

# Norwich Selectboard

**Regular Meeting: Wednesday, May 27, 2026 – 6:30 p.m.**

Tracy Hall Multi-Purpose Room

**This meeting is being held in-person and via ZOOM**

ZOOM access information: <https://us02web.zoom.us/j/89116638939> Meeting ID: 891 1663 8939  
US Toll-free: 888-475-4499 (Press \*9 to raise hand; Press \*6 to unmute after being recognized by Chair)

**NOTE: To be admitted to Zoom, you must display a First and Last Name**

## Welcome & Introductions

1. Agenda – Discussion/Motion
2. Chair’s Report
3. Public Comments for Items not on the Agenda – Discussion
4. NFD Spending Request for New Turnout Gear from Fund #26 – Discussion/Possible Motion (5 mins)
5. Listers’ Extension Request for June 4, 2026 Abstract – Discussion/Possible Motion (5 mins)
6. Review and Approval of Sullivan, Powers, & Co., P.C. Audit Scope and Objectives – Discussion/Possible Motion (5 mins)
7. Setting of Transfer Station Fees for FY27 – Discussion/Possible Motion (10 mins)
8. Opioid Settlement Funds Distribution – Discussion/Possible Motion (10 mins)
9. Town Manager Report – Discussion (10 mins)
10. Department Reports – Discussion (5 mins)
11. Town Manager Goals – Discussion/Possible Motion (20 mins)
12. Communications – Discussion/Possible Motion(s) (30 mins)
  - Proposal to Allow Real-Time Access to Packet Materials
  - Contact List in Tracy Hall and on Website
  - Change of Chair’s Report Format
  - Permission from Board to Grant Authority to Chair to be Sole Authority to Communicate with Town Manager between Selectboard Meetings
  - Public Records Request Policy?
13. Approve Minutes – May 13, 2026 – Discussion/Possible Motion (5 mins)
14. AP Warrants – Discussion/Possible Motion (5 mins)
15. Receipt of Correspondence – Discussion/Possible Motion (5 mins)
16. Discussion of June 10, 2026 Selectboard Agenda – Discussion/Possible Motion (5 mins)
17. Adjournment – Motion

## Future Meeting Dates and Potential Topics

Day	Date	Meeting Type	Time & Content	Other Notes
Wednesday	6/10/2026	Regular: Zoom & JAM	6:30 p.m. Selectboard business	
Wednesday	6/24/2026	Regular: Zoom & JAM	6:30 p.m. Selectboard business	



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

To: ToN Selectboard

Re: Expenditure Request for New Turnout Gear From Fund #26

Date: 5/19/26

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Hello ToN Selectboard:

Attached is our sales quote for six new sets of firefighter turnout gear and six pairs of globe leather boots. The gear is for our newer members who currently have very old gear that is beyond the ten year usable life expiration as recommended by NFPA standard 1971.

We are looking to fund this purchase from NFD Fund #26 (Equipment Designated Fund), in the amount not to exceed \$28,750.00. Thanks for considering!

Sincerely,

*Alexander Northern*

Town of Norwich Fire Chief

Town of Norwich  
Departmental Request for Spending

Date: 5-19-2026 Department: Fire

Request by (name): Alex Northern Title: Fire Chief

Town Manager Approval Date: 5/20/26 For Selectboard Meeting Date: 5-27-26

What is being requested: 6 new sets of firefighter turnout gear and 6 pair of globe leather boots.

Has this request been budgeted by the Selectboard:  no  yes If yes, fiscal year: \_\_\_\_\_

How much will the request cost, including any additional expenses such as set-up, decals, customization, etc.:

Not to exceed **\$28,750.00**; explain: The gear is for our newer members who are interior qualified and who currently have very old gear that is beyond the 10 year expiration date as recommended by NFPA 1971.

Which fund(s) will be used to pay for this request:

Fund name: Fire Equipment Fund Fund #: 26 Amt. requested: Not to exceed \$28,750.00

Fund balance \$ \$94,109.39 as of (date): 5/19/2026 Balance verified by Finance Director?  yes  no

Fund name: \_\_\_\_\_ Fund #: \_\_\_\_\_ Amt. requested: \$ \_\_\_\_\_

Fund balance \$ \_\_\_\_\_ as of (date): \_\_\_/\_\_\_/\_\_\_ Balance verified by Finance Director?  yes  no

List other items/costs that are expected to be paid from the above-named fund in \_\_\_\_\_ (Fiscal Year):

Request for Quotes required:  Yes  No If yes, will bids be sent out by Town Manager:  Yes  No

Expected Date of purchase, if known: Upon Approval

Other information: \_\_\_\_\_

Signature of Requestor: [Signature] Date: 5-19-26

Signature of Town Manager: [Signature] Date: 5/20/26

Action by Selectboard:  Approved  Denied  Tabled Date: \_\_\_\_\_

Concerns of Selectboard: \_\_\_\_\_

Bids/Quotes: Date sent out \_\_\_\_\_ Due date \_\_\_\_\_ Date selection made \_\_\_\_\_

Date quotes given to selectboard \_\_\_\_\_

Purchase: Date purchased: \_\_\_\_\_ Date Received: \_\_\_\_\_



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

# ORDER ACKNOWLEDGEMENT

No. : **237457**

For Quotation#: 218151

Doc. Date : 05/15/2026

Payment Terms : NET30

Delivery Date: 05/15/2026

Customer PO:

Salesperson : Jeff A. Sheltry

Page : Page 1 of 2

**Bill To**

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

**Ship To :**

Chief Alex Northern  
300 Main St.  
Norwich VT 05055

**Globe G-Xtreme 3.0 Jacket + GPS Pant 2026**

Quantity	SVIB	Description	Unit Cost
6	1G7	Globe G-Xtreme 3.0 Jacket, Agility FreeFAS Color: Dark Gold	6,674.00
6	62	GX3 Jacket Liner, Glide ICE 2 Layer	3,207.60
6	E	GX3 Jacket Moisture Barrier, Stedair 3000 *Contains PFAS Chemicals	1,669.41
6	179703G	Scotchlite Triple Trim, NYC 3 Inch Trim Color: Lime Yellow	1,060.51
6	1910413C	Pocket, #13P-C Radio 2 x 3.5 x 8 Location: Left Chest	439.88
6	1910564	Self Mic Strap Location: Above Radio Pocket	25.55
6	N110267	Helmet Snap/Mic Strap/2.5 x 9 Holder Location: Right Chest Flashlight Holder	211.96
6	197XX3	Scotchlite 3 Inch Letters Per Row Color: LY Location: Row A NORWICH	220.38
6	197XX3	Scotchlite 3 Inch Letters Per Row Color: LY Location: Row B FIRE	220.38
6	MEG0132	Letter Patch, Hanging 5 x 20 Color: Dark Gold	322.33
		Color: LY For Last Names Sewn on Hanging Letter Patch.	

Notice: Products marked as 'Contains PFAS Chemicals' are considered notification; pursuant to NH Law 154:8-c Firefighting PPE. Terms Net 30 days  
add 3% fee when paying via credit card. Exchanges may incur additional handling charges. Late fee 2%/mo. \$25 return check fee.  
MC/Visa/Discover accepted.

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

Document No. : 237457  
 Doc. Date : 05/15/2026

Quantity	SKU	Description	Unit Price
6	THMBLOOP	Nomex Wrister with Black Thumb Loop	102.61
6	1910506	Reinforcement, Cuffs, Coat, Self Material Color: Dark Gold	81.21
<b>Subtotal:</b>			<b>\$14,456.20</b>
6	FG7	Globe GPS Pant, Agility FreeFAS Color: Dark Gold	5,292.54
6	62	GPS Pant Thermal Liner, Glide Ice 2Lyr	2,649.92
6	E	GPS Pant Moisture Barrier, Stedair 3000 *Contains PFAS	1,352.30
6	27903	Scotchlite Triple Trim, 3 Inch Around Pant Cuffs Trim Color: Lime Yellow	231.57
6	290105L	Reinforcement, Knees, Pant, Grey Suede	177.69
6	N29SL104C	Reinforcement, Pant, Silizone Padding in Cathedral Knees	326.08
6	290108	Pant Grey Suede Cuffs	
6	GPSSUS	GPS STD Black Padded H-Back Suspender	
6	2912127	Pocket Divider - Self Material Location: L Leg Split 1/3 Front, 2/3 Back of Pocket	105.60
<b>Subtotal:</b>			<b>\$10,136.70</b>
6	120A420-G	Globe ARCTIC SOLE Supreme 14 Inch Pull On Mens Boot *Contains PFAS	4,110.00

**Subtotal** 28,701.90  
**Total** 28,701.90

Notice: Products marked as 'Contains PFAS Chemicals' are considered notification; pursuant to NH Law 154:8-c Firefighting PPE. Terms Net 30 days  
 add 3% fee when paying via credit card. Exchanges may incur additional handling charges. Late fee 2%/mo. \$25 return check fee.  
 MC/Visa/Discover accepted.

Town of Norwich, Vermont



CHARTERED 1761

TO: Selectboard members – Griggs, Classon, Layton, Swett and Gere

FROM: Board of Listers – Lindberg, Smith and Ciccotelli

DATE: May 21, 2026

RE: Extension for filing the Grand list Abstract

At our Lister meeting on Wednesday May 20, 2026, the Listers voted to request an extension of 30 days from the State of Vermont Department of Property Valuation and Review order to prepare the most accurate 2026 Grand List Abstract. This extension is under the provisions of 32 V.S.A. § 4342 and requires the approval of the Selectboard.

The statutory filing date of the Abstract is June 4, 2026, for towns with a population under 5,000. While this request is for a 30-day extension, we do not know if we will need the full 30 days. It is the plan of the Listers to file the Abstract and issue the Change of Assessment notices as soon as possible.

We anticipate grievance hearings will be held within statutory deadlines, and we plan to lodge the final Grand List no later than August 15, 2026.

# The Vermont Statutes Online

The Vermont Statutes Online have been updated to include the actions of the 2023 session of the General Assembly.

NOTE: The Vermont Statutes Online is an unofficial copy of the Vermont Statutes Annotated that is provided as a convenience.

## **Title 32 : Taxation and Finance**

### **Chapter 129 : Grand Tax Lists**

#### **Subchapter 008 : Extensions of Time**

**(Cite as: 32 V.S.A. § 4341)**

#### **§ 4341. Generally**

The several dates fixed by law on or before which: (1) abstracts of individual lists shall be completed and lodged in the town clerk's office; (2) meetings of listers may be held to hear grievances; (3) hearings upon such grievances shall be closed; (4) meetings of the board of civil authority shall be held to consider the same; (5) hearings upon such appeal shall be closed; (6) the grand list shall be completed and deposited in the town clerk's office; (7) listers shall lodge inventories of taxpayers with the town clerk; and (8) abstracts of the grand list shall be filed with the town clerk shall be extended as follows: In towns of fewer than 5,000 inhabitants, 30 days; in towns of 5,000 or more inhabitants, 50 days. Nothing contained in this section shall in any manner change the date fixed in a municipal charter whereon any of the aforesaid acts or things are therein required to be done or performed. (Amended 1977, No. 105, § 14(a); 1979, No. 177 (Adj. Sess.), § 1; 1993, No. 49, § 4, eff. May 28, 1993; 1995, No. 169 (Adj. Sess.), § 11, eff. May 15, 1996.)

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### **Title 32 : Taxation and Finance**

#### **Chapter 129 : Grand Tax Lists**

##### **Subchapter 008 : Extensions of Time**

**(Cite as: 32 V.S.A. § 4342)**

#### **§ 4342. Extensions by the Director**

On written application therefor made by the listers or assessors of any town, with the approval of the selectboard of the town or mayor of the city, the several dates fixed by law and extended by section 4341 of this title or the charter of any municipal corporation, on or before which certain acts must be done relating to duties of listers and assessors, may be further extended by the Director and such extensions shall be in writing. (Amended 1977, No. 105, § 14(a), eff. July 1, 1977; 1993, No. 49, § 5, eff. May 28, 1993; 2019, No. 175 (Adj. Sess.), § 2, eff. Oct. 8, 2020.)

**Form PVR-4342  
GRAND LIST EXTENSION REQUEST**

Name of Town <b>NORWICH</b>		Name of Contact Person <b>CHERYL A. LINDBERG</b>	
Mailing Address <b>Po Box 376</b>		Phone Number <b>802-649-1419 x 6</b>	
City <b>NORWICH</b>	State <b>VT</b>	ZIP Code <b>05055</b>	Email Address <b>listers@norwich.vt.us</b>

**TO:** Director of Property Valuation & Review  
Vermont Department of Taxes  
133 State Street  
Montpelier, VT 05633-1401

Dear Director,

The listers of the Town of NORWICH request a 30 day extension under 32 V.S.A, section 4342.

Sincerely,

**SAMPLE**

\_\_\_\_\_  
PRINT Name of Chair of Selectboard

\_\_\_\_\_  
Signature of Chair of Selectboard.

\_\_\_\_\_  
Date

Email completed form to [tax.pvr@vermont.gov](mailto:tax.pvr@vermont.gov) or mail to the address above.

**32 V.S.A. § 4342. Extensions by the Director**

On written application therefor made by the listers or assessors of any town, with the approval of the selectboard of the town or mayor of the city, the several dates fixed by law and extended by section 4341 of this title or the charter of any municipal corporation, on or before which certain acts must be done relating to duties of listers and assessors, may be further extended by the Director and such extensions shall be in writing.



# Sullivan, Powers & Co., P.C.

Certified Public Accountants

77 Barre Street  
P.O. Box 947  
Montpelier, VT 05601  
802/223-2352  
[www.sullivanpowers.com](http://www.sullivanpowers.com)

Richard J. Brigham, CPA  
Chad A. Hewitt, CPA  
Jordan M. Plummer, CPA  
VT Lic. #92-000180

May 4, 2026

Selectboard  
Town of Norwich, Vermont  
300 Main Street  
P.O. Box 376  
Norwich, VT 05055

This letter is to confirm our understanding of the terms and objectives of our engagement.

## AUDIT SCOPE AND OBJECTIVES

We will audit the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information, and the disclosures, which collectively comprise the basic financial statements of the Town of Norwich, Vermont as of and for the year ended June 30, 2026.

Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement the Town of Norwich, Vermont's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to the Town of Norwich, Vermont's RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient appropriate evidence to express an opinion or provide any assurance. The following RSI is required by GAAP and will be subjected to certain limited procedures, but will not be audited:

1. Statement of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual – Budgetary Basis – General Fund.
2. Schedule of Proportionate Share of the Net Pension Liability – VMERS Defined Benefit Plan.
3. Schedule of Contributions – VMERS Defined Benefit Plan.

The following other information accompanying the financial statements will not be subjected to the auditing procedures applied in our audit of the financial statements, and our auditor's report will not provide an opinion or any assurance on that other information.

1. Combining Balance Sheet – Non-Major Governmental Funds.
2. Combining Schedule of Revenues, Expenditures and Changes in Fund Balances – Non-Major Governmental Funds.
3. Combining Balance Sheet – Non-Major Special Revenue Funds.
4. Combining Schedule of Revenues, Expenditures and Changes in Fund Balances – Non-Major Special Revenue Funds.
5. Combining Balance Sheet – Non-Major Capital Projects Funds.
6. Combining Schedule of Revenues, Expenditures and Changes in Fund Balances – Non-Major Capital Projects Funds.

The objectives of our audit are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in the United States of America (GAAS) and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

The objectives also include reporting on internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.

#### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

We will conduct our audit in accordance with GAAS; the standards for financial audits contained in "Government Auditing Standards" issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with Uniform Guidance, and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and "Government Auditing Standards," we exercise professional judgement and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of waste and abuse is subjective, "Government Auditing Standards" do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements or noncompliance may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and "Government Auditing Standards". In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events considered in the aggregate that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected customers, creditors, and financial institutions. We may also request written representation from your attorneys as part of the engagement.

We have identified the following significant risks of material misstatement as part of our audit planning.

- . Management override of controls.

Our audit of the financial statements does not relieve you of your responsibilities.

### AUDIT PROCEDURES – INTERNAL CONTROL

We will obtain an understanding of the Town and its environment, including internal control relevant to the audit, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

### AUDIT PROCEDURES – COMPLIANCE

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of the government's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to "Government Auditing Standards."

### RESPONSIBILITIES OF MANGEMENT FOR THE FINANCIAL STATEMENTS

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for (1) designing, implementing, establishing and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with accounting principles generally accepted in the United States of America and for compliance with applicable laws and regulations (including federal statutes), rules and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is responsible for making drafts of financial statements, all financial records, and related information available to us and for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers); and for the evaluation of whether there are any conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for the 12 months after the financial statements date or shortly thereafter (for example, within an additional three months if currently known). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the Town from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by GAAS and *Government Auditing Standards*.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial both individually and, in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants and for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, or contracts or grant agreements that we report.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, and other studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the financial statements and related notes and any other nonaudit services we provide. You will be required to acknowledge in the management presentation letter our assistance with the preparation of the financial statements and related notes and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

With regard to the electronic dissemination of audited financial statements, including financial statements published electronically on your website, you understand that electronic sites are a means to distribute information and, therefore, we are not required to read the information contained in these sites or to consider the consistency of other information in the electronic site with the original document.

With regard to including the auditor's report in an exempt offering document, you agree that the aforementioned auditor's report, or reference to Sullivan, Powers & Company, P.C., will not be included in any such offering document without our prior permission or consent. Any agreement to perform work in connection with an exempt offering document, including an agreement to provide permission or consent, will be a separate engagement.

#### OTHER SERVICES

We will also assist in preparing the financial statements and related notes of the Town of Norwich, in conformity with GAAP based on information provided by you. These nonaudit services do not constitute an audit under Government Auditing Standards and such services will not be conducted in accordance with Government Auditing Standards. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statement services previously defined. We, in our sole professional judgement, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities relating to the financial statements and related notes and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with the preparation of the financial statements and related notes and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

## REPORTING

We will issue a written report upon completion of our audit of the Town of Norwich's financial statements. Our report will be addressed to the Selectboard. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If circumstances occur related to the condition of your records, the availability of sufficient, appropriate audit evidence, or the existence of a significant risk of material misstatement of the financial statements caused by error, fraudulent financial reporting, or misappropriation of assets, which in our professional judgment prevent us from completing the audit or forming an opinion on the financial statements, we retain the right to take any course of action permitted by professional standards, including declining to express an opinion or issue a report, or withdrawing from the engagement.

We will also provide a report (that does not include an opinion) on internal control related to the financial statements and compliance with the provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a material effect on the financial statements as required by "Government Auditing Standards." The report on internal control and on compliance and other matters will state (1) that the purpose of the report is solely to describe the scope of testing of internal control and compliance, and the results of that testing, and not to provide an opinion on the effectiveness of the Town of Norwich's internal control on compliance, and (2) that the report is an integral part of an audit performed in accordance with "Government Auditing Standards" in considering the Town of Norwich's internal control and compliance. The report will also state that the report is not suitable for any other purpose. If during our audit we become aware that the Town of Norwich is subject to an audit requirement that is not encompassed in the terms of this engagement, we will communicate to management and those charged with governance that an audit in accordance with U.S. generally accepted auditing standards and the standards for financial audits contained in "Government Auditing Standards" may not satisfy the relevant legal, regulatory, or contractual requirements.

## AUDIT ADMINISTRATION

Richard Brigham, CPA, is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them.

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

We will schedule the engagement based in part on deadlines, working conditions, and the availability of your key personnel. We will plan the engagement based on the assumption that your personnel will cooperate and provide assistance by performing tasks such as preparing requested schedules, retrieving supporting documents, and preparing confirmations as requested on a timely basis. Some of our audit procedures may be performed remotely. As a result, your employees will need to send any requested information to us electronically through secure sites and/or allow us to view it utilizing available videoconferencing technology. If, for whatever reason, your personnel are unavailable to provide the necessary assistance in a timely manner, it may substantially increase the work we have to do and hinder our ability to complete the engagement within the established deadlines and result in an increase in our fees over our original fee estimate.

The audit documentation for this engagement is our property and constitutes confidential information. However, pursuant to authority given by law or regulation, we may be requested to make certain audit documentation available to a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of our personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

In the event we are required to respond to a subpoena, court order or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this engagement, you agree to compensate us for the time we expend in connection with such response, and to reimburse us for all of our out-of-pocket costs incurred in that regard.

In the event that we are or may be obligated to pay any cost, settlement, judgment, fine, penalty, or similar award or sanction as a result of a claim, investigation, or other proceeding instituted by any third party, then to the extent that such obligation is or may be a direct or indirect result of your intentional or knowing misrepresentation or provision to us of inaccurate or incomplete information in connection with this engagement, and not any failure on our part to comply with professional standards, you agree to indemnify us, defend us, and hold us harmless as against such obligations.

To ensure that our independence is not impaired under the AICPA Code of Professional Conduct, you agree to inform us before entering into any substantive employment discussions with any of our personnel.

In connection with this engagement, we may communicate with you or others via email transmission. As emails can be intercepted and read, disclosed, or otherwise used or communicated by an unintended third party, or may not be delivered to each of the parties to whom they are directed and only to such parties, we cannot guarantee or warrant that emails from us will be properly delivered and read only by the addressee. Therefore, we specifically disclaim and waive any liability or responsibility whatsoever for interception or unintentional disclosure of emails transmitted by us in connection with the performance of this engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from the use of email transmissions, including any consequential, incidental, direct, indirect, or special damages, such as loss of revenues or anticipated profits, or disclosure or communication of confidential or proprietary information.

This engagement letter is contractual in nature and includes all of the relevant terms that will govern the engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

Our audit engagement ends on delivery of our audit report. Any follow-up services that might be required will be a separate, new engagement. The terms and conditions of that new engagement will be governed by a new, specific engagement letter for that service.

FEE ARRANGEMENTS

Based on our knowledge of your programs and accounting system and the current regulations and guidelines, we have determined that the audit services can be performed for a fee of \$30,900 provided that the books are closed and reconciled and our to-do list is completed prior to our commencing fieldwork.

Our fee for any other accounting services we provide will be based on the time of the individuals performing the services at our standard hourly rates plus out-of-pocket expenses.

Our procedure is to bill on a progress basis for work performed to date. Invoices are payable upon receipt. A finance charge of one percent (1%) per month will be charged on balances over thirty (30) days.

GENERAL CONDITIONS

We are prepared to commence work as soon as formally engaged. A draft of the audit report will be submitted for your review prior to its issuance. We will issue the final reports within one (1) week of your approval of the draft report.

The audit documentation for this engagement will be retained for a minimum of five (5) years after the report release date or for any additional period requested by a federal awarding agency or pass-through entity. If we are aware that a federal awarding agency, pass-through entity or auditee is contesting an audit finding, we will contact the party contesting the audit finding for guidance prior to destroying the audit documentation.

If the terms are acceptable to you and the services are in accordance with your requirements, please sign in the space provided and return an executed copy of this letter to us.

Respectfully submitted,

*Sullivan, Powers & Co.*

SULLIVAN, POWERS & CO.  
Certified Public Accountants

We understand that the purpose of this letter is to clarify the services to be performed by you and the fee arrangements. We hereby confirm to you that we agree to the contents of this letter.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dated: \_\_\_\_\_

Town of Norwich, Vermont



CHARTERED 1761

**MEMO**

**To:** Norwich Selectboard  
**From:** Brennan Duffy, Town Manager  
**Date:** May 20, 2026  
**Re:** Setting of FY'27 Transfer Station Fees

As you are aware, the Selectboard is required to set the Norwich Transfer Station Fee Schedule annually for the coming fiscal year. As we did last year, the Norwich Solid Waste Committee (NSWC) was involved and asked to provide a recommendation for the Transfer Station rates, and this analysis and recommendation has been discussed with the Town Manager and DPW Director.

The consensus is to recommend the Selectboard increase the cost of Transfer Station Stickers by \$5 for the coming year to help keep up with rising expenses. This recommendation would make Resident Stickers \$45 and Non-Residential \$85 for FY'27.

Please see attached the analysis report performed by members of the NSWC and the proposed rate schedule for the coming fiscal year.

Thank you for your consideration of this topic.

# Norwich Transfer Station

FY2027 Fee Review

Norwich Selectboard | May 2026

# Fee History

Year	Sticker	Trash Card	Stickers Sold	Trash Cards Sold	Sticker Revenue	Trash Card Revenue	Sticker + Trash Card
FY2022	\$25 2nd Car \$7	\$45	~1,200 - ~1400	~2,271	\$27,822	\$102,200	\$130,022
FY2023	\$35	\$50	~1,321	~2,019	\$46,255	\$100,970	\$147,225
FY2024	\$35	\$50	~1,052	~2,069	\$36,811	\$103,460	\$140,271
FY2025	\$40	\$50	~1,164	~2,075	\$46,560	\$103,760	\$150,320
FY2026	\$40	\$50	~1,149	~1,630	\$45,975	\$81,480	\$127,455

- As prices go up, revenue increases but participation goes down

~ Units derived from revenue / price. FY2026 data as of May 11.

## C&D Waste — Self-Funding

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	FY2024	FY2025	FY26 YTD
C&D Disposal Cost	\$17,940	\$17,553	\$12,001
C&D Revenue	\$16,625	\$17,362	\$12,425
Net	-\$1,315	-\$191	+\$424

- C&D fees are essentially self-funding — cost and revenue have tracked closely for three years
- C&D represents ~7% of total expenses
- No fee change proposed for C&D

# Neighboring Town Fee Comparison

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Town	Sticker	Trash (10 bags)
Hartford	\$30	\$50.00
Bridgewater, Hartland (Fast Trash)	no permit \$5 per use recycling fee \$3 per food waste bucket	\$50 + extra for heavy weight
Strafford	no permit	\$60
Thetford	\$30	\$60 ~ \$80 (white kitchen bag \$4 and 35 Gal \$6)
Norwich	\$40	\$50.00

Source: Town websites, May 2026

# Financial History and Outlook

	Expenses	Revenue	Coverage
FY2024 Budget	\$238,215	\$168,500	70.7%
FY2024 Actual	\$234,833	\$174,658	74.4%
FY2025 Budget	\$252,369	\$168,500	66.8%
FY2025 Actual	\$245,573	\$182,535	74.3%
FY2026 Budget	\$261,174	\$181,300	69.4%
FY2026 Proj *	\$255,803	\$192,163	75.1%
FY2027 Budget	\$268,801	\$176,800	65.8%

\* FY26 projected applies 2-year avg variance to budget (-2.1% expenses / +6.0% revenue)

\* Budgeted FY27 revenue lower than FY26 due to adjustments down for Recycling, C&D, and E-Waste

# Contracted Services History

Line Item	FY2023 Actual	FY2024 Actual	FY2025 Actual	FY26 YTD	FY26 Budget	FY27 Budget
Municipal Solid Waste	\$45,393	\$53,116	\$54,993	\$47,756	\$56,000	\$56,000
Recycling	\$43,865	\$40,032	\$52,298	\$45,223	\$48,000	\$49,000
C&D Waste Disposal	\$14,362	\$17,940	\$17,553	\$12,001	\$18,000	\$18,000
Food Waste Disposal	\$24,654	\$19,755	\$16,048	\$9,597	\$23,000	\$23,000
GUVSWMD Assessment	\$36,120	\$32,508	\$32,508	\$32,508	\$35,000	\$35,000

- Recycling +6% rate confirmed effective Jan 1, 2027 (~+3% net annual impact)
- Food waste running well under budget- decreased prices negotiated with Casella

# Fee Scenarios vs FY27 Approved Budget

FY27 Budgeted Expenses: \$268,801

Scenario	Sticker	Trash Card	Budgeted Revenue	Budgeted Coverage	Projected Revenue	Projected Coverage
Do nothing	\$40	\$50	\$176,800	65.8%	\$187,408	69.7%
\$45 sticker	\$45	\$50	\$181,800	67.6%	\$192,708	71.7%
\$50 sticker	\$50	\$50	\$186,800	69.5%	\$198,008	73.7%
\$55 Trash Card	\$40	\$55	\$187,300	69.7%	\$198,538	73.9%
\$45 stk + \$55 Trash Card	\$45	\$55	\$192,300	71.5%	\$203,838	75.8%
\$50 stk + \$55 Trash Card	\$50	\$55	\$197,300	73.4%	\$209,138	77.8%

Budget volume: 1,000 stickers / 2,100 trash cards | Projected revenue applies historical +6% overrun (FY22-25 avg) to budgeted revenue

# Recommendations

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- No Change to C&D and Trash Card (MSW) rates
- In order to keep up with escalating costs, we recommend increasing the annual permit fee by \$5, bringing the Resident sticker price up to \$45 and the Non-Residential sticker up to \$85

## FY-27 Norwich Transfer Station Proposed Fee Schedule

Revenue Item		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)	<b>45.00</b>	
Resident 2nd Vehicle (Annual)	<b>45.00</b>	
Non-Residential	<b>85.00</b>	
<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.)

# MEMORANDUM

TO: Norwich Selectboard  
FR: Matt Swett  
DA: 05.20.26  
RE: Opioid Settlement Discussion

I think that we should continue moving ahead on deciding how to distribute the Opioid Settlement funds received over the past several years by the Town of Norwich. As of 4/15/26, the Opioid Settlement Fund (#56) has an account balance of \$32,980.30.

Last October, upon request, the Selectboard received memos from several members of our public safety community - I have included these documents below for our new Selectboard members. EMS Head of Service for the Norwich Fire Department, Matt Herbert and Norwich Police Chief, Matt Romei spoke at our October 22, 2025 meeting about possible options for fund distributions.

I have also included in this memo "Exhibit E" from the Office of the Vermont Attorney General which defines the approved uses of the Opioid Settlement funds. The complete Opioid Settlement information packet can be found at this link:

<https://ago.vermont.gov/attorney-generals-office-divisions-and-unit/consumer-protection/health-and-product-safety/opioid-settlements>

At this point I think we have tried to seek out as much information as possible to make a good decision on how to distribute the funds. I look forward to having a discussion on this topic.

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## Opioid Remediation Ideas

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From Matt Herbert <matt2vt@gmail.com>

Date Tue 10/7/2025 2:48 PM

To Brita Vallens <bvallens@norwich.vt.us>

You don't often get email from matt2vt@gmail.com. [Learn why this is important](#)

Good afternoon, Brita,

I'm writing to you at the invitation of Brennan Duffy regarding ideas for the use of funds for opioid remediation. My name is Matt Herbert and I am the EMS Head of Services for the Norwich Fire Department (NFD). I've served with the NFD for 22 years as a firefighter and advanced EMT and am currently the longest serving member on the department. Additionally, I'm a licensed nurse and have worked as such in Vermont and New Hampshire for the past 28 years. I recently spent 2 years working as a drug treatment nurse for an outpatient addiction center in the Upper Valley where we saw upwards of 300 patients daily. We provided a range of services including Medication Assisted Treatment (MAT), counseling, testing and providing free naloxone (Narcan). I've also served as the vice-chair (7 years) on the Board of Advisors for All Together, a coalition based at Dartmouth Hitchcock which serves to reduce the harms of Substance Use and Suicide in the community.

I believe that my experience as a nurse on the front lines of drug treatment and my decades of experience as a First Responder position me to be a valuable voice in how to best utilize the funds that Norwich now has for opioid use remediation. I have three areas that I feel funds would be best used.

1. Upper Valley Turning Point: Located right on the Hartford-Norwich border on Route 5 South, Turning Point provides the following free services to the community; drop-in center for substance use disorder (SUD) patients, support meetings, navigation of treatment, education and support resources, free naloxone distribution and outreach. Additionally, Turning Point works closely with the Hartford Police Dept, HCRS and the Vermont courts to assist people dealing with SUD, and Turning Point is even officially partnered with Mt. Ascutney Hospital in developing a MAT program.
2. Good Neighbor Health Clinic: The GNHC is in downtown White River Junction and serves both the VT and NH members of the Upper Valley. The population of people dealing with SUD are very often unhoused, and their living situation fluctuates back and forth over the VT/NH border. GNHC has for many years helped patients with SUD, and they recently opened their 24-hour free vending machine outside their clinic which provides naloxone, nutritious snacks, warm items of clothing and more. GNHC also provides referrals to over a dozen services for SUD patients.
3. Norwich Fire and Police Departments: The smallest 'ask' would be for these two 911 agencies. Because the EMS and Police encounter SUD people in crisis the most, it is sensible to develop and provide a "leave behind" kit for people who may be in crisis. The heat of the moment (when 911 services show up) is not always the best time to deal with SUD issues, but a prepared packet of information that lists resources, options, 24-hour phone numbers and even a supportive message would be an effective (and inexpensive) method for connecting SUD citizens with valuable resources. Providing such resources to people has been shown to reduce the strain on 911 resources which may result in savings for taxpayers.

I appreciate the opportunity to weigh in on this issue, and I hope that I may be allowed to contribute more to the discussion.

Sincerely,  
Matt Herbert



# NORWICH POLICE DEPARTMENT



CHIEF OF POLICE

**MATTHEW S. ROMEI**

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775  
email: [matthew.s.romei@vermont.gov](mailto:matthew.s.romei@vermont.gov)

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## Memorandum

To: Brennan Duffy  
Town Manager

From: Matthew Romei  
Chief of Police

Re: Opioid Settlement Funding

Date: 15 October 2025

Based on our current operations, call history, and near-term future expectations, I suggest the Town consider sending our Opioid Settlement Funding to Health Care and Rehabilitative Services. They are our designated mental health agency, and have been of great assistance in any overdose and related calls for service we have had.

**Re: Soliciting ideas for the use of TON Opioid Settlement Funds**

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**From** Norwich Community Nurse <norwichnursevt@gmail.com>

**Date** Tue 9/30/2025 1:04 PM

**To** Brennan Duffy <BDuffy@norwich.vt.us>

**Cc** Brita Vallens <bvallens@norwich.vt.us>

You don't often get email from norwichnursevt@gmail.com. [Learn why this is important](#)

Hi all,

The Norwich Nurse board thinks these funds are best suited for the police and fire departments. I am happy to help with any projects that you come up with.

Thanks you for reaching out.

Mary  
Mary Stevens, APRN  
Norwich Community Nurse

**EXHIBIT E**  
**List of Opioid Remediation Uses**

**Schedule A**

**Core Strategies**

Settling States and **Exhibit G** Participants may choose from among the abatement strategies listed in Schedule B. However, priority may be given to the following core abatement strategies (“*Core Strategies*”).<sup>1</sup>

**A. NALOXONE OR OTHER FDA-APPROVED DRUG TO REVERSE OPIOID OVERDOSES**

1. Expand training for first responders, schools, community support groups and families; and
2. Increase distribution to individuals who are uninsured or whose insurance does not cover the needed service.

**B. MEDICATION-ASSISTED TREATMENT (“MAT”) DISTRIBUTION AND OTHER OPIOID-RELATED TREATMENT**

1. Increase distribution of MAT to individuals who are uninsured or whose insurance does not cover the needed service;
2. Provide education to school-based and youth-focused programs that discourage or prevent misuse;
3. Provide MAT education and awareness training to healthcare providers, EMTs, law enforcement, and other first responders; and
4. Provide treatment and recovery support services such as residential and inpatient treatment, intensive outpatient treatment, outpatient therapy or counseling, and recovery housing that allow or integrate medication and with other support services.

**C. PREGNANT & POSTPARTUM WOMEN**

1. Expand Screening, Brief Intervention, and Referral to Treatment (“*SBIRT*”) services to non-Medicaid eligible or uninsured pregnant women;
2. Expand comprehensive evidence-based treatment and recovery services, including MAT, for women with co-occurring Opioid Use Disorder (“*OUD*”) and other

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<sup>1</sup> As used in this Schedule A, words like “expand,” “fund,” “provide” or the like shall not indicate a preference for new or existing programs.

Substance Use Disorder (“SUD”)/Mental Health disorders for uninsured individuals for up to 12 months postpartum; and

3. Provide comprehensive wrap-around services to individuals with OUD, including housing, transportation, job placement/training, and childcare.

**D. EXPANDING TREATMENT FOR NEONATAL ABSTINENCE SYNDROME (“NAS”)**

1. Expand comprehensive evidence-based and recovery support for NAS babies;
2. Expand services for better continuum of care with infant-need dyad; and
3. Expand long-term treatment and services for medical monitoring of NAS babies and their families.

**E. EXPANSION OF WARM HAND-OFF PROGRAMS AND RECOVERY SERVICES**

1. Expand services such as navigators and on-call teams to begin MAT in hospital emergency departments;
2. Expand warm hand-off services to transition to recovery services;
3. Broaden scope of recovery services to include co-occurring SUD or mental health conditions;
4. Provide comprehensive wrap-around services to individuals in recovery, including housing, transportation, job placement/training, and childcare; and
5. Hire additional social workers or other behavioral health workers to facilitate expansions above.

**F. TREATMENT FOR INCARCERATED POPULATION**

1. Provide evidence-based treatment and recovery support, including MAT for persons with OUD and co-occurring SUD/MH disorders within and transitioning out of the criminal justice system; and
2. Increase funding for jails to provide treatment to inmates with OUD.

**G. PREVENTION PROGRAMS**

1. Funding for media campaigns to prevent opioid use (similar to the FDA’s “Real Cost” campaign to prevent youth from misusing tobacco);

2. Funding for evidence-based prevention programs in schools;
3. Funding for medical provider education and outreach regarding best prescribing practices for opioids consistent with CDC guidelines, including providers at hospitals (academic detailing);
4. Funding for community drug disposal programs; and
5. Funding and training for first responders to participate in pre-arrest diversion programs, post-overdose response teams, or similar strategies that connect at-risk individuals to behavioral health services and supports.

**H. EXPANDING SYRINGE SERVICE PROGRAMS**

1. Provide comprehensive syringe services programs with more wrap-around services, including linkage to OUD treatment, access to sterile syringes and linkage to care and treatment of infectious diseases.

**I. EVIDENCE-BASED DATA COLLECTION AND RESEARCH ANALYZING THE EFFECTIVENESS OF THE ABATEMENT STRATEGIES WITHIN THE STATE**

## Schedule B

### Approved Uses

Support treatment of Opioid Use Disorder (OUD) and any co-occurring Substance Use Disorder or Mental Health (SUD/MH) conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

PART ONE: TREATMENT
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#### **A. TREAT OPIOID USE DISORDER (OUD)**

Support treatment of Opioid Use Disorder (“OUD”) and any co-occurring Substance Use Disorder or Mental Health (“SUD/MH”) conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:<sup>2</sup>

1. Expand availability of treatment for OUD and any co-occurring SUD/MH conditions, including all forms of Medication-Assisted Treatment (“MAT”) approved by the U.S. Food and Drug Administration.
2. Support and reimburse evidence-based services that adhere to the American Society of Addiction Medicine (“ASAM”) continuum of care for OUD and any co-occurring SUD/MH conditions.
3. Expand telehealth to increase access to treatment for OUD and any co-occurring SUD/MH conditions, including MAT, as well as counseling, psychiatric support, and other treatment and recovery support services.
4. Improve oversight of Opioid Treatment Programs (“OTPs”) to assure evidence-based or evidence-informed practices such as adequate methadone dosing and low threshold approaches to treatment.
5. Support mobile intervention, treatment, and recovery services, offered by qualified professionals and service providers, such as peer recovery coaches, for persons with OUD and any co-occurring SUD/MH conditions and for persons who have experienced an opioid overdose.
6. Provide treatment of trauma for individuals with OUD (*e.g.*, violence, sexual assault, human trafficking, or adverse childhood experiences) and family members (*e.g.*, surviving family members after an overdose or overdose fatality), and training of health care personnel to identify and address such trauma.

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<sup>2</sup> As used in this Schedule B, words like “expand,” “fund,” “provide” or the like shall not indicate a preference for new or existing programs.

7. Support evidence-based withdrawal management services for people with OUD and any co-occurring mental health conditions.
8. Provide training on MAT for health care providers, first responders, students, or other supporting professionals, such as peer recovery coaches or recovery outreach specialists, including telementoring to assist community-based providers in rural or underserved areas.
9. Support workforce development for addiction professionals who work with persons with OUD and any co-occurring SUD/MH conditions.
10. Offer fellowships for addiction medicine specialists for direct patient care, instructors, and clinical research for treatments.
11. Offer scholarships and supports for behavioral health practitioners or workers involved in addressing OUD and any co-occurring SUD/MH or mental health conditions, including, but not limited to, training, scholarships, fellowships, loan repayment programs, or other incentives for providers to work in rural or underserved areas.
12. Provide funding and training for clinicians to obtain a waiver under the federal Drug Addiction Treatment Act of 2000 (“*DATA 2000*”) to prescribe MAT for OUD, and provide technical assistance and professional support to clinicians who have obtained a DATA 2000 waiver.
13. Disseminate web-based training curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service–Opioids web-based training curriculum and motivational interviewing.
14. Develop and disseminate new curricula, such as the American Academy of Addiction Psychiatry’s Provider Clinical Support Service for Medication–Assisted Treatment.

**B. SUPPORT PEOPLE IN TREATMENT AND RECOVERY**

Support people in recovery from OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the programs or strategies that:

1. Provide comprehensive wrap-around services to individuals with OUD and any co-occurring SUD/MH conditions, including housing, transportation, education, job placement, job training, or childcare.
2. Provide the full continuum of care of treatment and recovery services for OUD and any co-occurring SUD/MH conditions, including supportive housing, peer support services and counseling, community navigators, case management, and connections to community-based services.

3. Provide counseling, peer-support, recovery case management and residential treatment with access to medications for those who need it to persons with OUD and any co-occurring SUD/MH conditions.
4. Provide access to housing for people with OUD and any co-occurring SUD/MH conditions, including supportive housing, recovery housing, housing assistance programs, training for housing providers, or recovery housing programs that allow or integrate FDA-approved medication with other support services.
5. Provide community support services, including social and legal services, to assist in deinstitutionalizing persons with OUD and any co-occurring SUD/MH conditions.
6. Support or expand peer-recovery centers, which may include support groups, social events, computer access, or other services for persons with OUD and any co-occurring SUD/MH conditions.
7. Provide or support transportation to treatment or recovery programs or services for persons with OUD and any co-occurring SUD/MH conditions.
8. Provide employment training or educational services for persons in treatment for or recovery from OUD and any co-occurring SUD/MH conditions.
9. Identify successful recovery programs such as physician, pilot, and college recovery programs, and provide support and technical assistance to increase the number and capacity of high-quality programs to help those in recovery.
10. Engage non-profits, faith-based communities, and community coalitions to support people in treatment and recovery and to support family members in their efforts to support the person with OUD in the family.
11. Provide training and development of procedures for government staff to appropriately interact and provide social and other services to individuals with or in recovery from OUD, including reducing stigma.
12. Support stigma reduction efforts regarding treatment and support for persons with OUD, including reducing the stigma on effective treatment.
13. Create or support culturally appropriate services and programs for persons with OUD and any co-occurring SUD/MH conditions, including new Americans.
14. Create and/or support recovery high schools.
15. Hire or train behavioral health workers to provide or expand any of the services or supports listed above.

**C. CONNECT PEOPLE WHO NEED HELP TO THE HELP THEY NEED  
(CONNECTIONS TO CARE)**

Provide connections to care for people who have—or are at risk of developing—OUD and any co-occurring SUD/MH conditions through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Ensure that health care providers are screening for OUD and other risk factors and know how to appropriately counsel and treat (or refer if necessary) a patient for OUD treatment.
2. Fund SBIRT programs to reduce the transition from use to disorders, including SBIRT services to pregnant women who are uninsured or not eligible for Medicaid.
3. Provide training and long-term implementation of SBIRT in key systems (health, schools, colleges, criminal justice, and probation), with a focus on youth and young adults when transition from misuse to opioid disorder is common.
4. Purchase automated versions of SBIRT and support ongoing costs of the technology.
5. Expand services such as navigators and on-call teams to begin MAT in hospital emergency departments.
6. Provide training for emergency room personnel treating opioid overdose patients on post-discharge planning, including community referrals for MAT, recovery case management or support services.
7. Support hospital programs that transition persons with OUD and any co-occurring SUD/MH conditions, or persons who have experienced an opioid overdose, into clinically appropriate follow-up care through a bridge clinic or similar approach.
8. Support crisis stabilization centers that serve as an alternative to hospital emergency departments for persons with OUD and any co-occurring SUD/MH conditions or persons that have experienced an opioid overdose.
9. Support the work of Emergency Medical Systems, including peer support specialists, to connect individuals to treatment or other appropriate services following an opioid overdose or other opioid-related adverse event.
10. Provide funding for peer support specialists or recovery coaches in emergency departments, detox facilities, recovery centers, recovery housing, or similar settings; offer services, supports, or connections to care to persons with OUD and any co-occurring SUD/MH conditions or to persons who have experienced an opioid overdose.

11. Expand warm hand-off services to transition to recovery services.
12. Create or support school-based contacts that parents can engage with to seek immediate treatment services for their child; and support prevention, intervention, treatment, and recovery programs focused on young people.
13. Develop and support best practices on addressing OUD in the workplace.
14. Support assistance programs for health care providers with OUD.
15. Engage non-profits and the faith community as a system to support outreach for treatment.
16. Support centralized call centers that provide information and connections to appropriate services and supports for persons with OUD and any co-occurring SUD/MH conditions.

**D. ADDRESS THE NEEDS OF CRIMINAL JUSTICE-INVOLVED PERSONS**

Address the needs of persons with OUD and any co-occurring SUD/MH conditions who are involved in, are at risk of becoming involved in, or are transitioning out of the criminal justice system through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support pre-arrest or pre-arraignment diversion and deflection strategies for persons with OUD and any co-occurring SUD/MH conditions, including established strategies such as:
  - a. Self-referral strategies such as the Angel Programs or the Police Assisted Addiction Recovery Initiative (“*PAARP*”);
  - b. Active outreach strategies such as the Drug Abuse Response Team (“*DART*”) model;
  - c. “Naloxone Plus” strategies, which work to ensure that individuals who have received naloxone to reverse the effects of an overdose are then linked to treatment programs or other appropriate services;
  - d. Officer prevention strategies, such as the Law Enforcement Assisted Diversion (“*LEAD*”) model;
  - e. Officer intervention strategies such as the Leon County, Florida Adult Civil Citation Network or the Chicago Westside Narcotics Diversion to Treatment Initiative; or
  - f. Co-responder and/or alternative responder models to address OUD-related 911 calls with greater SUD expertise.

2. Support pre-trial services that connect individuals with OUD and any co-occurring SUD/MH conditions to evidence-informed treatment, including MAT, and related services.
3. Support treatment and recovery courts that provide evidence-based options for persons with OUD and any co-occurring SUD/MH conditions.
4. Provide evidence-informed treatment, including MAT, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are incarcerated in jail or prison.
5. Provide evidence-informed treatment, including MAT, recovery support, harm reduction, or other appropriate services to individuals with OUD and any co-occurring SUD/MH conditions who are leaving jail or prison or have recently left jail or prison, are on probation or parole, are under community corrections supervision, or are in re-entry programs or facilities.
6. Support critical time interventions (“CTP”), particularly for individuals living with dual-diagnosis OUD/serious mental illness, and services for individuals who face immediate risks and service needs and risks upon release from correctional settings.
7. Provide training on best practices for addressing the needs of criminal justice-involved persons with OUD and any co-occurring SUD/MH conditions to law enforcement, correctional, or judicial personnel or to providers of treatment, recovery, harm reduction, case management, or other services offered in connection with any of the strategies described in this section.

**E. ADDRESS THE NEEDS OF PREGNANT OR PARENTING WOMEN AND THEIR FAMILIES, INCLUDING BABIES WITH NEONATAL ABSTINENCE SYNDROME**

Address the needs of pregnant or parenting women with OUD and any co-occurring SUD/MH conditions, and the needs of their families, including babies with neonatal abstinence syndrome (“NAS”), through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, those that:

1. Support evidence-based or evidence-informed treatment, including MAT, recovery services and supports, and prevention services for pregnant women—or women who could become pregnant—who have OUD and any co-occurring SUD/MH conditions, and other measures to educate and provide support to families affected by Neonatal Abstinence Syndrome.
2. Expand comprehensive evidence-based treatment and recovery services, including MAT, for uninsured women with OUD and any co-occurring SUD/MH conditions for up to 12 months postpartum.

3. Provide training for obstetricians or other healthcare personnel who work with pregnant women and their families regarding treatment of OUD and any co-occurring SUD/MH conditions.
4. Expand comprehensive evidence-based treatment and recovery support for NAS babies; expand services for better continuum of care with infant-need dyad; and expand long-term treatment and services for medical monitoring of NAS babies and their families.
5. Provide training to health care providers who work with pregnant or parenting women on best practices for compliance with federal requirements that children born with NAS get referred to appropriate services and receive a plan of safe care.
6. Provide child and family supports for parenting women with OUD and any co-occurring SUD/MH conditions.
7. Provide enhanced family support and child care services for parents with OUD and any co-occurring SUD/MH conditions.
8. Provide enhanced support for children and family members suffering trauma as a result of addiction in the family; and offer trauma-informed behavioral health treatment for adverse childhood events.
9. Offer home-based wrap-around services to persons with OUD and any co-occurring SUD/MH conditions, including, but not limited to, parent skills training.
10. Provide support for Children’s Services—Fund additional positions and services, including supportive housing and other residential services, relating to children being removed from the home and/or placed in foster care due to custodial opioid use.

PART TWO: PREVENTION
----------------------

**A. PREVENT OVER-PRESCRIBING AND ENSURE APPROPRIATE PRESCRIBING AND DISPENSING OF OPIOIDS**

Support efforts to prevent over-prescribing and ensure appropriate prescribing and dispensing of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding medical provider education and outreach regarding best prescribing practices for opioids consistent with the Guidelines for Prescribing Opioids for Chronic Pain from the U.S. Centers for Disease Control and Prevention, including providers at hospitals (academic detailing).

2. Training for health care providers regarding safe and responsible opioid prescribing, dosing, and tapering patients off opioids.
3. Continuing Medical Education (CME) on appropriate prescribing of opioids.
4. Providing Support for non-opioid pain treatment alternatives, including training providers to offer or refer to multi-modal, evidence-informed treatment of pain.
5. Supporting enhancements or improvements to Prescription Drug Monitoring Programs (“*PDMPs*”), including, but not limited to, improvements that:
  - a. Increase the number of prescribers using PDMPs;
  - b. Improve point-of-care decision-making by increasing the quantity, quality, or format of data available to prescribers using PDMPs, by improving the interface that prescribers use to access PDMP data, or both; or
  - c. Enable states to use PDMP data in support of surveillance or intervention strategies, including MAT referrals and follow-up for individuals identified within PDMP data as likely to experience OUD in a manner that complies with all relevant privacy and security laws and rules.
6. Ensuring PDMPs incorporate available overdose/naloxone deployment data, including the United States Department of Transportation’s Emergency Medical Technician overdose database in a manner that complies with all relevant privacy and security laws and rules.
7. Increasing electronic prescribing to prevent diversion or forgery.
8. Educating dispensers on appropriate opioid dispensing.

**B. PREVENT MISUSE OF OPIOIDS**

Support efforts to discourage or prevent misuse of opioids through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Funding media campaigns to prevent opioid misuse.
2. Corrective advertising or affirmative public education campaigns based on evidence.
3. Public education relating to drug disposal.
4. Drug take-back disposal or destruction programs.

5. Funding community anti-drug coalitions that engage in drug prevention efforts.
6. Supporting community coalitions in implementing evidence-informed prevention, such as reduced social access and physical access, stigma reduction—including staffing, educational campaigns, support for people in treatment or recovery, or training of coalitions in evidence-informed implementation, including the Strategic Prevention Framework developed by the U.S. Substance Abuse and Mental Health Services Administration (“SAMHSA”).
7. Engaging non-profits and faith-based communities as systems to support prevention.
8. Funding evidence-based prevention programs in schools or evidence-informed school and community education programs and campaigns for students, families, school employees, school athletic programs, parent-teacher and student associations, and others.
9. School-based or youth-focused programs or strategies that have demonstrated effectiveness in preventing drug misuse and seem likely to be effective in preventing the uptake and use of opioids.
10. Create or support community-based education or intervention services for families, youth, and adolescents at risk for OUD and any co-occurring SUD/MH conditions.
11. Support evidence-informed programs or curricula to address mental health needs of young people who may be at risk of misusing opioids or other drugs, including emotional modulation and resilience skills.
12. Support greater access to mental health services and supports for young people, including services and supports provided by school nurses, behavioral health workers or other school staff, to address mental health needs in young people that (when not properly addressed) increase the risk of opioid or another drug misuse.

**C. PREVENT OVERDOSE DEATHS AND OTHER HARMS (HARM REDUCTION)**

Support efforts to prevent or reduce overdose deaths or other opioid-related harms through evidence-based or evidence-informed programs or strategies that may include, but are not limited to, the following:

1. Increased availability and distribution of naloxone and other drugs that treat overdoses for first responders, overdose patients, individuals with OUD and their friends and family members, schools, community navigators and outreach workers, persons being released from jail or prison, or other members of the general public.
2. Public health entities providing free naloxone to anyone in the community.

3. Training and education regarding naloxone and other drugs that treat overdoses for first responders, overdose patients, patients taking opioids, families, schools, community support groups, and other members of the general public.
4. Enabling school nurses and other school staff to respond to opioid overdoses, and provide them with naloxone, training, and support.
5. Expanding, improving, or developing data tracking software and applications for overdoses/naloxone revivals.
6. Public education relating to emergency responses to overdoses.
7. Public education relating to immunity and Good Samaritan laws.
8. Educating first responders regarding the existence and operation of immunity and Good Samaritan laws.
9. Syringe service programs and other evidence-informed programs to reduce harms associated with intravenous drug use, including supplies, staffing, space, peer support services, referrals to treatment, fentanyl checking, connections to care, and the full range of harm reduction and treatment services provided by these programs.
10. Expanding access to testing and treatment for infectious diseases such as HIV and Hepatitis C resulting from intravenous opioid use.
11. Supporting mobile units that offer or provide referrals to harm reduction services, treatment, recovery supports, health care, or other appropriate services to persons that use opioids or persons with OUD and any co-occurring SUD/MH conditions.
12. Providing training in harm reduction strategies to health care providers, students, peer recovery coaches, recovery outreach specialists, or other professionals that provide care to persons who use opioids or persons with OUD and any co-occurring SUD/MH conditions.
13. Supporting screening for fentanyl in routine clinical toxicology testing.

PART THREE: OTHER STRATEGIES
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**A. FIRST RESPONDERS**

In addition to items in section C, D and H relating to first responders, support the following:

1. Education of law enforcement or other first responders regarding appropriate practices and precautions when dealing with fentanyl or other drugs.

2. Provision of wellness and support services for first responders and others who experience secondary trauma associated with opioid-related emergency events.

## **B. LEADERSHIP, PLANNING AND COORDINATION**

Support efforts to provide leadership, planning, coordination, facilitations, training and technical assistance to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, the following:

1. Statewide, regional, local or community regional planning to identify root causes of addiction and overdose, goals for reducing harms related to the opioid epidemic, and areas and populations with the greatest needs for treatment intervention services, and to support training and technical assistance and other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
2. A dashboard to (a) share reports, recommendations, or plans to spend opioid settlement funds; (b) to show how opioid settlement funds have been spent; (c) to report program or strategy outcomes; or (d) to track, share or visualize key opioid- or health-related indicators and supports as identified through collaborative statewide, regional, local or community processes.
3. Invest in infrastructure or staffing at government or not-for-profit agencies to support collaborative, cross-system coordination with the purpose of preventing overprescribing, opioid misuse, or opioid overdoses, treating those with OUD and any co-occurring SUD/MH conditions, supporting them in treatment or recovery, connecting them to care, or implementing other strategies to abate the opioid epidemic described in this opioid abatement strategy list.
4. Provide resources to staff government oversight and management of opioid abatement programs.

## **C. TRAINING**

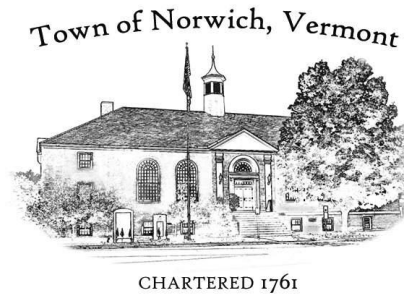
In addition to the training referred to throughout this document, support training to abate the opioid epidemic through activities, programs, or strategies that may include, but are not limited to, those that:

1. Provide funding for staff training or networking programs and services to improve the capability of government, community, and not-for-profit entities to abate the opioid crisis.
2. Support infrastructure and staffing for collaborative cross-system coordination to prevent opioid misuse, prevent overdoses, and treat those with OUD and any co-occurring SUD/MH conditions, or implement other strategies to abate the opioid epidemic described in this opioid abatement strategy list (e.g., health care, primary care, pharmacies, PDMPs, etc.).

#### **D. RESEARCH**

Support opioid abatement research that may include, but is not limited to, the following:

1. Monitoring, surveillance, data collection and evaluation of programs and strategies described in this opioid abatement strategy list.
2. Research non-opioid treatment of chronic pain.
3. Research on improved service delivery for modalities such as SBIRT that demonstrate promising but mixed results in populations vulnerable to opioid use disorders.
4. Research on novel harm reduction and prevention efforts such as the provision of fentanyl test strips.
5. Research on innovative supply-side enforcement efforts such as improved detection of mail-based delivery of synthetic opioids.
6. Expanded research on swift/certain/fair models to reduce and deter opioid misuse within criminal justice populations that build upon promising approaches used to address other substances (*e.g.*, Hawaii HOPE and Dakota 24/7).
7. Epidemiological surveillance of OUD-related behaviors in critical populations, including individuals entering the criminal justice system, including, but not limited to approaches modeled on the Arrestee Drug Abuse Monitoring (“*ADAM*”) system.
8. Qualitative and quantitative research regarding public health risks and harm reduction opportunities within illicit drug markets, including surveys of market participants who sell or distribute illicit opioids.
9. Geospatial analysis of access barriers to MAT and their association with treatment engagement and treatment outcomes.



## **Town Manager Report for May 27, 2026**

### **Department Updates**

#### **Finance Department:**

Jonathan DeLaBruere has been offered and accepted the position of Finance Director. Barrie will retain her Director role and authority until her final day in mid-July and this will allow for a period of training and cross-over. Efforts to backfill the Finance Assistant position are underway.

The FY'27 COLA adjustment has been calculated and is 3.92%.

#### **Planning Department:**

A community survey related to the revision of the TON LHMP has been published for feedback. A public meeting is planned for late June or early July to further solicit community feedback.

The Short-term Rental Interim by-law adoption will require a second public hearing.

The first meeting of the newly formed Village Master Plan group is scheduled for June 9<sup>th</sup> at the NPL.

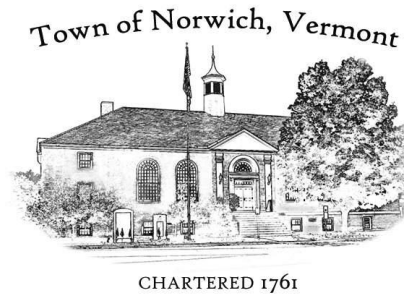
A grant application submission request for a bike/pedestrian safety focused scoping study on Rte. 5 will come before the SB at the 6/10 meeting for review/approval.

#### **Police Department:**

The PD's new mobile laptops are now installed and operational.

The NPD is currently in the process of converting their email addresses and will no longer be using vermont.gov.

Several officers have received new certifications recently. Office Rebentisch has received a certification as a field training officer and in background investigation, Sergeant Rogers has received a forensic interview certification.



The newest patrol vehicle is now fully operational, a Starlink external internet system is currently being road tested to allow for better connections throughout the town.

See the May PD Report for additional department information.

**DPW:**

The Mitchell Brook Rd. culvert project has been completed.

The Moore Lane Bridge Membrane, Paving, and Guardrail Repair project is underway and on schedule.

Street sweeping is scheduled to occur in the village area on 5/27-28.

Planning for the Rte. 132 culvert work remains scheduled to begin in mid-June. Updates on timing and detour routes will be issued soon.

**Fire Department:**

Chief Northern reports that 22 burn permits have been issued so far this spring.

The FD has employed a monthly dinner for volunteers that has been well received.

See the May FD Report for additional department information.

**Recreation Department:**

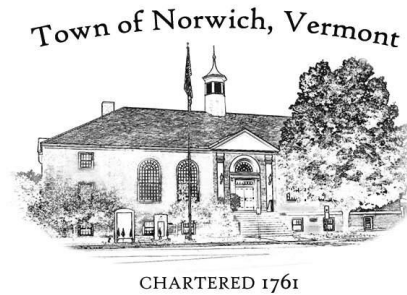
Summer Camps are set to begin on 6/22.

The annual "Touch a Truck" event at MCS was held with good attendance.

See the May Rec Department Report for additional department information.

**Town Clerk:**

The Clerk's office is beginning to plan for the August 11 State Primary election.



**Town Manager's office:**

Following SB approval on 5/13 the Roadside Ash Tree Removal contract with Wilcox Tree Service has been crafted and executed. Work should begin in June.

A combined department initiative for a secure paper shred day is scheduled for 6/11.

Collaborative work with the NSWC, DPW Director, and TM occurred around the FY'27 Transfer Station fee schedule.

The Town has received notice of a \$20,000 Better Roads grant award and a \$26,000 VTrans Grants in Aid award.

The equipment shed on the Town Green was relocated away from the Gazebo on 5/18 with work from the Rec Director and DPW staff.

The Town has been notified of a Lawsuit filed by resident Chris Katucki alleging PRA violations.

The TM has been involved in responding to a request for petition from the United Federation of Police Officers who seek to replace the NEPBA as the union representing our TON CBA employees.

**General/Miscellaneous:**

# NORWICH FIRE DEPARTMENT MAY SB REPORT



**PREPARED BY:** CHIEF ALEX NORTHERN

**DATE:** 5/15/26

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## **Fire Department**

- As we transition away from the traditional wildland fire season, the Town Fire Warden has approved eighteen burn permits so far. Many thanks to all residents who diligently ask for permits. We have very few residents who flaunt the burning rules - well done!
- For training this month, we will be conducting a joint training with the Hanover Fire Department duty crew. The focus is on rural water supply.

## **EMS Division**

- This week is EMS week nationally. Please remember those who are EMS providers for our community.

## **Emergency Management**

- The 2026 LEMP was delivered to the Windham/Windsor Regional Coordinator for approval.

APRIL FIRE CALLS	17
APRIL EMS CALLS	19
APRIL FIRE MUTUAL AID	6



# NORWICH POLICE DEPARTMENT



CHIEF OF POLICE

**MATTHEW S. ROMEI**

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775

email: [matthew.s.romei@vermont.gov](mailto:matthew.s.romei@vermont.gov)

## Monthly Report – May 2026

### **Activity:**

The Norwich Police Department received 41 calls for service during the month of April. VSP were notified of three calls when no Norwich Officer was on duty, and responded to one.

### **Crime and Traffic:**

We are into our Spring lull, where everyone (mostly) is getting along and staying in their lane(s). I also think everyone is so dangd happy to get out of the house! I am happy to report that (most of) you are abiding by the rules of the road – and it shows in traffic stops and crashes decreasing. *That said, I wrote a ticket for 105 miles per hour at the end of the month.* Please don't. Also, our two-wheeled friends are out and about again. They are shaking off the winter blues as well, and while I totally get the desire to “stretch the legs” – please, no wheelies or ridiculous speeds! It's a good time for us 4-wheelers to look twice and save a life!

Finally, we are working on resolving two very serious incidents involving bus traffic. One in which a child was nearly hit, and an unfortunate “road-rage” incident involving a Tri-Valley Transit Bus leaving Marion Cross School. These incidents are immediately placed at the top of our work-queue and will 100% be chased to their conclusion.

### **Reminder:**

There is NEVER a time where a Law Enforcement Agency, or legitimate tech support firm will ask you to put money on gift cards or in a bitcoin ATM for anything. As bad as I hate to admit it, we have zero ability to assist a victim once the money is sent, and the problem is so bad, that our Federal “big brothers” can't even look at a case until it has reached \$100,000 in loss. We recently had a case involving a \$300,000 loss to a citizen. Please, please, PLEASE reach out to us, and/or your bank, if you are asked to send money/gold/crypto for anything that you did not initiate.

### **Items of Note:**

After our comments on E-Bikes last month, our friends at South Burlington PD put out a nice primer on their socials about E-Bikes. I've “tactically acquired” it, and it's attached to this report for your viewing pleasure. If you have questions – reach out and we will try and help you figure them out.

As always, we are hiring – if you know anyone interested, send them our way.

Anyone know when the Creemee Stand at Dan & Whit's Opens?

~Chief~

	FY	FY 2025			FY	FY 2026						CAL				
	2024	Apr	May	June	2025	July	August	Sep	Oct	Nov	Dec	2025	Jan	Feb	Mar	Apr
911 Hangup	14	7	1	2	39	9	3	7	4	3	1	48	6	7	4	5
Agency Assist	65	6	4	4	64	9	12	7	8	3	3	75	5	2	2	3
Animal Problem	32	7	11	7	58	3	4	9	9	1	0	60	1	2	1	3
Assault	5	1	0	4	13	6	2	1	1	3	6	26	1	0	0	1
Burglary	4	1	1	0	5	0	0	1	2	0	0	6	0	0	0	0
Burglary Alarm	40	5	1	4	38	3	1	5	8	2	4	41	1	0	3	2
Citizen Assist	45	5	5	2	41	4	3	6	4	1	2	41	2	3	1	5
Citizen Dispute	7	0	0	2	11	0	1	0	2	0	0	6	1	3	1	0
Directed Patrol	115	3	5	1	66	3	2	3	3	3	1	45	2	2	1	0
Crash - Damage	33	1	3	4	35	4	4	4	3	7	10	53	6	1	3	0
Crash - Injury	5	1	1	0	3	1	0	0	1	3	3	10	0	2	0	1
Death Investigation	3	1	1	0	3	0	0	0	0	0	1	3	0	1	0	0
Drug Possession	1	2	0	0	3	0	0	0	0	0	0	2	0	0	0	0
Foot Patrol	17	0	0	0	5	0	1	0	0	0	0	3	0	0	0	0
Misc	56	0	1	4	41	3	3	5	7	6	2	40	5	5	6	4
Found Property	10	0	0	0	9	0	1	0	0	1	0	4	2	0	0	1
Fraud	17	0	2	1	8	0	1	1	0	1	1	10	0	2	1	2
Intoxication	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Juvenile Issue	8	1	0	0	5	0	0	0	1	0	0	4	0	0	0	0
Lockout	3	2	0	2	4	1	0	0	0	2	1	8	0	1	0	0
Mental Health	13	1	0	1	10	0	0	0	0	1	4	8	1	1	0	0
Missing Person	7	0	1	0	9	1	0	0	3	2	1	11	0	0	0	0
MV Complaint	65	2	2	6	30	1	1	2	6	0	3	29	5	2	3	4
Noise	6	0	1	0	3	2	1	0	0	0	1	5	1	0	1	0
Overdose	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
Panic Alarm	3	0	0	2	6	1	0	0	0	0	0	4	0	0	0	0
Parking Problem	6	0	0	0	4	0	0	0	0	0	0	1	0	0	0	0
Suspicious	74	2	9	7	54	4	8	11	3	5	3	57	3	4	6	4
Special Detail/ Public Speaking	14	2	4	0	9	0	0	0	3	0	1	10	0	0	0	0
Theft	18	1	0	0	11	1	0	3	1	0	2	10	0	0	1	2
Threats	9	0	2	0	12	0	0	1	0	0	0	3	0	0	0	0
Traffic Hazard	13	0	4	2	19	4	3	2	1	3	0	25	0	5	0	0
Trespassing	15	2	0	1	9	0	0	4	1	2	0	13	0	0	0	2
Vandalism	15	1	0	2	18	2	0	0	1	0	0	10	0	0	1	0
Welfare Check	28	2	4	2	24	1	3	3	2	4	3	30	1	1	3	2
Traffic Stops	76	22	18	9	105	8	5	5	1	1	3	82	1	4	26	17
Total Calls	783	56	63	60	670	71	54	75	75	54	56	714	44	48	38	41

1

# KNOW BEFORE YOU RIDE

## E-BIKE LAWS IN VERMONT

A few changes can change the law. Ride smart. Ride safe.

SOUTH BURLINGTON POLICE DEPARTMENT



2

# WHAT IS AN E-BIKE?



To be legally considered an e-bike in Vermont, it must have:



FULLY OPERABLE PEDALS



A SEAT OR SADDLE



MOTOR UNDER 750 WATTS

### THERE ARE 3 CLASSES:

#### CLASS 1

Pedal assist only max 20 mph



#### CLASS 2

Throttle-assisted max 20 mph



#### CLASS 3

Pedal assist only max 28 mph



TREATED LIKE A BICYCLE UNDER THE LAW

3

# MODIFICATIONS CHANGE EVERYTHING



If you:

- REMOVE THE PEDALS OR ADD PEGS
- INCREASE POWER OVER 750W
- OTHER MODIFICATIONS THAT CHANGE THE DESIGN OR FUNCTION



IT IS NO LONGER AN E-BIKE.

MODIFICATIONS CAN LEAD TO SERIOUS VIOLATIONS.

4

# NOW IT'S A MOTOR-DRIVEN CYCLE (MOPED)



Like a moped, this requires:

- DRIVER'S LICENSE
- REGISTRATION
- INSURANCE

NOT ALLOWED ON SIDEWALKS

MAX SPEED: 30 MPH

NO MORE THAN 2 BRAKE HORSEPOWER / LESS THAN 1500W



5

# TOO FAST? IT'S A MOTORCYCLE.



OVER 30 MPH

OVER 2 BRAKE HORSEPOWER / 1500 WATTS OR ABOVE

REQUIRES:

- MOTORCYCLE ENDORSEMENT
- REGISTRATION & INSURANCE
- DOT-APPROVED HELMET

ABOVE 2 BRAKE HORSEPOWER / 1500W OR ABOVE



6

# KNOW THE RISK THE CONSEQUENCES ARE REAL.



**TICKETS**  
For no license, registration, insurance, and more.



**TOWING**  
Your vehicle could be towed.



**CRIMINAL CHARGES**  
Possible criminal charges depending on how the vehicle was operated.



**PREPARED BY:** BRIE SWENSON, RECREATION DIRECTOR

**DATE:** MAY 20<sup>TH</sup>, 2026

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All spring sports began in the final week of April. Our softball and baseball teams are at capacity, as are Root Rockers and mountain biking. We combined our lacrosse teams quite a bit, due to a lack of coaches and player interest. We have a skills-based 3/4 boys team and a 4<sup>th</sup>, 5<sup>th</sup> & 6<sup>th</sup> grade girls team. All other lacrosse players are eligible to play with the Hanover teams. We will begin softball and baseball games in May.

We opened new camps in mid-April. There are now 8 camps to choose from: The Good Life, Sports camp, Little Sports Camp (1<sup>st</sup>-2<sup>nd</sup> graders), Fashion Design camp, Norwich Naturalists, Camp R&R, Basketball Skills camp and Mountain Biking for Beginners.

The tennis court renovation project is scheduled to continue as soon as the fields are dry enough to cross with large construction equipment. Updates for this and other projects can be found on the Norwich Recreation department website.

The April Barrett bread oven training was cancelled due to weather. We will resume the trainings in May.

## Finance Office Overview

Be reminded the budget-to-actual expenditure and revenue reports are broken into two reports for ease of reading: (1) an expenditure and revenue report for the General Fund (01); and (2) an expenditure and revenue report for the reserve funds (04-56).

### April 2026:

At the end of April, the Town is 10 months into its fiscal year or 83% of its budget. To gain an understanding of where expenditures and revenues are over/under budget, it is best to review the “% of Budget” column for each line item versus the overall total.

All submitted reports are unaudited.

### Surplus/Deficit/Cash Flow

A common question asked of the Finance Office as the Town approaches the end of its fiscal year is, “will the Town have a surplus”? The simple answer is it is too early to tell. With that said, there are items to note:

### Articles

- Articles warned at the March 4, 2025 Annual Meeting included:
  - Article 8: Shall the voters approve the use of \$291,000 of the current surplus to fund the Tracy Hall Fund #13 for future improvements to Tracy Hall?
  - Article 9: Shall the voters approve the use of \$200,000 of the current surplus to fund the DPW Bridge fund #41?
  - Article 10: Shall the voters approve the use of \$100,000 of the current surplus to fund the Emerald Ash Borer Response Fund #52 for future mitigation efforts related to the EAB infestation?
- Articles 8, 9, and 10 all passed and total \$591,000. The expectation resulting from approving the articles would be that the Town would operate at a deficit of \$591,000.
  - The \$591,000 shows as an expenditure labeled “Transfer Out (GF Surplus)” on the reports. If the Town were to end FY26 with a \$591,000 deficit, that could indicate the Town’s expenditures met the planned budget exactly.

### FEMA

The Town completed and submitted all reimbursement requests to FEMA in October of last year and has yet to receive all the funds. Lines of communication are open between the Town, the State, and FEMA; however, a date for reimbursement is not known. FEMA reimbursement may arrive on or before June 30, 2026 or in next fiscal year. The reimbursement amount is material and will affect how the fiscal year ends.

### Cash Flow

With the timing of the FEMA reimbursement and the lodging of the Grand List expected mid-August, the Finance Office projects cash flow more closely from now until which time the Town can expect to receive

property tax payments.\* The Town customarily borrows from itself and depending on the arrival of FEMA reimbursements, borrowing may not be necessary. Plus funds may also be available to invest.

Overall, the Finance Office feels comfortable with the status of the operating budget expenditures when viewed from the perspective of the aforementioned items.

\* With the extension of the lodging of the Grand List, the first property tax installment will be due later than the voter approved date of record (August 27, 2026) thus affecting cash flow for the Town and Supervisory Union. Delaying the lodging of the Grand List also impacts the work of the Finance Office.

General

Account	Budget	Actual	% of Budget
<b>01-4-0000 PROPERTY TAX REVENUES</b>			
01-4-000001.00 TOWN PROPERTY TAX	5,692,492.00	5,616,926.77	98.67%
01-4-000002.00 PROPERTY TAX OTHER MONETA	507,772.00	504,272.00	99.31%
01-4-000003.00 Windsor County Tax	60,000.00	57,970.14	96.62%
01-4-000010.00 Current Use Tax - LUCT	15,500.00	0.00	0.00%
01-4-000014.00 PROP TAX INTEREST	30,000.00	43,469.46	144.90%
01-4-000015.00 PROP TAX COLL FEE	20,000.00	37,241.47	186.21%
<b>Total PROPERTY TAX REVENUES</b>	<b>6,325,764.00</b>	<b>6,259,879.84</b>	<b>98.96%</b>
<b>01-4-0001 LICENSE &amp; PERMIT</b>			
01-4-000101.00 LIQUOR LICENSE	600.00	440.00	73.33%
01-4-000103.00 DOG LICENSE	2,800.00	2,501.00	89.32%
01-4-000107.00 HUNT & FISH LICENSE	75.00	55.50	74.00%
01-4-000120.00 BLDG/DEVEL PERMIT	10,000.00	9,291.55	92.92%
01-4-000130.00 LAND POSTING PERMIT	200.00	220.00	110.00%
01-4-000140.00 Punch Card - Hartford	0.00	927.00	100.00%
<b>Total LICENSE &amp; PERMIT</b>	<b>13,675.00</b>	<b>13,435.05</b>	<b>98.25%</b>
<b>01-4-0002 INTERGOVERNMENTAL</b>			
01-4-000201.00 VT HIWAY GAS TAX	168,000.00	178,360.28	106.17%
01-4-000202.00 Hold Harmless State Reven	220,000.00	256,453.00	116.57%
01-4-000208.00 PILOT	10,000.00	18,035.21	180.35%
01-4-000209.00 DOI PILT Act	6,500.00	0.00	0.00%
01-4-000210.00 VT NATURAL RESRCS	2,500.00	0.00	0.00%
01-4-000214.00 EDUC TAX RETAINER .225 o	30,000.00	36,157.28	120.52%
<b>Total INTERGOVERNMENTAL</b>	<b>437,000.00</b>	<b>489,005.77</b>	<b>111.90%</b>
<b>01-4-0003 SERVICE FEE</b>			
01-4-000301.00 RECORDING FEE	25,000.00	20,461.00	81.84%
01-4-000303.00 DOCUMENT COPY FEE	2,100.00	2,736.00	130.29%
01-4-000305.00 USE OF RECRDS FEE	600.00	195.00	32.50%
01-4-000307.00 VITAL STATISTIC FEE	1,500.00	1,295.00	86.33%
01-4-000311.00 PHOTOCOPYING FEE	50.00	0.00	0.00%
01-4-000317.00 EV CHARGING FEES	0.00	74.92	100.00%
01-4-000320.00 TRACY HALL RNTL FEE	5,600.00	4,925.00	87.95%
01-4-000321.00 TH Rental Fee for Rec.Dep	0.00	2,988.00	100.00%
01-4-000325.00 POLICE RPT FEE	500.00	282.00	56.40%
01-4-000355.00 RECREATION FEES	115,000.00	131,873.00	114.67%
01-4-000355.01 Registration Fee Refunds	0.00	-1,930.00	100.00%
01-4-000360.00 TRNSFR STATION STICKERS	40,000.00	45,974.00	114.94%
01-4-000362.00 MISC SOLID WASTE	3,500.00	0.00	0.00%
01-4-000363.00 E-WASTE	3,800.00	2,409.78	63.42%
01-4-000364.00 TRASH COUPON	105,000.00	78,140.00	74.42%
01-4-000365.00 RECYCLING REBATES	14,000.00	5,954.74	42.53%
01-4-000366.00 C & D WASTE	15,000.00	11,919.00	79.46%
<b>Total SERVICE FEE</b>	<b>331,650.00</b>	<b>307,297.44</b>	<b>92.66%</b>

Account	Budget	Actual	% of Budget
<b>01-4-0004 GRANT REVENUE</b>			
01-4-000405.00 FEMA GRANT	0.00	337,049.56	100.00%
01-4-000415.00 CONSERV COMM GRANT	0.00	695.95	100.00%
01-4-000417.00 DRY HYDRANT GRANT	7,700.00	0.00	0.00%
01-4-000436.00 OP/DUI (GHSP)	1,200.00	0.00	0.00%
01-4-000481.00 Town Clerk Grants	0.00	5,190.00	100.00%
01-4-000483.00 Fire Department Grant	0.00	250.00	100.00%
<b>Total GRANT REVENUE</b>	<b>8,900.00</b>	<b>343,185.51</b>	<b>3,856.02%</b>
<b>01-4-0008 OTHER TOWN REVENUES</b>			
01-4-000810.00 BANK INTEREST	50,000.00	24,859.31	49.72%
01-4-000813.00 INSURANCE CLAIMS	0.00	10,065.79	100.00%
01-4-000814.00 FIELD RENTAL	32,000.00	15,790.00	49.34%
<b>Total OTHER TOWN REVENUES</b>	<b>82,000.00</b>	<b>50,715.10</b>	<b>61.85%</b>
<b>01-4-001 PUBLIC SAFETY REVENUES</b>			
01-4-001005.00 POLICE FINE	10,000.00	2,005.29	20.05%
01-4-001007.00 PARKING FINE	500.00	0.00	0.00%
01-4-001008.00 DOG FINE	125.00	0.00	0.00%
<b>Total PUBLIC SAFETY REVENUES</b>	<b>10,625.00</b>	<b>2,005.29</b>	<b>18.87%</b>
<b>01-4-009 MISCELLANEOUS REVENUE</b>			
01-4-009001.00 DAILY OVER/SHORT	0.00	242.00	100.00%
01-4-009005.00 AMBULANCE BILLS PAID	0.00	881.67	100.00%
01-4-009007.00 DONATIONS	0.00	600.00	100.00%
01-4-009100.00 TOWN CLRK MISCEL	50.00	115.40	230.80%
01-4-009200.00 FIN DEPT MISCEL	0.00	315.00	100.00%
01-4-009700.00 HIWAY DEPT MISCEL	0.00	230.00	100.00%
01-4-009900.00 MISCELLANEOUS	10,000.00	5,398.36	53.98%
01-4-009901.00 Opioid Settlement Revenue	12,000.00	-13,229.36	-110.24%
01-4-009902.00 Transfer from Fund 12	0.00	26,000.00	100.00%
01-4-009903.00 Cannabis Control Board Re	0.00	200.00	100.00%
<b>Total MISCELLANEOUS REVENUE</b>	<b>22,050.00</b>	<b>20,753.07</b>	<b>94.12%</b>
<b>Total Revenues</b>	<b>7,231,664.00</b>	<b>7,486,277.07</b>	<b>103.52%</b>
<b>Total General</b>	<b>7,231,664.00</b>	<b>7,486,277.07</b>	
<b>Total All Funds</b>	<b>7,231,664.00</b>	<b>7,486,277.07</b>	

Town of Norwich General Ledger  
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 CONSERVATION COMM FUND

Account	Budget	Actual	% of Budget
04-4-000810.00 BANK INTEREST	0.00	64.51	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>64.51</b>	<b>100.00%</b>
<b>Total CONSERVATION COMM FUND</b>	<b>0.00</b>	<b>64.51</b>	
05-4-000760.00 Desig.Gen. Fund Income	0.00	15,000.00	100.00%
05-4-000800.00 J GIRARD DONATIONS	0.00	675.31	100.00%
05-4-000800.01 J.Girard Scholarship	0.00	500.00	100.00%
05-4-000810.00 BANK INTEREST	0.00	958.09	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>17,133.40</b>	<b>100.00%</b>
<b>Total RECREATION FACILITY &amp; IMP</b>	<b>0.00</b>	<b>17,133.40</b>	
06-4-000760.00 DESIG. GEN. FUND CONTRIB	0.00	126,000.00	100.00%
06-4-000810.00 BANK INTEREST REVENUE	0.00	11,610.58	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>137,610.58</b>	<b>100.00%</b>
<b>Total FIRE APPARATUS FUND</b>	<b>0.00</b>	<b>137,610.58</b>	
07-4-000760.00 DESIG. GEN. FUND INCOME	0.00	250,000.00	100.00%
07-4-000810.00 BANK INTEREST	0.00	6,274.71	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>256,274.71</b>	<b>100.00%</b>
<b>Total HIGHWAY EQUIPMENT FUND</b>	<b>0.00</b>	<b>256,274.71</b>	
08-4-000760.00 DESIG. GEN. FUND	0.00	50,000.00	100.00%
08-4-000810.00 BANK INTEREST	0.00	6,030.33	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>56,030.33</b>	<b>100.00%</b>
<b>Total HIGHWAY GARAGE FUND</b>	<b>0.00</b>	<b>56,030.33</b>	
09-4-000760.00 DESIG. GEN. FUND INCOME	0.00	5,000.00	100.00%
09-4-000810.00 BANK INTEREST	0.00	739.06	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>5,739.06</b>	<b>100.00%</b>
<b>Total SOLID WASTE EQUIP FUND</b>	<b>0.00</b>	<b>5,739.06</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total POLICE STATION FUND</b>	<b>0.00</b>	<b>0.00</b>	
11-4-000760.00 DESIG. GEN. FUND INCOME	0.00	35,000.00	100.00%
11-4-000810.00 BANK INTEREST	0.00	1,559.68	100.00%

Account	Budget	Actual	% of Budget
<b>Total Revenues</b>	<b>0.00</b>	<b>36,559.68</b>	<b>100.00%</b>
<b>Total POLICE CRUISER</b>	<b>0.00</b>	<b>36,559.68</b>	
12-4-000760.00 DESIG. GEN FUND INCOME	0.00	40,000.00	100.00%
12-4-000810.00 BANK INTEREST	0.00	1,452.35	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>41,452.35</b>	<b>100.00%</b>
<b>Total TOWN REAPPRAISAL FUND</b>	<b>0.00</b>	<b>41,452.35</b>	
13-4-000760.00 DESIG. GEN. FUND INCOME	0.00	291,000.00	100.00%
13-4-000810.00 BANK INTEREST	0.00	10,829.53	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>301,829.53</b>	<b>100.00%</b>
<b>Total TRACY HALL FUND</b>	<b>0.00</b>	<b>301,829.53</b>	
14-4-000760.00 DESIG. GEN FUND INCOME	0.00	5,000.00	100.00%
14-4-000810.00 BANK INTEREST	0.00	1,990.52	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>6,990.52</b>	<b>100.00%</b>
<b>Total GENERAL ADMIN. FUND</b>	<b>0.00</b>	<b>6,990.52</b>	
15-4-000810.00 BANK INTEREST	0.00	0.14	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>0.14</b>	<b>100.00%</b>
<b>Total Granite bench with crista</b>	<b>0.00</b>	<b>0.14</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total RECREATION FUND-DAM</b>	<b>0.00</b>	<b>0.00</b>	
17-4-000760.00 DESIG. GEN FUND INCOME	0.00	10,000.00	100.00%
17-4-000810.00 BANK INTEREST	0.00	2,023.06	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>12,023.06</b>	<b>100.00%</b>
<b>Total RECREATION FUND-TENNIS CO</b>	<b>0.00</b>	<b>12,023.06</b>	
19-4-000760.00 DESIG. GEN FUND INCOME	0.00	8,650.00	100.00%
19-4-000810.00 BANK INTEREST	0.00	143.13	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>8,793.13</b>	<b>100.00%</b>
<b>Total TOWN CLERK EQUIP FUND</b>	<b>0.00</b>	<b>8,793.13</b>	

Town of Norwich General Ledger  
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 TOWN CLERK EQUIP FUND

Account	Budget	Actual	% of Budget
21-4-000760.00 DESIG. GEN. FUND INCOME	0.00	11,000.00	100.00%
21-4-000810.00 BANK INTEREST	0.00	287.96	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>11,287.96</b>	<b>100.00%</b>
<b>Total POLICE SPEC EQUIP FUND</b>	<b>0.00</b>	<b>11,287.96</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total KIDS &amp; COPS FUND</b>	<b>0.00</b>	<b>0.00</b>	
23-4-000810.00 BANK INTEREST	0.00	752.65	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>752.65</b>	<b>100.00%</b>
<b>Total AFFORDABLE HOUSING FUND</b>	<b>0.00</b>	<b>752.65</b>	
24-4-000810.00 BANK INTEREST	0.00	200.18	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>200.18</b>	<b>100.00%</b>
<b>Total LAND MANAGEMENT COUNCIL F</b>	<b>0.00</b>	<b>200.18</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total FIRE DEPT. APPARATUS BAY</b>	<b>0.00</b>	<b>0.00</b>	
26-4-000760.00 DESIG. GEN FUND INCOME	0.00	33,075.00	100.00%
26-4-000810.00 BANK INTEREST	0.00	1,487.55	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>34,562.55</b>	<b>100.00%</b>
<b>Total FIRE EQUIPMENT FUND</b>	<b>0.00</b>	<b>34,562.55</b>	
27-4-000810.00 BANK INTEREST	0.00	1,335.80	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>1,335.80</b>	<b>100.00%</b>
<b>Total SIDEWALK FUND</b>	<b>0.00</b>	<b>1,335.80</b>	
28-4-000810.00 BANK INTEREST	0.00	0.01	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>0.01</b>	<b>100.00%</b>
<b>Total LONG TERM FACILITY STUDY</b>	<b>0.00</b>	<b>0.01</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Account	Budget	Actual	% of Budget
<b>Total TOWN MANAGER VEHICLE FUND</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total BANDSTAND RENOVATION FUND</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total COMMUNICATIONS STUDY FUND</b>	<b>0.00</b>	<b>0.00</b>	
33-4-000809.00 Returnable Bottles Revenu	0.00	5,753.60	100.00%
33-4-000810.00 INTEREST	0.00	163.37	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>5,916.97</b>	<b>100.00%</b>
<b>Total CITIZEN ASSISTANCE FUND</b>	<b>0.00</b>	<b>5,916.97</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total WCTU FOUNTAIN</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total CORRIDOR TREE</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total ALURA GRANT</b>	<b>0.00</b>	<b>0.00</b>	
37-4-000760.00 Desig.Gen. Fund Income	0.00	250.00	100.00%
37-4-000810.00 INTEREST	0.00	4.10	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>254.10</b>	<b>100.00%</b>
<b>Total MAIN STREET FLAGS</b>	<b>0.00</b>	<b>254.10</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total SCHOOL LEASELAND</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total GOSPEL LEASELAND</b>	<b>0.00</b>	<b>0.00</b>	

Account	Budget	Actual	% of Budget
40-4-000810.00 BANK INTEREST	0.00	14.55	100.00%
40-4-009008.00 SCHOLARSHIP DONATIONS	0.00	270.00	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>284.55</b>	<b>100.00%</b>
<b>Total RECREATION SCHOLARSHIPS</b>	<b>0.00</b>	<b>284.55</b>	
41-4-000760.00 DESIG. GEN FUND INCOME	0.00	350,000.00	100.00%
41-4-000810.00 BANK INTEREST	0.00	16,370.92	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>366,370.92</b>	<b>100.00%</b>
<b>Total DPW-BRIDGE FUND</b>	<b>0.00</b>	<b>366,370.92</b>	
42-4-000760.00 DESIG. GEN. FUND CONTRIB	0.00	100,000.00	100.00%
42-4-000810.00 INTEREST	0.00	6,883.48	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>106,883.48</b>	<b>100.00%</b>
<b>Total DPW-PAVING FUND</b>	<b>0.00</b>	<b>106,883.48</b>	
43-4-000760.00 DESIGNATED FUND CONTRIB	0.00	5,000.00	100.00%
43-4-000810.00 INTEREST	0.00	653.78	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>5,653.78</b>	<b>100.00%</b>
<b>Total BUILDINGS &amp; GROUNDS</b>	<b>0.00</b>	<b>5,653.78</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total COMMUNICATIONS CONSTRUCTI</b>	<b>0.00</b>	<b>0.00</b>	
45-4-000302.00 RESTORATION REVENUE	0.00	7,407.00	100.00%
45-4-000760.00 DESIG. GEN. FUND INCOME	0.00	5,000.00	100.00%
45-4-000810.00 INTEREST	0.00	660.20	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>13,067.20</b>	<b>100.00%</b>
<b>Total RECORDS RESTORATION</b>	<b>0.00</b>	<b>13,067.20</b>	
46-4-000760.00 DESIG. GEN FUND INCOME	0.00	30,000.00	100.00%
46-4-000810.00 INTEREST	0.00	948.05	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>30,948.05</b>	<b>100.00%</b>
<b>Total GENERATOR FUND</b>	<b>0.00</b>	<b>30,948.05</b>	
47-4-000810.00 INTEREST US BANK	0.00	210.74	100.00%

Account	Budget	Actual	% of Budget
47-4-000820.00 Designated Fund Income	0.00	15,000.00	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>15,210.74</b>	<b>100.00%</b>
<b>Total PUBLIC SAFETY FACILITY</b>	<b>0.00</b>	<b>15,210.74</b>	
48-4-000810.00 ClimateEmergency-Interest	0.00	650.25	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>650.25</b>	<b>100.00%</b>
<b>Total Climate Emergency</b>	<b>0.00</b>	<b>650.25</b>	
<b>Total Revenues</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total ARPA (American Rescue Pla</b>	<b>0.00</b>	<b>0.00</b>	
50-4-000810.00 Interest	0.00	10,815.98	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>10,815.98</b>	<b>100.00%</b>
<b>Total Expense/Emergency Reserve</b>	<b>0.00</b>	<b>10,815.98</b>	
51-4-000760.00 Trfr in Op Perf & Develop	0.00	50,000.00	100.00%
51-4-000810.00 Interest	0.00	2,102.59	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>52,102.59</b>	<b>100.00%</b>
<b>Total Operational Perf &amp; Develo</b>	<b>0.00</b>	<b>52,102.59</b>	
52-4-000760.00 Designated Fund Income	0.00	100,000.00	100.00%
52-4-000810.00 Interest	0.00	1,677.23	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>101,677.23</b>	<b>100.00%</b>
<b>Total Emerald Ash Borer Respons</b>	<b>0.00</b>	<b>101,677.23</b>	
53-4-000810.00 Interest	0.00	100.07	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>100.07</b>	<b>100.00%</b>
<b>Total Kids Bridge-Huntley Mdw</b>	<b>0.00</b>	<b>100.07</b>	
54-4-000760.00 General Fund Contribution	0.00	200,000.00	100.00%
54-4-000810.00 Interest Earned	0.00	4,255.79	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>204,255.79</b>	<b>100.00%</b>
<b>Total Culvert Fund</b>	<b>0.00</b>	<b>204,255.79</b>	

Town of Norwich General Ledger  
Current Yr Pd: 10 - Budget Status Report  
Roadway Safety Fund

Account	Budget	Actual	% of Budget
55-4-000760.00 General Fund Contribution	0.00	10,000.00	100.00%
55-4-000810.00 Interest Earned	0.00	305.27	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>10,305.27</b>	<b>100.00%</b>
<b>Total Roadway Safety Fund</b>	<b>0.00</b>	<b>10,305.27</b>	
56-4-000809.00 Opioid Settlement Revenue	0.00	17,519.01	100.00%
56-4-000810.00 Bank Interest Revenue	0.00	297.05	100.00%
<b>Total Revenues</b>	<b>0.00</b>	<b>17,816.06</b>	<b>100.00%</b>
<b>Total Opioid Settlement Fund</b>	<b>0.00</b>	<b>17,816.06</b>	
<b>Total All Funds</b>	<b>0.00</b>	<b>1,870,953.18</b>	

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>01-5-005 TOWN ADMIN. EXPENSE</b>				
01-5-005110.00 SELECTBOARD STIPEND	2,500.00	2,500.04	-0.04	100.00%
01-5-005111.00 TOWN MANAGER WAGE	158,062.00	125,901.22	32,160.78	79.65%
01-5-005112.00 Asst. Town Mngr.Wage	72,921.00	58,324.17	14,596.83	79.98%
01-5-005113.00 TREASURER STIPEND	1,800.00	1,800.00	0.00	100.00%
01-5-005114.00 ADMIN ASSIST WAGE	29,134.00	25,194.51	3,939.49	86.48%
01-5-005120.00 CCC Tax	1,060.00	815.70	244.30	76.95%
01-5-005121.00 FICA TAX	16,467.00	13,093.09	3,373.91	79.51%
01-5-005122.00 MEDI TAX	3,762.00	2,930.59	831.41	77.90%
01-5-005123.00 HEALTH INSUR	79,567.00	72,747.35	6,819.65	91.43%
01-5-005124.00 DISABILITY/LIFE INSUR	2,157.00	1,780.30	376.70	82.54%
01-5-005125.00 DENTAL INSURANCE	1,175.00	1,279.50	-104.50	108.89%
01-5-005126.00 VT RETIREMENT	21,262.00	17,946.22	3,315.78	84.41%
01-5-005252.00 TMGR RELOCATION EXPENSE	10,000.00	0.00	10,000.00	0.00%
01-5-005300.00 PROFESS SERV	10,000.00	1,980.00	8,020.00	19.80%
01-5-005300.10 CONTRACTED SERVICES	0.00	2,118.75	-2,118.75	100.00%
01-5-005302.00 VLCT MEMBERSHIP	6,300.00	6,176.00	124.00	98.03%
01-5-005305.00 LEGAL	80,000.00	17,730.95	62,269.05	22.16%
01-5-005310.00 TOWN REPORT	4,500.00	3,829.23	670.77	85.09%
01-5-005531.00 ADMIN TELEPHONE	700.00	216.01	483.99	30.86%
01-5-005532.00 T MNGR CELL PHONE	600.00	337.18	262.82	56.20%
01-5-005538.00 POSTAGE	100.00	3.65	96.35	3.65%
01-5-005540.00 ADVERTISING	1,500.00	194.40	1,305.60	12.96%
01-5-005581.00 MILEAGE	200.00	106.20	93.80	53.10%
01-5-005610.00 OFFICE SUPPLIES	2,000.00	645.51	1,354.49	32.28%
01-5-005611.00 OFFICE EQUIP	500.00	92.00	408.00	18.40%
01-5-005615.00 DUES/MTS/EDUC	4,000.00	1,013.65	2,986.35	25.34%
01-5-005616.00 Treasurer Conf. & Dues Ex	1,000.00	1,035.64	-35.64	103.56%
01-5-005704.00 Reg Energy Coordinator	32,500.00	31,590.00	910.00	97.20%
01-5-005816.00 Des.Fund - Main St Flags	250.00	250.00	0.00	100.00%
01-5-005900.00 MISCELLANEOUS	1,000.00	393.70	606.30	39.37%
<b>Total TOWN ADMIN. EXPENSE</b>	<b>545,017.00</b>	<b>392,025.56</b>	<b>152,991.44</b>	<b>71.93%</b>
<b>01-5-010 BCA/BOA EXPENDITURES</b>				
01-5-010538.00 POSTAGE	160.00	150.98	9.02	94.36%
01-5-010610.00 OFFICE SUPPLIES	25.00	0.00	25.00	0.00%
01-5-010615.00 DUES/MTGS/EDUC	50.00	0.00	50.00	0.00%
<b>Total BCA/BOA EXPENDITURES</b>	<b>235.00</b>	<b>150.98</b>	<b>84.02</b>	<b>64.25%</b>
<b>01-5-050 STAT MTGS EXPENDITURES</b>				
01-5-050110.00 POLLWORKER STIPEND	400.00	0.00	400.00	0.00%
01-5-050121.00 FICA TAX	25.00	0.00	25.00	0.00%
01-5-050122.00 MEDI TAX	6.00	0.00	6.00	0.00%
01-5-050123.00 CCC Tax	2.00	0.00	2.00	0.00%
01-5-050200.00 CONTRACTED SERVICES	1,000.00	403.03	596.97	40.30%
01-5-050538.00 POSTAGE	600.00	327.28	272.72	54.55%
01-5-050540.00 ADVERTISING	200.00	0.00	200.00	0.00%
01-5-050550.00 PRINTING	3,200.00	1,989.62	1,210.38	62.18%

General

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-050610.00 OFFICE SUPPLIES	400.00	300.00	100.00	75.00%
01-5-050650.00 VOTING MACHINE	100.00	0.00	100.00	0.00%
01-5-050652.00 VOTING MACH MAINT AGRMT	400.00	0.00	400.00	0.00%
01-5-050655.00 VTG MCHN PROGRAMG	2,000.00	1,373.00	627.00	68.65%
<b>Total STAT MTGS EXPENDITURES</b>	<b>8,333.00</b>	<b>4,392.93</b>	<b>3,940.07</b>	<b>52.72%</b>
<b>01-5-100 TOWN CLERK EXPENDITURES</b>				
01-5-100110.00 TOWN CLERK WAGE	78,107.00	62,349.44	15,757.56	79.83%
01-5-100112.00 ASST CLK WAGE	58,271.00	43,847.45	14,423.55	75.25%
01-5-100120.00 CCC Tax	600.00	423.93	176.07	70.66%
01-5-100121.00 FICA TAX	8,455.00	6,219.66	2,235.34	73.56%
01-5-100122.00 MEDI TAX	1,977.00	1,454.62	522.38	73.58%
01-5-100123.00 HEALTH INS	56,971.00	36,202.89	20,768.11	63.55%
01-5-100124.00 DISABILITY/LIFE INS	1,378.00	877.05	500.95	63.65%
01-5-100125.00 DENTAL INSURANCE	940.00	888.41	51.59	94.51%
01-5-100126.00 VT RETIREMENT	9,887.00	7,518.36	2,368.64	76.04%
01-5-100207.00 DOG/CAT LICENSE	350.00	382.73	-32.73	109.35%
01-5-100209.00 VITAL STATISTICS	50.00	0.00	50.00	0.00%
01-5-100531.00 TELEPHONE	600.00	216.01	383.99	36.00%
01-5-100538.00 POSTAGE	150.00	0.00	150.00	0.00%
01-5-100550.00 PRINTING	200.00	168.75	31.25	84.38%
01-5-100610.00 OFFICE SUPPLIES	1,200.00	821.12	378.88	68.43%
01-5-100611.00 OFFICE EQUIPMENT	500.00	267.86	232.14	53.57%
01-5-100613.00 SOFTWARE	5,600.00	4,960.22	639.78	88.58%
01-5-100615.00 DUES/MTGS/EDUC	3,300.00	5,229.68	-1,929.68	158.48%
01-5-100758.00 DES. FUND-RECORD RESTORAT	5,000.00	5,000.00	0.00	100.00%
01-5-100760.00 DESIGNATED FUND- EQUIP	8,650.00	8,650.00	0.00	100.00%
<b>Total TOWN CLERK EXPENDITURES</b>	<b>242,186.00</b>	<b>185,478.18</b>	<b>56,707.82</b>	<b>76.59%</b>
<b>01-5-200 FINANCE DEPARTMENT</b>				
01-5-200112.00 FINL ASSISTANT WAGE	62,346.00	46,631.92	15,714.08	74.80%
01-5-200112.10 FINANCE OFFICER WAGE	100,182.00	80,070.72	20,111.28	79.93%
01-5-200120.00 CCC Tax	650.00	479.16	170.84	73.72%
01-5-200121.00 FICA TAX	10,077.00	7,206.49	2,870.51	71.51%
01-5-200122.00 MEDI TAX	2,308.00	1,685.34	622.66	73.02%
01-5-200123.00 HEALTH INS	24,038.00	23,949.85	88.15	99.63%
01-5-200124.00 DISABILITY/LIFE INS	1,484.00	1,236.43	247.57	83.32%
01-5-200125.00 DENTAL INSURANCE	940.00	596.83	343.17	63.49%
01-5-200126.00 VT RETIREMENT	11,783.00	10,041.18	1,741.82	85.22%
01-5-200320.00 PROFESS SERVICES	4,000.00	6,808.14	-2,808.14	170.20%
01-5-200322.00 INDEPENDENT AUDIT	40,000.00	31,800.00	8,200.00	79.50%
01-5-200531.00 TELEPHONE	600.00	276.67	323.33	46.11%
01-5-200538.00 POSTAGE	0.00	1.70	-1.70	100.00%
01-5-200550.00 PRINTING	160.00	0.00	160.00	0.00%
01-5-200580.00 MILEAGE REIMBURSEMENT	0.00	233.76	-233.76	100.00%
01-5-200610.00 OFFICE SUPPLIES	1,300.00	1,433.77	-133.77	110.29%
01-5-200611.00 OFFICE EQUIPMENT	0.00	566.97	-566.97	100.00%
01-5-200613.00 SOFTWARE	4,800.00	8,854.38	-4,054.38	184.47%

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-200615.00 DUES/MTGS/EDUC	1,000.00	309.00	691.00	30.90%
01-5-200711.00 BANK	625.00	646.99	-21.99	103.52%
<b>Total FINANCE DEPARTMENT</b>	<b>266,293.00</b>	<b>222,829.30</b>	<b>43,463.70</b>	<b>83.68%</b>
<b>01-5-275 GEN ADMIN EXPENDITURES</b>				
01-5-275531.00 TELEPHONE	800.00	2,106.65	-1,306.65	263.33%
01-5-275536.00 POSTAGE METER RENTAL	750.00	691.92	58.08	92.26%
01-5-275538.00 POSTAGE	3,700.00	2,261.37	1,438.63	61.12%
01-5-275610.00 OFFICE SUPPLIES	1,000.00	997.29	2.71	99.73%
01-5-275620.00 PHOTOCOPIER	1,700.00	2,888.13	-1,188.13	169.89%
01-5-275627.00 Remote Meeting Services	6,500.00	4,840.29	1,659.71	74.47%
01-5-275628.00 COMPUTER SOFTWARE	500.00	0.00	500.00	0.00%
01-5-275630.00 COMPUTER HARDWARE	4,000.00	71.66	3,928.34	1.79%
01-5-275631.00 WEB SITE SUPPORT	400.00	367.92	32.08	91.98%
01-5-275632.00 SERVER MAINTENANCE	45,000.00	36,552.04	8,447.96	81.23%
01-5-275760.00 DESIGNATED FUND-EQUIP	5,000.00	5,000.00	0.00	100.00%
01-5-275762.00 Reserve Fund #51	50,000.00	50,000.00	0.00	100.00%
<b>Total GEN ADMIN EXPENDITURES</b>	<b>119,350.00</b>	<b>105,777.27</b>	<b>13,572.73</b>	<b>88.63%</b>
<b>01-5-300 LISTER EXPENDITURES</b>				
01-5-300115.00 Lister Office Wages	53,500.00	51,772.29	1,727.71	96.77%
01-5-300120.00 CCC Tax	139.00	135.23	3.77	97.29%
01-5-300121.00 FICA TAX	1,953.00	3,265.71	-1,312.71	167.22%
01-5-300122.00 MEDI TAX	457.00	763.77	-306.77	167.13%
01-5-300300.00 Prof.Assessor Srvc.	3,000.00	2,878.50	121.50	95.95%
01-5-300360.00 SOFTWARE MAINT/UPDATE	16,250.00	10,234.04	6,015.96	62.98%
01-5-300531.00 TELEPHONE	600.00	216.01	383.99	36.00%
01-5-300538.00 POSTAGE	300.00	121.92	178.08	40.64%
01-5-300540.00 ADVERTISING	200.00	0.00	200.00	0.00%
01-5-300550.00 PRINTING	100.00	6.00	94.00	6.00%
01-5-300580.00 MILEAGE REIMB	200.00	342.34	-142.34	171.17%
01-5-300610.00 OFFICE SUPPLIES	200.00	82.71	117.29	41.36%
01-5-300611.00 OFFICE EQUIPMENT	200.00	238.99	-38.99	119.50%
01-5-300615.00 DUES/MTGS/EDUC	300.00	534.77	-234.77	178.26%
01-5-300760.00 RESERVE FUND-Reappraise#1	40,000.00	40,000.00	0.00	100.00%
<b>Total LISTER EXPENDITURES</b>	<b>117,399.00</b>	<b>110,592.28</b>	<b>6,806.72</b>	<b>94.20%</b>
<b>01-5-350 PLANNING DEPT EXPENDITURE</b>				
01-5-350110.00 P&Z Director Wage	92,098.00	72,280.00	19,818.00	78.48%
01-5-350112.00 OFFICE ASST. WAGE	35,735.00	32,322.72	3,412.28	90.45%
01-5-350120.00 CCC Tax	562.00	430.35	131.65	76.57%
01-5-350121.00 FICA TAX	7,926.00	6,474.22	1,451.78	81.68%
01-5-350122.00 MEDI TAX	1,854.00	1,514.09	339.91	81.67%
01-5-350123.00 HEALTH INS	12,019.00	8,908.97	3,110.03	74.12%
01-5-350124.00 DISABILITY/LIFE INS	788.00	723.40	64.60	91.80%
01-5-350125.00 DENTAL INSURANCE	940.00	437.69	502.31	46.56%
01-5-350126.00 VT RETIREMENT	9,268.00	5,387.21	3,880.79	58.13%

General

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-350320.00 PLANNING SERVICES	5,000.00	0.00	5,000.00	0.00%
01-5-350321.00 TWO RIVER PLANNING COMM.	6,250.00	6,249.00	1.00	99.98%
01-5-350322.00 U.V. TRANSPORTATION MGMT	1,150.00	0.00	1,150.00	0.00%
01-5-350341.00 MAPPING	2,000.00	0.00	2,000.00	0.00%
01-5-350419.00 MUNI. PLANNING GRANT	5,000.00	0.00	5,000.00	0.00%
01-5-350531.00 TELEPHONE	600.00	215.97	384.03	36.00%
01-5-350538.00 POSTAGE	500.00	341.35	158.65	68.27%
01-5-350540.00 ADVERTISING	600.00	638.80	-38.80	106.47%
01-5-350550.00 PRINTING	200.00	0.00	200.00	0.00%
01-5-350580.00 MILEAGE REIMB	400.00	231.70	168.30	57.93%
01-5-350610.00 OFFICE SUPPLIES	750.00	520.75	229.25	69.43%
01-5-350611.00 OFFICE EQUIPMENT	2,000.00	0.00	2,000.00	0.00%
01-5-350612.00 Sotware Expense	500.00	239.88	260.12	47.98%
01-5-350615.00 DUES/MTGS/EDUC	500.00	428.74	71.26	85.75%
<b>Total PLANNING DEPT EXPENDITURE</b>	<b>186,640.00</b>	<b>137,344.84</b>	<b>49,295.16</b>	<b>73.59%</b>
<b>01-5-425 RECREA DEPT EXPENDITURES</b>				
<b>01-5-4251 ADMINISTRATION</b>				
01-5-425110.00 RECREATION DIR WAGE	84,385.00	67,340.48	17,044.52	79.80%
01-5-425120.00 CCC Tax	371.00	276.08	94.92	74.42%
01-5-425121.00 FICA TAX	5,232.00	4,775.64	456.36	91.28%
01-5-425122.00 MEDI TAX	1,224.00	1,116.95	107.05	91.25%
01-5-425124.00 DISABILITY/LIFE INSUR	813.00	675.90	137.10	83.14%
01-5-425125.00 DENTAL INSURANCE	470.00	0.00	470.00	0.00%
01-5-425126.00 VT RETIREMENT	6,118.00	5,020.62	1,097.38	82.06%
01-5-425127.00 TELEPHONE	1,116.00	553.16	562.84	49.57%
01-5-425128.00 POSTAGE	52.00	68.07	-16.07	130.90%
01-5-425140.00 ADVERTISING	200.00	0.00	200.00	0.00%
01-5-425150.00 PRINTING	80.00	68.05	11.95	85.06%
01-5-425160.00 DUES/MTGS/EDUC	1,000.00	440.00	560.00	44.00%
01-5-425170.00 OFFICE EQUIPMENT	57.00	0.00	57.00	0.00%
01-5-425180.00 MILEAGE REIMBURSEMENT	275.00	52.50	222.50	19.09%
01-5-425182.00 OFFICE SUPPLIES	200.00	154.98	45.02	77.49%
01-5-425183.00 POS Software (myRec)	0.00	3,845.00	-3,845.00	100.00%
<b>Total ADMINISTRATION</b>	<b>101,593.00</b>	<b>84,387.43</b>	<b>17,205.57</b>	<b>83.06%</b>
<b>01-5-4252 PROGRAM</b>				
01-5-425200.00 Instructor/Contractor Fee	20,000.00	10,370.40	9,629.60	51.85%
01-5-425206.00 COACHING EXPENSES	831.00	529.49	301.51	63.72%
01-5-425208.00 HATS/T-SHIRTS	3,115.00	0.00	3,115.00	0.00%
01-5-425211.00 EQUIP.& SUPPLIES	6,500.00	6,770.64	-270.64	104.16%
01-5-425212.00 Program Wage	42,000.00	54,444.00	-12,444.00	129.63%
01-5-425214.00 REFERREE/UMPIRE	7,000.00	4,290.00	2,710.00	61.29%
01-5-425216.00 ENTRY FEE -Tournament	1,500.00	700.00	800.00	46.67%
01-5-425218.00 REGISTRATION	6,000.00	0.00	6,000.00	0.00%
01-5-425219.00 Facilitly Rental Fee Expe	19,000.00	5,440.00	13,560.00	28.63%
01-5-425220.00 SPECIAL EVENTS /SUPPLIES	2,200.00	1,017.39	1,182.61	46.25%
01-5-425221.00 FICA TAX	2,604.00	2,808.29	-204.29	107.85%

General

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-425222.00 MEDI TAX	609.00	558.44	50.56	91.70%
01-5-425223.00 CCC Tax	185.00	192.99	-7.99	104.32%
01-5-425244.00 UNIFORMS	1,500.00	1,970.70	-470.70	131.38%
<b>Total PROGRAM</b>	<b>113,044.00</b>	<b>89,092.34</b>	<b>23,951.66</b>	<b>78.81%</b>
<b>01-5-4253 RECREATION FACILITIES</b>				
01-5-425322.00 REC FIELD CARE	7,200.00	4,205.91	2,994.09	58.42%
01-5-425324.00 HNTLY LINE MARKING	5,500.00	2,037.36	3,462.64	37.04%
01-5-425326.00 PORTABLE TOILET	4,250.00	3,151.44	1,098.56	74.15%
01-5-425328.00 ICE RINK	3,500.00	2,490.69	1,009.31	71.16%
01-5-425330.00 REPAIRS,MAINT&Site Wrk	3,000.00	1,087.63	1,912.37	36.25%
01-5-425332.00 WATER USAGE	467.00	236.62	230.38	50.67%
01-5-425345.00 SITE WORK	250.00	0.00	250.00	0.00%
01-5-425360.00 DESIGNATED FUND-T COURTS	10,000.00	10,000.00	0.00	100.00%
01-5-425362.00 Desig.Rec.Facility(Fund 0	15,000.00	15,000.00	0.00	100.00%
<b>Total RECREATION FACILITIES</b>	<b>49,167.00</b>	<b>38,209.65</b>	<b>10,957.35</b>	<b>77.71%</b>
<b>Total RECREA DEPT EXPENDITURES</b>	<b>263,804.00</b>	<b>211,689.42</b>	<b>52,114.58</b>	<b>80.24%</b>
<b>01-5-485 PUBLIC SAFETY FACILITY</b>				
01-5-485232.00 WATER USAGE	1,500.00	1,044.80	455.20	69.65%
01-5-485233.00 ELECTRICITY/Heating	10,000.00	12,187.63	-2,187.63	121.88%
01-5-485234.00 Apparatus Bay Fuel	4,800.00	5,118.32	-318.32	106.63%
01-5-485238.00 PHONE & INTERNET	6,500.00	5,692.37	807.63	87.57%
01-5-485301.00 BUILDING SUPPLIES	1,500.00	751.83	748.17	50.12%
01-5-485302.00 REPAIRS & MAINTENANCE	7,500.00	7,635.12	-135.12	101.80%
01-5-485303.00 ALARM MONITORING	1,750.00	1,252.00	498.00	71.54%
01-5-485304.00 CLEANING	12,000.00	6,761.97	5,238.03	56.35%
01-5-485760.00 DESIGNATED FUND-POLICE ST	15,000.00	15,000.00	0.00	100.00%
<b>Total PUBLIC SAFETY FACILITY</b>	<b>60,550.00</b>	<b>55,444.04</b>	<b>5,105.96</b>	<b>91.57%</b>
<b>01-5-500 POLICE DEPT EXPENDITURES</b>				
<b>01-5-5001 WAGES &amp; BENEFITS</b>				
01-5-500110.00 POLICE CHIEF WAGE	108,374.00	86,800.48	21,573.52	80.09%
01-5-500112.00 POLICE OFFICER WAGE	216,085.00	145,923.26	70,161.74	67.53%
01-5-500112.10 ON-CALL WAGES	3,648.00	42.42	3,605.58	1.16%
01-5-500113.00 OVERTIME OFFICER WAGE	18,475.00	5,925.26	12,549.74	32.07%
01-5-500114.00 ADMINISTRATIVE WAGE	64,599.00	48,540.59	16,058.41	75.14%
01-5-500115.00 PARTTIME OFFICER WAGE	5,000.00	0.00	5,000.00	0.00%
01-5-500116.00 CROSSING GUARD WAGE	20,000.00	12,710.20	7,289.80	63.55%
01-5-500117.00 GOVERNOR'S HWY SAFETY GRA	0.00	461.76	-461.76	100.00%
01-5-500120.10 CCC Tax	1,919.00	1,173.32	745.68	61.14%
01-5-500121.00 FICA TAX	27,043.00	18,405.57	8,637.43	68.06%
01-5-500122.00 MEDI TAX	6,325.00	4,304.47	2,020.53	68.05%
01-5-500123.00 HEALTH INS	103,606.00	24,922.88	78,683.12	24.06%
01-5-500124.00 DISABILITY/LIFE INS	3,258.00	2,633.36	624.64	80.83%

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-500125.00 DELTA DENTAL	1,881.00	1,988.49	-107.49	105.71%
01-5-500126.00 VT RETIREMENT	31,192.00	24,739.40	6,452.60	79.31%
<b>Total WAGES &amp; BENEFITS</b>	<b>611,405.00</b>	<b>378,571.46</b>	<b>232,833.54</b>	<b>61.92%</b>
<b>01-5-5002 COMMUNITY POLICING</b>				
01-5-500201.00 ANIMAL CONT/LEASH LAW	3,000.00	0.00	3,000.00	0.00%
01-5-500202.00 COMMUNITY RELATNS	1,500.00	841.30	658.70	56.09%
01-5-500204.00 SPEED SIGNS	5,000.00	3,545.18	1,454.82	70.90%
<b>Total COMMUNITY POLICING</b>	<b>9,500.00</b>	<b>4,386.48</b>	<b>5,113.52</b>	<b>46.17%</b>
<b>01-5-5003 EQUIPMENT &amp; MAINTENANCE</b>				
01-5-500301.00 RADIO MAINTENANCE	500.00	384.50	115.50	76.90%
01-5-500302.00 PETROLEUM PRODUCTS	12,500.00	8,970.44	3,529.56	71.76%
01-5-500304.00 CRUISER VIDEO EQUIP	13,371.00	0.00	13,371.00	0.00%
01-5-500306.00 CRUISER MAINT	10,000.00	8,197.30	1,802.70	81.97%
01-5-500308.00 CRUISER SUPPLIES	1,000.00	1,797.31	-797.31	179.73%
01-5-500309.00 Capital Lease Equip. Expe	35,000.00	34,966.58	33.42	99.90%
<b>Total EQUIPMENT &amp; MAINTENANCE</b>	<b>72,371.00</b>	<b>54,316.13</b>	<b>18,054.87</b>	<b>75.05%</b>
<b>01-5-5004 GRANTS</b>				
<b>Total GRANTS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>01-5-5005 SUPPORT</b>				
01-5-500501.00 ADMINISTRATION	10,000.00	8,972.40	1,027.60	89.72%
01-5-500535.00 VIBRS	6,000.00	973.78	5,026.22	16.23%
01-5-500536.00 DISPATCH SERVICES	100,000.00	80,805.82	19,194.18	80.81%
01-5-500537.00 IT SUPPORT	11,500.00	11,228.40	271.60	97.64%
01-5-500538.00 TRAINING	7,500.00	4,439.25	3,060.75	59.19%
01-5-500543.00 Law Enforcement Equip.	10,000.00	12,091.31	-2,091.31	120.91%
01-5-500580.00 MILEAGE REIMB	250.00	56.00	194.00	22.40%
01-5-500581.00 DUES/MTGS/EDUC	2,500.00	620.00	1,880.00	24.80%
01-5-500582.00 UNIFORMS	7,500.00	2,486.04	5,013.96	33.15%
01-5-500583.00 UNIFORMS CLEANING	2,000.00	0.00	2,000.00	0.00%
01-5-500584.00 BULLET PROOF VESTS	3,000.00	0.00	3,000.00	0.00%
<b>Total SUPPORT</b>	<b>160,250.00</b>	<b>121,673.00</b>	<b>38,577.00</b>	<b>75.93%</b>
<b>01-5-5007 CAPITAL EXPENDITURES</b>				
01-5-500701.00 DESIGNATED FUND-SPEC EQUI	11,000.00	11,000.00	0.00	100.00%
01-5-500702.00 DESIGNATED FUND-CRUISER	35,000.00	35,000.00	0.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>46,000.00</b>	<b>46,000.00</b>	<b>0.00</b>	<b>100.00%</b>
<b>Total POLICE DEPT EXPENDITURES</b>	<b>899,526.00</b>	<b>604,947.07</b>	<b>294,578.93</b>	<b>67.25%</b>
<b>01-5-555 FIRE/FAST DEPT. EXPENSES</b>				

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>01-5-5551 FIRE WAGES</b>				
01-5-555108.00 FIRE CHIEF WAGES	83,298.00	66,467.11	16,830.89	79.79%
01-5-555110.00 FIRE OFFICER STIPEND	2,100.00	0.00	2,100.00	0.00%
01-5-555112.00 FIREFIGHTERS WAGE	32,000.00	22,609.77	9,390.23	70.66%
01-5-555114.00 FF DRILLS/MTGS WAGE	2,000.00	2,900.00	-900.00	145.00%
01-5-555120.00 CCC Tax	525.00	390.23	134.77	74.33%
01-5-555121.00 FICA TAX	7,403.00	5,643.36	1,759.64	76.23%
01-5-555122.00 MEDI TAX	1,731.00	1,326.76	404.24	76.65%
01-5-555123.00 HEALTH INSURANCE	9,014.00	8,651.24	362.76	95.98%
01-5-555124.00 DISABILITY/LIFE INSURANCE	779.00	627.30	151.70	80.53%
01-5-555125.00 VT RETIREMENT	6,039.00	4,953.22	1,085.78	82.02%
01-5-555126.00 DENTAL INSURANCE	470.00	437.69	32.31	93.13%
<b>Total FIRE WAGES</b>	<b>145,359.00</b>	<b>114,006.68</b>	<b>31,352.32</b>	<b>78.43%</b>
<b>01-5-5552 EMS WAGES</b>				
01-5-555212.00 EMS WAGE	8,500.00	4,715.77	3,784.23	55.48%
01-5-555215.00 EMS DRILL WAGE	1,500.00	820.00	680.00	54.67%
01-5-555221.00 EMS FICA TAX	620.00	244.29	375.71	39.40%
01-5-555222.00 EMS MEDI TAX	145.00	50.41	94.59	34.77%
01-5-555223.00 CCC Tax	44.00	1.73	42.27	3.93%
<b>Total EMS WAGES</b>	<b>10,809.00</b>	<b>5,832.20</b>	<b>4,976.80</b>	<b>53.96%</b>
<b>01-5-5553 EDUCATION &amp; TRAINING</b>				
01-5-555338.00 FIRE EDUC/TRAINING	900.00	342.20	557.80	38.02%
01-5-555340.00 EMS EDUC/TRNG	1,200.00	360.00	840.00	30.00%
01-5-555342.00 FIRE DUES/MTGS/EDUC	500.00	480.00	20.00	96.00%
<b>Total EDUCATION &amp; TRAINING</b>	<b>2,600.00</b>	<b>1,182.20</b>	<b>1,417.80</b>	<b>45.47%</b>
<b>01-5-5554 TOOLS &amp; EQUIPMENT</b>				
01-5-555422.00 FIRE TOOLS & EQUIPMENT	4,500.00	5,364.05	-864.05	119.20%
01-5-555424.00 EMS TOOLS/ EQUIP	2,200.00	540.96	1,659.04	24.59%
01-5-555426.00 RADIO PURCH/REPAIR	800.00	0.00	800.00	0.00%
<b>Total TOOLS &amp; EQUIPMENT</b>	<b>7,500.00</b>	<b>5,905.01</b>	<b>1,594.99</b>	<b>78.73%</b>
<b>01-5-5555 MAINTENANCE</b>				
01-5-555528.00 FIRE TRK R & M	18,500.00	56.93	18,443.07	0.31%
01-5-555528.07 R&M 7 Tanker	0.00	2,930.00	-2,930.00	100.00%
01-5-555528.12 R&M 19 F550	0.00	1,959.77	-1,959.77	100.00%
01-5-555528.13 R&M 13 Ford	0.00	6,529.74	-6,529.74	100.00%
01-5-555528.16 R&M Engine 1	0.00	12,108.90	-12,108.90	100.00%
01-5-555528.21 R&M 21 Spartan Ladder	0.00	2,761.28	-2,761.28	100.00%
01-5-555528.23 R&M Engine 3	0.00	2,869.62	-2,869.62	100.00%
01-5-555530.00 EQUIPMENT MAINTENANCE	4,000.00	1,993.46	2,006.54	49.84%
01-5-555532.00 RADIO MAINTENANCE	500.00	0.00	500.00	0.00%
01-5-555534.00 SOFTWARE MAINTENANCE	3,200.00	3,003.93	196.07	93.87%
01-5-555538.00 APPARATUS FUEL	4,600.00	2,575.13	2,024.87	55.98%

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total MAINTENANCE</b>	<b>30,800.00</b>	<b>36,788.76</b>	<b>-5,988.76</b>	<b>119.44%</b>
<b>01-5-5556 SUPPORT</b>				
01-5-555614.00 RECRUITMENT	100.00	81.07	18.93	81.07%
01-5-555618.00 POSTAGE	25.00	0.00	25.00	0.00%
01-5-555619.00 FIRE PREV BOOKS & MATERIA	100.00	0.00	100.00	0.00%
01-5-555620.00 FIREFIGHTERS CASUL INS	4,500.00	6,462.00	-1,962.00	143.60%
01-5-555625.00 TELEPHONE & INTERNET	2,000.00	1,457.46	542.54	72.87%
01-5-555630.00 OFFICE SUPPLIES	700.00	1,043.54	-343.54	149.08%
01-5-555632.00 DISPATCH SERVICE	31,702.00	32,495.12	-793.12	102.50%
01-5-555633.00 UNIFORM	260.00	0.00	260.00	0.00%
01-5-555634.00 HYDRANT RENTAL	36,000.00	614.94	35,385.06	1.71%
01-5-555635.00 DRY HYDRANT	500.00	300.48	199.52	60.10%
01-5-555636.00 OSHA COMPLIANCE	600.00	980.50	-380.50	163.42%
<b>Total SUPPORT</b>	<b>76,487.00</b>	<b>43,435.11</b>	<b>33,051.89</b>	<b>56.79%</b>
<b>01-5-5557 CAPITAL EXPENDITURES</b>				
01-5-555758.00 DESIGNATED FUND-APPARATUS	126,000.00	126,000.00	0.00	100.00%
01-5-555760.00 DESIGNATED FUND-EQUIPMENT	33,075.00	33,075.00	0.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>159,075.00</b>	<b>159,075.00</b>	<b>0.00</b>	<b>100.00%</b>
<b>01-5-5558 GRANT EXPENSE</b>				
<b>Total GRANT EXPENSE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>01-5-5559 AMBULANCE SERVICES</b>				
01-5-555901.00 AMBULANCE CONTRACT	170,664.00	176,402.60	-5,738.60	103.36%
01-5-555903.00 AMBULANCE BILLS	5,000.00	5,732.47	-732.47	114.65%
<b>Total AMBULANCE SERVICES</b>	<b>175,664.00</b>	<b>182,135.07</b>	<b>-6,471.07</b>	<b>103.68%</b>
<b>Total FIRE/FAST DEPT. EXPENSES</b>	<b>608,294.00</b>	<b>548,360.03</b>	<b>59,933.97</b>	<b>90.15%</b>
<b>01-5-575 EMERGENCY MANAGEMENT</b>				
01-5-575233.00 TOWER POWER	1,900.00	1,507.64	392.36	79.35%
01-5-575610.00 EMERG MNGMT SUPPLIES	180.00	33.97	146.03	18.87%
01-5-575612.00 GENERATOR FUEL	250.00	221.52	28.48	88.61%
01-5-575620.00 EMERG GEN MAINT	0.00	714.00	-714.00	100.00%
01-5-575622.00 EMERG GEN INSTALL	200.00	0.00	200.00	0.00%
01-5-575630.00 BASE RADIO MAINTENANCE	2,600.00	0.00	2,600.00	0.00%
01-5-575740.00 DESIGNATED FUND-GENERATOR	30,000.00	30,000.00	0.00	100.00%
<b>Total EMERGENCY MANAGEMENT</b>	<b>35,130.00</b>	<b>32,477.13</b>	<b>2,652.87</b>	<b>92.45%</b>
<b>01-5-650 CONSERVATION</b>				
01-5-650615.00 DUES/MTGS/EDUC	200.00	50.00	150.00	25.00%
01-5-650620.00 SPKRS/PUBLIC INFO	1,250.00	878.38	371.62	70.27%

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-650625.00 PUBLICITY	750.00	750.00	0.00	100.00%
01-5-650630.00 TRAILS	1,800.00	1,012.22	787.78	56.23%
01-5-650635.00 MILT FRYE NATURE AREA	1,500.00	879.10	620.90	58.61%
01-5-650700.00 NATRL RESRCS INVEN	1,000.00	668.36	331.64	66.84%
01-5-650710.00 PROJECT RESTORATION	2,000.00	582.39	1,417.61	29.12%
01-5-650727.00 WOMENS CLUB GRANT	0.00	695.95	-695.95	100.00%
<b>Total CONSERVATION</b>	<b>8,500.00</b>	<b>5,516.40</b>	<b>2,983.60</b>	<b>64.90%</b>
<b>01-5-651 Solid Waste Committee</b>				
01-5-651550.00 Printng	250.00	0.00	250.00	0.00%
01-5-651610.00 Software License	600.00	1,500.00	-900.00	250.00%
01-5-651620.00 Information/Signs/Sand.Bo	1,500.00	0.00	1,500.00	0.00%
<b>Total Solid Waste Committee</b>	<b>2,350.00</b>	<b>1,500.00</b>	<b>850.00</b>	<b>63.83%</b>
<b>01-5-652 Energy Committee</b>				
01-5-652610.00 Supplies	1,800.00	0.00	1,800.00	0.00%
<b>Total Energy Committee</b>	<b>1,800.00</b>	<b>0.00</b>	<b>1,800.00</b>	<b>0.00%</b>
<b>01-5-675 CEMETERY COMMISSION</b>				
<b>Total CEMETERY COMMISSION</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>01-5-70 PUBLIC WORKS DEPT.</b>				
<b>01-5-703 HIGHWAY DIVISION</b>				
<b>01-5-7031 HIGHWAY WAGES &amp; BENEFITS</b>				
01-5-703110.00 DIRECTOR OF PUBLIC WORKS	107,487.00	85,787.52	21,699.48	79.81%
01-5-703111.00 ADMINISTRATIVE ASSIST	29,134.00	20,572.11	8,561.89	70.61%
01-5-703112.00 ROAD CREW WAGES	336,556.00	240,353.37	96,202.63	71.42%
01-5-703114.00 ROAD CREW OVERTIME	56,238.00	27,522.01	28,715.99	48.94%
01-5-703116.00 On Call Compensation	5,743.00	1,489.38	4,253.62	25.93%
01-5-703120.00 CCC Tax	2,355.00	1,525.63	829.37	64.78%
01-5-703121.00 FICA	33,253.00	22,456.84	10,796.16	67.53%
01-5-703122.00 MEDICARE	7,687.00	5,251.93	2,435.07	68.32%
01-5-703123.00 HEALTH INSUR	141,105.00	129,677.39	11,427.61	91.90%
01-5-703124.00 DISABILITY/LIFE	4,531.00	3,421.82	1,109.18	75.52%
01-5-703125.00 DENTAL INSURANCE	3,056.00	2,309.03	746.97	75.56%
01-5-703126.00 RETIREMENT	38,436.00	27,756.89	10,679.11	72.22%
<b>Total HIGHWAY WAGES &amp; BENEFITS</b>	<b>765,581.00</b>	<b>568,123.92</b>	<b>197,457.08</b>	<b>74.21%</b>
<b>01-5-7032 MATERIALS</b>				
01-5-703201.00 SALT & CHEMICALS	125,000.00	97,123.56	27,876.44	77.70%
01-5-703203.00 SAND	130,000.00	16,659.39	113,340.61	12.81%
01-5-703205.00 DUST CONTROL	25,000.00	32,471.94	-7,471.94	129.89%
01-5-703207.00 GRAVEL & STONE	65,000.00	44,025.81	20,974.19	67.73%
01-5-703209.00 CULVERTS & ROAD SUPPLIES	25,000.00	98.30	24,901.70	0.39%
01-5-703211.00 ASPHALT PRODUCTS	3,500.00	1,874.36	1,625.64	53.55%

General

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-703213.00 BRIDGE REPAIR & MAINT.	5,000.00	0.00	5,000.00	0.00%
01-5-703215.00 OTHER PROJECTS	8,000.00	6,895.05	1,104.95	86.19%
01-5-703217.00 SIGNS	2,500.00	1,267.18	1,232.82	50.69%
<b>Total MATERIALS</b>	<b>389,000.00</b>	<b>200,415.59</b>	<b>188,584.41</b>	<b>51.52%</b>
<b>01-5-7033 CONTRACTED SERVICES</b>				
01-5-703301.00 PLOWING & SANDING	108,000.00	36,000.00	72,000.00	33.33%
01-5-703303.00 ROAD SWEEP/LEAF REMOVAL	2,700.00	0.00	2,700.00	0.00%
01-5-703305.00 LEAF REMOVAL	3,000.00	0.00	3,000.00	0.00%
01-5-703307.00 STREETLIGHTS	15,600.00	11,726.83	3,873.17	75.17%
01-5-703309.00 TREE CUTTING & REMOVAL	12,000.00	0.00	12,000.00	0.00%
01-5-703311.00 UNIFORMS	15,000.00	13,706.77	1,293.23	91.38%
01-5-703313.00 PAVING	10,000.00	0.00	10,000.00	0.00%
01-5-703315.00 OTHER PROJECTS	16,000.00	245.00	15,755.00	1.53%
01-5-703317.00 CRACK SEALING	19,000.00	0.00	19,000.00	0.00%
01-5-703319.00 PAVEMENT MARKING	20,000.00	7,174.00	12,826.00	35.87%
01-5-703321.00 BRIDGES	55,000.00	19,320.72	35,679.28	35.13%
01-5-703322.00 Culverts	10,000.00	1,838.00	8,162.00	18.38%
01-5-703323.00 Roadway&Ped.Safety Exp	3,000.00	2,890.80	109.20	96.36%
<b>Total CONTRACTED SERVICES</b>	<b>289,300.00</b>	<b>92,902.12</b>	<b>196,397.88</b>	<b>32.11%</b>
<b>01-5-7034 EQUIPMENT</b>				
01-5-703401.00 OUTSIDE REPAIRS	58,500.00	45,690.59	12,809.41	78.10%
01-5-703403.00 PARTS & SUPPLIES	69,000.00	47,750.99	21,249.01	69.20%
01-5-703405.00 PETROLEUM PRODUCTS	50,000.00	41,594.82	8,405.18	83.19%
01-5-703406.00 Capital Equipment Lease E	0.00	5,802.52	-5,802.52	100.00%
01-5-703407.00 Equipment Rental	8,000.00	0.00	8,000.00	0.00%
<b>Total EQUIPMENT</b>	<b>185,500.00</b>	<b>140,838.92</b>	<b>44,661.08</b>	<b>75.92%</b>
<b>01-5-7035 HIGHWAY GARAGE</b>				
01-5-703501.00 ELECTRICITY	2,600.00	3,246.91	-646.91	124.88%
01-5-703503.00 PROPANE	6,500.00	7,037.02	-537.02	108.26%
01-5-703505.00 TELEPHONE	4,000.00	3,741.83	258.17	93.55%
01-5-703507.00 SUPPLIES	7,000.00	6,941.19	58.81	99.16%
01-5-703509.00 ALARM MONITORING	3,300.00	375.00	2,925.00	11.36%
01-5-703511.00 REPAIRS & MAINTENANCE	12,000.00	2,273.62	9,726.38	18.95%
01-5-703513.00 TOOLS	8,000.00	1,860.18	6,139.82	23.25%
01-5-703515.00 ADMINISTRATION	5,500.00	2,807.55	2,692.45	51.05%
<b>Total HIGHWAY GARAGE</b>	<b>48,900.00</b>	<b>28,283.30</b>	<b>20,616.70</b>	<b>57.84%</b>
<b>01-5-7036 CAPITAL EXPENDITURES</b>				
01-5-703601.00 DESIGNATED FUND-EQUIPMENT	250,000.00	250,000.00	0.00	100.00%
01-5-703605.00 RESERVE FUND-PAVING#42	100,000.00	100,000.00	0.00	100.00%
01-5-703607.00 DESIGNATED FUND-BRIDGES	150,000.00	150,000.00	0.00	100.00%
01-5-703609.00 RESERVE FUND-GARAGE#8	50,000.00	50,000.00	0.00	100.00%
01-5-703610.00 Desinated Fund - Culverts	200,000.00	200,000.00	0.00	100.00%

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-703611.00 Desig.Road&Ped.Safety	10,000.00	10,000.00	0.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>760,000.00</b>	<b>760,000.00</b>	<b>0.00</b>	<b>100.00%</b>
<b>01-5-7037 GRANTS</b>				
01-5-703703.00 FEMA GRANT - Hemlock Rd	0.00	363,648.22	-363,648.22	100.00%
01-5-703703.01 FEMA GRANT KateWallace	0.00	240,915.71	-240,915.71	100.00%
01-5-703703.02 FEMA GRANT Norford Lake	0.00	350,297.72	-350,297.72	100.00%
01-5-703703.03 FEMA Grant Podunk/Illsley	0.00	221,490.42	-221,490.42	100.00%
01-5-703715.00 VTRANS STRUCTURES GRNT	0.00	21,935.60	-21,935.60	100.00%
01-5-703716.00 VT State Emergency Grant	0.00	435.00	-435.00	100.00%
<b>Total GRANTS</b>	<b>0.00</b>	<b>1,198,722.67</b>	<b>-1,198,722.67</b>	<b>100.00%</b>
<b>Total HIGHWAY DIVISION</b>	<b>2,438,281.00</b>	<b>2,989,286.52</b>	<b>-551,005.52</b>	<b>122.60%</b>
<b>01-5-704 BUILDINGS &amp; GROUNDS DIVIS</b>				
<b>01-5-7041 B &amp; G WAGES &amp; BENEFITS</b>				
01-5-704113.00 BUILDINGS & GROUNDS WAGES	113,273.00	73,162.48	40,110.52	64.59%
01-5-704114.00 OT BLDGS & GROUNDS	6,796.00	5,531.34	1,264.66	81.39%
01-5-704116.00 On Call Compensation	1,644.00	850.31	793.69	51.72%
01-5-704120.00 CCC Tax	536.00	277.81	258.19	51.83%
01-5-704121.00 FICA	7,546.00	5,058.56	2,487.44	67.04%
01-5-704122.00 MEDICARE	1,765.00	1,183.05	581.95	67.03%
01-5-704123.00 HEALTH INSURANCE	57,812.00	26,997.82	30,814.18	46.70%
01-5-704124.00 DISABILITY/LIFE	1,171.00	973.09	197.91	83.10%
01-5-704125.00 DENTAL INSURANCE	940.00	870.81	69.19	92.64%
01-5-704126.00 RETIREMENT	8,824.00	6,015.21	2,808.79	68.17%
<b>Total B &amp; G WAGES &amp; BENEFITS</b>	<b>200,307.00</b>	<b>120,920.48</b>	<b>79,386.52</b>	<b>60.37%</b>
<b>01-5-7042 MATERIALS</b>				
01-5-704201.00 GARDEN SUPPLIES & PLANTS	1,635.00	0.00	1,635.00	0.00%
<b>Total MATERIALS</b>	<b>1,635.00</b>	<b>0.00</b>	<b>1,635.00</b>	<b>0.00%</b>
<b>01-5-7043 CONTRACTED SERVICES</b>				
01-5-704311.00 UNIFORMS	5,500.00	3,590.45	1,909.55	65.28%
<b>Total CONTRACTED SERVICES</b>	<b>5,500.00</b>	<b>3,590.45</b>	<b>1,909.55</b>	<b>65.28%</b>
<b>01-5-7044 EQUIPMENT</b>				
01-5-704401.00 OUTSIDE REPAIRS	2,100.00	0.00	2,100.00	0.00%
01-5-704403.00 PARTS & SUPPLIES	2,600.00	2,314.74	285.26	89.03%
01-5-704405.00 PETROLEUM PRODUCTS	2,000.00	1,916.57	83.43	95.83%
01-5-704413.00 TOOLS & EQUIPMENT	575.00	49.99	525.01	8.69%
<b>Total EQUIPMENT</b>	<b>7,275.00</b>	<b>4,281.30</b>	<b>2,993.70</b>	<b>58.85%</b>
<b>01-5-7046 CAPITAL EXPENDITURES</b>				

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-704601.00 DESIGNATED FUND-EQUIPMENT	5,000.00	5,000.00	0.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>100.00%</b>
<b>Total BUILDINGS &amp; GROUNDS DIVIS</b>	<b>219,717.00</b>	<b>133,792.23</b>	<b>85,924.77</b>	<b>60.89%</b>
<b>01-5-705 SOLID WASTE DIVISION</b>				
<b>01-5-7051 SW WAGES &amp; BENEFITS</b>				
01-5-705112.00 TRNSF STATION WAGE	51,674.00	43,682.74	7,991.26	84.54%
01-5-705120.00 CCC Tax	227.00	192.28	34.72	84.70%
01-5-705121.00 FICA TAX	3,204.00	2,678.64	525.36	83.60%
01-5-705122.00 MEDI TAX	749.00	626.45	122.55	83.64%
<b>Total SW WAGES &amp; BENEFITS</b>	<b>55,854.00</b>	<b>47,180.11</b>	<b>8,673.89</b>	<b>84.47%</b>
<b>01-5-7053 CONTRACTED SERVICES</b>				
01-5-705301.00 GUVSMD ASSESSMENT	35,000.00	32,508.00	2,492.00	92.88%
01-5-705303.00 MUNICIPAL SOLID WASTE	56,000.00	47,756.40	8,243.60	85.28%
01-5-705305.00 RECYCLING	48,000.00	45,223.28	2,776.72	94.22%
01-5-705306.00 C & D WASTE DISPOSAL	18,000.00	12,001.48	5,998.52	66.67%
01-5-705308.00 FOOD WASTE DISPOSAL	23,000.00	9,596.58	13,403.42	41.72%
<b>Total CONTRACTED SERVICES</b>	<b>180,000.00</b>	<b>147,085.74</b>	<b>32,914.26</b>	<b>81.71%</b>
<b>01-5-7054 EQUIPMENT</b>				
01-5-705403.00 PARTS & SUPPLIES	1,550.00	1,938.17	-388.17	125.04%
01-5-705411.00 REPAIRS & MAINTENANCE	6,000.00	0.00	6,000.00	0.00%
01-5-705413.00 SMALL EQUIPMENT	525.00	0.00	525.00	0.00%
<b>Total EQUIPMENT</b>	<b>8,075.00</b>	<b>1,938.17</b>	<b>6,136.83</b>	<b>24.00%</b>
<b>01-5-7055 TRANSFER STATION</b>				
01-5-705500.00 PURCHASED SERVICES	4,000.00	2,770.00	1,230.00	69.25%
01-5-705501.00 ELECTRICITY	4,500.00	4,580.77	-80.77	101.79%
01-5-705503.00 PROPANE	900.00	372.96	527.04	41.44%
01-5-705505.00 TELEPHONE	545.00	1,053.32	-508.32	193.27%
01-5-705515.00 ADMINISTRATION	700.00	290.00	410.00	41.43%
01-5-705517.00 VERMONT FRANCHISE TAX	1,600.00	1,092.69	507.31	68.29%
<b>Total TRANSFER STATION</b>	<b>12,245.00</b>	<b>10,159.74</b>	<b>2,085.26</b>	<b>82.97%</b>
<b>01-5-7056 CAPITAL EXPENDITURES</b>				
01-5-705601.00 DESIGNATED FUND-EQUIPMENT	5,000.00	5,000.00	0.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>100.00%</b>
<b>Total SOLID WASTE DIVISION</b>	<b>261,174.00</b>	<b>211,363.76</b>	<b>49,810.24</b>	<b>80.93%</b>
<b>01-5-706 TRACY HALL</b>				
<b>01-5-7061 BUILDING EXPENSES</b>				

General

Account	Budget	Actual	Budget Balance	Actual % of Budget
01-5-706100.00 WATER USAGE	935.00	710.14	224.86	75.95%
01-5-706101.00 ELECTRICITY	15,000.00	10,310.08	4,689.92	68.73%
01-5-706103.00 HEATING-PROPANE	19,500.00	10,845.43	8,654.57	55.62%
01-5-706105.00 ALARM MONITORING	1,350.00	0.00	1,350.00	0.00%
01-5-706107.00 ELEVATOR MAINTENANCE	5,000.00	5,657.80	-657.80	113.16%
01-5-706108.00 CUSTODIAN PAGER & MILEAGE	779.00	0.00	779.00	0.00%
01-5-706109.00 BUILDING SUPPLIES	4,800.00	3,339.34	1,460.66	69.57%
01-5-706113.00 REPAIRS & MAINTENANCE	17,500.00	13,740.81	3,759.19	78.52%
01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	2,000.00	2,108.97	-108.97	105.45%
<b>Total BUILDING EXPENSES</b>	<b>66,864.00</b>	<b>46,712.57</b>	<b>20,151.43</b>	<b>69.86%</b>
<b>Total TRACY HALL</b>	<b>66,864.00</b>	<b>46,712.57</b>	<b>20,151.43</b>	<b>69.86%</b>
<b>Total PUBLIC WORKS DEPT.</b>	<b>2,986,036.00</b>	<b>3,381,155.08</b>	<b>-395,119.08</b>	<b>113.23%</b>
<b>01-5-8002 DEBT SERVICE EXPENDITURES</b>				
01-5-800207.00 PUBLIC SAFTY FACILITY BON	47,000.00	47,000.00	0.00	100.00%
01-5-800208.00 Browns SH Rd Bridge-Princ	14,000.00	0.00	14,000.00	0.00%
01-5-800209.00 Browns SH Rd Bridge Inter	350.00	0.00	350.00	0.00%
01-5-800211.00 Windsor County Equalizati	60,000.00	57,970.14	2,029.86	96.62%
01-5-800235.00 DEBT INTEREST	42,000.00	41,667.85	332.15	99.21%
<b>Total DEBT SERVICE EXPENDITURES</b>	<b>163,350.00</b>	<b>146,637.99</b>	<b>16,712.01</b>	<b>89.77%</b>
<b>01-5-8003 APPROPRIATION EXPENDITURES</b>				
01-5-800302.00 NORWICH PUBLIC LIBRARY	376,700.00	376,700.00	0.00	100.00%
01-5-800310.00 NORWICH AMERICAN LEGION	1,500.00	1,500.00	0.00	100.00%
01-5-800311.00 Norwich Community Nurse	10,000.00	10,000.00	0.00	100.00%
01-5-800315.00 NORWICH HISTORICAL SOC.	12,000.00	12,000.00	0.00	100.00%
01-5-800316.00 NORWICH CEMETERY ASSOCATN	25,000.00	25,000.00	0.00	100.00%
01-5-800324.00 CHILD CARE CTR IN NORWICH	4,348.00	4,348.00	0.00	100.00%
01-5-800328.00 VSTNG NRS/HSP APPR	18,500.00	18,500.00	0.00	100.00%
01-5-800350.00 THE FAMILY PLACE	6,000.00	6,000.00	0.00	100.00%
01-5-800352.00 ADVANCE TRANSIT	15,947.00	15,947.00	0.00	100.00%
01-5-800354.00 HEADREST	2,500.00	2,500.00	0.00	100.00%
01-5-800356.00 WINDSOR COUNTY MENTORS	2,500.00	2,500.00	0.00	100.00%
01-5-800358.00 JAM (formerly CATV)	3,000.00	3,000.00	0.00	100.00%
01-5-800362.00 WISE	2,500.00	2,500.00	0.00	100.00%
01-5-800366.00 SEVCA	3,750.00	3,750.00	0.00	100.00%
01-5-800368.00 YOUTH-IN-ACTION	3,000.00	3,000.00	0.00	100.00%
01-5-800369.00 SENIOR SOLUTIONS	1,200.00	1,200.00	0.00	100.00%
01-5-800372.00 WHT RIVR COUN ON AGING	5,300.00	5,300.00	0.00	100.00%
01-5-800375.00 PUBLIC HEALTH COUNC UV	1,822.00	1,822.00	0.00	100.00%
01-5-800382.00 U.V. TRAILS ALLIANCE	2,000.00	2,000.00	0.00	100.00%
01-5-800386.00 GOOD BEGINNINGS	3,000.00	3,000.00	0.00	100.00%
01-5-800388.00 GREEN MTN ECO DEV CORP	1,705.00	1,705.00	0.00	100.00%
01-5-800389.00 SPECIAL NEEDS SUPPORT CEN	2,000.00	2,000.00	0.00	100.00%
<b>Total APPROPRIATION EXPENDITURES</b>	<b>504,272.00</b>	<b>504,272.00</b>	<b>0.00</b>	<b>100.00%</b>

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>01-5-8004 TAX EXPENDITURES</b>				
01-5-800400.00 Transfer Out (GF Surplus)	0.00	591,000.00	-591,000.00	100.00%
01-5-800408.00 TAX ABATEMENT/ADJUSTMENT	21,000.00	0.00	21,000.00	0.00%
<b>Total TAX EXPENDITURES</b>	<b>21,000.00</b>	<b>591,000.00</b>	<b>-570,000.00</b>	<b>2,814.29%</b>
<b>01-5-8005 INSURANCE</b>				
01-5-800501.00 HRA REIMBURSEMENT EXPENSE	0.00	10,598.26	-10,598.26	100.00%
01-5-800505.00 SOCIAL SECURITY TAX	0.00	1,227.88	-1,227.88	100.00%
01-5-800507.00 MEDICARE TAX	0.00	13.42	-13.42	100.00%
01-5-800517.00 UNEMP INS RATE ASSMT	6,100.00	5,354.00	746.00	87.77%
01-5-800518.00 PROP & CAS INSURANCE	120,000.00	102,087.32	17,912.68	85.07%
01-5-800520.00 WORKER'S COMP INS	62,000.00	99,592.34	-37,592.34	160.63%
<b>Total INSURANCE</b>	<b>188,100.00</b>	<b>218,873.22</b>	<b>-30,773.22</b>	<b>116.36%</b>
<b>Total Expenditures</b>	<b>7,228,165.00</b>	<b>7,460,463.72</b>	<b>-232,298.72</b>	<b>103.21%</b>
<b>Total General</b>	<b>-7,228,165.00</b>	<b>-7,460,463.72</b>	<b>232,298.72</b>	
<b>Total All Funds</b>	<b>-7,228,165.00</b>	<b>-7,460,463.72</b>	<b>232,298.72</b>	

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total CONSERVATION COMM FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total RECREATION FACILITY &amp; IMP</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total FIRE APPARATUS FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
07-5-700322.00 HIGHWAY EQUIP. PURCHASES	0.00	245,503.00	-245,503.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>245,503.00</b>	<b>-245,503.00</b>	<b>100.00%</b>
<b>Total HIGHWAY EQUIPMENT FUND</b>	<b>0.00</b>	<b>-245,503.00</b>	<b>245,503.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total HIGHWAY GARAGE FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total SOLID WASTE EQUIP FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total POLICE STATION FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
11-5-500322.00 POLICE CRUISER	0.00	6,983.08	-6,983.08	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>6,983.08</b>	<b>-6,983.08</b>	<b>100.00%</b>
<b>Total POLICE CRUISER</b>	<b>0.00</b>	<b>-6,983.08</b>	<b>6,983.08</b>	
12-5-300322.00 REAPPRAISAL	0.00	46,713.67	-46,713.67	100.00%
12-5-300323.00 Transfer to Gen.Fund	0.00	26,000.00	-26,000.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>72,713.67</b>	<b>-72,713.67</b>	<b>100.00%</b>
<b>Total TOWN REAPPRAISAL FUND</b>	<b>0.00</b>	<b>-72,713.67</b>	<b>72,713.67</b>	
13-5-450322.00 TRACY HALL BUILDING	0.00	212,575.59	-212,575.59	100.00%

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total Expenditures</b>	<b>0.00</b>	<b>212,575.59</b>	<b>-212,575.59</b>	<b>100.00%</b>
<b>Total TRACY HALL FUND</b>	<b>0.00</b>	<b>-212,575.59</b>	<b>212,575.59</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total GENERAL ADMIN. FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Granite bench with crista</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total RECREATION FUND-DAM</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total RECREATION FUND-TENNIS CO</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total TOWN CLERK EQUIP FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
21-5-500612.00 SPEC EQUIP CAPITAL	0.00	14,106.99	-14,106.99	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>14,106.99</b>	<b>-14,106.99</b>	<b>100.00%</b>
<b>Total POLICE SPEC EQUIP FUND</b>	<b>0.00</b>	<b>-14,106.99</b>	<b>14,106.99</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total KIDS &amp; COPS FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total AFFORDABLE HOUSING FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total LAND MANAGEMENT COUNCIL F</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total FIRE DEPT.APPARATUS BAY</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
26-5-555322.00 FIRE EQUIPMENT	0.00	7,905.00	-7,905.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>7,905.00</b>	<b>-7,905.00</b>	<b>100.00%</b>
<b>Total FIRE EQUIPMENT FUND</b>	<b>0.00</b>	<b>-7,905.00</b>	<b>7,905.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total SIDEWALK FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total LONG TERM FACILITY STUDY</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total BANDSTAND RENOVATION FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total COMMUNICATIONS STUDY FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
33-5-005702.00 CITIZEN ASSISTANCE	0.00	2,100.50	-2,100.50	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>2,100.50</b>	<b>-2,100.50</b>	<b>100.00%</b>
<b>Total CITIZEN ASSISTANCE FUND</b>	<b>0.00</b>	<b>-2,100.50</b>	<b>2,100.50</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total CORRIDOR TREE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
37-5-375610.00 SUPPLIES	0.00	489.89	-489.89	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>489.89</b>	<b>-489.89</b>	<b>100.00%</b>
<b>Total MAIN STREET FLAGS</b>	<b>0.00</b>	<b>-489.89</b>	<b>489.89</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>

Town of Norwich General Ledger  
 Current Yr Pd: 10 - Budget Status Report  
 SCHOOL LEASELAND

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total SCHOOL LEASELAND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total GOSPEL LEASELAND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
40-5-425248.00 SCHOLARSHIPS	0.00	300.00	-300.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>300.00</b>	<b>-300.00</b>	<b>100.00%</b>
<b>Total RECREATION SCHOLARSHIPS</b>	<b>0.00</b>	<b>-300.00</b>	<b>300.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total DPW-BRIDGE FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total DPW-PAVING FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total BUILDINGS &amp; GROUNDS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total COMMUNICATIONS CONSTRUCTI</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
45-5-100341.00 RESTORATION EXPENSE	0.00	3,727.00	-3,727.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>3,727.00</b>	<b>-3,727.00</b>	<b>100.00%</b>
<b>Total RECORDS RESTORATION</b>	<b>0.00</b>	<b>-3,727.00</b>	<b>3,727.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total GENERATOR FUND</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
47-5-485322.00 Public Safety Equip Purch	0.00	2,500.00	-2,500.00	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>2,500.00</b>	<b>-2,500.00</b>	<b>100.00%</b>
<b>Total PUBLIC SAFETY FACILITY</b>	<b>0.00</b>	<b>-2,500.00</b>	<b>2,500.00</b>	

Town of Norwich General Ledger  
 Current Yr Pd: 10 - Budget Status Report  
 PUBLIC SAFETY FACILITY

Account	Budget	Actual	Budget Balance	Actual % of Budget
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Expense/Emergency Reserve</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Operational Perf &amp; Develo</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Emerald Ash Borer Respons</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Kids Bridge-Huntley Mdw</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
54-5-703322.00 Culvert Expense	0.00	14,685.71	-14,685.71	100.00%
<b>Total Expenditures</b>	<b>0.00</b>	<b>14,685.71</b>	<b>-14,685.71</b>	<b>100.00%</b>
<b>Total Culvert Fund</b>	<b>0.00</b>	<b>-14,685.71</b>	<b>14,685.71</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Roadway Safety Fund</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total Expenditures</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total Opioid Settlement Fund</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Total All Funds</b>	<b>0.00</b>	<b>-583,590.43</b>	<b>583,590.43</b>	

Account	Curr Yr Pd 10 Apr Actual
<b>ASSET</b>	
<b>01-1-001 CASH</b>	
01-1-001004.00 PETTY CASH-TRANS STATION	200.00
01-1-001005.00 PETTY CASH-TOWN CLERK	50.00
01-1-001100.00 CASH-MASCOMA GENL FUND	8,270,982.65
01-1-001102.00 CASH-MASCOMA EFTs	19,021.71
01-1-001104.00 CASH-MASCOMA FISH & GAME	355.01
01-1-001106.00 HRA Bank Account	957.65
<b>Total CASH</b>	<b>8,291,567.02</b>
<b>01-1-002 INVESTMENTS</b>	
<b>Total INVESTMENTS</b>	<b>0.00</b>
<b>01-1-003 RECEIVABLES</b>	
<b>01-1-0030 ACCOUNTS RECEIVABLE</b>	
01-1-003006.00 ACCTS REC-LIBRARY	-4,763.43
01-1-003026.00 Accounts Receivable	21,002.98
01-1-003026.01 Allowance for Bad Debts	-16,000.00
<b>Total ACCOUNTS RECEIVABLE</b>	<b>239.55</b>
<b>01-1-0031 GRANT RECEIVABLE</b>	
01-1-003108.00 GRANT REC-HIGHWAY DEPT	-3,675.01
01-1-003112.00 GRANT REC-FEMA & VT ERAF	225,362.74
<b>Total GRANT RECEIVABLE</b>	<b>221,687.73</b>
<b>01-1-0032 NOTES RECEIVABLE</b>	
<b>Total NOTES RECEIVABLE</b>	<b>0.00</b>
<b>01-1-0034 TAXES RECEIVABLE</b>	
01-1-003402.00 DEL PROP TAXES RECEIVABLE	298,575.50
01-1-003403.00 TAX INTEREST RECV	29,136.03
01-1-003404.00 PENALTY RECEIVABLE	11,929.61
<b>Total TAXES RECEIVABLE</b>	<b>339,641.14</b>
<b>Total RECEIVABLES</b>	<b>561,568.42</b>
<b>01-1-004 OTHER ASSETS</b>	
01-1-004099.00 HTFD RECY COUPON INVENTORY	1,500.00
01-1-004104.00 INVENTORY-Materials	120,000.00
01-1-004105.00 Inventory-DPW Fueling Sta	7,353.37
<b>Total OTHER ASSETS</b>	<b>128,853.37</b>

Account	Curr Yr Pd 10 Apr Actual
01-1-090000.00 DUE FROM/TO OTHER FUND	-6,228,941.28
<b>Total Asset</b>	<b>2,753,047.53</b>
<b>LIABILITY</b>	
01-2-001 ACCOUNTS PAYABLE	
01-2-001103.00 FICA TAX PAYABLE	-11,434.84
01-2-001107.00 FED W/H TAX PAYABLE	-6,022.10
01-2-001109.00 VT W/H TAX PAYABLE	-2,432.97
01-2-001111.00 VMERS GRP B PAYABLE	-6,541.17
01-2-001113.00 VMERS GRP C PAYABLE	-3,661.62
01-2-001114.00 HRA LIABILITY	4,645.39
01-2-001115.00 CHILD SUPPORT PAYABLE	-323.10
01-2-001117.00 UNION DUES PAYABLE	472.14
01-2-001121.00 VT ANIMAL RETURN	4,060.00
01-2-001122.00 DUE TO VT-FISH & GAME	140.20
01-2-001122.01 VT FISH & GAME GIFT CERTI	97.00
01-2-001123.10 Due to State Education	579,905.77
01-2-001124.00 DUE TO VT-VITAL RECORDS	3,395.00
01-2-001125.10 DUE TO GUVSWMD-STICKERS	2,145.00
01-2-001126.00 VISION SERV PLAN-PAYROLL	28.87
01-2-001147.00 DUE TO TAXPAYER FROM STAT	145.00
01-2-001148.00 TAX OVERPAYMENTS	2,322.33
01-2-001150.00 VENDORS PAYABLE	137,068.58
<b>Total ACCOUNTS PAYABLE</b>	<b>704,009.48</b>
01-2-002 GRANT LIABILITY	
<b>Total GRANT LIABILITY</b>	<b>0.00</b>
01-2-003 OTHER LIABILITIES	
<b>Total OTHER LIABILITIES</b>	<b>0.00</b>
01-2-004 DEFERRED REVENUES	
01-2-004001.00 DEFERRED REV-TAXES	236,000.00
01-2-004004.00 DEFERRED REV-GRANTS	280,620.27
<b>Total DEFERRED REVENUES</b>	<b>516,620.27</b>
<b>Total Liability</b>	<b>1,220,629.75</b>
<b>FUND BALANCE</b>	
01-3-0011 RESERVE-FUND BALANCE	
<b>Total RESERVE-FUND BALANCE</b>	<b>0.00</b>

Town of Norwich General Ledger  
Balance Sheet Current Year - Period 10 Apr  
General

Account	Curr Yr Pd 10 Apr Actual
-----	
01-3-0013 UNRESTRICTED FUNDS	
01-3-001300.00 GENERAL FUND BAL-UNREST	870,396.58
01-3-001301.03 TracyHall13	291,000.00
01-3-001301.05 DPW Bridge#41	200,000.00
01-3-001301.06 EAB #52	100,000.00
01-3-001301.07 Replenish Fund 50	45,207.85
	-----
Total UNRESTRICTED FUNDS	1,506,604.43
	-----
Total Prior Years Fund Balance	1,506,604.43
	-----
Fund Balance Current Year	25,813.35
	-----
Total Fund Balance	1,532,417.78
	-----
Total Liability, Reserves, Fund Balance	2,753,047.53
	=====

Account Number	Account Description	Account Balance
01-1-090000.00	General DUE FROM/TO OTHER FUND	-6,228,941.28
04-1-090000.00	CONSERVATION COMM FUND DUE FROM/TO OTHER FUND	5,056.07
05-1-090000.00	RECREATION FACILITY & IMP DUE FROM/TO OTHER FUND	66,349.50
06-1-090000.00	FIRE APPARATUS FUND DUE FROM/TO OTHER FUND	793,669.27
07-1-090000.00	HIGHWAY EQUIPMENT FUND DUE FROM/TO OTHER FUND	329,724.87
08-1-090000.00	HIGHWAY GARAGE FUND DUE FROM/TO OTHER FUND	412,228.10
09-1-090000.00	SOLID WASTE EQUIP FUND DUE FROM/TO OTHER FUND	50,523.01
10-1-090000.00	POLICE STATION FUND DUE FROM/TO OTHER FUND	0.00
11-1-090000.00	POLICE CRUISER DUE FROM/TO OTHER FUNDS	101,248.40
12-1-090000.00	TOWN REAPPRAISAL FUND DUE FROM/TO OTHER FUND	67,818.86
13-1-090000.00	TRACY HALL FUND DUE FROM/TO OTHER FUND	689,149.81
14-1-090000.00	GENERAL ADMIN. FUND DUE FROM/TO OTHER FUNDS	136,077.29
15-1-090000.00	Granite bench with crista DUE FROM/TO OTHER FUND	10.67
16-1-090000.00	RECREATION FUND-DAM DUE FROM/TO OTHER FUNDS	0.00
17-1-090000.00	RECREATION FUND-TENNIS CO DUE FROM/TO OTHER FUND	138,298.79
19-1-090000.00	TOWN CLERK EQUIP FUND DUE FROM/TO OTHER FUND	9,779.43
21-1-090000.00	POLICE SPEC EQUIP FUND DUE FROM/TO OTHER FUNDS	18,498.78
22-1-090000.00	KIDS & COPS FUND DUE FROM/TO OTHER FUND	0.00
23-1-090000.00	AFFORDABLE HOUSING FUND DUE/FROM TO OTHER FUND	51,454.57
24-1-090000.00	LAND MANAGEMENT COUNCIL F DUE FROM/TO OTHER FUNDS	13,685.28
25-1-090000.00	FIRE DEPT.APPARATUS BAY DUE/FROM TO OTHER FUND	0.01
26-1-090000.00	FIRE EQUIPMENT FUND DUE FROM/TO OTHER FUND	94,109.39
27-1-090000.00	SIDEWALK FUND DUE FROM/TO OTHER FUND	91,345.52
28-1-090000.00	LONG TERM FACILITY STUDY DUE FROM/TO OTHER FUND	2.40
29-1-090000.00	TOWN MANAGER VEHICLE FUND DUE FROM/TO OTHER FUND	0.00
30-1-090000.00	BANDSTAND RENOVATION FUND DUE FROM/TO OTHER FUND	0.00
31-1-090000.00	COMMUNICATIONS STUDY FUND DUE FROM/TO OTHER FUNDS	0.00
33-1-090000.00	CITIZEN ASSISTANCE FUND DUE FROM/TO OTHER FUND	11,790.33
34-1-090000.00	WCTU FOUNTAIN DUE FROM/TO OTHER FUND	0.00
35-1-090000.00	CORRIDOR TREE DUE FROM/TO OTHER FUND	0.00
36-1-090000.00	ALURA GRANT DUE FROM/TO OTHER FUND	0.00
37-1-090000.00	MAIN STREET FLAGS DUE FROM/TO OTHER FUND	245.02
38-1-090000.00	SCHOOL LEASELAND DUE FROM/TO OTHER FUND	0.00
39-1-090000.00	GOSPEL LEASELAND DUE FROM/TO OTHER FUND	0.00
40-1-090000.00	RECREATION SCHOLARSHIPS DUE FROM/TO OTHER FUND	914.46
41-1-090000.00	DPW-BRIDGE FUND DUE FROM/TO OTHER FUND	1,118,956.74
42-1-090000.00	DPW-PAVING FUND DUE FROM/TO OTHER FUND	470,519.75
43-1-090000.00	BUILDINGS & GROUNDS DUE FROM/TO OTHER FUND	44,692.09
44-1-090000.00	COMMUNICATIONS CONSTRUCTI DUE FROM/TO OTHER FUND	0.00
45-1-090000.00	RECORDS RESTORATION DUE FROM/TO OTHER FUND	46,819.46
46-1-090000.00	GENERATOR FUND DUE FROM/TO OTHER FUND	64,793.39
47-1-090000.00	PUBLIC SAFETY FACILITY DUE FROM/TO OTHER FUND	13,835.78
48-1-090000.00	Climate Emergency DUE FROM/TO OTHER FUND	44,454.48
49-1-090000.00	ARPA (American Rescue Pla DUE FROM/TO OTHER FUND	0.00
50-1-090000.00	Expense/Emergency Reserve DUE FROM/TO OTHER FUND	739,490.86
51-1-090000.00	Operational Perf & Develo DUE FROM/TO OTHER FUND	143,708.49
52-1-090000.00	Emerald Ash Borer Respons DUE FROM/TO OTHER FUND	114,595.41
53-1-090000.00	Kids Bridge-Huntley Mdw DUE FROM/TO OTHER FUND	6,841.00
54-1-090000.00	Culvert Fund DUE FROM/TO OTHER FUND	284,354.82
55-1-090000.00	Roadway Safety Fund DUE FROM/TO OTHER FUND	20,862.71
56-1-090000.00	Opioid Settlement Fund DUE FROM/TO OTHER FUND	33,036.47

05/21/26  
09:51 am

Town of Norwich General Ledger  
General Ledger Due/To Due/From Summary Report  
Current Yr: Period 10

Page 2 of 2  
brosalinda

Account Number	Account Description	Account Balance
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**** TOTALS FOR DUE/TO DUE/FROM ACCOUNTS		0.00

## **Kimo Griggs For Discussion: Town Manager Goals 27 May 2026**

The 2025 Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation as Approved for use on 5/28/2025 is three documents in one, with both three different purposes (setting goals for the Selectboard, setting goals for the Town Manager and evaluating the Town Manager) and three different functions (guiding the Selectboard, Guiding the Town Manager and acting as a method for the Selectboard to provide an evaluation for the Town Manager).

The three purposes are commonly separated in organizations and it might serve us better if they are. The Selectboard goals relate to governance, and selectboard members are evaluated by citizens when they are re-elected. I collated Selectboard Goals from those submitted by Selectboard members for an earlier meeting (attached)

The Town Manager goals should be related to performance, and evaluation of performance is best done openly with clear metrics. While goals may be set anticipating evaluation of if and how those goals were achieved, the Town Manager evaluation should be a separate, follow-on effort to goal-setting. We can set goals and metrics at the start of the year and evaluate at the end of the year, with regular updates and/or reflection as desired or required.

Goals listed on 2025 Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation:

### **#1 Goal** Maintain Town Functions

TM fulfills Statutory Duty to perform and execute the duties required of the town.

Associated Goals: to be focused on within the 2025 evaluation period:

1 PO: TM works to maintain a fulfilling work environment focusing on retention and attraction of qualified employees.

2 PO: TM appropriately manages and oversees the day-to-day function of town business

### **#2 Goal:** Attend to Disasters and Unforeseen Events Affecting the Town as needed.

Unforeseen Disasters/Events may take precedence, use limited time and resources, and otherwise impair achievement of other agreed upon Goals and Objectives

1 PO: TM will provide efficient and timely responses, documented protocols for response and communication with Town and governmental entities

### **#3 Goal:** Special Project – Tracy Hall Improvements to Heating System

Immediate work to maintain Tracy Hall as an office, meeting and community space

1 PO: TM will complete, or show meaningful progress, towards the repair or replacement of the antiquated TH heating system

### **#4 Goal:** Special Project – Tracy Hall Improvements Initiative

Long-term work to make Tracy Hall Energy efficient and structured for 21<sup>st</sup>-Century work and meeting needs

2 PO: TM will work to identify and evaluate TH improvement projects that can be realistically accomplished in 2025 and 2026 and show meaningful progress

## **Kimo Griggs For Discussion: Town Manager Goals 27 May 2026**

### **#5 Goal: Special Projects – Miscellaneous**

PO: TM will work as directed on Miscellaneous Special Projects such as Beaver Meadow Road Pedestrian Corridor, Cellular Service Provider Initiative, FEMA roadway projects, ACO AND Dog Park Initiative, EAB management, etc..

Goals 1 and 2 seem like minimum job requirements. It is the job of the Town Manager to make sure the town is running well and attend to unforeseen disasters, maintenance, update to infrastructure etc. That is largely what we hire a town manager to oversee, either directly or through the departments and employees answering to him. Those are not goals in the usual sense.

Assessing our public infrastructure and proposing maintenance and/or improvements is a good goal. Working on Tracy Hall (goals #4 & 5) and improvements to/development of pedestrian ways or EAB management etc. would be good objectives to satisfy that goal.

Our TM provided a memo outlining Ideas and Best Practices for TM evaluations from the Municipal Solutions Summit, as well as a list of “Ideas (some aspirational) for Town Manager goals for 2026”.

The “Ideas and Best Practices for TM evaluations...” mostly apply to ongoing and end-of-year evaluation but they are useful. “Create clear, simple and reasonably attainable goals. Quantifiable (sic) goals if possible” is good advice, for example.

The ideas listed on page two suggest these goals:

- Develop policies for collaborative, collegial engagement of town staff, selectboard and elected/appointed officials for approval by Selectboard
- Develop policies regarding Town Manager autonomy for approval by Selectboard.
- Develop feedback mechanisms to help determine satisfaction of town residents with levels of support and governance.
- Establish procedures and effective communication between office of TM and committees/councils to foster effective work and progress
- Develop plans for improvement of public buildings and infrastructure, identify potential projects and funding

If I were to place the goals suggested above into the format I presented for both Selectboard and Town Manager goals earlier in the year it might look like the following:

### **Proposed Town Manager Goals, 2025-26**

#### **Goal 1: Management: Overarching Goal is to improve the management, performance, and benefits of human resources in Norwich.**

- Develop policies for collaborative, collegial engagement of town staff, selectboard and elected/appointed officials for approval by Selectboard (see policies regarding communication below)
- Develop policies regarding Town Manager autonomy for approval by Selectboard.

## **Kimo Griggs For Discussion: Town Manager Goals 27 May 2026**

- Develop feedback mechanisms to help determine satisfaction of town residents with levels of support and governance.
- Establish procedures and effective communication between office of TM and committees/councils to foster effective work and progress
- Provide goals and criteria used to guide and evaluate key employees of the Town, including department heads. Show how goals and criteria are used to set priorities and manage activities.
- TM works to maintain a fulfilling work environment focusing on retention and attraction of qualified employees.
- Actively seek to improve town employee comfort, productivity, and potential. Explore added benefits, educational and training opportunities, and potential for advancement.
- Provide clear contact information for regular and emergency hours for all applicable Staff, Employees and Officials

### **Goal 2: Communication: Overarching Goal is to improve Communications with citizenry and with Selectboard**

- Provide complete contact information. From Job Description: “This position is always on call and may require working hours beyond what is considered an average workday/week. Attendance at evening meetings is required; therefore a reasonable commute time is expected”
- Engage with citizenry.
- Attend public events.
- Congratulate employees, officers and others when they gain office or retire.
- Develop policies regarding communication
  - For information to share with citizenry (Town news, closures, dates not available etc.).
  - With Selectboard.
  - With Department Heads when concerns are raised by citizens.
  - With Committees and Working Groups when they wish to work with town employees.
- Website/Online update/development/replacement
  - Provide a robust solution for a Town Calendar that includes deadlines, activities whereabouts of key employees, scheduling of meetings and important events.
  - Provide email addresses for members of selectboard and all committees at minimum.
  - Provide templates for use by all committees to ensure consistency across our platform.
  - Provide templates for common activities such as note-taking, warning of meetings, reporting to Selectboard etc. to ensure consistency and ease the workload of town staff.

## **Kimo Griggs For Discussion: Town Manager Goals 27 May 2026**

### **Goal 3: The Town – Overarching Goal is to Assess our public infrastructure and propose maintenance and/or improvements that recognize and support the dreams people have for Norwich**

- Consider at all times what Norwich wants and needs. Dream big, can always pull back.
- Develop plans for improvement of public buildings and infrastructure, identify potential projects and funding.
- Recognize standards for infrastructure and codify them where possible (fences, benches, signage, sidewalks/paths)

### **Goal 4: Reporting to Selectboard – Overarching Goal is to create an effective, well-run governing body.**

- Be aware of and understand all financial reports in advance of Selectboard meetings in order to address questions in real time.
- Take own notes during meetings.
- Bring copies of prior meeting notes for reference to each meeting
- Bring a copy of Vermont Statutes and references for the Selectboard to each meeting.

Attached documents: Selectboard and Town Manager Goals collated by Kimo Griggs, Performance Review Summar (from TM), Town of Norwich 2024 Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation as Approved for use on 3/8/2024 (from TM), Town Manager Self-Goals April 16, 2026 (from TM)

## **Town Manager Goal-setting**

Section VI of the employment agreement for the Town Manager of Norwich is titled: Goals, Objectives & Performance.

In that section it is stated that,

- A. Annually, the Board and Employee shall define such goals and performance objectives, which they determine necessary for the proper operation of the Town and attainment of the Board's policy objectives, and shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing. The parties shall endeavor to develop goals and objectives with the good-faith intent that they shall be reasonably attainable with the time limits specified, within the annual operating and capital budgets and appropriations provided by the Town, and within existing circumstances and external conditions affecting the Town.
- B. The Board shall annually (i.e., within 14 days of the anniversary of the Effective Date) review and evaluate the Employee's accomplishment of the goals and objectives referenced above. This review and evaluation process shall be in accordance with specific criteria developed jointly from time to time by the Board and Employee. The review and evaluation each year shall be the basis for step increases and all step increases will be conditional upon satisfactory evaluation, such determination of "satisfactory" being at the Board's sole discretion. In addition to such annual reviews, upon reasonable request of Employee, the Board or its delegates shall meet from time to time with Employee to review performance and progress toward goals.

The "2025 Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation" for the period of 9/26/2024-9/26/2025 was approved for use on 5/28/2025 – a full 8 months from the "Effective Date", and only four months before a full evaluation occurred. Certainly much work was done prior to the May adoption of the goals, but a proper evaluation should allow an entire year of defined goals and objectives to be reviewed. Moving forward, it is my hope that goals for the Town Manager will be set at the same time as the "Effective Date" each year (currently 27 September) in order that the Town Manager and the Selectboard have a full year to review together. It is also my hope that the goals for the Town Manager and the goals for the Selectboard will be related, but separate.

## **Selectboard Goal-Setting**

While the Selectboard may set aspirational Goals, there is no legal requirement to do so, and we need to remember that our authority is based on Vermont State Statute. We should not be setting goals or objectives that we are not permitted to, or that interfere with the authority of other offices, including the Town Manager, Clerk, Treasurer etc..

## Goals and Objectives

Goals and objectives are related but might be separately considered. If the government of the Town of Norwich had a Mission and a Vision related to its overall Values, Goals (aspirational) and Objectives (actionable) might easily follow, with strategies developed to achieve them. The development of Goals and Objectives should include as many parties as possible to ensure the actions of our Selectboard and Town Manager reflect the wishes of our citizens, and to provide clear direction for elected and appointed officials, committees, councils, and individuals working for the Town.

Aspirational goals for the Selectboard and Town Manager should be based on the position rather than individuals in place. What should a Norwich Town Manager aspire to? What could a Selectboard be inspired to support? What does Norwich want to become – or should it stay as it is? Individual strengths can be recognized through particular objectives.

Objectives support Goals. If a Goal is for Norwich to be more eco-friendly, objectives might range from supporting keeping fields open and planting milkweed to support Monarch Butterflies, to using battery-powered mowers for our playing fields, to creating safer bike paths to reduce the use of automobiles. Big goal, many ways to support it through objectives. We have long had a standing list of projects on our Selectboard agendas that I would characterize as objectives that often had unspoken larger goals in mind.

We need to develop the strategies to make our objectives real, but that is not the work in front of us. Our employees, officials, boards and committees etc. develop the strategies they need to carry out their work. It might be helpful to find ways to better share some of the information and methods they develop but that a discussion for another day.

I asked my Selectboard Colleagues to furnish me with their thoughts regarding Selectboard and Town Manager Goals, and I have done my best to collate them below, attaching their individual documents at the end. This is a first stab at categorizing the different ideas/observations/suggestions into Goals and Objectives that we hope to be the basis for a sound and productive discussion. Final documents will (hopefully) be adopted during a future Selectboard meeting.

**Proposed Town Manager Goals & Objectives**

**Communication: Greater Transparency. Messaging with Town. Engagement.**

Find a way to communicate with the Town

Develop policies regarding communications

Website

Town Calendar with deadlines, activities, key employee whereabouts, meetings, events

Access to Town Employee contacts

Consistency throughout

Email addresses provided for all employees, officials, committees etc.

For Selectboard: Provide access real-time access to packet folder

Provide templates for common activities to ease the work of volunteers and staff

Greater community engagement through attendance at community functions

Improve formats for presentation of budget information (work with finance committee?)

For Selectboard: Clarify what information can be provided to members by Assistant TM

Improve accessibility while working remotely, identify times when uninterrupted hours need to be scheduled

Reporting to Selectboard: be able to address questions about all items in Packet, including financials.

Take notes during meetings and share as appropriate

Bring prior meeting notes to SB meetings for reference

Have a copy of Statutes and Selectboard references at each SB meeting.

**Human Resources: Greater recognition and support**

Provide SB and Town with self-goals & metrics

Establish protocols for access to employees by committees, working groups, individuals

Share clear expectations of performance for employees

Provide standard evaluation process for town employees as well as dept. heads.

Develop TM Evaluation process to include full year, input/feedback from town employees

Added benefits (access to fitness programs, training, improved facilities, furnishings, technical support

Recognize employees/officials when they gain office or retire (some of this might be required by law)

Set standards for behavior, actions, performance, outlook by own actions

**Infrastructure. Dreams for Norwich**

Plans for future of roads, sidewalks, bike paths, signage, lighting, facilities

Engage ideals of Article 36

Master Planning for town buildings (Tracy, Public Safety/Fire, DPW/Transfer Station)

Get wires underground?

**Proposed Selectboard Goals & Objectives**

**Governance – legal, what is Best for Norwich?**

Finance Committee – integrate and use to support and sustain Finance Office and SB

SUPPORT WEBSITE UPGRADE – Working Group to make recommendations

Opioid Settlement Funds

Policies & Procedures:           Speeding and Safety

Public Records

Tax-exempt Property determination/application

Potential change of Public Information meeting date

Charter?

Develop or supplement strategies to allow efficient (speedy) and successful gathering of information and development of reports for possible action by Selectboard.

**Management – supportive and creative**

Agree on method for evaluation of TM

Request greater transparency in evaluation of employees

**Communication – Open, supportive, inclusive engagement**

How to communicate with citizenry, TM, Department heads, others?

Charter?

“Office hours”?

**Infrastructure – What should Norwich expect?**

Tracy – take action on maintenance and visioning

Walkability and Safety

Kimo Griggs

2 April 2026

Robert Gere  
March 20, 2026

## Suggested Goals for the Norwich Selectboard

Fulfill the responsibilities of the Selectboard as specified by Vermont law.

Maintain an appropriate relationship with the Town Manager so as to allow a healthy work environment that will promote efficiency and productivity. Their success is our success and the Town's benefit.

View any actions through the lens of long term effects and costs.  
(Tracy Hall renovations)

Avoid simply "putting off" considerations of complex issues. Do not let taking the first step become the convenient stopping point. Immediate resolutions of problems may not be possible, but proposing real action is a desirable end state.  
(Tracy Hall renovations, Norwich walkability, maintenance of all public capital assets)

Use existing Committees; creating Working Groups only when necessary. Committee members, all of whom are volunteers, stepped up to do useful service, not busy work.

## Goals for the Town Manager

Clearly set expectations of performance for staff members.

Look for training opportunities for all town employees where the added skills will enhance the value of the workforce to town governance.

Be constantly on the lookout for potential problems so as to avoid simply having to be reactive.

Improve accessibility while working remotely and more clearly identify times when uninterrupted hours are necessarily scheduled.

I would like to see financial reports that chart the current, actual spending comparing to budgeted and previous year(s).

I would like to see fossil fuel consumption in gallons in addition to cost. We need data to discover where increased efficiencies can be found and determine when transitions to alternatives provide better outcomes.

## MEMORANDUM

TO: Norwich Selectboard

FR: Matt Swett

DA: 3.18.26

RE: Selectboard Goals & Town Manager Goals

### Selectboard Goals

- Begin integrating and using the Finance Committee in our town governance in a supportive and sustainable way.
- Support upgrading the town website – initially form a Working Group (me, Town Clerk, Town Manager & Assistant Town Manager ??) to gather “needs and wants” and to pick a vendor.
- Decide on how to distribute the Opioid Settlement money.
- Address short-term and medium-term solutions to the speeding issue.
- Take action on Tracy Hall – both restarting regular maintenance and moving forward on the formal renovation process.
- Set TM Goals. Revise TM evaluation process and make small improvements the anonymous form filled out by his direct reports.

### TM Goals

- Website upgrade.
- Improve his department head evaluation process by including anonymous feedback forms to be filled out by direct reports. (like what we did for the TM). These feedback forms do not necessarily need to be shared with department heads but will give the TM more information on which to evaluate performance.
- Engage with community more.
- Improve the presentation format of budget information during the budget creation process (maybe a good task on which to practice working with the Finance Committee).

From Brendan Classon

From Brendan Classon:

**Town Manager Goals**

**1. Administrative duties**

- (i) Serve as the main administrative officer in all town affairs. Ensure compliance with Vermont statutes 24 V.S.A. § 1236 and § 872 that provide for mutual demarcation of authority and responsibilities of the Town Manager and the Selectboard "not committed (by law) to the care of any particular officer".  
*Meets expectations: feedback from all Selectboard members that the Town Manager has adhered to Vermont Statute 24 V.S.A. § 1236*
- (ii) Provide all requested information and assistance to the Selectboard to allow them to meet their statutory obligations to supervise the affairs of the town.  
*Meets expectations: feedback from all Selectboard members that the Town Manager has been proactive in providing information, demonstrated clear communication and responded in timely fashion to requests for information throughout the year.*
- (iii) Provide all assistance to the Auditor of Accounts and The Town Treasurer as requested to ensure the Selectboard receives a summary of internal financial controls by the statutory deadline for submission to the Selectboard of July 31.  
*Meets expectations: material submitted to the Selectboard by July 31*
- (iv) To have charge and supervision of all public town buildings and repairs thereon, and all building undertaken by the town (24 V.S.A. § 1236).  
*Meets expectations: In collaboration with Selectboard, review report and recommendations of Working Group assigned to Tracy Hall refurbishment/modernization. Work with Selectboard to cost-estimate all proposed work and assign priorities based on 2026 budget figures. Initiate and complete competitive bidding process for activities including (i) repair and remediation and (ii) modernization and improvements. Set start-dates for all repair/remediation work to commence in 4Q 2026 and assign projected start dates for modernization/improvement work in 2027. Monitor progress of the ongoing renovation project at The Norwich Grange and leverage potential synergies regarding best practices that may be applicable to repair and remediation of other town buildings.*

- (v) Perform accounting for all the departments of the town and of the town school districts when the board of school directors so request (24 V.S.A. § 1236).  
*Meets Expectations: Provide the Selectboard with a breakdown of 2026 salary obligations for all Town staff detailing relative contributions of merit-based awards, COLA increases and 'catch-up' adjustments for off-cycle appointments (due date: June 30)*
- (vi) Perform all other "Powers and duties in particular" not specifically referenced herein as stipulated 24 V.S.A. § 1236).  
*Meets expectations: feedback from all Selectboard members that the Town Manager has adhered to Vermont Statute 24 V.S.A. § 1236*
- (vii) Demonstrate commitment to shared IT system use to protect against inadvertent loss or theft of important Town correspondence and to leverage administrative support within the Town Manager's Office to support this objective.  
*Meets expectations: feedback from Assistant Town Manager and Administrative Assistant as evidence for compliance with shared IT system use and delegation of procedural and administrative activities. Assignment of an email delegate to coordinate receipt and retention of Town email communications and establishment of a shared document system accessible to members of the Town Manager's Office to facilitate timely compliance with Public Records requests. Assignment of a calendar delegate to facilitate scheduling for all Town Manager's meetings, including members of the Selectboard. Town Department staff and members of the public (see below).*

## **2. Community engagement**

- (i) Be present in person in the Town Offices on a regular basis throughout the week.  
*Meets expectations: present in Town Manager's Office at least three days per week with adherence to an open-door policy except for confidential meetings (with office door signage as appropriate).*
- (ii) Serve as primary point of contact to media organizations to maintain the Town's reputation for accurate reporting of developments regarding all Town affairs.

*Meets expectations: report all media enquiries together with Town Manager's draft responses to Selectboard for consultation and review prior to finalization and release by the Town Manager's Office.*

- (iii) Demonstrate commitment to outreach within the Town by accepting 'in-person' meetings each week as requested from individual residents of the Town, enlist services of a calendar delegate within the Town Manager's office to implement a web-based scheduling assistant (e.g. Calendly).

*Meets expectations: Completion of regular meetings with at least two members of the public per week.*

- (iv) Personally attend community events in the Town throughout the year, including but not limited to The Norwich Grange Fundraising Pancake Breakfasts, meetings of the Norwich Business Council, The Norwich Historical Society Events, MCS PTO meetings, The Norwich Town Fair, The Memorial Day Parade, The Town of Norwich semi-quincentennial Fourth of July Celebrations and others as advertised.

*Meets expectations: In person attendance for at least two public events in 2026.*

Selectboard Goals/ Town Manager Goals

March 17, 2026

Mary Layton

Selectboard Goals

Policies and Procedures I would like to work on:

1. Public Records Act policy
2. Research possible change of date for Information Meeting
3. Establish procedure for a tax exempt property that includes available options (petition via Town Clerk's office, ask the Selectboard to include an article on the warning, PVR-317 application).

Other Goals:

1. Renovation plan for Tracy Hall
2. Speeding/Pedestrian
3. Determine funding recipients for Opioid Fund money

Town Manager Goals

1. Possible change of the Town's evaluation procedure to include ABCD and more input/feedback from employees.
2. Establish best practice for TM to support working groups that preserves enough time for his routine management tasks.
3. Research Website update options.



Job Title: Town Manager  
Department: Town Administration

FLSA Designation: Exempt  
Pay Classification: 25

## 1. JOB SUMMARY

- 1.1 This is a responsible administrative position that manages the affairs of the town of Norwich under the direction of the Selectboard pursuant to the powers set forth in Chapter 37 of Title 24 of the Vermont Statutes Annotated.

## 2. MAJOR DUTIES

- 2.1 The Town Manager shall have general supervision of the affairs of the town, be the administrative head of all departments of town government and shall be responsible for the efficient administration thereof.
- 2.2 The manager shall have authority and have the duty:
- 2.2.1 To cause duties required of the town not committed to the care of any particular officer, to be duly performed and executed.
- 2.2.2 To perform all duties now conferred by law upon the Selectboard, except that the manager shall not:
- 2.2.2.1 prepare tax bills,
- 2.2.2.2 sign orders on any funds of the town,
- 2.2.2.3 call special or annual town meetings,
- 2.2.2.4 lay out, alter or discontinue highways,
- 2.2.2.5 establish and lay out public parks,
- 2.2.2.6 make assessments,
- 2.2.2.7 award damages,
- 2.2.2.8 make regulations under Title 23,
- 2.2.2.9 adopt ordinances under Title 24,
- 2.2.2.10 act as member of the board of civil authority,
- 2.2.2.11 act as a member of the liquor control commission, nor
- 2.2.2.12 make appointments to fill vacancies for elected or appointed boards or commissions that the Selectboard is now authorized by law to fill.
- 2.2.2.13 The manager shall, in all matters herein excepted, render the selectmen such assistance, as they shall require.
- 2.3 To perform all the duties now conferred by law upon the road commissioner of the town, including the signing of orders.
- 2.4 To be the general purchasing agent of the town and purchase all supplies for every department thereof.
- 2.5 To have charge and supervision of all public town buildings, and repairs thereon; and all building done by the town shall be done under the manager's charge and supervision.
- 2.6 To do all the accounting for all of the departments of the town.
- 2.7 To supervise and expend all special appropriations of the town, as if the same were a separate department of the town.
- 2.8 To have charge, control and supervision of the following matters:
- 2.8.1 The police department and shall appoint and may remove the officers and employees thereof and shall fix their salaries.
- 2.8.2 The fire department and shall appoint, fix the compensation of and may remove all officers and employees thereof.
- 2.8.3 The system of licenses, if any, not otherwise regulated by law.
- 2.8.4 The system of sewers and drainage, if any, except the making of assessments therefore.
- 2.8.5 The lighting of streets, highways and bridges.
- 2.8.6 The sprinkling of streets and highways and laying of dust, except the making of assessments therefore.

- 2.8.7 The maintenance of parks and playgrounds.
- 2.9 To collect all taxes due the town and to perform all the duties now conferred by law upon the collector of taxes and collector of delinquent taxes.
- 2.10 To be the Director of Emergency Management
- 2.11 Recruits, hires, evaluates, directs, and, if necessary, disciplines and fires town employees.
- 2.12 Staffs the Selectboard and its meetings and facilitates the development of and carries out their policy decisions.
- 2.13 Prepares a draft town budget for the Selectboard to review, change if it deems necessary and present to the voters for approval.
- 2.14 Assists the Selectboard in negotiations of collective bargaining contracts with bargaining units recognized by the Vermont Labor Relations Board. Shall act as the designated representative of the Selectboard in the negotiations and recommend Selectboard action on the contract proposal presented to them for approval.
- 2.15 Is the case manager for litigation except for litigation related to the performance or retention of the manager.

### **3. KNOWLEDGE REQUIRED BY THE POSITION**

- 3.1 Knowledge of municipal management and community problems and potential solutions.
- 3.2 Knowledge of municipal, state and federal programs and decision-making processes.
- 3.3 Knowledge of financial administration and the design of financial accounting and reporting system.
- 3.4 Knowledge of the theory and practice of public personnel administration.
- 3.5 Understanding of administrative organization, design, and evaluation.
- 3.6 Knowledge and skill in municipal processes and techniques.
- 3.7 Knowledge of collective bargaining procedures and practices.
- 3.8 Knowledge of road, drainage and bridge maintenance programs.
- 3.9 Commitment to town's purposes and objectives, as determined by the voters and its boards and commissions.
- 3.10 Ability to communicate effectively orally and in writing with the Board, town officers and employees, the media and the public.
- 3.11 Ability to motivate and engender innovation and assumption of appropriate responsibility and decision-making by staff.
- 3.12 Ability to resolve conflict.
- 3.13 Ability to be creative and analytical.
- 3.14 Ability to direct, supervise and evaluate staff.
- 3.15 Ability to react quickly to changing situations that may be physically taxing.
- 3.16 Possession of public relations skills and publication knowledge.
- 3.17 Ability to organize and use time effectively, and handle several significant responsibilities simultaneously.
- 3.18 Ability to listen to and accept criticism.
- 3.19 Knowledge of municipal management practices.

### **4. SUPERVISORY CONTROLS**

- 4.1 Works under the direction of the Selectboard.

### **5. GUIDELINES**

- 5.1 Guidelines include federal and state laws, local policies, and relevant ordinances. These guidelines require judgment, selection and interpretation in application. This position develops department guidelines.

### **6. COMPLEXITY/SCOPE OF WORK**

- 6.1 The work consists of varied management duties. The variety of tasks to be managed contributes to the complexity of the position.
- 6.2 The purpose of this position is to direct the day-to-day operations of the Town of Norwich. Success in this position contributes to the success of those operations.

### **7. CONTACTS**

- 7.1 Contacts are typically with department heads, elected and appointed officials, bargaining units, business owners, non-governmental organizations, taxpayers, representatives of state and local agencies, and

- members of the general public.
- 7.2 Contacts are typically to provide services, to give or exchange information, to resolve problems, or to motivate or influence persons.

## **8. PHYSICAL DEMANDS/ WORK ENVIRONMENT**

- 8.1 The work is typically performed while sitting at a desk or table or while intermittently sitting, standing, walking, bending, crouching or stooping.
- 8.2 The work is typically performed in an office.

## **9. SUPERVISORY AND MANAGEMENT RESPONSIBILITY**

- 9.1 This position has direct supervision over Assistant to the Town Manager (1), contract of Assessor (1), Assessing Clerk (1), Fire Chief (1), Police Chief (1), Finance Director (1), Public Works Director (1), Planning and Zoning Director (1), and Recreation Director (1).

## **10. MINIMUM QUALIFICATIONS**

- 10.1 A Bachelor's degree in a relevant field required; Master's degree in public administration or business management desired. Equivalent experience in municipal management may be substituted for Bachelor's degree.
- 10.2 Three to five years of experience in governmental operations at a supervisory level or higher, with preference given to prior municipal or government experience.
- 10.3 Possession of or ability to readily obtain a valid driver's license issued by the State of Vermont for the type of vehicle or equipment operated.
- 10.4 Ability to be bonded.
- 10.5 This position is always on call, and may require working hours beyond what is considered an average work day/week. Attendance at evening meetings is required; therefore a reasonable commute time is expected.

**Town of Norwich**  
**Town Manager Performance Review Summary**  
**September 29, 2025**

Mary Layton was delegated to create this summary including consolidating the comments from Selectboard members.

The Selectboard evaluated goals that are implicit in statute in addition to others expressed in his contract. They were considered in four sections: Town Functions, Attendance to Disasters, Renovation Plans for Tracy Hall, and Overall Skills, Knowledge, and Abilities. Specific performance goals were rated Above Expectations, Meets Expectations, Below Expectations. In most cases each Selectboard member submitted a response. The average of all performance objectives came in slightly below “met expectations”.

The numerical rating tool is not included in this summary as all felt the rating system could have included more breadth and nuance. The Selectboard did not elicit feedback from the Town Manager to understand how to better supervise and support his work, nor did they conduct a survey of Department Heads to understand their experience with management. The “point system” might benefit from consideration of another “slot,” which would allow for more nuance and to enable a “Solid B” and “Extraordinary A.”

**Constraints:**

This is the first year under the current contract for our town manager to work within the Vermont Town Manager form of government after he served as Interim Manager and having had success in a related field. Constraints beyond learning the job have included a very tight job market for employee hiring and retention, natural disasters that affected roadway safety, a bridge failure, time delays for an energy audit of Tracy Hall, turnover on the Selectboard, generational shifts in acceptance of remote meetings and work, demands of individual citizens, and the requirement by the Selectboard to seek legal counsel before many decisions can be made.

**Several efforts are much appreciated:**

The results of hiring and retention which although slower than the Selectboard expected, have begun to fill department vacancies with competent and caring professionals. A toxic employee climate that was apparent during the COVID era has thankfully smoothed out. The calm and thoughtful demeanor of the Town Manager as well as astute hiring have certainly helped this situation. The Town has a new police chief, finance officer, DPW director, Assistant Town Manager, and very recently has hired a new Planning and Zoning Director. Our Recreation Director and Fire Chief have continued to serve ably. It will be much easier for the Town Manager to focus on Strategic Planning with a solid and complete team of Department heads.

There were three “disasters” that occurred or are ongoing this year. The Olcott Road bridge failed and was remediated quickly and competently. The slope failure on Hemlock Road

required specialized evaluation and interactions with FEMA which were initiated promptly and are continuing. The Moore Lane bridge effluent discharge has been studied and containment strategies have been tried that are not long term solutions. There has been subsequent follow-up with the Stantec engineering firm for a public hearing about possible alternative solutions. In addition to the disasters there has been ongoing work to obtain easements to upgrade culverts to mitigate the recent pattern of severe rain events.

The future renovation of Tracy Hall is urgent, due to anxiety about whether the current heating system will function until the date of replacement. An energy audit that was months late and key to the planning process has been received as of the date of this evaluation. It appears that completion of this audit will enable application for significant grant funding for renovations. It may enable some weatherization efforts to take place soon. The Town Manager with his experience in grant management and urban redevelopment is aware and has stated that the process of renovation will not occur within months, but will be a multi-year endeavor.

The Town of Norwich has not had an updated Personnel Policy since 2014. This fact may be due to past time constraints of previous Town Managers. The new draft was created using input from VLCT and Town Counsel by the Assistant Town Manager, with a hiatus due to losing her assistant which held up the effort. The Selectboard was concerned about the length of time to produce the draft, which thankfully has been presented for review and is in the final stages of editing and revisions.

### **A Learning Curve: Skills, Knowledge, Abilities**

The Town Manager now has had a year of experience under the current contract to learn the demands of the job. Efforts in the areas of Leadership and Management, Planning and Quality of Work; and Knowledge, Judgement and Productivity were rated by a majority of the Selectboard at or slightly below “Meets Expectations,” but with acknowledgement of his competence and appreciation for what he has accomplished this year. There were many constraints that were unexpected such as the disasters, and others that involved delays that were out of control of the Town Manager. That being said, with a full team of Department Heads, a new Personnel Policy imminent, a five year Union contract in place, and the much needed Energy Audit finally received, the Town Manager has a much firmer base of operations to start the next year of his employment. The Selectboard looks forward to smooth operations and perhaps strategic planning at a higher level than is possible when so many unexpected events occurred.

Summary by Mary Layton, Vice Chair  
September 29, 2024

**TOWN OF NORWICH**  
**2024 SELECTBOARD AND TOWN MANAGER GOALS**  
**and TOWN MANAGER ANNUAL PERFORMANCE EVALUATION as Approved for use on 5/8/2024**

<b>Town Manager:</b> Brennan Duffy	<b>Period of EVALUATION:</b> 9/27/2023 – 9/26/2024
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<b>Part I – Governing Parameters for Goals and Evaluation</b>
<ul style="list-style-type: none"> <li>• <b>Statutory:</b> The Selectboard acknowledges the constraints under Dillon’sP Rule to not exceed the authority given it by the statutes of the State of Vermont, including but not necessarily limited to: <ul style="list-style-type: none"> <li>○ 24 V.S.A. § 872 Selectboard; general powers and duties</li> <li>○ 24 V.S.A. § 1236 (Town Manager) Powers and duties in particular</li> <li>○ 24 V.S.A. § 1238 (Town Manager) Additional duties</li> <li>○ 19 V.S.A. § 304 (Town Highways) Duties of selectboard</li> </ul> </li> <li>• <b>Contractual:</b> The Selectboard (“Board”) and Town Manager (“Employee”) are bound by the Town Manager Employment Agreement (“Agreement”) as executed by the parties on 09/17/2023. <ul style="list-style-type: none"> <li>○ As to goals and performance objectives, this document represents the written agreement which is required in Section A<sup>i</sup> of the Agreement;</li> <li>○ As to an annual EVALUATION, this document is pursuant to Section B<sup>ii</sup> of the Agreement.</li> </ul> </li> <li>• <b>Personnel Policy:</b> Pursuant to Section XII. B. of the Agreement, Governing Law; Personnel Rules Superseded, the Agreement supersedes Personnel Policies in conflict with the Agreement.<sup>iii</sup></li> </ul>

<b>Part II – Board &amp; Employee Goals/Performance Objectives, Relative Priorities, and Appraisal</b>
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<b>#1 Goal: Maintain Town Functions</b>	
<p><b>Required: Statutory Duty to perform and execute the duties required of a town.</b></p> <p style="text-align: center;"><i>Anticipated constraints, if any:</i></p>	<p><b>Evaluation</b></p> <p><input type="checkbox"/> Above Expectation</p> <p><input type="checkbox"/> Meets Expectation</p> <p><input type="checkbox"/> Below Expectation</p> <p style="text-align: center;"><i>Board and/or Employee Comments:</i></p>
<b>Agreed: to accomplish before Sept. 2024:</b>	
<p>1. Performance Objective: Identify and contract for Human Resource and/or mediation assistance, as needed.</p> <p style="text-align: center;"><i>Anticipated constraints, if any:</i></p>	<p><b>Evaluation</b></p> <p><input type="checkbox"/> Above Expectation</p> <p><input type="checkbox"/> Meets Expectation</p> <p><input type="checkbox"/> Below Expectation</p> <p style="text-align: center;"><i>Board and/or Employee Comments:</i></p>
<p>2. Performance Objective: Complete Draft Personnel Policy for SB review</p> <p style="text-align: center;"><i>Anticipated constraints, if any:</i></p>	<p><b>Evaluation</b></p> <p><input type="checkbox"/> Above Expectation</p> <p><input type="checkbox"/> Meets Expectation</p> <p><input type="checkbox"/> Below Expectation</p> <p style="text-align: center;"><i>Board and/or Employee Comments:</i></p>

**Part II – Board & Employee Goals/Performance Objectives, Relative Priorities, & Appraisal Cont.**

**#1 Goal: Maintain Town Functions Continued**

**Agreed: to accomplish ASAP**

1. Performance Objective: Develop a plan with goals to recruit and retain employees, as necessary.

*Anticipated constraints, if any:*  
Availability of qualified applicants.

**Evaluation**

- Above Expectation
- Meets Expectation
- Below Expectation

*Board and/or Employee Comments:*

**#2 Goal: Attend to Disasters and Unforeseen Events Affecting the Town as needed.**

**Agreed: that Unforeseen Disasters/Events may take precedence, use limited time and resources, and otherwise impair achievement of other agreed upon Goals and Objectives**

1. Performance Objectives include: Efficient and timely responses, documented protocols for response and communication with Town and governmental entities

*Anticipated constraints, if any:*

**Evaluation**

- Above Expectation
- Meets Expectation
- Below Expectation

*Board and/or Employee Comments:*

**#3 Goal: Special Project – Tracy Hall**

**Agreed short-term work to maintain Tracy Hall as an office, meeting and community space:**

1. Performance Objective: Completion, Review and analysis of Architectural and Energy Studies.

*Anticipated constraints, if any:*

**Evaluation**

- Above Expectation
- Meets Expectation
- Below Expectation

*Board and/or Employee Comments:*

**Part II – Board & Employee Goals/Performance Objectives, Relative Priorities, & Appraisal Cont.**

**#3 Goal: Special Project – Tracy Hall Continued**

**Agreed long-term work to make Tracy Hall Energy efficient and structured for 21<sup>st</sup> Century work and meeting needs:**

- 2. Performance Objective: Identification of Projects that can be accomplished in 2024.

**Evaluation**

- Above Expectation
- Meets Expectation
- Below Expectation

*Anticipated constraints, if any:*

Board and/or Employee Comments:

- 3. Performance Objective: Securing of estimates, development of a timetable and necessary capital budgets for identified projects.

**Evaluation**

- Above Expectation
- Meets Expectation
- Below Expectation

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**Part III – Overall EVALUATION of Employee’s Skills, Knowledge, Abilities**

**A. Leadership and Management**

Ability to communicate with the Selectboard, Town staff, committees/commissions/boards and elected officials as to Town goals, objectives, policies, rules, statutes and regulations pertaining to the work of the Town, to ensure the work of the Town is duly performed and executed.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Below Expectation

**B. Planning and Quality of Work**

Ability to elicit and assess the needs of the Town and its staff, develop strategies and recommend appropriate budgets to the Selectboard to achieve quality outcomes for the Town.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Below Expectation

**C. Knowledge, Judgment, and Productivity**

Ability to assess the type of assistance required to address the needs of the Town, weigh reasonable alternatives, keep the Selectboard appropriately apprised, and attend to necessary work in a timely fashion.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Below Expectation

**Part VI – Employee’s Comments – Append additional pages as necessary.**

<b>Part VII – Signatures</b>	
_____	_____
<b>Brennan Duffy, Town Manager</b>	<b>Date</b>
_____	_____
<b>Selectboard</b>	<b>Date</b>

<sup>i</sup> “A. Annually, the Board and Employee shall define such goals and performance objectives necessary for the proper operation of the Town and the attainment of the Board’s policy objectives, and shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing. The parties shall endeavor to develop goals and objectives with the good-faith intent that they shall be reasonably attainable within the time limits specified, within the annual operating and capital budgets and appropriations provided by the Town, and within existing circumstances and external conditions affecting the Town.”

<sup>ii</sup> “B. The Board shall annually (i.e., within 14 days of the anniversary of the Effective Date) review and evaluate the Employee’s accomplishment of the goals and objectives referenced above. This review and evaluation process shall be in accordance with specific criteria developed jointly from time to time by the Board and Employee. The review and evaluation each year shall be the basis for step increases and all step increases will be conditional upon satisfactory evaluation, such determination of “satisfactory” being at the Board’s sole discretion. In addition to such annual reviews, upon reasonable request of Employee, the Board or its delegates shall meet from time-to-time with Employee to review performance and progress toward goals.”

<sup>iii</sup> Section XII. B. “This Agreement supersedes the Town’s Personnel Rules and Regulations to the extent said Rules and Regulations are in conflict with the Agreement. Additionally, wherever said Rules and Regulations refer to the Town Manager in a supervisory role, such references shall be read to mean the Board with respect to supervisory authority over the Town Manager.”



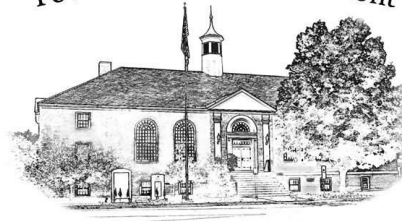
## MEMO

**To:** Norwich Selectboard  
**From:** Brennan Duffy, Town Manager  
**Date:** April 16, 2026  
**Re:** Town Manager goals and annual performance evaluation

At the April 8<sup>th</sup> Selectboard meeting the board discussed annual goals for the Selectboard and Town Manager and I was asked to submit my thoughts in writing to the next packet. During the SB meeting I mentioned that a Town Manager’s seminar that I was attending had this same topic, Town Manager Reviews, on the discussion agenda and I was asked to try and summarize that discussion and/or provide ideas for best practice related to evaluations. I also attempted to discuss my ideas for some annual goals in 2026, and improvements to the adopted Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation template and will further expand on those thoughts here.

### **Ideas and Best Practices for TM evaluations from the Municipal Solutions Summit**

- Create clear, simple, and reasonably attainable goals. Quantifiable goals if possible.
- Develop a baseline for current environment and attempt to quantify improvements from that existing level.
- Assume that meaningful progress can/is being made even if “perfection” is not attained.
- Recognize the statutorily provided autonomy of the Town Manager role vs that of a Town Administrator or Selectboard Assistant and respect the discretion of the Town Manager in fulfilling their many duties and managing competing interests and priorities.
- The 360\* evaluation model can have significant deficiencies related to personal and/or political dynamics of a working relationship and potentially competing interests.
- Decoupling the evaluation task from direct compensation can improve efficiency and honesty.
- Maintaining trust and privacy in the evaluation process is important as provided for in VT statute.
- Consensus that the evaluation process is a means of improving future job performance through constructive feedback and not a mechanism to find fault.



### **Ideas (some aspirational) for Town Manager goals for 2026**

- Town Manager, Town staff, Selectboard members, and elected/appointed officials are all working together collaboratively and collegially to maintain and/or improve functions of the Town.
- Selectboard is supportive of the Town Manager’s autonomy to do the job in the way he best sees fit without attempting to control day-to-day functions.
- Town residents are generally satisfied and supportive of the efforts being made by the Town Manger and all Town staff to provide expected services and effective governance.
- Establish good procedures and effective communication between Town Manager/TM office staff and appointed volunteer groups and committees to foster effective work and progress.
- Selectboard values the efforts of the Town Manager and supports and defends the Town Manager from unfounded public attacks and/or attempts to disparage his work and reputation.
- Make meaningful, yet thoughtful, improvements to Tracy Hall (TH) while recognizing reasonable financial constraints and limitation of scope of work.
- Prioritize several Special Projects related to actionable tasks with quantifiable outcomes. Special Projects in process during the 2026 evaluation period which seem realistically attainable before October 2026 include, TH roof repair initiative, TH elevator modernization initiative, TH energy efficiency planning, hazardous roadside Ash tree removal initiative, DPW facility improvement planning/study.

### **Thoughts on the 2026 Goal Setting and Evaluation process**

As I mentioned at the 4/8 meeting, I believe the current template used to reduce the Selectboard and Town Manager Goals to writing, as required in the Town Manager Employment Agreement, is generally good. This document was developed over two years and multiple public meetings and combines a number of less quantifiable Goals/Performance Objectives related to the Town Manager’s ongoing roles and responsibilities that are established from VT Statute, such as “fulfills statutory duties” and “manages and oversees the day-to-day functions...”. It also includes some more directly quantifiable and actionable “special projects” such as specific TH improvement initiatives, and/or other time restricted initiatives, which the Town Manager has been directed or volunteered to undertake during the specific review period.

Town of Norwich, Vermont



CHARTERED 1761

Please see attached to this memo a draft of the current year's Selectboard and Town Manager Goals and Town Manager Annual Performance Evaluation (9/16/25 -9/16/26) with some edits made and additional projects and initiatives that I feel would be appropriate to add for this current period. Suggested changes from last year's approved document are shown in red font.

As discussed on 4/8, I have also edited the rating categories for evaluation scoring from three choices to four choices. These would now include ratings of Above Expectations, Meets Expectations, Needs Improvement, and a new Unsatisfactory category. If the mutually understood purpose of this annual evaluation process is to provide the Town Manager with constructive feedback on what is going well, what needs improvement, and what could fall to an "unsatisfactory" rating, then this revised system would seem more effective in delivering that. I would recommend adopting the revised rating categories for the September 2026 evaluation.

**TOWN OF NORWICH**  
**2026 SELECTBOARD AND TOWN MANAGER GOALS**  
**and TOWN MANAGER ANNUAL PERFORMANCE EVALUATION as Approved for use on X/XX/2026**

<b>Town Manager:</b> Brennan Duffy	<b>Period of EVALUATION:</b> 9/26/2025 – 9/26/2026
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**Part I – Governing Parameters for Goals and Evaluation**

- **Statutory:** The Selectboard acknowledges the constraints under Dillon’s Rule to not exceed the authority given it by the statutes of the State of Vermont, including but not necessarily limited to:
  - 24 V.S.A. § 872 Selectboard; general powers and duties
  - 24 V.S.A. § 1236 (Town Manager) Powers and duties in particular
  - 24 V.S.A. § 1238 (Town Manager) Additional duties
  - 19 V.S.A. § 304 (Town Highways) Duties of selectboard
- **Contractual:** The Selectboard (“Board”) and Town Manager (“Employee”) are bound by the Town Manager Employment Agreement (“Agreement”) as executed by the parties on 09/27/2023.
  - As to goals and performance objectives, this document represents the written agreement which is required in Section A<sup>i</sup> of the Agreement;
  - As to an annual EVALUATION, this document is pursuant to Section B<sup>ii</sup> of the Agreement.
- **Personnel Policy:** Pursuant to Section XII. B. of the Agreement, Governing Law; Personnel Rules Superseded, the Agreement supersedes Personnel Policies in conflict with the Agreement.<sup>iii</sup>

**Part II – Board & Employee Goals, Performance Objectives (PO), Relative Priorities, and Appraisal**

**#1 Goal: Maintain Town Functions**

**TM fulfills Statutory Duty to perform and execute the duties required of a town.**

- Evaluation**
- Above Expectation
  - Meets Expectation
  - Needs Improvement
  - Unsatisfactory

*Anticipated constraints, if any:*

*Board and/or Employee Comments:*

**Associated Goals: to be focused on within the 2026 evaluation period:**

- |   |  |
|---|--|
| <p>1. PO: TM works to maintain a fulfilling work environment focusing on retention and attraction of qualified employees.</p> | <p><b><u>Evaluation</u></b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Above Expectation</li> <li><input type="checkbox"/> Meets Expectation</li> <li><input type="checkbox"/> Needs Improvement</li> </ul> |
|---|--|

Unsatisfactory

*Anticipated constraints, if any:*

*Board and/or Employee Comments:*

2. PO: TM appropriately manages and oversees the day-to-day functioning of town business.

**Evaluation**

- Above Expectation  
 Meets Expectation  
 Needs Improvement  
 Unsatisfactory

*Anticipated constraints, if any:*

*Board and/or Employee Comments:*

**#2 Goal: Attend to **Unforeseen Disasters, Events, and Legal issues** Affecting the Town as needed.**

**Unforeseen Disasters/Events/Legal issues may take precedence, use limited time and resources, and otherwise impair achievement of other agreed upon Goals and Objectives**

**Evaluation**

- Above Expectation  
 Meets Expectation  
 Needs Improvement  
 Unsatisfactory

1. PO: TM will provide efficient and timely responses, documented protocols for response and communication with Town and governmental entities

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**#3 Goal: Special Project – Tracy Hall Improvements to Slate Roof**

**Immediate work to maintain Tracy Hall as an office, meeting and community space:**

1. PO: TM will complete, or show meaningful progress, towards  
The repair and/or replacement of Tracy Hall’s slate roof.

**Evaluation**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**#4 Goal: Special Project - Tracy Hall Elevator Modernization initiative**

**Immediate work to make Tracy Hall  
ADA compliant and structured for 21<sup>st</sup>  
Century work and meeting needs:**

2. PO: TM will complete, or show meaningful progress, towards the **repair and/or modernization**  
of Tracy Hall’s **antiquated elevator system to ensure the Town remains in ADA compliance.**

**Evaluation**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**#5 Goal: Special Project - Tracy Hall Energy Efficiency Improvements initiative**

**Long-term work to make Tracy Hall  
Energy efficient and structured for 21<sup>st</sup>  
Century work and meeting needs:**

3. PO: TM will work to identify and evaluate TH improvement projects **focused on energy efficiency** that can be realistically accomplished in 2025 and 2026 and show meaningful progress.

**Evaluation**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**#6 Goal: Special Projects – Emerald Ash Borer Initiative – Hazardous Ash Tree Removal**

**PO: TM will work in coordination with the EABMS to remove hazardous Ash trees from the Town’s ROW and will complete, or show meaningful progress, towards this initiative.**

**Evaluation**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**#7 Goal: Special Projects – DPW Facility improvement planning initiative**

PO: TM will work in coordination with all applicable stakeholders to begin a planning process which will study and provide recommendations for improvements at the DPW facility.

**Evaluation**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

*Anticipated constraints, if any:*

Board and/or Employee Comments:

**2026 SELECTBOARD AND TOWN MANAGER GOALS and TOWN MANAGER ANNUAL PERFORMANCE EVALUATION as Approved for use on X/XX/2026**

**Part III – Overall EVALUATION of Employee’s Skills, Knowledge, Abilities**

**A. Leadership and Management**

Ability to communicate with the Selectboard, Town staff, committees/commissions/boards and elected officials as to Town goals, objectives, policies, rules, statutes and regulations pertaining to the work of the Town, to ensure the work of the Town is duly performed and executed.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

**B. Planning and Quality of Work**

Ability to elicit and assess the needs of the Town and its staff, develop strategies and recommend appropriate budgets to the Selectboard to achieve quality outcomes for the Town.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

**C. Knowledge, Judgment, and Productivity**

Ability to assess the type of assistance required to address the needs of the Town, weigh reasonable alternatives, keep the Selectboard appropriately apprised, and attend to necessary work in a timely fashion.

Board Comments:

**Overall EVALUATION**

- Above Expectation
- Meets Expectation
- Needs Improvement
- Unsatisfactory

**Part VI – Employee’s Comments – Append additional pages as necessary.**

**2026 SELECTBOARD AND TOWN MANAGER GOALS and TOWN MANAGER ANNUAL PERFORMANCE EVALUATION as Approved for use on X/XX/2026**

<b>Part VII – Signatures</b>	
<b>Brennan Duffy, Town Manager</b>	<b>Date</b>
<b>Selectboard</b>	<b>Date</b>

i “A. Annually, the Board and Employee shall define such goals and performance objectives necessary for the proper operation of the Town and the attainment of the Board’s policy objectives, and shall further establish a relative priority among the various goals and objectives, and said goals and objectives shall be reduced to writing. The parties shall endeavor to develop goals and objectives with the good-faith intent that they shall be reasonably attainable within the time limits specified, within the annual operating and capital budgets and appropriations provided by the Town, and within existing circumstances and external conditions affecting the Town.”

ii “B. The Board shall annually (i.e., within 14 days of the anniversary of the Effective Date) review and evaluate the Employee’s accomplishment of the goals and objectives referenced above. This review and evaluation process shall be in accordance with specific criteria developed jointly from time to time by the Board and Employee. The review and evaluation each year shall be the basis for step increases and all step increases will be conditional upon satisfactory evaluation, such determination of “satisfactory” being at the Board’s sole discretion. In addition to such annual reviews, upon reasonable request of Employee, the Board or its delegates shall meet from time-to-time with Employee to review performance and progress toward goals.”

iii Section XII. B. “This Agreement supersedes the Town’s Personnel Rules and Regulations to the extent said Rules and Regulations are in conflict with the Agreement. Additionally, wherever said Rules and Regulations refer to the Town Manager in a supervisory role, such references shall be read to mean the Board with respect to supervisory authority over the Town Manager.”

**DRAFT Minutes of the Selectboard Meeting of**  
**Wednesday, May 13, 2026, at 6:30 pm**

**DRAFT**

This hybrid meeting was held in the Multipurpose Room in Tracy Hall.

Members present: Kimo Griggs, Chair; Brendan Classon Vice Chair; Mary Layton; Robert Gere; Matthew Swett.

Also participating: Cheryl Lindberg; Priscilla Vincent; Jaan Laaspere; Gregory Hynes; Emily Myers; Steven True, Planning Director & Zoning Administrator; Alex Northern, Fire Chief; John Carroll; Lily Trajman; Brennan Duffy, Town Manager.

**Welcome.** Meeting was called to order by Griggs at 6:31 PM.

1. **Agenda.** *(Zoom recording time stamp 0:02:04)* Swett moved (Layton seconded) to approve the Agenda. **Motion passed unanimously.**
2. **Chair's Report.** *(Zoom recording time stamp 0:02:49)* Griggs spoke about his activities during the time since the last Selectboard (SB) meeting.
3. **Public Comment.** *(Zoom recording time stamp 0:06:38)* Cheryl Lindberg said the Listers may request a 30-day extension to finish their work on the Grand List; Priscilla Vincent expressed concern about the Town's response to public records requests; Jaan Laaspere suggested that the SB hold another public hearing about short-term rental regulations. Swett and Classon expressed support for establishing a public records policy.
4. **Appointments to Boards/Commissions.** *(Zoom recording time stamp 0:15:36)* Gregory Hynes spoke in support of his application to serve on the Affordable Housing Subcommittee. Swett moved (Gere seconded) to approve Gregory Hynes to the Affordable Housing Subcommittee for a period expiring 30 April 2029. **Motion passed unanimously.** Emily Myers spoke in support of her application to serve another term on the Development Review Board (DRB). Classon moved (Swett seconded) to appoint Emily Myers to the Development Review Board for a term expiring 30 April 2029. **Motion passed unanimously.** Steven True said that three alternate seats on the DRB are available. The Selectboard discussed whether David Hubbard, who no longer resides in Norwich, was eligible for appointment to the Emeral Ash Borer Management Group. The Selectboard agreed that they could not appoint Mr. Hubbard to the position, based on a prior Annual Meeting vote.
5. **Local Emergency Management Plan Renewal/Approval.** *(Zoom recording time stamp 0:38:54)* Fire Chief Alexander North explained the benefit of approving an LEMP. The Selectboard discussed the matter, including edits to the LEMP, one of which was suggested by Cheryl Lindberg. Layton **moved** (Gere seconded) to attest that the Town of Norwich Vermont has adopted the Local Emergency Management Plan and the National Incident Management System, and that we approve the renewal of the Local Emergency Management Plan with edits to contacts. **Motion passed unanimously.**

**DRAFT**

6. **Roadside Ash Tree Removal Project Bid Recommendation.** (Zoom recording time stamp 0:46:55) Swett **moved** (Gere seconded) to approve the Roadside Ash Tree Removal bid from Wilcox Tree Service, LLC to be paid from the Emerald Ash Borer Fund #52, for an amount not to exceed \$110,000.00. **Motion passed unanimously.**
7. **Planning Commission Request: Village Master Plan Project.** (Zoom recording time stamp 0:52:22) The Selectboard discussed this matter and heard from Jaan Laaspere, Steven True, and Priscilla Vincent. Gere **moved** (Layton seconded) to approve moving the Village Master Plan Project forward with the steering committee described in the 13 May 2026 Selectboard Packet. **Motion passed unanimously.**
8. **Reimbursement and Expense Report Policy.** (Zoom recording time stamp 1:03:52) Layton **moved** (Gere seconded) to allow Selectboard vice-chair Brendan Classon to formulate a proposed Reimbursement and Expense Report Policy draft to be brought before the Selectboard for approval during a future meeting. **Motion passed unanimously.**
9. **Liquor License Renewals.** (Zoom recording time stamp 1:09:29) Layton **moved** (Gere seconded) to recess the meeting of the Selectboard at 7:40 o'clock p.m. for the purpose of executing the duties of the local liquor control commissioners under the authority of 7 VSA § 167 et seq. **Motion passed unanimously.** Layton **moved** (Swett seconded) to approve the Second Class License, application #75752, for Uncle Jam Industries, LLC, d/b/a Half Step Beer and Wine; and the Second Class License, application #76059, for Fraser's General Store, Inc., d/b/a Dan & Whit's General store. **Motion passed unanimously.** Layton **moved** (Classon seconded) to close the Norwich Liquor Commission session at 7:42 o'clock p.m. and reconvene the Selectboard meeting. **Motion approved unanimously.**
10. **Cures for Katucki Open Meeting Law Violations.** (Zoom recording time stamp 1:12:55) Griggs opened Selectboard discussion on this matter by explaining that the Selectboard (SB) needs to provide cures for a complaint from Chris Katucki from April 9, 2026. Griggs said that Mr. Katucki agreed to extend the response deadline to allow the SB to include their response in tonight's regular meeting. SB members discussed that response and related issues at some length. Priscilla Vincent, Lily Trajman, John Carroll, and Cheryl Linderg participated in the discussion, as well.
- Gere **moved** (Layton seconded) that the Selectboard, in order to cure the acknowledged OML violation #3 from the Katucki complaint of 9 April 2026, disclose to the public that to date, there is no legal dispute regarding the letter received by the Selectboard from the Norwich Fire District's legal counsel (page 7 of the 28 January 2026 selectboard packet) expressing the Norwich Fire District's legal position that the development rights to the Fire District's land that were granted to the Town pursuant to an agreement that the land would be exempt from property taxation, have reverted to the Fire District and that the Town is still considering its legal position in response. **Motion approved unanimously.**

Griggs **moved** (Classon seconded) that the Selectboard, in order to cure the acknowledged OML violation #5 from the Katucki complaint of 9 April 2026, make an unredacted version of the January 23- 26, 2026 quorum email exchange available for inspection and copying at the Clerk's Office at Tracy Hall. After some discussion, Griggs withdrew his motion and Classon agreed to the withdrawal.

Griggs **moved** (Classon seconded) that the Selectboard, in order to cure the acknowledged OML violation #5 from the Katucki complaint of 9 April 2026, publish an unredacted version of the January 23-26, 2026 quorum email exchange with the minutes of this meeting. **Motion passed 4 yes; 1 no (Layton).**

Classon **moved** (Swett seconded) that the Selectboard, in order to cure the acknowledged OML violation #6 from the Katucki complaint of 9 April 2026, add to its Policies the following:

#### Selectboard Policy Regarding Avoidance of Quorum Communications

1. The Vermont Secretary of State recommends designating a single person to collect comments to avoid creating a "serial communication" violation.
2. Definition of "Quorum Communication": A communication between a majority (3 in Norwich) or more Selectboard members discussing the business of the Selectboard excluding email communications between a majority or more Selectboard members made for the limited purposes of setting an agenda and scheduling a meeting.
3. Members of the Selectboard shall not engage in Quorum Communications outside a duly warned meeting. To avoid Quorum Email Communications, Selectboard Members shall abide by the following practices:
  - (a) Selectboard members will not "reply all" to emails from non-selectboard members to the entire Selectboard with information pertaining to Selectboard business.
  - (b) If Selectboard members wish to propose an agenda item, the preferred practice is to email only the Selectboard Chair with a proposed agenda item. If the Selectboard member emails a proposed agenda item to the entire Selectboard, such an email will state the proposed agenda item, but will not provide the Selectboard member's reasons for proposing the agenda item or argue the merits of including the item on the next agenda. Selectboard members shall not "reply all" to such an email except a Selectboard member may "reply all" only saying they also would like the item on the agenda, or that they oppose adding the item on the agenda without providing their reasons or arguing the merits of the agenda item.
  - (c) Emails from a Selectboard member to the entire Selectboard or a majority of the Selectboard regarding the scheduling of a meeting shall not include discussions of substantive Selectboard business. Instead, the communications shall be strictly confined to communicating available and unavailable times and dates and identifying potential scheduling conflicts.

(d) The Chair may communicate directly with one other individual member of the Board in connection with a matter which has, will, or may come before the Board. No other Board members may be copied or otherwise included in the Chair's communication. The Board member who is the recipient of the Chair's communication may reply to the Chair's communication. The member's reply shall be limited to the matter specified by the Chair, and the member shall not copy or otherwise communicate with another Board member on this matter. The Chair shall not communicate with another member of the Board regarding the same matter that the Chair has already discussed with another individual member of the Board.

(e) The Chair may communicate directly with one or more members of the Board for the purpose of scheduling a meeting, organizing an agenda, or distributing materials to discuss at a meeting, so long as:

- i No other business of the public body is discussed or conducted; and
- ii Such a communication that results in written or recorded information shall be available for inspecting and copying under the Public Records Act as set forth in 1 V.S.A. § 310 (5)(B).

(f) A Board member who is the recipient of the Chair's communication may reply to the Chair's communication. The member's reply shall be limited to the matter specified by the Chair, and the member shall not copy or otherwise communicate with another Board member on this or any other matter which has, will, or may come before the Board.

**Motion passed unanimously.**

Gere **moved** (Swett seconded) that the Selectboard, in order to cure the acknowledged OML violations #1 and #2 from the Katucki complaint of 9 April 2026, add to its Policies the following:

Selectboard Policy Regarding Warning of Agenda Items

Warned agenda items for Selectboard Meetings shall contain enough detail regarding the topic to be considered by the Selectboard so that a reasonable member of the public is aware of the nature of the item to be considered and the authority the Selectboard may consider exercising without providing such details that may violate personal privacy.

For example, instead of an agenda item that states "clean energy plan", the agenda item should state "Consider adopting [or amending] a clean energy plan." Or instead of just "Contract" the agenda item should state, "Consider proposed [type of contract] contract with [name of person or entity]."

**Motion passed unanimously.**

Layton **moved** (Gere seconded) that the Selectboard, in order to cure the acknowledged OML violations #3 and #4 from the Katucki complaint of 9 April 2026, add to its Policies the following:

Selectboard Policy Regarding the Procedure for Entering Executive Session Pursuant to 1 V.S.A. §

313(a)(1)(A)–(F).

1. Whenever the Selectboard contemplates entering executive session pursuant to any of the allowed topics for executive session that are enumerated in 1 V.S.A. § 313(a)(1)(A)–(F), the Selectboard shall follow a two-motion process.

(a) First the Selectboard shall consider a motion to make a finding that premature public knowledge regarding the matter would clearly place the Selectboard or a person involved at a substantial disadvantage. This motion shall state the nature of the proposed executive session and state the reason(s) why premature public knowledge regarding the matter would clearly place the Selectboard or a person involved at a substantial disadvantage conforming substantially with the following form:

“I move that the Selectboard find that premature public knowledge regarding [the matter to be considered] would substantially place the Selectboard [or a person involved] at a substantial disadvantage because [the reason(s) that premature public knowledge regarding the matter would clearly place the public body at a substantial disadvantage].”

(b) Second, only if the Selectboard passes the first motion, the Selectboard shall consider a second motion to enter executive session that states the nature of the executive session and invites the Town’s staff, clerical assistants and/or legal counsel and/or persons who are the subjects of the discussion or whose information is needed pursuant to the discretion afforded to the Selectboard by 1 V.S.A. § 313(b) and which will substantially conform with the following form:

“I move the Selectboard enter executive session to consider [nature of the executive session] pursuant to [cite statute that permits executive session of that nature] and invite [prudently identify the individuals invited into executive session] into the executive session.”

2. Discussions in executive session shall be limited to the identified topic described in the motion to enter executive session.

John Carroll pointed out that the word “specific” was missing from the first line of 1.(a) of the policy as moved by Layton. Layton then withdrew her motion and Gere agreed. Layton said that she would make the motion again to add the word “specific” to the policy.

[\*NOTE: the following motion reflects the added word “specific”. Layton did not re-read aloud the entire policy when making her second motion. It is included here in the interest of clarity.]

Layton **moved** (Gere seconded) that the Selectboard, in order to cure the acknowledged OML violations #3 and #4 from the Katucki complaint of 9 April 2026, add to its Policies the following:

Selectboard Policy Regarding the Procedure for Entering Executive Session Pursuant to 1 V.S.A. § 313(a)(1)(A)–(F).

1. Whenever the Selectboard contemplates entering executive session pursuant to any of the allowed topics for executive session that are enumerated in 1 V.S.A. § 313(a)(1)(A)–(F), the Selectboard shall follow a two-motion process.

(a) First the Selectboard shall consider a motion to make a specific finding that premature public knowledge regarding the matter would clearly place the Selectboard or a person involved at a substantial disadvantage. This motion shall state the nature of the proposed executive session and state the reason(s) why premature public knowledge regarding the matter would clearly place the Selectboard or a person involved at a substantial disadvantage conforming substantially with the following form:

“I move that the Selectboard find that premature public knowledge regarding [the matter to be considered] would substantially place the Selectboard [or a person involved] at a substantial disadvantage because [the reason(s) that premature public knowledge regarding the matter would clearly place the public body at a substantial disadvantage].”

(b) Second, only if the Selectboard passes the first motion, the Selectboard shall consider a second motion to enter executive session that states the nature of the executive session and invites the Town’s staff, clerical assistants and/or legal counsel and/or persons who are the subjects of the discussion or whose information is needed pursuant to the discretion afforded to the Selectboard by 1 V.S.A. § 313(b) and which will substantially conform with the following form:

“I move the Selectboard enter executive session to consider [nature of the executive session] pursuant to [cite statute that permits executive session of that nature] and invite [prudently identify the individuals invited into executive session] into the executive session.”

2. Discussions in executive session shall be limited to the identified topic described in the motion to enter executive session.

**Motion passed unanimously.**

**11. Approve Minutes** (*Zoom recording time stamp 2:01:53*) Swett moved (Gere seconded) to approve the minutes for April 16, 2026 (Special Meeting), April 22, 2026 (Special Meeting), and April 22 2026 (Regular Meeting) as amended to remove the “w” from “wreckless” on the eighth page of the April 16 Special Meeting draft minutes. **Motion approved unanimously.**

**12. AP Warrants** (*Zoom recording time stamp 2:14:55*) Classon requested clarification on the uniforms expenditure and was told the expense was to clean the uniforms. Classon also requested further detail about the Town’s attorneys’ bills. Layton **moved** (Swett seconded) to approve AP Warrant #1481 in the amount of \$701,452.69 to be paid from the General Fund; AP Warrant #1482 in the amount of \$390.09 to be paid from The General Fund; AP Warrant #1483 in the amount of \$358.50 to be paid from The General Fund; AP Warrant #1484 in the amount of \$20,473.24 to be paid from the General Fund; AP Warrant #1485 in the amount of \$248.75 to be paid from Police Cruiser Fund 11; AP Warrant #1486 in the amount of \$1,618.00 to be paid from the Tracy Hall Fund 13; and AP Warrant #1487 in the amount of \$46.33 to be paid from the Records Restoration Fund 45. **Motion approved unanimously.**

**13. Receipt of Correspondence.** (*Zoom recording time stamp 2:17:07*) Griggs summarized all items of correspondence. Layton **moved** (Swett seconded) to receive all correspondence. **Motion passed unanimously.**

**14. Adjournment.** (*Zoom recording time stamp 2:20:48*) Swett moved (Layton seconded) to adjourn. **Motion passed unanimously.**

**Meeting Adjourned: 8:56 PM.**

Respectfully submitted,  
Miranda Bergmeier, Assistant Town Manager

Approved by the Selectboard on \_\_\_\_\_, 2026

\_\_\_\_\_  
Kimo Griggs, Selectboard Chair

PLEASE NOTE: JUNCTION ARTS & MEDIA (formerly CATV) POSTS RECORDINGS OF ALL REGULAR MEETINGS OF THE NORWICH SELECTBOARD.



Kimo Griggs <kimogriggsnorwichselect@gmail.com>

## Agenda item decision

7 messages

**Mary Layton** <marydlayton@gmail.com> Fri, Jan 23, 2026 at 5:46 PM  
 To: Marcia Calloway <msbcalloway@gmail.com>, Kimo Griggs <kimogriggsnorwichselect@gmail.com>, Priscilla Vincent <priscillavincentSB@gmail.com>, Matt Swett <mswettselectboard@gmail.com>  
 Cc: Mary Layton <marydlayton@gmail.com>

Hi All

Marcia has requested that we consider adding an agenda item that includes an executive session to the 1/28/26 meeting concerning alleged actions by our Town Treasurer in reference to the confidentiality of information about the draft audit.

We are allowed to discuss this topic in executive session under statute 1 V.S.A. section 313(a)(4), which states that the purpose is to "discuss disciplinary action or dismissal against a public officer or employee, but nothing in this subsection shall be construed to impair the right of such officer to a public hearing if formal charges are brought.

When the motion sheet is drafted, we will need to list persons that the SB would like to be part of the meeting. In this case the Town Manager as our employee is likely, and perhaps also the Treasurer. Persons can be invited in for all or part of the executive session.

A statement before or after going into executive session for this action is strongly suggested.

So that is the framework.

Marcia has proposed the executive session for the agenda on January 28th.

I will support this. A third person needs to support this to get it on the agenda. The agenda will be amended on Monday to include the AP warrants, so there is time for us to add this if the support is there.

Please let me know your decisions. Tonight if possible before the weather gets too crazy.

Mary

**Kimo Griggs** <kimogriggsnorwichselect@gmail.com> Fri, Jan 23, 2026 at 6:40 PM  
 To: Mary Layton <marydlayton@gmail.com>  
 Cc: Marcia Calloway <msbcalloway@gmail.com>, Priscilla Vincent <priscillavincentsb@gmail.com>, Matt Swett <mswettselectboard@gmail.com>  
 Bcc: Kimo Griggs <kimogriggsnorwichselect@gmail.com>

I do not support this at this time. The imagined scenario does not match my experience & I would like the opportunity to defuse this through conversation first.

Brennan suggested we reach out to him which I have tried to do. I tried to find him in person in his office on Thursday (not in) & tried him twice by phone today (left two messages, neither responded to).

If I am permitted to share more in this format I am happy to do so.

Kimo

[Quoted text hidden]

**Matt Swett** <mswettselectboard@gmail.com> Sun, Jan 25, 2026 at 7:28 PM  
 To: Kimo Griggs <kimogriggsnorwichselect@gmail.com>  
 Cc: Mary Layton <marydlayton@gmail.com>, Marcia Calloway <msbcalloway@gmail.com>, Priscilla Vincent <priscillavincentsb@gmail.com>

I am comfortable taking an executive session, if necessary, but I fully support Kimo's preference that the topic has been discussed with Brennan before Wednesday and hopefully resolved. I spoke with Brennan in person immediately after our Wednesday SB meeting. I hope that Kimo is able to talk with Brennan tomorrow or Tuesday.

- Matt

[Quoted text hidden]

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**Marcia Calloway** <msbcalloway@gmail.com>

Sun, Jan 25, 2026 at 7:37 PM

To: Matt Swett <mswettselectboard@gmail.com>

Cc: Kimo Griggs <kimogriggsnorwichselect@gmail.com>, Mary Layton <marydlayton@gmail.com>, Priscilla Vincent <priscillavincentb@gmail.com>

As I was not contacted by Pam Snith I want to hear what happened from the people who were contacted, ergo request for an executive session.

Marcia

[Quoted text hidden]

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**Mary Layton** <marydlayton@gmail.com>

Sun, Jan 25, 2026 at 8:21 PM

To: Marcia Calloway <msbcalloway@gmail.com>

Cc: Matt Swett <mswettselectboard@gmail.com>, Kimo Griggs <kimogriggsnorwichselect@gmail.com>, Priscilla Vincent <priscillavincentb@gmail.com>

Hi All

I would like an executive session so that we can discuss this concern in person as a group, and not in an email chain or in side conversations.

There may have been a lack of confidentiality, in that information in the draft budget, seems likely to have been revealed with a person not authorized to review it, share it, or suggest actions based on it.

Ideally information about the actual audit would be released to the Selectboard when the auditors make their presentation on February 11th. Review, analysis, and actions would happen at that time.

I will ask that the agenda be amended to include the executive session.

Mary

Sent from my iPhone

On Jan 25, 2026, at 7:38 PM, Marcia Calloway <msbcalloway@gmail.com> wrote:

[Quoted text hidden]

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**Kimo Griggs** <kimogriggsnorwichselect@gmail.com>

Sun, Jan 25, 2026 at 8:26 PM

To: Marcia Calloway <msbcalloway@gmail.com>

Cc: Matt Swett <mswettselectboard@gmail.com>, Mary Layton <marydlayton@gmail.com>, Priscilla Vincent <priscillavincentb@gmail.com>

Bcc: Kimo Griggs <kimogriggsnorwichselect@gmail.com>

If an executive session is deemed necessary I would ask that it be scheduled after conversations have been had. There is no reason to rush this & every reason to allow conversations to happen first.

Kimo

[Quoted text hidden]

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**Priscilla Vincent** <priscillavincentb@gmail.com>

Mon, Jan 26, 2026 at 9:03 AM

To: Kimo Griggs <kimogriggsnorwichselect@gmail.com>

Cc: Marcia Calloway <msbcalloway@gmail.com>, Matt Swett <mswettselectboard@gmail.com>, Mary Layton <marydlayton@gmail.com>

000134

It is not clear to me at all what has supposedly transpired that has given rise to what sounds like a witch hunt.

Priscilla

[Quoted text hidden]

05/22/26

Town of Norwich Accounts Payable

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10:33 am

Check Warrant Report # 1488 Current Prior Next FY Invoices For Fund (General)  
For Check Acct 03(General) All check #s 05/14/26 To 05/27/26 & Fund 01

jdelabrue

Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
10022	ADVANCE AUTO PARTS	03/24/26	Air Filter 084608316295	01-5-703403.00 PARTS & SUPPLIES	20.06	17840	05/27/26
10022	ADVANCE AUTO PARTS	03/26/26	Headlight 608460850151	01-5-703403.00 PARTS & SUPPLIES	18.78	17840	05/27/26
10022	ADVANCE AUTO PARTS	03/30/26	Tri-ball, Trailer Adaptor 608460890165	01-5-704403.00 PARTS & SUPPLIES	121.47	17840	05/27/26
10022	ADVANCE AUTO PARTS	03/31/26	Wiper Blade, Air Filter 608460900170	01-5-704403.00 PARTS & SUPPLIES	29.81	17840	05/27/26
10022	ADVANCE AUTO PARTS	04/01/26	Air Filter 608460910177	01-5-704403.00 PARTS & SUPPLIES	35.66	17840	05/27/26
10022	ADVANCE AUTO PARTS	04/01/26	Electrical IDC 608460910179	01-5-704403.00 PARTS & SUPPLIES	16.80	17840	05/27/26
10022	ADVANCE AUTO PARTS	04/01/26	Mini Bulb 608460916326	01-5-703403.00 PARTS & SUPPLIES	10.55	17840	05/27/26
10022	ADVANCE AUTO PARTS	04/02/26	Oil Filter 608460926333	01-5-703403.00 PARTS & SUPPLIES	27.86	17840	05/27/26
10022	ADVANCE AUTO PARTS	04/15/26	Brake Master Cylinder 608461050258	01-5-703403.00 PARTS & SUPPLIES	64.38	17840	05/27/26
10022	ADVANCE AUTO PARTS	05/11/26	Battery 608461310399	01-5-703403.00 PARTS & SUPPLIES	300.68	17840	05/27/26
10022	ADVANCE AUTO PARTS	05/14/26	Oil, Chain Lube 608461346465	01-5-703403.00 PARTS & SUPPLIES	165.59	17840	05/27/26
10027	ADVANTAGE TRUCK GROUP	03/26/26	Truck #8 Filter X70105950901	01-5-703403.00 PARTS & SUPPLIES	66.55	17841	05/27/26
10027	ADVANTAGE TRUCK GROUP	04/01/26	Truck #8 Air Filter X70105967101	01-5-703403.00 PARTS & SUPPLIES	225.73	17841	05/27/26
10066	AMAZON CAPITAL SERVICES,	10/06/25	Dry Erase Whiteboard 14QG61LV6PG9	01-5-425206.00 COACHING EXPENSES	94.98	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/11/26	Bulk Custom Visor Hats 16377JTJ4Q9J	01-5-425244.00 UNIFORMS	201.66	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	09/30/25	Interlocking Tiles 16WFG9MW7PHW	01-5-425211.00 EQUIP. & SUPPLIES	166.66	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/16/26	Printer Paper, Monitor 1C7K7L4D6CJ7	01-5-050550.00 PRINTING	96.08	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/16/26	Printer Paper, Monitor 1C7K7L4D6CJ7	01-5-100611.00 OFFICE EQUIPMENT	309.99	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/11/26	Starlink Cable 1GF31GQG1CHN	01-5-500537.00 IT SUPPORT	72.51	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/04/26	Air Freshener 1HDYT3FL76F3	01-5-706109.00 BUILDING SUPPLIES	48.19	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	05/08/26	4' Pocket Safety Fence 1JW7D4F6W4TN	01-5-425330.00 REPAIRS, MAINT&Site Wrk	244.99	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	01/16/26	Portable Pickball Net 1QCLPQM3MR3	01-5-425211.00 EQUIP. & SUPPLIES	86.11	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	04/23/26	Pressure Gauges 1V7TQPXT6TL4	01-5-555528.21 R&M 21 Spartan Ladder	176.98	17842	05/27/26
10066	AMAZON CAPITAL SERVICES,	01/15/26	Envelopes, Rubber Stamp 1V9PPKXMCVRW	01-5-100610.00 OFFICE SUPPLIES	48.52	17842	05/27/26
20023	BEST SEPTIC SERVICE, LLC	05/01/26	Portable Toilet 57776	01-5-705500.00 PURCHASED SERVICES	195.00	17843	05/27/26

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Town of Norwich Accounts Payable

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10:33 am

Check Warrant Report # 1488 Current Prior Next FY Invoices For Fund (General)  
For Check Acct 03(General) All check #s 05/14/26 To 05/27/26 & Fund 01

jdelabrue

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
20026	BETHEL MILLS	04/16/26 Batteries, Ear Protection 413708/6	01-5-703507.00 SUPPLIES	106.98	17844	05/27/26
20026	BETHEL MILLS	05/06/26 Ant Bait 418478/6	01-5-706109.00 BUILDING SUPPLIES	7.99	17844	05/27/26
20026	BETHEL MILLS	05/07/26 Handrail 418557/6	01-5-704403.00 PARTS & SUPPLIES	60.98	17844	05/27/26
20026	BETHEL MILLS	05/07/26 Handrail 418560/6	01-5-704403.00 PARTS & SUPPLIES	8.71	17844	05/27/26
20026	BETHEL MILLS	05/14/26 Batteries, Safety Glasses 420312/6	01-5-704403.00 PARTS & SUPPLIES	75.97	17844	05/27/26
20026	BETHEL MILLS	05/16/26 Gorilla Tape, Spray Adhes 421080/6	01-5-500538.00 TRAINING	42.97	17844	05/27/26
20035	BLAKTOP INC	04/30/26 Cold Patch 35372	01-5-703211.00 ASPHALT PRODUCTS	175.26	17845	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-005123.00 HEALTH INSUR	7328.72	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-100123.00 HEALTH INS	3896.39	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-200123.00 HEALTH INS	2064.67	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-350123.00 HEALTH INS	826.99	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-500123.00 HEALTH INS	2373.08	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-555123.00 HEALTH INSURANCE	980.80	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-703123.00 HEALTH INSUR	14213.02	17846	05/27/26
20039	BLUE CROSS/BLUE SHIELD OF	05/04/26 Health Insurance 224804708	01-5-704123.00 HEALTH INSURANCE	3438.98	17846	05/27/26
20074	BURGESS LOSS PREVENTION A	05/14/26 Credit Check 3112	01-5-005300.00 PROFESS SERV	150.00	17847	05/27/26
30031	CCI MANAGED SERVICES	03/26/26 DPW Firewall CW-63790	01-5-703511.00 REPAIRS & MAINTENANCE	2860.00	17848	05/27/26
30031	CCI MANAGED SERVICES	04/16/26 DPW Firewall CW-63999	01-5-703511.00 REPAIRS & MAINTENANCE	429.00	17848	05/27/26
30054	CHASE SITE SERVICES, INC.	05/12/26 Mitchell Brook Culvert 20361	01-5-703716.00 VT State Emergency Grant	35400.00	17849	05/27/26
30075	CINTAS CORPORATION	04/30/26 DPW-Stock & Check 5332903411	01-5-706109.00 BUILDING SUPPLIES	219.01	17850	05/27/26
30093	COMCAST	04/01/26 PD - 04/08/26 - 05/07/26 04012026	01-5-485238.00 PHONE & INTERNET	682.81	17851	05/27/26
30093	COMCAST	05/01/26 PD - 05/08/26 - 06/07/26 05012026	01-5-485238.00 PHONE & INTERNET	682.33	17851	05/27/26
30093	COMCAST	05/06/26 TH - 05/15/26 - 06/14/26 05062026	01-5-275632.00 SERVER MAINTENANCE	24.95	17851	05/27/26
30124	COTT SYSTEMS	05/01/26 May 2026 Service INV-616742	01-5-100613.00 SOFTWARE	319.00	17852	05/27/26
50047	EVANS GROUP, INC.	05/06/26 Diesel Fuel 0083142-IN	01-1-004105.00 Inventory-DPW Fueling Sta	2006.99	17853	05/27/26

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Town of Norwich Accounts Payable  
Check Warrant Report # 1488 Current Prior Next FY Invoices For Fund (General)  
For Check Acct 03(General) All check #s 05/14/26 To 05/27/26 & Fund 01

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jdelabruere

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
60047	05/08/26	DPW Triennial Testing 11738	01-5-703315.00 OTHER PROJECTS	691.00	17854	05/27/26
60047	05/08/26	TH Triennial Testing 11739	01-5-703315.00 OTHER PROJECTS	601.00	17854	05/27/26
60047	05/15/26	Install King Vent Alarm 11754	01-5-706113.00 REPAIRS & MAINTENANCE	886.84	17854	05/27/26
140104	04/07/26	Intro to Paddle Tennis 04072026	01-5-425200.00 Instructor/Contractor Fee	252.00	17855	05/27/26
70080	05/01/26	TH Elevator Inspection 1521	01-5-706107.00 ELEVATOR MAINTENANCE	50.00	17856	05/27/26
200067	05/07/26	FY26 Alarm Monitoring 03012	01-5-706105.00 ALARM MONITORING	525.00	17857	05/27/26
80060	05/06/26	Batteries 610915	01-5-555424.00 EMS TOOLS/ EQUIP	74.48	17858	05/27/26
90009	05/15/26	Payroll Transfer PR-05/15/26	01-2-001107.00 FED W/H TAX PAYABLE	6820.27 B	406	05/15/26
90009	05/15/26	Payroll Transfer PR-05/15/26	01-2-001103.00 FICA TAX PAYABLE	12893.14 B	406	05/15/26
90019	05/09/26	CFC Recovery 7659	01-5-705305.00 RECYCLING	126.00	17859	05/27/26
90025	05/12/26	Highway Garage Propane 239377	01-5-703503.00 PROPANE	137.17	17860	05/27/26
90025	04/28/26	Highway Garage Propane 834253	01-5-703503.00 PROPANE	236.91	17860	05/27/26
110049	04/22/26	'21 Silverado Service 59604	01-5-703401.00 OUTSIDE REPAIRS	1779.53	17861	05/27/26
110049	04/22/26	'21 Silverado Service 59604	01-5-703403.00 PARTS & SUPPLIES	1514.90	17861	05/27/26
110052	04/29/26	Monthly Contract 1166	01-5-703301.00 PLOWING & SANDING	9000.00	17862	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-005124.00 DISABILITY/LIFE INSUR	178.03	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-100124.00 DISABILITY/LIFE INS	97.77	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-200124.00 DISABILITY/LIFE INS	131.23	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-350124.00 DISABILITY/LIFE INS	72.34	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-425124.00 DISABILITY/LIFE INSUR	67.59	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-704124.00 DISABILITY/LIFE	103.63	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-500124.00 DISABILITY/LIFE INS	263.62	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-555124.00 DISABILITY/LIFE INSURANCE	62.73	17863	05/27/26
130006	04/15/26	May 26 Premiums 1766138	01-5-703124.00 DISABILITY/LIFE	386.17	17863	05/27/26
130006	05/15/26	June 26 Premiums 1772924	01-5-005124.00 DISABILITY/LIFE INSUR	178.03	17863	05/27/26

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Town of Norwich Accounts Payable

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jdelabruere

Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-100124.00 DISABILITY/LIFE INS	97.77	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-200124.00 DISABILITY/LIFE INS	131.23	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-350124.00 DISABILITY/LIFE INS	72.34	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-425124.00 DISABILITY/LIFE INSUR	67.59	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-704124.00 DISABILITY/LIFE	103.63	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-500124.00 DISABILITY/LIFE INS	263.62	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-555124.00 DISABILITY/LIFE INSURANCE	62.73	17863	05/27/26
130006	05/15/26	MADISON NATIONAL LIFE June 26 Premiums 1772924	01-5-703124.00 DISABILITY/LIFE	386.17	17863	05/27/26
MISC	05/15/24	MATT ROMEI PD-MATT FUEL & MILE RIEMB 515EMPREIMB	01-5-500302.00 PETROLEUM PRODUCTS	59.49	17864	05/27/26
MISC	05/15/24	MATT ROMEI PD-MATT FUEL & MILE RIEMB 515EMPREIMB	01-5-500580.00 MILEAGE REIMB	125.83	17864	05/27/26
140030	05/03/26	NEW ENGLAND MUNI RESOURCE Tax Billing Seminar 59331	01-5-200615.00 DUES/MTGS/EDUC	175.00	17866	05/27/26
140101	05/06/26	NH RECYCLES Glass Release 723182 147729	01-5-705305.00 RECYCLING	223.00	17867	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-005125.00 DENTAL INSURANCE	284.70	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-100125.00 DENTAL INSURANCE	172.19	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-200125.00 DENTAL INSURANCE	79.58	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-350125.00 DENTAL INSURANCE	39.79	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-500125.00 DELTA DENTAL	251.77	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-555126.00 DENTAL INSURANCE	39.79	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-703125.00 DENTAL INSURANCE	421.46	17868	05/27/26
40042	05/15/26	NORTHEAST DELTA DENTAL June 2026 Coverage 05152026	01-5-704125.00 DENTAL INSURANCE	114.69	17868	05/27/26
140100	02/17/26	New England Municipal Cle NEMCIA Graduation 012 INST III	01-5-100615.00 DUES/MTGS/EDUC	1000.00	17869	05/27/26
Will post as prepaid expense to: 01-1-004102.00 until next year						
150004	05/15/26	OFFICE OF CHILD SUPPORT Payroll Transfer PR-05/15/26	01-2-001115.00 CHILD SUPPORT PAYABLE	323.10	17839	05/15/26
150014	04/30/26	OTIS ELEVATOR COMPANY Logistics/Fuel Impact Fee F10000295368	01-5-706107.00 ELEVATOR MAINTENANCE	175.00	17870	05/27/26
160043	05/14/26	FITNEY BOWES Meter Refill 05/14/26 051426REFILL	01-5-275538.00 POSTAGE	2000.00	17871	05/27/26
160074	05/12/26	Performance Janitorial Se PD Cleaning Service 274946	01-5-485304.00 CLEANING	750.00	17872	05/27/26

05/22/26  
10:33 am

Town of Norwich Accounts Payable  
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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
180001	01/28/26	R.C. BRAYSHAW and COMPANY Town Report Postcard 89533-P	01-5-005310.00 TOWN REPORT	423.36	17873	05/27/26
180087	05/13/26	RHODES, JEREMY Town Seal Design Work 05132026	01-5-703315.00 OTHER PROJECTS	292.50	17874	05/27/26
130048	05/11/26	ROMEI, MATT Drinks, Fuel 05112026	01-5-500501.00 ADMINISTRATION	18.98	17875	05/27/26
130048	05/11/26	ROMEI, MATT Drinks, Fuel 05112026	01-5-500302.00 PETROLEUM PRODUCTS	62.78	17875	05/27/26
190006	04/01/26	SABIL and SONS INC State Inspection & Repair 18653	01-5-703401.00 OUTSIDE REPAIRS	1425.00	17876	05/27/26
190006	04/01/26	SABIL and SONS INC State Inspection & Repair 18653	01-5-703403.00 PARTS & SUPPLIES	1661.39	17876	05/27/26
190006	04/01/26	SABIL and SONS INC Truck #5 Fuel Filter 49707	01-5-703403.00 PARTS & SUPPLIES	59.28	17876	05/27/26
190017	05/15/26	SANEL AUTO PARTS INC Adapters 220444	01-5-703403.00 PARTS & SUPPLIES	61.98	17877	05/27/26
190064	05/12/26	SP and F ATTORNEYS, P.C. Service Through 03/31/26 104971	01-5-005305.00 LEGAL	5216.25	17878	05/27/26
190073	04/08/26	STANTEC CONSULTING SERVIC Moore Lane Bridge 2546896	01-5-703321.00 BRIDGES	591.55	17879	05/27/26
190084	05/15/26	STATELINE SPORTS, LLC Umpire Equipment 7830	01-5-425206.00 COACHING EXPENSES	84.50	17880	05/27/26
190084	05/18/26	STATELINE SPORTS, LLC Catchers Kit 7834	01-5-425211.00 EQUIP.& SUPPLIES	240.00	17880	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425211.00 EQUIP.& SUPPLIES	25.71	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	17.98	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	25.76	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425206.00 COACHING EXPENSES	19.88	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425211.00 EQUIP.& SUPPLIES	31.15	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425211.00 EQUIP.& SUPPLIES	27.50	17881	05/27/26
20060	05/13/26	SWENSON, BRIE ASR, Touch-a-Truck 05132026	01-5-425211.00 EQUIP.& SUPPLIES	178.40	17881	05/27/26
200103	04/20/26	TWO RIVERS - OTTAUQUECHEE Road Erosion Inventory 26-168	01-5-703709.00 VTrans Better Roads Grant	15120.00	17882	05/27/26
210004	05/04/26	UNIFIRST CORPORATION Uniforms 1070509041	01-5-703311.00 UNIFORMS	561.25	17883	05/27/26
210004	05/11/26	UNIFIRST CORPORATION Uniforms 1070510847	01-5-703311.00 UNIFORMS	544.36	17883	05/27/26
210004	05/18/26	UNIFIRST CORPORATION Uniforms 1070512798	01-5-703311.00 UNIFORMS	544.36	17883	05/27/26
210009	03/10/26	UNITED CONSTRUCTION and F John Deere Service 11508431	01-5-703401.00 OUTSIDE REPAIRS	705.59	17884	05/27/26
210009	03/10/26	UNITED CONSTRUCTION and F John Deere Service 11508431	01-5-703403.00 PARTS & SUPPLIES	798.78	17884	05/27/26

05/22/26  
10:33 am

Town of Norwich Accounts Payable  
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Vendor	Invoice Description	Invoice Date	Invoice Number	Account	Amount Paid	Check Number	Check Date
210009	UNITED CONSTRUCTION and F	03/25/26	John Deere Service 11524366	01-5-703401.00 OUTSIDE REPAIRS	413.82	17884	05/27/26
210009	UNITED CONSTRUCTION and F	03/25/26	John Deere Service 11524366	01-5-703403.00 PARTS & SUPPLIES	634.29	17884	05/27/26
220003	VALLEY NEWS	04/11/26	Selectboard Legal Notice 1278824	01-5-005540.00 ADVERTISING	166.00	17885	05/27/26
220003	VALLEY NEWS	04/30/26	Finance Director Job Post 1284722	01-5-005540.00 ADVERTISING	288.50	17885	05/27/26
220008	VERIZON WIRELESS	05/04/26	Cell Phone 4/5/26-5/4/26 6142767135	01-5-555625.00 TELEPHONE & INTERNET	77.45	17886	05/27/26
220008	VERIZON WIRELESS	05/04/26	Cell Phone 4/5/26-5/4/26 6142767135	01-5-500501.00 ADMINISTRATION	309.82	17886	05/27/26
220008	VERIZON WIRELESS	05/04/26	Cell Phone 4/5/26-5/4/26 6142767135	01-5-425127.00 TELEPHONE	37.44	17886	05/27/26
220008	VERIZON WIRELESS	05/04/26	Cell Phone 4/5/26-5/4/26 6142767135	01-5-005532.00 T MNGR CELL PHONE	37.44	17886	05/27/26
220008	VERIZON WIRELESS	05/04/26	Cell Phone 4/5/26-5/4/26 6142767135	01-5-200531.00 TELEPHONE	37.44	17886	05/27/26
220021	VERMONT DEPARTMENT OF TAX	05/15/26	Payroll Transfer PR-05/15/26	01-2-001109.00 VT W/H TAX PAYABLE	2795.23 B	405	05/15/26
230000	W.B. MASON CO., INC.	02/06/26	Ink, Wall Clock 259927520	01-5-500501.00 ADMINISTRATION	315.51	17887	05/27/26
230000	W.B. MASON CO., INC.	04/24/26	Binders 261534312	01-5-500501.00 ADMINISTRATION	20.77	17887	05/27/26
230000	W.B. MASON CO., INC.	04/28/26	Towels, Floor Cleaner, Mops 261602765	01-5-005610.00 OFFICE SUPPLIES	139.99	17887	05/27/26
230000	W.B. MASON CO., INC.	04/28/26	Towels, Floor Cleaner, Mops 261602765	01-5-706109.00 BUILDING SUPPLIES	389.64	17887	05/27/26
230000	W.B. MASON CO., INC.	04/29/26	Trash Can Liners 261625877	01-5-706109.00 BUILDING SUPPLIES	372.45	17887	05/27/26
230000	W.B. MASON CO., INC.	05/04/26	Dish Detergent 261719231	01-5-706109.00 BUILDING SUPPLIES	16.50	17887	05/27/26
230003	WAGEWORKS, INC	05/01/26	April 2026 0426TR112178	01-5-005123.00 HEALTH INSUR	40.00	17888	05/27/26
230054	WATERBURY, DERRICK	05/05/26	Water Bottles 05052026	01-5-703515.00 ADMINISTRATION	16.98	17889	05/27/26
REF260006	WENDY TELLER-ELSBERG	05/18/26	Registration Fee Refund 1611568	01-4-000355.01 Registration Fee Refunds	120.00	17890	05/27/26
REF260006	WENDY TELLER-ELSBERG	05/18/26	Registration Fee Refund 832474	01-4-000355.01 Registration Fee Refunds	165.00	17890	05/27/26
230020	WHITE RIVER CAR WASH	04/30/26	Car Wash 04302026	01-5-500306.00 CRUISER MAINT	24.00	17891	05/27/26

05/22/26  
10:33 am

Town of Norwich Accounts Payable  
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Vendor	Invoice Date	Invoice Description Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				160927.60		

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 \$ \*\*\*160,927.60  
Let this be your order for the payments of these amounts.

Finance Director Barrie Rosalinda  
Barrie Rosalinda

DocuSigned by:  
Brennan Duffy  
D4520EC72DA7484...  
Brennan Duffy

SELECTBOARD:

\_\_\_\_\_  
Kimo Griggs  
Chair

\_\_\_\_\_  
Brendan Classon  
Vice Chair

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

\_\_\_\_\_  
Matthew Swett

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

05/22/26  
10:39 am

Town of Norwich Accounts Payable  
Check Warrant Report # 1489 Current FY Invoices For Fund (POLICE CRUISER)  
For Check Acct 03(General) All check #s 05/14/26 To 05/27/26 & Fund 11

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Vendor	Invoice Date	Invoice Description	Account	Amount Paid	Check Number	Check Date
130077	03/18/26	2025 PD Chevy Tahoe	11-5-500322.00	89022.91	17865	05/27/26
		INV200013091	POLICE CRUISER			
130077	05/15/26	Parts for PD Chevy Tahoe	11-5-500322.00	75.00	17865	05/27/26
		INV200014366	POLICE CRUISER			
Report Total				89097.91		

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 \$ \*\*\*\*89,097.91  
Let this be your order for the payments of these amounts.

Finance Director Barrie Rosalinda  
Barrie Rosalinda

DocuSigned by:  
Brennan Duffy  
D4620EG72DA7484...  
Brennan Duffy

SELECTBOARD:

Kimo Griggs  
Chair

Brendan Classon  
Vice Chair

Mary Layton

Matthew Swett

Robert Gere

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## TRORC Selectboard Meetup Notes and Follow-up

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From Ari Lattanzi <alattanzi@trorc.org>

Date Tue 5/12/2026 12:30 PM

Cc Abigail "Abby" Friedman <afriedman@vlct.org>; Kathleen Ramsay <kramsay@vlct.org>; Peter G. Gregory <pgregory@trorc.org>

 3 attachments (57 KB)

TRORC Selectboard Meetup Notes.docx; Transitioning from a Basic Budget Process to a Strategic Budget Process\_.docx; Addison County Regional Collaboration and Shared Municipal Services Resolution.docx;

Some people who received this message don't often get email from alattanzi@trorc.org. [Learn why this is important](#)

Good afternoon TRO Region Selectboard Members,

On April 30, about 30 Selectboard members from towns across the TRO region gathered in-person to ask questions, discuss challenges, and share ideas. We deeply appreciate your attendance, your candor, and the wide-ranging discussion. Many thanks to Abby Friedman and Kathleen Ramsey from VLCT for facilitating the discussion and sharing resources.

Attached you will find:

1. a summary of key points of discussion (TRORC Selectboard Meetup Notes),
2. a resource from VLCT on Transitioning from a Basic Budget Process to a Strategic Budget Process,
3. a copy of the Addison County Regional Collaboration and Shared Municipal Services Resolution.

Budget and capacity challenges were a recurring theme. As towns in our region consider whether they can afford to hire needed staff, TRORC offers an alternative in the form of shared services. Towns can contract with TRORC to provide short- or long-term assistance for many administrative functions. If any towns in our region are experiencing staffing or capacity challenges, and would like to talk about how shared services can help, please contact TRORC's Municipal Assistance Specialist Paul Kowalski at [pkowalski@trorc.org](mailto:pkowalski@trorc.org)

TRORC is planning follow-up events to continue the conversation and provide the forums, resources and assistance that towns and Selectboards need. We will reach out in the next few weeks with further details.

Please email me with any questions, ideas or feedback.

With appreciation,  
Ari

**Ari Lattanzi**

(she/her | AH-ree Lah-TAHN-zee)

Regional Planner | Two Rivers-Ottawaquechee Regional Commission

128 King Farm Road | Woodstock, Vermont 05091

O: 802-457-3188 x3012 | C: 802-377-3413



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*This email is a public record. It is not intended as legal advice.*

## 4/30/26 TRO Region Selectboard Meetup Notes

Summary of concerns and challenges Selectboards in the Two Rivers-Ottawaquechee Region are facing, and questions being asked:

1. Costs are rising faster than towns can keep up with, from healthcare premiums for municipal employees to the cost of infrastructure maintenance and upgrades. Delays and permitting can lead to a doubling of project cost. Some towns have deferred maintenance, which has led to significantly higher costs down the road. Capital budgeting is not required, and it can be hard to set money aside when there are so many pressing needs and such limited funds.
2. Some towns are considering strategic disinvestment, such as de-paving roads, reclassifying town highways as class 4 roads, reducing services, or sharing equipment, services and employees. Some towns are exploring priority-based (or strategic) budgeting.
3. There is inefficiency when every town has their own road crew, their own road equipment, their own administrative professionals, etc. Poaching employees between towns happens frequently and smaller towns cannot afford to keep salaries competitive or staff needed positions or offer services. Turnover can make it hard to keep momentum on critical projects or build necessary skills and expertise.
4. Concern about the sustainability of small communities and community vitality – is there a need to cede some local control and work together as neighboring communities?
5. Many people are discussing regionalization of services as a potential solution, but acknowledge challenges ranging from current state law to resident sentiment. There is a sense that some level of regionalization is inevitable, with the main question being whether it happens in a top-down or bottom-up fashion. Towns expressed a preference for voluntary and proactive regionalized or shared services rather than an imposed mandate. There are some existing models for shared services, such as the Shared Energy Coordinator and Shared Municipal Assistant hosted at TRORC. In Addison County, 8 municipalities recently signed a resolution to explore regional collaboration and shared municipal services.
6. There are many appealing aspects of local control and direct democracy, but the attendance and votes at Town Meeting Day may not reflect or serve the entire community. Developing the town budget is a careful, months-long process, but people can react quickly at Town Meeting.
7. Municipal budgets and school budgets are developed in siloed processes, and state education tax means the effective tax rate in each town is somewhat outside of local control. There is a desire for greater coordination and breaking down silos.
8. The funding from the state for town road maintenance is insufficient. VTrans does not have the \$33 million in state funds to match \$165 million in federal funds for the federal aid system. Some suggested that more state funding could go to towns directly to manage federal aid Class 2 town highway connectors, which currently only get funding after disasters.

9. Vermont is facing demographic challenges, and that is especially true in smaller rural towns. Vermont is losing people in all age groups. By 2030, projections show 1/3 of Vermonters over the age of 60. Towns highlighted challenges in staffing the fire department, rescue squad and municipal positions.
10. Most small rural towns are essentially run by volunteers who may not have the time, training, expertise, or capacity to maintain the expected level of local control and local services.
11. Some selectboards are facing challenges from residents that have escalated to disorderly, harassing and aggressive behavior. Towns have had to take steps to protect town employees. How can Selectboards address this issue and move forward with the business of the town?
12. Some small towns have only 3 Selectboard members, with some concerns about operating within the constraints of the Open Meeting Law.
13. Severely constrained housing supply means there is a shortage of affordable housing. There is concern about high housing costs impacting young people and seniors. There is concern about how regulation impacts housing development. Additional complicating factors include the high cost of land, high building costs, shortage of construction labor force, investor purchases, short term rentals, and out of state owners who are perceived not have a vested interest in the success of the community. There is a question of whether second homes should be taxed at a higher rate.
14. There is a question of how to keep small towns vibrant and viable. Many small rural towns have no sewer or water system, so there is no easy way to build in the historic village center, and it can be difficult to build elsewhere.
15. Vacant properties, especially in downtown areas, can hinder revitalization. Is there a way for towns to address this issue?
16. Public safety is a major resident concern. Drug usage and drug dealing are concerning for many residents. Speeding on local roads is also a concern. Most towns are struggling with law enforcement coverage, as VSP may have long response times, but there are challenges with the county sheriff system, and the cost of local police departments exceeds most towns' available funds. Some towns are discussing regional collaboration for law enforcement services, but there are challenges to overcome.
17. Some towns are trying to combat negativity and disconnection with intentional events and forums. Bethel hosted a series of conversations within each hamlet. Hartford has a town newsletter run by volunteers that profiles residents and shares events.
18. There is a "Vermonters" identity that can feel exclusionary. VT needs new residents, but often people come, only to later leave. Vermont is the least diverse state in the country. Cultural factors can make it more difficult for Black people to move and stay here.

## **Transitioning from a Basic Budget Process to a Strategic Budget Process: A Step-by-Step Guide**

Transitioning from a basic budget process to a strategic budget process with community involvement is a rewarding journey that can enhance transparency and trust. Let's walk through this process step-by-step, ensuring clarity and engagement at every stage.

### **Step 1: Assess Your Current Budget Process**

- **Review Objectives:** Understand the goals and limitations of your current budget process.
- **Identify Gaps:** Pinpoint areas where community input could enhance decision-making.
- **Engage Stakeholders:** Have initial discussions with key internal stakeholders to gauge readiness for change.

### **Step 2: Set Clear Goals for the Strategic Budget**

- **Define Outcomes:** Clearly articulate what you hope to achieve with a strategic budget.
- **Align with Community Needs:** Ensure these goals reflect the priorities of the community you serve.

### **Step 3: Develop a Community Engagement Plan**

- **Identify Stakeholders:** Map out who in the community should be involved (residents, businesses, organizations).
- **Choose Engagement Methods:** Decide on how you'll gather input (surveys, town halls, focus groups).

### **Step 4: Educate and Inform**

- **Transparency:** Share information about the current budget process and the need for change.
- **Empower with Knowledge:** Provide resources and workshops to help the community understand budgeting basics.

### **Step 5: Gather and Incorporate Feedback**

- **Facilitate Discussions:** Hold events and forums to discuss budget priorities.

- **Collect Data:** Use surveys and feedback tools to gather input.

#### **Step 6: Integrate Feedback into Budget Planning**

- **Analyze Input:** Review community feedback and assess its feasibility.
- **Adjust Goals:** Modify budget objectives to reflect community priorities.

#### **Step 7: Implement the Strategic Budget**

- **Adopt New Processes:** Ensure the budget process incorporates both strategic goals and community input.
- **Communicate Changes:** Clearly explain how community input shaped the final budget.

#### **Step 8: Monitor, Review, and Refine**

- **Track Progress:** Monitor the implementation of the strategic budget and its outcomes.
- **Solicit Ongoing Feedback:** Regularly check in with the community for continuous improvement.

#### **Actionables:**

- Set up a community advisory board to guide the process.
- Create a timeline for each step to keep the process on track.
- Develop a communication plan to keep everyone informed.

#### **Alternative Views:**

- Some might argue that too much community involvement can complicate the budgeting process. Balancing expert insights with community needs is essential.
- Others may prefer a phased approach, starting with pilot programs before a full-scale roll-out.

This approach encourages a collaborative and transparent budgeting process.

# RESOLUTION OF THE COMMUNITIES OF ADDISON COUNTY, VERMONT

## Supporting the Spirit of Regional Collaboration and Shared Municipal Services

**WHEREAS**, the communities of Addison County are proud rural municipalities characterized by small populations, geographic dispersion, and strong traditions of local governance; and

**WHEREAS**, our rural nature presents unique challenges, including limited labor pools, difficulty recruiting and retaining qualified municipal staff, and increasing competition for skilled professionals in areas such as administration, public works, planning, finance, emergency services, and other essential functions; and

**WHEREAS**, our communities operate within constrained municipal budgets, facing rising costs of materials, infrastructure maintenance, regulatory compliance, and employee benefits, while striving to maintain affordability for our residents; and

**WHEREAS**, the communities of Addison County have a long and successful history of collaboration, including decades of mutual aid in police, fire, and emergency services, regional emergency management coordination, cooperation among public works departments, and partnerships through regional school districts, as well as other cooperative efforts that demonstrate the strength and effectiveness of working together; and

**WHEREAS**, these existing partnerships reflect our shared understanding that regional cooperation enhances public safety, strengthens service delivery, and supports our residents in times of need; and

**WHEREAS**, these challenges and successes call for thoughtful, innovative, and collaborative approaches to ensure the continued delivery of high-quality, efficient, and responsive municipal services; and

**WHEREAS**, regionalization and the voluntary sharing of services, personnel, expertise, equipment, and other municipal resources, whenever lawful and appropriate, have the potential to build upon this strong foundation, improve operational efficiency, reduce redundancy, enhance resiliency, and create professional support networks for municipal staff; and

**WHEREAS**, collaboration among communities, to the extent permitted by law, can preserve local control while fostering practical solutions tailored to the needs and capacities of rural municipalities;

NOW, THEREFORE, BE IT RESOLVED that the communities of Addison County:

1. Affirm their commitment to the spirit and concept of voluntary regional collaboration and shared services, recognizing its long-standing presence in our public safety mutual aid agreements and other cooperative efforts;
2. Encourage municipal legislative bodies, town managers, administrators, department heads, and staff to communicate with counterparts across Addison County to explore additional opportunities for cooperation, whenever lawful and appropriate;
3. Recognize that collaboration can take many forms—including shared staffing arrangements, coordinated service delivery, shared equipment and facilities, cooperative training, and other joint initiatives—with the understanding that adoption of specific initiatives will be voluntary and in accordance with law; and
4. Pledge to embrace the idea of working together in the spirit of cooperation, innovation, and mutual support, while respecting each community’s autonomy, character, and legal requirements.

**BE IT FINALLY RESOLVED** that this resolution reflects a shared vision and commitment among Addison County communities to build upon decades of successful collaboration and to continue exploring lawful regional cooperation guided by the principles of transparency, fiscal responsibility, equity, and the best interests of our rural communities.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 2026.

City/Town of: \_\_\_\_\_

Signature(s):

**From:** [Carol Loveland](#)  
**To:** [Select Board](#)  
**Cc:** [suepitiger@gmail.com](mailto:suepitiger@gmail.com); [Liz Guest](#); [Debbie Carter](#)  
**Subject:** Triangle Town Garden  
**Date:** Wednesday, May 20, 2026 12:04:06 PM

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You don't often get email from carol\_loveland@outlook.com. [Learn why this is important](#)

Town of Norwich Selectboard

May 20, 2026

RE: Triangle Town Garden

I am on writing on behalf of the Norwich Women's Club as Co-president and as a member of the Triangle Garden Crew.

Volunteers from the Norwich Women's Club have been using the faucet at the corner of Tracy Hall nearest to the back parking area to water the garden for a number of years. This requires moving over 100 feet of garden hose across the sidewalk at the entrance to Tracy Hall (on Main Street) then across the grounds to Church Street and then across Church Street.

There are faucets on the Church Street side of Tracy Hall on either side of the steps. We used to use the one on the right of the steps but then instructed to use the one at the back.

The closest faucet to the garden is to the left of the steps. It is not connected. There have been numerous verbal requests made to over the years to get that faucet connected. "I'll pass it along." "We'll look into it."

What is the issue of connecting water to the faucet that is on the left side of the steps and easiest access to water for the garden? Is it structural? Financial?

Thank you for looking into this and looking forward to your reply.

With the hope that we can haul less hose as we are not getting any younger.....

Sincerely,

Carol Loveland

carol\_loveland@outlook.com

## Good work....and the work ahead

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From John M. C. Carroll <johncarroll.43@gmail.com>

Date Wed 5/20/2026 12:24 PM

To Select Board <selectboard@norwich.vt.us>

 1 attachment (312 KB)

katucki v norwich\_PRAcomplaint\_2026-05-04 -3.pdf;

Dear Mary, Rob, Kimo, Matt, and Brendan,

I'm writing to to acknowledge and applaud your work the last few weeks in dealing with Mr. Katucki's recent "Notice of Violation".

As you now know, the Norwich Selectboard has been violating provisions of Vermont's Open Meeting Law for a long, long time. To your credit, in six hours of hard deliberations, spread over four separate meetings, you confronted and acknowledged the Selectboard's failure to abide by Vermont's long-standing principles of openness and transparency.

Equally important, by responding truthfully and openly to the evidence of your Board's violations of Vermont law, you have committed to fundamentally reforming how you conduct yourselves in preparation for and during Selectboard meetings – and you've amended your *Rules of Procedure* so that future Selectboards won't make the same mistakes.

After all you've been through in the last few weeks, you might conclude that your recent experience affirms two principles:

- > improving is a never-ending process: we can always get better at what we do, and
- > sometimes we can learn valuable lessons from our critics.

**The work ahead:** The hard work is not over yet. Not only do you have to conscientiously change, at every Board meeting, some of the ways you've been conducting yourselves....but, without a breather....you now face yet another legal challenge – this one alleging violations of Vermont law pertaining to citizens' rights of access to public records of the Town.

The suit in question (Katucki v. Town of Norwich), filed two weeks ago in Windsor District Court, alleges that the Town Manager, in his capacity as the 'designated custodian' of public records, and often in consultation with the town counsel (your lawyer), has violated Vermont's Open Meeting Law by denying public access to certain public records, and by unlawfully redacting (hiding) content.

The Katucki law-suit is a public document, filed in public court here in Windsor County. Anyone is free to read the lawsuit. Here's a link:

Katucki v Town of Norwich complaint

Presumably, at your next meeting, this matter will come before your Board. When the law-suit comes up on the Board's agenda, please resist the temptation to revert to your old habit of secretive conversations in "executive session". Have the courage to reject false claims – whether by your lawyer, by your Town Manager, or by one of your colleagues on the Board – that this law-suit can only be discussed in private. That is hogwash. The Board may at any time choose to *confer with its attorney in public session*.

And please resist the temptation to assume, "*We've gotta fight this law-suit!*"

You'll recall that only three years ago your Board, urged on by your current lawyers, did just that: they decided to *fight* a law-suit, despite the fact that the evidence clearly demonstrated that the Board was violating the Open Meeting Law. Then, after a year of self-righteous posturing by the Board and your lawyers, and wasting \$120,000 of taxpayers' money in legal fees(!), the Court found that *the Town's actions "made a mockery of the Open Meeting Law"*. Finally, the Selectboard wised up and signed an agreement to comply with the plaintiff's insistence that the Town comply with the Open Meeting Law.

Please remember what you've recently discovered: you can learn from your critics. Take the time to read and understand Mr. Katucki's complaint. You don't need a law-degree to see that Mr. Katucki has legitimate concerns about how the Town Manager, with knowledge and advice of your lawyer, handled a citizen's legitimate requests for access to public records of the Town.

The Town Manager will probably object to the Board giving any credence to the plaintiff's complaints and contentions. And probably your lawyer will also. But remember, Vermont law (24 V.S.A. § 1233) was drafted in very plain language to ensure total clarity: *in all matters, the Town Manager is subject to the direction and supervision of the Selectboard*. The Town Manager and the town's attorney work for you, the Selectboard, not the other way 'round.

Your duty is to hold the Town Manager and the town attorney accountable for their actions and conduct, just as the people of Norwich hold you, their Selectboard, accountable for *your* actions and your conduct.

Your responsibilities are both ethical and legal. Even at the price of your inconvenience, or your personal discomfort, it's your duty to faithfully obey the laws of our state and, without fear or favor, to do what is right and just on behalf of the people of Norwich.

I wish you well,

**John**

John Carroll



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**Second Notice Under 1 V.S.A. § 314 — Open Meeting Law — Request for Further Relief**

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**From** Chris Katucki <ckatucki@outlook.com>

**Date** Thu 5/21/2026 11:56 AM

**To** Select Board <selectboard@norwich.vt.us>; Kimo Griggs <kimogriggsnorwichselect@gmail.com>; Brendan Classon <bjclasson.norwichsb@gmail.com>; Matt Swett <mswettselectboard@gmail.com>; Mary Layton <marydlayton@gmail.com>; robert.gere.norwich@zohomail.com <robert.gere.norwich@zohomail.com>

**Cc** Brennan Duffy <BDuffy@norwich.vt.us>; Miranda Bergmeier <MBergmeier@norwich.vt.us>; Beriah C. Smith <bsmith@firmspf.com>

May 21, 2026

**Second Notice Under 1 V.S.A. § 314 — Open Meeting Law — Request for Further Relief**

Dear Chair Griggs and Selectboard Members:

At the outset, I want to express my appreciation for your hard work in addressing my Notice of Open Meeting Law violations. The Selectboard deserves credit for its engagement on these issues. Acknowledging the violations, adopting three corrective policies, and publishing the email chain were meaningful steps.

Nonetheless, this second notice flags an unfilled statutory obligation of the Selectboard and requests additional relief to secure the public's full remedy under section 314 of the Open Meeting Law. I am asking the Selectboard to complete the task it has already shown it is willing to do.

As explained more fully below, section 314(b)(4) requires the public body to ratify or void the actions taken in violation of the Open Meeting Law. By necessity, that requires additional disclosures in the circumstances here. In addition, further information has come to light indicating that certain relief I should have explicitly requested initially is also warranted.

**The Obligation to Ratify or Void**

Section 314(b)(4) of the Open Meeting Law provides that when a public body acknowledges an OML violation, it "shall" take corrective action. Subsection (A) requires the body to "vote to ratify or void any action taken at or resulting from" the OML violation. That obligation is not discretionary and does not depend on a complainant's request. Moreover, it is in addition to subsection (B), which requires the body to adopt specific measures to prevent future violations.

**Ratify or Void Requires Disclosure**

Ratification or voiding is meaningful only if the public body discloses what action "taken at or resulting from" is being ratified or voided. The Selectboard has acknowledged that both executive sessions on January 28 were improper. The public was excluded from approximately two-thirds of that meeting and still does not know what their elected officials discussed behind closed doors.

The public is entitled to know what Town business a quorum of the Selectboard discussed with the Town Manager regarding agenda items 6 and 8. Such disclosure is not reckless — it is what the Open Meeting Law requires. There is no executive session privilege against disclosure. Even if there were, it would not attach to an executive session that was itself improper.

Three members of the current Selectboard and the Town Manager were present during both executive sessions on January 28 and are in a position to provide a full account. Following each session, the Chair offered only brief public statements that fall far short of what ratification or voiding requires. The public is entitled to know what was discussed, whether any materials were distributed, and what rationale supports the public statements.

Further, an email from the Town Manager prompted the executive session on agenda item 8. An unredacted version of the email should be made public. The Town's redacted version discloses that the Town Manager believes there is "ongoing inappropriate and concerning behavior by elected officials of the Town." The names of the officials are not redacted but the allegations are blocked out — the opposite of what one would expect. In newly revealed information, one Selectboard member's email characterized the request for the executive session as a "witch hunt." The public is entitled to know the full context of what was discussed about these elected officials behind closed doors to draw its own conclusions.

### **Further Cure Needed**

The recently released emails reveal a gap in the relief I originally requested. The Selectboard has conceded that emails sent to a quorum of its members should not be redacted, yet it has not released all emails related to agenda items 6 and 8. Those communications represent discussions the Open Meeting Law required to occur in a public forum. I am requesting those emails now as part of the full corrective relief section 314 requires.

Also, as you know, I have filed suit against the Town under the Public Records Act. Counts I and II allege PRA violations for improperly redacting emails involving a quorum of the Selectboard — the same category of communications at issue here.

The Town has invoked legislative privilege, deliberative process privilege, and 1 V.S.A. § 317(c)(17) to justify those redactions. If the Town continues to shield those kinds of communications from disclosure on such grounds, the Town has not taken the "specific measures that actually prevent future violations" that section 314 requires.

### **Relief**

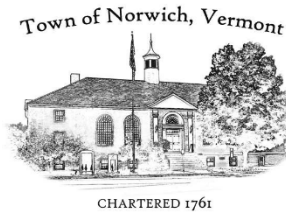
I ask the Selectboard to provide the following relief:

1. Disclose the substance of both executive sessions held on January 28 on agenda items 6 and 8, including what was discussed, whether any materials were distributed, and what rationale supports the public statements issued. Materials distributed should be made public.
2. Release an unredacted version of the Town Manager's email that precipitated the executive session on agenda item 8.
3. Release all emails related to agenda items 6 and 8 that have not yet been made public, including written communications sent to a quorum of the Selectboard.
4. Vote to ratify or void the actions taken at or resulting from the two executive sessions held on January 28, as required by 1 V.S.A. § 314(b)(4)(A).
5. Adopt a policy acknowledgment that legislative privilege, deliberative process privilege, and 1 V.S.A. § 317(c)(17) do not shield written communications sent to a quorum of the Selectboard from

disclosure under the Public Records Act. Such an acknowledgment may resolve several outstanding issues in Counts I and II of the PRA suit.

Thank you for your consideration of this matter.

Sincerely,  
Christopher Katucki  
Norwich, Vermont



May 21, 2026

## **MEMO RE: 2026 Federal Aid Bicycle and Pedestrian Grant**

Dear Select Board Members,

In February of this year, the Planning Commission authorized an application to the Federal Aid Bicycle and Pedestrian Grant to pursue a scoping study to improve access and safety for people walking and bicycling along the Route 5 South Corridor. The purpose of this memo is to introduce members to the grant application and its intent. The planning commission will come back to the Select Board at their June regular meeting to request action on a municipal resolution in support of the application, due June 12th.

The estimated budget is approximately \$60,000. The funds will primarily go to a consultant who will work with the Town and Planning Commission during the project's lifespan alongside a technical program manager from Two Rivers Ottauquechee Regional Planning Commission (TRORC).

The grant will be administered by the planning department. The planning department requests that the matching funds of twenty percent (20%) be drawn from the Operational Performance and Development Fund, the purpose of which is to *"support reviews of town operations, technical studies, and meeting grant match requirements as needed."*

### **GRANT SYNOPSIS**

**Title:** Norwich – Route 5 South Bike/Ped Scoping Study

**Study Area:** See attached map.

**Purpose:**

The Town of Norwich is seeking funds to conduct a scoping review of bicycle and pedestrian infrastructure options along US Route 5 South, from the Hartford town border to Main Street in Norwich Village. This study will evaluate alignment alternatives, assess existing conditions, identify right-of-way and design constraints, and recommend preferred options for a protected shared-use path or other improvements.

This work builds on unrealized past efforts to improve infrastructure in this key corridor and directly advances recommendations identified in recent Two Rivers-Ottauquechee

Regional Commission (TRORC) planning efforts and supports broader multimodal connectivity goals for both Norwich and the Upper Valley.

Sincerely,

Jaan Laaspere, Chair

Members of the Planning Commission

Jeff Goodrich, Vice Chair

Mary Gorman

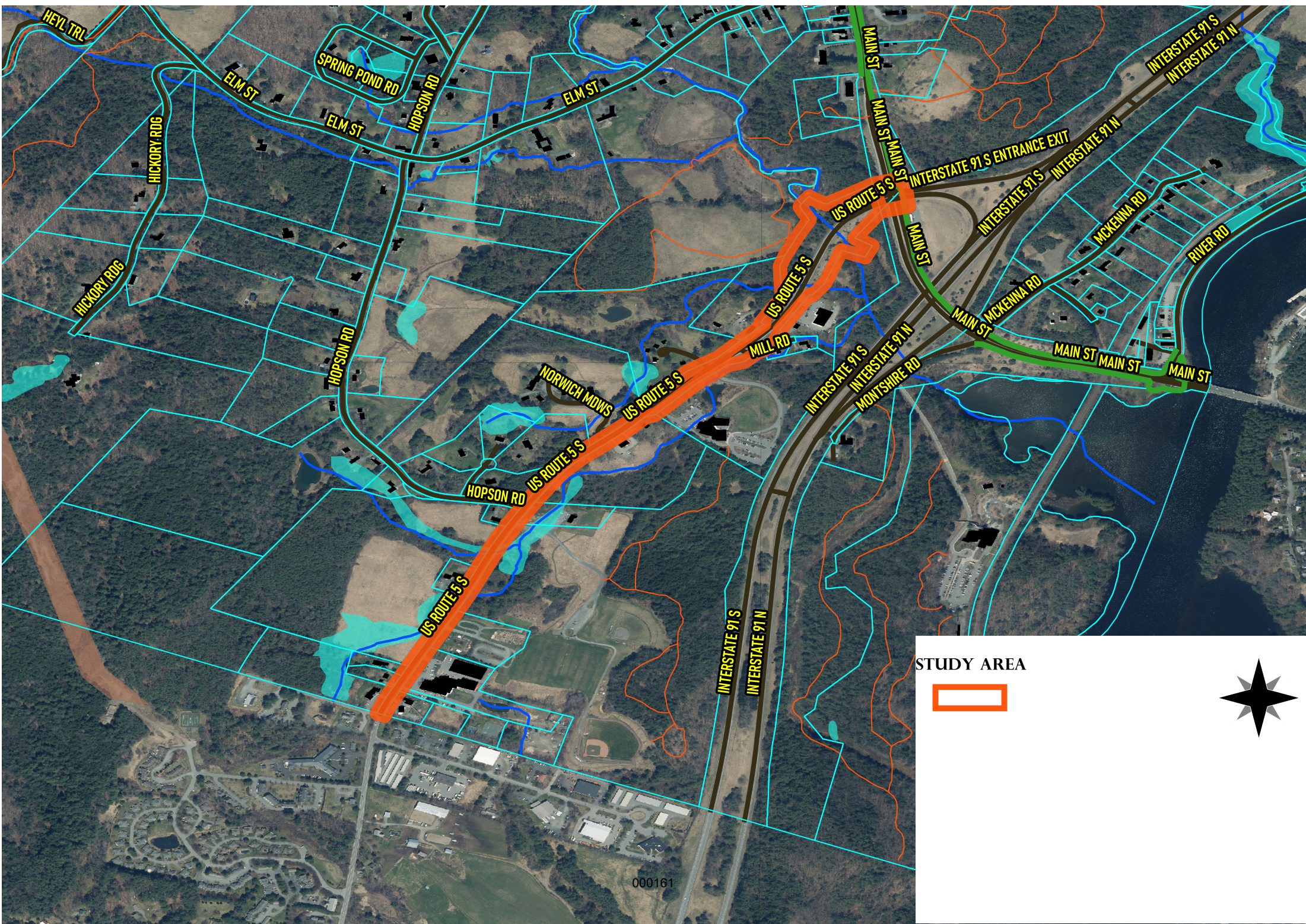
Vincent Crow

Robert Pape

Christian Spalding

Miller Nuttle

Staff: Steven True



STUDY AREA



000161