W.H.P.A. LIMITS
- APPROXIMATE WATER LINE
- APPROXIMATE OVERHEAD UTILITIES
- CONTOUR LINE
- TREE LINE
- UNPERMITTED CONTOUR LINE (WW-3-0594-1)
- UNPERMITTED SEWER LINE (WW-3-0594)
- PROPOSED SEWER LINE
- PROPOSED NON-POTABLE WATER LINE (WW-3-0594-1)



BORE HOLE #1 C.D. HOLZWARTH, L.D. 410 12/31/2015	BORE HOLE #2 C.D. HOLZWARTH, L.D. 410 12/31/2015
0-8" F.S.L. (GRVLY.) 10 YR 3/3 GRAN./ V. FRI.	0-8" F.S.L. (GRVLY.) 10 YR 3/3 GRAN./ V. FRI.
8-24" F.S.L. 2.5 Y 4/4 GRAN. - SUB. ANG. BLKY. V. FRI.	8-24" F.S.L. 2.5 Y 4/4 GRAN. - SUB. ANG. BLKY. V. FRI.
24-36" SANDY GRAVEL 10 YR 3/4	24-36" SANDY GRAVEL 10 YR 3/4
S.H.W.T.: NONE TO DEPTH WATER: NO WATER TO DEPTH LEDGE: NO LEDGE TO DEPTH PERC RATE: 1" / 6 MIN. @ 20" (AT 1440 MIN.)	S.H.W.T.: NONE TO DEPTH WATER: NO WATER TO DEPTH LEDGE: NO LEDGE TO DEPTH PERC RATE: 1" / 6 MIN. @ 20" (AT 1440 MIN.)



REV.	DESCRIPTION	BY:	DATE:

**Site Plan**  
Town of Norwich  
Town Highway Garage, New Boston Road, Norwich, Vermont

**PERMIT PLAN**

**Millbrook Design, LLC**  
LAND USE CONSULTING, DESIGN AND PERMITTING  
15 BRIDGE STREET • WINDSOR • VERMONT 05089  
TEL/FAX: (802) 674-2202  
EMAIL: MILLBROOK.DESIGN@COMCAST.NET

THE STATE OF VERMONT  
CHRISTOPHER D. HOLZWARTH  
No. 410  
LICENSED DESIGNER

DRAWN BY:	C.D.H.
CHECKED BY:	C.D.H.
DATE:	1/06/2016
PROJECT:	2016_885
DWG NAME:	2016_885

**C2**  
SHEET NUMBER



---

TO: Selectboard  
FROM: Rod Francis, Town Manager  
RE: Digital Footprint vendor template or custom websites?  
DATE: June 14, 2022

---

### Background

The current town website is a basic Wordpress template. [Wordpress](#) is opensource software that allows designers to build website templates, there is a global industry built around this software. Many of the products such as Granicus (mentioned below) are built using this software.

Due to inherent design flaws, absence of trained staff and poor control the Norwich website is difficult to navigate, unresponsive and doesn't allow easy communication between residents and town officials. Given its age and design limitations it does not support office workflow, task management or civic engagement. It is really a repository for documents and a way of pushing out limited amounts of information. It is very fragile and needs urgent attention if we are to meet obligations for storing public records such as meeting minutes etc.

In the past twenty years an industry has evolved to support local, county, state and federal governments manage their work (now overwhelmingly electronic documents) and promote meaningful civic engagement (through computers and phones). Some of these products are website templates, others are specific add-ons (or applications) that are designed for specific functions or provide services such bill payment, development review, or registering a concern. The cost and complexity of these template services and applications vary widely and extensive research would be needed to short-list suitable vendors. Many platforms target much larger units of government and are likely to be too expensive for our needs. The functionality of these products is useful to explore when considering what attributes the new Norwich website should have. Digitizing and systematically organizing existing files into a real archive is a costly but imperative task that should be prioritized to obtain maximum benefit from this project.

Previous experience with the govoffice platform was instructive; the templates were rigid and awkward. Municipal staff resources devoted to the website build were significant, Norwich does not possess the skills or resources to undertake this effort. Govoffice support was lackluster and slow, but the platform was stable, and outages were rare with little downtime.

The alternative approach is to use a webpage designer and work with them intensely around design and functionality, and contract with them for ongoing maintenance. Given existing staff resources this may be a better approach. Below is just a sample of what is available.

#### Website Templates for Government

<https://granicus.com/platform/> (offers both website design and hosting and many applications)

<https://www.civicplus.com/> (offers both website design and hosting and many applications)

<https://govoffice.com/>

#### Specialized Applications

<https://www.esri.com/en-us/arcgis/products/arcgis-hub/overview>

<https://konve.io/>

Small local Web Design Services

<https://dadradesign.com/>

<https://www.hark.bz/>

<https://www.rycodesign.com/about/>

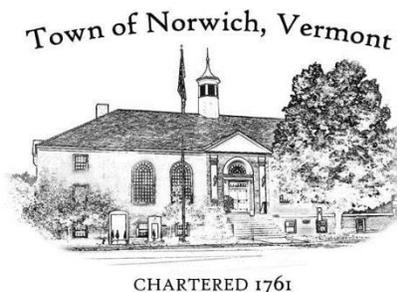
<https://shiredigital.com/>

**Recommendation**

Staff recommends that the board request the Town Manager to explore pricing and product information from both the template-based providers and discuss with small web designers what level of service can be provided.

**Suggested Motion**

That the Selectboard request the Town Manager provide comparative information on a short list of options for developing a new website.



## Digital Media Policy

**Effective:** Upon Adoption

**Purpose:** The purpose of this policy is to provide standards for the appropriate use of digital media and the internet and to identify which social media platforms may be used by the Town as Government Speech Forums and Limited Public Forums. This policy covers digital meeting platforms including the Town Zoom™ account.

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

**Applicability:** This Policy applies to any employee, volunteer, official (whether elected or appointed), officer or agent of the Town and to any digital forum or platform owned by the Town, including all Government Speech Forums and Limited Public Forums (each, a “Town Platform”). This policy shall apply to such persons exclusively in their capacity as agents of the Town and not in their respective capacities as private individuals.

**Policy:** No employee, elected or appointed official shall use a Town of Norwich digital media platform, except as authorized by the Town, there being no individual speech rights attaching to any Town Platform for such persons. No such person shall use a Town Platform to denigrate or in any way negatively comment on elected or appointed officials, or any citizen of the Town of Norwich, or otherwise cast the Town in an objectively negative light. No social media posting may contain language that is profane, obscene, sexual, or defamatory or encourage illegal activity. This policy applies to speech that is either posted on a Town Platform or is originated from Town Electronic Equipment.

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

### Section 1: Definitions

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

Digital media platform refers specifically to the Town Of Norwich Zoom™ account. This platform will be used by the Selectboard and all Selectboard appointed committees and commissions for all meetings during the State of Emergency declared by Governor Scott in March 2020 and the Town of Norwich YouTube™ account.

**Town of Norwich, VT**  
**Digital Media Policy**  
**April 8, 2020**

A “Government Speech Forum” is available only for the municipality to convey information. Public user comments are disabled on government speech forums. Many official municipal websites are government speech forums, used exclusively by municipalities to post information about initiatives or events. For purposes of this policy, Government Speech Forums are the Town of Norwich website, official email accounts for each department, employee, or elected official and any similar platform that may be deployed in the future and that is owned or controlled by the Town for Town business and communication. This policy also includes the websites developed and administered by Town appointed committees and commissions (e.g., Trails Committee, Energy Committee, etc).

A “Limited Public Forum” allows discussion of certain topics; user comments must be related or they are subject to removal. One example is a municipality’s Facebook page that has been enabled to allow users to post comments and replies to municipal posts. For purposes of this policy, Limited Public Forums include the Police Facebook page, the Fire Department Facebook page, and the Recreation Council Facebook page and any similar platform that may be deployed in the future and that is owned or controlled by the Town for Town business and communication.

Moderator means the Town Representative responsible for monitoring the content posted via digital media platforms to ensure content complies with this Policy for appropriate use, messaging and branding, consistent with the goals of the municipality. The Moderator for the Town of Norwich website is the Town Manager or his/her designee(s). The Moderator for the Norwich Police Facebook page is the Police Chief or his/her designee. The Moderator for the Norwich Fire Department is the Fire Chief or his/her designee. The Moderator for the Norwich Recreation Department is the Recreation Director or his/her designee.

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

Town Representatives means any employee, volunteer, official (whether elected or appointed), officer or agent of the Town in such person’s capacity as such.

Town Social Media or Town Social Media Platform means those Town Platforms that are characterized by live and interactive postings by users, such as the Town Facebook pages.

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

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

## **Section 2: Conduct of Town Representatives**

Those designated and authorized to utilize Town Platforms shall do so with the understanding that they are representing the Town of Norwich via social media outlets and must conduct themselves in ways that do not impair the interests of the Town. Town officials’ use of Town

**Town of Norwich, VT**  
**Digital Media Policy**  
**April 8, 2020**

Platforms shall comply with this Policy, and the Town's Personnel and Sexual Harassment Policies. This includes any usage of Town Platforms from outside of the workplace.

Use of the Town of Norwich Zoom™ account is limited to Town of Norwich activities. Use of the account must be scheduled (as per scheduling of space for meetings) through the Town Manager's office. The Town Manager's office will be responsible for uploading meeting content onto the Town of Norwich YouTube™ account.

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

Information posted to Town Platforms is public information, and all comments and posts by Town Representatives are subject to Vermont's Public Records Law. Town Representatives should have no expectation of privacy regarding the information posted on Town Platforms nor in anything created, sent or received on Town electronic equipment.

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

When conducting Town business, Town Representatives are expressly prohibited from disclosing any information via comments or posts to Town social media platforms that is known or should reasonably be expected to be confidential.

Town Representatives shall not use personal accounts to disclose Town information whether on Town Platforms or otherwise. All Town Representatives are free to express themselves as private citizens in any forum other than the Town Platforms to the degree that their actions do not 1) suggest or imply that the views expressed are those of the Town or 2) post any content that violates this Policy as being confidential or constituting Town information.

This Policy shall be made part of the Town Personnel manual.

**Section 4: Town Email system Rules and Responsibilities**

- a. Users of the Town email system are governed by the following rules of conduct: 1) Comments containing, constituting, or linking to any of the following inappropriate forms of content shall not be permitted. 2) Content perceived by anyone to be inappropriate will be investigated by the Town Manager, or if written by the Town Manager, by the Selectboard.
- b. The following is not permissible: 1) Content that is profane, obscene, or sexual language; 2) Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation; 3) Solicitations of commerce, including but not limited to advertising of any business or product for sale; 4) Disruptively repetitive content; Conduct or encouragement of illegal activity; 5) Information that may tend to compromise the safety or security of the public or public systems; 6) Malicious or harmful software or malware; 7) Defamatory or personal attacks; 8) Threats of violence or to

**Town of Norwich, VT  
Digital Media Policy  
April 8, 2020**

public safety; 9) Confidential, private, or exempt information or records as defined by State law; 10) Conduct that violates any federal, state, or local law; 11) Copyrighted materials in violation of State of federal law; or 12) Comments that are clearly unrelated to the subject matter of any post made on the platform by or on behalf of the Town of Norwich.

**Section 5: User Comments – Rules and Guidelines**

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

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

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

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

**Town of Norwich, VT**  
**Digital Media Policy**  
**April 8, 2020**

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

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

**Section 6: Public Records Law – Compliance**

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

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

**Section 7: Public Records Law – Retention**

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

**Section 8: Open Meeting Law – Compliance**

With the exception of Selectboard Executive Sessions, all meetings using the Town of Norwich Zoom™ account must be recorded. Information on meeting date/time and Zoom™ access must be included in the Public Warning of the meeting. Print versions of minutes conducted using the Town of Norwich Zoom™ account will be posted on the Town of Norwich website.

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

**Town of Norwich, VT  
Digital Media Policy  
April 8, 2020**

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

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

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

**Section 9: Enforcement against Town Representatives**

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

Approved April 8, 2020

\_\_\_\_\_  
Claudette Brochu, Chair

\_\_\_\_\_  
John Langhus

\_\_\_\_\_  
Roger Arnold, Vice-Chair

\_\_\_\_\_  
Mary Layton

\_\_\_\_\_  
Robert Gere

## VLCT MODEL SOCIAL MEDIA POLICY AND GUIDANCE

### Introduction

VLCT has developed a social media policy to address some of the common risks and administrative concerns that Vermont municipalities may face when utilizing social media. No policy can anticipate every potential liability exposure in this ill-defined and constantly evolving legal landscape; therefore, municipal managers, administrators, and members of legislative bodies will need to periodically review and update any policy that is adopted. Please note that this policy focuses on how a municipality manages and uses its own social media platforms. It does not specifically address how employees or elected and appointed officials use their own *personal* social media. Therefore, if a municipality wants to regulate its employees' personal, off-duty use of social media, it should do so in a personnel or other policy specific to their behavior after consultation with its attorney.

### Why Adopt a Social Media Policy?

The term “social media platform” (or just “social media”) refers to a computer- or mobile-based online application that facilitates the sharing of information among individuals, groups, and other online communities.

The seemingly ubiquitous social media environment has changed the way municipalities around the country deliver governmental services, and communicate with their citizens. As reliance upon social media becomes more pervasive and people become increasingly accustomed to the nearly instantaneous exchange of and access to information, Vermont’s municipalities will be expected to use this tool to promote upcoming events, meetings and deadlines, communicate public safety concerns, market their communities, share news and other information, and encourage and facilitate public participation and feedback.

Despite this pressure, the benefits of using social media must still be weighed against the potential risks, which include the potential liability for:

- violating users’ First Amendment rights (see Section 6 of policy);
- allowing content to remain that is obscene, threatening, defamatory, or copyright (see Section 6 of policy); or
- violating the Open Meeting Law or Public Records Act (see Sections 10 and 12 of the policy).

## Do Your Homework!

Before adopting a social media policy, each municipality should do three things:

### **1. Take some time to consider your motivations and their implications.**

- *What do you want to accomplish?*
- *Is social media the appropriate tool to accomplish your goals?*
- *What are the benefits of social media versus the risks of liability exposure?*
- *Who will be responsible for account/content management, administration, and training?*
- *Does your municipality have the resources to implement this policy and use social media effectively?*
- *What are the costs associated with utilizing social media?*
- *Who will answer these questions?*

For some municipalities, balancing the benefits and potential risks of using social media may result in the realization that a traditional website will satisfy the same goals.

Keep in mind that information posted by a municipality on its social media platforms will supplement but not replace statutorily required notices and standard methods of providing warnings, postings, and notifications about public meetings, hearings, and legal proceedings under Vermont law.

### **2. Decide which, if any, of your social media platforms will permit public content and participation.**

The simplest and safest course of action is for a municipality to use its social media platform as a means for one-way communication from the municipality to the public. On this type of platform, there is no need for municipal officials to moderate, respond to, or manage public content. A municipality may disable or disallow public content on its social media platform and make it clear that it is reserved for government speech only – that is, to allow municipal officials to post notices and information. However, keep in mind that social media is meant to be interactive so the public will likely expect to communicate with the municipality. If the

municipality plans to prohibit all public interaction on a social media platform, a better alternative would be to only use its website for one-way communication.

If a municipality opens any of its social media platforms to public content, then it is important to ensure the policy's restrictions are objective, the forum is consistently monitored, and the municipality's policy is consistently enforced. The municipality must designate someone to moderate the content to ensure it complies with the policy's terms of use, for example that the content is not profane, obscene, threatening, sexual, defamatory, or copyright, and that it doesn't encourage illegal activity, etc. A municipality could be liable if it allowed these types of content to remain and a harm resulted. On the other hand, a municipality must be careful not to violate the First Amendment rights of the users of its social media platforms. Generally, the First Amendment restricts the government from discriminating against speech based on its content or viewpoint. Therefore, when a municipality enables users to place content on its social media platform, it cannot edit, hide, or delete content merely because it is critical of the municipality or a municipal official. To ensure user content is being moderated appropriately, the municipality must identify the purpose of each of its social media platforms and clearly designate it as either a "limited public forum" or "government speech forum." Our model policy contains a section that allows for such identification.

A "limited public forum" allows discussion of certain topics and imposes limits on others; user content must be related to the topic or it is subject to removal. This type of forum allows the consistent application of reasonable restrictions, for example, a municipality's Facebook page that allows users to reply to a municipal post as long as the user's content is reasonably related to the initial post.

Conversely, a "government speech forum" only allows the municipality to convey information about, for example, initiatives or events. Public user content is disabled. (Many official municipal websites are government speech forums, used exclusively by municipalities to post information about initiatives or events.)

Failure to designate a social media platform as either a limited public forum or a government speech forum, identify its purpose, and moderate its content accordingly may result in an increased risk violating a user's First Amendment rights. (See Section 5 of the model policy for a designation process.) Note that if a municipality has designated a social media platform as a limited public forum but fails to consistently moderate user content, the platform may become a de facto unrestricted public forum (such as parks, sidewalks, and other public areas traditionally open to public speech), further restricting the municipality's ability to limit or remove content.

**3. Make sure there are no legal inconsistencies.** Prior to its adoption by the municipal legislative body, the policy should be reviewed to ensure that it is consistent with any other existing municipal policies and contracts, including personnel policies, job descriptions, employment manuals, and labor agreements.

## You Must Customize this Model

Please read the policy carefully as this model policy must be customized to suit the needs of your municipality. Carefully consider each element in light of your community's resources and expectations.

**We marked suggestions for editing this policy with bracketed italicized text:** *[insert text]*.

**Additionally, several of the policy's provisions require municipalities to post certain information on their official websites or to their social media** (e.g. see Section 10 which states "The name, title, and contact information for the proper custodian of public records shall be posted on each municipal social media platform.").

**This model policy has been developed for illustrative purposes only. VLCT makes no express or implied endorsement or recommendation of any policy, nor does it make any express or implied guarantee of legal enforceability or legal compliance, nor does VLCT represent that any policy is appropriate for any particular municipality. We advise each municipality to seek legal counsel to review any proposed policy before adoption and/or use. We further advise VLCT PACIF members to seek input from their municipality's loss control specialist regarding insurance considerations and risk avoidance.**

**If you have specific questions about this policy, please contact the VLCT Municipal Assistance Center at 800-649-7915 or [info@vlct.org](mailto:info@vlct.org).**

Please copy below the dotted line and paste into a separate document.

---

## Social Media Policy

*[insert name of municipality]*, Vermont

### Section 1: Title and Authority.

This policy shall be known as the *[insert name of municipality]* Social Media Policy (hereafter “policy”). It has been adopted by the *[insert name of municipality]* *[insert selectboard/council/trustees/etc.]* pursuant to 24 V.S.A. §§ 1121, 1122, and 872.

The *[insert selectboard/council/trustees/etc.]* reserves the right to amend any of the provisions of this policy for any reason and at any time, with or without notice.

This policy is administered by the *[insert municipal manager/administrator/selectboard/council/trustees/etc.]* or *[their/its]* authorized representative or designee.

### Section 2: Purpose.

The purpose of this policy is to provide standards and procedures for the appropriate use of municipal social media platforms. This policy gives direction to municipal employees, elected officials, volunteers, appointees, public bodies, and other authorized users of municipal social media. This policy also creates guidelines for any public user who accesses or posts content on the municipality’s social media.

While this policy generally applies to the most popular platforms (Facebook, YouTube, Instagram, Snapchat, Twitter), we acknowledge that social media is an evolving communications tool and that new platforms may become available over time. The municipality may utilize social media to communicate information related to the business of the municipality directly to the public as well as to provide members of the public the opportunity to post content or participate in discussions concerning municipal business, including operations and services provided by the municipality. The municipality encourages the use of social media to further the goals of the municipality, the missions of its departments and public bodies, and to contribute to the overall vibrancy of its community and degree of participation by its citizenry, where appropriate.

The municipality has an overriding interest and expectation in deciding what is published on behalf of the municipality through social media and in establishing guidelines for the use of municipal social media by municipal officials and the public.

### Section 3: Definitions.

The following definitions shall apply to this policy:

**Content** means any post, writing, comment, remark, response, material, document, photograph, graphic, or other information of any kind, regardless of form that is created, posted, shared, distributed, or transmitted via the municipality's social media platform.

**Designated agent** means an individual designated by the [*insert selectboard/council/trustees/etc.*] to receive and respond to notifications of claimed copyright infringement. Once named, the municipality must designate the agent with the United States Copyright Office. (Please view the video tutorial entitled "Designating an Agent for a Service Provider," available at <http://www.copyright.gov/rulemaking/onlinesp/NPR/>, which provides step-by-step instructions.)

**Municipality** means the [*insert name of municipality*].

**Municipal electronic equipment** means all municipal electronic equipment – including computers, cell phones, smart phones, pagers, any associated hardware or software, and any other municipal equipment – that may be utilized to send or receive electronic communications.

**Municipal official** means an employee of the municipality, elected or appointed, or a municipal volunteer.

**Municipal social media** or **municipal social media platform** means the official social media platform of the municipality.

**Municipal social media moderator or moderator** means an individual designated by the [*insert municipal manager/selectboard/council/trustees/etc.*] to monitor, manage, and oversee municipal social media content.

**Municipal website** or **official municipal website** means the official website or domain of the municipality [*insert web address*].

**Social media platform or social media** means a form of information-sharing platforms (such as Facebook, MySpace, Google and Yahoo Groups, Wikipedia, YouTube, Instagram, Snapchat, Flickr, Twitter, LinkedIn, or other news media or content-sharing/blogging service) on which online content and dialogue around specific issues or area of interest are created.

**User** means a member of the general public who accesses, posts, creates, distributes, shares, or transmits content to a municipal social media platform.

## Section 4: Conduct of Municipal Officials.

Those persons designated and authorized to utilize municipal social media do so with the understanding that they represent the municipality via social media outlets and must always conduct themselves appropriately. Municipal officials must also consider content carefully, understanding that it will be widely accessible, not retractable, and retained or referenced for a long period of time. The municipality expects its officials to be truthful, courteous, and respectful toward their colleagues, residents, customers, members of the general public, and other persons associated with or who do business with the municipality.

Municipal officials' use of municipal social media shall comply with this policy as well as with the municipality's personnel and any other relevant policies, its charter provisions, rules, and regulations. This includes any use of municipal social media from outside of the workplace.

**Official Use of Municipal Social Media Platforms.** Municipal officials who use municipal social media in their official capacity, in the scope of their employment or while on duty, whether as an administrator or as a responder to content, must:

- Make the official's name and title available when they post content in their capacity as a municipal official. Municipal officials may only post and respond to content on those matters that fall within their job description or statutory roles and responsibilities.
- Keep postings factual, accurate, and up to date. If a mistake is made, admit to it and post a correction as soon as possible.
- Reply to content in a timely manner when a response is appropriate. When disagreeing with others' opinions or providing content, be sure that the content is meaningful, respectful, and relevant.
- Never post content on anything related to legal matters, litigation, or any parties with whom the municipality may be in litigation without prior specific approval from *[insert municipal manager/administrator/supervisor/selectboard/council/trustees/etc.]*.
- Municipal officials are expressly prohibited from disclosing any information via content posted to municipal social media that may be confidential.
- Refrain from expressing personal opinions or positions regarding policies, programs, or practices of the municipality, its officials, or other public agencies, political organizations, private companies, or non-profit groups. Under no circumstances should a municipal official post, or direct another municipal official to post, a personal opinion or statement held by an individual municipal official.
- Never engage in name-calling or personal attacks or other behavior that may be considered to be demeaning.

Information posted to municipal social media is public and is subject to Vermont's Public Records Law, Open Meetings Law, and all other applicable laws, rules, policies, municipal charter provisions, and

regulations. Municipal officials should have no expectation of privacy regarding the information posted on municipal social media nor in anything created, sent, or received on municipal electronic equipment. The municipality may investigate and monitor any transaction, communication, and transmission to ensure compliance with this policy and the use of its equipment.

The municipal social media moderator will monitor the content posted by municipal officials and the public on each of the municipality's social media to ensure it complies with this policy for appropriate use, messaging, and branding and that it is consistent with the goals of the municipality.

All authorized municipal officials must be provided with a copy of this policy and sign the Acknowledgement of Official Use by Municipal Officials form (see Addendum A) prior to utilizing municipal social media.

## Section 5: Designation of Social Media Platforms.

For each of the municipality's social media platforms, the *[insert selectboard/council/trustees/etc.]* has identified and designated the type of speech forum, its purpose, and rules, as follows:

### 1. **Government Speech Forums.**

The following social media platforms are hereby designated as government speech forums:

*[insert list of applicable social media platforms such as "the official Town website, www.Townofsmithsвилlevt.gov; the official Town Twitter account, www.twitter.com/Townofsmithsвилlevt; etc.]*

These platforms do not allow any public user content. They are reserved for the municipal government to engage in its own expressive conduct, to promote its own message, and to distribute information.

### 2. **Limited Public Forums.**

The following social media platforms are hereby designated as limited public forums:

*[insert list of applicable social media platforms such as "the official Town Facebook page, www.facebook.com/Townofsmithsвилlevt; the official Town Instagram page, www.instagram.com/Townofsmithsвилlevt; etc.]*

In a limited public forum, public user content is restricted, based on designated categories for which the forum (i.e., the social media platform) has been opened. Designated categories are those matters raised by municipal content on the social media platform. Public users posting or responding to content constitutes participation in a limited public forum.

## Section 6: User Content: Rules and Guidelines.

This section applies to all users who access or post, create, share, distribute, or transmit content on municipal social media. The rules and guidelines apply to all municipal social media. This section's provisions governing user content on municipal social media and its terms of use shall be displayed (or made available by hyperlink from the municipality's official website) on all municipal social media platforms that have been designated in Section 5 of this policy as a limited public forum. Users from the general public shall be informed that agreeing to its terms is a prerequisite to participating in the municipality's social media. The rules and guidelines to display as applicable and relevant are as follows:

### Terms of Use

The purpose of this site is to discuss matters of public interest in and to the municipality as identified and raised by the municipality. The municipality encourages the general public to submit content, but it must address the specific topic(s) discussed. This is a forum limited to the specific topics identified and raised by the municipality. By virtue of such use, users who submit content to this social media platform agree that they have read, understand, and agree to the following terms and conditions:

1. I am submitting content voluntarily and on my own behalf;
2. The content I post reflects my own original thoughts or work;
3. I understand that the municipality has the right to re-post or share any content that I submit on this or other municipal social media;
4. I have read and understand the policy, including the right of the municipality to remove or archive content as described in this policy and as may be allowed by law;
5. I understand that any content I provide will be considered a public record under Vermont's Public Records Law;
6. I understand and agree that, unless specifically identified as a resource for receiving requests for information under Vermont's Public Records Law, municipal social media platforms are not proper vehicles for making requests for public information or public records under Vermont law, and any such requests must be made to the appropriate custodian of the record(s);
7. I understand and agree that my and others' content is subject to removal, in whole or in part, from this site if my or their content violates the conditions of this policy;
8. I understand that the views and content expressed on this site only reflect those of the content's author, and do not necessarily reflect the official views of the municipality or its municipal officials;

9. I agree to the following waiver of liability: Because various laws exist that create liability for various actions, including but without limitation defamation, invasion of privacy, false light, breach of contract, procurement violations, violations of due process among many potential areas of exposure for which the municipality accepts no responsibility based on the actions of others or for creating this municipal social media platform, I, for myself, successors and assigns, release and hold harmless and agree to indemnify the municipality, including its municipal officials, from any and all actions, claims, liabilities and damages of whatever kind and nature that arise out of or are in connection with my use of the municipal social media platform.

By posting, sharing, distributing, or transmitting content, I acknowledge that I understand and accept these terms of use.

The municipality is interested in hearing the opinions of the public. Vigorous, constructive conversations are encouraged through posted and created content. The municipality does not discriminate based on viewpoint but it may remove content and restrict access to users who violate this policy. The municipality reviews content on all its limited public forum social media platforms.

All users must clearly identify themselves; anonymous posting is not allowed. Content created, posted, shared, or transmitted by a member of the public on any municipal social media platform is their opinion only. Publication of content does not imply endorsement of, or agreement by, the municipality, nor does such content necessarily reflect the opinions or policies of the municipality. The municipality is not responsible for content that appears on external links. The municipality does not guarantee the authenticity, accuracy, appropriateness, or security of posted hyperlinks, external websites, or content linked thereto and assumes no liability for damages resulting from reliance upon or accessing such content. The municipality reserves the right to delete links and embedded content that violate this policy.

Content posted by authorized municipal officials or the general public shall conform to this policy, including comments or hyperlinks to other content. The following prohibited content shall not be permitted on any municipal social media and shall be subject to removal by the municipal social media moderator:

- profane, obscene, sexual, or pornographic language or images;
- content that promotes, fosters, or perpetuates discrimination based on race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation;
- solicitations of commerce, including advertising of any business or product for sale;
- links to any unauthorized site or content;
- the promotion or endorsement of a political campaign or candidate;

- personally identifiable information or sensitive personal information that, if released, violates federal or state law;
- disruptively repetitive content;
- conduct or encouragement of illegal activity;
- information that may tend to compromise the safety or security of the public or public systems;
- information that directly interferes with or compromises ongoing investigations, public safety tactics, or the safety of public safety officers;
- malicious or harmful software (malware);
- defamatory or personal attacks;
- threats of violence or threats to public safety;
- confidential, private, or exempt information or records as defined by state or federal law;
- conduct that violates any federal, state, or local law;
- copyrighted materials in violation of state or federal law; or
- content that is clearly unrelated to the subject matter of any post made on the platform by or on behalf of the municipality.

The municipal social media moderator is authorized to remove content or links that do not conform with the requirements of this policy in a viewpoint neutral and consistent manner. The municipality will not edit or delete any content unless authorized by this policy or allowed by law. Users should understand that third parties having control of a social media platform may edit or delete content independently of the municipality and without the consent, authority, or control of the municipality.

Users who violate this policy may be temporarily or permanently restricted from accessing municipal social media. The municipality reserves the right to deny any user who repeatedly violates this policy access to posting to municipal social media. To appeal the editing or removal of content or the restriction of access to a municipal social media platform, the user must submit a written statement to the municipal social media moderator. The statement should provide grounds for reinstatement of access to or right to publish the edited or removed content. Requests will be addressed in a reasonably timely manner; content or access, as applicable, will be restored if it is determined that the grounds for reinstatement are sufficient. A statement that the user will abide by this policy in the future may be sufficient. The municipal social media moderator's decision to an appeal will note the basis for the decision. If the user is unsatisfied with the decision, they may appeal to the *[insert legislative body or manager/administrator]*, who will render a reasonable timely response noting the basis for the decision. The decision by the *[insert legislative body or manager/administrator]* shall be the final administrative decision of the municipality.

Users may contact the municipal social media moderator at any time to identify content or other conduct on the municipal social media that violates this policy. Users should avoid and ignore responding to content in violation of this policy, or, if responding, do so in a manner that conforms with this policy.

All content posted to any municipal social media platform is bound by that platform's applicable statement of rights and responsibilities or terms of service. The municipality reserves the right to report any violation of that platform's or site's statement of rights and responsibilities or terms of service to the platform's or site's provider with the intent of the provider taking appropriate and reasonable responsive action.

## **Section 7: Account Management.**

Municipal officials may only establish or use municipal social media on behalf of the municipality after approval by the [*insert municipal manager/administrator/selectboard/council/trustees/etc.*] or [*insert their/its*] authorized representative or designee. The [*insert municipal manager/administrator/selectboard/council/trustees/etc.*] or [*their/its*] authorized representative will review all requests by municipal officials to contribute to municipal social media and has the sole authority to authorize their use and establish and/or terminate municipal social media accounts. In this role, the [*municipal manager/administrator/selectboard/council/trustees/etc.*] or [*their/its*] authorized representative will evaluate all requests for usage, verify staff authorized to use municipal social media tools, and confirm completion of online training for social media, if deemed necessary. The [*municipal manager/administrator/selectboard/council/trustees/etc.*] or [*their/its*] authorized representative will also be responsible for maintaining a list of all social media platforms in use, the names of all administrators of these accounts, as well as the associated usernames and active passwords.

All municipal social media platforms shall be created by a duly designated municipal information technology (IT) officer with the approval and under the direction of the [*municipal manager/administrator/selectboard/council/trustees/etc.*] or [*their/its*] authorized representative, and shall be published using approved municipal social networking platform and tools administered by the municipal IT officer.

## **Section 8: Municipal Social Media Moderator.**

The [*municipal manager/administrator/selectboard/council/trustees/etc.*] or [*their/its*] authorized representative shall designate a municipal social media moderator to monitor, manage, and oversee all content on each social media platform to ensure adherence to this policy, including appropriate use, messaging, and branding that is consistent with the interests and goals of the municipality.

Any content edited or removed by the municipal social media moderator must be retained in accordance with the relevant public records retention schedule. The edit or removal shall be accompanied by a description of the reason such content was deemed unsuitable for posting along with the time, date, and identity of the poster, when available.

The municipal social media moderator or his/her authorized representative or designee retains the sole authority to remove content from the municipality's social media outlets.

Designated department heads and/or other authorized municipal officials are responsible for the content and upkeep of any municipal social media they create.

Wherever possible, content the municipality posts to the municipality's social media will also be available on the municipality's official website. Municipal social media should complement rather than replace the municipality's existing website resources. Content posted on the municipality's social media should contain links directing users to the municipal's official website for additional information, forms, documents, or online services necessary to conduct business with the municipality.

All municipal social media platforms shall clearly indicate that they are maintained by the *[insert name of municipality]* and shall prominently display necessary contact information. All municipal social media platforms shall include the prominent placement of the official municipal seal, if available, along with the following notification:

*This is the official [insert Facebook, Twitter, YouTube, etc.] platform for the [insert name of municipality], Vermont. If you are looking for more information about the municipality, please visit the official municipal website at [insert URL address of municipal website]. The purpose of this social media platform is to provide general public information only. If you require a response from the municipality or wish to request a municipal service, please visit [insert URL address of municipal website] or contact the municipality at [insert office phone number and/or email address].*

## **Section 9: Copyright Infringement Notification.**

The municipality complies with the provisions of the Digital Millennium Copyright Act of 1998 (DMCA). Federal law makes it illegal to download, upload, or distribute in any fashion copyrighted material in any form without permission or a license to do so from the copyright holder.

The municipality respects the intellectual property of others and requires users of municipal social media to do the same. In accordance with the DMCA and other applicable law, the municipality may remove content on municipal social media that is copyrighted and may deny access to the municipal social media users who are deemed to be copyright infringers pursuant to this policy.

The following notification shall be made accessible on all municipal social media platforms and on the municipality's official website:

*If you believe that any material on the [insert name of municipality]'s official website or municipal social media platforms infringes on any copyright which you own or control, or that any link on municipal social media directs users to another website that contains material that infringes on any copyright that you own or control, you may file a notification of such infringement with the [insert designated agent as set forth below.] Notifications of claimed copyright infringement must be sent to the [insert name of municipality of], Vermont's designated agent, for notice of claims of copyright infringement. The municipality's designated agent may be reached as follows:*

*Designated Agent: [insert]*

*Physical Address: [insert]*

*Telephone Number: [insert]*

*Email Address: [insert]*

## Section 10: Public Records Law – Compliance.

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

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

## Section 11: Public Records Law – Retention.

Municipal officials must comply with Vermont’s Public Records Law when using municipal social media. Relevant records retention schedules apply to content on the official municipal website as well as to municipal social media. Content posted or submitted for posting shall be retained pursuant to Vermont’s Public Records Law in its standard format and in accordance with applicable disposition orders and retention schedules as established by the Vermont State Archivist and be available for copying and inspection during customary business hours.

Any content edited or removed by the municipal social media moderator must be retained in accordance with the relevant public records retention schedule.

### Section 12: Open Meeting Law – Compliance.

Municipal officials must comply with Vermont’s Open Meeting Law when using municipal social media. All posts by members of the municipality’s public bodies that relate to municipal business are subject to the Open Meeting Law. Members (elected or appointed) of any municipal public body should refrain from using municipal social media to discuss the business of the public body or to take official action in violation of the Open Meeting Law. A member of a public body who “likes,” “shares,” “tweets,” or otherwise engages in another member’s content on municipal social media may be communicating municipal business and the Open Meeting Law may apply. Furthermore, members of public bodies should refrain from posting content on or responding to inquiries related to quasi-judicial matters within the subject matter jurisdiction of their respective public bodies.

Members of municipal public bodies may utilize municipal social media for gathering public input and fostering public discussion related to the role with which the public body has been charged by statute or the [*insert selectboard/council/village trustees/etc.*], provided that the use is authorized in accordance with Vermont law and conforms to this policy.

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

### Section 13 – Enforcement against Municipal Officials.

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

Appointees and volunteers found in violation of this policy may be subject to removal from their respected public posts.

Elected officials found in violation of this policy may be subject to private or public admonishment and/or may be asked to resign their office.

The municipality may seek all appropriate legal remedies including damages or a court-ordered injunction to enforce compliance with this policy.

**ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

**SIGNATURES** of [*insert selectboard/council/trustees/etc.*]:

---

---

---

---

---

---

## Addendum A: Acknowledgement of Official Use by Municipal Officials

I, \_\_\_\_\_, acknowledge that:

- A. I have received a copy of the [*insert name of municipality*]'s Social Media Policy on \_\_\_\_\_ and it is my responsibility to familiarize myself with its contents;
- B. I understand that it is my responsibility to ask questions if there is anything in the policy that I do not understand;
- C. I understand that this policy replaces any and all prior versions and that the [*insert name of municipality*] reserves the right to add, amend or discontinue any of the provisions of this policy for any reason or none at all, in whole or in part, at any time, with or without notice;
- D. I acknowledge that I understand this policy and I agree that I will comply with all its provisions.

---

*Municipal Official's Signature*

---

*Date*

Memorandum

TO: Norwich Selectboard  
FROM: Marcia Calloway, Selectboard member  
DATE: June 16, 2022  
RE: Second Draft Dog Ordinance

Further to discussion with and direction from the Selectboard at the May 25, 2022 Selectboard meeting, attached please find a second draft dog ordinance. Please note that the 'meat' of the ordinance is 2 pages including definitions. The balance (2 more pages) consists of signature lines, adoption history, and end notes containing the referenced statutory text to assist the board.

As discussed, the issue of dog control vis-à-vis personal and property damage is of concern to the community. Many people would like to see a designated dog park or other enclosure. Many people have reported harm or nuisance caused by dogs. While no one wants to limit the enjoyment of dogs and dog owners, everyone understands that there are limits to that enjoyment at the point where others suffer harm.

The current Norwich Animal Control Ordinance is a sweeping document that covers not only control of animals but also licensing, bites, etc. Some of it is repetitive and some of it is covered by statute.

I suggest that we address this important safety issue by

1. Structuring a new animal ordinance which broadly describes "animals" and limits the focus to safety, what constitutes a violation, and the process for notification and fines. Specifically, I suggest an ordinance which:
  - a. addresses the expectations of the community,
  - b. identifies the Animal Control Officer (a position which needs to be hired or otherwise identified) or Police Officer who are responsible for
    - i. receiving complaints,
    - ii. notifying owners,
    - iii. issuing fines, and
    - iv. impounding animals when necessary,
  - c. explains the factors that can be considered when determining a fine – and gives some discretion to the Officer as well as the Selectboard,
  - d. identifies the Selectboard as the body to hear to any complaints filed by either the Animal Control Officer or Police Officer, and,
  - e. explains the process for notice and hearing and appeal.
2. Tabling the discussion of dog parks to a future time, hopefully with the assistance of community members. The important issue to be addressed is "safety." While a dog park might ultimately help achieve part of that goal, Norwich will still need a clear statement of what the community expects of animal owners, and an equally clear explanation of the process for when violations occur.

## NORWICH ANIMAL CONTROL ORDINANCE 2022

### I. PURPOSE

The Town of Norwich respects the right and enjoyment of animal ownership, and simultaneously understands that other residents and animals should be free from injury or damage caused by such ownership. This ordinance is intended to define the expectations of community safety and impose civil monetary penalties for violations of those expectations.

### II. AUTHORITY

This ordinance is adopted consistent with the public safety provisions of 20 VSA 3545, 3549 and 3550,<sup>i</sup> as reprinted below. Any infraction of this ordinance will normally be considered a civil matter.

### III. DEFINITIONS

**“Animals”**: shall include all living creatures, other than human beings.

**“At Large”**: shall mean off the premises of the owner, and not under the control of the owner, a member of his immediate family or an agent of the owner either by leash, cord, chain or other effective physical restraint, so that at all times the animal can be reasonably prevented from causing any damage, disturbance, or annoyance.

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

**“Impoundment”**: shall mean the taking of an animal into physical custody by the Norwich Animal Control Officer or Norwich Police Officer and transport to the nearest available animal shelter.

**“Nuisance”**: an animal shall be deemed to be causing a nuisance, or menace to persons or property, if it:

1. Runs at large and off-leash without owner supervision.
2. Continuously disturbs the peace.
3. Damages or destroys property.
4. Chases vehicles, game, domestic animals, or humans.
5. Bites, attacks or otherwise menaces persons or other creatures.

### IV. GENERAL PROVISIONS

- A. Each person owning and/or keeping and/or bringing an animal or animals within the Town of Norwich for whatever period of time shall bear sole responsibility for the actions of such animal(s). The owner or keeper shall be held responsible for preventing his or her animal(s) from becoming a nuisance, as defined below, and shall be responsible for payment of all damages and expenses caused by his or her animal(s), including impoundment fees.
- B. Any person who considers an animal to be a menace, or in any way to be a threat to persons or property may complain to the Norwich Animal Control Officer or Norwich Police Department [hereinafter referred to as “the Officer”], who will cause the complaint to be investigated promptly.

**V. PROCESS AND ENFORCEMENT**

- A. Pursuant to 20 VSA 3550(e) et seq, when the Officer has reasonable grounds to believe that an animal has been a nuisance, as defined above, the Officer may issue a written notice of the alleged nuisance violation to the owner of the animal, including
- a. A brief description of the alleged nuisance violation with reference to this ordinance;
  - b. An indication of the penalty, up to \$500.00;
  - c. A statement explaining the right to a hearing before the selectboard, instructions for how to request such a hearing, and the deadline for making such a request for hearing; and,
  - d. If appropriate, a directive for actions necessary to achieve compliance with this ordinance.
- B. The Selectboard will schedule a hearing for the next available Selectboard meeting. At such hearing, the Selectboard may affirm, reduce, or eliminate the penalty. The decision shall be delivered or mailed to the owner and shall be effective within five (5) days following mailing of the decision, or immediately upon delivery of the decision.
- C. Appeals of the Selectboard decision should be made in accordance with applicable law. See 20 VSA 3550(i).<sup>ii</sup>

**VI. PENALTIES**

- A. Failure to respond to the notice of nuisance violation within 21 days of the date of personal delivery or mailing of the notice, will result in a final decision with no right of appeal.
- B. In determining the civil penalty to be applied, the Selectboard shall consider the following pursuant to 20 VSA 3550(d) et seq.:
- (1) the degree of actual or potential impact on public health, safety, and welfare resulting from the violation;
  - (2) whether the respondent/owner has cured the violation;
  - (3) the presence of mitigating circumstances;
  - (4) whether the respondent/owner knew or had reason to know the violation existed;
  - (5) the respondent's/owner's record of compliance;
  - (6) the deterrent effect of the penalty;
  - (7) the costs of enforcement; and
  - (8) the length of time the violation has existed.
- C. All fines must be paid to the Town Treasurer within 35 days of notification of violation or final decision of the Selectboard after any hearing.

**VII. EFFECTIVE DATE** This ordinance will become effective 30 days after adoption.

**VIII. SEVERABILITY**

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

**IX. REPLACEMENT**

This ordinance supersedes all existing Norwich animal control ordinances.

Date Adopted: \_\_\_\_\_

Date Effective: \_\_\_\_\_

Signed: \_\_\_\_\_

Roger Arnold

Mary Layton

\_\_\_\_\_  
Claudette Brochu

\_\_\_\_\_  
Marcia Calloway

\_\_\_\_\_  
Robert Gere

ADOPTION HISTORY:

1. Agenda item at regular Selectboard meeting held on \_\_\_\_\_.
2. Read and approved at regular Selectboard meeting on \_\_\_\_\_ and entered in the minutes of that meeting which were approved on \_\_\_\_\_.
3. Posted in the following public places
  - a. \_\_\_\_\_ on \_\_\_\_\_
  - b. \_\_\_\_\_ on \_\_\_\_\_
  - c. \_\_\_\_\_ on \_\_\_\_\_
4. Notice of adoption published in the Valley News newspaper on \_\_\_\_\_ with a notice of the right to petition.
5. Other actions [petitions, etc.]

**<sup>i</sup> 20 V.S.A. § 3545) Right to kill domestic pets or wolf-hybrids generally**

(a) A person may kill a domestic pet or wolf-hybrid that suddenly assaults him or her or when necessary to discontinue an attack upon the person or another person provided that the attack or assault does not occur while the domestic pet or wolf-hybrid is restrained, within an enclosure containing the domestic pet or wolf-hybrid, or on the premises of the owner.

(b) A domestic pet or wolf-hybrid found wounding, killing or worrying another domestic pet or wolf-hybrid, a domestic animal or fowl may be killed when the attendant circumstances are such that the killing is reasonably necessary to prevent injury to the animal or fowl which is the subject of the attack. (Amended 1977, No. 215 (Adj. Sess.), § 1, eff. April 12, 1978; 1979, No. 92 (Adj. Sess.), § 1, eff. Feb. 28, 1980; 1993, No. 213 (Adj. Sess.), § 3, eff. June 15, 1994.)

**20 V.S.A. § 3549. Domestic pets or wolf-hybrids; regulation by towns**

“The legislative body of a city or town by ordinance may regulate the licensing, keeping, leashing, muzzling, restraint, impoundment, and destruction of domestic pets or wolf-hybrids and their running at large, except that a legislative body of a city or town shall not prohibit or regulate the barking or running at large of a working farm dog when it is on the property being farmed by the person who registered the working farm dog, pursuant to subsection 3581(a) of this title, in the following circumstances:

- (1) if the working farm dog is barking in order to herd or protect livestock or poultry or to protect crops; or
- (2) if the working farm dog is running at large in order to herd or protect livestock or poultry or to protect crops.

(Added 1967, No. 300 (Adj. Sess.), § 1, eff. March 20, 1968; amended 1993, No. 213 (Adj. Sess.), § 6, eff. June 15, 1994; 2007, No. 121 (Adj. Sess.), § 16; 2009, No. 48, § 8, eff. May 28, 2009; 2013, No. 162 (Adj. Sess.), § 2.)”

**<sup>ii</sup> 20 V.S.A. § 3550) Penalties; enforcement; municipal legislative body; Secretary**

(a) A municipal legislative body or an officer designated by the Secretary may impose a civil penalty of up to \$500.00 per violation in accordance with the provisions of this section.

- (b) A municipal legislative body may impose penalties for violation of any provisions of subchapter 1 or 2, refusal to obtain a pet dealer permit under subchapter 3, or a refusal to comply with an order issued by a municipal officer under subchapter 5 of this chapter.
- (c) An officer designated by the Secretary may impose penalties for violation of a rule adopted by a State agency under subchapter 5 of this chapter, violation of a quarantine order issued under subchapter 5 of this chapter, or refusal to comply with an order issued by a State officer under subchapter 5 of this chapter.
- (d) In determining the amount of the civil penalty to be ordered, the legislative body or officer shall consider the following:
- (1) the degree of actual or potential impact on public health, safety, and welfare resulting from the violation;
  - (2) whether the respondent has cured the violation;
  - (3) the presence of mitigating circumstances;
  - (4) whether the respondent knew or had reason to know the violation existed;
  - (5) the respondent's record of compliance;
  - (6) the deterrent effect of the penalty;
  - (7) the costs of enforcement; and
  - (8) the length of time the violation has existed.
- (e) When the legislative body or officer has reasonable grounds to believe that a person has violated a provision of this chapter under its purview, the legislative body or officer may issue a notice of the alleged violation, which shall be delivered to the respondent in person or mailed to the respondent by registered mail. The notice of violation shall include:
- (1) a civil penalty of up to \$500.00;
  - (2) a brief description of the alleged violation and identification of the law alleged to have been violated;
  - (3) a statement that the respondent has a right to a hearing before the legislative body or a hearing officer designated by the Secretary at no cost to the respondent, a description of the procedures for requesting a hearing, and a statement that failure to request a hearing within 21 days of the date of mailing of the notice shall result in a final decision with no right of appeal; and
  - (4) if applicable, a directive that the respondent take actions necessary to achieve compliance with the law.
- (f) A person who receives a notice of violation shall be offered an opportunity for a hearing before the legislative body or hearing officer, provided that the request for hearing is made in writing to the clerk of the municipality or the Secretary within 21 days after the date of mailing of the notice of violation. If the respondent does not request a hearing in a timely fashion, the decision shall be final and the penalty shall be payable within 35 days following mailing of the notice of violation. If the respondent does make a timely request for a hearing, the legislative body or hearing officer shall hold a hearing within 14 days of receipt of the request. After the hearing, the legislative body or hearing officer may affirm, reduce, or eliminate the penalty. The decision shall be delivered or mailed to the respondent in the same manner as the notice of violation and shall be effective five days following mailing of the decision or immediately following delivery of the decision.
- (g) Imposition of a penalty under this subchapter precludes imposition of any other administrative or civil penalty under any other provision of law for the same violation.
- (h) The civil penalty shall be paid to the enforcing agency or enforcing legislative body. If the respondent fails to pay the penalty within the time prescribed, the legislative body or Secretary may bring a collection action, including a small claims action, in the Civil Division of the Superior Court.
- (i) A respondent aggrieved by a decision made following a hearing before the legislative body or hearing officer may appeal within 30 days of receipt of the decision to the Civil Division of the Superior Court, which shall consider the matter de novo.
- (j) On application of a municipality or the Secretary, the Civil Division of the Superior Court shall have jurisdiction to enjoin the violation of any provision of this chapter. The Court may also authorize the seizure and disposition of domestic pets or wolf-hybrids when owners refuse to have the pets or wolf-hybrids inoculated or licensed, or when the Court determines that there is a threat to the public welfare. (Added 1993, No. 213 (Adj. Sess.), § 7, eff. June 15, 1994; amended 2013, No. 30, § 3; 2015, No. 23, § 147; 2021, No. 20, § 198.)

## NORWICH ANIMAL CONTROL ORDINANCE 2005

### 1. AUTHORITY

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

### 2. CIVIL ORDINANCE

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

### 3. DEFINITIONS

**“Animals”**: shall include dogs and wolf-hybrids.

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

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

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

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

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

**“Repeatedly”**: shall mean more than twice within a seven day period.

### 4. GENERAL PROVISIONS

- A. Each person owning and/or keeping an animal or animals within the Town of Norwich shall bear sole responsibility for the actions of his or her animal(s). The owner or keeper shall be held responsible for preventing his or her animal(s) from becoming a nuisance, as defined below, and shall be responsible for payment of all damages and expenses caused by his or her animal(s), including impoundment fees.
- B. Under this section, an animal is causing a nuisance, or is a menace to persons or property, under any of the following conditions:
1. If it runs at large off the premises of the owner on any public or private property.
  2. If it barks or howls continuously for sustained periods of time, causing annoyance to persons.
  3. If the dog damages or destroys property, spreads garbage, defecates on private property or maintained public areas and the person responsible refuses to remove fecal matter, or if it chases vehicles, game, domestic animals, or humans.
  4. While it runs at large, it bites, attacks or otherwise menaces persons using the streets or sidewalks.
  5. If a bitch is unconfined while in heat.

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

## 5. LICENSING OF ANIMALS

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

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

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

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

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

- B. By April 15, the Town Clerk will prepare a list of licenses issued during the current year and a list of those animals licensed in the previous year that have not yet been licensed in the current year (T20, §3590). The Town Clerk will notify each owner of an animal thus identified that the animal is unlicensed and will explain the penalties involved. This notice may be in writing or by telephone.
- C. When a designated animal control officer or Norwich Police find an animal that is unlicensed for the current period, they will inform the owner of the need to license and the penalties that will be collected.

## 6. ANIMAL BITES (PROTECTION FROM RABIES)

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

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

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

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

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

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

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

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

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

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

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

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

## **8. ENFORCEMENT OF THIS ORDINANCE**

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

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

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

**9. APPEALS**

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

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

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

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

**11. EFFECTIVE DATE**

This ordinance will become effective 60 days after adoption.

**12. SEVERABILITY**

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

**13. REPLACEMENT**

This ordinance supersedes all existing Norwich animal control ordinances.

**APPENDIX A  
GUIDELINES FOR THE POLICE OR  
ANIMAL CONTROL OFFICER**

1. When an animal is running at large but causing no other nuisance, the owner should receive a warning for the first offense and a \$50.00 fine for a second offense and fines up to \$100 for subsequent violations. This procedure will apply to these situations:
  - the animal is brought to the police station
  - the police find and pick up the wandering animal; for example: an animal wandering in traffic
  - the police find a dog running at large and take the animal to a shelter.
2. When a first citation is issued for an animal biting, attacking or being a physical threat, the owner should consider appropriate restraint of the animal both to protect the public from injury and the owner from civil action.

A second citation for the same reason must result in restraint of the animal, which may be verified by the police.
3. A restraining order shall remain in effect for one year. After this period the owner may relax the restraint if he/she is convinced the animal no longer poses a threat. However, a further citation will result in a full fine and re-imposition of the restraining order.

**APPENDIX B  
ADDITIONAL PROVISIONS**

Norwich residents should be aware of the following additional restraining provisions. The owner or keeper of an animal shall be held responsible for restraining his or her dog(s) in the following situations.

1. All dogs kept within the Norwich Fire District must be restrained to the confines of their owner's or keeper's property lines, or under the direct control of their owners or keepers when away from that property. Dogs found running at large in the Fire District will be subject to impoundment and a fine of \$50.00. The fine will increase up to \$100 for subsequent violations.
2. No dogs will be allowed on the premises of the Norwich Swimming Pool during supervised hours. After supervised hours dogs are only allowed when they are under the immediate control of their owners or keepers.

Signed:

---

Alison M. May, Chair

Date Adopted: 10/12/2005

---

John C. Candon

---

Ben Ptashnik

---

Edwin S. Childs

---

Gerard Chapdelaine

Date Effective:

ADOPTION HISTORY:

1. Agenda item at regular Selectboard meeting held on September 28, 2005.
2. Read and approved at regular Selectboard meeting on October 12, 2005 and entered in the minutes of that meeting which were approved on \_\_\_\_\_.
3. Posted in public places on \_\_\_\_\_.
4. Notice of adoption published in the Valley News newspaper on \_\_\_\_\_ with a notice of the right to petition.
5. Other actions [petitions, etc.]

VERMONT LEAGUE OF CITIES AND TOWNS

# THE BIG BOOK OF WOOF



Handbook on Vermont  
Municipal Dog Law



*Serving and Strengthening Vermont Local Governments*

The **Vermont League of Cities and Towns (VLCT)** was founded in 1967 as a nonprofit, nonpartisan organization dedicated to serving and strengthening Vermont local government. Today, VLCT supports its member municipalities by offering them a comprehensive insurance program, representation before the state and federal governments, and an extensive educational and technical assistance program.

In 2003, VLCT added a new level of service for its member municipalities when it opened the **Municipal Assistance Center (MAC)**. MAC is comprised of six professionals with diverse backgrounds in municipal law, public management, municipal research, land use planning and administration, and water quality protection. MAC's mission is to provide local officials with the education, training, and professional assistance they need to fulfill their statutory duties. MAC is supported by membership dues, a state grant, and fees for professional services.

The Center fields telephone inquiries from municipal officials, maintains a comprehensive online resource library of handbooks, reference and training materials, and sponsors workshops on current issues affecting local government. The MAC team is also available to contract with municipalities for individualized assistance, including customized onsite workshops, and ordinance and policy drafting and review.

This handbook is an on-line publication of the Vermont League of Cities and Towns Municipal Assistance Center.

Please be aware that the electronic versions of VLCT handbooks are not exact reproductions of the paper versions. Page numbers may have changed. Use the Bookmarks or the PDF search function to find information. If printing, use the page numbers from the PDF navigation at the top or bottom of the screen – not the numbers from the physical paper version.

Subject to the copyright provisions outlined below, this handbook can be downloaded and saved (open and “save as”) onto individual computers to facilitate faster access and convenience. Once a handbook is saved to an individual computer, on-line time will be cut down and printing all or part of a handbook can occur on an as-needed basis.

Copyright © 2014 by the Vermont League of Cities and Towns. All rights reserved. Except as permitted under the Copyright Act of 1976, no part of this publication may be reproduced or distributed in any form or by any means or stored in a database or retrieval system without the prior written permission of the Vermont League of Cities and Towns; however, municipal officials in the state of Vermont are granted permission to store, reproduce and distribute this publication for official use.

# THE BIG BOOK OF WOOF

## TABLE OF CONTENTS

<b>ABOUT THIS HANDBOOK</b> .....	<b>3</b>
<b>INTRODUCTION</b> .....	<b>4</b>
<b>CHAPTERS</b>	
<b>I. DOG IMMUNIZATION AND LICENSING</b> .....	<b>5</b>
IMMUNIZATION .....	6
LICENSING .....	7
1. Licensing Fees .....	7
Where Does It All Go?.....	8
2. Pet Dealer License .....	9
3. Breeding [or Special] License .....	9
4. Working Farm Dog License.....	10
Doggie Tourist License .....	11
<b>II. ENFORCEMENT</b> .....	<b>12</b>
SELF EXECUTING STATE LAW .....	12
1. Killing Dogs.....	13
2. Ticketing .....	16
3. Impoundment .....	17
4. Vicious Dog Hearing .....	18
ENABLING STATE LAW.....	18
1. Ordinances .....	20
<b>III. THE "VICIOUS DOG" HEARING</b> .....	<b>23</b>
1. Bad Dog or Bad Hearing.....	24
2. The Complaint and Proper Notice .....	26
3. What to Do with the Dog During the Hearing? .....	28
4. The Purpose of the Hearing .....	28
<b>THE HEARING</b> .....	<b>30</b>
1. Rules of Procedure.....	31
2. Managing Evidence and Testimony.....	31
3. Concluding the Hearing, Deliberations and the Written Decision .....	31
<b>THE PROTECTIVE ORDER</b> .....	<b>32</b>
1. Reasons Why Dogs Bite .....	33
2. Dog Talk .....	33

3. What Should the Protective Order "Order" .....	34
THE APPEAL.....	36
FAILURE TO COMPLY WITH THE PROTECTIVE ORDER .....	36
VOTER ENABLED ORDINANCE .....	37
<b>IV. ANIMAL CRUELTY .....</b>	<b>38</b>
<b>V. "ASK SPOT" .....</b>	<b>39</b>
SERVICE DOGS .....	39
ABANDONED AND STRAY DOGS.....	40
POTPOURRI .....	42
 <b>APPENDICES</b>	
A. VICIOUS DOG COMPLAINT FORM .....	46
B. RESPONSE TO VICIOUS DOG COMPLAINT .....	47
C. NOTICE OF PUBLIC HEARING FOR VICIOUS DOG HEARING .....	48
D. NOTICE TO OWNER OF VICIOUS DOG HEARING .....	49
E. VLCT MODEL RULES OF PROCEDURE FOR SELECTBOARD VICIOUS DOG HEARINGS .....	50
F. VICIOUS DOG HEARING DECISION/PROTECTIVE ORDER.....	52
G. NOTICE OF STRAY DOG IMPOUNDMENT .....	55
H. VLCT MODEL DOGS [AND WOLF-HYBRIDS] ORDINANCE .....	56
I. MUNICIPAL DOG AND WOLF-HYBRID LICENSES AND FEES POSTER.....	62
J. HELPFUL CONTACT INFORMATION.....	66

## ABOUT THIS HANDBOOK

The Vermont League of Cities and Towns' (VLCT) Municipal Assistance Center (MAC) has prepared this handbook as part of its series of publications to assist both towns' elected and appointed officers. It is not intended to be a substitute for the Vermont Statutes Annotated, but it should prove to be a valuable complement.

Few fields of law demand so much immediate attention, elicit reactionary responses, draw the concern and ire of the public, or are as confusing to enforce as Vermont's dog laws. This handbook provides an in-depth analysis of the various laws governing "man's best friend" and fills in the gaps between the regulatory scheme mandated by the State of Vermont and the broad, largely undefined enabling authority that is the unexplored regulatory landscape in which towns often find themselves.

This handbook is meant to serve as a resource and instruction manual for municipal officials (selectboards, town clerks, animal control officers, town health officers, constables, and the town attorney) involved in dog matters for that which is clear, and a realistic and practical guide to those difficulties that are less so. The appendices includes a model vicious dog complaint form, hearing notices, rules of procedure, a decision template, impoundment notice, a model dog control ordinance, VLCT's Dog and Wolf-Hybrid Licenses and Fees poster, as well as helpful contact information.

We have made reasonable efforts to ensure that the information provided in this publication is accurate; however, the Vermont League of Cities and Towns makes no warranty, express or implied, or representation that such information is suitable for any particular purpose or may be relied upon for any specific act, undertaking or course of conduct. In light of the ever-changing status of both statutory and case law, the Vermont League of Cities and Towns recommends that its members consult with an attorney before undertaking a specific course of action based on the material contained herein.

Finally, please do not hesitate to contact us if you have suggestions for improvements or additional material that you feel should be included in this handbook.

## INTRODUCTION

The relationship that *homo sapiens* have with dogs is unlike that it has with any other animal. It is the longest committed relationship with another species and no other animal has done more for us than dogs. They protect us, hunt with us, assist and aid, and love us, and have done so longer than any other animal. Even the earliest records of our relationship evidences our closeness. Cave paintings from the Chauvet Cave in the Ardèche region of France show a 164-foot long trail of footprints of what appears to be a wolf-hybrid alongside a ten-year old boy from some 26,000 years ago.<sup>1</sup> The strength of that image alone – a boy and his dog – elicits universally fond memories.

But our history is more complex than that. As we all know, dogs can engender feelings of loyalty, love, family, and devotion as much as they can terror, fear, and anxiety, even in the same person. For those of us who own or have owned dogs, they are part of our family; they're like our children to the point that we forget that as animals they sometimes act instinctually. And, like we forgive children, we're personally forgiving of dogs' transgressions when they're ours as much as we are critical of the same behavior when they belong to someone else. It's this dichotomy in our long and rich history between our personal and public perceptions of dogs that makes regulating their behavior that much more difficult.

---

<sup>1</sup> *Man's Best Friend*, The Economist (August 6, 2011), <http://www.economist.com/node/21525353>.

## CHAPTER I DOG IMMUNIZATION AND LICENSING

*The following is a fictional conversation between a Vermonter and a VLCT MAC staff person:*

*Caller:* Good morning. I'd like to talk to someone about bringing a civil rights claim against a town.

*MAC:* And your name, sir?

*Caller:* Spot.

*MAC:* And is that your first name or your last name?

*Spot:* It's both. You know, like Madonna, or Prince ...

*MAC:* Got it. And what seems to be the problem, Spot?

*Spot:* I just renewed my license today and discovered that, according to the CDC, there have been three to four times as many rabies cases attributed to cats than dogs, but that cats aren't required to be licensed! Do you know how many reported canine rabies cases there have been in Vermont since 2002?! One! Do you know how many cats have contracted rabies over that same period of time?! Six! So why do I have to get a license and they don't?!

*MAC:* I'm sorry ... er, are you a dog?

*Spot:* (barks)

*MAC:* I'll take that as a "yes." Well, Spot, unfortunately the Equal Protection Clause of the 14th Amendment to the U.S. Constitution does not apply to dogs or, for that matter, to wolf-hybrids. In fact, the U.S. Supreme Court has characterized you ... well, as property – and imperfect property at that.

*Spot:* Let me get this straight. You're telling me that in the hierarchy of things, I'm on par with a couch?

*MAC:* No. I'm saying that because of the public health and safety hazards you pose, you're *less* than a couch.

*Spot:* That's absurd! So that means I have to be licensed, wear a collar, and be tied up in the yard?! Do you know how humiliating it is to be led around on a leash while these cats just go wherever they please, their tails in the air, flaunting their freedom right in front of me? It's not fair! I'm a good boy!

*MAC:* I'm sure you are, sir.

*Spot:* (tail wagging) Don't condescend to me! (hangs up).

Though Spot has no case, he does have a point. Why do we license dogs and not cats? What is it about dogs that warrants our draconian dominion over them? What happened in the past that brought us to today's disparate treatment between dogs and cats?

The answer can be found in the circumstances surrounding the proliferation of dog licensing and other dog control measures around the United States. The early 1940s saw approximately 40 cases of the rabies virus annually. Extensive vaccination campaigns launched in the 1940s and 1950s, coupled with licensing programs that ensured vaccinations were performed and kept up to date, led to the virtual elimination of canine borne rabies in the United States. According to the Centers for Disease Control and Prevention (CDC), only 0.3 percent of dogs tested for rabies were found to be positive. Contrast that with 1.1 percent of all cats tested.<sup>2</sup> If you search Title 20,

---

<sup>2</sup> Centers for Disease Control and Prevention, *Domestic Animal Surveillance*, available at [http://www.cdc.gov/rabies/location/usa/surveillance/domestic\\_animals.html](http://www.cdc.gov/rabies/location/usa/surveillance/domestic_animals.html) (last visited June 9, 2013).

Chapter 193, of the Vermont Statutes Annotated (this is titled “Domestic Pet or Wolf-Hybrid Control” but it really addresses the licensing, immunization, and control of dogs almost exclusively) the word “rabies” appears 53 times. The establishment of licensing programs in Vermont and around the country in the 1940s and ’50s was instrumental in abating the proliferation of rabies by requiring all dogs of a certain age to be licensed and that their owners show proof of current vaccination as a prerequisite to licensing. Though Spot may not like it, our state licensing program of dogs, which is predicated upon the submission of a current vaccinations certificate, has virtually eradicated the existence of canine rabies in Vermont. According to the Vermont Department of Health, *one* dog has tested positive for rabies in the state since 2002. Contrast this with the number of cats, six, that have tested positive over the same period of time.<sup>3</sup> Though state law does require all domestic pets (“any domestic dogs, domestic cats and ferrets ... and other domestic animals that the commissioner shall establish by rule.” 20 V.S.A. § 3541(4)) to be inoculated against rabies (20 V.S.A. § 3581a(a)), the primary pet licensing statute (20 V.S.A. § 3581), only applies to the licensing of dogs and wolf-hybrids, and does not mandate the licensing of cats, though towns may do so by ordinance. It is the licensing program that helps ensure proper immunization.

### IMMUNIZATION

Before you can get a license for your dog, you must give to the town clerk either the dog’s original rabies vaccination certificate or a certified copy of it on a form prescribed by the Secretary of Agriculture issued by a duly licensed veterinarian stating that the dog received its current pre-exposure rabies vaccination with a vaccine approved by the Secretary of the Agency of Agriculture. 20 V.S.A. § 3581. The person licensing his or her dog must also certify that the dog described in the certificate is the one being licensed. Vermont law is clear on fulfilling this prerequisite to licensing. And yet despite the unambiguous nature of the law, I was able to get a license for my dog without showing any of these documents. How, you ask? Well, in addition to stating an owner must have its dog inoculated against rabies by a licensed veterinarian, the law continues on to read “in accordance with section 3581 of this title, if applicable, and with rules adopted by the secretary.” 20 V.S.A. § 3581a(a). The Commissioner of the Agency of Agriculture adopted a rule exempting certain dogs with medical conditions or advanced age from being vaccinated, as these conditions would prevent the development of an adequate immunity to rabies.<sup>4</sup> Most vets are aware of this exemption and are happy to provide such a certificate if, in their professional opinion, one is warranted. In these instances, the clerk should issue a license upon receipt of a certificate from a licensed vet stating that the animal’s medical condition exempts that animal from vaccination. Whatever appropriate certificate or copy the clerk receives must be kept on file. The license should state somewhere on it that the dog is unvaccinated, exempt, etc., and documented in your records. If a licensed but unvaccinated dog subsequently bites someone, the dog has to be observed and/or quarantined for a mandatory period of ten days to rule out rabies. The Department of Health would work closely with the Town Health Officer in this situation.

<sup>3</sup> Vermont Department of Health, *Animals Testing Positive for Rabies in Vermont*; available at [http://healthvermont.gov/prevent/rabies/rabies\\_positive.aspx](http://healthvermont.gov/prevent/rabies/rabies_positive.aspx) (last visited June 9, 2013).

<sup>4</sup> Vermont Department of Health, *Rabies Vaccination Exemptions*; available at <http://healthvermont.gov/prevent/rabies/rabiescontrolmanual.aspx#rabiesmanual> (last visited June 9, 2013).

## **LICENSING**

Vermont's licensing law also serves other important public policy objectives. The license tags issued by clerks allows town officers – and others – to identify dogs and contact their owners if they're found running-at-large or impounded, and to determine if they've had all their shots. The decreased fee for licensing spayed or neutered dogs (it's half the fee of an unneutered dog) serves as a monetary inducement to reduce the dog population and the host of public health and safety issues associated with strays. A mandatory \$3.00 per license fee is imposed to help fund the state's spay and neuter program. The legislature codified its findings for its Vermont Spay and Neuter Incentive Program (VSNIP) and fund directly into law. Specifically, the legislature found "the supply of dogs, cats, and wolf-hybrids in Vermont is a major concern. There are insufficient resources in this state to care for or provide homes for these animals. Many of these animals are ultimately euthanized or become victims of accidents, starvation, or disease. Pet owners who have limited economic resources have great difficulty affording the cost of professional spaying and neutering services." 20 V.S.A. § 3814. There is also an optional surcharge of up to \$10.00 that may be levied to fund the operations of a local rabies control program if one has been created by the selectboard.

### **1. Licensing Fees**

Calculating exactly how much must be paid for the issuance of a license is a multi-faceted analysis involving the timing of the application, the age of the dog, whether it has been spayed or neutered, how many dogs are being licensed, whether any special purpose exists for which the dog(s) are kept, and whether the dog resides in Vermont or is just visiting. We've compiled all of these considerations in an easy to use dog licensing and fee poster, which is in Appendix I. The law provides that all dogs more than six months old must be licensed. Absent a town charter that provides otherwise, and with the exception of the optional license fee of up to \$10.00 enacted by a selectboard to support a local rabies control program, dog licensing fees are set in statute (codified) by the Vermont Legislature and should be the same amount in Cabot as they are in Pownal or Winooski.

The basic license fee calculation begins with the base fees. Additional fees depend upon various factors, including the number of dogs being licensed, what the dogs are being licensed for, and which discretionary licenses, if any, the owner wants to pay for. Licenses expire and must be renewed on or before April 1<sup>st</sup>. Start with a base fee of either \$4.00 for a neutered/spayed dog or \$8.00 for an unaltered dog. This fee will either increase or decrease depending on when someone becomes its owner or keeper and what time of year the dog is licensed. All owners or keepers of dogs must obtain a license within 30 days of obtaining the animal. Failure to license on or before April 1<sup>st</sup> results in a 50 percent increase in the basic license fee. That means that what would ordinarily cost \$4.00 for licensing a neutered or spayed dog and \$8.00 for an unneutered or unsprayed dog would now cost \$6.00 and \$12.00, respectively, after April 1<sup>st</sup>.

But let's say you adopt a dog from your local humane society on May 1<sup>st</sup>. If you license it within 30 days, the basic fee is the same as if you owned the dog and licensed it on or before April 1<sup>st</sup>: \$4.00 for neutered/spayed dogs and \$8.00 for unneutered/unsprayed dogs. If, however, you obtained the dog on September 19<sup>th</sup>, you have 30 days to license the dog, so you might as well wait until October 1<sup>st</sup>, when the license will be provided at a 50 percent discount: \$2.00 and \$4.00, respectively. This makes sense because it marks the halfway point of the licensing season.

Let's change things up a little and say that you adopted a dog on September 19<sup>th</sup>, but for whatever reason you waited until December 1<sup>st</sup> to license the dog, which is well past the 30-day licensing deadline. Even though the 50 percent penalty is tacked on to the basic license fee turning the \$4.00/\$8.00 fee into \$6.00/\$12.00 the license is still being obtained after October 1<sup>st</sup> so it's eligible for the 50 percent discount, resulting in a fee of \$3.00/\$6.00. As you can see, this can get a little confusing, so be sure to reference the Municipal Dog and Wolf-Hybrid licenses and fees poster in Appendix I.

To this basic license fee we have the mandatory state surcharges: \$1.00 for the state rabies control program and \$3.00 for its spay and neuter program. The combination of these three fees (along with a local rabies control program fee if enacted) establish the minimum required charge for licensing a dog. This transaction can be represented by the simple equation of BF + RF + SF = MC, where "BF" is the basic license fee, "RF" is the state's rabies control program fee, "SF" is the VSNIP fee, and "MC" stands for the minimum required charge. It is only the basic licensing fee of \$4.00/\$8.00 that increases for late payment or decreases depending when a dog is obtained and subsequently licensed. According to state law, "(t)he license fee surcharges in this subsection shall not be considered part of the license fee for purposes of calculating a penalty for late payment." 20 V.S.A. § 3581(c)(3).

### **Where Does It All Go?**

Now that you know how much money to charge for the various types of licenses, what do you do with it? This money, accompanied by a sworn statement from the clerk as to the amount, must be turned over to the town treasurer within 60 days from its receipt for deposit into the town accounts. Clerks compensated in whole or in part by fees retain \$2.00 from each dog license or permit issued, regardless of type. 20 V.S.A. § 3588. All monies received by the clerk, including the \$2.00, are paid over to the town treasurer along with a full reporting of the number, type, and cost of each license issued. Not only is this a necessary internal control to prevent the embezzlement of public monies, but for those clerks whose salary consists of more than just fees, following this process is essential for the proper withholding of federal income taxes. According to the Internal Revenue Service, "Generally, any individual who serves as a public official is an employee of the government for whom he or she serves. Therefore, the government entity is responsible for withholding and paying Federal income tax, social security and Medicare taxes, and issuing Form W-2, Wage and Tax Statement, to a public official." If the clerk is not compensated by fees, then the entirety of the license fee received is paid over to the town. The remainder of the licensing fee is paid over to the state treasurer before the 15<sup>th</sup> of May, September, and January, including the base fee, mandatory state rabies control and spay or neutering fees, and the fees for the other licenses (breeding, pet dealer, and working farm dog). Again, a full accounting of the licenses issued must accompany these payments.

So what, if anything, does the town get to keep? The \$1.00 surcharge for the state's rabies control programs and the \$3.00 for the state's spaying and neutering program both go to the state. 20 V.S.A. §§ 3581(c)(1), (f). The town clerk gets \$2.00 from every license issued (if compensated by fees). 20 V.S.A. § 3588. Everything else, including whatever amount up to \$10.00 that the selectboard imposes for the purposes of funding its own local rabies control program, is retained by the town.

## 2. Pet Dealer License

To these base fees we may have to add other licenses. Until the 2013 legislative session, this included a kennel permit. A kennel permit had to be obtained whenever two or more dogs that were four months old or older were kept for sale or for breeding purposes. A kennel permit was in essence a business permit issued annually by the town. Its purpose was to allow the town to create a record of persons who are in the business of selling or breeding dogs. Unlike other licenses, this permit had to be prominently displayed on the kennel premises. A kennel permit cost \$10.00 (depending on when it was obtained), which was an amount that was in addition to the base licensing fee that still had to be obtained for each dog. For example, if someone came into your office on April 1<sup>st</sup> to license his two unneutered dogs, both of which were two years old and were kept for breeding purposes, the cost would be \$34.00. The calculation would have included the \$12.00 base licensing fee per a dog ( $\$8.00 + \$1.00 + \$3.00 \times 2$ ) and \$10.00 for the kennel permit. In the 2013 session, however, the Vermont Legislature passed Act 30, which amends several statutes (20 V.S.A. §§ 3541, 3541a, 3550, 3681, and 3682) regulating the welfare as well as the sale of dogs, wolf-hybrids, and cats, including kennel permits. The basic premise of the permit remains the same: licensing those keepings dogs for sale or breeding purposes – though the details have changed. A kennel permit will now be called a pet dealer permit; the cost of the permit increases from \$10.00 to \$25.00 (the town still retains the entirety of the fee); and instead of applying whenever two or more dogs four months old or older are kept for sale or for breeding purposes, it defines a pet dealer as a person who sells or exchanges – or offers to sell or exchange – cats, dogs, or wolf hybrids from three or more litters in any 12-month period. The definition does not apply to pet shops licensed by the Agency of Agriculture, animal shelters, or rescue organizations.

That, however, is where the similarities end. Act 30 obliges a pet dealer to allow inspection of his or her premises as a condition of receiving and retaining the permit. The town clerk must now provide the pet dealer with the Agency of Agriculture's Animal Welfare Standards documents, contact information for the agency's Animal Health Section, and information on a pet dealer's obligation to charge state (and, where applicable, local option) sales tax on pet sales. Inspection of the pet dealer's premises may be conducted by the town animal control officer, any law enforcement officer, or a representative of the Agency of Agriculture. Such inspectors may, with the approval of the selectboard and at the inspector's discretion, be accompanied by a veterinarian or an officer or agent of a humane society that is incorporated in Vermont. The act specifically states that selectboards are under no obligation to conduct inspections. Such an inspection would be scheduled in advance with the pet dealer or his or her agent, with the dealer or agent present during the inspection, and be limited to areas used for animal housing, care, birthing, and storage of food and bedding. The premises may not be photographed or videotaped without written consent. Repeated failure to consent to an inspection may result in a revocation of the permit. If an inspector, during the course of an inspection, believes that a criminal animal welfare violation exists on the pet dealer's premises, nothing shall preclude a criminal investigation into the suspected violation. Results of inspections are to be submitted to and maintained by the town.

## 3. Breeding [or Special] License

A breeding license – not to be confused with a pet dealer's license – is entirely voluntary and really serves no other purpose than as an official acknowledgment that one breeds dogs. Whereas a pet dealer license serves a governmental purpose (to regulate the health and safety of kennel

operations), the breeding license serves a private one by allowing a breeder to make reference to an official sanction of his or her operations while saving on licensing fees. As with all licenses, a breeding license must be renewed on or before every April 1<sup>st</sup>, and proof of a current rabies vaccination is required for each dog covered by it. Unlike other licenses, however, the breeding license does not apply to neutered dogs (they're particularly difficult to breed), and this license is contingent on the dogs being kept in a proper enclosure. State law defines a "proper enclosure" as "a locked fence or structure of sufficient height and sufficient depth into the ground to prevent the entry of young children and to prevent the animal from escaping. A proper enclosure also provides humane shelter for the animal." 20 V.S.A. § 3583(a),(1).

A breeding license also distinguishes itself because it is the only license whose fee is in place of – not in addition to – the base license. Instead of having to pay the cost of licensing each dog individually, a breeding license covers them all. The cost of a breeding license is \$30.00 for the first ten dogs and \$3.00 for each additional dog. The state's rabies control program fee of \$1.00, however, will still apply, but only to the single license – not to each dog. For example, if a breeding license is sought by an owner breeding eight dogs, the cost of the license would be \$31.00 – \$30.00 for the breeding license and \$1.00 for the mandatory state rabies control program fee. The license, however, is particular to the breeder, not to each and every dog. So, if you buy a puppy from a breeder, you will still have to license that dog (once it is six months old) with your town clerk even if you live in the same town as the breeder, because the benefit of group licensure is removed once the transfer of ownership occurs. Contrast that with buying a dog from a non-breeder or even just having someone you know give you a dog for whatever reason. In each of those instances, you will have to license the dog if it is not already licensed. But if it is, all you need to do is to change the name on the existing license. If you live in a different town from the person who gave the dog to you, will need to have that license transferred to your own town. That's because a license from one town clerk will be valid in any other town in Vermont and may be transferred with the dog, provided the license is recorded by the clerk where the dog is being kept. 20 V.S.A. § 3591.

#### **4. Working Farm Dog License**

The last of the licenses available for purchase from towns is the working farm dog license. A "working farm dog" is defined as a dog that is "bred or trained to herd or protect livestock or poultry or to protect crops and is used for those purposes and that is registered as a working farm dog pursuant to subsection 3581(a) of this title." 20 V.S.A. § 3541(9). Anyone who owns such a dog and intends to use it on a farm must register it with the town and pay \$5.00 for a working farm dog license in addition to all other licensing fees required. The benefit to farmers of this license is that a working farm dog, when registered properly, is exempt from town regulation of barking or running at large when it is on the property of the farmer who registered it, and the dog is being used to herd or protect livestock, poultry, or crops. Without that working farm dog license, a town is free to ticket the owner for the offending dog's behavior, regardless of whether its owner operates a farm. The town clerk must keep a record of all licenses issued, including the name of the dog's owner or keeper, and the name, registered number, and description of the dog. 20 V.S.A. § 3589.

### **Doggie Tourist License**

It's a dog's life, which is why some of them like to vacation in Vermont. And who could blame them? We have rolling open spaces and of course plenty of trees. Before they visit our fair state, our four-legged tourists must remember to bring their tags bearing the identity of their owners and proof of current rabies vaccination covering the period they'll be here. If they're properly tagged, then there is no need to get them a Vermont license, so long as their stay doesn't exceed 90 days. 20 V.S.A. § 3587.

## CHAPTER II ENFORCEMENT

*Spot gets a letter in the mail.*

*Spot's Owner: What's wrong, boy? You look nervous.*

*Spot: Did you see this letter?!*

*Owner: The one from the town clerk?*

*Spot: Yes, that one! It says that if you don't get me a license, I may be "humanely destroyed."*

*Do you know what that means?! (Spot makes a slashing motion across his neck.)*

*Owner: Oh, they send that every year.*

*Spot: And you're okay with this?!*

*Owner: Relax. They never follow through on it. Oh, but just make sure you stay on the property.*

*Spot: Why? What happens if I leave?*

*Owner: You could get impounded, and if I don't pay the fine within a certain time, well ... it's just better if you stay on the property.*

*Spot: You mean they'd put me in the slammer?! I can't do hard time! How much is the license?*

*Owner: What's today, June 1<sup>st</sup>? You're neutered so it'd be ten dollars.*

*Spot: Great, here's a twenty. (Hands him a bill.) Get a license and some Snausages. And don't forget the change!*

Regulating and enforcing dog behavior begins, as do all other activities regulated by towns, with the fact that Vermont is a Dillon's Rule state. As such, a town has only those powers and functions specifically authorized by the Vermont General Assembly and such additional functions as may be incident, subordinate, or necessary to the exercise of that authority. *Petition of Ball Mountain Dam Hydroelectric Project*, 154 Vt. 189 (1990). In short, your authority to regulate dogs emanates from the state. This authority can be either self-executing or enabling. A self-executing statute gives immediate authority to act, sometimes in the form of a mandate or directive, without any implementing action; an enabling statute gives the authority to act contingent upon implementing action at the local level, such as the adoption of an ordinance. Even a town governance charter that allows the town to deviate from state laws of general applicability is itself approved by the state. These statutes are replete with "shalls" (things you must do) and "mays" (things you can do if you want). The authority to act with respect to dogs<sup>5</sup> almost exclusively resides in Title 20, Chapter 193, "Domestic Pets or Wolf-Hybrid Control," with the exception of 24 V.S.A. § 2291(10), which provides no more enabling regulatory authority over dogs than Title 20, Chapter 193, does. We'll address the self-executing State laws first to aid in your analysis of whether development of your own dog control ordinance is necessary.

### SELF EXECUTING STATE LAW

Vermont law doesn't require you to adopt an ordinance before you regulate dogs and their owners, but it does address most of the more serious issues that you'll come across: licensing and immunization, dogs running at large, and vicious dogs. The law even provides you with a statute to issue a municipal complaint (ticket) for most of these violations (as well as a host of factors to

---

<sup>5</sup> This is in addition to Vermont's animal cruelty laws: Title 13, Crimes and Criminal Procedure, Chapter 8, Humane and Proper Treatment of Animals.

consider) and a prescribed process for handling their resolution. The problem with these statutes is that they tend to be more involved, complicated, and less attuned to resolving the specific issues with which you may be confronted. They also don't address most nuisance issues (excessive barking, not picking up after your dog) that general enabling law permits you to regulate.

### 1. Killing Dogs

The expression “it’s a dog’s life,” which dates from the 1600s, was meant to signify a life of misery. If dogs in the 1600s had it anything like Vermont dogs at the turn of the 20<sup>th</sup> Century, then that saying really rang true. One of the laws on the books back then required – as it does today – that the owner or keeper of a dog must cause it to be licensed and collared and that the name of its owner be indicated. The law, however, validated Spot’s apprehension because it also stated that “any person may, and every, police officer and constable shall, kill or cause to be killed” dogs without a license or collar “whenever or wherever found.” P. S. 5635. The motive for killing these dogs was immaterial. If they were off the owner’s property and didn’t have a collar or license, they were free game. Fortunately for Spot, the law has evolved since then.

Even if you haven’t adopted an ordinance, state law authorizes the killing of dogs in discrete circumstances. No notice is needed, no hearing is necessary. These are laws that allow you – as the government or private citizen – to summarily kill dogs because of the threat they pose to individuals or the public. As you will notice throughout this handbook the law prescribes different notice or in certain circumstances no notice. Though the 14th Amendment to the United States Constitution states that no person can be deprived of property without due process of law the United States Supreme Court has ruled that in determining what process is due consideration must be given to the nature of the property.<sup>6</sup> “So far as property is inoffensive or harmless, it can only be condemned or destroyed by legal proceedings, with due notice to the owner; but so far as it is dangerous to the safety or health of the community, due process of law may authorize its summary destruction.”<sup>7</sup>

“Killing dogs” is a morbid title for a subchapter on Vermont dog law, but Title 20 Chapter 193 uses the word “kill” in various tenses 19 times, thereby warranting a closer examination of who can do it, when it can be done, and what if any process must precede this act. The more sensitive sounding, but no less temporal phrases, “humanely destroy” and “dispose of in a humane way” are also used. The titles of the subchapters alone where these words appear reveal some of those offenses for which this ultimate of penalties may be imposed, including the killing or “worrying” of sheep and the attacking of a person or a domestic animal. These titles also indicate that some sort of bounty or fee may be claimed or assessed for the killing to be done. Only roughly half of these statutes actually involve towns in some form. The rest are laws of general applicability,

---

<sup>6</sup>“(W)e noted that ‘due process concerns arise whenever the state deprives an individual of an interest in the use of real or personal property.’ The process that must be afforded, however, varies depending upon the context... we have applied the factors set forth by the United States Supreme Court in *Mathews v. Eldridge*, 424 U.S. 319, 335, 96 S.Ct. 893, 47 L.Ed.2d 18 (10\976). These are: (1) the private interest affected by the state action; (2) the risk of erroneous deprivation of the affected private interest affected by the state action; (2) the risk of erroneous deprivation of the affected private interest under the procedures used; and (3) the governmental interest involved, including fiscal and administrative burdens.” *Lamare v. North County Animal League*, 170 Vt. 115 at 121, 122 (1999).

<sup>7</sup> *Sentell v. New Orleans & C. R. Co.*, 166 U.S. 698 at 705 (1897).

meaning that they are not peculiar to towns or their officers, but govern the behavior of society as a whole. Those laws specific to towns enable them to order a dog be put down as a result of a vicious dog hearing [20 V.S.A. § 3546(c)]; offer a bounty to kill a dog caught in the act of killing or worrying sheep [20 V.S.A. § 3749]; or play the role of a 15<sup>th</sup> century British monarch by chopping off its head and sending it to the Vermont Department of Health if it is rabid [20 V.S.A. § 3806]. Each of these statutes and the role towns play in executing them (no pun intended) are described below.

### **20 V.S.A. § 3545. Right to kill domestic pets or wolf-hybrids generally**

This law could be renamed the “dog self defense” law. If a dog is attacking you or someone else, you may kill it so long as the dog at the time isn’t restrained, within an enclosure, or on the owner’s property. So, if you find yourself being attacked by a dog on its owner’s property, you may take whatever action necessary to subdue the animal short of killing it, unless you’re able to cross the owner’s property line with the dog attached to your leg. This protection also extends to dogs wounding, killing, or worrying another domestic pet or animal “when the attendant circumstances are such that the killing is reasonably necessary to prevent injury to the animal or fowl.” A note of caution: a section of the applicable language reads “[a] person may kill a domestic pet or wolf-hybrid that suddenly assaults him or her or when necessary to discontinue an attack upon the person or another person provided that the attack or assault does not occur while the domestic pet or wolf-hybrid is restrained, within an enclosure containing the domestic pet or wolf-hybrid, or on the premises of the owner.” This statute shouldn’t be misconstrued to adopt a “five percent solution” to kill any dog that an animal control or local law enforcement officer finds nipping at his or her heels. Unless the dog is exhibiting signs of rabid behaviour (see 20 V.S.A. § 3809 below), the town can pretty much count on the owner of a dog the size of a cat suing the town for killing their dog. Ergo, use your best judgment. If bodily harm is an issue, the law authorizes you to protect yourself.

### **20 V.S.A. § 3809. Killing a domestic pet or wolf-hybrid which attacks a person or domestic animal.**

This law affords the same protections from liability as 20 V.S.A. § 3545, but without the restrictions, by declaring open season on any dog suspected of having rabies that attacks a person or a domestic pet or animal. There is no restriction upon killing the dog such as with section 3624. The act isn’t predicated upon where the attack occurs, or if the dog is restrained or within an enclosure. Additionally, “[a] person so killing such domestic pet or wolf-hybrid shall not be held liable for damages for such killing.” In other words, there is no need to exercise any judgment prior to killing the dog so long as the dog is suspected of being rabid.

### **20 V.S.A. § 3624. Who may destroy; fees.**

The law mandates that a police officer or constable “shall humanely destroy or cause to be destroyed dogs or wolf-hybrids whenever a warrant has been issued authorizing such actions.” The form of the warrant is found in 24 V.S.A. § 3622 and is issued by the selectboard. This is a self-executing provision of state law, which means that, unlike an ordinance that requires selectboard action subject to a voter-backed petition, a selectboard may just act upon the express authorization of the statute. On first read, this law, in isolation, appears to lack important details, such as who issues the warrant, when a warrant may be issued, and under what circumstances. The answers to these questions can be found in Article 2 of Subchapter 1. This article addresses the killing of unlicensed dogs. From the title alone we know that a warrant can’t simply be issued to destroy any dog. This law targets a specific type of dog: the unlicensed. The article

answers our other questions: who issues the warrant? (the selectboard), and when may the warrant issued? (at any time). Still, the law's reach is narrower than it first appears. Vacationing dogs (i.e., those brought into Vermont for "a period not exceeding 90 days ...") are exempt. And the law pertains only to those "dogs or wolf-hybrids within the town or city not licensed according to the provisions of this subchapter ..." The referenced subchapter is Subchapter 2 of Chapter 193 of Title 20, which contains two articles. Article 1 sets forth when dogs must be licensed and the different types of licenses available; Article 2 is discussed above. Article 1 requires all dogs to be licensed on or before April 1<sup>st</sup> of every year. Failure to do so, therefore, would be a necessary precondition to a selectboard issuing a warrant for killing the dog. Article 1, however, also imposes some duties upon towns in carrying out the legislature's dog licensing program. For example, town clerks must issue license tags (20 V.S.A. § 3581) and keep a record of licenses issued, along with the names of the owners or keepers, and the names, registered numbers, and descriptions of the dogs. 20 V.S.A. § 3589.

At any time thereafter, the selectboard may issue a warrant to one or more law enforcement officers or duly designated animal control officers directing them to impound *all dogs* not licensed according to state law and to enter a complaint against their owners. The form of that warrant is mandated by state law and can be found in 20 V.S.A. § 3622. The warrant need not be issued for each and every unlicensed dog because it encompasses all unlicensed dogs. This represents the direct or proactive approach to enforcing against unlicensed dogs. The reactive or indirect approach would be to condition the release of dogs impounded for violating your ordinance upon proper licensing. Though 20 V.S.A. § 3624 and language in the warrant found in 20 V.S.A. § 3622 say differently, a police officer or constable can't simply "destroy or cause to be destroyed dogs or wolf-hybrids whenever a warrant has been issued ..." The legislature in 2009 enacted changes that direct that a town must first attempt to find suitable homes for these animals before impounding them. Only if they cannot be placed in an adoptive home or transferred to a humane society within ten days may they then be humanely destroyed. "The municipality shall not be liable for expenses associated with keeping the dog or wolf-hybrid at the animal shelter or rescue organization beyond the established number of days." 20 V.S.A. § 3621(a). The town may waive the license fee for an unlicensed dog that is impounded for this reason upon a showing of a current vaccination or financial hardship on the part of the owner.

### **20 V.S.A. § 3749. Bounty on dog killing or worrying sheep.**

In your local post office you'll find pictures of the country's most wanted criminals. Vermont has its own version of this notice, but it involves the selectboard placing a bounty on the head of any dog caught in the act of killing or worrying sheep. The bounty is set by statute at \$5.00 per tail. In 1919, when the law was originally enacted, this bounty was the equivalent of \$66.67, a pretty penny reflecting the relative importance that sheep played in Vermont's economy at the time.

### **20 V.S.A. § 3807. Killing a domestic pet or wolf-hybrid.**

The overriding public health concern underpinning much of Vermont's dog law is the spread of rabies. To try to limit exposure to the disease, the state bestowed broad police powers authorizing selectboards, any officer it designated, and certain state commissioners to order the killing of any dog that has been exposed to rabies, attacked by a rabid animal, or is running at large and is suspected of having rabies. This section of law is the enforcement arm of another statute: 20 V.S.A. § 3806. If a dog is not impounded for the reasons noted in 20 V.S.A. § 3806 (see below), then there is no action to be taken under 20 V.S.A. § 3807. This law directs that

“(i)n the event that a domestic pet is suspected of exposing a human, pet, wolf-hybrid, or domestic animal to rabies, it shall be managed in accordance with the provisions of this subchapter and the rules of the department of health.” Those rules can be found in the Vermont Department of Health’s Town Health Officers Manual. Since there exists no pre-exposure rabies vaccine for a wolf-hybrid, the rules for dealing with that animal are different: the animal is immediately destroyed and its head is sent to the Vermont Department of Health for analysis. If, however, a dog impounded under 20 V.S.A. § 3806 is not suspected of having been exposed to rabies, it may be released to its owner. If the dog’s owner can’t be found or it is impractical to confine or impound the dog, then it too may be humanely destroyed.

## 2. Ticketing

### **Title 20 V.S.A. § 3550. Enforcement; municipal legislative body; commissioner.**

If your town does not have a dog/animal control ordinance, you need to familiarize yourself with 20 V.S.A. § 3550. This is the statute that allows you to enforce against violations of state law. The law is somewhat cumbersome and will not address all of your problems, so read it carefully before you rely on its provisions. Specifically, this law allows you to impose penalties for violation of “any provisions of Subchapters 1 or 2, refusal to obtain a kennel permit under Subchapter 3, or refusal to comply with an order issued by a municipal officer under Subchapter 5 of this chapter.” 20 V.S.A. § 3550(a). This means that even if you don’t have an ordinance, you can still enforce against violations for failure to license or immunize, refusal to obtain a pet breeder’s license, failure to comply with certain town orders, and ordinance violations.

Under this law, before an animal control officer or other designee of the selectboard can issue a ticket, he or she or the selectboard must weigh eight factors to determine what civil penalty or fine to assess. This potentially gives the respondent eight different reasons to appeal the selectboard’s fine. This isn’t a one-time determination. The animal control officer or selectboard would have to make it each time a state law was violated. The factors are:

- (1) The degree of actual or potential impact on public health, safety, and welfare resulting from the violation.*
- (2) Whether the respondent has cured the violation.*
- (3) The presence of mitigating circumstances.*
- (4) Whether the respondent knew or had reason to know the violation existed.*
- (5) The respondent's record of compliance.*
- (6) The deterrent effect of the penalty.*
- (7) The costs of enforcement.*
- (8) The length of time the violation has existed.*

The limits of the civil penalty to be imposed is \$500, which is \$300 less than what the town could charge if it adopts its own standalone dog control ordinance. That’s not all. After the selectboard (or its designee) arrives at this figure, it has to issue a notice of alleged violation to the owner either in person or by registered mail. The notice must include:

- the amount of the penalty;
- a description of the alleged violation and the law alleged to have been violated;
- a statement that the violator has a right to a hearing before the selectboard or its designee;
- a description of how to request such a hearing;

- a statement that failure to request a hearing within 21 days of the date of the mailing of the notice will result in a final decision without a right to appeal, as well as any applicable directive to achieve compliance with the law (e.g., licensing, immunization, etc.).

Do you think your town will be able to administer this kind of enforcement program? Well, hold on. There's more.

The next step is to hold a hearing if the alleged violator makes a request for one to the town clerk no later than 21 days after the date of the mailing of the notice of violation. This hearing must be held within 14 days of receipt of the request. If no request is made, the decision will be final and the penalty assessed must be paid within 35 days following mailing of the notice of violation. The selectboard may “affirm, reduce or eliminate the penalty” and deliver its decision by certified mail to the alleged violator. If the violator fails to pay the fine, the selectboard can bring a collection action in either smalls claims court or superior court. Of course, the alleged violator has his or her appeal rights, too – 30 days of receipt of the selectboard’s decision. Still willing to rely on the state’s self-executing enforcement mechanism rather than adopting an ordinance of your own?

### 3. Impoundment

#### **20 V.S.A. § 3806. Confining or impounding a domestic pet or wolf-hybrid.**

State law also confers upon particular state and local officials<sup>8</sup> the authority to confine or impound dogs when they:

1. are suspected of having been exposed to rabies;
2. have been attacked by another animal that may be rabid;
3. have been attacked by a wild animal;
4. have been running at large; and
5. have an unknown vaccination history.

Towns may, therefore, rely upon this provision of state law to impound dogs found running at large without first adopting an ordinance. The benefit of having an ordinance in place is highlighted by the interplay between this statute and its enforcement counterpart, 20 V.S.A. § 3807, which directs what towns may do with these dogs. When a dog is impounded pursuant to 20 V.S.A. § 3806, its owner must be notified within 24 hours either in person, or by a phone call or written notification to the owner’s last known address. If the owner isn’t known, the town must provide some posting in the town clerk’s office and wherever else public notice is typically made for a one-week period. The statute is silent as to the content of the notice. We recommend including in the notice any information that may help alert the owner, such as describing the breed, sex, apparent age, temperament, observed tendencies, any significant identifying marks, and when, where, and under what circumstances it was impounded.

Title 20 Section 3807, however, is only concerned with the spread of rabies, not whether it is licensed or even inoculated as evidenced by the fact that when it’s not reasonable to consider the

---

<sup>8</sup> “[a]ny person authorized to enforce state livestock disease control, health, wildlife, or criminal laws and any person authorized to enforce local ordinances ...”]

dog rabid it's simply returned to its owner. "(I)f the official finds that it is not reasonable to suspect that a domestic pet or wolf-hybrid impounded under Section 3806 of this title is rabid or has been exposed to rabies, the official may deliver the domestic pet or wolf-hybrid to the owner." The benefit of an ordinance is that a town may include language setting forth the conditions that must be met for the release of any impounded dogs. For example, an ordinance could require owners to license and inoculate their dogs and pay any penalties and impoundment expenses incurred by the town before their dogs will be released.

But even this approach has its limitations as it is reactive-addressing the issues of licensing and inoculation on a piecemeal basis once a dog has been impounded. Conducting the state mandated "dog census" (discussed below) empowers towns to go after each and every four-legged scofflaw; a licensing and inoculation sting operation if you will.

#### **4. Vicious Dog Hearing**

##### **20 V.S.A. § 3546. Investigation of vicious domestic pets or wolf-hybrids; order.**

Much confusion is associated with this statute, and, because it is one of the most relied upon and controversial in your regulatory arsenal for dealing with dogs, we've dedicated all of Chapter 3 to it.

#### **ENABLING STATE LAW**

These are the laws that encompass the "mays" – those provisions of state law that enable or empower you to act if you so choose and those broad grants that authorize you to draft your own laws, within certain limits. Given the lack of clarity of the state's domestic pet or wolf-hybrid control laws compounded by the realization that they were not intended to solve every town's problems, but were meant to be applicable statewide, most towns will need to supplement the statutes to address their specific needs.

##### **20 V.S.A. § 3621. Issuance of warrant to impound; complaint.**

This law permits selectboards to issue a warrant to police officers, constables, pound keepers, or animal control officers directing them to impound all dogs "not licensed according to the provisions of this subchapter [subchapter 2]," with the exception of those dogs visiting from out of state for no more than 90 days. The warrant must be in the form mandated by 20 V.S.A. § 3622. It should be noted that this "warrant" is not like a search warrant issued by a court of law. Rather it is a legislative commandment compelling the impoundment of all unlicensed dogs which must be returned, along with the names of the owners or keepers of such dogs, to the selectboard within 90 days from the date of issuance. The officer who carries out the commands of the ordinance is entitled to compensation for each dog destroyed, provided he or she is not regularly employed by the town. The selectboard must also reimburse this officer for any costs incurred carrying out his or her duties. 20 V.S.A. § 3624. The power of a warrant issued by the selectboard is clarified in 20 V.S.A. § 3551, which states "[a]n officer who has attempted to seize a domestic pet or wolf-hybrid under sections 3546, 3549, 3624, 3745, 3806, or 3807 of this chapter and has not been permitted to search for or take the animal, may apply to a judicial officer authorized to issue search warrants for a warrant to search the properties of the owner of the animal or any other property if the officer has reasonable cause to believe that the animal may be on it." So unless the owner voluntarily surrenders his or her dog, the impounding officer

will need to apply to superior court for a search warrant that permits the taking of the animal. This process will invariably involve the town's attorney.

Even if all these steps are taken, an unlicensed dog's life is still not in jeopardy. First, some dog owners may have found themselves in this position due to economic hardship. In that instance, the initial notice should inform the dog owner that the selectboard may waive the license fee upon a showing of current vaccination history and financial hardship. If waived the state would not receive its portion of the fee. Second, if no waiver is requested and granted, an unlicensed dog is still entitled to a 10-day stay of execution (or some longer period of time established by the town) while the selectboard attempts to find it a more responsible owner by placing it with an animal shelter or rescue organization. The town will be on the hook for the period of time the dog is kept at the shelter, but "shall not be liable for expenses associated with keeping the dog or wolf-hybrid at the animal shelter or rescue organization beyond the established number of days." 20 V.S.A. § 3621(a). What constitutes the "established number of days"? Presumably, this is a matter of agreement between the selectboard and the animal shelter, because the state doesn't define this timeframe. If the dog remains unlicensed and can't be placed in an adoptive home, humane society, or rescue organization, then the selectboard may have it humanely destroyed.

As you can see, this process is much more complicated and involved than simply issuing a warrant to a police officer or constable that directs them to humanely destroy all unlicensed dogs. One additional complication is that even though the law permits a selectboard to issue a warrant to impound all dogs within the town "at any time," it also presumes that the town annually conducts a dog census (see below). Failure to adhere to this statutory directive could open the door for the owner of an unlicensed dog to challenge the legal basis of the impoundment. Regardless of whether a town conducts the dog census, a reminder letter informing the owner of his or her dog's possible impoundment and destruction absent remedial action should be sent before the warrant is issued.

### **20 V.S.A. § 3590. List of dogs and wolf-hybrids not licensed, i.e. "The Dog Census."**

Though this section is mandated by the State (each town's selectboard must "annually designate one or more persons to maintain a list of unlicensed, inoculated and licensed dogs and wolf-hybrids owned or kept in their municipality and to submit the list to the municipal clerk") it is included here because of the discretionary authority of the selectboard to issue a warrant when it is completed. Upon receipt of this list, commonly referred to as the annual dog census, the clerk must notify all owners or keepers of dogs on the list of the need to license or inoculate their dogs, and that failure to do so may result in their dogs being humanely destroyed. Posting reminders of the need to license and inoculate dogs wherever public notices are typically located will help reach those who may escape the reach of the census. Once the list is updated, the clerk must forward it to the selectboard by May 30<sup>th</sup> of each year. 20 V.S.A. § 3590.

Twenty V.S.A. § 3590 is one of those statutes that contains a lot of "shalls". In other words, the census is mandatory, not discretionary. The purpose of the census is to establish a starting point for licensing and/or inoculating a dog – or their adoption or humane destruction. One of the difficulties of conducting the dog census stems from the fact that the law provides no guidance to how the census is conducted. Another problem is that in order to "maintain a list of unlicensed, inoculated and licensed dogs and wolf-hybrids," you need to know who has a dog in the first place. Conducting a census brings to mind the image of numerous people canvassing a neighborhood by asking residents how many dogs are in each household. That's certainly one

way to come up with your master list. But unless you have an army of volunteers at your disposal, you may find that this may not be the most cost-effective way to comply with the law. VLCT's own Municipal Census does not ask how many towns conduct the dog census, so we have no data to support our suspicion that most of you are simply sending out a reminder to all those licensed the previous year to license and/or inoculate their dogs. But that's fine, since that's all the law requires of you.

Another way to keep down administrative costs is to communicate with dog owners via email. All the law says is that you have to "notify" them; it doesn't say "how" you notify them. As for the scofflaws that you don't know about, indirect enforcement probably is your most cost-effective solution. Indirect enforcement means complementing your dog census efforts with a reactive licensing/inoculation approach, which you can do by having a provision in your dog control ordinance stating that an impounded dog will not be released to its owner until it is first licensed and inoculated. A person who doesn't license his or her dog probably doesn't let it run at large and otherwise avoids running afoul of your town's ordinance to avoid the possibility of impoundment. In that case, then the purpose of the dog census is served despite the dog owner's small show of civil disobedience. Just because a dog isn't licensed doesn't mean that it hasn't been inoculated. Remember, if a dog bites a person on the owner's property, it is still subject to a private civil action (though most issues are resolved by an owner's insurance company). But if it is never free of its owner's control, the animal will have a more difficult time spreading rabies which is ultimately the objective of the law.

### 1. Ordinances

An ordinance is "an expression of the municipal will, affecting the conduct of the inhabitants generally, or of a number of them under some general designation." *City of Barre v. Perry & Schribner*, 82 Vt. 301 (1909). Because an ordinance authorizes the use of the town's police powers to protect the public, health, safety, and welfare, its focus is exclusively public, not private. This state grant of power must be carefully wielded within the constitutional parameters set forth by federal and state governments lest it be deemed invalid. Moreover, "[n]o municipal ordinance can go beyond, be broader than, add to, subtract from, modify or affect, limit, amend or change statutes, at least where the net result is one of conflict nor may an ordinance prohibit that which state law specifically permits."<sup>9</sup> Please refer to VLCT's handbook, "Ordinance Enforcement in the Judicial Bureau," for additional guidance on proper drafting, enactment, and enforcement of municipal ordinances.

Besides a municipal governance charter, which itself constitutes a grant of legislative authority, the source of local legislative authority to compel or prevent action via an ordinance is state law. With respect to enacting ordinances regulating dogs, this authority resides in four places:

1. 24 V.S.A. § 2291(21), the civil counterpart to the state's criminal law relating to the humane care and proper treatment of animals;
2. 24 V.S.A. § 2291(10), which confers upon towns the authority to "regulate the keeping of dogs, and to provide for their leashing, muzzling, restraint, impoundment, and destruction";
3. 20 V.S.A. § 3549, essentially a restatement of 24 V.S.A. § 2291(10);

---

<sup>9</sup> McQuillin, *Municipal Corporations* (3rd ed. rev. 2004) § 15:20, pp. 193-194.

4. 24 V.S.A. § 2291(14), which permits towns to “define what constitutes a public nuisance, and to provide procedures and take action for its abatement or removal as the public health, safety, or welfare may require.”

These grants of authority enable the reach of your ordinance. For example, your ability to prohibit dogs running at large emanates from the grant of authority the state provides you for the “leashing” of dogs. Others are less obvious, such as requiring a person in control of a dog to remove the animal’s fecal material from public or private property and dispose of it in a sanitary manner. Your ability to enact such a provision originates from your authority to define a public nuisance and compel action to redress it.<sup>10</sup>

Abraham Lincoln famously said that “law without enforcement is just good advice.” As with all other enabling regulatory authority, ordinances need to correlate to either 24 V.S.A. §§ 1974 (civil) or 1974(a) (criminal) to import violations from the state’s statutory framework. You can cite either provision when designating your ordinance as civil or criminal, but not both.<sup>11</sup> And the route you choose instructs what punishment may be imposed and which court of law will have jurisdiction over the alleged violation. The penalty for civil ordinances is monetary, is capped at \$800, and is brought before the Vermont Judicial Bureau. The Judicial Bureau can also order that a violation stop, but it otherwise cannot grant injunctive relief.<sup>12</sup> If a town seeks to command an action –e.g., that an owner have his or her dog neutered – or if it wanted to impose a monetary penalty for continuing violations in excess of \$800, the town would need to work with the town attorney to initiate an enforcement action in the Criminal Division of the superior court.<sup>13</sup> The shortcomings inherent in the Judicial Bureau’s lack of jurisdictional authority to order injunctive relief can be made up for in part through a town’s authority to provide for the “impoundment” of dogs. 24 V.S.A. § 2291(10). In other words, because towns can impound a dog for a particular offense, it can set the terms and conditions that must be satisfied before that dog is released. (VLCT’s Model Dog Control Ordinance is in Appendix H.) Most towns elect to go with a civil rather than criminal dog ordinance due to the ease of the civil enforcement process – especially now that failure to pay Judicial Bureau penalties can result in referral to collection agencies – and the type and frequency of the regulatory problems involving dogs. But a criminal designation is still an option. If a town is having a particularly hard time bringing about compliance with the ordinance it enacts (as evidenced by a high recidivism/repeat offender rate or a high volume of violations in general), it may want to make certain violations of its dog ordinance criminal. Attaching criminal liability to serious offenses or repeat offenders by designating violations of your ordinance as criminal misdemeanors may impress upon offenders the seriousness of the violations and the need to take remedial action. The threat of a prison sentence (not to exceed one year) is often more persuasive than a monetary fine alone. 24 V.S.A. § 1974(a). Even those who typically don’t take their ownership responsibilities seriously won’t

<sup>10</sup> “[T]o be considered a public nuisance, an activity must disrupt the comfort and convenience of the general public by affecting some general interest[.]” *Napro Development Corporation v. Town of Berlin*, 135 Vt. 353, 376 A.2d 342.

<sup>11</sup> “A municipality may adopt, amend, repeal and enforce ordinances or rules for any purposes authorized by law. ... An ordinance or rule adopted or amended by a municipality under this chapter or under its municipal charter authority shall be designated as either criminal or civil, but not both.” 24 V.S.A. §§ 1971(a),(b).

<sup>12</sup> “A court order commanding or preventing an action.” Black’s Law Dictionary (8th ed. 2004).

<sup>13</sup> “If the penalty for all continuing civil ordinance violations is greater than \$800.00, or injunctive relief, other than as provided in subsection (c) of this section, is sought, the action shall be brought in the criminal division of the superior court.” 24 V.S.A. § 1974a(b).

want to face the spectre of doing time, a suspended sentence, and/or a criminal record for the acts of their dogs. In contrast to civil ordinances, criminal ordinances may provide for a fine of not more than \$500 or imprisonment of less than a year; violations are enforced in the Criminal Division of the superior court.

### CHAPTER III THE “VICIOUS” DOG HEARING

*Spot takes the witness chair*

*Prosecutor:* State your name for the record, please.

*Spot:* Spot.

*Prosecutor:* And Mr. Spot, where were you on the afternoon of March 1, 2013 at 2:00 pm?

*Spot:* I was on my owner’s premises at 25 School Street, minding my own business.

*Prosecutor:* Minding your own business, you say? Interesting. (Waves a photograph of a mailman’s face with a bite mark on it in front of Spot) And does this look like the injury that would occur to someone from a dog just minding his own business?!

*Spot:* (agitated) It wasn’t me, you see! Alright, it *was* me, I did it, I bit the mailman. But I didn’t mean to. I couldn’t control myself!

*Prosecutor:* What do you mean, you couldn’t control yourself?

*Spot:* The mailman called me over. Everything was going great. He’s a nice guy. We’ve never had problems before. He started out patting my head and scratching behind my ear. And then he tried to take my ball out of my mouth. I gave him a growl to let him know that I didn’t like that, but he kept on trying. Well, when he finally yanked it away from me, I gave him a nip on his muzzle to let him know that I was getting frustrated.

*Prosecutor:* On his muzzle?

*Spot:* Yes, on his face. That’s how we dogs tell each other to back off. I didn’t mean to hurt him. His face is much more sensitive than a dog’s. I’m innocent! (whimpering) I swear it!

“Mens Rea.” It’s a Latin term meaning “guilty mind.” The prosecution must prove that a defendant had this state of mind (criminal intent or recklessness) when committing a crime to secure a conviction. Mens rea is only one component of a crime – you can’t have mens rea without actus rea, or the criminal act itself. In order to establish criminal liability, our system of justice requires that one committed a criminal act (the physical component of the crime) and did so with a criminal mind. But does the same hold true for dog bite cases? When a dog bites someone off of its owner’s premises, is it enough that the selectboard establish that the act was committed, or must it also prove that the dog had a “criminal mind?” If so, how does one prove beyond a reasonable doubt that a dog that bit someone had the requisite mens rea to deem it vicious? Doesn’t the vicious act prove a vicious mind? A selectboard can’t very well put a dog on the stand and subject it to cross-examination, can it? You may be surprised to learn that at one time, it wasn’t. In fact it was quite common to afford animals the legal protections of due process and a trial that we’ve established for human criminal defendants. Western jurisprudence has a long and rich history of treating four-legged transgressors (including pigs, cows, bulls, horses, oxen, goats, sheep, and dogs) of the law as criminal defendants. Secular tribunals to prosecute animals for attacking people or causing a public nuisance or even a person’s death were held as far back as Ancient Greece and until as recently as the 1920s when a chimpanzee, arrested for smoking a cigarette in public, was put on trial, found guilty, and ordered to pay a five-dollar fine. Attributing moral agency to animals extended to their demeanor as well as their grunting or squealing while in the courtroom was interpreted as purposefully disrespectful and held against them in sentencing. This is really not much different from what we do today in having

veterinarians examine dogs to determine whether they have an abnormally aggressive or “vicious” character.<sup>14</sup>

Although in Vermont we still hold public hearings to judge dogs for their actions, they differ drastically from hearings of earlier times in that the rights afforded are unique to their owners and not the offending animal. It is the owner who is the party to the proceeding, who has a right to be represented by counsel, who has the right to appeal, and who must comply with the protective order cast down by the selectboard. This view is consistent with how Vermont and other jurisdictions have traditionally viewed dogs, which is as a form of personal property.<sup>15</sup> As property, it is not the dog but the dog’s owner who is given notice of the hearing and an opportunity to be heard.

Returning to our current system of canine justice, some of the confusion as to what we are trying to ascertain, the occurrence of a vicious act, or the vicious nature of the dog comes from the title of the statute itself: “Investigation of vicious domestic pets or wolf-hybrids; order.” This title implies that an order can only be rendered upon a finding that a domestic pet (the definition of which includes dogs) or wolf-hybrid is “vicious.” On the other hand, all that the statute sets forth as a prerequisite to making such order is to find that the dog bit the victim without provocation. In reality, the statute doesn’t even give selectboards the option of not making such an order, as it mandates that selectboards “shall” make such order for the protection of persons as the facts may require. But let’s set Spot’s fate aside for the moment and provide some instructions about what the law is clear about.

### 1. Bad Dog or Bad Owner?

As far as the laws governing towns are concerned, not all dog bites are created equal. Depending on where they occur and if accompanied by a request from the victim, dog bites can trigger a statutory obligation on behalf of a town to conduct an investigation and a vicious dog hearing within a fairly narrow timeframe. Other dog bites only call into service an officer of the state who works at the local level: the town health officer. The public policy rationale behind this

---

<sup>14</sup> Up until the 18<sup>th</sup> century, the practice of prosecuting animals was widespread across Europe. By all accounts, these animals were treated like people in the eyes of the law. “(C)ourts took these proceedings very seriously and strictly adhered to the legal customs and formal procedural rules that had been established for human criminal defendants. The community, at its own expense, provided the accused animals with defense counsel, and these lawyers raised complex legal arguments on behalf of the animal defendants. In criminal trials, animal defendants were sometimes detained in jail alongside human prisoners. Evidence was weighed and judgment decreed as though the defendant were human.” Like people, animals were seen as capable of exercising the free will to make choices and hence could act with criminal intent. Take the trial of a sow and her six piglets in 1457 Savigny-sur-Étang, France for the murder of a five-year-old boy. The sow was found guilty but the piglets were acquitted due in part to the poor example set by their mother but also because of their immaturity, which left them poorly positioned to be able to make appropriate choices. Animals were incorporated into our human system of justice to the point of being appointed defense attorneys, given public hearings, incarcerated at the same cost as people, given appeal rights, and provided notice of their hearings. Bartholomew Chassenée, who was appointed legal counsel for the rats of Autun, which were accused of destroying the province’s barley crop, successfully argued that his clients were not issued a proper summons to appear in court because they all lived in different locations. Jen Girgen, “*The Historical and Contemporary Prosecution and Punishment of Animals*”, 9 Animal L. 97 (2003).

<sup>15</sup> “In holding with the traditional view that the law recognizes animals as a type of property, we are not blind to the special place they hold in our lives. Indeed, pets occupy a legal realm somewhere between chattel and children.” *Scheele v. Dustin*, 210 Vt. 45 at 17 (2010).

disparate treatment of man's best friend is the public health hazard posed by a dog that bites someone *on* its owner's premises and one that bites someone *off* of its owner's premises.

The law recognizes that towns can't do it all. As a society we've made the judgment that the responsibility for protecting (and, hence, the risk for failing to do so) the different classes of visitors to our properties (trespassers, invitees, and business guests) best lies with the person most able to safeguard their safety – the dog's owner. Just because a town has no obligation to act when a dog bites someone on its owner's premises doesn't mean that the law doesn't provide recourse in the form of a private civil action. This would explain why over one-third of all home insurance liability claims paid out in the United States in 2012 pertained to dog bites. This \$489 million covered medical costs, jury awards, judgments, and settlements.<sup>16</sup> These statistics are used to highlight that not all matters warrant a town's attention. Despite how vociferously one of your constituents may plead or protest, towns can't solve everybody's problems. Sometimes these types of issues are simply disputes between private parties that can only be resolved by the parties themselves, their attorneys, insurance agencies or the courts. Where towns come in is when there is a threat to the public's health, safety or welfare. That's not to say that there may not be a public health hazard merely because of where a dog bite occurred.

In all dog bite cases, there is a role for the town health officer, reflecting the state's primary concern about the spread of rabies. A state officer that serves at the local level, the town health officer is provided very specific instructions from the Vermont Department of Health's regulations with regard to handling all dog bites. These regulations are found in the Vermont Town Health Officer Manual (available at <http://healthvermont.gov/local/tho/documents/TownHealthOfficerManual.pdf>).

In relevant part, it directs that the town health officer:

1. contact the victim and the owner of the dog to investigate the incident;
2. complete the Animal Bite Report Form (included in the Town Health Officer Manual);
3. determine the dog's rabies vaccination status; and
4. require that the dog be confined and observed for 10 days to determine whether it is healthy.

When a town health officer receives a report of a dog bite, he or she must complete a dog bite form and file it with the town clerk. While it might appear unnecessary to confine and observe a dog that has proof of current rabies vaccination, the Vermont Department of Health isn't willing to risk your health and still requires it as a precautionary measure. According to the department's website on rabies facts, "Dogs or cats that have been vaccinated, or show no sign of rabies, can be watched under supervision of a town health officer. If they don't develop rabies within 10 days, you will not get rabies."<sup>17</sup> Though it is not always necessary to confine the alleged offending dog off-premises, it can be confined at a facility at the owner's expense if the health officer believes the owner will not be able to confine the dog adequately. If the health officer determines that the owner of the animal will not be able to confine it on-premises for the requisite 10-day period and the owner refuses to turn the dog over to the health officer's custody, then he or she may apply to court for issuance of a search warrant to a law enforcement officer to search the premises and seize the animal pursuant to 20 V.S.A. § 3551.

<sup>16</sup> *Dogs Put \$489M Bite on Home Insurance Industry*, ABC News (May 29, 2013), <http://abcnews.go.com/Business/dogs-bite-insurance-industry-479-million/story?id=19274676>.

<sup>17</sup> Vermont Department of Health, *Rabies Facts*, available at [http://healthvermont.gov/prevent/rabies/rabies\\_fact.aspx](http://healthvermont.gov/prevent/rabies/rabies_fact.aspx) (last visited June 9, 2013).

## 2. The Complaint and Proper Notice

The question of whether a dog should be taken for a walk over Rainbow Bridge (humanely disposed of) most frequently arises in the context of a “vicious dog” hearing that results from receipt of a written dog bite complaint. Certain conditions must be met in order to trigger a mandated hearing in which the selectboard will sit in judgment. First, the person lodging the complaint must have been bitten off the premises of the owner or keeper of the dog. “Premises” is defined as “(a) house or building, along with its grounds” which is different from the broader term “property” which is defined as “(a)ny external thing over which the rights of possession, use, and enjoyment are exercised.”<sup>18</sup> This distinction is important because while a car or truck is property it is not considered “premises” in the eyes of the law and therefore a hearing would still have to be held if a dog bit a person while it was confined within a person’s vehicle. Second, the complainant must have required medical attention for the attack. The complaint must include the time, date, and place where the attack took place, the name and address of the victim(s), and any other facts that could aid in the selectboard’s investigation. Selectboards should follow up with complainants when this information is incomplete and inform them that, absent the required information, the request for a hearing cannot be honored. Towns may utilize the model dog bite complaint form found in Appendix A to assist in the administration of complaints.

It should be noted that towns are only required to perform their statutorily imposed duty to investigate and control vicious dogs upon receipt of a written complaint. A town’s obligation to destroy or to even impound dogs in this regard is discretionary, not mandatory. Generally speaking, government employees are shielded from exposure to personal tort liability under the doctrine of qualified official immunity when performing discretionary acts within the scope of their authority. In addition, towns themselves are generally shielded from liability for their negligent acts, so long as those acts occur while the town is acting in its “governmental” (as opposed to proprietary) capacity. Furthermore, generally speaking, absence a duty of care, an action in negligence will fail. Here the duty of care rests with the owner or keeper of the dogs who is responsible for his or her dogs’ actions, not the town.<sup>19</sup> Even if an individual was attacked by a dog that the town knew had a vicious disposition, an action in negligence will likely fail. Commenting on a town’s failure to act when notified of such a propensity, the Vermont Supreme Court ruled that “Despite the statute’s general title, ‘investigation of vicious dogs,’ it deals specifically with investigation of dogs that bite rather than any general right to control dogs. In this case, defendants’ ability to exercise control over dogs exists in narrowly circumscribed conditions and is statutory, not contractual, in nature. ... The town’s right to control dogs that bite does not give rise to a generalized duty to control vicious dogs.” *Rubin v. Town of Poultney*, 168 Vt. 624 (1998).

The selectboard’s window for action is short. It must complete its investigation and hold its hearing within seven days from receipt of the written complaint. If the complaint is incomplete, the selectboard should begin counting from the date the amended complete complaint form is returned to the town. The relatively quick turnaround most likely reflects the immediacy of addressing an ongoing potential public safety hazard because the controlling statute doesn’t give any indication that the dog suspected of being vicious has actually been impounded. The threat of another bite presumably would be prevented because this seven-day timeframe falls within the

<sup>18</sup> Black’s Law Dictionary (7th ed. 1999).

<sup>19</sup> The elements of negligence include: 1. a duty of care; 2. breach of that duty; and 3. damages. A duty of care derives from the idea that is the party in control who is in the best position to protect against harm.

ten-day quarantine period, which is the time designated by the Vermont Department of Health that the dog must be kept from any contact with all people and other animals. Of course, if the dog has already been impounded, the threat it poses to the general public is neutralized, abating the urgency to act within this narrow timeframe. The requirement that the selectboard conduct its investigation and hearing within seven days then begs the question: how much notice should be provided the dog's owner? 20 V.S.A. § 3546(b).

The only mention of notice in this context are the words “said owner shall be provided with a written notice of the time, date and place of hearing and the facts of the complaint.” The law informs us what the notice for a vicious dog hearing must include and to whom it must be sent, but it is silent as to when it must be provided. This is one of those areas of the law that the legislature tells you what you must do and when to do it, but omits the detailed steps of how you actually do it. That's where we as attorneys come in, balance the rights and interests at play, take into consideration past case law, look at how other hearings are conducted, and provide guidance to help you fill in the gaps to avoid being sued. Knowing that the selectboard must conduct its investigation and hold a hearing “within seven days from receipt of the complaint” we can deduce that the notice which precedes the hearing falls within a seven-day timeframe. But how much notice is enough? One day? Two days? Seven? This is a question of first impression, meaning that it hasn't been resolved by the Vermont Supreme Court. Until this question is fully litigated, we can't provide you with an answer that we're 100 percent confident in. However, certainly the more notice, the better – which means that processing the complaint will need to be handled quickly in order for a hearing date to be set and notice delivered as soon as possible. (A Model Notice to Owner of Vicious Dog Hearing and Response to Vicious Dog Complaint can found in Appendices D and B, respectively.) It shouldn't go without notice that the legislature contemplated instances when no notice would be provided. “If the owner of the domestic pet or wolf-hybrid which is the subject of the complaint can be ascertained with due diligence, said owner shall be provided with a written notice of the time, date and place of hearing and the facts of the complaint.” 20 V.S.A. § 3546(b). If your animal control ordinance specifies a period of time for providing notice that is greater than the seven days the law provides for holding its hearing, it should be followed. The rationale behind this approach is that it is more important to be mindful of the dog owner's due process rights than strict compliance with a statutory deadline lacking an enforcement mechanism.<sup>20</sup> Because 20 V.S.A. § 3546 does not provide a negative consequence for failure to comply with the time requirements set forth therein, the legislature intended it to be directory rather than mandatory. And since the due process rights of the owner are given greater protection when more notice is provided, towns shouldn't feel beholden to this seven-day timeframe. Still, if you can't hold the hearing within this seven-day timeframe we would recommend that you, at the very least, warn it within this timeframe counting the seven days from the date of receipt of the complaint.

As for delivery, we recommend sending the notice via certified mail, return receipt requested, which is the best method for guaranteeing delivery and obtaining documented proof of receipt. The person setting all this in motion (the complainant) should also be notified of the hearing's time and date, despite the lack of a requirement in the law. His or her attendance will help

---

<sup>20</sup> In the case of *In re Mullestein* the Vermont Supreme Court held that a statutory time period such as that for holding a vicious dog hearing is not mandatory “unless it both expressly requires an agency or public official to act within a particular time period and specifies a consequence for failure to comply with the provision.” 148 Vt. 170, at 173-74 (1987).

substantiate the allegations made by answering any questions the selectboard may have and aid it in assessing how much weight to give his or her testimony. Yet in the final analysis, neither complainant nor even the owner's presence has a bearing on the selectboard's statutory obligation to investigate the incident and conduct the hearing. If it were, it would be impossible to determine what to do with a stray dog that has bitten someone. Anyone can testify who has relevant information about the incident, and it is the testimony received during the hearing that will be a basis for the selectboard's findings of facts, conclusions of law, and decision.

There is one final notice that must be provided and that's the public notice – but you wouldn't be aware of it by reading the vicious dog hearing statute . Though vicious dog hearings lack a specific statutory public notice requirement, they, like other quasi-judicial hearings, must also be held in the public<sup>21</sup> and must be adjudicated by at least a bare quorum of the selectboard. Providing public notice also accomplishes another important objective: it informs those other than the owner and the complainant (victim) of the opportunity to testify. There may be people who witnessed the attack or who have had past experiences with the dog in question who can help inform your decision. Also, keep in mind that the incident prompting the hearing and demanding your attention is a potential public safety hazard and some in the public will be concerned about whether the threat is real and how it is addressed. More likely than not, unless the hearing falls within the timeframe for the selectboard's next regularly scheduled meeting, it will have to be warned as a special meeting. The time, place, and purpose of a special meeting must be publicly announced at least 24 hours prior to the meeting. The notice must be posted in or near the town clerk's office and in at least two other public places in town. Also, unless waived previously, notice must be given orally or in writing to each member of the board. Any editor, publisher, or news director of any newspaper or radio or television station serving the area that requests notification of special meetings must also be notified. 1 V.S.A. § 312(c),(5). (A Model Vicious Dog Public Hearing Notice is in Appendix C.)

### **3. What to Do With the Dog During the Hearing?**

Ideally, the dog which is the subject of the complaint would be impounded pending the duration of the hearing and the issuance of the selectboard's protective order, but if the town doesn't have its own pound but rather contracts with the regional animal humane society, this may not be possible. Many humane societies will refuse to house a dog accused of committing a vicious attack. In that instance, the dog most likely will stay with its owner during this time. If the selectboard fears another attack or that the dog will be removed from the town, it should attempt to impound the dog and shelter it temporarily with a local kennel and allocate the costs to the dog's owner. If the dog is already in the town's possession, then it should have a provision in its animal/dog control ordinance that the dog will not be released (if at all) until the selectboard renders its decision as to whether or not it is vicious and the boarding fees are paid.

### **4. The Purpose of the Hearing**

Before we walk through the hearing, it is important to know what the selectboard is trying to achieve. The hearing has two principal objectives. The first is to determine whether “the domestic pet or wolf-hybrid is found to have bitten a victim without provocation...” If the

---

<sup>21</sup> Only the deliberations of quasi-judicial proceedings are specifically exempted from Vermont's Open Meeting Law.

selectboard finds this to be the case, then the selectboard “shall make such order for the protection of persons as the facts and circumstances of the case may require...” So your first objective is to find out whether the dog bit someone without provocation. This should be revealed easy enough by asking the victim and any available witness questions surrounding how the attack occurred. If the selectboard finds that the dog was provoked, it would state in its written opinion that, given the following facts, the selectboard finds that the dog was provoked and therefore is not considered vicious. If the dog was not provoked, then your second objective is to determine what measure the selectboard should impose to protect the public from this dog. The punishment imposed must be warranted by “the facts and circumstances of the case...” The imposition of this next level of inquiry necessitates additional fact finding on behalf of the selectboard. Failure to fit the punishment to the crime increases the likelihood that the selectboard’s decision will be appealed and its protective order vacated or modified.

That is exactly what happened to the City of Rutland Board of Aldermen in the case of *Miller v. City of Rutland*, Docket No. 513-7-10 Rdev. The facts of the case date from April 3, 2010: Rutland resident John Moore was walking his dog in Ciofreddi Park when he noticed two dogs running towards them. Both were leashed, however neither was under the control of their owner, William Miller. One of the dogs, a black lab-mix named Zoey, attacked Mr. Moore’s rat-terrier mix by grabbing it around its neck. Mr. Moore was injured trying to protect his dog, but it should be noted that Zoey did not bite him. Rather, he cut his thumb on her tooth trying to extricate his dog from her clutches. Both Mr. Moore and his dog received medical attention for their wounds and Mr. Miller was cited for Zoey’s bad behavior. This wasn’t the first time that Zoey had exhibited aggressive behavior. With an obvious fondness for clichés, Zoey twice attacked the Millers’ mailman, who had to fight her off with his mailbag, though the dog did not bite him either time. The Rutland City Board of Aldermen held a hearing and found Zoey to be a vicious dog under a provision of its ordinance defining a vicious dog as one “which attacks or bites a person or other domestic pet and the person or pet attacked or bitten requires medical attention.” City of Rutland Ordinance § 13-2552(e). The ordinance, like the state’s vicious dog statute, requires the aldermen to hold a hearing upon written complaint and make an order to protect the public if the dog is found to be vicious. Having found Zoey to be vicious, the aldermen permanently barred her from the city limits.

The Millers, unwilling to give up Zoey without a fight, appealed the City’s decision. The Rutland Superior Court agreed with the aldermen that Zoey did commit a vicious act and fit the City’s definition of a “vicious” dog. However, it did not agree with its protective measure to banish her. Instead the court appointed a veterinarian to examine Zoey for aggressive and vicious behavior. On the basis of the veterinarian’s findings, the court lifted the aldermen’s protective order and found Zoey’s actions warranted no more than to be kept under the control of its owners at all times, to avoid engaging in further vicious acts, and that she be examined by a veterinarian who the Millers must also consult with regarding aggression training.

The *Rutland* case highlights this two-tiered analysis by a selectboard in conducting a vicious dog hearing:

1. determining whether the dog bit the victim without provocation; and
2. rendering a protective order commensurate with the facts and circumstances of the case.

Returning to our original question: Is it the job of the selectboard in these instances to find that a dog committed a vicious act or, alternatively, to find that it is a “vicious” dog? The answer is that

it's really its job to do both. This doesn't mean that, like the Rutland Superior Court, the selectboard must bring in an experienced veterinarian or local animal shelter employee who conducts such tests as part of the intake process for determining whether dogs are "adoptable" to conduct a vicious dog assessment – though this is certainly something that an owner could do and enter into evidence or an evaluation that the selectboard could order and attribute the costs to the owner of the dog. What it does mean is that the selectboard should do its due diligence to ensure its protective order emanates from the facts and circumstances of the particular case before it, is reasonably related to protecting the public safety, and is fair to the dog and its owner.

### THE HEARING

Now that we've gotten the notice out of the way, we can turn our attention to the hearing itself.

What does the legislature mean when it says you must conduct a vicious dog hearing? What is meant by the word "hearing"? State law gives us a definition of what a "quasi-judicial hearing" is, and since you're not actually a court of law, this definition describes the proceedings of local bodies that are acting like a court. A quasi-judicial proceeding is a "case in which the legal rights of one or more persons who are granted party status are adjudicated, which is conducted in such a way that all parties have opportunity to present evidence and to cross-examine witnesses presented by other parties, which results in a written decision, and the result of which is appealable to a higher authority." 1 V.S.A. § 310(5). The selectboard is a quasi-judicial board in this context because it is acting "like" a court. Breaking this definition down into its component parts, we can see the process of a hearing take shape: (1) the rights of persons are being considered; (2) the parties must have an opportunity to present evidence; (3) parties may cross-examine witnesses and question evidence presented; (4) the hearing must result in a written decision; and (5) the decisions is appealable to a higher authority (in this instance, superior court).

The legislature directs you to provide notice to the person (owner) whose dog (property) he or she may lose (be deprived of) with a hearing (an opportunity to be heard). If the combination of these parentheticals sounds familiar, it should. The Fourteenth Amendment to the U.S. Constitution states in part, "... nor shall any state deprive any person of life, liberty, or property, without due process of law ...". We know from this, therefore, that the due process rights of dog owners are at play here. But what does that mean? Due process is the administration of justice by government according to established rules. It protects citizens from the abuses of government power by ensuring that the hearing process under valid laws are fair and impartial. Essential elements of procedural due process therefore include not only one's rights to notice and an opportunity to be heard but also the right to a fair hearing before an impartial decision maker. (That's you!)<sup>22</sup> There are many elements to a fair hearing, but at a minimum they include the right to know and confront all evidence (which requires all evidence to be presented only in the context of the open hearing and managed properly), the right to an orderly proceeding (which requires rules governing process and participation), and the right to a hearing free of ethical dilemmas (which requires the management of conflicts of interests, including ex parte communications— i.e., speaking with participants outside of the proceeding – and prejudging the

---

<sup>22</sup> On this point the U.S. Supreme Court has held that "[a] fair trial in a fair tribunal is a basic requirement of due process." *Murchison, supra*, at 136, 75 S.Ct. 623.

matter before the case is heard). So constitutional considerations give us some further indication of what a hearing looks like and how it should be conducted.

### **1. Rules of Procedure**

With these factors in mind, we can now establish rules of procedure to ensure these constitutional protections are in place and to facilitate an efficient and effective hearing. (Those rules, VLCT Model Rules of Procedure for Selectboard Vicious Dog/Wolf-Hybrid Hearings, can be found in Appendix E). The rules are important not only to ensure that a fair hearing is protective of the dog owner's rights but also serve as a road map for the selectboard.

Each hearing should be conducted according to the selectboard's rules of procedure setting forth the sequence of events governing the proceeding. A copy of these rules should be made available to all selectboard members, parties, and the public prior to the commencement of the hearing so that all are aware of what is to be expected. The chair opens the hearing by reading the warning for the hearing, followed by the victim's complaint, and a statement that the hearing is mandated by Vermont State Title 20, Section 3546. The chair should also remind all attendees that the hearing is *in* the public, not *of* the public. As such it will be conducted in an orderly manner according to the selectboard's rules of procedure, and that no public comment will be taken unless it is relevant to the complaint made and the dog subject to the investigation. Selectboard members should be asked to disclose any conflicts of interest or ex parte communications with the participants and recuse themselves from the hearing when a conflict or the appearance of a conflict is present. The complainant, dog owner, and all others testifying are then sworn in prior to testifying.

### **2. Managing Evidence and Testimony**

It is important for the selectboard to properly manage the evidence it receives. Each document it receives should be marked with any necessary identifying information. A participant may submit any evidence. It is up to the selectboard to determine what submitted evidence is credible and relevant to the disposition of the matter before it.

The chair should manage the testimony by requiring speakers to introduce themselves and to prevent participants from talking to or over each other. Selectboard members should ask all those appearing any questions they deem necessary to determine whether the dog bit someone off the owner's premises without having been provoked and, if so, what protective order is warranted by the facts and circumstances of the attack.

### **3. Concluding the Hearing, Deliberations and the Written Decision**

Upon motion and majority approval, the chair can either adjourn the hearing to a time and date certain (e.g., to obtain additional evidence), or close the proceedings by stating that this is the final public hearing on the matter. The selectboard will then conduct a public deliberation, or may vote to enter into a private deliberative session, in which case the written decision of the selectboard setting forth its findings of facts, conclusion of law, and decision with or without a protective order for the dog will be delivered to the owner by certified mail. A public deliberation allows the public to observe but not participate in the consideration. A private

deliberative session allows a selectboard to make its decision in a neutral environment, where it is able to freely discuss, without undue pressure, the reasons for and against granting its decision and order. This is an exemption to Vermont's Open Meeting Law (OML) that allows the selectboard to weigh, examine, and discuss the reasons for and against issuing a protective order and what form it should take. The OML does not extend to "the judicial branch of the government of Vermont or of any part of the same or to the public service board; nor shall it extend to the deliberations of any public body in connection with a quasi-judicial proceeding." 1 V.S.A. § 312(e). This process is analogous to a jury deliberating in private during a court proceeding. The written decision of the selectboard will serve as its final decision.

Each written decision should include such basic information as the names of the complainant and dog owner, a description and name of the dog, its license number and whether it has a current rabies vaccination, the date and time of the hearing, the names of selectboard members who participated in the hearing, all persons who testified, and should reference the written evidence proffered. In addition to the selectboard's conclusion as to whether the bite occurred off the owner's premises and without provocation, the decision should include the selectboard's findings of fact. These are facts gleaned from the evidence presented at the hearing that the selectboard deems credible and relevant and which it will use to develop and support the reasons for its decision and order. There is no statutory deadline for issuance of vicious dog decisions. The selectboard should take whatever reasonable amount of time is necessary to prepare a complete and accurate decision and, if applicable, protective order. Just as with any action by the selectboard, a majority of the members of the board must concur in their vote to render a decision. The law governing taking action states that "When joint authority is given to three or more, the concurrence of a majority of such number shall be sufficient and shall be required in its exercise." 1 V.S.A. § 172. This means that if only three members of a five-member board are available, the board is able to convene, but all three must agree in order to take any action.

### **THE PROTECTIVE ORDER**

The decision/protective order is the articulation of the selectboard's determination of whether the dog is found to have bitten the victim *without provocation* and, if it has, its order for the "protection of persons." The "persons" to be protected include not only the victim but the public at large. A protective order that compels the humane disposition of every dog found to have bitten a person without provocation will certainly protect the public from the dogs subject to the order, but it will also likely lead to increased appeals to your decisions to superior court. In addition, it doesn't prevent the owner who may have been responsible for the dog's behavior from acquiring another dog, nor is it fair to the dog that may not have been acting viciously and suffers the consequences of an irresponsible owner. Arriving at a protective order that balances the rights of owners and the safety of the public is not an onerous task, but it does require having a rudimentary understanding of dog behavior in general (namely, how they communicate with us and distinguishing between acceptable or normal aggressive behavior and abnormal aggressive behavior) and engaging in some simple fact-finding to tailor your order to the specific factors causing the behavior that is driving the complaint. To highlight the potential benefits of this approach, consider the following hypothetical scenario: a person comes across a dog running at large with a tennis ball in its mouth. The dog is a small breed, doesn't seem threatening, and has a collar and tag. Assuming that the dog is not a stray, but rather someone's pet, the person deduces that the dog is accustomed to a certain level of human engagement and reaches for the ball to play a game of fetch. The dog is silent. It doesn't bark, grunt, or growl, but stares intently

at the person. Just before the person touches the ball, the dog drops it and nips the person's hand. Who's to blame? The person gets a couple of stitches for his injury and submits a written complaint to the selectboard. The selectboard holds a hearing, finds that the dog wasn't provoked, and orders that it be humanely disposed of. There is no question that the dog was running at large and that its owner should be cited, but did it deserve to be put down?

### 1. Reasons Why Dogs Bite

Dog bites typically happen for a number of reasons. Knowing these causes can often go a long way towards instructing what questions you should ask the dog's owner during the vicious dog hearing and fashioning the protective measures of the selectboard's order. For example, some dogs bite because, unbeknownst to their owner, they are physically sick. Consider asking the owner these questions at the hearing: When was the date of the dog's last veterinarian visit? Has there been any noticeable change in the dog's physical appearance or demeanor? Has the dog been attacked or has it been bitten itself recently? Depending on the answer to these and other questions, and based upon the facts and circumstances of the case, your protective order sets forth certain conditions specific to these root causes. Other reasons for bites are that the dog (1) is unaltered (unneutered/unspayed); (2) has been trained to act aggressively; (3) has been abused or neglected (or has been chained up for extensive periods of time); (4) chases moving objects; and (5) acts out of protective or territorial instinctive behavior.<sup>23</sup>

### 2. Dog Talk

Like other social animals, dogs communicate using both auditory and visual means. What a dog is trying to communicate goes a long way to deciphering the intent behind its behavior, thereby enabling more effective management through protective orders and more efficient and effective regulations. Dogs communicate with us all the time. The problem, more often than not, is that we're not listening. The key to avoiding misinterpreting their behavior is to understand what they are saying. Your interactions with a dog is akin to talking with someone who speaks a different language from you. The inability to communicate with someone increases the likelihood of misunderstandings and can lead to confrontations and eventually disengagement. Sure, we can teach dogs to understand what we're saying, but our capacity to understand them is far greater than their capacity to understand us. Consider this classic example: you approach a dog to pet it and the dog responds by growling. One thing a dog's growl communicates is a defensive warning – the dog may be telling you to back off. Not knowing this, you nevertheless try to pet the dog. The dog responds by nipping your hand. Certainly this result could have been easily avoided absent the obvious language barrier. The fostering of better interspecies communications can be accomplished by familiarizing yourself with the five primary categories of dog sounds:

1. Bark: communicates defense, play, greeting, lone call, call for attention, warning;
2. Grunt: communicates greeting, sign of contentment;
3. Growl: communicates defense warning, threat signal, play;
4. Howl: communicates need for social interaction/assembly, other reasons unknown; and
5. Whimper/whine: communicates submission, defense, greeting, pain, attention seeking.<sup>24</sup>

<sup>23</sup> Cynthia A. McNeely & Sarah A. Lindquist, "*Dangerous Dog Laws*": *Failing to Give Man's Best Friend a Fair Shake at Justice*, 3 J. Animal L. 99, 107 (2007).

<sup>24</sup> *Id* at 105.

It is a misconception that a dog will bark before it bites someone. Usually, a dog is silent prior to attacking someone. A dog typically uses body language and facial gestures as another method of communication. The dog in the example above employed the stare, which is the most commonly used facial expression to communicate an impending attack. Aggressive dogs also often bare their teeth, curl their lips, and raise their hackles (the hairs along the dog's backbone).<sup>25</sup> Next, the dog had in its mouth a tennis ball. His reaction could be considered a manifestation of possessiveness – a form of aggression applicable to protecting non-food items – but this is a perfectly normal behavioral trait and hardly constitutes the type of abnormal aggressive behavior (viciousness) that is dangerous to people, domestic animals, and other domestic pets warranting the dog's destruction. Armed with this information, a selectboard can formulate questions to determine whether the attack was provoked and, if so, arrive at a protective order appropriate in scale to the facts and circumstances of the case.

### 3. What Should the Protective Order “Order”?

Options for what measures the selectboard can order or impose upon the owner or keeper of the dog in its protective order include that the dog be “disposed of in a humane way, muzzled, chained, or confined.” These, however, are not the selectboard's only choices, for the law uses the phrase “without limitation.” These measures are only examples meant to illustrate what actions may be appropriate, not an exhaustive list. All of the legislature's examples have one thing in common: the punishment is to the dog (humanely destroying it, or restricting its ability to interact), and not a punishment of the owner's behavior. Speaking generally to these types of laws, Dr. Randall Lockwood, Senior Vice President for Anti-Cruelty Initiatives and Legislative Services for The American Society for the Prevention of Cruelty to Animals (ASPCA) commented that “existing laws tend to ignore the needs of the animals and place the burden of punishment on the animals, rather than on the irresponsible owners who are ultimately responsible for the problems caused by their pets.”<sup>26</sup> What's worse than imposing an inequitable sanction is imposing one that is ineffectual or even detrimental to the public's safety.

An owner who fails to understand how or refuses to take responsibility for his or her dog is unlikely to do so in the future when he or she comes into possession of another dog that does not fall under the previous dog's protective order. Moreover, some so-called remedies actually do more harm than good.<sup>27</sup> Numerous attacks on people by tethered dogs have been documented. Tragically, the victims of such attacks are often children who are unaware of the chained dog's presence until it is too late. Furthermore, a tethered dog that finally does escape from its chain may remain aggressive, and is likely to chase and attack any unsuspecting passersby or pet. This certainly supports why the U.S. Department of Health, Centers for Disease Control, found that

---

<sup>25</sup> *Id* at 105.

<sup>26</sup> Girgen, at 131.

<sup>27</sup> For example, ordering that a dog be chained at all times in response to a complaint that the animal is running off its owner's property and biting people is at first glance an eminently rationale response. After all, if the dog is chained, it can't escape its owner's property and can't bite someone. The problem comes in what chaining does to a dog. Dogs are social, intelligent, animals that crave interaction and stimulation to be happy and healthy. Chaining a dog for prolonged periods of time elevates its abnormal aggressive behavior by forcing it to revert to instinctive or even neurotic behavior due to lack of socialization and territorialism (both major reasons why dogs attack in the first place). According to The Humane Society of the United States, “(d)ogs feel naturally protective of their territory; when confronted with a perceived threat, they respond according to their fight-or-flight instinct. A chained dog, unable to take flight, often feels forced to fight, attacking any unfamiliar animal or person who unwittingly wanders into his or her territory.”

most fatal dog attacks occur on the owner's premises and why more than 100 municipalities and 30 states around the country (including Vermont) have passed legislation either outlawing chaining dogs or regulating the amount of the time and under what conditions dogs may be chained or tethered.<sup>28</sup>

According to Vermont's animal cruelty law, "[a] dog chained to a shelter must be on a tether chain at least four times the length of the dog as measured from the tip of its nose to the base of its tail, and shall allow the dog access to the shelter." 13 V.S.A. § 365(f). If your order includes restricting the dog's movement, The Humane Society of the United States (HSUS) recommends that you keep the dog indoors. If it must be outside, you should place it in a well fenced yard or a pen of suitable square footage which includes access to shelter from the elements. If chaining or tethering is absolutely necessary, HSUS recommends instead using a pulley run, which is a long line to which the dog's leash is attached. You might also consider enabling legislation from states like Massachusetts that are following an emerging trend in dog control by putting the responsibility where it rightly belongs: on the owner.<sup>29</sup>

Fortunately, the Vermont Legislature had the foresight to recognize that the examples of enforcement that it provided may change over time and not effectively protect the public. It did this by enabling you to enact protective measures "without limitation." Unfortunately, when specific examples aren't provided, they tend to be out-of-sight and out-of-mind, meaning that most towns simply impose sanctions that are expressly referenced by the legislature. This is where there is an opportunity for you to use some imagination when issuing a protective measure, such as:

1. Ordering an unaltered dog to be neutered, unless a veterinarian deems the animal unfit due to a medical condition. Most dog attacks are perpetrated by unaltered dogs.
2. Requiring the owner to successfully complete a responsible dog owner course. Oftentimes, the aggressiveness a dog demonstrates is attributable to irresponsible ownership.
3. Requiring the dog to successfully complete the American Kennel Club's "Canine Good Citizen Program." This program – which promotes responsible dog ownership and well mannered dogs that are accepting of friendly strangers, interact positively with other dogs, and react appropriately in public – is recognized by the Vermont Legislature in Joint Resolution No. R053 in the 2009-2010 Legislative Session.
4. Requiring that the owner provide proof of an adequate amount of insurance (say, \$100,000) to protect the owner against any loss, damage or injury to persons, domestic animals and pets, or property resulting from the acts of its dog.

Having found that a dog bit someone without provocation is not sufficient justification to order its humane disposal, though such an order may be appropriate and necessary if the circumstances

---

<sup>28</sup> Little Rock, Arkansas, which has had a vicious dog problem, prohibits the tethering of dogs to a stationary object, legislation that it credits in part to reducing vicious dog attacks by half.

<sup>29</sup> Originally, issues such as these were left to the courts; they were civil suits between private parties addressed by application of negligence theories of the common law. The elements of negligence include (1) a duty of care, (2) breach of that duty, and (3) damages. Absence a duty of care, an action in negligence will fail. Here the duty of care rests with the owner or keeper of the dog, not the town, as it is the owner who is responsible for properly restraining his or her dog. A duty of care derives from the idea that is the party in control who can best protect against harm. This emerging trend in dog control recognizes that unless this responsibility is returned to the owner, then a town's costs in enforcing against repeat offenders will continue to spiral out of control.

of your hearing call for it. Ordering a dog to be humanely destroyed is the easiest and surest solution to preventing the animal from posing any threat to the public, but it's also overly relied upon. Massachusetts and other states now recognize that the best way to control dogs is to institute responsibility upon their owners. A refusal to, for example, commit to a responsible dog ownership class, is indicative of a lack of commitment to their dog and, hence, to their neighbors and their community. That is why your order should condition relinquishment of their property interest in their dog upon satisfactory proof of completion of the conditions you impose. Requiring dog owners to exercise the duty of care that they should have exercised from the beginning will make them more mindful of their responsibilities now and in the future.

### **THE APPEAL**

Vermont's vicious dog law is silent as to appeals from vicious dog hearings, so any appeal of a selectboard's decision may be brought in superior court. "Any action or failure or refusal to act by an agency of the state or a political subdivision thereof, including any department, board, commission, or officer, that is not appealable under Rule 74 may be reviewed in accordance with this rule if such review is otherwise available by law." Vermont Rules of Civil Procedure (V.R.C.P.) Rule 75. This is the process of appeal for any decision of "an agency of the state or a political subdivision thereof, including any department, board, commission, or officer" when there is no statutory appeal process. When no time limit is specified by statute, "the complaint shall be filed [with the Court] within 30 days after notice of any action or refusal to act of which review is sought ... and, in the event of a failure to act, within six months after expiration of the time in which action should reasonably have occurred." V.R.C.P. 75(c). If a timely appeal is filed, the superior court for the town's county will conduct what is called a "*de novo*" trial. At a *de novo* (which is Latin for "anew") hearing, the court will take evidence, make findings and conclusions, and essentially proceed as if the selectboard's hearing had not been previously heard and decided. The court may "affirm, reverse, or modify" the selectboard's decision. V.R.C.P. Rule 75(d). Until that time, any decision and/or protective order rendered by the selectboard will remain in force and effect unless a motion to stay (i.e., a suspension of the selectboard's decision) is granted by the court. V.R.C.P. Rule 75(c). If the selectboard receives a complaint seeking an appeal of its decision, it should seek legal help from its attorney.

### **FAILURE TO COMPLY WITH THE PROTECTIVE ORDER**

But what happens if the selectboard issues a protective order, no appeal is filed, and the dog owner fails to comply with the order's terms? The governing law states that "[a] person who, after receiving notice, fails to comply with the terms of the order shall be subject to the penalties provided in Section 3550 of this chapter." 20 V.S.A. § 3546(c). Title 20, Section 3550 is a little used provision of state law which provides a self-executing enforcement mechanism for violations of state licensing and inoculation laws, as well as municipal ordinances that regulate the "keeping, leashing, muzzling, restraint, impoundment, and destruction of domestic pets or wolf-hybrids and their running at large ..." 20 V.S.A. § 3549. Typically, towns opt to follow the enforcement provisions in their own ordinances rather than the complex and time-consuming process laid out in 20 V.S.A. § 3550 for determining the civil penalty to be issued against the violator. Since the protective order already sets forth the necessary remedial action to protect public safety, the only provision of 20 V.S.A. § 3550 that is applicable when an order is not followed is 20 V.S.A. § 3550(j), which provides that on "application of a municipality or the commissioner, the superior court shall have jurisdiction to enjoin the violation of any provision

of this chapter. The court may also authorize the seizure and disposition of domestic pets or wolf-hybrids when owners refuse to have the pets or wolf-hybrids inoculated or licensed, or when the court determines that there is a threat to the public welfare.” Selectboards should work closely with their town attorneys if they are considering bringing an enforcement action in superior court.

### **VOTER ENABLED ORDINANCE**

There is one alternative to the vicious dog hearing: the voters, at a duly warned special or annual town meeting, may authorize the selectboard to adopt or amend its dog control ordinance to lay out a different process. 20 V.S.A. § 3546(e). This section of the statute, which was added in 2007, represents one of the few instances in Vermont law in which voters must first empower its selectboard to adopt or amend an ordinance. If the voters do vest this authority with its selectboard, that selectboard is under no obligation to act upon that authorization. On the other hand, if a selectboard wanted to take a different approach to handling vicious dog hearings, it would to first seek approval from its voters to do so. What makes this section particularly puzzling is that the voters would still retain their authority to file a petition for permissive referendum with the selectboard to override the selectboard’s action ... as if things weren’t already confusing enough.

## CHAPTER IV ANIMAL CRUELTY

Cruelty towards animals is a crime that pertains to all “sentient creatures, not human beings.” As such, it is somewhat broader in scope than the limited focus of this handbook. A person found guilty of animal cruelty may be imprisoned, ordered to undergo psychiatric or psychological counseling, forfeit the right to own animals now and in the future, participate in animal cruelty prevention programs, pay a fine of not more than \$5,000, and other penalties. 13 V.S.A. § 353. Vermont’s criminal animal cruelty laws are enforced by “humane officers,” which includes law enforcement officers, locally appointed animal control officers, deputy game wardens, officers, employees, or agents of a humane society, any officer to serve criminal process, and any officer or agent of the local board of health. 13 V.S.A. § 351(4).

The local board of health (i.e., the selectboard and health officer) is a humane officer authorized to accept and care for animals alleged to have been mistreated, obtain a search warrant and seize animals, rescue an animal in imminent peril, arrange for euthanasia of a severely injured animal, and file motions in any ensuing criminal action. 13 V.S.A. § 354. Despite this statutory language, towns typically lack the resources, training, and experience to enforce the state’s animal cruelty law effectively. Therefore we recommend that if you receive an animal cruelty complaint, you should contact the local humane society or a law enforcement officer, such as the state police. But for those towns that prefer to develop this capability in-house, there is the Vermont Animal Cruelty Task Force.

The Vermont Animal Cruelty Task Force is “a statewide coalition of private and governmental agencies and associations that have joined to coordinate Vermont’s efforts to prevent and respond to animal cruelty through communication, education, training, legislation and enforcement.”<sup>30</sup> The organization has compiled a comprehensive manual to help familiarize humane and law enforcement officers with Vermont’s animal cruelty laws, recognize signs of abuse and neglect, process and investigate animal complaints, and enforce the law. You can download the manual at [www.vactf.org/manual/download.php](http://www.vactf.org/manual/download.php). The manual includes VLCT’s Model Civil Animal Cruelty Ordinance, which allows towns to hold animal owners to even higher standards for the humane treatment of animals than that set by the state’s criminal laws.

---

<sup>30</sup> Vermont Animal Cruelty Task Force, What is the Vermont Animal Cruelty Task Force?, available at <http://www.vactf.org/> (last visited June 9, 2013).

## CHAPTER V “ASK SPOT”

This chapter is a collection of frequently asked dog-related questions the Municipal Assistance Center has received over the years not addressed by other chapters of this handbook answered by our resident dog expert himself.

### SERVICE DOGS

**Question (Q): What is the definition of a “service animal”?**

**Spot (S):** The definition of a service animal includes "any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability." If they meet this definition, they are considered service animals under the Americans with Disabilities Act (ADA) regardless of whether they have been licensed or certified by the town and are protected by the ADA.

**Q: *Do service dogs need to be licensed?***

**S:** Service dogs must be licensed and inoculated in the same manner as all other dogs/wolf-hybrids in the State. State law does not distinguish between service dogs and other dogs or wolf-hybrids for these purposes.

**Q: *Are owners of service dogs exempt from paying licensing fees?***

**S:** There is nothing in State statute exempting service dogs from licensing fees. It is our opinion that a town may waive its portion of the licensing fee, so long as the State’s fees are collected. Unless the town's charter provides otherwise, if a clerk is compensated by the fee, it is the clerk's decision to make. If the clerk is compensated by a salary, the selectboard should make the decision. In either case, if licensing fees are to be waived, it would be a good practice to set this out in a written policy.

**Q: *If I choose to exempt service dogs from local licensing fees, can I request information to determine whether a dog is a service dog?***

**S:** Only for purposes of voluntarily agreeing to waive local licensing fees and penalties that would otherwise accrue to the town clerk as compensation and not for purposes of denying access for programs, activities and services to qualified individuals with disabilities protected under the ADA.

**Q: *A patron of our town library brings her dog in with her? Do we have a right to ask for proof that her dog is a service dog?***

**S:** No. Title II of the ADA covers programs, activities, and services of public entities and protects qualified individuals with disabilities from discrimination on the basis of disability in the services, programs, or activities of all State and local governments. Federal law on this matter explicitly precludes such inquiries. "A public entity shall not require documentation, such

as proof that the animal has been certified, trained, or licensed as a service animal." All that you are allowed to ask is if the animal is required because of a disability and what work or task the animal has been trained to perform. 28 C.F.R. § 35.136(f).

That does not mean however that the town may not take all other measures available under State law to enforce against the owner of a service dog for failing to license and inoculate it.

**Q: When can a town ask someone to remove a service dog from a municipal building?**

**S:** A public entity may ask an individual to remove a service dog from its premises only under two conditions:

- (1) The animal is out of control and the animal's handler does not take effective action to control it; *or*
- (2) The animal is not housebroken. 28 C.F.R. § 35.136(b).

In the event a service dog is excluded for any of the above reasons, the town must still provide the individual with a disability the opportunity to participate in its services, programs, and activities without having the dog on the premises.

**Q: What are the rules governing the use of service dogs in town buildings?**

**S:** All service dogs must be under the control of their handlers. According to federal regulations, "A service animal shall have a harness, leash, or other tether, unless either the handler is unable because of a disability to use a harness, leash, or other tether, or the use of a harness, leash, or other tether would interfere with the service animal's safe, effective performance of work or tasks, in which case the service animal must be otherwise under the handler's control (e.g., voice control, signals, or other effective means)." 28 C.F.R. § 35.136(d).

## **ABANDONED and STRAY DOGS**

**Q: What is the definition of an "abandoned" dog?**

**S:** Title 20, Section 3511 defines an abandoned animal<sup>31</sup> as one that is placed in the custody of a veterinarian, veterinary hospital, boarding kennel, stable or other person or establishment for treatment board or care and:

- (1) *Having been placed in custody for a specific period of time, the animal is not removed at the end of the specific period and a notice to remove the animal within ten days thereafter has been given to the person placing the animal in custody by means of registered mail addressed to the last known address of the person*
- or,*
- (2) *Having been placed in custody for an unspecified period of time, the animal is not removed within ten days after notice to remove the animal has been given to the person placing the*

---

<sup>31</sup> This law has broader application than just to dogs as it also concerns all domestic pets and domestic animals.

*animal in custody by means of registered mail addressed to the last known address of the person.* (1967, No. 240 (Adj. Sess.), § 1, eff. Feb. 8, 1968.)

**Q: *When does this law apply?***

**S:** The purpose of this law isn't to address strays, but rather those instances when an owner of a dog drops it off at the vet, kennel or some other establishment for board or care and doesn't return to pick it up. When that happens, the law imposes upon those establishments an obligation to notice the person to come get their dog and if they don't it can be given to a humane society, the town pound, humanely destroyed or even sold. If this happens the owner is still responsible for the costs of the treatment, board or care the establishment provided.

**Q: *What are a town's obligations when a vet, kennel etc. opts under this law to give an "abandoned" dog to the town pound?***

**S:** None. Ostensibly, the town can dispose of the dog as it sees fit although the law is silent on this point. At this point notice would have already been provided by the establishment to the owner and the requisite ten days would have passed so the dog is now abandoned. The town should be able to dispose of it as it sees fit subject to whatever limitations, if any, that may be imposed by its animal/dog control ordinance. There is one potentially complicating factor for a town seeking to dispose of such a dog by humanely destroying it and that is the Legislature's stated predilection for towns attempting to find adoptive homes for these animals. Compare the disposal of abandoned animals statute [20 V.S.A. § 3513] with those governing dogs towns impound as a result of conducting the dog census [20 V.S.A. §§ 3591, 3621, 3622]. Under both laws, towns may come into control of dogs by operation of law. Under both laws, towns may dispose of the dogs as they see fit. One noticeable difference is that the law governing disposal of dogs impounded following the dog census imposes a mandatory ten day (towns may increase this timeframe) waiting period for those towns opting for humane destruction. The purpose of this ten day period is for towns to at least attempt to find these dogs adoptive homes or transfer them to a humane society or rescue organization. The abandoned dog statute has no similar requirement, however it's important to note that this law hasn't been amended since its adoption in 1968 whereas the waiting period in 20 V.S.A. § 3621 was added in 2009. The same rationale exists for extending this reprieve to abandoned dogs. Not only will this additional ten-day waiting period most closely align towns' actions with legislative intent, but it will also provide administrative consistency for handling dogs that found themselves, through no fault of their own, all under the control and at the mercy of the town.

**Q: *What is the difference between an "abandoned" and a stray dog?***

**S:** An "abandoned" dog is one that meets the definition of 20 V.S.A. § 3511 above. In contrast there is no State definition of a stray. A stray dog is one that may have been abandoned in the dictionary sense (forsaken) by its owner and is now homeless or it can be a dog running-at-large that lacks any identification as to who its owner is.

**Q: *What are the State laws governing stray dogs?***

**S:** The laws governing stray dogs can be found in 20 V.S.A. §§ 3806, 3807. While not specifically geared to address the problem of strays in the State, these laws are self-executing

provisions enabling towns to impound dogs running-at-large (because strays have no home they are all running-at-large), instruct on how to provide notice of their impoundment when the owner is not known and how ultimately to dispose of such dogs when unclaimed. According to these sections, if a stray has been impounded, notification must be posted in the clerk's office and other usual places for public notice for one week (check your ordinance as it may require a longer period of notice), unless it is a rabies suspect in which case it must be managed in accordance with the rules of the Vermont Department of Health. The statute is silent as to the content of the notice. We recommend including in the notice any information that may help alert the owner, such as describing the breed, sex, apparent age, temperament, observed tendencies, any significant identifying marks, and when, where, and under what circumstances it was impounded. 20 V.S.A. § 3806(b). If nobody claims the dog the second provision, 20 V.S.A. § 3807, states that town "may immediately order the domestic pet or wolf-hybrid to be killed." Given the Legislature's stated preference for adoption mentioned above we recommend utilizing the ten-day waiting period to attempt to find these dogs adoptive homes or transfer them to a humane society or rescue organization.

***Q: A police officer found a dog that had been hit by a car and brought it to the local veterinarian. The veterinarian said the dog was suffering and should be put down, but will not do so without the officer's authorization. What should the officer do? Who is responsible for the veterinarian's expenses?***

***S:*** If the dog is licensed and the identity of its owner can be ascertained we would strongly recommend contacting the owner so that they can consult with the veterinarian so that they can make this decision themselves. If the dog is a stray we would recommend the police officer following the professional advice of the veterinarian assessing the dog's medical condition. As for paying the bill, if the owner of the animal is known, then the owner would be contractually liable for the treatment furnished. Who is responsible for the bill when the dog is a stray is less certain. State law has no veterinarian reimbursement fund for the provision of care and treatment to stray dogs. Rather, towns will set aside a set of money in the budget each year based upon expenditure forecasts and pay the bill simply because it's something everyone agrees should be done. Other towns have an actual contract with the veterinarian for services with this cost projection built into it. If your town does neither of these, odds are the town is still responsible for paying the bill based upon what is known as a quasi or implied contract theory based upon the act of the town placing the dog in the veterinarian's care. Beyond the legal implications, one practical consideration to keep in mind is that if the town doesn't pay the bill it may no longer have a relationship with that veterinarian.

## POTPOURRI

***Q: A resident has asked the town clerk if she would accept documentation of her dog's rabies titer test as a substitute for a rabies certificate in order to license his dog. Can she?***

***S:*** No. A rabies titers test measures the amount of disease fighting antibodies in a dog's blood at the time it is drawn to determine its degree of immunity to rabies. Neither the Legislature by statute or the Vermont Department of Health by regulation have sanctioned towns to accept titer results as a substitute to a certificate or a certified copy from a duly licensed veterinarian that a dog has received a current preexposure rabies vaccination for purposes of licensure. The only

exception to a rabies certificate is a certificate of exemption from a duly licensed veterinarian in the State. The State Veterinarians both from Agriculture, Food and Markets and from the Vermont Department of Health have instructed clerks that they could issue licenses for un-inoculated dogs based on a certificate of exemption filled out by a licensed veterinarian. In the past, the Commissioner of the Vermont Department of Health adopted a rule stating that no vaccine is necessary if “in the judgment of the veterinarian, the animal’s medical condition would prevent the development of adequate immunity to rabies.”

***Q: Dogs from a neighboring town are loose in our town. What can the selectboard do about it?***

**S:** It can impound the dog for running at large as it does with resident dogs. Once those dogs enter the town it is subject to its regulatory authority. The Legislature has enabled towns to adopt ordinances regulating the “leashing, muzzling, restraint, impoundment, and destruction of domestic pets or wolf-hybrids and their running at large.” 20 V.S.A. § 3549. Towns that haven’t adopted animal/dog control ordinances may still enforce self-executing provisions of State law. In particular, 20 V.S.A. § 3806 states that “[a]ny person authorized to enforce state livestock disease control, health, wildlife, or criminal laws...may confine, or impound any domestic pet or wolf-hybrid when: It has been running at large in violation of any of the provisions of this subchapter.” These regulations apply both to residents of a town that own dogs as well as to dogs that find their way into town, including those that do so of their own volition.

***Q: A resident has complained that her neighbor’s dog came onto her property and attacked her dog. Does the selectboard have to hold a “vicious” dog hearing?***

**S:** Only if its animal/dog control ordinance requires it to in instances when a dog attacks another domestic pet or animal, otherwise State law does not mandate that a hearing be held. Because the dog did commit the attack while on the neighbor’s property this is at least evidence of the dog “running-at-large” under State law and, most likely, the town’s ordinance. The town should follow its ordinance or state law with respect to enforcing against the dog owner.

***Q: A person was bit while petting a dog sitting in the bed of a pick-up truck? The victim required medical attention and has filed a complaint with the selectboard. Does the selectboard have to hold a “vicious” dog hearing?***

**A:** Yes, as the dog is technically “off the premises of the owner.” 20 V.S.A. § 3546(a). The controlling statute requires that a selectboard conduct an investigation and hearing when a dog has “bitten a person while the domestic pet or animal or wolf-hybrid is off the premises of the owner or keeper, and the person bitten requires medical attention for the attack” and such person files a complaint with the selectboard. You’ll note that the law refers to the owner or keeper’s “premises”, not “property”. Legally there is a difference. Black’s Law Dictionary defines “premises” as “(a) house or building, along with its grounds.” This is different from the broader term “property” which is defined as “(a)ny external thing over which the rights of possession, use, and enjoyment are exercised.” This distinction is important because while a car or truck is property it is not considered “premises” in the eyes of the law and therefore a dog in the bed of a pick-up truck is “off the premises of the owner” and a hearing would have to be held. Black’s Law Dictionary (7th ed. 1999). You’ll also notice that the Legislature made no distinction between a dog that is “off the premises” of its owner and a dog that is running-at-large with

respect to dog bites. A dog therefore is “off the premises” of its owner when it is taken for a walk regardless of whether it is on or off a leash, under the owner’s verbal command or in or outside the owner’s vehicle. Whether or not the dog was running-at-large when it bit someone doesn’t factor into the analysis of whether a “vicious” dog hearing must be held. The phrasing “off the premises of the owner” informs us as to the Legislature’s intent behind this law: it was primarily concerned with how dogs behaved in public, not while on the private premises of their owners.

***Q: A dog bit someone while the dog was on its owner’s campsite. The victim has filed a complaint with the selectboard. Does a campground qualify as the “premises of the owner”?***

**S:** The common law principles of statutory interpretation, which would guide a court’s analysis, instruct that, in construing statutes, our goal is to effect the legislative intent. *State v. Wilcox*, 160 Vt. 271, ---, 628 A.2d 924, 926 (1993). We look first to see if the intended meaning is plain from the statutory language itself; if that is unclear or ambiguous, legislative history may offer clues as to the legislative intent. *In re Judy Ann’s Inc.*, 143 Vt. 228, 231, 464 A.2d 752, 754 (1983). Again, Black’s Law Dictionary “(a)ny external thing over which the rights of possession, use, and enjoyment are exercised.” Most likely the dog’s owner is renting the campsite which means that he has a leasehold interest in the property regardless of duration of its term. This incident is then more closely aligned to a dog biting a trespasser. Consequently, the selectboard should consider the dog “on” the premises of its owner, not “off” and does not have to conduct a “vicious” dog hearing.

***Q: A resident’s dog bit someone while it was off the premises of its owner. The victim required medical attention and has filed a completed complaint with the selectboard. The dog’s owner however has since moved to the neighboring town. Can/should/must the selectboard still hold a “vicious” dog hearing?***

**S:** First contact the health officer, animal control officer and selectboard chair in the neighboring town and let them know what happened. I think the selectboard has three options: 1. Do nothing. Generally speaking government employees are shielded from exposure to personal tort liability under the doctrine of qualified official immunity when performing discretionary acts within the scope of their authority. In addition, municipalities themselves are generally shielded from liability for their negligent acts, so long as those acts occur while the municipality is acting in its "governmental" (as opposed to proprietary) capacity. Furthermore, generally speaking, absence a duty of care, an action in negligence will fail. A duty of care derives from the idea that is the party in control who is in the best position to protect against harm. Here the duty of care rests with the owner or keeper of the dogs, not the Town as it is the owner who is responsible for properly restraining their dogs. Even if this individual was attacked by a dog that the Town knew had a vicious disposition, an action in negligence will fail. Commenting on a town’s failure to act when notified of such a propensity, the Vermont Supreme Court ruled that "'Despite the statute's general title, 'investigation of vicious dogs,' it deals specifically with investigation of dogs that bite rather than any general right to control dogs. In this case, defendants' ability to exercise control over dogs exists in narrowly circumscribed conditions and is statutory, not contractual, in nature...The town's right to control dogs that bite does not give rise to a generalized duty to control vicious dogs." *Rubin v. Town of Poultney*, 168 Vt. 624 (1998). 2. Does the town's ordinance define a vicious dog as one that bites a person without consideration as to whether it a bite occurs on or off the owner's property? If so, the town should

move forward with a hearing, provide notice and an opportunity to be heard to the owner, and issue a protective order banning the dog from the town limits. 3. The selectboard and health officer could try issuing a health order to the owner preventing future public health hazards by banning the dog with an opportunity for a hearing after the fact. However, it is advisable to consult with the town attorney in this instance.

***Q: Do foster dogs need to be licensed?***

**S:** No. Fostering dogs is a way of having people provide dogs from an animal shelter [this word by statute includes within its definition duly incorporated humane societies, animal welfare societies, societies for the prevention of cruelty to animals and other similarly geared nonprofit organizations] with temporary care who are not ready to be put up for adoption. Reasons for fostering include that the dog is too young to be spayed or neutered; are nursing puppies; or are being treated for injuries or illnesses. Once the reason for fostering is over the dogs are returned to the shelter and put up for adoption. These dogs fall under the auspices of the animal shelter's certificate of registration granted by the Secretary for the Vermont Agency of Agriculture, Food and Markets and it is not until they are adopted and have an owner that State licensing requirements apply. 20 V.S.A. § 3903.

APPENDIX A

TOWN OF \_\_\_\_\_  
VICIOUS DOG COMPLAINT FORM

[Date]

[Town of \_\_\_\_\_]

Attn: Selectboard Chair

[Street Address]

[Town, VT, zip]

[Phone-Daytime-and/or e-mail]

State law (20 V.S.A. § 3546) requires the selectboard to hold a vicious dog hearing when a domestic pet or wolf-hybrid has bitten a person while the animal is off the premises of its owner or keeper, the person bitten requires medical attention for the attack, and such person files a written complaint with the selectboard. The information submitted on this form will be used to determine whether such a hearing is warranted.

**Person Reporting Attack:** \_\_\_\_\_

**Street Address:** \_\_\_\_\_

**Town, VT, ZIP:** \_\_\_\_\_

The facts of the attack are as follows:

**Date/Time:** \_\_\_\_\_/\_\_\_\_\_

**Place of Attack:** \_\_\_\_\_

**Did the Person Bitten Require Medical Attention? [circle one]:** Y/N

**Victim [name/address]:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Other facts that may assist the Selectboard in its investigation** [e.g. name/address of owner of alleged suspected dog/description of suspected dog/circumstances leading to attack, etc.]:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*If you need additional space, please attach sheets to this form. Please submit this document and any supporting documentation to the address at the top of this form.*

## APPENDIX B

### TOWN OF \_\_\_\_\_ RESPONSE TO VICIOUS DOG COMPLAINT

[Date]

[Name of complainant]

[Street Address]

[Town, VT, zip]

Dear \_\_\_\_\_:

On [date] the Town of \_\_\_\_\_ received a written vicious dog complaint from you (copy of complaint enclosed).

Your request for a hearing on this matter has been  granted  denied for the following reason(s) [check all that are applicable]:

- the attack did not require medical attention;
- the attack did not occur off the premises of the owner/keeper;
- the complaint is missing the following information:
  - whether the attack required medical attention;
  - the location of the attack;
  - the time and date of the attack;
  - the name and address of the victim(s);

***If your complaint has been denied for failure to include the necessary information listed above:*** Please provide that information here and return this form to the address above:

---



---

***If your request for a vicious dog hearing has been granted as indicated above:***

Pursuant to Title 20, Section 3546 of Vermont law, the selectboard is required to hold a hearing on this matter. You are hereby given notice that the Town of \_\_\_\_\_ Selectboard will conduct this hearing on [date] at [time] in [location] in \_\_\_\_\_, Vermont at which time it will take evidence to determine the veracity of the complaint, whether the victim was bitten without provocation and if necessary make such order for the protection of persons as the facts and circumstances may require. Your participation is not required, however, it is suggested to ensure the selectboard receives all the relevant and credible information to inform its decision.

Sincerely,

[Name]

Selectboard, Chair

Town of \_\_\_\_\_

**APPENDIX C****TOWN OF \_\_\_\_\_  
NOTICE OF PUBLIC HEARING**

Re: Vicious Dog / Public Nuisance Complaint

Dog owned by \_\_\_\_\_

The Selectboard of the Town of \_\_\_\_\_, Vermont, will hold a Public Hearing pursuant to 20 V.S.A. § 3546 on [day/month/year] at [time] in [location] in \_\_\_\_\_, Vermont to hear evidence and receive testimony on a complaint of a "vicious dog" concerning a dog named [name of dog] owned by [name of owners] presently residing at [address] in \_\_\_\_\_, Vermont.

**APPENDIX D**

**TOWN OF \_\_\_\_\_  
NOTICE TO OWNER OF VICIOUS DOG HEARING**

[Date]

[Name of dog owner]

[Street Address]

[Town, VT, zip]

Dear \_\_\_\_\_:

On [date] the Town of \_\_\_\_\_ received a written complaint (enclosed) that your dog [name of dog-if known] bit a person while it was off of your property. Pursuant to Title 20, Section 3546 of Vermont law, the selectboard is required to hold a hearing on this matter. You are hereby given notice that the Town of \_\_\_\_\_ Selectboard will conduct this hearing on [date] at [time] in [location] in \_\_\_\_\_, Vermont, at which time it will take evidence to determine the veracity of the complaint, whether the victim was bitten without provocation and if necessary make such order for the protection of persons as the facts and circumstances may require. Your participation is not required, however, it is suggested to ensure the selectboard receives all the relevant and credible information to inform its decision.

Sincerely,

[Name]

Selectboard, Chair

Town of \_\_\_\_\_

**APPENDIX E**

**VLCT MODEL RULES OF PROCEDURE  
FOR  
SELECTBOARD VICIOUS DOG/WOLF-HYBRID HEARINGS**

**A. PURPOSE.** The Selectboard of the Town of \_\_\_\_\_ is required by 20 V.S.A. § 3546 to conduct a hearing when a domestic pet or wolf-hybrid has bitten a person while the domestic pet or wolf-hybrid is off the premises of the owner or keeper, the person bitten requires medical attention for the attack, and the person bitten has filed a written complaint with the Selectboard. The purpose of these rules is to establish uniform procedures for conducting such vicious domestic pet or wolf-hybrid hearings and to ensure compliance with Vermont's Open Meeting Law.

**B. APPLICATION.** These rules of procedure shall apply to all vicious domestic pet or wolf-hybrid hearings conducted by the Town of \_\_\_\_\_ Selectboard. A copy of these rules shall be provided to each party bringing a complaint before the Selectboard. The Selectboard Chair shall conduct the hearing in the following manner:

**C. PROCEDURE.**

1. The chair of the Selectboard, or in the chair's absence, the vice-chair, shall chair all vicious domestic pet or wolf-hybrid hearings. If both the chair and the vice-chair are absent, a member selected by a quorum of the Selectboard shall chair the hearing. The chair may make motions and may vote on all questions before the Selectboard. The chair shall rule on all questions or order and procedure.

2. The chair may exclude any irrelevant, unreliable or unnecessarily repetitive evidence. Relevant evidence is any verbal testimony or document that tends to demonstrate the innocence or guilt of the domestic pet or wolf-hybrid subject to complaint. Reliable evidence is any relevant evidence commonly relied upon by reasonably prudent people in the conduct of their affairs.

3. All vicious domestic pet or wolf-hybrid hearings shall be conducted in the following sequence:

- a. Open the hearing by reading the warning/notice of the hearing.
- b. Read the complaint received, and remind all present that this hearing is mandated by State law [20 V.S.A. § 3546], will be conducted in an orderly manner and that all statements must be directed to the Chair.
- c. Ask the complainant/respondent if he/she has received a copy of these rules of procedure and whether he/she has any questions about how the hearing will proceed.
- d. Request disclosure of any conflicts of interest and/or *ex parte* communications.

- e. Direct the complainant or his/her representative and all others providing evidence thereafter to step forward and take the following oath:

*I hereby solemnly swear (or affirm) that the evidence I give in the cause under consideration shall be the whole truth and nothing but the truth.*

- f. Accept written information from the complainant presented to the Selectboard.
- g. Invite the complainant to present oral testimony to the Selectboard.
- h. Invite Selectboard members to ask questions of the complainant.
- i. Invite the domestic pet or wolf-hybrid's owner (respondent) or representative to respond to evidence presented.
- j. Invite Selectboard members to ask questions of the domestic pet or wolf-hybrid owner.
- k. Invite members of the public to present any relevant information regarding the complaint.
- l. Invite more questions or comments from members of the Selectboard.
- m. Allow final comments or questions from the complainant and domestic pet or wolf-hybrid's owner or their representatives or members of the Selectboard.
- n. Upon motion and majority approval, the Chair shall either adjourn the hearing to a time and date certain (e.g. to obtain additional evidence), or close the proceedings by stating that this is the final public hearing on the matter.
- o. The Selectboard shall then conduct public deliberations, or may vote to enter deliberative session in which case the written decision of the Selectboard setting forth its findings of facts, conclusion of law and order for the domestic pet or wolf-hybrid will be rendered in writing to the owner of the domestic pet or wolf-hybrid by certified mail, return receipt requested within \_\_\_ days.

These rules may be amended by [unanimous/two thirds/majority] vote of the Selectboard.

Adopted by the \_\_\_\_\_ Selectboard at its organizational meeting held \_\_\_\_\_, 201\_\_.

\_\_\_\_\_  
Chair  
Selectboard

**APPENDIX F**

**VICIOUS DOG HEARING DECISION/PROTECTIVE ORDER  
Town of \_\_\_\_\_ Selectboard**

**In re: [name of dog]**

**INTRODUCTION AND PROCEDURAL HISTORY**

1. This proceeding involves a vicious dog complaint submitted by [name of complainant] and received by the selectboard on [date of receipt of complaint].
2. On [month/day, 201\_], public notice of this vicious dog hearing was posted in or near the town clerk’s office and [two other places in town where notice was posted], to each selectboard member, and [list any editor, publisher, or news director of any newspaper or radio or television station serving the area that requests notification of special meetings provided notice].
3. On [month/day, 201\_], notice of this vicious dog hearing was mailed to [name of dog owner], owner/keeper of [name of dog].
4. On [month/day, 201\_], notice of this vicious dog hearing was mailed to [name of complainant].
5. Present at the hearing were the following members of the selectboard:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

6. During the course of the hearing the following exhibits were submitted to the selectboard: [list any written testimony, pictures, reports, etc. submitted by any party before or during the hearing]:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**DECISION**

Based on the foregoing findings of fact and conclusions of law the selectboard finds that [*name of dog*] **did/did not** bite [*name of victim*] **with/without** provocation and therefore a protective order **will/will not** be rendered. (*Circle all that apply*).

**PROTECTIVE ORDER**

*Only applicable if the selectboard decides the dog bit the victim without provocation. Check all that apply.*

Based on the foregoing facts and circumstances, and pursuant to 20 V.S.A. § 3546(c), the selectboard hereby orders that the domestic pet or wolf-hybrid named \_\_\_\_\_ and owned by \_\_\_\_\_ is to be (*check all that apply*):

- Muzzled:** (*where/when:* \_\_\_\_\_);
- Chained:** (*where/when:* \_\_\_\_\_);
- Confined:** (*where/when::* \_\_\_\_\_);
- Spayed/neutered** (*no later than:* \_\_\_\_\_);
- Transferred** to an animal shelter or rescue organization for the purpose of finding an adoptive home;
- Disposed of in a humane way:** (*no later than:* \_\_\_\_\_);
- Other:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Based on the foregoing facts and circumstances, and pursuant to 20 V.S.A. § 3546(c), the selectboard hereby orders that [*name of owner*]:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Until such time as completion of the conditions set forth in this order can be satisfactorily verified [*name of dog*] shall be released to [*name of owner/keeper*]/[*name of detention facility*] with all associated costs being the responsibility of the owner/keeper.

Failure to comply fully with the conditions set forth in this order shall subject the owner/keeper to the penalties provided for in Title 20 Section 3546.

This decision/order was approved by the \_\_\_\_\_ Selectboard on [*month/day*], 201\_.

\_\_\_\_\_  
 Selectboard Chair

**NOTICE:** This decision may be appealed to the Vermont Superior Court Civil Division within 30 days of the date of this decision, pursuant to Rule 75(c) of the Vermont Rules of Civil Procedure.

## APPENDIX G

### TOWN OF \_\_\_\_\_ NOTICE OF STRAY DOG IMPOUNDMENT

*(To be posted in the town clerk's office and other usual places for public notice for a one-week period)*

On [month/day/year] at approximately [time of impoundment], the Town of \_\_\_\_\_, Vermont impounded a dog meeting the following description:

- [breed];
- [sex];
- [approximate age];
- [approximate weight];
- [color];
- [physical description];
- [any identifying marks/collars/tags/etc.];
- [temperament or any other helpful descriptive information].

The dog was found running-at-large at [location where dog was found]. The dog is currently being held at [name of facility where dog is being held]. If you are the owner/keeper of a dog meeting this description or know someone who may be, please contact [contact person] at [phone number and e-mail address of contact person] or visit the [name and address of facility where dog is being held] between the hours of [hours of operation of the facility] in order to take whatever remedial action pursuant to the Town of \_\_\_\_\_, Vermont [name of ordinance] that may first need to be taken prior to the dog's release.

If the owner/keeper does not come forward or is unable or unwilling to take whatever remedial action may be necessary to secure the dog's release within ten (10) days following the date of this notice or gives notice either personally, by telephone call, or in writing to the town of forfeiture of ownership before that time, the dog may be placed in an adoptive home, transferred to a humane society or rescue organization. If the dog cannot be so transferred it may be humanely destroyed.

## APPENDIX H

### DOGS [AND WOLF-HYBRIDS]

**SECTION 1. AUTHORITY.** This ordinance is adopted by the selectboard of the Town of \_\_\_\_\_ under authority of 20 V.S.A. § 3549, 24 V.S.A. §§ 2291 (10), (14), and (15), and 24 V.S.A. Chapter 59.

**SECTION 2. PURPOSE.** It is the purpose of this ordinance to regulate the keeping of dogs [and wolf hybrids] and to provide for their leashing, muzzling, restraint, impoundment and destruction and their running at large, so as to protect the public health and safety of the Town and the quiet enjoyment of its residents' homes and properties.

**SECTION 3. DEFINITIONS.** For purposes of this ordinance, the following words and/or phrases shall apply:

- A. "Dog" means any member of the canine species. For purposes of this ordinance, this term, wherever used, shall also include "wolf-hybrids" and "working farm dogs" except where specifically exempted.
- B. "Enforcement Officer" means any Town Constable, Police Officer, Animal Control Officer, Humane Officer, or any other person designated as an Enforcement Officer by the Selectboard.
- C. "Owner" means any person who has actual or constructive possession of a dog. The term also includes those persons who provide food and shelter to a dog.
- D. "Potentially vicious dog" means a dog running at large that inflicts minor injuries on a person not necessitating medical attention; chases, threatens to attack or attacks another domestic pet or animal as defined in 20 V.S.A. § 3541; causes damage to personal property; chases a person; or causes any person to reasonably fear attack or bodily injury from such dog. This definition shall not apply if the dog was protecting or defending itself, its offspring, another domestic pet or animal or a person from attack or assault or the person attacked or threatened by the dog was engaged in teasing, tormenting, battering, assaulting, injuring or otherwise provoking the dog.
- E. "Running at large" means that a dog is not:
  1. on a leash;
  2. in a vehicle;
  3. on the owner's premises;
  4. on the premises of another person with that person's permission;
  5. clearly under the verbal or non-verbal control of the owner; or
  6. hunting with the owner.
- F. "Wolf hybrid" means:
  1. An animal that is the progeny of a dog and a wolf (*Canis lupus* or *Canis rufus*);
  2. An animal that is advertised or otherwise described or represented to be a wolf hybrid; or
  3. An animal that exhibits primary physical and/or behavioral wolf characteristics.

G. “Working farm dog” means a dog that is bred or trained to herd or protect livestock or poultry or to protect crops and that is used for those purposes and that is registered as a working farm dog pursuant to State law.

**SECTION 4. NUISANCES.** An owner of a dog shall not allow, permit, or suffer such dog to create a nuisance. The following activities shall be deemed nuisances:

- A. Running at large in the Town.
- B. A dog that defecates in any public area or on the private premises of another person and whose owner does not immediately remove the fecal material and dispose of it in a sanitary manner.
- C. A female dog in heat not confined to a building or other secured enclosure, except while under the direct control of the owner.
- D. A dog that disturbs the quiet, comfort and repose of others by barking, whining, calling, or howling for a continuous period of \_\_\_\_\_ minutes or more. This regulation shall not apply to dogs in a kennel/boarding facility which has received a zoning permit under the Town’s Zoning Regulations. The zoning permit will govern the use of the kennel / boarding facility.
- E. The provisions of this section pertaining to running at large and disturbing the quiet, comfort and repose of others shall not apply to working farm dogs if:
  - 1. the working farm dog is barking in order to herd or protect livestock or poultry or to protect crops; or
  - 2. the working farm dog is running at large in order to herd or protect livestock or poultry or to protect crops.

**SECTION 5. COLLAR AND LICENSE.** Each dog shall be licensed according to the laws of this State and shall wear a collar or harness with the current license attached. A dog that is visiting from out of state must wear a collar or harness with a current license from its home state attached. A dog that is found without a collar or harness and license shall be immediately impounded.

**SECTION 6. ENFORCEMENT.**<sup>32</sup> The violation of this ordinance shall be a civil matter which may be enforced in the Vermont Judicial Bureau or in the \_\_\_\_\_ County Superior Court, at the election of \_\_\_\_\_.

---

<sup>32</sup> Local officials should be aware that while enforcement of a municipal civil ordinance falls under the jurisdiction of the Vermont Judicial Bureau, penalties that escalate beyond \$800 must be pursued in Superior Court. 24 V.S.A. § 1974a (b). Municipalities may want to pursue more severe penalties beyond fines, such as neutering/spaying and impoundment of a violator’s dog(s). However, the Judicial Bureau does not have the legal authority to order a violator alter their dog or impound them. This is called “injunctive relief,” and in Vermont, only the Superior Court has this power. The exception to this rule is that the Judicial Bureau can “order that a civil ordinance violation cease.” 24 V.S.A. § 1974a (c). Therefore, when penalties exceed \$800, or when the municipality desires additional relief, the case must be brought in Superior Court. 24 V.S.A. § 1974a (b).

Violations enforced in the Judicial Bureau shall be in accordance with the provisions of 24 V.S.A. §§ 1974a and 1977 et seq. For purposes of enforcement in the Judicial Bureau, [the constable/ police/animal control officer/humane officer] shall be the designated enforcement officer(s). The enforcement officer shall issue tickets and may be the appearing officer at any hearing.

Violations enforced in the Superior Court shall be in accordance with the Vermont Rules of Civil Procedure. The Town of \_\_\_\_\_ may pursue all appropriate injunctive relief.

## **SECTION 7. PENALTIES AND COSTS.**

- A. First offense \$50.00 full penalty/\$25.00 waiver penalty.
- B. Second offense \$100.00 full penalty/\$50.00 waiver penalty.
- C. Third offense Impoundment & impoundment costs, any remedial action as required by the enforcement officer, plus \$150.00 full penalty/\$75.00 waiver penalty.
- D. Subsequent offenses Impoundment & impoundment costs, any remedial action as required by the enforcement officer, plus \$200.00 full penalty/\$100.00 waiver penalty.
- E. For purposes of determining the sequence of offenses, second and third offenses shall be those that occur within the 12-month period of the anniversary day of the first offense. Any offense occurring after this 12-month period shall be considered a new first offense.
- F. Any owner whose dog has been impounded for its initial third offense shall provide the selectboard with proof of satisfactory completion of a responsible dog owner training course pre-approved by the selectboard within 6 months of the anniversary date of impoundment. Failure to provide such certification may result in forfeiture of the offending animal.
- G. For purposes of calculating the sequence of offenses, offenses shall be counted against the owner.
- H. Impoundment costs and pre-approved responsible owner training programs shall be set annually by the selectboard.

## **SECTION 8. IMPOUNDMENT.**

- A. Any dog that is determined by a [constable/police officer/animal control officer/humane officer] to be a potentially vicious dog, which presents an imminent danger to people or other animals, has reportedly bitten a person off [*or on*]<sup>33</sup> the premises of its owner, or is in violation of State licensing law or 20 V.S.A. § 3806 may be immediately impounded.
- B. A person claiming a dog is a “potentially vicious dog” may file a written complaint with the selectboard. The complaint shall contain the time, date and place where the alleged behavior occurred, an identification of the domestic pet or animal threatened or attacked, the name and address of any victim or victims, and any other facts that may assist the selectboard in conducting its hearing.

---

<sup>33</sup> This ordinance gives a selectboard the option of whether they want to conduct vicious dog hearings for bites that occur *on* the premises of the dog’s owner. Presently under state law, a selectboard is only obligated, and may only hold a vicious dog hearing when the bite occurs *off* the owner’s premises. Choosing this option enables a selectboard to hold such a hearing in both instances. Before making your decision, please be aware that according to the Dog Bite Law Center approximately 70% of all dog bites occur on the owner’s property which means electing this option may result in a marked increase in vicious dog hearings.

- C. Upon receipt of a “potentially vicious dog” complaint” the selectboard shall proceed as in the case of a “vicious dog” complaint with the exception that if the selectboard determines that the behavior classifies the dog as “potentially vicious” the selectboard may order any protective measures be taken absent the dog being humanely destroyed.

## **SECTION 9. NOTICE OF IMPOUNDMENT AND RELEASE FROM IMPOUNDMENT.**

- A. The officer who impounds a dog shall, within twenty-four (24) hours, give notice to the owner thereof, either personally, by telephone call, or by written notice at the owner’s dwelling. Such notice shall inform the owner of the nature of the violations, the location of the dog and the steps that are necessary to have it returned to the owner.
- B. If the owner of the dog is unknown, the officer who impounds a dog shall, within twenty-four (24) hours of impoundment post a public notice. Notification shall be posted in the town clerk’s office and other usual places for public notice for a ten (10) day period.<sup>34</sup> The public notice shall include a description of the dog, including any significant marks of identification, when and where it was impounded or found by the person placing the dog in the town’s custody, and declare that unless the owner claims the dog and pays all expenses incurred by the town for treatment, boarding and care of the dog, any applicable penalties and takes all necessary remedial action within ten (10) days following posting, the town may place the dog in an adoptive home, transfer it to a humane society or rescue organization. If the dog cannot be placed in an adoptive home or transferred to a humane society or rescue organization, it may be destroyed in a humane way.
- C. Impounded dogs shall be released to the owner only after payment of all penalties and impoundment fees (including but not limited to boarding, food, and veterinary expenses), the final disposition of a potentially vicious dog or vicious dog hearing if applicable, and after all necessary remedial action is taken by the owner. Remedial action shall include, but is not limited to, such actions as providing a collar and current license, and verification of certification of current vaccination against rabies.
- D. If the owner of a dog impounded under the provisions of this ordinance refuses to take the remedial action necessary to secure the dog’s release within ten (10) days following notice of impoundment or gives notice either personally, by telephone call, or in writing to the town of forfeiture of ownership before that time, the dog may be placed in an adoptive home, transferred to a humane society or rescue organization, or if the town is unable to transfer the dog it may be humanely destroyed. The owner of a dog transferred or humanely destroyed shall remain liable for all expenses incurred by the Town for treatment, boarding and care of

---

<sup>34</sup> Although state law only requires public notice for a one-week period for an impounded stray dog, the potential reasons for impoundment under this ordinance are broader than those under 20 V.S.A. § 3806. Furthermore, even though the VT Supreme Court has held that “(t)he qualified right to possession of dogs and other animals, and the strong public interest in assuring their permanent placement in a suitable environment, amply supports the town’s decision to provide for the sale or transfer of impounded dogs if unclaimed after seven days...” *Lamare v. North Country Animal League*, 170 Vt. 115 at 123 (1999) the Court in that case mostly looked to other jurisdictions around the country for guidance as to appropriate notice periods as Vermont law was up until that time largely silent. Considering that the VT Legislature, in amending 20 V.S.A. § 3621, imposed a ten-day period to attempt to transfer to animal shelters or rescue organization dogs impounded following a selectboard’s grant of a warrant for all unlicensed dogs, we would recommend following this longer ten day timeframe.

the dog for the duration of its impoundment and any expenses associated with its transfer or humane disposal.

- E. The procedures provided in this section shall only apply if the dog is not a rabies suspect. If an official designated by the selectboard to enforce the provisions of this ordinance determines that the dog is a rabies suspect, the selectboard shall immediately notify the Town Health Officer who shall proceed in accordance with the rules of the Vermont Department of Health.

## **SECTION 10. INVESTIGATION OF VICIOUS DOGS.**

- A. When a dog has bitten a person while the dog is off [or *on*]<sup>35</sup> the premises of its owner or keeper, and the person bitten requires medical attention for the attack, such person may file a written complaint with the selectboard of the municipality. The complaint shall contain the time, date and place where the attack occurred, the name and address of the victim or victims, and any other facts that may assist the selectboard in conducting its investigation.
- B. The selectboard, within seven (7) days from receipt of the complaint, shall investigate the charges and hold a hearing on the matter. If the owner of the dog which is the subject of the complaint can be ascertained with due diligence, said owner shall be provided with a written notice of the time, date and place of hearing and a copy of the complaint.
- C. If the dog is found to have bitten the victim without provocation, the selectboard shall make such order for the protection of persons as the facts and circumstances of the case may require, including, without limitation that the dog is disposed of in a humane way, muzzled, chained, or confined. The order shall be sent by certified mail, return receipt requested to the owner. A person who, after receiving notice, fails to comply with the terms of the order shall be subject to the penalties provided in 20 V.S.A. § 3550.

---

<sup>35</sup> This ordinance gives municipalities the option of conducting “vicious” dog hearings for bites that occur *ON* the premises of the owner and in other instances in which a dog is suspected of being a “potentially vicious dog.” Those municipalities availing themselves of this option should be aware that doing so is not without a risk of increased liability exposure. The reason the Town of Poultney escaped liability in *Rubin v. Town of Poultney*, 168 Vt. 624 (1998) was because the Town had not assumed a duty of care beyond that provided by statute. “In this case, defendants’ ability to exercise control over dogs exists in narrowly circumscribed conditions and is statutory, not contractual, in nature. ... The town’s right to control dogs that bite does not give rise to a generalized duty to control vicious dogs.” *Rubin v. Town of Poultney*, 168 Vt. 624 (1998). In utilizing this process when not mandated by statute to do so municipalities are representing that they will undertake a duty of care that they are not otherwise obligated to conduct. Breach of this duty of care could result in a claim of negligence. Accordingly, municipalities instituting these options should be sure to hold a hearing when a complaint is received and adhere to the processes laid out for “vicious” dog hearings including rendering a protective order if found in violation. Furthermore, a municipality undertaking these additional responsibilities should anticipate an associated increase in administrative and enforcement costs related to compliance. Both these factors must be weighed against the projected benefits of addressing these issues before they become a problem.

D. The procedures provided in this section shall only apply if the dog is not a rabies suspect. If a member of the selectboard or a municipal official designated by the selectboard determines that the dog is a rabies suspect, the provisions of Subchapter 5 of Title 20 Chapter 193 and the rules of the Vermont Department of Health shall apply. If the dog is deemed healthy, the terms and conditions set forth in the selectboard's order shall be enforced.

**SECTION 11. OTHER LAWS.** This ordinance is in addition to all other ordinances of the Town of \_\_\_\_\_ and all applicable laws of the State of Vermont. All ordinances or parts of ordinances, resolutions, regulations, or other documents inconsistent with the provisions of this ordinance are hereby repealed to the extent of such inconsistency.

**SECTION 12. SEVERABILITY.** If any section of this ordinance is held by a court of competent jurisdiction to be invalid, such finding shall not invalidate any other part of this ordinance.

**SECTION 13. EFFECTIVE DATE.** This ordinance shall become effective 60 days after its adoption by the \_\_\_\_\_ selectboard. If a petition is filed under 24 V.S.A. § 1973, that statute shall govern the taking effect of this ordinance.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 201\_.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
DATE

SIGNATURES

**Adoption History**

1. Agenda item at regular selectboard meeting held on \_\_\_\_\_.
2. Read and approved at regular/special selectboard meeting on \_\_\_\_\_ and entered in the minutes of that meeting which were approved on \_\_\_\_\_.
3. Posted in public places on \_\_\_\_\_.
4. Notice of adoption published in the \_\_\_\_\_ newspaper on \_\_\_\_\_ with a notice of the right to petition.
5. Other actions [petitions, etc.]

## APPENDIX I

### MUNICIPAL DOG AND WOLF-HYBRID LICENSES AND FEES

Vermont League of Cities and Towns  
89 Main Street, Suite 4  
Montpelier, Vermont 05602-2948  
(802) 229-9111, info@vlct.org, www.vlct.org

**20 V.S.A. §§ 3541-3591, 3681-3684, 3801-3817**

The municipal clerk shall issue licenses and receive money for them. 20 V.S.A. § 3588. A person must annually license his or her dog on or before April 1.

**A MUNICIPALITY MAY LEVY A SURCHARGE, NOT TO EXCEED \$10.00, TO ENFORCE ITS ANIMAL AND RABIES CONTROL PROGRAM.**  
**(20 V.S.A. § 3581(c)(2)) (This is an optional surcharge determined by each individual municipality.)**

<b>Basic License Fee</b>	<b>State of Vermont Rabies Control Programs 20 V.S.A. § 3581(f)</b>	<b>State of Vermont Spay/Neuter Program 20 V.S.A. § 3581(c)(1)</b>	<b>Minimum Required Charge</b>
--------------------------	---	--	--------------------------------

If you own or keep a **neutered or spayed dog or wolf-hybrid that is six months or older on or before April 1**, the license fee, according to 20 V.S.A. § 3581, is:

On or Before April 1	\$4.00	+	\$1.00	+	\$3.00	=	\$8.00
After April 1	\$6.00	+	\$1.00	+	\$3.00	=	\$10.00

If you own or keep an **unneutered or unspayed dog or wolf-hybrid that is six months or older on or before April 1**, the license fee, according to 20 V.S.A. § 3581, is:

On or Before April 1	\$8.00	+	\$1.00	+	\$3.00	=	\$12.00
After April 1	\$12.00	+	\$1.00	+	\$3.00	=	\$16.00

If you **become an owner/keeper of a neutered or spayed dog or wolf-hybrid that is six months of age or older after April 1**, you have 30 days to license the animal. The license fee, according to 20 V.S.A. § 3582, is:

On or Before October 1	\$4.00	+	\$1.00	+	\$3.00	=	\$8.00
After October 1	\$2.00	+	\$1.00	+	\$3.00	=	\$6.00

If you **become an owner/keeper of an unneutered or unspayed dog or wolf-hybrid that is six months of age or older after April 1, you have 30 days to license the animal.** The license fee, according to 20 V.S.A. § 3582, is:

On or Before October 1	\$8.00	+	\$1.00	+	\$3.00	=	\$12.00
After October 1	\$4.00	+	\$1.00	+	\$3.00	=	\$8.00

If the owner **waits more than 30 days after the neutered or spayed dog or wolf-hybrid becomes six months old,** the license fee, according to 20 V.S.A. § 3582, is:

On or Before October 1	\$6.00	+	\$1.00	+	\$3.00	=	\$10.00
After October 1	\$3.00	+	\$1.00	+	\$3.00	=	\$7.00

If the owner **waits more than 30 days after the unneutered or unspayed dog or wolf-hybrid becomes six months old,** the license fee, according to 20 V.S.A. § 3582, is:

On or Before October 1	\$12.00	+	\$1.00	+	\$3.00	=	\$16.00
After October 1	\$6.00	+	\$1.00	+	\$3.00	=	\$10.00

- To register a dog or wolf-hybrid as a neutered male or spayed female, a certificate, signed by a licensed veterinarian stating the animal has been sterilized, must be shown to the clerk. 20 V.S.A. § 3581(b).
- To license a dog or wolf-hybrid, the owner/keeper shall give the municipal clerk a certificate (or certified copy) signed by a licensed veterinarian stating the dog or wolf-hybrid has a current approved vaccination against rabies. The owner shall certify that the dog or wolf-hybrid being licensed is the animal that was vaccinated. The municipal clerk shall keep the certificate (or copy) on file. 20 V.S.A. § 3581(d).

A current vaccination against rabies means that:

- All dog and wolf-hybrid vaccinations recognized by state and local authorities shall be administered by or under the supervision of a licensed veterinarian.

- All dogs and wolf-hybrids over three months of age shall be vaccinated against rabies. The initial vaccination shall be valid for 12 months. Within 9 to 12 months of the initial vaccination, the animal must receive a booster vaccination.
- All subsequent vaccinations following the initial vaccination shall be valid for 36 months. All vaccinations, including the initial vaccination, shall be with a U.S. Department of Agriculture-approved three-year rabies vaccine product. 20 V.S.A. § 3581(e).

	Breeding [or Special] License	Pet Dealer Permit (20 V.S.A. § 3681)
On or Before April 1	\$30.00 for the first ten dogs or wolf-hybrids; \$3.00 for each additional dog or wolf-hybrid (20 V.S.A. § 3583(a)(3))	\$25.00
After April 1	\$45.00 for the first ten dogs or wolf-hybrids; \$4.50 for each additional dog or wolf-hybrid (20 V.S.A. § 3583(c))	\$37.50

### **Breeding Licenses:**

The owner/keeper of dogs or wolf-hybrids kept for breeding purposes may get a breeding [or special] license for such animals on or before April 1 if the animals are kept in a proper enclosure. A current rabies vaccination is also required for each dog or wolf-hybrid. Such licensed dogs or wolf-hybrids are exempt from other license fees and any town surcharge. However, each breeding license issued is subject to the \$1.00 state fee for state rabies control programs. 20 V.S.A. §§ 3583, 3581(f).

NOTE: Breeders of cats and ferrets may also apply for a breeding license for their operations.

### **Pet Dealers:**

A pet dealer is any person (excluding pet shops, animal shelters, or rescue organizations) who sells or exchanges or who offers to sell or exchange cats, dogs, or wolf-hybrids, or any combination thereof, from three or more litters of cats, dogs, or wolf-hybrids in any 12-month period. A pet dealer shall apply to the municipal clerk of the town or city in which cats, dogs, or wolf-hybrids are kept for a pet dealer permit. The permit shall expire on March 31 of every year. The permit must be displayed prominently on the premises where the cats, dogs, or wolf-hybrids are kept. The pet dealer permit does not exempt the dogs or wolf-hybrids from any other required license(s). The clerk must distribute a copy of Part 3 of the Animal Welfare Regulations adopted by the Agency of Agriculture, Food and Markets, contact information for the Animal Health Section, and information about sales tax obligations to the pet dealer. He or she must also maintain a record of the types of animals being kept by the permit holder. 20 V.S.A. § 3681.

### **Working Farm Dog License:**

A person who owns a working farm dog and intends to use it on a farm pursuant to 20 V.S.A. § 3549 must get a working farm dog license by paying \$5.00 in addition to other fees required by law. "Working farm dog" means a dog that is bred or trained to herd or protect livestock or poultry or to protect crops and that is used for those purposes and that is registered as a working farm dog. 20 V.S.A. §3581(a). Municipalities shall not prohibit or regulate the barking or running at large of a working farm dog when it is on the property being farmed by the person who registered the working farm dog if the working farm dog is barking and/or running at large in order to herd or protect livestock, poultry or crops.

## **OTHER LICENSING REQUIREMENTS**

- A person may bring a licensed dog(s) bearing the identification of the owner into Vermont for a period not to exceed 90 days, provided the owner has a valid certificate of rabies vaccination. The certificate shall state that the dog(s) rabies vaccination is current for the 90 days following entry into Vermont. 20 V.S.A. § 3587.
- The municipal clerk shall pay the license fee money into the town treasury within 60 days of receipt and give a sworn statement as to the amount of money received and paid over by him or her. The municipal clerk retains \$2.00 for his or her own use for each license or permit he or she issues. 20 V.S.A. § 3588.
- The municipal clerk shall keep a record of licenses he or she issues, with the names of the owners/keepers of the dogs or wolf-hybrids licensed and the names, registered numbers and descriptions of such dogs or wolf-hybrids. 20 V.S.A. § 3589.
- A license from a municipal clerk shall be valid in any part of the state and may be transferred with the dog or wolf-hybrid, provided the license is recorded by the municipal clerk where the dog or wolf-hybrid is currently being kept. 20 V.S.A. § 3591.
- A municipality may waive the license fee for a dog or wolf-hybrid impounded, pursuant to subsection (a) of § 3621, for the current year upon showing current vaccinations and financial hardship. In the event of waiver due to financial hardship, the state shall not receive its portion of a dog license fee. 20 V.S.A. § 3621 (b).

### **List of Dogs:**

Each year the selectboard shall designate a person(s) to make and maintain a list of unlicensed, inoculated and licensed dogs and wolf-hybrids in its town and to submit such list to the municipal clerk. 20 V.S.A. § 3590(a).

The municipal clerk shall notify the owners/keepers of dogs or wolf-hybrids on the list that have not been licensed or inoculated and, after May 30 of each year, give such list to the selectboard. Owners shall also be notified that unlicensed or uninoculated dogs or wolf-hybrids may be impounded for at least ten days, after which they may be humanely destroyed. 20 V.S.A. §§ 3590 (b), 3621 (a).

**A PERSON WHO FAILS TO LICENSE A DOG OR WOLF-HYBRID IN THE REQUIRED MANNER MAY BE FINED UP TO \$500.00. 20 V.S.A. § 3550(a).**

© 2014 Vermont League of Cities and Towns

## APPENDIX J HELPFUL CONTACT INFORMATION

### VERMONT STATE VETERINARIAN:

#### **Dr. Kristin Haas**

Vermont Agency of Agriculture  
Division of Food Safety and Consumer Protection  
Director/State Veterinarian  
Phone: 828-2426  
E-mail: kristin.haas@state.vt.us  
Website: <http://healthvermont.gov>

### VERMONT DEPARTMENT OF HEALTH:

108 Cherry Street  
Burlington, VT 05402  
Phone: 1-800-464-4343  
Fax: 865-7754  
Website: <http://healthvermont.gov/local/tho/tho.aspx#resources>

#### **Rabies Hotline:**

Phone: 1-800-472-2437 (1-800-4-RABIES)  
Website: <http://healthvermont.gov/prevent/rabies/Rabies.aspx>

### VERMONT COUNTY SHERIFFS' DEPARTMENTS (ALPHABETICAL BY COUNTY):

Source: Vermont Criminal Justice Training Council  
Website: [http://vcjtc.vermont.gov/contact\\_info](http://vcjtc.vermont.gov/contact_info)

#### **Addison Co. Sheriff's Office**

Sheriff Donald Keeler  
35 Court Street  
Middlebury, VT 05753  
388-2981  
388-2249 (fax)

#### **Bennington Co. Sheriff's Office**

Chad Schmidt, Sheriff  
P.O. Box 4207  
Bennington, VT 05201  
442-4900  
442-7282 (fax)

#### **Caledonia Co. Sheriff's Office**

Dean Shatney, Sheriff  
1126 Main Street Suite 2  
St. Johnsbury VT 05819  
748-6666  
748-1684 (fax)

**VERMONT COUNTY SHERIFFS' DEPARTMENTS****(ALPHABETICAL BY COUNTY): (continued)**

Source: Vermont Criminal Justice Training Council

Website: [http://vcjtc.vermont.gov/contact\\_info](http://vcjtc.vermont.gov/contact_info)**Chittenden Co. Sheriff's Office**

Kevin M. McLaughlin, Sheriff

P.O. Box 1426

Burlington, VT 05402-1426

863-4341

863-7445 (fax)

**Essex Co. Sheriff's Office**

Trevor Colby, Sheriff

91 Courthouse Drive

Guildhall, VT 05905

676-3500

676-3400 (fax)

**Franklin Co. Sheriff's Office**

Robert W. Norris, Sheriff

P.O. Box 367

St. Albans, VT 05478-0367

524-2121

524-7947 (fax)

**Grand Isle County Sheriff's Office**

Ray Allen, Sheriff

P.O. Box 168

North Hero, VT 05474

372-4482

372-5771 (fax)

**Lamoille Co. Sheriff's Office**

Roger Marcoux, Sheriff

P.O. Box 96

Hyde Park, VT 05655-0096

888-3502

888-2562 (fax)

**Orange Co. Sheriff's Office**

Bill Bohnyak, Sheriff

11 VT RT 113

Chelsea, VT 05038

685-4875

685-3204 (fax)

**VERMONT COUNTY SHERIFFS' DEPARTMENTS****(ALPHABETICAL BY COUNTY): (continued)**

Source: Vermont Criminal Justice Training Council

Website: [http://vcjtc.vermont.gov/contact\\_info](http://vcjtc.vermont.gov/contact_info)**Orleans Co. Sheriff's Office**

Kirk J. Martin, Sheriff

5578 US Route 5

Derby, VT

*Mailing:*

P.O. Box 355

Newport, VT 05855

334-3333

334-3307 (fax)

**Rutland Co. Sheriff's Office**

Stephen P. Benard, Sheriff

P.O. Box 303

Rutland, VT 05702-0303

775-8002

775-1794 (fax)

**Washington Co. Sheriff's Office**

W. Sam Hill, Sheriff

P.O. Box 678

Montpelier, VT 05601-0678

223-3001

828-3611 (fax)

**Windham Co. Sheriff's Office**

Keith Clark, Sheriff

P.O. Box 266

Newfane, VT 05345-0266

365-4949

365-4945 (fax)

**Windsor Co. Sheriff's Office**

D. Michael Chamberlain, Sheriff

P.O. Box 478

62 Pleasant Street

Woodstock, VT 05091

457-5211

457-5215 (fax)

**VERMONT STATE POLICE BARRACKS****(BY TROOP):**

(Source: Vermont State Police, Department of Public Safety)

Website: [http://vsp.vermont.gov/about\\_us/divisions/field\\_force/stations](http://vsp.vermont.gov/about_us/divisions/field_force/stations)**Troop A:**

St. Albans Barracks  
 P.O. Box 809  
 St. Albans, VT 05478  
 Voice: 524-5993  
 Fax: 527-1150

Williston Barracks  
 2777 St. George Road  
 Williston, VT 05495  
 Voice: 878-7111  
 Fax: 878-2742

Middlesex Barracks  
 1080 US Route 2  
 Middlesex, VT 05602  
 Voice: 229-9191  
 Fax: 229-2648

**Troop B:**

Derby Barracks  
 35 Crawford Road  
 P.O. Box 410  
 Derby, VT 05829  
 Voice: 334-8881  
 Fax: 334-4740

Bradford Barracks  
 1594 Waits River Road  
 Bradford, VT 05033-9716  
 Voice: 222-4680  
 Fax: 222-4028

St. Johnsbury Barracks  
 1068 US Route 5  
 Suite #1  
 St. Johnsbury, VT 05819  
 Voice: 748-3111  
 Fax: 748-1585

**Troop C:**

New Haven Barracks  
 P.O. Box 83  
 New Haven, VT 05742  
 Voice: 388-4919  
 Fax: 388-1420

Rutland Barracks  
 124 State Place  
 Rutland, VT 05701-9332  
 Voice: 773-9101  
 Fax: 775-6968

Shaftsbury Barracks  
 P.O. Box 215  
 Shaftsbury, VT 05262  
 Voice: 442-5421  
 Fax: 422-3263

**Troop D:**

Royalton Barracks  
 2011 VT Route 107  
 Bethel, VT 05032  
 Voice: 234-9933  
 Fax: 234-6520

Rockingham Barracks  
 1987 Rockingham Road  
 Chester, VT 05143  
 Voice: 875-2112  
 Fax: 875-2176

Brattleboro Barracks  
 464 Marlboro Road  
 Brattleboro, VT 05301  
 Voice: 254-2382  
 Fax: 257-7951

## VERMONT FISH & WILDLIFE DEPARTMENT GAME WARDENS (BY DISTRICT):

(Source: Vermont Fish & Wildlife Department)

Website: [http://www.vtfishandwildlife.com/laws\\_contactwarden.cfm](http://www.vtfishandwildlife.com/laws_contactwarden.cfm)

### CENTRAL DISTRICT

Warden	State Police Phone	Home Phone	Residence
Lt. Scribner, George	773-9101	462-3595	Middlebury
Gallant, Keith	234-9933	728-9215	East Braintree
Gravelle, Jason	234-9933	484-7435	West Windsor
Hungerford, Josh	388-4919	989-7484	Middlebury
Sterling, Robert	773-9101	265-4602	Fair Haven
Whipple, Jeffrey	234-9933	685-7813	Chelsea
Spc. Whitlock, Dale	388-4919	388-4875	Middlebury

### NORTHEASTERN DISTRICT

Warden	State Police Phone	Home Phone	Residence
Lt. Klein, Kim	748-3111	754-9464	Irasburg
Sgt. Mann, Bradley	334-8881	895-2993	Derby Line
Amsden, Dennis	234-9933	751-7695	Danville
Dukette, Jason	334-8881	723-4131	Island Pond
Gregory, David	748-3111	626-4390	Lyndon Center
Reed, Jenna	334-8881	334-1215	Derby
Schichtle, Mark	222-4680	757-2121	Wells River
Spc. Shopland, Russell	766-2211	472-3040	East Hardwick
Szymanowski, Trevor	748-3111	695-1314	North Concord

### NORTHWESTERN DISTRICT

Warden	State Police Phone	Home Phone	Residence
Lt. Smiley, Curtis	878-7111	849-2156	Fairfax
Sgt. Wedin, Carl	524-5993	868-9110	Sheldon
Barrett, Chad	229-9191	244-1680	Waterbury Center
Batchelder, Jason	878-7111	888-9618	Morrisville
Brown, Paul	229-9191	485-4432	Northfield
Cook, Tom	878-7111	878-0094	Essex Junction
Snyder, Dustin	524-5993	782-8440	St. Albans
Fowler, Sean	229-9191	454-9919	Plainfield
Thiel, Matthew	524-5993	868-6257	Hinesburg
Currier, Robert	878-7111	497-2136	Colchester

### SOUTHERN DISTRICT

Warden	State Police Phone	Home Phone	Residence
Lt. Gaudreau, Paul	442-5421	394-2973	West Rupert
Sgt. Buttle, Travis	442-5421	442-4383	Shaftsbury
Joyal, Dana	773-9101	259-9460	Wallingford
Eckhardt, Greg	875-2112	824-5785	Landgrove
Majeski, Stephen	875-2112	674-6044	West Windsor
Price, Kelly	257-7101	251-2171	Brattleboro
Stedman, Justin	773-9101	325-9333	Pawlet
Watkin, Richard	257-7101	368-7302	Whitingham

**ANIMAL SHELTERS AND HUMANE SOCIETIES (ALPHABETICAL):**

(Source: Central Vermont Humane Society)

Website: <http://cvhumane.com/vermont-pets/>**County:****Addison County Humane Society**

236 Boardman Street  
 Middlebury, VT 05753  
 388-1100  
 382-9320 (fax)  
[www.addisonhumane.org](http://www.addisonhumane.org)

**Animal Rescue of the Kingdom**

360 Lackey Road  
 Holland, VT 05829  
 334-6776

**Caledonia Animal Rescue**

P.O. Box 4054  
 St. Johnsbury, VT 05891  
 592-3265  
 748-5728 (fax)  
[armills@kingcon.com](mailto:armills@kingcon.com)

**Central Vermont Humane Society**

1589 VT Route 14S  
 East Montpelier, VT 05651  
 476-3811  
 476-7833 (fax)  
[www.cvhumane.com](http://www.cvhumane.com)

**Elizabeth Brown Humane Society**

P.O. Box 6  
 St. Johnsbury, VT 05819  
 748-4281  
 748-4281 (fax)  
[annkimball@webtv.com](mailto:annkimball@webtv.com)

**Franklin County Humane Society**

30 Sunset Meadows  
 St. Albans, VT 05478  
 524-9650  
[www.saveapetvt.org](http://www.saveapetvt.org)

**ANIMAL SHELTERS AND HUMANE SOCIETIES (ALPHABETICAL): (continued)**

(Source: Central Vermont Humane Society)

Website: <http://cvhumane.com/vermont-pets/>

**Frontier Animal Society**

4473 Barton-Orleans Road

Orleans, VT 05860

754-2228

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

**Green Mountain Animal Defenders**

P.O. Box 4577

Burlington, VT 05402

878-2230

**Humane Society of Chittenden County**

142 Kindness Court

South Burlington, VT 05403

860-5867

860-5868 (fax)

[www.chittendenumane.org](http://www.chittendenumane.org)

**Lucy Mackenzie Humane Society**

P.O. Box 343

Woodstock, VT 05091

457-3080

457-1401 (fax)

[www.woodstockpets.org](http://www.woodstockpets.org)

**Morse Rescue Farm**

270 Parker Road

E. Wallingford, VT 05742

259-2272

259-2350

**North Country Animal League**

3524 Laporte Road

Morrisville, VT 05661

888-5065

888-4408 (fax)

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

**Rutland County Humane Society**

765 Stevens Road

Pittsford, VT 05763

483-6700

483-6342 (fax)

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

**ANIMAL SHELTERS AND HUMANE SOCIETIES (ALPHABETICAL): (continued)**

(Source: Central Vermont Humane Society)

Website: <http://cvhumane.com/vermont-pets/>

**Second Chance Animal Center**

P.O. Box 620

Shaftsbury, VT 05262

375-0249

375-0235 (fax)

[www.2ndchanceanimalcenter.org](http://www.2ndchanceanimalcenter.org)

**All-Breed Rescue Groups:****Good Karma Rescue**

[goodkarmarescue.rescuegroups.org](http://goodkarmarescue.rescuegroups.org)

[goodkarmarescue@gmail.com](mailto:goodkarmarescue@gmail.com)

**Springfield Humane Society**

P.O. Box 398

Springfield, VT 05156

885-3997

885-6970 (fax)

[www.springfieldvthumanesociety.org](http://www.springfieldvthumanesociety.org)

**The Animal Rescue and Protection Society**

P.O. Box 274

Chester, VT 05143

875-7777

[info@tarps-vt.org](mailto:info@tarps-vt.org)

**Vermont Volunteer Services for Animals**

P.O. Box 100

Bridgewater, VT 05034

672-5302

672-5303 (fax)

**Windham County Humane Society**

P.O. Box 397 (916 West River Road)

Brattleboro, VT 05302

254-2232

254-3680 (fax)

[www.wchs4pets.org](http://www.wchs4pets.org)

**Random Rescue**

Randomrescue.org

433-5912

254-3680 (fax)

[randomrescue@gmail.org](mailto:randomrescue@gmail.org)

**VERMONT HUMANE FEDERATION**

Website: <http://www.vermonthumane.org/>

**VERMONT ANIMAL CONTROL ASSOCIATION (VACA)**

Website: <https://www.facebook.com/VermontAnimalControl>

**VERMONT ANIMAL CRUELTY TASK FORCE**

Website: <http://www.vactf.org/>

Joanne Bourbeau

E-mail: [info@vactf.org](mailto:info@vactf.org)

Phone: 368-2790

The Vermont Animal Cruelty Task Force  
c/o The Humane Society of the United States  
New England Regional Office  
P.O. Box 619  
Jacksonville, VT 05342

**AMERICAN KENNEL CLUB (AKC)  
CANINE GOOD CITIZEN EVALUATORS IN VERMONT**

Website: [http://classic.akc.org/events/cgc/cgc\\_bystate.cfm](http://classic.akc.org/events/cgc/cgc_bystate.cfm)

For more information about the AKC's Canine Good Citizen (CGC) Program please visit:  
<http://classic.akc.org/events/cgc/program.cfm>

<b>CITY</b>	<b>NAME</b>	<b>EMAIL ADDRESS</b>
Braintree	Kasara Fleury	gone2thedogz04@yahoo.com
Cornwall	Peg Cobb	peg@starvalegoldens.com
East Berkshire	Maryanne Wood	maryanne@caninedimensions.com
Franklin	Margaret Teitelbaum	kasha@franklinvt.net
Guilford	Roo Grubis	rooanddogs@yahoo.com
Hydeville	Lorene McLaughlin	mcz54@comcast.net
Manchester Center	Ann Gavett	apgavett@gmail.com
Milton	Sherry Bushee	imprintdogtraining@gmail.com
Montpelier	Sheryl Begin	sbegin@vssg.com
Morrisville	Christina Williamson	dogtownobedience@myfairpoint.net
North Clarendon	Barbara Van Raden	Barbara@9labs.org
North Hero	Deborah Brown	nllabs@together.net
North Springfield	Debbie Ryan	willowfarm@vermontel.net
Orleans	Pamela Parkinson	parki5@netzero.net
Pawlet	Caroline Albert	apexwsh@vermontel.net
Putney	Bill Grant	info@ultimatecompanion.com
Rutland	David Marshall	begavtc02@yahoo.com
Rutland	Erynn Connors	4pawsacademy@gmail.com
Rutland	Nathan Whitehorne	nwhitehorne@gmail.com
Shaftsbury	Katie McKenzie	dogloverstraining@gmail.com
South Burlington	Sheila Lewonski	pawsitivetouch@hotmail.com
Wallingford	Sharon Kroker	skroker@vermontel.net
Wells	Darlene Gould	gouldswells@hushmail.com
White River Junction	Susan Kenney	goldenbookends@yahoo.com
Williston	Amy Haskell	amy@showmethebiscuit.com
Williston	Lisa Primo	ldprimo@aol.com
Williston	Amanda Poquette	amanda@doggiedaycare.com
Winooski	Lori Bielawa	loribwaggles@gmail.com



VERMONT LEAGUE  
OF CITIES & TOWNS

89 Main Street, Suite 4  
Montpelier, VT 05602

802-229-9111/800-649-7915

**fax:** 802-229-2211

**email:** [info@vlct.org](mailto:info@vlct.org)

**web:** [www.vlct.org](http://www.vlct.org)