Norwich Selectboard

Regular Meeting: Wednesday, October 28, 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. Approve Minutes – October 7, 2026 Special Meeting and October 14, 2026 Special and Regular Meetings – Discussion/Possible Motion (5 mins)
5. Change of Informational Meeting Date – Discussion/Possible Motion (10 mins)
6. Memorial Tree Gift Acceptance – Discussion/Possible Motion (10 mins)
7. Conclusion of Town Manager's Annual Evaluation – Discussion/Possible Motion (10 mins)
8. Discussion of Goals & Objectives for 2026-27 TM Evaluation – Discussion/Possible Motion (20 mins)
9. Finance Committee Items – Discussion/Possible Motion(s)
    - Finance Committee Update and Future Priorities (10 mins)
    - Norwich Finance Committee MOU and Charge (10 mins)
    - Town Financial Reporting and FY26 Unaudited Financials (10 mins)
    - Finance Committee Involvement in the Upcoming Budget Process (10 mins)
10. Finance Roles and Responsibilities – Discussion/Possible Motion (15 mins)
11. Town Manager Report – Discussion/Possible Motion (15 mins)
12. Department Reports – Discussion/Possible Motion (10 mins)
13. TM Request for DPW Truck Repair Exceeding $12,001 – Discussion/Possible Motion (10 mins)
14. AP Warrants – Discussion/Possible Motion (5 mins)
15. Receipt of Correspondence – Discussion/Possible Motion (5 mins)
16. Discussion of November 12, 2026 Selectboard Agenda – Discussion/Possible Motion (10 mins)
17. Adjournment – Motion

Future Meeting Dates

Day	Date	Meeting Type	Time & Content	Other Notes
Thursday	11/12/2026	Regular: Zoom & JAM	6:30 p.m. Selectboard business	
Wednesday	11/18/2026	Regular: Zoom & JAM	6:30 p.m. Selectboard business	

Town of Norwich
Minutes for the Special Selectboard Meeting
Wednesday, October 7, 2026

Active Participants at Tracy Hall: Kimo Griggs (Selectboard Chair), Brendan Classon (Selectboard Vice Chair), Matt Swett (Selectboard Member), Mary Layton (Selectboard Member), Rob Gere (Selectboard Member), Brennan Duffy (Town Manager), and Priscilla Vincent.

Active Participants on Zoom: Pam Smith.

Key: *Motions noted in italics*.
Public comment noted in blue.

The meeting was called to order by Chair Griggs at 5:30pm.

YouTube Timestamp: 00:21:26

1. **Agenda**
   Timestamp: 00:22:31

   Classon moved (Layton 2nd) to approve the agenda as presented by the Chair.
   - *Vote: Unanimous*

2. **Public Comments for Items not on the Agenda**
   Timestamp: 00:23:16

   Priscilla Vincent thanked the Board while stating why she was in attendance, knowing that the Selectboard has taken the evaluation process seriously, with what's best for the Town being included in their collective considerations.

3. **Evaluation of Town Manager – Following discussion with Town Manager based on self-evaluation during September 30, 2026 Special Meeting, the Selectboard will meet to further discuss TM self-evaluation, to review and discuss member's individual evaluations and direct-report evaluations before assembling a response of the overall Selectboard. This response will then be shared and discussed with the Town Manager.**
   Timestamp: 00:27:39
   Proposed Executive Session: 00:30:46
   Public Statement: 03:27:00

   Layton moved (Swett 2nd) to state for the record that (1) the Selectboard is conducting the annual performance review of the Town Manager, an evaluation of the public officer and employee of the Town; (2) the review will include

consideration of the Town Manger's self-evaluation, input from direct reports and the individual evaluations completed by Selectboard members; and (3) for tonight's meeting, these matters will be discussed initially among Board members only, after which, at the Chair's direction, the Town Manager may be invited to join the Board's discussion to review its assessment with him.

- *Vote: Unanimous*

Layton (Gere 2nd) moved to enter executive session under 1 V.S.A. § 313(a)(3) to evaluate the Town Manager, a public officer and employee of the Town, as part of his annual performance review. Discussion will be limited to that matter, and no action will be taken in executive session. Discussion will initially be among Board members only, and the Town Manager may be invited to join the session at the direction of the Chair.

- *Vote: Unanimous*

The Selectboard entered executive session at 5:40pm.

Layton moved (Gere 2nd) to enter public session.

- *Vote: Unanimous*

The Selectboard entered public session at 8:37pm.

No action was taken in the executive session. Chair Griggs provided a prepared statement.

4. **Adjournment**
   Timestamp: 03:27:36

Gere (Swett 2nd) moved to adjourn the meeting.

- *Vote: Unanimous*

Meeting adjourned at 8:39pm.

Minutes taken by Steve Schlauch.

Town of Norwich
Minutes for the Special Selectboard Meeting
Wednesday, October 14, 2026

Active Participants at Tracy Hall: Kimo Griggs (Selectboard Chair), Brendan Classon (Selectboard Vice Chair), Matt Swett (Selectboard Member), Mary Layton (Selectboard Member), Rob Gere (Selectboard Member), and Brennan Duffy (Town Manager).

Active Participants on Zoom:

Key: *Motions noted in italics*.

The meeting was called to order by Chair Griggs at 5:32pm.

YouTube Timestamp: 00:00:00

1. **Agenda**
   Timestamp: 00:00:34

   Layton moved (Classon 2nd) to approve the agenda as presented by the Chair.
   - *Vote: Unanimous*

2. **Public Comments for Items not on the Agenda**
   Timestamp: 00:01:05

3. **Consideration of proposed response to potential litigation against the Town by Judy Trussell, including advice from counsel.**
   Timestamp: 00:01:14
   Proposed Executive Session: 00:04:06
   Public Statement: 00:57:25

   Classon moved (Gere 2nd) to find that premature public knowledge of attorney-client communications concerning pending litigation against the Town by former Town employee Judy Trussell would place the Selectboard at a substantial disadvantage, including potentially by waiving client privilege and disclosing confidential information.
   - *Vote: Unanimous*

   Layton moved (Swett 2nd) to enter executive session for attorney-client communications and discussion of pending litigation against the Town by Judy Trussell, under 1 V.S.A. § 313(a)(1)(E) and (F). The Town Manager and Legal Counsel were invited to join.
   - *Vote: Unanimous*

The Selectboard entered executive session at 5:37pm.

Layton moved (Swett 2nd) to enter public session.
- *Vote: Unanimous*

The Selectboard entered public session at 6:30pm.

No action was taken in the executive session.

4. **Adjournment**
   Timestamp: 00:57:52

   Layton (Swett 2nd) moved to adjourn the meeting.
   - *Vote: Unanimous*

   Meeting adjourned at 6:31pm.

   Minutes taken by Steve Schlauch.

Town of Norwich
Minutes for the Selectboard Meeting
Wednesday, October 14, 2026

Active Participants at Tracy Hall: Kimo Griggs (Selectboard Chair), Brendan Classon (Selectboard Vice Chair), Matt Swett (Selectboard Member), Mary Layton (Selectboard Member), Rob Gere (Selectboard Member), Tracey Thaler, Cheryl Lindberg (Lister), Jim Faughnan, Bob Fisken, and Rafe Steinhauer.

Active Participants on Zoom: Brennan Duffy (Town Manager), Lily Trajman (Town Clerk), Nan Carroll, and Lindsay McClure Miller.

Key: *Motions noted in italics*.
Public comment noted in blue.

The meeting was called to order by Chair Griggs at 6:35pm.

YouTube Timestamp: 01:02:04

1. **Agenda**
   Timestamp: 01:02:28

   Chair Griggs proposed removing the agenda items 12, 13, and 14 due to there being no supporting documentation. Adding an update on the Gile Mountain Parking Lot to the agenda list was also proposed.

   Layton moved (Gere 2nd) to approve the agenda as amended to include item #5 Gile Mountain Parking Lot Update, and removal of items #12, #13, #14.
   - *Vote: Unanimous*

2. **Chair's Report**
   Timestamp: 01:06:09

   Chair Griggs provided a summary of occurrences that happened since the last meeting, which included two Special Meetings that transpired, as well as site visits with the BCA.

3. **Public Comments for Items not on the Agenda**
   Timestamp: 01:06:24

   Cheryl Lindberg, Lister, provided a detailed update on changes requiring Listers to work hours that are unbudgeted. Act 170 of 2026 made changes to the information that municipalities are required to submit to the Education Grant List, requiring that municipalities, in 2027, must complete a separate column on the Education Grand

List that shows the number of dwelling units on each parcel. Currently, the mandate is unfunded, and no state funds are being allocated to the Town for the additional workload. However, extra training has begun with the first class occurring on October 19th, 2026. There will be a new Form HS-122 to assist with identifying property owners with an additional dwelling unit (ADU).

4. **Approve Minutes – September 23, 2026 Special and Regular Meetings, and September 30, 2026 Special Meeting**
   Timestamp: 01:12:57

   Layton moved (Swett 2nd) to approve the Minutes of the September 23, 2026 Special Selectboard Meeting as presented.
   - *Vote: Unanimous*

   Swett moved (Layton 2nd) to approve the September 23, 2026 Regular Selectboard Meeting as presented.
   - *Vote: Unanimous*

   Gere moved (Layton 2nd) to approve the September 30, 2026 Special Selectboard Meeting as presented.
   - *Vote: Unanimous*

   Griggs moved (Layton 2nd) to table item #5 Affordable Housing Committee Appointment.
   - *Vote: Unanimous*

5. **Gile Mountain Parking Lot Update**
   Timestamp: 01:17:05

   Brennan Duffy, Town Manager, provided an update that included information that was received from the Town's DPW foreman pertaining to the trail committee request. It was confirmed that the proposed ditching operation will require an excavator that the Town will have to rent, with the project beginning later in the spring of 2027.

   Jim Faughnan stated that it would be great if the Town were able to do a band aid fix to the parking lot in order to avoid potential lot closure in April and May of 2027 due to the current drainage ditch being leveled with the parking lot. Relatedly, Bob Fisken shared an experience concerning the ditch in question and the Town backhoe operator that occurred during the summer of 2026. Layton responded with a suggestion for the Town to hire a contractor to complete the small request this year.

   Cheryl Lindberg sought an explanation on where potential funding would come from, and if such funding had been budgeted. Chair Griggs elaborated on the

proposed budget of $3,000 from the Town highway budget and DPW staff participation.

6. **448 Main Street Water Issue**
   Timestamp: 01:28:05

   Chair Griggs and the Town Manager, Brennan Duffy, sought further direction for who would pay for the mitigation of the water issue due to the property owner, Rafe Steinhauer, stating that the operations for handling the issue should be overseen by the Town. Rough estimates for fixing the issue were estimated at $10,000 for engineering costs and $10,000 to $15,000 for construction costs.

   Layton offered legal questions and asked if the water issue could possibly be considered a small, natural disaster, which propelled a lengthy discussion with all Selectboard members and the Town Manager pertaining to potential cost sharing, Town funding, legal action, and further details about the history of the house on the property. The Town Manager shared that a 75/25 cost split had been proposed, with the property owner paying 75% and the Town paying 25% of the cost. However, Rafe Steinhauer, property owner, said that he would be willing to accept the decision of the Selectboard, leading to Gere suggesting a 50/50 split.

   Cheryl Lindberg countered with a concerned perspective regarding Town responsibility for property requests, highlighting other existing property issues in the Town. Chair Griggs disagreed with the statement, asserting that the water issue at hand could be a future liability for the Town. Nan Carroll offered a quick clarification on Vermont real estate transactions and disclosures, which are not required.

   The in-depth conversation closed with the property owner, Rafe Steinhauer, agreeing to a 50/50 payment split with the Town, with the precise details being worked on and confirmed between the Town Manager and Rafe Steinhauer.

   Griggs moved (Layton 2nd) to empower the Town Manager to resolve the continuing ground-water abatement issues at 448 Main Street in Norwich by agreeing to a 50/50 cost sharing agreement with the owner of the property. Initially, Griggs made a motion that was briefly halted due to the property owner seeking further clarification on decisions being made for potential cost overrun. The motion was then completed following a brief discussion.
   - *Vote: Unanimous*

7. **Illsley Road Options for Road Classification or Policy Change**
   Timestamp: 02:15:10

   Layton moved (Gere 2nd) to accept the Town Manager's recommendation to adopt a new Town Policy at the earliest possible date directing the Norwich Road Foreman

to seasonally close a section of Class 4 Illsley Road (as shown on a map on page 41 of the 14 October 2026 Selectboard packet) on the South side of the proposed new bridge, to all wheeled traffic for the three-month period March 1 to June 1 each year henceforth.

- *Vote: Unanimous*

Following the motion but not the final vote, Tracey Thayler, the landowner, stated that they did not envision a movable barrier as a solution for the bridge issue. Thus, the Town Manager, Brennan Duffy, proposed the installation of a permanent barrier as a solution for the landowner's concern, which would not allow motorized vehicles across the bridge during specific dates each year.

8. **Town Clerk Request to Spend from Fund #45**
   Timestamp: 02:26:51

   Lily Trajman, Town Clerk, explained the need for the proposed purchase and fund information.

   Swett moved (Layton 2nd) to authorize the expenditure of up to $4,650.00 from the Restoration and Preservation Reserve Fund #45 for the purchase of a scanner and label printer to serve the Town in the office of the Town Clerk.

   - *Vote: Unanimous*

9. **Affordable Housing Subcommittee Appointment**
   Timestamp: 01:16:20 (tabled)
   Timestamp: 02:30:59 (discussed)

   Lindsay McClure Miller shared their interest in joining the subcommittee.

   Swett moved (Gere 2nd) to approve the appointment of Lindsay McClure Miller to membership on the Affordable Housing Subcommittee, a subcommittee of the Norwich Planning Commission, for the appropriate term length.

   - *Vote: Unanimous*

10. **TM Recommendation for Winter Road Salt Vendors**
    Timestamp: 02:38:46

    Stemming from a comment made by Layton regarding the shipping of salt, a brief discussion transpired revolving around low energy options for future transport.

    Layton moved (Swett 2nd) to accept the recommendation to award the FY 2027 Winter Road Salt contract to Cargill Incorporated and Eastern Salt Company and to authorize the Town Manager to complete the applicable contract agreements.

    - *Vote: Unanimous*

11. **TM Recommendation for Winter Sand Vendor**
    Timestamp: 02:44:50

    Layton moved (Swett 2nd) to accept the recommendation to award the FY 2027 Winter Sand contract to Pike Industries and to authorize the Town Manager to complete the applicable contract agreements.
    - *Vote: Unanimous*

12. **Tracy Hall Emergency Backup Generator Recommendation**
    Timestamp: 02:46:13

    Gere mentioned adding battery powered backup systems as additional options in tandem with utilizing a backup generator in the future.

    Swett moved (Layton 2nd) to accept a bid from Brook Field Services to replace the backup emergency generator at Tracy Hall as recommended by the Town Manager for an amount not to exceed $90,000.00, funds to be taken from Generator Fund #46 and Tracy Hall Fund #13.
    - *Vote: Unanimous*

13. **AP Warrants**
    Timestamp: 02:57:23

    Swett moved (Layton 2nd) to approve AP Warrant #1531 in the amount of $191.50 to be paid from the General Fund, AP Warrant #1532 in the amount of $387.62 to be paid from the General Fund, AP Warrant #1533 in the amount of $84,906.50 to be paid from the General Fund, and AP Warrant #1534 in the amount of $16,000.00 to be paid from the Opioid Settlement Fund #56.
    - *Vote: Unanimous*

14. **Receipt of Correspondence**
    Timestamp: 02:59:39

    Chair Griggs shared a detailed list of correspondence material.

    Swett moved (Layton 2nd) to receive all correspondence.
    - *Vote: Unanimous*

15. **Discussion of Changing First Selectboard Meeting in November**
    Timestamp: 03:02:01

    The Selectboard discussed changing the November meeting date due to the scheduled date falling on Veteran's Day.

Swett moved (Layton 2nd) to change official date of the first regular November meeting of the Selectboard from November 11 to November 12.

- *Vote: Unanimous*

16. Discussion of October 28, 2026 Selectboard Agenda

Timestamp: 03:07:27

The Selectboard discussed, then curated a draft list of upcoming agenda items.

17. Adjournment

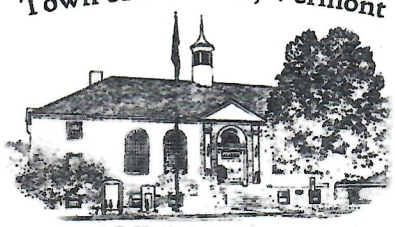
Classon moved (Swett 2nd) to adjourn the meeting.

- *Vote: Unanimous*

Meeting adjourned at 8:50pm.

Minutes taken by Steve Schlauch.

Town of Norwich, Vermont



CHARTERED 1761

MEMO

To: Norwich Selectboard
From: Brennan Duffy, Town Manager

Date: October 21, 2026
Re: Recommendation to accept memorial tree donation

In accordance with the Town's Gift Policy, I have met with a Norwich resident, Watt Alexander, who is leading a group of local soccer players who wish to donate a memorial tree to the Town. The tree would be placed in a central location at Huntley Meadow Athletic Fields and commemorate a deceased friend and soccer participant.

Please see attached a brief summary submitted by Mr. Alexander as well as a map of Huntley Meadow depicting the planned location for the tree.

The location has been inspected by the Town Manager and Recreation Director and appears to be a good spot which will provide future shade for the area and will not interfere with any existing athletic fields or operations.

This gift would not incur any Town cost or direct involvement, as the planting and initial upkeep has been pledged by the local soccer group.

I would recommend that the Selectboard accept this gift of the memorial tree to be place in Huntley Meadow in May of 2027.

Thank you for your consideration of this topic.

Brennan Duffy

From: Watt Alexander <wattalexander@me.com>
Sent: Monday, October 12, 2026 4:14 PM
To: Brennan Duffy
Cc: Brie Swenson
Subject: Memorial Tree for Huntley Meadow

I'm writing to summarize a gift a group of local soccer players wish to make to the town in memory of a fellow player and Norwich resident, Christine McDonough, who passed away in December 2024.

A group of us have played a regular Sunday pick-up game at Huntley for more than thirty years - long enough to have the children of some players become regulars themselves.

As summers have grown warmer we've found we need to move our games at times earlier in the day to avoid the afternoon heat. Even then, we all notice there is very limited shade available for those playing on the central fields.

Christine's untimely passing inspired a group of us to propose planting a canopy shade tree in a central spot which would not interfere with the existing field set-up but could afford shade to anyone using the fields - we hope - for decades to come.

Brie Swenson and Brennan Duffy have reviewed our proposal and given feedback on the siting and characteristics of the tree, resulting in the following offer as a gift to the Town in memory of Christine McDonough:

We offer to:

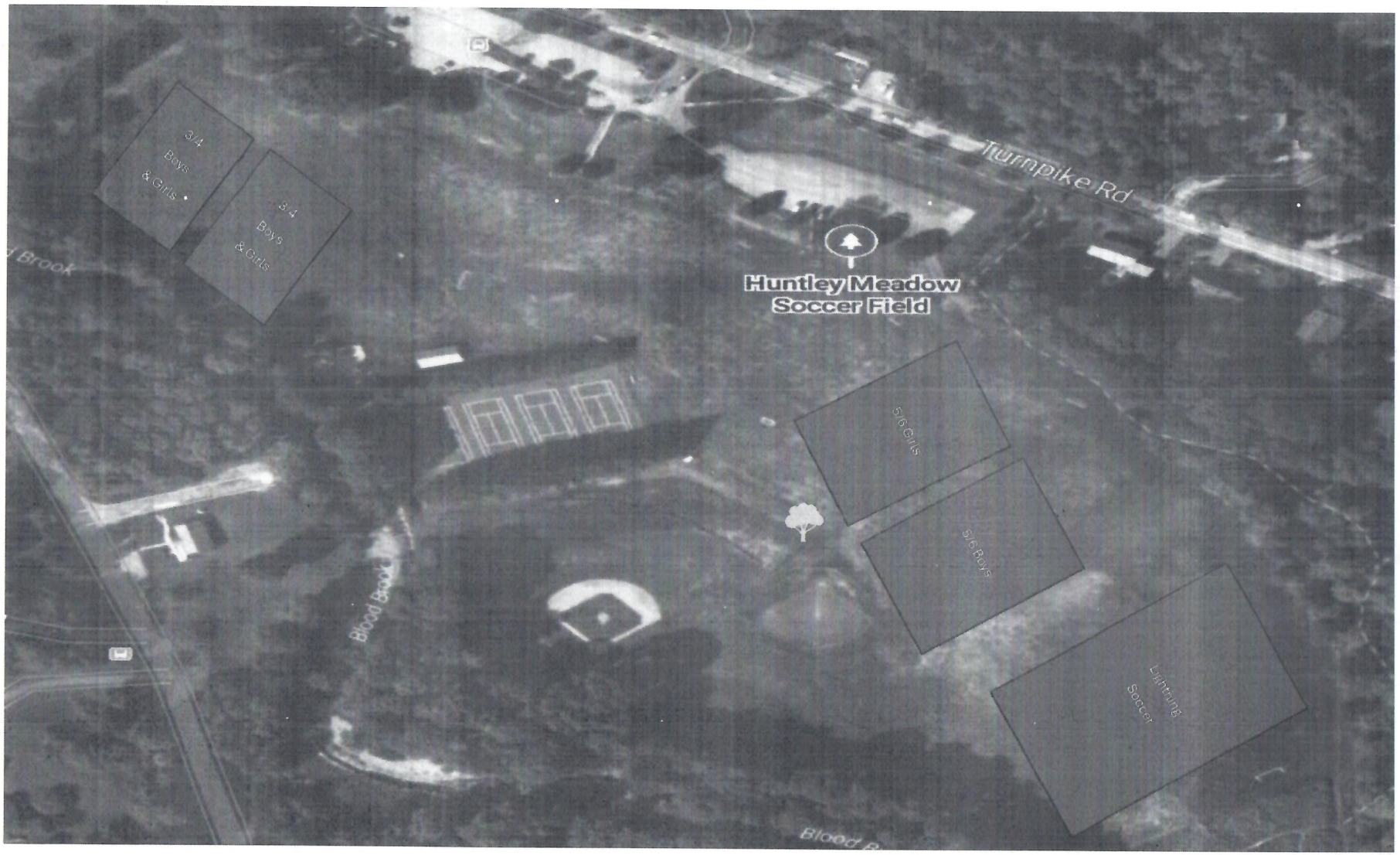
- Purchase a Red Sunset Red Maple cultivar ~ 2" caliper and 10'-12' tall in late Winter 26-27 for May delivery funded entirely through donations from our group;
- Prep site, stake and plant tree in May 2027 using volunteer labor;
- Maintain summer watering schedule through Summer 2027 and 2028 to establish deeper root system using private well water and volunteer labor.

After two years of active watering, we're hoping the tree will be well-established and able to weather all but the most severe drought. We recognize any drought emergency watering in subsequent years will also depend on volunteer labor and private well water.

Please let me know if you require any further information to be able to approve and receive this gift to the Town.

Thank you for your consideration,

Watt Alexander



2026 Huntley Field Map

Norwich Town Manager Goals

Mary Layton

Time line: 10/26 to 10/27

1. Show evidence of active collaboration with the Norwich Finance Committee to prepare the 2027/28 budget. Share and understand with the public the positions of the NFC and communicate to the public the basis for decisions that inform creation of the budget. Prepare a Power Point Deck in collaboration with the Norwich Finance Committee and Norwich Selectboard that can be shared with the public in time for the Information Meeting.
2. Communicate with the public as a minimum on a biweekly basis or more frequently via the listserve as needed to keep the voters informed about progress on projects. A robust Town Manager's report should be the regular biweekly update with additional updates as needed. Include verbiage, photos, videos. Invite departments, commissions, committees to share photos and vignettes of accomplishments.
3. Develop a positive public relationship with the Norwich public. Communicate a sense of support for and pride in the community. Find or be provided with a mentor ASAP to strategize and support these efforts.
4. Take action on smaller projects with a public "face" that improve morale in the public eye. Paint the Tracy Hall front door, repair the notice board, clear the ditch at the Gile Mountain Trail parking lot, repair the hose bib on Tracy Hall.
5. Find ways to develop a better working relationship with elected officials, in order to build a sense of "Team Norwich." Communicate in ways that foster common goals and understandings.
6. Receive support and help guide the Selectboard in their efforts to develop policy that will guide decision making. The Public Record Act Policy, Financial Roles Policy, Reimbursement Policy need to be developed and finalized.

Setting Goals for the Town Manager and Selectboard 22 October 2026

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 or 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 spoke to 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.

Setting Goals for the Town Manager and Selectboard 22 October 2026

Proposed Town Manager Goals & Objectives

Communication: Greater Transparency. Messaging with Town. Engagement.

- Find effective ways 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 all documents and media
  - Email addresses provided for all employees, officials, committees etc.
  - 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?)
- Improve accessibility while working remotely, identify times when uninterrupted hours need to be scheduled
- For the Selectboard: Provide access real-time access to packet materials to assist with agenda-setting and improve response time
- For the Selectboard: Clarify what information can be provided to members by Assistant TM
- For the 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?

Kimo Griggs
22 October 2026

MEMORANDUM

TO: Norwich Selectboard
FR: Matt Swett
DA: 10.22.26
RE: Town Manager's Goals & Objectives 2026-2027

For our agenda discussion on the Town Manager's next twelve months, I offer the following three overarching goals and twelve corresponding performance objectives.

Goal #1: MANAGEMENT: Improve the management, performance, and benefits of human resources in Norwich.

Statutory Basics: The Town Manager will perform and execute the statutory duties required to run the town.

Recruitment & Retention: The Town Manager will work to maintain a fulfilling work environment focusing on retention and attraction of qualified employees.

Managing the Expected: The Town Manager will appropriately manage and oversee the day-to-day functioning of town business to maintain the expected levels of services.

Managing the Unexpected: The Town Manager will attend to unforeseen disasters, events, and legal issues affecting the town. These issues may take precedence, use limited time and resources and otherwise impair achievement of other agreed upon goals and objectives. The Town Manager will provide efficient and timely responses, documented protocols for response, and communication with town and governmental entities.

Financial Management: The Town Manager, Finance Director and Selectboard will work together with the Finance Committee Chair to best utilize the committee as a group that can provide supportive analysis and recommendations for long term planning, and gauging the taxpayer's expected levels of services versus reasonable costs to deliver. The purpose of this performance objective is because a smoothly functioning Finance Committee is integral to the creation of a financially sound Town Plan update and can serve as a valuable resource for many town departments.

Goal #2: THE TOWN: Assess our public infrastructure and propose maintenance and/or improvements that recognize and support the dreams people have for Norwich.

Prioritize Energy Efficiency: The Town Manager will work to identify, evaluate and provide actionable recommendations to the Selectboard for how the town can improve its energy efficiency. This could include recommendations for electric mowing and grounds maintenance equipment, grants for charging stations, purchasing options for electric or hybrid vehicles, and installation of solar panels on town buildings. The purpose of this performance objective is to view every appropriate purchase or initiative through the lens of energy efficiency.

Maintain Tracy Hall: The Town Manager will work to identify, prioritize and complete regular maintenance projects in and around Tracy Hall as we evaluate a larger, long-term renovation plan. This currently includes completing major in-process projects like refurbishing the elevator and replacing the generator. This could also include painting exterior trim, replacing storm windows, replacing exterior doors and locking mechanisms, and repairing and painting the town notices board. Due to the parallel planning for the renovation, this performance objective must be done in conjunction with the Selectboard, but the Town Manager should be proactive in making recommendations.

Improve Facilities at DPW: The Town Manager will work in coordination with all applicable stakeholders to begin a planning process which will study and provide recommendations for building and site improvements at the Department of Public Works facility. This will better protect equipment assets and ensure a safe and efficient work environment for town employees. It is possible that this task fits better in the upcoming Town Plan revision, so we should discuss the value of speed of completion vs. master planning.

Goal #3: COMMUNICATION – Good communication with the Selectboard and the community will serve everyone's best interest.

Increased Communication: The Town Manager should increase communication updates with the Selectboard and with the community. This could include a Town Manager's report to the Selectboard at every meeting when appropriate and a digest of the two reports to be sent through the Town's community email list every month. Not only are updates interesting, appreciated and serve to highlight all of our great departments, but they serve to offset the misinformation and misunderstanding that can fill the void of silence in the public domain.

Excellent Customer Service & Greater Community Presence: The Town Manager's goals should be for each community member to feel listened to, understood, and treated promptly, fairly, and respectfully, even when the outcome is not what they want. The Town Manager should participate in Norwich community events whenever possible so he can take the pulse of our town. By stating these two goals, I am not implying that they are not his personal goals already, but I am naming their importance and setting them as a priority.

Improve Capital Replacement Spending Plan Presentation: The Town Manager and Finance Director will compile, create and present to the Selectboard a packet of our capital replacement spending plan. The packet should include: an overview spreadsheet showing all the planed reserve fund appropriations for the next 5-10 years, capital replacement plans for vehicles and equipment for all appropriate departments, and all available plans for infrastructure maintenance and replacement. This performance objective is important because the Selectboard is required by our Capital Budget Policy to review and approve of the town's plan annually.

Upgrade Town Website: Upon completion of the Town of Norwich Website Upgrade Working Group, the Town Manager will supervise and lead this project to completion. It is noted that the scale, difficulty and timeline of this project is still yet to be determined and this goal may only be achievable after the Town Manager's 2027 evaluation.

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 (24 V.S.A. § 1233).
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 on-going 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 Officer 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.

Outlook

Finance Committee – Request for Selectboard Agenda Discussions

From Steven Hepburn <stevenjhepburn@gmail.com>
Date Sat 10/17/2026 9:02 AM
To Select Board <selectboard@norwich.vt.us>; Kimo Griggs <kimogriggsnorwichselect@gmail.com>; Matt Swett <mswettselectboard@gmail.com>; Brendan Classon <bjclasson.norwichsb@gmail.com>; robert.gere.norwich@zohomail.com <robert.gere.norwich@zohomail.com>; marydlayton.selectboard@gmail.com <marydlayton.selectboard@gmail.com>

1 attachment (41 KB)
6-17-26 Memo Finance Committee Update for Selectboard.docx;

Dear Selectboard Members,

I'm writing on behalf of the Finance Committee to follow up on our June 2026 update and request that several related matters be placed on an upcoming Selectboard agenda for discussion.

1. Finance Committee Update and Future Priorities

In June, the Committee submitted a report summarizing work completed since its reconstitution, outstanding requests and proposals, and potential future assignments. We requested an opportunity to discuss the report with the Selectboard, particularly regarding the Committee's role, priorities, and how the Selectboard would like to utilize the Committee going forward.

We would welcome the opportunity to revisit that discussion and receive further direction.

2. Norwich Finance Committee MOU and Charge

Following the Selectboard's June discussion and subsequent collaboration with Norwich School Board Chair Garrett Palm and Selectboard member Brendan Classon, revised drafts of the Memorandum of Understanding (MOU) between the two boards and the Finance Committee Charge have been developed.

Garrett has confirmed that the Norwich School Board reviewed and approved its proposed revisions at its October meeting. I will separately forward his latest correspondence and the revised documents for the Selectboard's consideration.

We would appreciate an opportunity for the Selectboard to review and discuss the proposals, with the aim of agreeing on the Committee's governance structure, charge, and next steps.

3. Town Financial Reporting and FY26 Unaudited Financials

At a recent Finance Committee meeting, members discussed the Town's regular financial reporting and identified opportunities to improve the explanatory narrative accompanying monthly financial

statements, particularly regarding significant budget-to-actual variances, subsequent adjustments, and emerging financial trends.

We would like to propose that, when monthly financial statements are included in Selectboard packets, they be accompanied by a more detailed narrative highlighting material variances, their causes, and any anticipated year-end implications. A Finance Committee representative could be available to participate in Selectboard discussions of these reports where helpful.

Additionally, the Committee would appreciate receiving the FY26 unaudited year-end financial statements for review, along with any available explanatory analysis of significant variances from the approved budget.

4. Finance Committee Involvement in the Upcoming Budget Process

With the FY28 budget development process approaching, the Committee would welcome discussion about how it could most usefully assist the Selectboard and Town Administration.

Potential areas of support could include reviewing departmental budget submissions, examining historical spending trends, comparing proposed expenditures with service levels and priorities, evaluating longer-term financial implications, and providing independent analysis on specific questions identified by the Selectboard.

We recognize the importance of maintaining clear responsibilities between the Selectboard, Town Administration, and the Finance Committee, and would appreciate early direction on where our involvement would be most valuable.

These matters are closely related, and we believe discussing them would help establish clearer expectations, improve financial transparency, and enable the Committee to contribute more effectively to the Town's financial governance.

Could these items please be scheduled for discussion at an upcoming Selectboard meeting, with the relevant correspondence and documents included in the meeting packet? We recognize that they may require more than one meeting.

Thank you for your consideration.

Best regards,

Steven Hepburn
Chair, Norwich Finance Committee

---------- Forwarded message ---------
From: **Steven Hepburn** <stevenjhepburn@gmail.com>
Date: Thu, Jun 18, 2026 at 8:00 AM
Subject: Finance Committee Update for June 24 Selectboard Meeting
To: Select Board <selectboard@norwich.vt.us>, Kimo Griggs <kimogriggsnorwichselect@gmail.com>, <robert.gere.norwich@zohomail.com>, <bjclasson.norwichsb@gmail.com>, <marydlayton.selectboard@gmail.com>, <mswettselectboard@gmail.com>

Dear Selectboard Members,

Attached is a Finance Committee update summarizing work completed since the Committee's reconstitution, including assignments undertaken at the direction of the Selectboard, efforts to engage with Town Administration and the Norwich School Board, outstanding requests, and potential future tasks that the Committee could undertake if desired by the Selectboard.

As the Committee approaches the end of its first year following reconstitution, I believe it would be helpful to have a discussion regarding the Committee's future role, priorities, and how the Selectboard would like to utilize the Committee going forward. While Selectboard members have consistently expressed support for the concept of a Finance Committee, the Committee has received relatively few assignments and several submitted work products and proposals have not been discussed. The attached report is intended to provide context for that discussion.

Miranda - please include this email and attached report in the June 24, 2026 Selectboard packet.

Kimo - would it be possible to place it on the agenda for discussion?

Thank you for your time and consideration. The Committee appreciates the opportunity to serve the Town and remains available to undertake additional work as directed by the Selectboard.

Respectfully,

Steven Hepburn
Chair, Norwich Finance Committee

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Finance Committee Update for Selectboard

Since its reconstitution, the Finance Committee has sought to support the Selectboard through research, analysis, and exploration of how the Committee might contribute to Norwich's financial governance. This update summarizes work completed to date, efforts undertaken at the direction of the Selectboard, outstanding requests and areas where further Selectboard direction may be helpful, and potential future tasks that could be assigned to the Committee.

Completed Work and Outstanding Matters

The following items represent work undertaken by the Finance Committee at the request or direction of the Selectboard, together with related follow-up activities and outstanding matters.

1. Comparable Towns Report 2026

Comparable Towns Report (Appendix 1) was emailed to Selectboard Members on February 17th 2026, and was included in the Selectboard Packet February 25th as correspondence with no substantial discussion. Whilst the committee endeavored to provide information rather than conclusions, the Committee believes there are several questions that could be explored by the Selectboard if they so choose, for example:

- Why does Norwich maintain one of the larger municipal budgets among comparable towns with similar populations, and what service levels or policy choices account for those differences?
- Does Norwich's current administrative staffing structure provide value commensurate with its cost when compared to peer communities with leaner organizations?
- What are the long-term financial implications of maintaining and expanding an independent municipal police department compared to alternative service delivery models used by other Vermont towns?

2. Financial and Strategic Information

A memo requesting Financial and Strategic Information (Appendix 2) was emailed to the Selectboard Chair and included in the August 27, 2025 Selectboard packet as correspondence. To date, the Selectboard has not discussed the request.

In subsequent email exchanges, the Selectboard Chair acknowledged that the requested information would be useful and described the request as a comprehensive framework that could potentially support annual budget analysis and reporting. However, concerns were raised regarding staff capacity, the scope of the request, and the need to build trust between the Finance Committee, Town Manager, and staff.

The Chair indicated that the Town Manager had concerns regarding the request in its current form and suggested that the matter be discussed by the full Selectboard. To date, no such discussion has occurred.

The Finance Committee subsequently sought clarification regarding whether any of the requested information already existed and could be shared in its current format, noting that much of the information appeared to be public in nature.

The Committee was ultimately directed by the Selectboard Chair to rely on publicly available sources, such as town reports and Selectboard packets, to support its work.

Following a meeting between the Finance Committee Chair, Town Manager and Finance Director on March 26, 2026, the request was forwarded to both officials for consideration. To date, the Committee has not received a substantive response or further discussion regarding the requested information.

3. Budget Surplus and Deficit Review

On January 7, 2026, the Finance Committee submitted a memorandum to the Selectboard requesting to be tasked with reviewing best practices related to the treatment of municipal budget surpluses and deficits (Appendix 3). The memorandum proposed researching topics including the appropriate use of one-time surpluses, approaches to addressing operating deficits, reserve fund practices, tax stabilization strategies, distinctions between recurring and one-time revenues and expenditures, and decision-making frameworks that promote transparency, consistency, and long-term fiscal sustainability.

The memorandum was included in the January 28, 2026 Selectboard packet as correspondence. To date, the Selectboard has not discussed the request or assigned the proposed work. The Finance Committee continues to believe that a review of surplus and deficit management practices could provide useful context for future discussions regarding fund balance policy, reserve levels, budget development, and long-term financial planning.

4. Engagement with Town Administration

Following discussion at the March 11, 2025 Selectboard meeting, the Selectboard unanimously tasked the Finance Committee Chair to meet with the Town Manager and Finance Director to discuss how they could work together collaboratively over the coming year. Selectboard members described this as an opportunity to begin building relationships and identify productive ways for the Finance Committee to support the Town. Pursuant to that direction, the Finance Committee Chair met with the Town Manager and Finance Director on March 26, 2026 for approximately ninety minutes.

While the discussion was cordial, it quickly focused on specific operational and budget topics, and the Finance Committee Chair's overall impression was that there remained differing views regarding the potential role and value of the Finance Committee.

Following the meeting, the Finance Committee Chair provided examples of public budget and staffing information made available by the Norwich School District, forwarded a previously submitted request for financial and strategic information, and highlighted examples of how policy, operational decisions, and long-term financial planning intersect.

In follow-up correspondence, the Finance Committee Chair sought to identify common principles around transparency, resident engagement, informed decision-making, and timely budget development.

A subsequent request for a follow-up meeting was made on May 11, 2026 following notice of the Finance Director's resignation. The Finance Director declined further meetings, citing limited remaining time before departure, uncertainty regarding the Finance Committee's charge, concerns about the lack of clearly defined goals, responsibilities, and boundaries for the Committee, and the potential impact on both the Finance Office and incoming Finance Director.

The Finance Director also noted that relations between the Finance Office and Finance Committee had historically been strained and expressed concern that additional engagement without clearer direction from the Selectboard could create further challenges. No further meetings were scheduled.

5. Engagement with Norwich School Board

Following a March 11, 2026 Selectboard directive that the Finance Committee Chair engage with the Norwich School Board Chair regarding future collaboration, the Finance Committee Chair and Norwich School Board Chair exchanged correspondence and discussed potential paths forward. The School Board Chair expressed strong support for the existence of a Norwich Finance Committee and for increased involvement by the Committee in school budget matters, noting that the absence of a functioning Norwich Finance Committee had limited participation in the Dresden Finance Committee for several years. Discussions included possible approaches for Finance Committee observation of the school budget process, future joint appointments by the Selectboard and School Board, participation in the Dresden Finance Committee, and the development of a memorandum of understanding between the boards.

The School Board Chair also raised governance concerns regarding the current structure of the Norwich Finance Committee, arguing that a committee appointed

solely by the Selectboard should not be tasked with advising the School Board without School Board involvement in appointments and governance. He referenced prior memoranda of understanding and committee structures that had contemplated joint appointments by both boards and suggested that re-establishing a jointly appointed committee would represent a more sustainable long-term solution. Despite differing perspectives on governance structure, both parties expressed support for greater collaboration, information sharing, and public engagement in school and municipal financial matters.

The Finance Committee Chair will continue to work with the Norwich School Board Chair to provide an updated Memorandum of Understanding for review by the Selectboard.

Possible Future Tasks for the Finance Committee

1. **Finance Committee Charge Review**
   Multiple stakeholders, including members of the Norwich School Board, Town Administration, and Finance Committee, have expressed concerns regarding the current Finance Committee charge and governance structure. The Selectboard may wish to review whether the current charge remains fit for purpose and consider alternative structures, including joint appointments by the Norwich Selectboard and Norwich School Board, revised membership provisions, and reporting relationships.

2. **Audit Committee**
   Consider establishing an Audit Committee to review draft audit documentation and findings prior to presentation to the Selectboard. Membership could include representatives from town staff, the Selectboard, the Finance Committee, and members of the public with relevant financial, accounting, or audit experience.

3. **Town Credit Card and Credit Exposure Review**
   During the April 8, 2026 Selectboard meeting, the Town Manager indicated that use of the Town credit card may have the potential to impact his personal credit score. The Selectboard may wish to review the current arrangement and evaluate whether it aligns with municipal finance best practices and appropriate internal controls.

4. **Audit Presentation and Financial Reporting Review**
   During the February 11, 2026 audit presentation, the Town Auditor suggested that the Treasurer, Finance Committee, and Finance Office work together to explore opportunities to make financial information and budget presentations more understandable to residents and non-financial audiences.

5. **General Fund Balance and Master Financial Policy**
   As year-end financial results become available, the Finance Committee could assist the Selectboard in monitoring projected and actual General Fund balances, comparing reserve levels to targets established in the Master Financial Policy, and evaluating the long-term implications of fund balance decisions.

6. **Budgeting Best Practices**
   Review current Town budgeting practices against guidance published by

organizations such as the Vermont League of Cities and Towns (VLCT) and the Government Finance Officers Association (GFOA) to identify opportunities for improvement.

7. **Budget Development and Review Process**
   Evaluate whether opportunities exist for earlier engagement between the Selectboard, department heads, and Finance Committee during the annual budget process, including participation in Selectboard department budget presentations and question-and-answer sessions.
8. **Financial Professional Development**
   Review opportunities for ongoing professional development related to municipal finance, budgeting, financial reporting, internal controls, and governance for elected officials, committee members, and relevant staff.

9. **Monthly Financial Review**
   Review monthly financial reports and provide observations, questions, or areas of potential concern to the Selectboard for consideration.

10. **Financial Goals and Performance Measures**
    Assist the Selectboard in developing financial goals, policies, and performance measures that support long-term fiscal sustainability, transparency, and effective stewardship of public resources.

11. **Capital Planning and Capital Improvement Program (CIP)**
    Review the Town's capital planning process, reserve funds, and long-term infrastructure needs to help ensure that future capital expenditures are planned, funded, and communicated transparently.

12. **Financial Policies Review Cycle**
    Establish a periodic review process for major financial policies, including the Master Financial Policy, purchasing policies, reserve policies, debt policies, and investment policies, to ensure they remain current and aligned with best practices.

13. **Grant and External Funding Review**
    Monitor significant grant opportunities, external funding sources, and associated financial obligations to help the Selectboard understand both opportunities and long-term commitments.

14. **Financial Transparency and Public Communication**
    Explore opportunities to improve public understanding of Town finances through dashboards, summary reports, budget guides, educational materials, and public presentations.

15. **Budget Transparency and Reporting Standards**

    Review opportunities to standardize the format and timing of budget presentations, budget-to-actual reporting, staffing summaries, reserve fund reporting, and capital project updates in order to improve consistency, transparency, and public understanding.

Examples of Finance and Budget Committees in Vermont Municipalities

During discussions regarding the Norwich Finance Committee, questions have been raised about the usefulness and value of municipal finance or budget committees. While structures vary considerably across Vermont, many municipalities continue to utilize finance committees, budget committees, or similar advisory bodies to support elected officials with budget review, financial policy, capital planning, audit oversight, and public engagement. These committees typically serve in an advisory capacity and do not diminish the authority of elected boards or professional staff. Instead, they provide an additional forum for financial analysis, resident participation, and informed discussion of long-term fiscal issues.

Examples of Vermont municipalities that utilize finance committees, budget committees, finance commissions, boards of finance, or similar citizen advisory bodies include:

- Brattleboro - Finance Committee
- Rutland – City Finance Committee
- Shelburne - Budget and Capital Program Committee
- Woodstock – Finance Committee

The existence of finance and budget committees in municipalities such as Brattleboro, Rutland, Shelburne, and Woodstock demonstrates that independent citizen review of financial matters is a common governance practice in Vermont, although the specific authority, structure, and responsibilities of these committees vary significantly from town to town.

Conclusion

Since its reconstitution, the Finance Committee has completed the assignments provided by the Selectboard, sought opportunities to improve collaboration with Town Administration and the Norwich School Board, and identified several areas where it may be able to provide future value. While questions remain regarding the Committee's long-term role, governance structure, and relationship with Town staff, there appears to be broad agreement that transparent financial information, informed public engagement, and sound financial planning are important goals for the Town. The Committee stands ready to undertake additional work as directed by the Selectboard.

Appendix 1 – Comparable Towns 2026 Report

Town of Norwich, Vermont
Finance Committee

Comparable Peer Town Budget and Service Review

Context for Municipal Budget Considerations

Prepared for the

Norwich Selectboard

February 2026

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Introduction and Scope

The Norwich Finance Committee was tasked by the Norwich Selectboard with identifying a set of comparable peer Vermont towns to provide context for Norwich's short- and long-term budget considerations. To date, the Committee's analysis has focused on overall municipal budgets, the use of supplemental warrant articles, police services, administration, and solid waste disposal, as these areas represent significant and recurring cost drivers across towns. This framework is intended to support informed discussion rather than prescribe outcomes, and the analysis may be extended in the future to additional service areas or financial topics as requested by the Selectboard.

The towns selected for comparison were Chester, Hartland, Manchester, Thetford, Waterbury, and Woodstock. These towns were selected based on population size, governance structure, service mix, and relevance to Norwich's fiscal and regional context.

Comparative Service and Budget Analysis

General Town Budgets

Town	FY22/23 Budget	FY25/26 Budget	FY26/27 Proposed Budget	% change 26 to 27	% change 22 to 27
Chester	$3.4m	$4.2m	$4.5m	7%	32%
Hartland	$3.2m	$3.8m	$4.3m	13%	34%
Manchester	$6.3m	$6.9m	$8.2m	18%	30%
Norwich	$5m	$6.7m	$6.9m	2%	38%
Thetford	$3.5m	$4m	$4.4m	10%	26%
Waterbury		$7m	$7.5m	7%	n/a
Woodstock	$8.2m	$10.6m	$10.5m	-1%	28%

General fund budgets among the peer towns vary widely, with larger year-over-year increases often driven by specific structural changes rather than across-the-board growth. For example, Manchester's increase this year reflects the addition of the town library to the general fund, significantly raising the reported budget without a comparable expansion of core municipal services. Other towns' increases may be influenced by staffing changes, capital funding, or catch-up on deferred costs. Compared to these peers, Norwich's general fund budget is relatively large in absolute terms for a town of its population size, but its year-over-year increase from FY26 to FY27 is modest. However, when viewed over the longer period from FY22/23 to the proposed FY26/27 budget, Norwich shows one of the larger cumulative increases among the peer towns at approximately 38 percent. This suggests that while recent annual growth has moderated, a significant portion of Norwich's budget expansion occurred between FY22/23 and FY25/26 relative to several comparable communities.

Other Town Warrant Articles for Funding

Town	FY25/26 Budget	FY26/27 Budget
Chester	$37k	$42k
Hartland	$219k	
Manchester	$423k	$117k
Norwich	$508k	$590k
Thetford	$555k	
Waterbury	$31k	$51k
Woodstock		$212k

Other town warrant articles for funding vary significantly across the peer towns and are often used to address discrete or episodic needs such as capital projects, special programs, or one-time expenditures. The scale of these articles reflects different budgeting philosophies, with some towns funding a larger share of costs outside the general fund through targeted votes, while others incorporate more expenditures directly into their base budgets. Norwich's use of separate warrant articles is toward the higher end of the peer group in both absolute dollars and relative reliance on voter-approved supplemental funding, indicating a greater reliance on voter-approved, purpose-specific funding rather than embedding all costs within the general fund, which can increase transparency but also contribute to year-to-year variability.

Police Departments

Town	Services/Staffing
Chester	Town Municipal Police Department – 5 full-time, 1 part-time, 1 secretary
Hartland	Town Constable, plus 40 hours contracted with Sheriff's Department & State Police
Manchester	Town Municipal Police Department – 8 full-time, 4 full-time dispatch, plus part time officers and dispatch
Norwich	Town Municipal Police Department - 4 full-time budgeted position plus 1 administrative assistant, with a stated goal of expanding to 5 full-time and 2 part-time positions plus 1 administrative assistant
Thetford	Town Municipal Police Department – 3 full time
Waterbury	2 full-time state troopers
Woodstock	Town Municipal Police Department – 8 full-time, 1 part-time, 6 full-time dispatch, 1 full-time admin

Police services across the peer towns are delivered through a range of models, from contracted or State-provided coverage to fully staffed municipal departments. Some towns such as Hartland and Waterbury rely primarily on Sheriff or State Police services, while Manchester and Woodstock maintain larger municipal departments with dedicated dispatch functions. Norwich currently budgets for four full-time officers, with an expressed goal of moving toward five full-time officers supplemented by two part-time positions. This places Norwich in the middle of the peer group and reflects a policy choice to maintain local control over policing while incrementally expanding capacity in response to service demands, recognizing the higher fixed costs associated with operating and growing an independent municipal police department.

Solid Waste Disposal

Town	Services/Staffing
Chester	• Chester-Springfield Recycling Center and Transfer Station open 2.5 days
Hartland	• A.B.L.E. Waste Fast Trash Program – Saturday morning pickup • Hartford Recycling & Waste Management Center open 5 days
Manchester	• Casella Transfer Stations in Dorset and Sunderland open up to 6.5 days (2pm close)
Norwich	• Town Transfer Station open 2 days • Hartford Recycling & Waste Management Center open 5 days
Thetford	• Town Transfer Station open 0.5 days • Hartford Recycling & Waste Management Center open 5 days
Waterbury	• Private Transfer Station open 4 days
Woodstock	• A.B.L.E. Waste Fast Trash Program – 2 half days • Hartford Recycling & Waste Management Center open 5 days

Solid waste services vary widely across the peer towns, reflecting different approaches to access, convenience, and cost control. Some towns rely primarily on regional or private facilities with broader hours, while others maintain limited-hour town transfer stations supplemented by access to regional centers. Norwich's model - operating a town transfer station with limited hours while providing access to the Hartford Recycling & Waste Management Center - is shared by several peers and represents a hybrid approach that balances local service with regional infrastructure. Compared to towns with very limited local access or those relying entirely on private providers, Norwich's system offers moderate convenience while keeping operating costs constrained through shared regional services.

Administration

Town	Services/Staffing
Chester	• Town Manager • Finance Director
Hartland	• Town Manager • Finance Administrator • Finance Assistant
Manchester	• Town Manager • Director of Accounting & Finance • Finance Administrator • Human Resources & Operations Administrator
Norwich	• Town Manager • Assistant Town Manager • Administrative Assistant • Finance Director • Finance Assistant
Thetford	• Town Manager • Town Accountant
Waterbury	• Town Manager • Administrative Coordinator (Part time, role also encompasses Assistant Town Clerk/Treasurer)
Woodstock	• Town Manager • Chief of Staff • Finance Director • Accounts Receivable, Taxes, Billing Assistant • Accounts Payable, Payroll Assistant • Administrative Coordinator • Economic Development Manager

Administrative structures across the peer towns vary in size and complexity, reflecting differences in service scope, organizational maturity, and operational demands. Some towns such as Chester, Hartland, and Thetford maintain relatively lean administrative teams centered on a town or municipal manager and limited finance staff, while larger or more complex municipalities such as Manchester and Woodstock support broader administrative functions, including dedicated human resources, finance, and economic development roles. Relative to several peer towns of similar size, Norwich maintains a comparatively robust administrative structure, with both a town manager and assistant town manager, along with dedicated administrative and finance staff. This reflects a policy choice to emphasize professional management and internal capacity, supporting financial

oversight and operational continuity, while also representing a higher fixed cost within the municipal budget.

Limitations and Data Constraints

This analysis is subject to several limitations that affect both the depth and precision of the comparisons. The Committee has not been able to engage directly with Norwich department heads, limiting the ability to validate assumptions or clarify service-level differences. In some cases, publicly available information is not fully up to date - for example, descriptions of police department staffing on the Norwich town website do not reflect current budgeted positions or planned changes. In addition, previously requested financial and staffing information specific to Norwich has not yet been provided, constraining the ability to normalize comparisons.

Finally, peer towns employ different budgeting practices and reporting structures, and the availability and level of detail of public information varies considerably across municipalities, making direct comparisons at times approximate rather than exact.

Conclusion and Next Steps

Overall, this peer town comparison provides useful contextual insight into how Norwich's municipal budget and service levels align with similarly situated Vermont communities. While differences in tax base, service delivery models, and budgeting practices limit the ability to draw direct one-to-one comparisons, the analysis highlights where Norwich is broadly consistent with peers and where policy choices - such as maintaining local policing and using warrant articles for specific funding needs - carry distinct fiscal implications. This work is intended to inform discussion and support transparent decision-making by the Selectboard, and it can serve as a foundation for deeper or more targeted analysis as future budget questions arise.

Appendix I: Peer Town Profiles

Chester

Chester is a small Vermont town with a traditional town meeting form of government and population size within the same general range as Norwich. It has a defined village center, a largely residential tax base, and a mix of local services typical of a rural Vermont municipality. Like Norwich, Chester must balance municipal services, infrastructure maintenance, and school-related costs with limited commercial development.

Hartland

Hartland is comparable to Norwich in population, rural character, and governance structure. Both towns are primarily residential, have limited commercial and industrial tax base, and rely heavily on property taxes to fund municipal services. Hartland's proximity to Interstate 91 and reliance on neighboring towns for employment and services mirrors Norwich's relationship with the Upper Valley and Dartmouth-Hanover area.

Manchester

Manchester is larger than Norwich and has a substantially stronger commercial and retail tax base. Manchester's tourism-driven economy offer a useful reference point for understanding how differences in tax base composition affect municipal spending capacity, staffing levels, and capital investment.

Thetford

Thetford is one of the most directly comparable towns to Norwich in terms of population size, rural-residential character, and limited commercial development. Both towns serve as bedroom communities within the Upper Valley and face similar cost drivers related to schools, roads, and municipal services. Thetford's budget structure and service profile closely resemble Norwich's, making it a particularly relevant comparator.

Waterbury

Waterbury differs from Norwich in that it hosts significant State of Vermont facilities and regional infrastructure, but it remains a useful peer. Like Norwich, Waterbury provides a full range of municipal services and must plan for long-term capital needs and infrastructure maintenance. Its inclusion helps illustrate how the presence of major non-residential property affects municipal finances within the same statewide policy environment.

Woodstock

Woodstock is comparable to Norwich as a small Vermont town with a well-defined village center and a strong residential character, though it has a larger tourism sector. Woodstock operates under similar municipal funding structures and provides a comparable range of town services.

Appendix 2 – Financial and Strategic Information

The Finance Committee has compiled a list of materials (and formats) we believe may already be used by the Selectboard during budgeting season, and would be useful to any upcoming Finance Committee work. These resources will support budget development, financial research, and alignment with town strategic goals.

We are hoping the following can be made available (or confirmed to already exist in a public location in suitable formats):

1. Town Financial Data

- **Budgets vs. Actuals (Spreadsheet)**
  Including historical years and FY25 unaudited end-of-year figures (with updates as they become available). Having these in a spreadsheet format would be more conducive to review and analysis.
- **Staffing Summary (Spreadsheet or Table)**
  FY25 budgeted headcount by department, including hires, departures, and unfilled positions. If prior years are available, those would be helpful too.
- **Capital Projects (Spreadsheet or Table)**
  Status updates on capital projects tied to Town Plan goals and long-term asset needs.
- **Reserve Funds (Spreadsheet or Table)**
  A list of all reserve funds, their approved purposes, and any additions or withdrawals during FY25.
- **Town Debt (Spreadsheet or Table)**
  Current debt obligations and repayment schedules.
- **Grants (Spreadsheet or Table)**
  Active grants for FY25/26, with their purpose, amounts, and status.
- **Other**
  Any additional financial data the Selectboard finds useful or regularly references would be welcome.

2. Reference Materials and Best Practices

- **VLCT Platform Access**
  VLCT provides guidance and examples for town financial practices. Could access be extended to Finance Committee members?

- **Town Financial Policies**
  Please confirm the following policies are active and current:
    - Appropriation Request and Disbursement Policy (Jul. 2015)
    - Capital Budget Policy (Jun. 2011)
    - Gift Policy (May 2025)
    - Investment Policy (Jun. 2017)
    - Master Financial Policy (Oct. 2019, as amended)
    - Vehicle Acquisition & Replacement Policy (Oct. 2011)

Are there other relevant policies we should be aware of?

- **Audit Reports and Management Response**
  These are currently embedded in the annual Town Reports and Selectboard Packets. Could they also be made available separately in a more searchable format?
- **Vermont State Auditor: Local Government Guidance**
  Does the Town reference or use the checklists and best practices from the Vermont State Auditor?
- **GFOA Best Practices**
  Does the Town consider the Government Finance Officers Association (GFOA) guidance in its financial planning?
- **Other Best Practices**
  Are there any other sources or references the Selectboard uses that we should also consult?

3. Strategic & Performance Context

- **Town Plan (Norwich_Plan_2020)**
  How are Town Plan priorities reflected in the budget and capital planning?
- **Selectboard Annual Goals**
  Where can we find the finalized goals by year? Are they only published in meeting packets?
- **Capital Improvement Plan (CIP)**
  Is there a current CIP document available?

- **Capital Budget Spreadsheet**
  If there's an updated version of the capital budgeting spreadsheet, could we access it?
- **Department Goals & Priorities**
  Are there written goals, services or work plans by department?
- **Performance Measures**
  Are any financial or operational Key Performance Indicators (KPIs) tracked? If so, where are they reported?

Thank you for your support and consideration. We believe having shared access to these items will enhance collaboration between the Selectboard and Finance Committee and improve our ability to serve the Town.

Sincerely,
Steven Hepburn
Chair, Norwich Finance Committee

CC: Mary as Selectboard Chair, Priscilla on request

Appendix 3 - Budget Surplus and Deficit Review

To: Norwich Selectboard
From: Norwich Finance Committee
Date: 1/7/2026
Subject: Budget Surplus/Deficit Task

Dear Members of the Selectboard,

The Finance Committee respectfully requests that the Selectboard consider tasking us with reviewing the Town's process and best practices for addressing both budget surpluses and budget deficits.

As the Town continues to navigate year-to-year financial variability, the Committee believes it would be valuable to research and synthesize best practices. This work could include, but would not be limited to:

- Appropriate uses of one-time surpluses (e.g., fund balance policy alignment, capital pre-funding, debt reduction, tax stabilization, reserves)
- Best practices for addressing operating deficits (e.g., corrective actions, use of reserves, structural vs. one-time solutions)
- Recommended policies, thresholds, and decision frameworks to support transparency, consistency, and long-term fiscal sustainability
- Clear guidance distinguishing recurring revenues and expenditures from one-time items

The Finance Committee would provide research-based, non-binding advisory recommendations for the Selectboard's consideration, consistent with our charge.

We believe this work would support clearer decision-making during the annual budget process and help set shared expectations for how financial variances are handled over time.

Thank you for your consideration. We would be happy to discuss scope and timing at your convenience.

Respectfully,

Steven Hepburn
On behalf of the Norwich Finance Committee

Outlook

Fwd: Norwich Finance Committee – Reconstitution and Offer of Advisory Support

From Steven Hepburn <stevenjhepburn@gmail.com>
Date Sat 10/17/2026 9:03 AM
To Select Board <selectboard@norwich.vt.us>; Kimo Griggs <kimogriggsnorwichselect@gmail.com>; Brendan Classon <bjclasson.norwichsb@gmail.com>; Matt Swett <mswettselectboard@gmail.com>; robert.gere.norwich@zohomail.com <robert.gere.norwich@zohomail.com>; marydlayton.selectboard@gmail.com <marydlayton.selectboard@gmail.com>

4 attachments (97 KB)
NFC MOU_October 2026 - Clean.docx; NFC MOU_October 2026 - Redline.docx; Norwich Finance Committee Charge_October 2026 - Clean.docx; Norwich Finance Committee Charge_October 2026 - Redline.docx;

---------- Forwarded message ---------
From: **Garrett Palm** <garrett.palm@hnsb.org>
Date: Mon, Oct 12, 2026 at 12:54 PM
Subject: Re: Norwich Finance Committee – Reconstitution and Offer of Advisory Support
To: Steven Hepburn <stevenjhepburn@gmail.com>
Cc: Brendan Classon <bjclasson.norwichsb@gmail.com>

Hi Steven and Brendan,

Apologies for the delay in getting the Norwich Finance Committee MOU and Charge back to you. I had received a few comments from my Norwich School Board colleagues at our September meeting - so wanted to incorporate their changes and then get formal sign off from them which we did at our October meeting last week.

Attached are clean and marked versions of the MOU and Charge that I previously sent to you before taking them to the School Board for approval in September.

The following edits were made which hopefully are all acceptable to the Select Board:

MOU:
- Articles of Agreement Date. I inserted the date from the Articles of Agreement.
- Town Treasurer. There was discussion around having the Town Treasurer as a sixth member - including why, whether they should be a non-voting member (since this individuals presence as a voting member appears to make it possible to for a split vote), and what happens if the Town Treasurer has a conflict of interest policy issue - since per the document they appear to be a defacto member of the Committee. The School Board believes that most / all of these issues are resolved by making the Town Treasurer at non-voting member. This is similar to the Norwich School Board 2-year Board Member who actively participates but does not vote on the Dresden Board.

- Conflict of Interest language. There was a desire to have this revert back to the original language - as there was some confusion around the revised language that was drafted.
- Removal Process. There should be a process to remove a Finance Committee member - which we proposed to be a 2/3 vote by both boards.

Charge:
- Shall vs. May. There was some discussion around the language proposed and what the implications of these rather technical terms could mean. We opted to make the first item "shall" and the next three "may" with the understanding that the last three items may be done on an as needed basis.

There also was the comment about whether the Selectboard intends to start over with an advertisement and reappointment process. Of course understanding that the current members may very well be the finance committee members going forward - but my school board colleagues felt that following the proper appointment process would be a good practice given the school board did not participate in the process and appointment of the current committee.

Hope these final edits are acceptable and we can move ahead.

Thanks!

Garrett

MEMORANDUM OF UNDERSTANDING
Norwich Selectboard and Norwich School Board
Regarding the Norwich and Dresden Finance Committees

This Memorandum of Understanding (the "MOU") is entered into between the Selectboard of the Town of Norwich, Vermont (the "Selectboard") and the Norwich, Vermont School Board (the "School Board" and together with the Selectboard, the "Boards") as of the Effective Date hereof;

WHEREAS, a prior version of this MOU was terminated by the Selectboard in 2018;

WHEREAS, the Selectboard and the School Board concur in the reconstitution of the Dresden Finance Committee as established by those certain **Articles of Agreement between Hanover and Norwich** in Accordance with New Hampshire-Vermont Interstate School Compact (New Hampshire Revised Statutes Annotated, Chapter 200-B), dated December 17, 2002 (the "DFC"); and

WHEREAS, the Selectboard and the School Board desire to memorialize the terms of this arrangement, by which Norwich members of the Norwich Finance Committee (NFC) are to be appointed.

NOW THEREFORE BE IT AGREED by the Selectboard and the School Board as follows:

1. The Norwich Finance Committee shall have a charge, which is attached and identified as Exhibit A, by which Norwich is permitted to appoint up to five members, together with the Town Treasurer, who would then be joined with the Town of Hanover's Finance Committee to form the Dresden Finance Committee, with staggered terms so as to ensure continuity.
2. Members on the committee shall serve staggered 3 year terms. Current terms end in 2027, 2027, 2028, 2028, and 2029.
3. The Boards will jointly appoint Norwich's members to the NFC by the following process:
    a. The Norwich Town Manager's Office will advertise vacancies.
    b. Candidates must submit an application to both the Norwich Selectboard and the Norwich School Board.
    c. The two Boards, meeting separately or in joint session will interview candidates in a public, duly-warned meeting.
    d. A majority vote of both Boards shall confirm a nomination.
    e. The Town Treasurer will be an ex-officio, non-voting member.
4. Persons nominated to the NFC hereunder shall be subject to all Town of Norwich policies applicable to "Town Officials" as well as to School Board policies applicable to members of committees thereof, including but not limited to the Conflict of Interest and Code of Ethics policies, as may be amended.
5. Persons nominated to the NFC hereunder may be removed from the NFC by a 2/3 (two-thirds) vote of both Boards.
6. The Selectboard and the School Board shall each appoint one of their members as liaisons to the committee each year.
7. The Effective Date of this MOU shall be the date on which it is ratified by both Boards.

NORWICH FINANCE COMMITTEE

Adopted by the **Norwich Selectboard** on this _____th day of August, 2026:

_____ _____

Kimo Griggs, Chair Brendan Classon, Vice Chair

_____ _____

Robert Gere Mary Layton

_____

Matt Swett

Adopted by the **Norwich School Board** on this _____day of August, 2026:

_____ _____

Garrett Palm, Chair Michael Costa, Vice Chair

_____ _____

Lisa Christie Gina des Cognets

_____

Neil Odell

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7. The Effective Date of this MOU shall be the date on which it is ratified by both Boards.

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Deleted: In reference to the "Town of Norwich, Vermont Conflict of Interest Policy" and the Norwich "School Board Member Conflict of Interest Policy", the words

Deleted: "chair", "board", and "Selectboard; shall be construed to apply to the Selectboard or the School Board, as pertains to members of the NFC.

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Adopted by the **Norwich Selectboard** on this _____th day of August, 2026:

_____ _____

Kimo Griggs, Chair Brendan Classon, Vice Chair

_____ _____

Robert Gere Mary Layton

_____

Matt Swett

Adopted by the **Norwich School Board** on this _____day of August, 2026:

_____ _____

Garrett Palm, Chair Michael Costa, Vice Chair

_____ _____

Lisa Christie Gina des Cognets

_____

Neil Odell

NORWICH FINANCE COMMITTEE CHARGE

The Norwich Finance Committee is a joint advisory committee to the Norwich Selectboard and Norwich School Board. Its purpose is to support informed, transparent, and financially sustainable decisions.

The Committee shall be directed by the Norwich Selectboard and/or Norwich School Board and shall:

1. Advise on the annual budgets of the Town of Norwich and Norwich School District and, together with the Hanover Finance Committee, the Dresden School District budget.

The Committee may also:

1. Review financial trends, policies, capital plans, audits, and other matters that may materially affect present or future budgets.
2. Conduct financial research and analysis requested by either Board.
3. Provide non-binding recommendations and clear financial information to the Boards and the public.

The Committee has no authority to direct staff, approve budgets or policies, spend funds, enter contracts, or act on behalf of either Board.

The Committee shall consist of up to five jointly appointed Norwich residents serving staggered three-year terms, together with the Town Treasurer as an ex-officio non-voting member. Each Board shall appoint an annual liaison to the Committee.

The Committee shall comply with applicable Open Meeting, public records, ethics, conflict-of-interest, and Town and School policies.

ADDENDUM

The Norwich School Board realizes that there would need to be several clauses agreed to as part of this draft for the Finance Committee Charge. They include:

- Approving the current Finance Committee membership;
- Establishing this agreement of the Charge between the Norwich Selectboard and School Board for one year; and
- The Norwich Selectboard and School Board will need to work in collaboration to coordinate joining the NFC with the Hanover Finance Committee to form the Dresden Finance Committee.

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MEMORANDUM

TO: Norwich Selectboard
FR: Matt Swett
DA: 10.21.26
RE: Review of previously agreed upon divisions of financial responsibility within Town Hall

During a somewhat recent Selectboard meeting the question of documented financial control responsibilities was posed. Along with that, we will likely soon be asking the question, "How does the Finance Committee take a more active role in our town's financial discussions and decision making?"

Considering both questions, I thought it would be helpful to submit this memo to highlight part of a document that was created on May 10, 2023, by Selectboard members Priscilla Vincent and Marcia Calloway, [Interim] Town Manager Brennan Duffy, Town Treasurer Cheryl Lindberg, and Interim Finance Director Joyce Hasbrouck.

I personally found the document helpful to review as it succinctly outlines the division of financial responsibility as defined by statute, the VLCT Internal Financial Control Checklist, and policies adopted by the Town of Norwich. I thought that it may also be valuable to my Selectboard colleagues.

Statutory requirements and VLCT guidance: Selectboard, Town Manager, Finance Office, and Treasurer

Selectboard

- Has general supervision of the town[1]
- Keeps records of orders drawn[2]
- By July 31 acknowledges receipt and review of the internal financial controls provided by the auditor/treasurer[3]
- Authority to adopt financial controls that apply to municipal officials who are appointed or hired by the selectboard[4]

Town Manager

- Has general supervision of the affairs of the town, is administrative head of all departments, responsible for efficient administration[5]
- Collector of town taxes by vote
- Legally independent from the selectboard and the treasurer and have the authority to adopt their own financial controls and to dictate the use of same by their statutorily appointed assistants[6]
- Must proceed forthwith to collect delinquent taxes upon receipt of the warrant against delinquents from the treasurer[7]

Finance Office

- Keep records of orders drawn & submit annually to auditors[8]

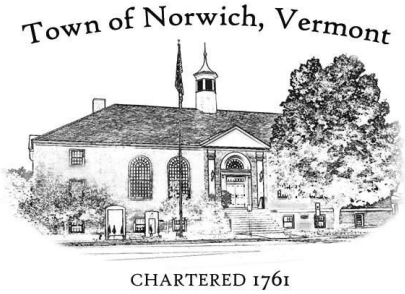
Finance Director duties in the Town of Norwich

- Prepare/review ledger entries and reconciliations
- Maintain the general ledger system
- Maintain the workbooks developed by the prior Finance Director
- Prepare monthly, quarterly and annual financial statements
- Assist with regulatory reporting
- Research accounting issues for compliance with GAAP[14]
- Hire Finance Office staff, with the Town Manager, training and supervise accounting staff
- Reconcile sub-ledger to general ledger account balances
- Prepare financial statements
- With the Selectboard, Town Manager and Treasurer, assess internal controls, including risk assessments/reviews
- Assist Town Manager with budget preparation
- Prepare monthly budget variance analyses
- Maintain and reconcile fixed asset schedules
- With the Selectboard, Town Manager and Treasurer, assist with initial internal control evaluations
- Bill and collect tax payments
- Manage grants and designated fund accounts
- Work with outside auditor for fiscal, insurance, and grant compliance

Treasurer

- Keeps an account of monies, debts paid/delivered, monies paid out, etc., at all times available for inspection; invests monies with approval of the selectboard; files quarterly reports with the selectboard regarding her actions; annually before June 30 completes and provides to the selectboard a copy of the document made available to the auditor pursuant to internal financial controls[9]
- Pays order drawn on her by officials authorized by law to draw such orders and keep a record of such orders in a book; forthwith notify the selectboard and the officer drawing an order when there are insufficient funds on hand for the payment of such order[10]
- May appoint an assistant and record in the office of the town clerk, and revoke such appointment at any time; selectboard may appoint if treasurer fails to do so; assistant performs the duties of the treasurer in her absence[11]
- Within 15 days after the expiration date for payment of taxes, shall issue a warrant against delinquent taxpayers for the amount of taxes remaining unpaid, and shall deliver such warrant, together with a rate bill of such delinquent taxes, to the collector of town taxes[12]
- Legally independent from the Selectboard and tax collector[13]

[1] 24 VSA § 72
[2] 24 VSA § 1622
[3] 24 VSA § 72
[4] VLCT Internal Financial Controls Checklist, November 2017, page 4.
[5] 24 VSA § 1235
[6] VLCT Internal Financial Controls Checklist, November 2017, page 4
[7] 24 VSA § 4793
[8] 24 VSA § 1622
[9] 24 VSA § 1571
[10] 24 VSA § 1576
[11] 24 VSA § 1573
[12] 24 VSA § 4793
[13] VLCT Internal Financial Controls Checklist, November 2017, page 4.
[14] GAAP means Generally Accepted Accounting Principles.



Town Manager Report for October 28, 2026

Department Updates

Finance Department:

FY '28 budget work continues with individual department head meetings and preparations for the public budget process presentation/discussion.

FY'26 Audit work by Sullivan Powers is underway.

Planning Department:

A date of 12/3 has been confirmed for the first Village Master Plan public charrette.

Steven True has attained his second anniversary as TON Planning Director and Zoning Administrator.

Police Department:

Sergeant Stuart Rogers has been appointed acting Chief of Police for the period Chief Romei will be out on medical leave.

Significant multi-departmental (PD, FD, DPW, Rec Dept.) planning and preparation is occurring prior to the 10/31 Halloween festivities. This event will require some village street closures from 3pm to approximately 8pm on Halloween to ensure public safety in what is expected to be a lively celebration involving multiple collaborators.

See the October PD Report for additional department information.

DPW:

Dylan Leonard has been promoted to Working Foreman of the Norwich DPW.

The replacement of five Turnpike Rd. culverts has been completed, and project is expected to be closed out in the next month.

Preparations for the winter season have begun with several of the plow trucks receiving required service and repairs and winter tires being repaired/replaced. Supplies of road salt have been ordered and winter sand inventory is substantial.

Fire Department:

Chief Northern reports attending the VT Emergency Preparedness Conference 9/23-25.

See the October FD Report for department information.

Recreation Department:

Preparations for the 10/31 Halloween celebration is underway.

Several successful events occurred in the past month including a Huntley family picknick and a MCS pizza event where 115 pies were prepared.

See the October Rec Department Report for additional department information.

Town Clerk:

Preparations for the November 3rd election continue. The Clerk's office will be closed to the public 11/2-11/4.

Town Manager's office:

Work on compiling the annual Town Report has begun.

A Request for Bids for Gravel and Ledge Products has been issued with a submittal deadline of 11/4.

A Request for Proposals for FY'27 auditing services has been issued with a submittal deadline of 11/23.

An RFB response for a new Tracy Hall generator has been approved and a contract with Brook Field Services has been executed.

An RFB response for winter snow removal assistance has been approved and a contract with Chase Site Servies for Winter 2026-27 has been executed.

An RFB response for winter road salt has been approved and a contract with Cargill Inc. and Eastern Salt Company has been executed. A Cargill order has been placed.

An RFB response for roadway line striping has been approved and a contract with Frank's Line striping has been executed. Work has occurred on several priority roadways with some additional areas remaining.

Following the 10/14 SB meeting, where project scope and funding participation was confirmed, the next steps for addressing the groundwater issue at 448 Main Street are underway. Bannon Engineering has been engaged to quickly design a mitigation system tying the property's water runoff into the existing TON stormwater system. Once this solution is designed a solicitation to local contractors will be made with the hope that this project can be completed this season.

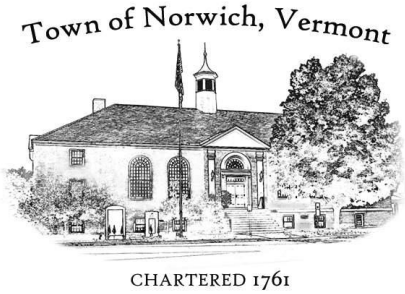
Following evidence of continued emulsion movement onto the western bridge abutment at Moore Lane Bridge, Clean Harbors visited the site and did an end of season inspection and cleaning, including replacing all boom material and cleaning the abutments and ledgers. TM has also requested an analysis of the current emulsion material gathered during this cleaning to determine what the current emulsion material consists of.

Outreach to the Hurricane Riders Snowmobile Club has occurred to determine it the Illsley Rd. bridge can be designed with temporary width barriers to easily allow for seasonal closing of the bridge to larger vehicles.

TM has been working with TON tree wardens on a priority list of dangerous trees to be removed from the Town ROW. This tree removal initiative could be completed in 2026.

Working in coordination with TRORC on submitting a FY '28 Better Roads Grant Category B ditching/culverts. Grant application is due on 10/30.

TM continues to facilitate multiple PRA requests on a monthly basis as the Town's custodian of public records.



The FY ’28 budget process has been underway internally for several months and is ready to be brought into the public realm for review and discussion. The following is a proposed schedule for the FY ’28 budget presentation which would include four SB meetings dedicated primarily to the budget topic, two in November, and two in December.

11/12 – Brief (15 minute) overview of TON municipal budget elements and process. Followed by Operational Budget focus review for Rec Dept, FD, Administration and the two elected official offices of Town Clerk (confirmed) and Listers (awaiting confirmation).

11/18 – Operational Budget focus review for DPW, PD, Planning, Finance and an initial review of the Capital Budget for all departments.

12/9 – Capital Budget focus review for all applicable departments (primarily DPW, PD, FD, and Admin).

Second December meeting (12/23?) final review of FY’28 budget and approval.

General/Miscellaneous:

NORWICH FIRE DEPARTMENT
OCTOBER SB REPORT

PREPARED BY: FIRE CHIEF ALEX NORTHERN

DATE: 10/15/26

Fire Department

During the month of September, the NFD drilled on some new equipment – the NPD purchased electronic sign boards that many of you may have noticed during your travels around town. Why is the NFD training on this? We may be tasked with moving the board and activating it during any number of emergency planning or weather related incidents. The boards are also handy for the numerous town events such as fairs, road races and other events impacting on the flow of traffic through town.

EMS Division

The NFD EMS Division used its' training night to recertify those that needed to renew their two-year CPR certification.

Emergency Management

I attended this year's VEM Emergency management conference. The presentations I found most helpful as the D-EMD included guidance on emergency pet sheltering, empowering professional identity as critical trust-building infrastructure, using historical date to support hazard mitigation and community resilience, local EOC's and Incident Command and FEMA response operations during weather emergencies.

SEPT. FIRE CALLS	11
SEPT. EMS CALLS	12
SEPT. FIRE MUTUAL AID	3

RECREATION DEPARTMENT SEPTEMBER 2026

PREPARED BY: BRIE SWENSON, RECREATION DIRECTOR

DATE: SEPTEMBER 30, 2026

Our Labor Day race had a beautiful and was supported by the Norwich Police department's Sergeant Mike, who kept the runners safe in the roads. The Hanover High School Cross Country team organized the finish line again this year. Sunday Night Softball was held on Labor Day, with a very well-attended potluck.

Our soccer programs all began playing games this month.

Our Norwich cross country team had strong showings at their first two meets. Our team is comprised of the kids that the Richmond Middle School are not allowing to continue on their team – Norwich 6th graders and Lyme 6th-8th graders. We practice with the Richmond team, but wear the Norwich jerseys at competition. One standout Lyme runner has won each race we've entered him into, and our Norwich girls took first place in Montpelier on a very hilly and tough course. We've been grateful that the Norwich Rec department was able to help this group of kids keep running!

We are in the planning stages for a large Halloween this year. The Norwich Police and Fire departments are enthusiastically leading the charge for the evening. We will be opening the day with the NorWitchy, and then segueing over to the Norwich Inn before heading out into town. Carpenter and a portion of Main Street will be closed to traffic. Last year, we created a lit pathway on both side of Church Street, using traffic cones and lanterns. We will continue to do that, as it was well received by families trying to navigate traffic and excited kids.

The Huntley courts are finally paved! Because the courts need to 'cure' for 30 days, it is too late in the season to paint lines. We will release an RFP for the courts painting over the winter.

The next projects slated for Huntley are moving the Bos fountain, adding a shade tree (donated by the adult pickup soccer players), installing a blueberry patch with the Conservation Commission and exploring an ABA perimeter pathway. Anyone who would like to volunteer to help with any of these projects – please reach out!

NORWICH POLICE DEPARTMENT

ACTING CHIEF OF POLICE
STUART ROGERS, II

P.O. Box 311 ~ 10 Hazen Street ~ Norwich VT 05055 ~ 802-649-1460 ~ FAX 802-649-1775
email: stuart.rogers@vermont.gov

Monthly Report – October 2026

Activity: The Norwich Police Department received 67 calls for service during the month of September.

You may have noticed a brief, temporary shift at the PD. Chief Romei is off recovering after having surgery for an on-duty injury. He's doing well, and has graciously checked in a few times. He will be back soon!

Welcome to Fall! As we watch the last of the beautiful color fade, it feels like winter is just around the corner. Now is a great time to start planning for the soon to be snowy conditions and think about winter tires, snow scrapers and maybe an emergency blanket to keep in your car.

Crime and Traffic:

The last month we have worked on a number of serious cases. Along with those, we have worked to balance foliage traffic, back to school traffic and some events in Town. You'll note our variable message boards with the radars built into them continue to move around town. We have been using them to mitigate the parking issue on Turnpike Road, approaching Gile Mountain, as well as public noticing about special events such as Bike to School Day, and the CHaD half marathon.

We have also seen an uptick regionally in scams and fraud. Please slow down anytime you feel like you are being pressured to do something. Don't hesitate to ask for help sorting things out.

A friendly reminder that all roads leading into and out of the downtown area are posted 25 MPH zones. As we get settled into the school year, reminder there is NEVER a time drivers can pass a school bus with the flashing lights on.

We have some "Drive like your kids live here" yard signs available at the PD. Please feel free to stop by Monday - Friday during the day to pick one up to remind drivers in your neighborhood!

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. 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, BEFORE you make any monetary movements or transactions.

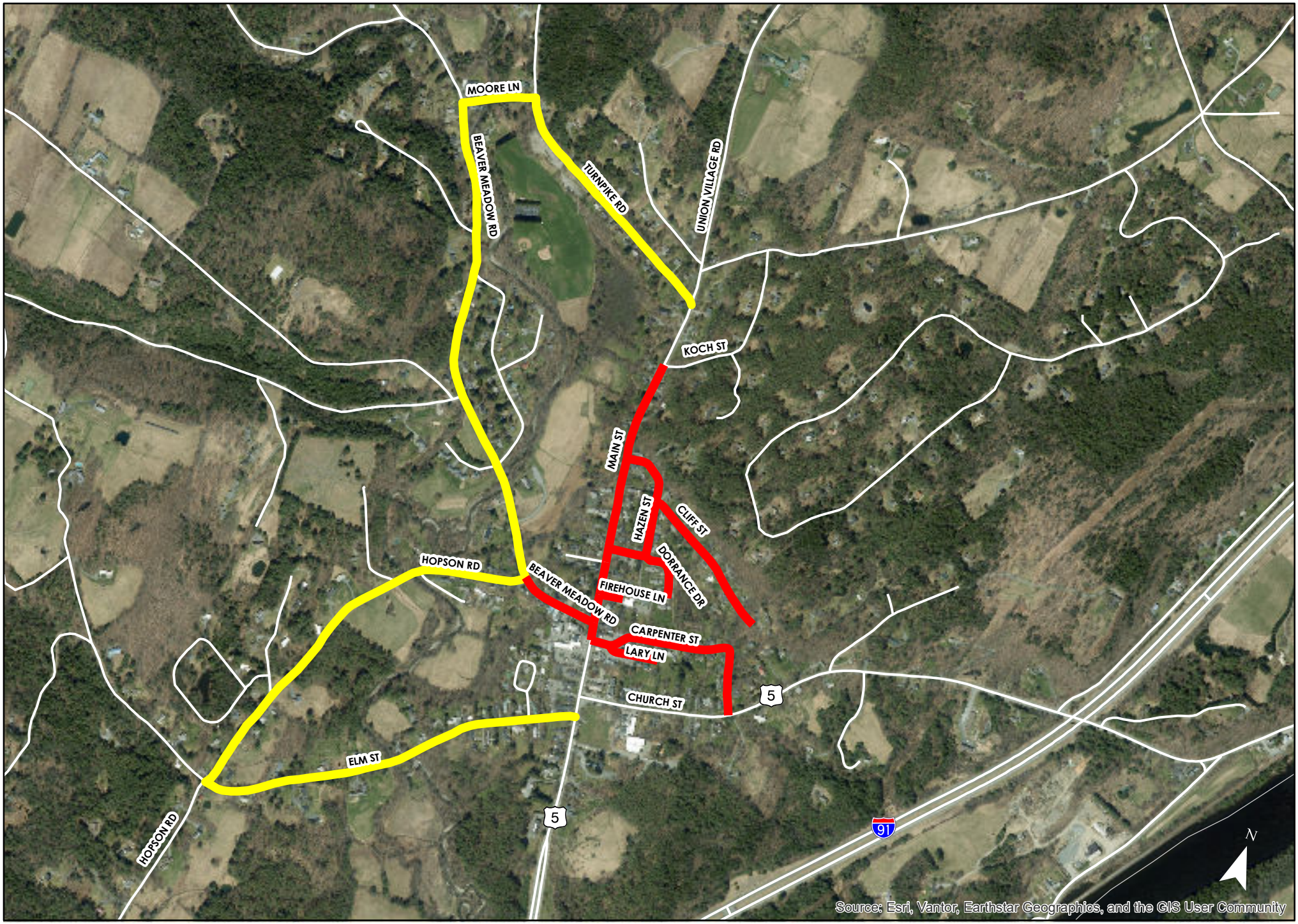
Items of Note:

You likely are starting to notice Halloween decorations being put up around town! Halloween this year will be a bit bigger than before! Main, Carpenter and Hazen Streets will be closed and a detour posted. See attached for more info.

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

~Sergeant Rogers

	FY	CAL	FY	FY 2026			CAL	FY 2026						FY	FY 2027		
	2024	2024	2025	Oct	Nov	Dec	2025	Jan	Feb	Mar	Apr	May	June	2026	July	Aug	Sep
911 Hangup	14	24	39	4	3	1	48	6	7	4	5	5	12	66	2	7	7
Agency Assist	65	63	64	8	3	3	75	5	2	2	3	2	8	64	8	8	8
Animal Problem	32	43	58	9	1	0	60	1	2	1	3	1	8	42	3	5	5
Assault	5	7	13	1	3	6	26	1	0	0	1	0	0	21	1	0	2
Burglary	4	2	5	2	0	0	6	0	0	0	0	0	0	3	0	0	0
Burglary Alarm	40	38	38	8	2	4	41	1	0	3	2	6	4	39	6	8	5
Citizen Assist	45	35	41	4	1	2	41	2	3	1	5	3	3	37	2	7	6
Citizen Dispute	7	10	11	2	0	0	6	1	3	1	0	0	0	8	1	4	1
Directed Patrol	115	94	66	3	3	1	45	2	2	1	0	0	1	21	2	1	3
Crash - Damage	33	23	35	3	7	10	53	6	1	3	0	2	6	50	3	6	2
Crash - Injury	5	2	3	1	3	3	10	0	2	0	1	0	1	12	2	0	0
Death Investigation	3	1	3	0	0	1	3	0	1	0	0	1	0	3	0	0	0
Drug Possession	1	1	3	0	0	0	2	0	0	0	0	0	0	0	0	0	0
Foot Patrol	17	4	5	0	0	0	3	0	0	0	0	0	0	1	0	3	0
Misc	56	51	41	7	6	2	40	5	5	6	4	0	3	49	4	10	4
Found Property	10	10	9	0	1	0	4	2	0	0	1	2	0	7	1	0	2
Fraud	17	8	8	0	1	1	10	0	2	1	2	0	0	9	3	1	1
Intoxication	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Juvenile Issue	8	6	5	1	0	0	4	0	0	0	0	1	1	3	0	0	1
Lockout	3	0	4	0	2	1	8	0	1	0	0	0	1	6	0	1	1
Mental Health	13	14	10	0	1	4	8	1	1	0	0	2	0	9	1	1	0
Missing Person	7	10	9	3	2	1	11	0	0	0	0	0	0	7	0	1	0
MV Complaint	65	42	30	6	0	3	29	5	2	3	4	5	2	34	6	2	2
Noise	6	4	3	0	0	1	5	1	0	1	0	0	0	6	2	0	0
Overdose	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Panic Alarm	3	5	6	0	0	0	4	0	0	0	0	0	0	1	0	0	0
Parking Problem	6	7	4	0	0	0	1	0	0	0	0	0	2	2	0	0	2
Suspicious	74	67	54	3	5	3	57	3	4	6	4	2	4	57	6	5	2
Special Detail/ Public Speaking	14	8	9	3	0	1	10	0	0	0	0	1	0	5	2	2	2
Theft	18	14	11	1	0	2	10	0	0	1	2	0	0	10	1	1	0
Threats	9	15	12	0	0	0	3	0	0	0	0	0	1	2	1	1	0
Traffic Hazard	13	12	19	1	3	0	25	0	5	0	0	5	7	30	4	5	3
Trespassing	15	10	9	1	2	0	13	0	0	0	2	0	2	11	1	1	1
Vandalism	15	17	18	1	0	0	10	0	0	1	0	0	2	6	1	1	1
Welfare Check	28	23	24	2	4	3	30	1	1	3	2	2	3	28	4	5	4
Traffic Stops	76	23	105	1	1	3	82	1	4	26	17	11	6	88	9	16	
Total Calls	783	671	670	75	54	56	714	44	48	38	41	40	71	0 667	67	86	67



Town of Norwich
Halloween Road Closure 2026

Road Closure
Detour Route

0 0.125 0.25 Miles

NORWICH HALLOWEEN PARKING

- Marion Cross School (22 Church Street / Girard Way)
- Tracy Hall (300 Main Street)
- Mascoma Bank (303 Main Street)
- St. Francis of Assisi Church (70 Beaver Meadow Road)
- Huntley Meadow (111 Turnpike Road)
- Main Street – Marked parking spots outside the road closure
- St. Barnabas Episcopal Church (262 Main Street)
- Church Street – Marked parking spots
- United States Postal Service lot – (293 Main Street)

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 (04-57).

September 2026:

At the end of September, the Town completed the third month of the fiscal year at 37.68% of its expenditure budget. Our target, based on completing 3 out of the 12 months, was 25%. Some of the larger expenses that are paid once or twice a year have been paid, making the expenditure budget percentage appear higher than our target. A couple of line items to watch as they are approaching their budget limit are:

- Rec Dept – Program Wages (01-5-425212.00)
- Public Safety Facility – Phone & Internet (01-5-485238.00)
- Police Dept – Overtime Wages (01-5-500113.00)

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.

Account		Budget	Actual	Actual % of Budget
01-4-0000 PROPERTY TAX REVENUES				
01-4-000001.00	TOWN PROPERTY TAX	5,664,692.83	5,590,033.63	98.68%
01-4-000002.00	PROPERTY TAX OTHER MONETA	590,107.00	590,107.00	100.00%
01-4-000003.00	Windsor County Tax	56,816.17	56,907.59	100.16%
01-4-000014.00	PROP TAX INTEREST	30,000.00	13,910.09	46.37%
01-4-000015.00	PROP TAX PENALTY	20,000.00	0.00	0.00%
Total PROPERTY TAX REVENUES		**6,361,616.00**	**6,250,958.31**	**98.26%**
01-4-0001 LICENSE & PERMIT				
01-4-000101.00	LIQUOR LICENSE	555.00	0.00	0.00%
01-4-000103.00	DOG LICENSE	2,600.00	148.00	5.69%
01-4-000107.00	HUNT & FISH LICENSE	75.00	12.00	16.00%
01-4-000120.00	BLDG/DEVEL PERMIT	10,000.00	3,520.60	35.21%
01-4-000130.00	LAND POSTING PERMIT	200.00	75.00	37.50%
01-4-000140.00	Punch Card - Hartford	0.00	154.50	100.00%
Total LICENSE & PERMIT		**13,430.00**	**3,910.10**	**29.11%**
01-4-0002 INTERGOVERNMENTAL				
01-4-000201.00	VT HIGHWAY AID PAYMENT	165,000.00	50,168.66	30.41%
01-4-000202.00	Hold Harmless State Reven	354,603.00	0.00	0.00%
01-4-000202.02	Current Use Tax - LUCT	15,500.00	0.00	0.00%
01-4-000208.00	PILOT	10,000.00	0.00	0.00%
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	34,472.09	114.91%
01-4-000217.00	Reappraisal/GL Maintenanc	0.00	76.00	100.00%
Total INTERGOVERNMENTAL		**584,103.00**	**84,716.75**	**14.50%**
01-4-0003 SERVICE FEE				
01-4-000301.00	RECORDING FEE	25,000.00	5,520.00	22.08%
01-4-000302.00	RESTORATION	9,000.00	0.00	0.00%
01-4-000303.00	DOCUMENT COPY FEE	2,200.00	1,039.00	47.23%
01-4-000305.00	USE OF RECRDS FEE	300.00	138.00	46.00%
01-4-000307.00	VITAL STATISTIC FEE	500.00	690.00	138.00%
01-4-000311.00	PHOTOCOPYING FEE	50.00	0.00	0.00%
01-4-000320.00	TRACY HALL RNTL FEE	5,600.00	875.00	15.63%
01-4-000321.00	TH Rental Fee for Rec.Dep	2,000.00	0.00	0.00%
01-4-000325.00	POLICE RPT FEE	500.00	75.00	15.00%
01-4-000355.00	RECREATION FEES	155,000.00	63,840.40	41.19%
01-4-000355.01	Registration Fee Refunds	0.00	-495.00	100.00%
01-4-000360.00	TRNSFR STATION STICKERS	40,000.00	24,442.00	61.11%
01-4-000362.00	MISC SOLID WASTE	3,500.00	0.00	0.00%
01-4-000363.00	E-WASTE	3,500.00	665.00	19.00%
01-4-000364.00	TRASH COUPON	105,000.00	25,520.00	24.30%
01-4-000365.00	RECYCLING REBATES	12,000.00	2,385.09	19.88%
01-4-000366.00	C & D WASTE	12,800.00	5,478.00	42.80%
Total SERVICE FEE		**376,950.00**	**130,172.49**	**34.53%**

Account	Budget	Actual	Actual % of Budget
01-4-0004 GRANT REVENUE			
01-4-000417.00 DRY HYDRANT GRANT	7,700.00	0.00	0.00%
Total GRANT REVENUE	**7,700.00**	**0.00**	**0.00%**
01-4-0008 OTHER TOWN REVENUES			
01-4-000810.00 BANK INTEREST	50,000.00	3,458.13	6.92%
01-4-000814.00 FIELD RENTAL	27,000.00	1,835.00	6.80%
Total OTHER TOWN REVENUES	**77,000.00**	**5,293.13**	**6.87%**
01-4-001 PUBLIC SAFETY REVENUES			
01-4-001005.00 POLICE FINE	6,500.00	0.00	0.00%
01-4-001007.00 PARKING FINE	380.00	0.00	0.00%
01-4-001008.00 DOG FINE	200.00	0.00	0.00%
Total PUBLIC SAFETY REVENUES	**7,080.00**	**0.00**	**0.00%**
01-4-009 MISCELLANEOUS REVENUE			
01-4-009001.00 DAILY OVER/SHORT	0.00	194.00	100.00%
01-4-009005.00 AMBULANCE BILLS PAID	0.00	4,839.25	100.00%
01-4-009100.00 TOWN CLRK MISCEL	50.00	45.00	90.00%
01-4-009200.00 FIN DEPT MISCEL	0.00	35.00	100.00%
01-4-009600.00 COBRA REIMBURSEMENT	0.00	85.44	100.00%
01-4-009900.00 MISCELLANEOUS	5,500.00	3,990.46	72.55%
01-4-009901.00 Opioid Settlement Revenue	12,000.00	0.00	0.00%
Total MISCELLANEOUS REVENUE	**17,550.00**	**9,189.15**	**52.36%**
Total Revenues	**7,445,429.00**	**6,484,239.93**	**87.09%**
Total General	**7,445,429.00**	**6,484,239.93**	
Total All Funds	**7,445,429.00**	**6,484,239.93**	

CONSERVATION COMM FUND

Account	Budget	Actual	Actual % of Budget
04-4-000810.00 BANK INTEREST	0.00	20.08	100.00%
Total Revenues	**0.00**	**20.08**	**100.00%**
Total CONSERVATION COMM FUND	**0.00**	**20.08**	
05-4-000760.00 Desig.Gen. Fund Income	0.00	15,000.00	100.00%
05-4-000810.00 BANK INTEREST	0.00	296.78	100.00%
Total Revenues	**0.00**	**15,296.78**	**100.00%**
Total RECREATION FACILITY & IMP	**0.00**	**15,296.78**	
06-4-000760.00 DESIG. GEN. FUND CONTRIB	0.00	135,000.00	100.00%
06-4-000810.00 BANK INTEREST REVENUE	0.00	3,451.45	100.00%
Total Revenues	**0.00**	**138,451.45**	**100.00%**
Total FIRE APPARATUS FUND	**0.00**	**138,451.45**	
07-4-000760.00 DESIG. GEN. FUND INCOME	0.00	250,000.00	100.00%
07-4-000810.00 BANK INTEREST	0.00	1,864.37	100.00%
Total Revenues	**0.00**	**251,864.37**	**100.00%**
Total HIGHWAY EQUIPMENT FUND	**0.00**	**251,864.37**	
08-4-000760.00 DESIG. GEN. FUND	0.00	50,000.00	100.00%
08-4-000810.00 BANK INTEREST	0.00	1,747.99	100.00%
Total Revenues	**0.00**	**51,747.99**	**100.00%**
Total HIGHWAY GARAGE FUND	**0.00**	**51,747.99**	
09-4-000760.00 DESIG. GEN. FUND INCOME	0.00	7,000.00	100.00%
09-4-000810.00 BANK INTEREST	0.00	216.17	100.00%
Total Revenues	**0.00**	**7,216.17**	**100.00%**
Total SOLID WASTE EQUIP FUND	**0.00**	**7,216.17**	
10-4-000760.00 DESIG. GEN. FUND INCOME	0.00	25,000.00	100.00%
10-4-000810.00 BANK INTEREST	0.00	55.50	100.00%
Total Revenues	**0.00**	**25,055.50**	**100.00%**
Total POLICE STATION FUND	**0.00**	**25,055.50**	
11-4-000760.00 DESIG. GEN. FUND INCOME	0.00	60,000.00	100.00%
11-4-000810.00 BANK INTEREST	0.00	180.46	100.00%

Account	Budget	Actual	Actual % of Budget
Total Revenues	**0.00**	**60,180.46**	**100.00%**
Total POLICE CRUISER	**0.00**	**60,180.46**	
12-4-000760.00 DESIG. GEN FUND INCOME	0.00	40,000.00	100.00%
12-4-000810.00 BANK INTEREST	0.00	358.12	100.00%
Total Revenues	**0.00**	**40,358.12**	**100.00%**
Total TOWN REAPPRAISAL FUND	**0.00**	**40,358.12**	
13-4-000810.00 BANK INTEREST	0.00	2,664.12	100.00%
Total Revenues	**0.00**	**2,664.12**	**100.00%**
Total TRACY HALL FUND	**0.00**	**2,664.12**	
14-4-000760.00 DESIG. GEN FUND INCOME	0.00	5,000.00	100.00%
14-4-000810.00 BANK INTEREST	0.00	551.47	100.00%
Total Revenues	**0.00**	**5,551.47**	**100.00%**
Total GENERAL ADMIN. FUND	**0.00**	**5,551.47**	
15-4-000810.00 BANK INTEREST	0.00	0.08	100.00%
Total Revenues	**0.00**	**0.08**	**100.00%**
Total Granite bench with crysta	**0.00**	**0.08**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total RECREATION FUND-DAM	**0.00**	**0.00**	
17-4-000760.00 DESIG. GEN FUND INCOME	0.00	10,000.00	100.00%
17-4-000810.00 BANK INTEREST	0.00	571.40	100.00%
Total Revenues	**0.00**	**10,571.40**	**100.00%**
Total RECREATION FUND-TENNIS CO	**0.00**	**10,571.40**	
19-4-000760.00 DESIG. GEN FUND INCOME	0.00	3,000.00	100.00%
19-4-000810.00 BANK INTEREST	0.00	45.50	100.00%
Total Revenues	**0.00**	**3,045.50**	**100.00%**
Total TOWN CLERK EQUIP FUND	**0.00**	**3,045.50**	

Account	Budget	Actual	Actual % of Budget
21-4-000760.00 DESIG. GEN. FUND INCOME	0.00	5,000.00	100.00%
21-4-000810.00 BANK INTEREST	0.00	84.56	100.00%
Total Revenues	**0.00**	**5,084.56**	**100.00%**
Total POLICE SPEC EQUIP FUND	**0.00**	**5,084.56**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total KIDS & COPS FUND	**0.00**	**0.00**	
23-4-000760.00 DESIG. GEN. FUND INCOME	0.00	51,000.00	100.00%
23-4-000810.00 BANK INTEREST	0.00	204.33	100.00%
Total Revenues	**0.00**	**51,204.33**	**100.00%**
Total AFFORDABLE HOUSING FUND	**0.00**	**51,204.33**	
24-4-000810.00 BANK INTEREST	0.00	54.34	100.00%
Total Revenues	**0.00**	**54.34**	**100.00%**
Total LAND MANAGEMENT COUNCIL F	**0.00**	**54.34**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total FIRE DEPT.APPARATUS BAY	**0.00**	**0.00**	
26-4-000760.00 DESIG. GEN FUND INCOME	0.00	60,000.00	100.00%
26-4-000810.00 BANK INTEREST	0.00	437.62	100.00%
Total Revenues	**0.00**	**60,437.62**	**100.00%**
Total FIRE EQUIPMENT FUND	**0.00**	**60,437.62**	
27-4-000810.00 BANK INTEREST	0.00	362.74	100.00%
Total Revenues	**0.00**	**362.74**	**100.00%**
Total SIDEWALK FUND	**0.00**	**362.74**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total LONG TERM FACILITY STUDY	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**

Account	Budget	Actual	Actual % of Budget
Total TOWN MANAGER VEHICLE FUND	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total BANDSTAND RENOVATION FUND	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total COMMUNICATIONS STUDY FUND	**0.00**	**0.00**	
33-4-000809.00 Returnable Bottles Revenu	0.00	2,429.29	100.00%
33-4-000810.00 INTEREST	0.00	57.09	100.00%
Total Revenues	**0.00**	**2,486.38**	**100.00%**
Total CITIZEN ASSISTANCE FUND	**0.00**	**2,486.38**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total WCTU FOUNTAIN	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total CORRIDOR TREE	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total ALURA GRANT	**0.00**	**0.00**	
37-4-000760.00 Desig.Gen. Fund Income	0.00	500.00	100.00%
37-4-000810.00 INTEREST	0.00	1.70	100.00%
Total Revenues	**0.00**	**501.70**	**100.00%**
Total MAIN STREET FLAGS	**0.00**	**501.70**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total SCHOOL LEASELAND	**0.00**	**0.00**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total GOSPEL LEASELAND	**0.00**	**0.00**	

Account	Budget	Actual	Actual % of Budget
40-4-000810.00 BANK INTEREST	0.00	4.59	100.00%
40-4-009008.00 SCHOLARSHIP DONATIONS	0.00	380.00	100.00%
Total Revenues	**0.00**	**384.59**	**100.00%**
Total RECREATION SCHOLARSHIPS	**0.00**	**384.59**	
41-4-000760.00 DESIG. GEN FUND INCOME	0.00	150,000.00	100.00%
41-4-000810.00 BANK INTEREST	0.00	4,181.80	100.00%
Total Revenues	**0.00**	**154,181.80**	**100.00%**
Total DPW-BRIDGE FUND	**0.00**	**154,181.80**	
42-4-000760.00 DESIG. GEN. FUND CONTRIB	0.00	100,000.00	100.00%
42-4-000810.00 INTEREST	0.00	2,090.48	100.00%
Total Revenues	**0.00**	**102,090.48**	**100.00%**
Total DPW-PAVING FUND	**0.00**	**102,090.48**	
43-4-000760.00 DESIGNATED FUND CONTRIB	0.00	10,000.00	100.00%
43-4-000810.00 INTEREST	0.00	199.68	100.00%
Total Revenues	**0.00**	**10,199.68**	**100.00%**
Total BUILDINGS & GROUNDS	**0.00**	**10,199.68**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total COMMUNICATIONS CONSTRUCTI	**0.00**	**0.00**	
45-4-000302.00 RESTORATION REVENUE	0.00	1,876.00	100.00%
45-4-000760.00 DESIG. GEN. FUND INCOME	0.00	5,000.00	100.00%
45-4-000810.00 INTEREST	0.00	207.50	100.00%
Total Revenues	**0.00**	**7,083.50**	**100.00%**
Total RECORDS RESTORATION	**0.00**	**7,083.50**	
46-4-000760.00 DESIG. GEN FUND INCOME	0.00	15,000.00	100.00%
46-4-000810.00 INTEREST	0.00	290.60	100.00%
Total Revenues	**0.00**	**15,290.60**	**100.00%**
Total GENERATOR FUND	**0.00**	**15,290.60**	
47-4-000810.00 INTEREST US BANK	0.00	54.94	100.00%

Account	Budget	Actual	Actual % of Budget
Total Revenues	**0.00**	**54.94**	**100.00%**
Total PUBLIC SAFETY FACILITY	**0.00**	**54.94**	
48-4-000810.00 ClimateEmergency-Interest	0.00	176.53	100.00%
Total Revenues	**0.00**	**176.53**	**100.00%**
Total Climate Emergency	**0.00**	**176.53**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total ARPA (American Rescue Pla	**0.00**	**0.00**	
50-4-000810.00 Interest	0.00	2,984.43	100.00%
50-4-000811.00 TFR IN Exp&Emerg Fund	0.00	21,550.00	100.00%
Total Revenues	**0.00**	**24,534.43**	**100.00%**
Total Expense/Emergency Reserve	**0.00**	**24,534.43**	
51-4-000760.00 Trfr in Op Perf & Develop	0.00	50,000.00	100.00%
51-4-000810.00 Interest	0.00	681.68	100.00%
Total Revenues	**0.00**	**50,681.68**	**100.00%**
Total Operational Perf & Develo	**0.00**	**50,681.68**	
52-4-000760.00 Designated Fund Income	0.00	60,000.00	100.00%
52-4-000810.00 Interest	0.00	136.65	100.00%
Total Revenues	**0.00**	**60,136.65**	**100.00%**
Total Emerald Ash Borer Respons	**0.00**	**60,136.65**	
53-4-000810.00 Interest	0.00	27.16	100.00%
Total Revenues	**0.00**	**27.16**	**100.00%**
Total Kids Bridge-Huntley Mdw	**0.00**	**27.16**	
54-4-000760.00 General Fund Contribution	0.00	50,000.00	100.00%
54-4-000810.00 Interest Earned	0.00	840.19	100.00%
Total Revenues	**0.00**	**50,840.19**	**100.00%**
Total Culvert Fund	**0.00**	**50,840.19**	

Roadway Safety Fund

Account	Budget	Actual	Actual % of Budget
55-4-000760.00 General Fund Contribution	0.00	5,250.00	100.00%
55-4-000810.00 Interest Earned	0.00	94.50	100.00%
Total Revenues	**0.00**	**5,344.50**	**100.00%**
Total Roadway Safety Fund	**0.00**	**5,344.50**	
56-4-000809.00 Opioid Settlement Revenue	0.00	4,289.65	100.00%
56-4-000810.00 Bank Interest Revenue	0.00	67.76	100.00%
Total Revenues	**0.00**	**4,357.41**	**100.00%**
Total Opioid Settlement Fund	**0.00**	**4,357.41**	
Total Revenues	**0.00**	**0.00**	**0.00%**
Total Cemetery Commission	**0.00**	**0.00**	
Total All Funds	**0.00**	**1,217,539.30**	

Account		Budget	Actual	Actual % of Budget
01-5-005 TOWN ADMIN. EXPENSE				
01-5-005110.00	SELECTBOARD STIPEND	2,500.00	1,250.00	50.00%
01-5-005111.00	TOWN MANAGER WAGE	169,032.00	44,999.36	26.62%
01-5-005112.00	Asst. Town Mngr.Wage	78,627.00	20,885.85	26.56%
01-5-005113.00	TREASURER STIPEND	1,800.00	900.00	50.00%
01-5-005114.00	ADMIN ASSIST WAGE	31,312.00	9,143.25	29.20%
01-5-005120.00	CCC Tax	1,246.00	284.18	22.81%
01-5-005121.00	FICA TAX	17,563.00	5,002.26	28.48%
01-5-005122.00	MEDI TAX	4,107.00	1,068.96	26.03%
01-5-005123.00	HEALTH INSUR	80,363.00	27,260.65	33.92%
01-5-005124.00	DISABILITY/LIFE INSUR	2,161.00	797.43	36.90%
01-5-005125.00	DENTAL INSURANCE	1,181.00	503.20	42.61%
01-5-005126.00	VT RETIREMENT	23,881.00	6,446.96	27.00%
01-5-005252.00	TMGR RELOCATION EXPENSE	10,000.00	0.00	0.00%
01-5-005300.00	PROFESS SERV	10,000.00	250.00	2.50%
01-5-005300.10	CONTRACTED SERVICES	0.00	1,206.25	100.00%
01-5-005302.00	VLCT MEMBERSHIP	6,300.00	6,355.00	100.87%
01-5-005305.00	LEGAL	80,000.00	0.00	0.00%
01-5-005310.00	TOWN REPORT	4,500.00	0.00	0.00%
01-5-005531.00	ADMIN TELEPHONE	700.00	65.08	9.30%
01-5-005532.00	T MNGR CELL PHONE	600.00	74.90	12.48%
01-5-005538.00	POSTAGE	100.00	300.90	300.90%
01-5-005540.00	ADVERTISING	1,000.00	170.00	17.00%
01-5-005581.00	MILEAGE	200.00	12.16	6.08%
01-5-005610.00	OFFICE SUPPLIES	2,000.00	145.99	7.30%
01-5-005611.00	OFFICE EQUIP	500.00	0.00	0.00%
01-5-005615.00	DUES/MTS/EDUC	4,000.00	0.00	0.00%
01-5-005616.00	Treasurer Conf. & Dues Ex	1,000.00	40.00	4.00%
01-5-005704.00	Reg Energy Coordinator	32,500.00	15,795.00	48.60%
01-5-005816.00	Des.Fund - Main St Flags	500.00	500.00	100.00%
01-5-005900.00	MISCELLANEOUS	1,000.00	0.00	0.00%
Total TOWN ADMIN. EXPENSE		**568,673.00**	**143,457.38**	**25.23%**
01-5-010 BCA/BOA EXPENDITURES				
01-5-010538.00	POSTAGE	150.00	10.70	7.13%
01-5-010610.00	OFFICE SUPPLIES	25.00	0.00	0.00%
01-5-010615.00	DUES/MTGS/EDUC	100.00	0.00	0.00%
Total BCA/BOA EXPENDITURES		**275.00**	**10.70**	**3.89%**
01-5-050 STAT MTGS EXPENDITURES				
01-5-050537.00	Election Day Expenses	1,500.00	486.25	32.42%
01-5-050538.00	POSTAGE	1,700.00	211.71	12.45%
01-5-050540.00	ADVERTISING	100.00	0.00	0.00%
01-5-050550.00	PRINTING	3,400.00	0.00	0.00%
01-5-050610.00	OFFICE SUPPLIES	400.00	0.00	0.00%
01-5-050655.00	VTG MCHN PROGRAMG	2,600.00	0.00	0.00%
Total STAT MTGS EXPENDITURES		**9,700.00**	**697.96**	**7.20%**

Account	Budget	Actual	Actual % of Budget
01-5-100 TOWN CLERK EXPENDITURES			
01-5-100110.00 TOWN CLERK WAGE	84,791.00	22,527.68	26.57%
01-5-100112.00 ASST CLK WAGE	54,000.00	14,205.38	26.31%
01-5-100120.00 CCC Tax	611.00	161.52	26.44%
01-5-100121.00 FICA TAX	8,605.00	2,258.93	26.25%
01-5-100122.00 MEDI TAX	2,012.00	528.34	26.26%
01-5-100123.00 HEALTH INS	74,000.00	16,545.19	22.36%
01-5-100124.00 DISABILITY/LIFE INS	1,400.00	548.94	39.21%
01-5-100125.00 DENTAL INSURANCE	950.00	374.06	39.37%
01-5-100126.00 VT RETIREMENT	10,409.00	3,043.80	29.24%
01-5-100207.00 DOG/CAT LICENSE	400.00	0.00	0.00%
01-5-100209.00 VITAL STATISTICS	100.00	0.00	0.00%
01-5-100531.00 TELEPHONE	600.00	65.08	10.85%
01-5-100538.00 POSTAGE	150.00	0.00	0.00%
01-5-100550.00 PRINTING	300.00	16.77	5.59%
01-5-100610.00 OFFICE SUPPLIES	1,200.00	35.99	3.00%
01-5-100611.00 OFFICE EQUIPMENT	500.00	35.99	7.20%
01-5-100613.00 SOFTWARE	5,500.00	1,247.00	22.67%
01-5-100615.00 DUES/MTGS/EDUC	6,600.00	3,801.94	57.61%
01-5-100758.00 DES. FUND-RECORD RESTORAT	5,000.00	5,000.00	100.00%
01-5-100760.00 DESIGNATED FUND- EQUIP	3,000.00	3,000.00	100.00%
Total TOWN CLERK EXPENDITURES	**260,128.00**	**73,396.61**	**28.22%**
01-5-200 FINANCE DEPARTMENT			
01-5-200112.00 FINANCE ASSISTANT WAGE	64,950.00	11,320.00	17.43%
01-5-200112.10 FINANCE DIRECTOR WAGE	108,027.00	35,655.44	33.01%
01-5-200120.00 CCC Tax	761.00	195.29	25.66%
01-5-200121.00 FICA TAX	10,725.00	2,883.29	26.88%
01-5-200122.00 MEDI TAX	2,508.00	674.31	26.89%
01-5-200123.00 HEALTH INS	26,500.00	7,697.97	29.05%
01-5-200124.00 DISABILITY/LIFE INS	1,700.00	771.71	45.39%
01-5-200125.00 DENTAL INSURANCE	940.00	449.02	47.77%
01-5-200126.00 VT RETIREMENT	12,973.00	3,613.82	27.86%
01-5-200320.00 PROFESS SERVICES	4,000.00	1,055.99	26.40%
01-5-200322.00 INDEPENDENT AUDIT	40,000.00	8,497.00	21.24%
01-5-200531.00 TELEPHONE	600.00	139.98	23.33%
01-5-200580.00 MILEAGE REIMBURSEMENT	100.00	5.94	5.94%
01-5-200610.00 OFFICE SUPPLIES	1,000.00	720.14	72.01%
01-5-200611.00 OFFICE EQUIPMENT	800.00	225.00	28.13%
01-5-200613.00 SOFTWARE	5,000.00	0.00	0.00%
01-5-200615.00 DUES/MTGS/EDUC	1,000.00	0.00	0.00%
01-5-200711.00 BANK	600.00	0.00	0.00%
Total FINANCE DEPARTMENT	**282,184.00**	**73,904.90**	**26.19%**
01-5-275 GEN ADMIN EXPENDITURES			
01-5-275531.00 TELEPHONE	2,200.00	493.91	22.45%
01-5-275536.00 POSTAGE METER RENTAL	750.00	230.64	30.75%

Account	Budget	Actual	Actual % of Budget
01-5-275538.00 POSTAGE	5,500.00	-180.19	-3.28%
01-5-275610.00 OFFICE SUPPLIES	1,300.00	475.92	36.61%
01-5-275620.00 PHOTOCOPIER	3,800.00	0.00	0.00%
01-5-275627.00 REMOTE MEETING SERVICES	6,500.00	1,075.62	16.55%
01-5-275628.00 COMPUTER SOFTWARE	250.00	0.00	0.00%
01-5-275630.00 COMPUTER HARDWARE	4,000.00	0.00	0.00%
01-5-275631.00 WEB SITE SUPPORT	400.00	99.99	25.00%
01-5-275632.00 SERVER MAINTENANCE	45,000.00	12,466.28	27.70%
01-5-275760.00 DESIGNATED FUND-EQUIP	5,000.00	5,000.00	100.00%
01-5-275761.00 Assigned Fund # 50	21,550.00	21,550.00	100.00%
01-5-275762.00 Reserve Fund #51	50,000.00	50,000.00	100.00%
Total GEN ADMIN EXPENDITURES	**146,250.00**	**91,212.17**	**62.37%**
01-5-300 LISTER EXPENDITURES			
01-5-300115.00 LISTER WAGES	58,200.00	22,450.57	38.57%
01-5-300120.00 CCC Tax	256.00	102.75	40.14%
01-5-300121.00 FICA TAX	3,608.00	1,391.94	38.58%
01-5-300122.00 MEDI TAX	844.00	325.54	38.57%
01-5-300300.00 Prof.Assessor Srvcs.	4,000.00	0.00	0.00%
01-5-300360.00 SOFTWARE MAINT/UPDATE	12,265.00	0.00	0.00%
01-5-300531.00 TELEPHONE	360.00	65.08	18.08%
01-5-300538.00 POSTAGE	360.00	87.54	24.32%
01-5-300540.00 ADVERTISING	180.00	0.00	0.00%
01-5-300550.00 PRINTING	360.00	5.59	1.55%
01-5-300580.00 MILEAGE REIMB	750.00	62.32	8.31%
01-5-300610.00 OFFICE SUPPLIES	300.00	0.00	0.00%
01-5-300611.00 OFFICE EQUIPMENT	300.00	0.00	0.00%
01-5-300615.00 DUES/MTGS/EDUC	900.00	230.00	25.56%
01-5-300760.00 RESERVE FUND-Reappraise#1	40,000.00	40,000.00	100.00%
Total LISTER EXPENDITURES	**122,683.00**	**64,721.33**	**52.75%**
01-5-350 PLANNING DEPT EXPENDITURE			
01-5-350110.00 P&Z DIRECTOR WAGE	97,519.00	25,874.80	26.53%
01-5-350112.00 OFFICE ASST. WAGE	45,000.00	3,113.04	6.92%
01-5-350120.00 CCC Tax	627.00	105.93	16.89%
01-5-350121.00 FICA TAX	8,836.00	1,784.26	20.19%
01-5-350122.00 MEDI TAX	2,067.00	417.26	20.19%
01-5-350123.00 HEALTH INS	10,505.00	3,307.96	31.49%
01-5-350124.00 DISABILITY/LIFE INS	875.00	319.48	36.51%
01-5-350125.00 DENTAL INSURANCE	500.00	163.28	32.66%
01-5-350126.00 VT RETIREMENT	7,314.00	1,940.61	26.53%
01-5-350320.00 PLANNING SERVICES	5,000.00	0.00	0.00%
01-5-350321.00 TWO RIVER PLAN DUES.	6,450.00	0.00	0.00%
01-5-350322.00 UV TRANSP.MGMT DUES	1,150.00	0.00	0.00%
01-5-350341.00 Tax Map Update	2,200.00	0.00	0.00%
01-5-350419.00 Matching Grant Funds	3,000.00	0.00	0.00%
01-5-350531.00 TELEPHONE	400.00	65.08	16.27%
01-5-350538.00 POSTAGE	400.00	32.22	8.06%

Account	Budget	Actual	Actual % of Budget
01-5-350540.00 ADVERTISING	1,500.00	114.00	7.60%
01-5-350550.00 PRINTING	200.00	0.00	0.00%
01-5-350580.00 MILEAGE REIMB	160.00	0.00	0.00%
01-5-350610.00 OFFICE SUPPLIES	400.00	60.71	15.18%
01-5-350611.00 OFFICE EQUIPMENT	400.00	0.00	0.00%
01-5-350612.00 Sotware Expense	500.00	0.00	0.00%
01-5-350615.00 Training	2,000.00	40.00	2.00%
Total PLANNING DEPT EXPENDITURE	**197,003.00**	**37,338.63**	**18.95%**
01-5-425 RECREA DEPT EXPENDITURES			
01-5-4251 ADMINISTRATION			
01-5-425110.00 REC DIRECTOR WAGE	90,988.00	24,385.20	26.80%
01-5-425120.00 CCC Tax	400.00	132.49	33.12%
01-5-425121.00 FICA TAX	5,641.00	1,648.65	29.23%
01-5-425122.00 MEDI TAX	1,319.00	385.56	29.23%
01-5-425124.00 DISABILITY/LIFE INSUR	813.00	297.78	36.63%
01-5-425125.00 DENTAL INSURANCE	470.00	0.00	0.00%
01-5-425126.00 VT RETIREMENT	6,824.00	1,828.89	26.80%
01-5-425127.00 TELEPHONE	1,116.00	140.00	12.54%
01-5-425128.00 POSTAGE	52.00	0.00	0.00%
01-5-425140.00 ADVERTISING	200.00	46.50	23.25%
01-5-425150.00 PRINTING	80.00	0.00	0.00%
01-5-425160.00 DUES/MTGS/EDUC	1,000.00	0.00	0.00%
01-5-425170.00 OFFICE EQUIPMENT	57.00	0.00	0.00%
01-5-425180.00 MILEAGE REIMBURSEMENT	275.00	118.56	43.11%
01-5-425182.00 OFFICE SUPPLIES	200.00	0.00	0.00%
01-5-425183.00 POS Software (myRec)	3,845.00	0.00	0.00%
Total ADMINISTRATION	**113,280.00**	**28,983.63**	**25.59%**
01-5-4252 PROGRAM			
01-5-425200.00 Instructor/Contractor Fee	20,000.00	5,756.00	28.78%
01-5-425206.00 COACHING EXPENSES	831.00	0.00	0.00%
01-5-425211.00 EQUIP.& SUPPLIES	8,500.00	3,365.30	39.59%
01-5-425212.00 Program Wage	42,000.00	34,644.75	82.49%
01-5-425214.00 REFERREE/UMPIRE	7,000.00	260.00	3.71%
01-5-425216.00 ENTRY FEE -Tournament	1,500.00	674.40	44.96%
01-5-425218.00 REGISTRATION	2,500.00	0.00	0.00%
01-5-425219.00 Facilitly Rental Fee Expe	25,000.00	1,240.00	4.96%
01-5-425220.00 SPECIAL EVENTS /SUPPLIES	2,200.00	596.15	27.10%
01-5-425221.00 FICA TAX	2,604.00	2,349.17	90.21%
01-5-425222.00 MEDI TAX	609.00	549.50	90.23%
01-5-425223.00 CCC Tax	185.00	108.12	58.44%
01-5-425244.00 UNIFORMS	4,500.00	917.75	20.39%
Total PROGRAM	**117,429.00**	**50,461.14**	**42.97%**
01-5-4253 RECREATION FACILITIES			
01-5-425322.00 REC FIELD CARE	5,000.00	2,200.00	44.00%

Account	Budget	Actual	Actual % of Budget
01-5-425324.00 HNTLY LINE MARKING	5,500.00	0.00	0.00%
01-5-425326.00 PORTABLE TOILET	5,500.00	1,600.00	29.09%
01-5-425328.00 ICE RINK	500.00	0.00	0.00%
01-5-425330.00 REPAIRS,MAINT&Site Wrk	3,250.00	659.62	20.30%
01-5-425332.00 WATER USAGE	800.00	0.00	0.00%
01-5-425360.00 DESIGNATED FUND-T COURTS	10,000.00	10,000.00	100.00%
01-5-425362.00 Desig.Rec.Facility(Fund 0	15,000.00	15,000.00	100.00%
Total RECREATION FACILITIES	**45,550.00**	**29,459.62**	**64.68%**
Total RECREA DEPT EXPENDITURES	**276,259.00**	**108,904.39**	**39.42%**
01-5-485 PUBLIC SAFETY FACILITY			
01-5-485232.00 WATER USAGE	1,000.00	0.00	0.00%
01-5-485233.00 ELECTRICITY	13,500.00	2,096.58	15.53%
01-5-485234.00 FUEL OIL	4,800.00	0.00	0.00%
01-5-485238.00 PHONE & INTERNET	6,500.00	4,030.08	62.00%
01-5-485301.00 BUILDING SUPPLIES	1,500.00	130.49	8.70%
01-5-485302.00 REPAIRS & MAINTENANCE	15,000.00	498.80	3.33%
01-5-485303.00 ALARM MONITORING	1,750.00	14.99	0.86%
01-5-485304.00 CLEANING	12,000.00	1,799.78	15.00%
01-5-485760.00 DESIGNATED FUND-POLICE ST	25,000.00	25,000.00	100.00%
Total PUBLIC SAFETY FACILITY	**81,050.00**	**33,570.72**	**41.42%**
01-5-500 POLICE DEPT EXPENDITURES			
01-5-5001 WAGES & BENEFITS			
01-5-500110.00 POLICE CHIEF WAGE	116,859.00	30,901.33	26.44%
01-5-500112.00 POLICE OFFICER WAGE	252,530.00	53,511.89	21.19%
01-5-500112.10 ON-CALL WAGES	8,500.00	193.92	2.28%
01-5-500113.00 OVERTIME OFFICER WAGE	5,000.00	4,606.43	92.13%
01-5-500114.00 ADMINISTRATIVE WAGE	62,282.00	16,469.04	26.44%
01-5-500115.00 PARTTIME OFFICER WAGE	24,034.00	0.00	0.00%
01-5-500116.00 CROSSING GUARD WAGE	27,500.00	2,154.60	7.83%
01-5-500120.10 CCC Tax	2,186.00	417.69	19.11%
01-5-500121.00 FICA TAX	30,796.00	6,578.36	21.36%
01-5-500122.00 MEDI TAX	7,202.00	1,538.43	21.36%
01-5-500123.00 HEALTH INS	70,000.00	8,567.41	12.24%
01-5-500124.00 DISABILITY/LIFE INS	3,500.00	1,217.71	34.79%
01-5-500125.00 DELTA DENTAL	2,000.00	442.34	22.12%
01-5-500126.00 VT RETIREMENT	40,088.00	9,357.37	23.34%
Total WAGES & BENEFITS	**652,477.00**	**135,956.52**	**20.84%**
01-5-5002 COMMUNITY POLICING			
01-5-500201.00 ANIMAL CONT/LEASH LAW	3,000.00	0.00	0.00%
01-5-500202.00 COMMUNITY RELATNS	2,000.00	150.59	7.53%
01-5-500204.00 SPEED SIGNS	25,000.00	21,105.15	84.42%
Total COMMUNITY POLICING	**30,000.00**	**21,255.74**	**70.85%**

Account	Budget	Actual	Actual % of Budget
01-5-5003 EQUIPMENT & MAINTENANCE			
01-5-500301.00 RADIO MAINTENANCE	1,500.00	650.24	43.35%
01-5-500302.00 PETROLEUM PRODUCTS	13,500.00	4,750.25	35.19%
01-5-500304.00 CRUISER VIDEO EQUIP	15,500.00	0.00	0.00%
01-5-500306.00 CRUISER MAINT	12,000.00	1,653.90	13.78%
01-5-500308.00 CRUISER SUPPLIES	1,250.00	797.76	63.82%
01-5-500309.00 Capital Lease Equip. Expe	33,967.00	0.00	0.00%
Total EQUIPMENT & MAINTENANCE	**77,717.00**	**7,852.15**	**10.10%**
01-5-5004 GRANTS			
Total GRANTS	**0.00**	**0.00**	**0.00%**
01-5-5005 SUPPORT			
01-5-500501.00 ADMINISTRATION	15,000.00	6,005.26	40.04%
01-5-500535.00 VIBRS	6,000.00	515.00	8.58%
01-5-500536.00 DISPATCH SERVICES	70,000.00	3,782.32	5.40%
01-5-500537.00 IT SUPPORT	12,500.00	3,374.40	27.00%
01-5-500538.00 TRAINING	10,000.00	389.04	3.89%
01-5-500543.00 Law Enforcement Equip.	15,000.00	12,452.79	83.02%
01-5-500581.00 DUES/MTGS/EDUC	3,000.00	100.00	3.33%
01-5-500582.00 UNIFORMS	10,000.00	2,931.25	29.31%
01-5-500583.00 UNIFORMS CLEANING	2,000.00	758.00	37.90%
01-5-500584.00 BULLET PROOF VESTS	3,000.00	0.00	0.00%
Total SUPPORT	**146,500.00**	**30,308.06**	**20.69%**
01-5-5007 CAPITAL EXPENDITURES			
01-5-500701.00 DESIGNATED FUND-SPEC EQUI	5,000.00	5,000.00	100.00%
01-5-500702.00 DESIGNATED FUND-CRUISER	60,000.00	60,000.00	100.00%
Total CAPITAL EXPENDITURES	**65,000.00**	**65,000.00**	**100.00%**
Total POLICE DEPT EXPENDITURES	**971,694.00**	**260,372.47**	**26.80%**
01-5-555 FIRE/FAST DEPT. EXPENSES			
01-5-5551 FIRE WAGES			
01-5-555108.00 FIRE CHIEF WAGES	88,138.00	23,657.39	26.84%
01-5-555110.00 FIRE OFFICER STIPEND	2,100.00	0.00	0.00%
01-5-555112.00 FIREFIGHTERS WAGE	32,000.00	8,244.19	25.76%
01-5-555114.00 FF DRILLS/MTGS WAGE	2,000.00	620.00	31.00%
01-5-555120.00 CCC Tax	547.00	132.31	24.19%
01-5-555121.00 FICA TAX	7,703.00	1,985.18	25.77%
01-5-555122.00 MEDI TAX	1,801.00	465.75	25.86%
01-5-555123.00 HEALTH INSURANCE	9,915.00	3,258.24	32.86%
01-5-555124.00 DISABILITY/LIFE INSURANCE	780.00	295.22	37.85%
01-5-555125.00 VT RETIREMENT	6,610.00	1,786.48	27.03%
01-5-555126.00 DENTAL INSURANCE	480.00	163.28	34.02%

Account	Budget	Actual	Actual % of Budget
Total FIRE WAGES	**152,074.00**	**40,608.04**	**26.70%**
01-5-5552 EMS WAGES			
01-5-555212.00 EMS WAGE	8,500.00	1,166.91	13.73%
01-5-555215.00 EMS DRILL WAGE	1,800.00	120.00	6.67%
01-5-555221.00 EMS FICA TAX	650.00	66.86	10.29%
01-5-555222.00 EMS MEDI TAX	150.00	14.26	9.51%
01-5-555223.00 CCC Tax	50.00	0.11	0.22%
Total EMS WAGES	**11,150.00**	**1,368.14**	**12.27%**
01-5-5553 EDUCATION & TRAINING			
01-5-555338.00 FIRE EDUC/TRAINING	900.00	100.00	11.11%
01-5-555340.00 EMS EDUC/TRNG	1,200.00	0.00	0.00%
01-5-555342.00 FIRE DUES/MTGS/EDUC	500.00	0.00	0.00%
Total EDUCATION & TRAINING	**2,600.00**	**100.00**	**3.85%**
01-5-5554 TOOLS & EQUIPMENT			
01-5-555422.00 FIRE TOOLS & EQUIPMENT	5,000.00	194.15	3.88%
01-5-555424.00 EMS TOOLS/ EQUIP	2,200.00	885.95	40.27%
01-5-555426.00 RADIO PURCH/REPAIR	800.00	0.00	0.00%
Total TOOLS & EQUIPMENT	**8,000.00**	**1,080.10**	**13.50%**
01-5-5555 MAINTENANCE			
01-5-555528.00 FIRE TRK R & M	19,000.00	0.00	0.00%
01-5-555528.07 R&M 7 Tanker	0.00	4,037.29	100.00%
01-5-555528.12 R&M 19 F550	0.00	150.00	100.00%
01-5-555528.16 R&M Engine 1	0.00	1,334.57	100.00%
01-5-555528.21 R&M 21 Spartan Ladder	0.00	150.00	100.00%
01-5-555530.00 EQUIPMENT MAINTENANCE	4,000.00	0.00	0.00%
01-5-555532.00 RADIO MAINTENANCE	500.00	266.78	53.36%
01-5-555534.00 SOFTWARE MAINTENANCE	3,200.00	3,000.00	93.75%
01-5-555538.00 APPARATUS FUEL	4,600.00	763.16	16.59%
Total MAINTENANCE	**31,300.00**	**9,701.80**	**31.00%**
01-5-5556 SUPPORT			
01-5-555614.00 RECRUITMENT	100.00	0.00	0.00%
01-5-555618.00 POSTAGE	25.00	0.00	0.00%
01-5-555619.00 FIRE PREV BOOKS & MATERIA	100.00	0.00	0.00%
01-5-555620.00 FIREFIGHTERS CASUL INS	4,500.00	-2,267.00	-50.38%
01-5-555625.00 TELEPHONE & INTERNET	2,200.00	382.92	17.41%
01-5-555630.00 OFFICE SUPPLIES	500.00	0.00	0.00%
01-5-555632.00 DISPATCH SERVICE	33,288.00	599.40	1.80%
01-5-555633.00 UNIFORM	275.00	0.00	0.00%
01-5-555635.00 DRY HYDRANT	500.00	450.00	90.00%
01-5-555636.00 OSHA COMPLIANCE	800.00	322.00	40.25%

Account	Budget	Actual	Actual % of Budget
Total SUPPORT	**42,288.00**	**-512.68**	**-1.21%**
01-5-5557 CAPITAL EXPENDITURES			
01-5-555758.00 DESIGNATED FUND-APPARATUS	135,000.00	135,000.00	100.00%
01-5-555760.00 DESIGNATED FUND-EQUIPMENT	60,000.00	60,000.00	100.00%
Total CAPITAL EXPENDITURES	**195,000.00**	**195,000.00**	**100.00%**
01-5-5558 GRANT EXPENSE			
Total GRANT EXPENSE	**0.00**	**0.00**	**0.00%**
01-5-5559 AMBULANCE SERVICES			
01-5-555901.00 AMBULANCE CONTRACT	188,783.00	49,164.41	26.04%
01-5-555903.00 AMBULANCE BILLS	8,000.00	0.00	0.00%
Total AMBULANCE SERVICES	**196,783.00**	**49,164.41**	**24.98%**
Total FIRE/FAST DEPT. EXPENSES	**639,195.00**	**296,509.81**	**46.39%**
01-5-575 EMERGENCY MANAGEMENT			
01-5-575233.00 TOWER POWER	1,900.00	390.82	20.57%
01-5-575600.00 EMERG MAN ADMIN	0.00	110.00	100.00%
01-5-575610.00 EMERG MNGMT SUPPLIES	5,000.00	0.00	0.00%
01-5-575612.00 GENERATOR FUEL	250.00	272.93	109.17%
01-5-575622.00 EMERG GEN INSTALL	200.00	0.00	0.00%
01-5-575630.00 BASE RADIO MAINTENANCE	2,600.00	0.00	0.00%
01-5-575740.00 DESIGNATED FUND-GENERATOR	15,000.00	15,000.00	100.00%
Total EMERGENCY MANAGEMENT	**24,950.00**	**15,773.75**	**63.22%**
01-5-650 CONSERVATION			
01-5-650615.00 DUES/MTGS/EDUC	200.00	0.00	0.00%
01-5-650620.00 SPKRS/PUBLIC INFO	1,250.00	36.38	2.91%
01-5-650625.00 PUBLICITY	750.00	0.00	0.00%
01-5-650630.00 TRAILS	1,800.00	0.00	0.00%
01-5-650635.00 MILT FRYE NATURE AREA	1,500.00	0.00	0.00%
01-5-650700.00 NATRL RESRCS INVEN	1,000.00	0.00	0.00%
01-5-650710.00 PROJECT RESTORATION	2,000.00	0.00	0.00%
Total CONSERVATION	**8,500.00**	**36.38**	**0.43%**
01-5-651 Solid Waste Committee			
01-5-651550.00 Printng	250.00	0.00	0.00%
01-5-651610.00 Software License	1,500.00	0.00	0.00%
01-5-651620.00 Information/Signs/Sand.Bo	600.00	0.00	0.00%
Total Solid Waste Committee	**2,350.00**	**0.00**	**0.00%**

Account	Budget	Actual	Actual % of Budget
01-5-652 Energy Committee			
01-5-652610.00 Supplies	1,800.00	0.00	0.00%
Total Energy Committee	**1,800.00**	**0.00**	**0.00%**
01-5-675 CEMETERY COMMISSION			
Total CEMETERY COMMISSION	**0.00**	**0.00**	**0.00%**
01-5-70 PUBLIC WORKS DEPT.			
01-5-703 HIGHWAY DIVISION			
01-5-7031 HIGHWAY WAGES & BENEFITS			
01-5-703110.00 DIRECTOR OF PUBLIC WORKS	115,903.00	18,947.10	16.35%
01-5-703111.00 ADMINISTRATIVE ASSIST	31,312.00	7,173.16	22.91%
01-5-703112.00 ROAD CREW WAGES	329,862.00	91,241.25	27.66%
01-5-703114.00 ROAD CREW OVERTIME	60,000.00	519.22	0.87%
01-5-703116.00 On Call Compensation	6,590.00	477.33	7.24%
01-5-703120.00 CCC Tax	2,396.00	465.40	19.42%
01-5-703121.00 FICA	33,764.00	7,041.69	20.86%
01-5-703122.00 MEDICARE	7,896.00	1,646.88	20.86%
01-5-703123.00 HEALTH INSUR	155,200.00	58,040.47	37.40%
01-5-703124.00 DISABILITY/LIFE	4,700.00	1,790.15	38.09%
01-5-703125.00 DENTAL INSURANCE	3,200.00	1,113.90	34.81%
01-5-703126.00 RETIREMENT	40,844.00	9,117.72	22.32%
Total HIGHWAY WAGES & BENEFITS	**791,667.00**	**197,574.27**	**24.96%**
01-5-7032 MATERIALS			
01-5-703201.00 SALT & CHEMICALS	128,000.00	0.00	0.00%
01-5-703203.00 SAND	120,000.00	0.00	0.00%
01-5-703205.00 DUST CONTROL	26,000.00	0.00	0.00%
01-5-703207.00 GRAVEL & STONE	68,000.00	2,217.44	3.26%
01-5-703209.00 CULVERTS & ROAD SUPPLIES	25,000.00	0.00	0.00%
01-5-703211.00 ASPHALT PRODUCTS	3,500.00	0.00	0.00%
01-5-703213.00 BRIDGE REPAIR & MAINT.	5,300.00	0.00	0.00%
01-5-703215.00 OTHER PROJECTS	8,500.00	0.00	0.00%
01-5-703217.00 SIGNS	3,000.00	0.00	0.00%
Total MATERIALS	**387,300.00**	**2,217.44**	**0.57%**
01-5-7033 CONTRACTED SERVICES			
01-5-703301.00 PLOWING & SANDING	70,000.00	0.00	0.00%
01-5-703303.00 ROAD SWEEP/LEAF REMOVAL	3,000.00	0.00	0.00%
01-5-703305.00 LEAF REMOVAL	3,200.00	0.00	0.00%
01-5-703307.00 STREETLIGHTS	15,600.00	2,632.92	16.88%
01-5-703309.00 TREE CUTTING & REMOVAL	12,000.00	0.00	0.00%
01-5-703311.00 UNIFORMS	16,000.00	4,736.12	29.60%
01-5-703313.00 PAVING	10,000.00	0.00	0.00%
01-5-703315.00 OTHER PROJECTS	16,000.00	6,490.04	40.56%
01-5-703317.00 CRACK SEALING	19,000.00	0.00	0.00%

Account	Budget	Actual	Actual % of Budget
01-5-703319.00 PAVEMENT MARKING	20,000.00	0.00	0.00%
01-5-703321.00 BRIDGES	55,000.00	7,840.50	14.26%
01-5-703322.00 Culverts	10,000.00	0.00	0.00%
01-5-703323.00 Roadway&Ped.Safety Exp	3,000.00	0.00	0.00%
Total CONTRACTED SERVICES	**252,800.00**	**21,699.58**	**8.58%**
01-5-7034 EQUIPMENT			
01-5-703401.00 OUTSIDE REPAIRS	63,000.00	10,810.86	17.16%
01-5-703403.00 PARTS & SUPPLIES	75,000.00	10,431.75	13.91%
01-5-703405.00 PETROLEUM PRODUCTS	50,000.00	13,475.73	26.95%
01-5-703407.00 Equipment Rental	8,000.00	0.00	0.00%
Total EQUIPMENT	**196,000.00**	**34,718.34**	**17.71%**
01-5-7035 HIGHWAY GARAGE			
01-5-703501.00 ELECTRICITY	2,600.00	345.52	13.29%
01-5-703503.00 PROPANE	7,000.00	318.04	4.54%
01-5-703505.00 TELEPHONE	4,200.00	1,170.77	27.88%
01-5-703507.00 SUPPLIES	10,500.00	753.70	7.18%
01-5-703509.00 ALARM MONITORING	3,300.00	474.70	14.38%
01-5-703511.00 REPAIRS & MAINTENANCE	12,000.00	0.00	0.00%
01-5-703513.00 TOOLS	8,000.00	0.00	0.00%
01-5-703515.00 ADMINISTRATION	6,000.00	212.57	3.54%
Total HIGHWAY GARAGE	**53,600.00**	**3,275.30**	**6.11%**
01-5-7036 CAPITAL EXPENDITURES			
01-5-703601.00 DESIGNATED FUND-EQUIPMENT	250,000.00	250,000.00	100.00%
01-5-703605.00 RESERVE FUND-PAVING#42	100,000.00	100,000.00	100.00%
01-5-703607.00 DESIGNATED FUND-BRIDGES	150,000.00	150,000.00	100.00%
01-5-703609.00 RESERVE FUND-GARAGE#8	50,000.00	50,000.00	100.00%
01-5-703610.00 Desinated Fund - Culverts	50,000.00	50,000.00	100.00%
01-5-703611.00 Desig.Road&Ped.Safety	5,250.00	5,250.00	100.00%
Total CAPITAL EXPENDITURES	**605,250.00**	**605,250.00**	**100.00%**
01-5-7037 GRANTS			
Total GRANTS	**0.00**	**0.00**	**0.00%**
Total HIGHWAY DIVISION	**2,286,617.00**	**864,734.93**	**37.82%**
01-5-704 BUILDINGS & GROUNDS DIVIS			
01-5-7041 B & G WAGES & BENEFITS			
01-5-704113.00 BUILDINGS & GROUNDS WAGES	115,025.00	32,641.84	28.38%
01-5-704114.00 OT BLDGS & GROUNDS	5,000.00	0.00	0.00%
01-5-704116.00 On Call Compensation	912.00	90.92	9.97%
01-5-704120.00 CCC Tax	526.00	138.60	26.35%
01-5-704121.00 FICA	7,405.00	2,045.03	27.62%

Account	Budget	Actual	Actual % of Budget
01-5-704122.00 MEDICARE	1,732.00	478.26	27.61%
01-5-704123.00 HEALTH INSURANCE	63,600.00	13,755.92	21.63%
01-5-704124.00 DISABILITY/LIFE	1,200.00	457.96	38.16%
01-5-704125.00 DENTAL INSURANCE	1,820.00	602.88	33.13%
01-5-704126.00 RETIREMENT	8,960.00	2,459.67	27.45%
Total B & G WAGES & BENEFITS	**206,180.00**	**52,671.08**	**25.55%**
01-5-7042 MATERIALS			
01-5-704201.00 GARDEN SUPPLIES & PLANTS	1,635.00	0.00	0.00%
Total MATERIALS	**1,635.00**	**0.00**	**0.00%**
01-5-7043 CONTRACTED SERVICES			
01-5-704311.00 UNIFORMS	5,500.00	1,063.01	19.33%
Total CONTRACTED SERVICES	**5,500.00**	**1,063.01**	**19.33%**
01-5-7044 EQUIPMENT			
01-5-704401.00 OUTSIDE REPAIRS	2,100.00	0.00	0.00%
01-5-704403.00 PARTS & SUPPLIES	2,600.00	463.84	17.84%
01-5-704405.00 PETROLEUM PRODUCTS	2,000.00	851.84	42.59%
01-5-704413.00 TOOLS & EQUIPMENT	600.00	0.00	0.00%
Total EQUIPMENT	**7,300.00**	**1,315.68**	**18.02%**
01-5-7046 CAPITAL EXPENDITURES			
01-5-704601.00 DESIGNATED FUND-EQUIPMENT	10,000.00	10,000.00	100.00%
Total CAPITAL EXPENDITURES	**10,000.00**	**10,000.00**	**100.00%**
Total BUILDINGS & GROUNDS DIVIS	**230,615.00**	**65,049.77**	**28.21%**
01-5-705 SOLID WASTE DIVISION			
01-5-7051 SW WAGES & BENEFITS			
01-5-705112.00 TRNSF STATION WAGE	55,440.00	16,028.98	28.91%
01-5-705120.00 CCC Tax	245.00	70.55	28.80%
01-5-705121.00 FICA TAX	3,437.00	979.79	28.51%
01-5-705122.00 MEDI TAX	804.00	229.15	28.50%
Total SW WAGES & BENEFITS	**59,926.00**	**17,308.47**	**28.88%**
01-5-7053 CONTRACTED SERVICES			
01-5-705301.00 GUVSWMD ASSESSMENT	35,000.00	32,508.00	92.88%
01-5-705303.00 MUNICIPAL SOLID WASTE	56,000.00	24,785.66	44.26%
01-5-705305.00 RECYCLING	49,000.00	15,221.46	31.06%
01-5-705306.00 C & D WASTE DISPOSAL	18,000.00	0.00	0.00%
01-5-705308.00 FOOD WASTE DISPOSAL	23,000.00	3,172.62	13.79%
Total CONTRACTED SERVICES	**181,000.00**	**75,687.74**	**41.82%**

Account	Budget	Actual	Actual % of Budget
01-5-7054 EQUIPMENT			
01-5-705403.00 PARTS & SUPPLIES	1,550.00	617.66	39.85%
01-5-705411.00 REPAIRS & MAINTENANCE	6,000.00	0.00	0.00%
01-5-705413.00 SMALL EQUIPMENT	525.00	0.00	0.00%
Total EQUIPMENT	**8,075.00**	**617.66**	**7.65%**
01-5-7055 TRANSFER STATION			
01-5-705500.00 PURCHASED SERVICES	4,000.00	390.00	9.75%
01-5-705501.00 ELECTRICITY	4,500.00	322.78	7.17%
01-5-705503.00 PROPANE	900.00	0.00	0.00%
01-5-705505.00 TELEPHONE	1,100.00	246.94	22.45%
01-5-705515.00 ADMINISTRATION	700.00	255.48	36.50%
01-5-705517.00 VERMONT FRANCHISE TAX	1,600.00	0.00	0.00%
Total TRANSFER STATION	**12,800.00**	**1,215.20**	**9.49%**
01-5-7056 CAPITAL EXPENDITURES			
01-5-705601.00 DESIGNATED FUND-EQUIPMENT	7,000.00	7,000.00	100.00%
Total CAPITAL EXPENDITURES	**7,000.00**	**7,000.00**	**100.00%**
Total SOLID WASTE DIVISION	**268,801.00**	**101,829.07**	**37.88%**
01-5-706 TRACY HALL			
01-5-7061 BUILDING EXPENSES			
01-5-706100.00 WATER USAGE	935.00	0.00	0.00%
01-5-706101.00 ELECTRICITY	15,000.00	1,133.64	7.56%
01-5-706103.00 HEATING-PROPANE	20,000.00	529.77	2.65%
01-5-706105.00 ALARM MONITORING	1,350.00	0.00	0.00%
01-5-706107.00 ELEVATOR MAINTENANCE	6,000.00	1,379.32	22.99%
01-5-706108.00 CUSTODIAN PAGER & MILEAGE	825.00	0.00	0.00%
01-5-706109.00 BUILDING SUPPLIES	5,000.00	1,425.63	28.51%
01-5-706113.00 REPAIRS & MAINTENANCE	17,500.00	7,157.51	40.90%
01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	2,000.00	500.13	25.01%
Total BUILDING EXPENSES	**68,610.00**	**12,126.00**	**17.67%**
Total TRACY HALL	**68,610.00**	**12,126.00**	**17.67%**
Total PUBLIC WORKS DEPT.	**2,854,643.00**	**1,043,739.77**	**36.56%**
01-5-8002 DEBT SERVICE EXPENDITURES			
01-5-800207.00 PUBLIC SAFTY FACILITY BON	47,000.00	47,000.00	100.00%
01-5-800211.00 WINDSOR COUNTY TAX	60,000.00	56,816.17	94.69%
01-5-800235.00 DEBT INTEREST	40,250.00	20,484.95	50.89%
Total DEBT SERVICE EXPENDITURES	**147,250.00**	**124,301.12**	**84.42%**

Account	Budget	Actual	Actual % of Budget
01-5-8003 APPROPRIATION EXPENDTURES			
01-5-800302.00 NORWICH PUBLIC LIBRARY	395,535.00	197,767.50	50.00%
01-5-800310.00 NORWICH AMERICAN LEGION	1,500.00	1,500.00	100.00%
01-5-800311.00 NORWICH COMMUNITY NURSE	10,000.00	5,000.00	50.00%
01-5-800315.00 NORWICH HISTORICAL SOCIET	12,000.00	6,000.00	50.00%
01-5-800316.00 NORWICH CEMETERY ASSOCATN	32,000.00	16,000.00	50.00%
01-5-800324.00 CHILD CARE CTR IN NORWICH	4,348.00	4,348.00	100.00%
01-5-800328.00 VSTNG NRS/HSP APPR	18,500.00	9,250.00	50.00%
01-5-800350.00 THE FAMILY PLACE	6,000.00	6,000.00	100.00%
01-5-800352.00 ADVANCE TRANSIT	15,947.00	7,973.50	50.00%
01-5-800354.00 HEADREST	2,500.00	2,500.00	100.00%
01-5-800356.00 WINDSOR COUNTY MENTORS	2,500.00	2,500.00	100.00%
01-5-800358.00 JAM (formerly CATV)	3,000.00	3,000.00	100.00%
01-5-800362.00 WISE	2,500.00	2,500.00	100.00%
01-5-800366.00 SEVCA	3,750.00	3,750.00	100.00%
01-5-800368.00 YOUTH-IN-ACTION	3,000.00	3,000.00	100.00%
01-5-800369.00 SENIOR SOLUTIONS	1,200.00	1,200.00	100.00%
01-5-800372.00 WHT RIVR COUN ON AGING	5,300.00	5,300.00	100.00%
01-5-800375.00 PUBLIC HEALTH COUNC UV	1,822.00	1,822.00	100.00%
01-5-800382.00 U.V. TRAILS ALLIANCE	2,000.00	2,000.00	100.00%
01-5-800386.00 GOOD BEGINNINGS	3,000.00	3,000.00	100.00%
01-5-800388.00 GREEN MTN ECO DEV CORP	1,705.00	1,705.00	100.00%
01-5-800389.00 SPECIAL NEEDS SUPPORT CEN	2,000.00	2,000.00	100.00%
01-5-800395.00 RESERVE FUND EAB#52	60,000.00	60,000.00	100.00%
Total APPROPRIATION EXPENDTURES	**590,107.00**	**348,116.00**	**58.99%**
01-5-8004 TAX EXPENDITURES			
01-5-800408.00 TAX ABATEMENT/ADJUSTMENT	21,000.00	0.00	0.00%
Total TAX EXPENDITURES	**21,000.00**	**0.00**	**0.00%**
01-5-8005 INSURANCE			
01-5-800501.00 HRA REIMBURSEMENT EXPENSE	31,635.00	3,723.31	11.77%
01-5-800505.00 SOCIAL SECURITY TAX	0.00	114.70	100.00%
01-5-800507.00 MEDICARE TAX	0.00	18.00	100.00%
01-5-800517.00 UNEMP INS RATE ASSMT	6,100.00	1,205.00	19.75%
01-5-800518.00 PROP & CAS INSURANCE	120,000.00	44,719.36	37.27%
01-5-800520.00 WORKER'S COMP INS	82,000.00	39,635.61	48.34%
Total INSURANCE	**239,735.00**	**89,415.98**	**37.30%**
Total Expenditures	**7,445,429.00**	**2,805,480.07**	**37.68%**
Total General	**-7,445,429.00**	**-2,805,480.07**	
Total All Funds	**-7,445,429.00**	**-2,805,480.07**	

Account	Budget	Actual	Actual % of Budget
Total Expenditures	0.00	0.00	0.00%
Total CONSERVATION COMM FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total RECREATION FACILITY & IMP	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total FIRE APPARATUS FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total HIGHWAY EQUIPMENT FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total HIGHWAY GARAGE FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total SOLID WASTE EQUIP FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total POLICE STATION FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total POLICE CRUISER	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total TOWN REAPPRAISAL FUND	0.00	0.00	
Total Expenditures	0.00	0.00	0.00%
Total TRACY HALL FUND	0.00	0.00	

Account	Budget	Actual	Actual % of Budget
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total GENERAL ADMIN. FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total Granite bench with crysta	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total RECREATION FUND-DAM	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total RECREATION FUND-TENNIS CO	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total TOWN CLERK EQUIP FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total POLICE SPEC EQUIP FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total KIDS & COPS FUND	**0.00**	**0.00**	
23-5-600100.00 TWIN PINES HOUSING TRUST	0.00	51,000.00	100.00%
Total Expenditures	**0.00**	**51,000.00**	**100.00%**
Total AFFORDABLE HOUSING FUND	**0.00**	**-51,000.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total LAND MANAGEMENT COUNCIL F	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total FIRE DEPT.APPARATUS BAY	**0.00**	**0.00**	

Account	Budget	Actual	Actual % of Budget
26-5-555322.00 FIRE EQUIPMENT	0.00	25,369.90	100.00%
Total Expenditures	**0.00**	**25,369.90**	**100.00%**
Total FIRE EQUIPMENT FUND	**0.00**	**-25,369.90**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total SIDEWALK FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total LONG TERM FACILITY STUDY	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total BANDSTAND RENOVATION FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total COMMUNICATIONS STUDY FUND	**0.00**	**0.00**	
33-5-005702.00 CITIZEN ASSISTANCE	0.00	1,200.00	100.00%
Total Expenditures	**0.00**	**1,200.00**	**100.00%**
Total CITIZEN ASSISTANCE FUND	**0.00**	**-1,200.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total CORRIDOR TREE	**0.00**	**0.00**	
37-5-375610.00 SUPPLIES	0.00	175.93	100.00%
Total Expenditures	**0.00**	**175.93**	**100.00%**
Total MAIN STREET FLAGS	**0.00**	**-175.93**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total SCHOOL LEASELAND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**

Account	Budget	Actual	Actual % of Budget
Total GOSPEL LEASELAND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total RECREATION SCHOLARSHIPS	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total DPW-BRIDGE FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total DPW-PAVING FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total BUILDINGS & GROUNDS	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total COMMUNICATIONS CONSTRUCTI	**0.00**	**0.00**	
45-5-100341.00 RESTORATION EXPENSE	0.00	337.10	100.00%
Total Expenditures	**0.00**	**337.10**	**100.00%**
Total RECORDS RESTORATION	**0.00**	**-337.10**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total GENERATOR FUND	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total PUBLIC SAFETY FACILITY	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total Expense/Emergency Reserve	**0.00**	**0.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**

Account	Budget	Actual	Actual % of Budget
Total Operational Perf & Develo	**0.00**	**0.00**	
52-5-000300.00 Emerald Ash Borer Expense	0.00	52,783.00	100.00%
Total Expenditures	**0.00**	**52,783.00**	**100.00%**
Total Emerald Ash Borer Respons	**0.00**	**-52,783.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total Kids Bridge-Huntley Mdw	**0.00**	**0.00**	
54-5-703322.00 Culvert Expense	0.00	179,988.30	100.00%
Total Expenditures	**0.00**	**179,988.30**	**100.00%**
Total Culvert Fund	**0.00**	**-179,988.30**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total Roadway Safety Fund	**0.00**	**0.00**	
56-5-000001.00 Opioid Settlement Expense	0.00	32,000.00	100.00%
Total Expenditures	**0.00**	**32,000.00**	**100.00%**
Total Opioid Settlement Fund	**0.00**	**-32,000.00**	
Total Expenditures	**0.00**	**0.00**	**0.00%**
Total Cemetery Commission	**0.00**	**0.00**	
Total All Funds	**0.00**	**-342,854.23**	

Account	Curr Yr Pd 3 Sep Encumbrances	Curr Yr Pd 3 Sep Actual
ASSET		
01-1-001 CASH		
01-1-001004.00 PETTY CASH-TRANS STATTION	0.00	200.00
01-1-001005.00 PETTY CASH-TOWN CLERK	0.00	50.00
01-1-001100.00 CASH-MASCOMA GENL FUND	0.00	5,660,453.31
01-1-001102.00 CASH-MASCOMA EFTs	0.00	7,955.90
01-1-001104.00 CASH-MASCOMA FISH & GAME	0.00	378.34
01-1-001106.00 HRA Bank Account	0.00	7,440.95
Total CASH	**0.00**	**5,676,478.50**
01-1-002 INVESTMENTS		
01-1-002200.06 CD - 6 month	0.00	3,003,394.99
Total INVESTMENTS	**0.00**	**3,003,394.99**
01-1-003 RECEIVABLES		
01-1-0030 ACCOUNTS RECEIVABLE		
01-1-003006.00 ACCTS REC-LIBRARY	0.00	-4,763.43
01-1-003026.00 Accounts Receivable	0.00	76,248.20
01-1-003026.01 Allowance for Bad Debts	0.00	-12,736.68
Total ACCOUNTS RECEIVABLE	**0.00**	**58,748.09**
01-1-0031 GRANT RECEIVABLE		
01-1-003108.00 GRANT REC-HIGHWAY DEPT	0.00	37,141.31
01-1-003112.00 GRANT REC-FEMA & VT ERAF	0.00	225,362.74
Total GRANT RECEIVABLE	**0.00**	**262,504.05**
01-1-0032 NOTES RECEIVABLE		
Total NOTES RECEIVABLE	**0.00**	**0.00**
01-1-0034 TAXES RECEIVABLE		
01-1-003401.00 CURRENT TAX RECVBLE	0.00	10,625,614.39
01-1-003402.00 DEL PROP TAXES RECEIVABLE	0.00	166,809.18
01-1-003403.00 TAX INTEREST RECV	0.00	34,586.49
01-1-003404.00 PENALTY RECEIVABLE	0.00	6,682.09
Total TAXES RECEIVABLE	**0.00**	**10,833,692.15**
Total RECEIVABLES	**0.00**	**11,154,944.29**
01-1-004 OTHER ASSETS		
01-1-004099.00 HTFD RECY COUPON INVENTRY	0.00	1,500.00
01-1-004104.00 INVENTORY-Materials	0.00	120,000.00
01-1-004105.00 Inventory-DPW Fueling Sta	0.00	8,657.68
Total OTHER ASSETS	**0.00**	**130,157.68**

Account	Curr Yr Pd 3 Sep Encumbrances	Curr Yr Pd 3 Sep Actual
01-1-090000.00 DUE FROM/TO OTHER FUND	0.00	-6,792,965.97
Total Asset	0.00	13,172,009.49
LIABILITY		
01-2-001 ACCOUNTS PAYABLE		
01-2-001101.00 ACCRUED PAYROLL PAYABLE	0.00	63,967.12
01-2-001111.00 VMERS GRP B PAYABLE	0.00	494.10
01-2-001114.00 HRA LIABILITY	0.00	6,706.84
01-2-001117.00 UNION DUES PAYABLE	0.00	-732.66
01-2-001121.00 VT ANIMAL RETURN	0.00	315.00
01-2-001122.00 DUE TO VT-FISH & GAME	0.00	113.70
01-2-001122.01 VT FISH & GAME GIFT CERTI	0.00	97.00
01-2-001123.00 SCHOOL DISTRICT TAX	0.00	7,367,309.58
01-2-001124.00 DUE TO VT-VITAL RECORDS	0.00	3,850.00
01-2-001125.00 DUE TO GUVSWMD-COUPONS	0.00	-645.00
01-2-001125.10 DUE TO GUVSWMD-STICKERS	0.00	2,625.00
01-2-001126.00 VISION SERV PLAN-PAYROLL	0.00	150.66
01-2-001147.00 DUE TO TAXPAYER FROM STAT	0.00	145.00
01-2-001148.00 TAX OVERPAYMENTS	0.00	16,747.53
01-2-001150.00 VENDORS PAYABLE	0.00	33,815.38
Total ACCOUNTS PAYABLE	0.00	7,494,959.25
01-2-002 GRANT LIABILITY		
Total GRANT LIABILITY	0.00	0.00
01-2-003 OTHER LIABILITIES		
Total OTHER LIABILITIES	0.00	0.00
01-2-004 DEFERRED REVENUES		
01-2-004001.00 DEFERRED REV-TAXES	0.00	353,353.81
01-2-004004.00 DEFERRED REV-GRANTS	0.00	280,620.27
Total DEFERRED REVENUES	0.00	633,974.08
Total Liability	0.00	8,128,933.33
FUND BALANCE		
01-3-0011 RESERVE-FUND BALANCE		
Total RESERVE-FUND BALANCE	0.00	0.00

Account	Curr Yr Pd 3 Sep Encumbrances	Curr Yr Pd 3 Sep Actual
01-3-0013 UNRESTRICTED FUNDS		
01-3-001300.00 GENERAL FUND BAL-UNREST	0.00	1,364,316.30
Total UNRESTRICTED FUNDS	0.00	1,364,316.30
Total Prior Years Fund Balance	0.00	1,364,316.30
Fund Balance Current Year	0.00	3,678,759.86
Total Fund Balance	0.00	5,043,076.16
Total Liability,Reserves,Fund Balance	0.00	13,172,009.49

Account Number	Account Description	Account Balance
01-1-090000.00	General DUE FROM/TO OTHER FUND	-6,792,965.97
04-1-090000.00	CONSERVATION COMM FUND DUE FROM/TO OTHER FUND	5,092.53
05-1-090000.00	RECREATION FACILITY & IMP DUE FROM/TO OTHER FUND	81,861.27
06-1-090000.00	FIRE APPARATUS FUND DUE FROM/TO OTHER FUND	934,692.35
07-1-090000.00	HIGHWAY EQUIPMENT FUND DUE FROM/TO OTHER FUND	582,657.60
08-1-090000.00	HIGHWAY GARAGE FUND DUE FROM/TO OTHER FUND	465,311.78
09-1-090000.00	SOLID WASTE EQUIP FUND DUE FROM/TO OTHER FUND	57,902.88
10-1-090000.00	POLICE STATION FUND DUE FROM/TO OTHER FUND	25,055.50
11-1-090000.00	POLICE CRUISER DUE FROM/TO OTHER FUNDS	72,120.77
12-1-090000.00	TOWN REAPPRAISAL FUND DUE FROM/TO OTHER FUND	108,396.72
13-1-090000.00	TRACY HALL FUND DUE FROM/TO OTHER FUND	675,714.57
14-1-090000.00	GENERAL ADMIN. FUND DUE FROM/TO OTHER FUNDS	142,069.67
15-1-090000.00	Granite bench with crysta DUE FROM/TO OTHER FUND	10.77
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	149,318.30
19-1-090000.00	TOWN CLERK EQUIP FUND DUE FROM/TO OTHER FUND	12,856.62
21-1-090000.00	POLICE SPEC EQUIP FUND DUE FROM/TO OTHER FUNDS	23,643.28
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	51,825.63
24-1-090000.00	LAND MANAGEMENT COUNCIL F DUE FROM/TO OTHER FUNDS	13,783.96
25-1-090000.00	FIRE DEPT.APPARATUS BAY DUE/FROM TO OTHER FUND	0.00
26-1-090000.00	FIRE EQUIPMENT FUND DUE FROM/TO OTHER FUND	119,891.06
27-1-090000.00	SIDEWALK FUND DUE FROM/TO OTHER FUND	92,004.24
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	14,910.70
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	571.59
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	1,302.02
41-1-090000.00	DPW-BRIDGE FUND DUE FROM/TO OTHER FUND	1,126,527.15
42-1-090000.00	DPW-PAVING FUND DUE FROM/TO OTHER FUND	574,134.79
43-1-090000.00	BUILDINGS & GROUNDS DUE FROM/TO OTHER FUND	55,036.58
44-1-090000.00	COMMUNICATIONS CONSTRUCTI DUE FROM/TO OTHER FUND	0.00
45-1-090000.00	RECORDS RESTORATION DUE FROM/TO OTHER FUND	55,229.32
46-1-090000.00	GENERATOR FUND DUE FROM/TO OTHER FUND	80,293.94
47-1-090000.00	PUBLIC SAFETY FACILITY DUE FROM/TO OTHER FUND	13,935.55
48-1-090000.00	Climate Emergency DUE FROM/TO OTHER FUND	44,775.05
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	766,421.37
51-1-090000.00	Operational Perf & Develo DUE FROM/TO OTHER FUND	194,855.81
52-1-090000.00	Emerald Ash Borer Respons DUE FROM/TO OTHER FUND	61,006.64
53-1-090000.00	Kids Bridge-Huntley Mdw DUE FROM/TO OTHER FUND	6,890.33
54-1-090000.00	Culvert Fund DUE FROM/TO OTHER FUND	150,264.32
55-1-090000.00	Roadway Safety Fund DUE FROM/TO OTHER FUND	26,274.81
56-1-090000.00	Opioid Settlement Fund DUE FROM/TO OTHER FUND	6,324.10

Account Number	Account Description	Account Balance
57-1-090000.00	Cemetery Commission DUE FROM/TO OTHER FUND	0.00
	**** TOTALS FOR DUE/TO DUE/FROM ACCOUNTS	0.00

Town of Norwich, Vermont



CHARTERED 1761

MEMO

To: Norwich Selectboard
From: Brennan Duffy, Town Manager

Date: October 22, 2026
Re: Recommendation to repair DPW Ford Super Duty F-550 Truck

In accordance with the Town's Procurement Policy, I am seeking approval from the Selectboard to expend approximately $17,000 on repairs to a 2017 Ford Super Duty F-550 vehicle. As this expense exceeds the $12,001 limit stated in the procurement policy, I am seeking this approval prior to commissioning the repairs.

The vehicle has been inspected by two local Ford dealerships and significant required repairs have been noted in order for this vehicle to remain safe and roadworthy for the upcoming plow season. Specifically, the two more expensive repairs include the replacement of the turbocharger and resealing the upper oil pan, these, along with several other less expensive noted deficiencies, bring the repair estimates to approximately $17,000.

This vehicle, DPW Truck #1, is not slated for replacement in the current capital plan until FY '31 and it is believed that making these required repairs now will allow the vehicle to be utilized going forward.

The funds would come from the DPW- Outside Repairs line, budgeted at $63,000, and with a current balance today of $52,189.

I would recommend that the Selectboard approved the expenditure of up to $18,000 (to allow for any unknown contingencies) out of the DPW operational budget.

Thank you for your consideration of this topic.

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
50012	ELAN FINANCIAL SERVICES	09/29/26	Blank Cards REF# 0887	01-5-005900.00 MISCELLANEOUS	6.10	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/22/26	Dolly, Buckets REF# 3716	01-5-500543.00 LAW ENFOREMENT EQUIPMENT	331.14	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/16/26	Impact EMS Training REF# 4618	01-5-500538.00 TRAINING	234.00	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/22/26	TC- Hotel REF# 6146	01-5-100615.00 DUES/MTGS/EDUC	215.92	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	10/22/26	ATC- Hotel REF# 6344	01-5-100615.00 DUES/MTGS/EDUC	215.92	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/23/26	Halloween Baskets REF# 6565	01-5-500202.00 COMMUNITY RELATNS	98.50	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	10/01/26	Town Website REF# 6759	01-5-275631.00 WEB SITE SUPPORT	337.91	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/17/26	VLCT Town Fair REF# 7279	01-5-350615.00 DUES/MTGS/EDUC	128.00	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/16/26	Home Depot Halloween REF# 7337	01-5-500202.00 COMMUNITY RELATNS	610.16	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/29/26	Retirement Gift Card REF# 7799	01-5-005900.00 MISCELLANEOUS	50.00	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/22/26	Specialty Paper REF# 7907	01-5-500501.00 ADMINISTRATION	547.58	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	10/13/26	Starlink REF# 8075	01-5-500535.00 VIBRS	54.04	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	09/20/26	Zoom REF# 8422	01-5-275627.00 REMOTE MEETING SERVICES	537.81	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	10/13/26	Starlink REF# 9072	01-5-500535.00 VIBRS	160.00	--------	--/--/--
50012	ELAN FINANCIAL SERVICES	10/06/26	Adobe REF# 9097	01-5-703515.00 ADMINISTRATION	19.99	--------	--/--/--
	Report Total				3547.07		

To the Treasurer of Town of Norwich, We hereby certify that there is due to the several persons whose names are listed hereon the sum against each name and that there are good and sufficient vouchers supporting the payments aggregating $ *****3,547.07
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Jonathan DeLaBruere Town Manager: Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

Town of Norwich Accounts Payable
Check Warrant Report # 1536 Current FY Invoices For Fund (POLICE SPEC EQUIP FUND)
Unpaid Invoices For Check Acct 04(General) From 11/10/26 To 11/10/26 & Fund 21

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
50012	ELAN FINANCIAL SERVICES	09/19/26	Butt Stock, Case REF# 2354	21-5-500612.00 SPEC EQUIP CAPITAL	337.00	--------	--/--/--
	Report Total				337.00		

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 $ *******337.00
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Jonathan DeLaBruere Town Manager: Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

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Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
10003	AAA POLICE SUPPLY	09/03/26	Shirts, Jackets 81762	01-5-500582.00 UNIFORMS	1860.13	18510	10/28/26
10003	AAA POLICE SUPPLY	09/04/26	Safety Vest 81788	01-5-500582.00 UNIFORMS	111.99	18510	10/28/26
10003	AAA POLICE SUPPLY	09/09/26	Collar Pins, Baton Holder 81946	01-5-500582.00 UNIFORMS	708.20	18510	10/28/26
10022	ADVANCE AUTO PARTS	09/09/26	Wiring Supplies 0434	01-5-500306.00 CRUISER MAINT	47.78	18511	10/28/26
10022	ADVANCE AUTO PARTS	10/13/26	DEF, Antifreeze 6746	01-5-555528.00 FIRE APPARATUS R & M	43.65	18511	10/28/26
10022	ADVANCE AUTO PARTS	09/15/26	Ring Terminal 7766	01-5-500306.00 CRUISER MAINT	7.04	18511	10/28/26
10066	AMAZON CAPITAL SERVICES,	10/12/26	Halloween Candy 1KY11CG1HNFH	01-5-350610.00 OFFICE SUPPLIES	51.16	18512	10/28/26
10066	AMAZON CAPITAL SERVICES,	09/30/26	Monitor 1PVHJ4G666FD	01-5-350611.00 OFFICE EQUIPMENT	228.99	18512	10/28/26
10066	AMAZON CAPITAL SERVICES,	10/14/26	Emergency Lights 1YJNGNCJ3WQR	01-5-500582.00 UNIFORMS	459.96	18512	10/28/26
20026	BETHEL MILLS	10/05/26	Flag Poles 456509/6	01-5-500202.00 COMMUNITY RELATNS	227.85	18514	10/28/26
20026	BETHEL MILLS	10/06/26	Ext Cord, Torch, Outlet 456607/6	01-5-485301.00 BUILDING SUPPLIES	166.94	18514	10/28/26
20026	BETHEL MILLS	10/15/26	Mixed Fuel 458900/6	01-5-500306.00 CRUISER MAINT	99.99	18514	10/28/26
20026	BETHEL MILLS	10/20/26	Flat Free 460082/6	01-5-704403.00 PARTS & SUPPLIES	41.99	18514	10/28/26
20026	BETHEL MILLS	10/21/26	Tarp, Lysol 460296/6	01-5-706113.00 REPAIRS & MAINTENANCE	43.58	18514	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-005123.00 HEALTH INSUR	7328.72	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-100123.00 HEALTH INS	3896.39	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-200123.00 HEALTH INS	2064.67	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-350123.00 HEALTH INS	826.99	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-500123.00 HEALTH INS	2373.08	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-555123.00 HEALTH INSURANCE	980.80	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-703123.00 HEALTH INSUR	14922.69	18515	10/28/26
20039	BLUE CROSS/BLUE SHIELD OF	10/01/26	Health Insurance 232069196	01-5-704123.00 HEALTH INSURANCE	3438.98	18515	10/28/26
20082	BRENNTAG LUBRICANTS, LLC	10/15/26	DEF, Oil BLN26-124219	01-5-703405.00 PETROLEUM PRODUCTS	1954.40	18516	10/28/26
30026	CASELLA WASTE SERVICES	10/01/26	Compost & Recycling 118140	01-5-705305.00 RECYCLING	4210.86	18518	10/28/26
30026	CASELLA WASTE SERVICES	10/01/26	Compost & Recycling 118140	01-5-705308.00 FOOD WASTE DISPOSAL	1022.58	18518	10/28/26

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Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
30026	CASELLA WASTE SERVICES	10/01/26	C&D & MSW 1188141	01-5-705303.00 MUNICIPAL SOLID WASTE	5649.70	18518	10/28/26
30075	CINTAS CORPORATION	10/19/26	DPW-Stock & Check 5367332013	01-5-703507.00 SUPPLIES	38.90	18519	10/28/26
30093	COMCAST	10/01/26	PD- 10/08/26 - 11/07/26 10012026	01-5-485238.00 PHONE & INTERNET	685.74	18520	10/28/26
30093	COMCAST	10/06/26	TH- 10/15/2026 - 11/14/26 10062026	01-5-275632.00 SERVER MAINTENANCE	24.95	18520	10/28/26
30093	COMCAST	10/20/26	DPW- 10/27/26 - 11/26/26 10202026	01-5-703505.00 TELEPHONE	374.76	18520	10/28/26
30103	COOP SERVICE CENTER	09/30/26	Oil Change, Alignment 10031	01-5-500306.00 CRUISER MAINT	328.44	18521	10/28/26
30124	COTT SYSTEMS	10/13/26	October 2026 Service INV-733331	01-5-100613.00 SOFTWARE	319.00	18522	10/28/26
TAX270001	Christopher Yen & Sarah L	10/07/26	Property Tax Overpayment 10072026	01-2-001148.00 TAX OVERPAYMENTS	7809.24	18523	10/28/26
TAX270003	Demidenko Revocable Trust	10/07/26	Property Tax Overpayment 10072026	01-2-001148.00 TAX OVERPAYMENTS	50.00	18524	10/28/26
200028	EMBLEM AUTHORITY, THE	07/01/26	PD Patches 52209	01-5-500582.00 UNIFORMS	688.50	18525	10/28/26
50047	EVANS GROUP, INC.	10/06/26	Regular Fuel 0086766-IN	01-1-004105.00 Inventory-DPW Fueling Sta	2675.89	18526	10/28/26
50047	EVANS GROUP, INC.	10/07/26	Diesel Fuel 0086805-IN	01-1-004105.00 Inventory-DPW Fueling Sta	1267.80	18526	10/28/26
50047	EVANS GROUP, INC.	10/21/26	Diesel Fuel 0087167-IN	01-1-004105.00 Inventory-DPW Fueling Sta	1687.92	18526	10/28/26
60071	FLANNERY, COLE & EMILY	10/21/26	Interest Payment 10212026	01-5-005900.00 MISCELLANEOUS	893.81	18527	10/28/26
70073	GMP	10/15/26	Academy 10/15/2026 0511 10/2026	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	47.76	18528	10/28/26
70081	GRIGGS, KELLY	10/21/26	Permit Refund 10212026	01-4-000120.00 BLDG/DEVEL PERMIT	635.00	18529	10/28/26
70081	GRIGGS, KELLY	10/21/26	Permit Refund 10212026	01-4-000301.00 RECORDING FEE	11.00	18529	10/28/26
200067	HANOVER, TOWN OF	10/01/26	Ambulance Oct - Dec 2026 03363	01-5-555901.00 AMBULANCE CONTRACT	49164.41	18530	10/28/26
200069	HARTFORD, TOWN OF	07/01/26	Jul-Sep 2026 Dispatch 16616	01-5-500536.00 DISPATCH SERVICES	9738.83	18531	10/28/26
200069	HARTFORD, TOWN OF	10/01/26	Oct-Dec 2026 Dispatch 16627	01-5-500536.00 DISPATCH SERVICES	9738.83	18531	10/28/26
200069	HARTFORD, TOWN OF	09/30/26	September 2026 Broadband 16666	01-5-500536.00 DISPATCH SERVICES	75.25	18531	10/28/26
130052	HERBERT, MATTHEW	10/05/26	FD- CPR Training 10052026	01-5-555340.00 EMS EDUC/TRNG	200.00	18532	10/28/26
130052	HERBERT, MATTHEW	10/22/26	PD- Stop Bleed Training 10222026	01-5-500538.00 TRAINING	150.00	18532	10/28/26
80060	HOME DEPOT CREDIT SERVICE	09/21/26	Hangers, Totes, Glasses 2614738	01-5-555422.00 FIRE TOOLS & EQUIPMENT	66.87	18533	10/28/26
80060	HOME DEPOT CREDIT SERVICE	09/17/26	Keys,Putty Knife,Earplugs 6512584	01-5-555422.00 FIRE TOOLS & EQUIPMENT	107.22	18533	10/28/26

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Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
80062	HOWARD P FAIRFIELD, LLC	10/07/26	DPW- Truck Parts 10148222	01-5-703401.00 OUTSIDE REPAIRS	14079.63	18534	10/28/26
90009	INTERNAL REVENUE SERVICE	10/16/26	Payroll Transfer PR-10/16/26	01-2-001107.00 FED W/H TAX PAYABLE	6260.40 E	270038	10/16/26
90009	INTERNAL REVENUE SERVICE	10/16/26	Payroll Transfer PR-10/16/26	01-2-001103.00 FICA TAX PAYABLE	11516.64 E	270038	10/16/26
90025	IRVING ENERGY US LLC	10/20/26	Highway Garage Propane 343026	01-5-703503.00 PROPANE	208.50	18535	10/28/26
90025	IRVING ENERGY US LLC	10/01/26	Town Hall Propane 474871	01-5-706103.00 HEATING-PROPANE	293.01	18535	10/28/26
90025	IRVING ENERGY US LLC	10/06/26	Highway Garage Propane 937915	01-5-703503.00 PROPANE	159.90	18535	10/28/26
110001	K AND R PORTABLE RESTROOM	10/12/26	Portable Toilet 32638	01-5-425326.00 PORTABLE TOILET	800.00	18536	10/28/26
110027	KEY COMMUNICATIONS INC	10/07/26	PD Phones 10/7/26-11/7/26 900508	01-5-485238.00 PHONE & INTERNET	42.45	18537	10/28/26
30056	LINDBERG, CHERYL A	10/07/26	Mileage Reimbursment 10072026	01-5-300580.00 MILEAGE REIMB	142.88	18538	10/28/26
30056	LINDBERG, CHERYL A	10/08/26	VLCT Hotel Reimbursment 10082026	01-5-005616.00 TREASURER DUES/MTGS/EDUC	347.97	18538	10/28/26
130007	MADISON NATIONAL LIFE INS	10/15/26	DPW-KAUFMAN FICA 3RD QRT 87330	01-5-703124.00 DISABILITY/LIFE	367.20	18539	10/28/26
TAX270004	Matthew Freeman	10/07/26	Property Tax Overpayment 10072026	01-2-001148.00 TAX OVERPAYMENTS	1613.96	18540	10/28/26
TAX270002	Michael & Alicia Yamin	10/07/26	Property Tax Overpayment 10072026	01-2-001148.00 TAX OVERPAYMENTS	6596.69	18541	10/28/26
140011	NAPA AUTO PARTS	09/09/26	Wire 225869	01-5-500306.00 CRUISER MAINT	222.58	18542	10/28/26
140030	NEW ENGLAND MUNI RESOURCE	10/01/26	Annual Disaster Recovery 60243	01-5-275632.00 SERVER MAINTENANCE	932.54	18543	10/28/26
140101	NH RECYCLES	10/07/26	Glass Release 726302 149855	01-5-705305.00 RECYCLING	245.30	18544	10/28/26
140099	NORWICH FIRE DISTRICT	10/06/26	Town Hall Water Bill 30070 100626	01-5-706100.00 WATER USAGE	190.15	18545	10/28/26
140099	NORWICH FIRE DISTRICT	10/06/26	Hazen Street Water Bill 44015 100626	01-5-485232.00 WATER USAGE	223.94	18545	10/28/26
140099	NORWICH FIRE DISTRICT	10/06/26	Turnpike Road Water Bill 51160 100626	01-5-425332.00 WATER USAGE	95.24	18545	10/28/26
150014	OTIS ELEVATOR COMPANY	10/12/26	M&S November 2026 100402500819	01-5-706107.00 ELEVATOR MAINTENANCE	344.83	18546	10/28/26
160014	PC AUTO AND TRUCK REPAIR	10/18/26	FD-Truck Repairs 262	01-5-555528.12 R & M UTILITY	664.00	18547	10/28/26
160074	PERFORMANCE JANITORIAL SE	06/30/26	PD Cleaning Service 275233	01-5-485304.00 CLEANING	813.93	18548	10/28/26
160035	PIKE INDUSTRIES INC	10/06/26	DPW-COLD PATCH 1406931	01-5-703211.00 ASPHALT PRODUCTS	441.87	18549	10/28/26
160079	PRIMO BRANDS BLUE TRITON	10/22/26	DPW Water 06J873005375	01-5-703507.00 SUPPLIES	80.96	18550	10/28/26
180028	REYNOLDS and SON INC	10/14/26	Gas Detector 3470865	01-5-555422.00 FIRE TOOLS & EQUIPMENT	409.50	18551	10/28/26

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Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
180086	ROGERS, STUART	10/12/26	Halloween Reimbursment 10122026	01-5-500202.00 COMMUNITY RELATNS	29.98	18552	10/28/26
180086	ROGERS, STUART	10/12/26	Halloween Reimbursment 10122026	01-5-500202.00 COMMUNITY RELATNS	6.00	18552	10/28/26
190006	SABIL and SONS INC	10/20/26	Engine 3 Mirror, Tire 20346	01-5-555528.23 R&M Engine 3	3412.46	18553	10/28/26
190131	SCHLAUCH, STEVE	10/21/26	Minutes 09/23/26-10/14/26 10212026	01-5-005300.10 CONTRACTED SERVICES	543.75	18554	10/28/26
190055	SOLAFLECT SOLAR PARK IV,	10/15/26	Monthly Solar 2610_001	01-5-500204.00 SPEED SIGNS	84.41	18555	10/28/26
190055	SOLAFLECT SOLAR PARK IV,	10/15/26	Monthly Solar 2610_001	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	17.60	18555	10/28/26
190055	SOLAFLECT SOLAR PARK IV,	10/15/26	Monthly Solar 2610_001	01-5-575233.00 TOWER POWER	22.36	18555	10/28/26
190055	SOLAFLECT SOLAR PARK IV,	10/15/26	Monthly Solar 2610_001	01-5-705501.00 ELECTRICITY	76.77	18555	10/28/26
190055	SOLAFLECT SOLAR PARK IV,	10/15/26	Monthly Solar 2610_001	01-5-485233.00 ELECTRICITY	698.86	18555	10/28/26
190064	SP and F ATTORNEYS, P.C.	10/21/26	Service Through 08/31/26 108962	01-5-005305.00 LEGAL	6007.00	18556	10/28/26
20060	SWENSON, BRIE	10/21/26	ASR, Coaches Bags 10212026	01-5-425206.00 COACHING EXPENSES	32.10	18557	10/28/26
20060	SWENSON, BRIE	10/21/26	ASR, Coaches Bags 10212026	01-5-425211.00 EQUIP.& SUPPLIES	16.41	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425211.00 EQUIP.& SUPPLIES	111.66	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425211.00 EQUIP.& SUPPLIES	43.61	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	62.24	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425182.00 OFFICE SUPPLIES	13.99	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425182.00 OFFICE SUPPLIES	11.19	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425211.00 EQUIP.& SUPPLIES	32.19	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425211.00 EQUIP.& SUPPLIES	41.45	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425216.00 TOURNAMENT ENTRY FEE	64.90	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425211.00 EQUIP.& SUPPLIES	58.85	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425216.00 TOURNAMENT ENTRY FEE	54.25	18557	10/28/26
20060	SWENSON, BRIE	10/22/26	ASR, Halloween, Fees 10222026	01-5-425216.00 TOURNAMENT ENTRY FEE	24.00	18557	10/28/26
210004	UNIFIRST CORPORATION	10/05/26	Uniforms 1070548462	01-5-703311.00 UNIFORMS	480.20	18558	10/28/26
210004	UNIFIRST CORPORATION	10/05/26	Uniforms 1070548462	01-5-704311.00 UNIFORMS	100.00	18558	10/28/26

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Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
210004	UNIFIRST CORPORATION	10/12/26	Uniforms 1070550221	01-5-703311.00 UNIFORMS	480.20	18558	10/28/26
210004	UNIFIRST CORPORATION	10/12/26	Uniforms 1070550221	01-5-704311.00 UNIFORMS	100.00	18558	10/28/26
210004	UNIFIRST CORPORATION	10/19/26	Uniforms 1070551873	01-5-703311.00 UNIFORMS	460.77	18558	10/28/26
210004	UNIFIRST CORPORATION	10/19/26	Uniforms 1070551873	01-5-704311.00 UNIFORMS	100.00	18558	10/28/26
210006	UNITED AG & TURF	10/02/26	Idler 11844404	01-5-703403.00 PARTS & SUPPLIES	37.94	18559	10/28/26
210009	UNITED CONSTRUCTION and F	10/13/26	John Deere Pulley 11858068	01-5-703403.00 PARTS & SUPPLIES	209.99	18560	10/28/26
210030	VALLENS, BRITA	10/07/26	Retirement Cake Reimb 10072026	01-5-005900.00 MISCELLANEOUS	19.99	18561	10/28/26
220003	VALLEY NEWS	09/30/26	DRB Notice 1357748	01-5-350540.00 ADVERTISING	74.00	18562	10/28/26
220003	VALLEY NEWS	09/30/26	DRB Notice 1357749	01-5-350540.00 ADVERTISING	74.00	18562	10/28/26
220021	VERMONT DEPARTMENT OF TAX	10/16/26	Payroll Transfer PR-10/16/26	01-2-001109.00 VT W/H TAX PAYABLE	2528.07 E	270037	10/16/26
220033	VERMONT LIFE SAFETY, LC	09/30/26	DPW- Inspect, Repair 58839	01-5-703509.00 ALARM MONITORING	62.50	18563	10/28/26
220078	VLCT - VERMONT LEAGUE OF	09/18/26	TREAS- TRAINING 26711	01-5-300615.00 DUES/MTGS/EDUC	108.00	18564	10/28/26
220061	VMCTA	10/15/26	TREAS-FY26 MEMBERSHIP 5029	01-5-005616.00 TREASURER DUES/MTGS/EDUC	50.00	18565	10/28/26
230000	W.B. MASON CO., INC.	04/10/26	Binders 261244535	01-5-500501.00 ADMINISTRATION	45.33	18566	10/28/26
230000	W.B. MASON CO., INC.	07/22/26	Toner 263324301	01-5-100610.00 OFFICE SUPPLIES	218.99	18566	10/28/26
230000	W.B. MASON CO., INC.	10/05/26	Correction Tape 264913762	01-5-300610.00 OFFICE SUPPLIES	27.68	18566	10/28/26
230000	W.B. MASON CO., INC.	10/09/26	Pencil Holders 265042861	01-5-500501.00 ADMINISTRATION	43.45	18566	10/28/26
230000	W.B. MASON CO., INC.	10/12/26	Cardstock 265061144	01-5-500501.00 ADMINISTRATION	41.35	18566	10/28/26
230000	W.B. MASON CO., INC.	12/17/25	Water Jug Return CM4312043	01-5-500501.00 ADMINISTRATION	-30.00	18566	10/28/26
230053	WILLETTE, FRANCES	10/19/26	Open House Meat, Flowers 10192026	01-5-500202.00 COMMUNITY RELATNS	97.76	18567	10/28/26
230053	WILLETTE, FRANCES	10/19/26	Open House Meat, Flowers 10192026	01-5-500202.00 COMMUNITY RELATNS	37.98	18567	10/28/26

Docusign Envelope ID: FBF27532-FED5-8A14-82B2-960B87654AAA

Vendor	Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
Report Total				203477.53		

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 $ ***203,477.53
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Jonathan DeLaBruere Town Manager: DocuSigned by: Brennan Duffy D4520EC72DA7484... Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

Docusign Envelope ID: FBF27532-FED5-8A14-82B2-960B87654AAA

For Check Acct 03(General) All check #s 10/15/26 To 10/28/26 & Fund 45

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
70081	GRIGGS, KELLY	10/21/26	Permit Refund 10212026	45-4-000302.00 RESTORATION REVENUE	4.00	18529	10/28/26
			Report Total		4.00		

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 $ *********4.00
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Jonathan DeLaBruere

Town Manager: DocuSigned by: Brennan Duffy D4520EC72DA7484... Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

Docusign Envelope ID: FBF27532-FED5-8A14-82B2-960B87654AAA

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
20065	BROOK FIELD SERVICE	10/15/26	TH - Generator Deposit 101526DEP	46-5-575740.00 Generator expense	25000.00	18517	10/28/26
			Report Total		25000.00		

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 $ ****25,000.00
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Town Manager: DocuSigned by: Brennan Duffy D4520EC72DA7484...

Jonathan DeLaBruere Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

Docusign Envelope ID: FBF27532-FED5-8A14-82B2-960B87654AAA

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
10093	ARC MECHANICAL CONTRACTOR	10/06/26	PD Heat Pump Installation 16193	47-5-485322.00 Public Safety Equip Purch	13425.00	18513	10/28/26
	Report Total				13425.00		

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 $ ****13,425.00
Let this be your order for the payments of these amounts.

Finance Director Jonathan DeLaBruere Jonathan DeLaBruere

Town Manager: DocuSigned by: Brennan Duffy D4520EC72DA7484... Brennan Duffy

SELECTBOARD:

Kimo Griggs	Brendan Classon	Mary Layton	Matthew Swett	Robert Gere
Chair	Vice Chair			

Outlook

Main Street excess water issue

From Tracy Bennett <tracyrbennett1@gmail.com>
Date Sat 10/10/2026 9:53 AM
To Select Board <selectboard@norwich.vt.us>
Cc Robert Bristol <rhbristol29@gmail.com>

Some people who received this message don't often get email from tracyrbennett1@gmail.com. Learn why this is important

Dear Selectboard members,

I wrote to each of you previously, and am following up on my concerns about the water drainage issue at 448 Main Street. I see that this is on your agenda for Wednesday evening's Selectboard meeting, and appreciate your addressing what we see as a pressing matter of public safety.

We have spoken at length with the homeowners, as well as the neighbor (Alexa Manning) directly east, who is significantly impacted. It is our understanding that Rafe and Erin have committed substantial time, energy, and financial resources in exploring potential resolutions to manage the spring water drainage and upgrade their previous septic system. Having dealt with a similar situation in our last home, we know how these repairs quickly become a significant expenditure.

It seems clear to us, as residents and taxpayers who regularly walk on Main Street, that to fully resolve this issue and ensure the safety of all who use this primary arterial, the Town needs to take responsibility now. The problem will not go away without investment in the infrastructure for both an immediate fix and long-term resolution. This should not be foisted on the nearby residents; the Town must assume responsibility for the planning, execution, and financing of the needed repairs.

Thank you for your service to our community and attention to this urgent matter.

Respectfully,

Tracy and Bob Bristol
27 Partridge Hill

Outlook

Main Street excess water issue

From Ashley Woo <m.ashley.woo@gmail.com>
Date Tue 10/13/2026 5:06 PM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from m.ashley.woo@gmail.com. Learn why this is important

Dear Selectboard Members,

I'm asking the town to address the ongoing seasonal water issue on Main Street near 448 Main Street. As someone who lives in Norwich and drives past this house on a daily basis, I'm concerned about the impact of regular standing water on the street. It doesn't look great and also looks like it shouldn't be happening. Additionally, people have to navigate around/through it on their walks.

I believe the town should invest in the public drainage infrastructure needed to address this issue, and that homeowners should not be responsible for drainage beyond their property lines when the necessary public infrastructure is absent. My understanding is that the homeowners have invested quite a bit already of their own time and $ to solve the issue to the best of their ability.

Thank you,
Ashley

Outlook

SB meeting 10/14; Comments on the draft PRA policy.

From Chris Katucki <ckatucki@outlook.com>
Date Tue 10/13/2026 8:00 PM
To Kimo Griggs <kimogriggsnorwichselect@gmail.com>; Brendan Classon <bjclasson.norwichsb@gmail.com>
Cc Brennan Duffy <BDuffy@norwich.vt.us>; Norwich Town Clerk <Clerk@norwich.vt.us>; Select Board <selectboard@norwich.vt.us>

Dear Kimo and Brendan:

Set forth below are my comments on the draft PRA policy. I would appreciate your providing this to other members of the Selectboard. Please note that these comments are general in nature and are without prejudice to any position I may take with respect to any specific request for public records that I may make.

a) Not in the packet. The proposed policy to be discussed for possible approval is not in the Selectboard meeting packet. This is a substantial oversight. How is the public or a Board member to comment on a policy that is not available to review? My comments are based on the policy I found in the August 26 meeting packet.

b) Signature page. The draft states that the policy is "adopted by the Selectboard Chair," and the signature block is for the "Office of Selectboard Chair." The Chair, acting alone, cannot adopt a Town policy. The policy should be adopted by vote of the Selectboard, and the adoption clause and signature block revised accordingly. In Norwich, the practice is to have all members of the Selectboard sign.

c) Purpose of adoption? The policy generally addresses process matters that the Public Records Act also covers. It doesn't address any of the issues that the SB grappled with recently. What does the Board aim to accomplish through the adoption of the policy?

d) APPLICABILITY.
First, the policy states that it applies only to records in the custody of the offices of the Town Manager and the Selectboard. Yet the Definitions and Denial sections mention the Town Clerk as a third custodian. Does this policy cover the Town Clerk?

Second, what process applies to records held by other Town boards, committees, and commissions? Or employees of the Town?

Third, the policy in several places refers to the "Office of the Town Manager," "Department of the Town Manager," "Office of the Town Clerk," and "Office of the Selectboard." This is not typical wording. Perhaps use instead: Town Clerk, Town Manager, and Selectboard.

e) DEFINITIONS.

Naming multiple custodians, while perhaps appropriate, is not user-friendly. How does a member of the public know who is the custodian of what? The phrase "immediate areas of administrative jurisdiction" is amorphous and vague. What happens if a member of the public submits his/her request to the wrong custodian? Does it get bounced or is it forwarded to the correct custodian? If forwarded, when does the clock start to produce the records requested – when originally submitted or when received by the correct custodian? My suggestion is that the policy (i) designate a single published point of contact (e.g., one email address on the Town website) for all requests, (ii) require any custodian who receives a misdirected request to forward it promptly to the correct custodian, and (iii) provide that the time limits run from first receipt by any Town custodian. Note that 1 V.S.A. § 318(h) requires State agencies to designate a person to oversee records requests and to post that person's contact information on the agency's website. While not binding on the Town, it is a useful model.

Add "head of the agency" as a defined term. Suggested language: "For purposes of taking an administrative appeal under 1 V.S.A. § 318 (c)(1), the head of the agency shall be deemed to be the Selectboard Chair[, and if such person is the custodian of the records requested, the head of the agency shall be Town Manager]." Having the custodian and the head of the agency be the same person is unfair to the requester. The same person who initially processes the records request – the custodian – is also the person who hears appeals from the actions of the custodian. It's like taking an appeal to the same judge who just ruled against you.

f) PUBLIC RECORD REQUEST FORMS. This paragraph creates unnecessary paperwork without any clear benefit. Have custodians in Norwich encountered problems that a form would solve? Who will create the form and when? Note that under the policy, a completed form is required in some cases.

g) INSPECTION OF PUBLIC RECORDS.
This section seems misnamed, as a significant part of the text applies to requests to inspect and to requests for a copy of a public record.

Subparagraphs 3a-c. Section 318(b)(5) permits an extension only "to the extent reasonably necessary to the proper processing of the particular request." The policy should include that limitation.

Subparagraph 3c. There is no statutory authority to extend time based on the "need for consultation with the Town attorney." Section 318(b)(5)(C) permits consultation with another agency having a substantial interest, among two or more components of the agency, or with the Attorney General. It does not mention Town counsel. Note that internal or external consultation is not reasonably necessary, for example, where the records requested have already been produced to an outside third party.

The INSPECTION section contains a sentence saying: "It is the policy of the Town that all exempt records will be withheld from disclosure." This sentence directly contradicts the APPLICABILITY section, which adopts "a policy of preferred disclosure" and provides that any doubt "shall be made in favor of disclosure." Note that PRA exemptions generally permit, but do not require, withholding, with some exceptions. This sentence converts a discretionary list into a mandatory one. It should be deleted.

h) PROTECTION OF PUBLIC RECORDS REQUESTED FOR INSPECTION.

Inspection is limited to "locations in the Town Offices." Why can't records be reviewed online via a view-only application, such as ShareFile, particularly if the records are in electronic format? Does that provision limit accommodation for disabilities?

The PROTECTION section contains a sentence saying: "No person shall be allowed to copy a public record using copying equipment other than that owned by the Town unless approved by the Custodian(s)." Does this sentence include using a smartphone or laptop to take a picture of a public record? If so, it is improper. The policy is adopted under 1 V.S.A. § 316(j), which authorizes only reasonable rules to prevent disruption of operations, to preserve the security of public records, and to protect them from damage. Taking a picture of a record implicates none of these. Section 316(g), which addresses the Town's own copying of records, should not be read to bar a requester from photographing a record during inspection. Suggested language: "Requesters may photograph records with their own personal devices during inspection, provided the record is not handled in a way that risks damage."

i) COPIES OF PUBLIC RECORDS.
This section details charges for copies of public records. Yet nowhere does the policy state that no charge may be made to inspect public records. This absence could lead to misunderstandings by custodians and the public. The Vermont Supreme Court has held that an agency may not charge for staff time spent responding to a request to inspect public records. Doyle v. Burlington Police Dep't, 2019 VT 66. The policy should say so expressly.

Subparagraph b charges for: "cost of staff time associated with complying with a request for a copy of a public record when the time exceeds 30 minutes…". What staff time charges does this phrase cover? Every minute associated with searching, retrieving, redacting, copying, and providing the requester with responsive records, or time involved in making a copy of a retrieved record, or something else? Note this provision does not mirror the statute, which references time "directly involved" in complying with a request for a copy.

j) CREATION OF PUBLIC RECORDS.
The Town needs to choose an option. See the bracketed 'Guidance' note in that section. In some instances, the Town may wish to create a record. For example, rather than providing all invoices paid by the Town on a project, it may be more efficient, and sufficient, to create a computer-generated report of the invoices paid.

k) DENIAL OF A PUBLIC RECORD REQUEST.
This policy falls short for three reasons. First, a denial by the Selectboard Chair, as custodian, may be appealed only to the Vermont Superior Court. That leaves the requester with no administrative appeal at all; his/her only remedy is a lawsuit. Second, as suggested above in DEFINITIONS, the "head of the agency" should be added as a defined term, rather than buried deep in the policy.

Third, the Denial of a Public Record Request paragraph should track the statute more closely, rather than requiring the custodian and requester to check the statute to determine rights and duties. Points worth mentioning may include: a missed deadline is a denial of the appeal, and any decision upholding a denial must state its reasons and provide notice of provisions for judicial review.

l) Numbered paragraphs. I suggest that each heading paragraph be numbered for ease of reference.

Thank you in advance for your consideration of my comments. I am happy to assist in the drafting of any approved modifications.

Sincerely,
Chris Katucki

Outlook

Main Street Excess Water Issue

From Casey Kelly <casey.jay.kelly@gmail.com>
Date Tue 10/13/2026 1:49 PM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from casey.jay.kelly@gmail.com. Learn why this is important

Dear Selectboard Members,

We understand that the seasonal water issue near 448 Main Street is once again on the agenda for the upcoming Selectboard meeting. We would like to reiterate our concerns as taxpayers and residents and urge the town to take meaningful action toward a lasting solution.

The homeowners have already invested significant time, money, and effort into replacing an outdated and hazardous septic system, only to discover and then work to address the additional challenge of a seasonal spring. While their efforts to find solutions are commendable, they should not be expected to shoulder the ongoing burden of a drainage problem that extends beyond their property.

This issue also affects the everyday safety and usability of our public sidewalks. It is incredibly frustrating to try to walk along Main Street with small children, only to be splashed by water flowing across the sidewalk. What should be a simple, safe walk becomes an unpleasant experience, and pedestrians should not have to navigate around water spilling onto a public walkway. Families and other residents deserve sidewalks that are safe and accessible, regardless of the season.

Main Street drainage is a public infrastructure issue, and it requires a public solution. The hill above Main Street will continue to send water downhill, especially during Vermont's snowmelt and seasonal changes. Water will always find a path, but that does not mean individual homeowners should be left to manage the consequences of inadequate drainage infrastructure on their own.

We respectfully ask the Selectboard to prioritize a practical short-term solution to address the immediate problem and commit to a long-term infrastructure improvement that prevents this issue from continuing year after year. Continued delays only prolong the frustration for residents, pedestrians, and the homeowners already affected.

As taxpayers, we believe it is reasonable to expect the town to take responsibility for public drainage concerns and invest in solutions that benefit the entire community.

Thank you for your time and consideration. We hope to see meaningful action taken on this ongoing issue.

Respectfully,
Casey Kelly and Josh Covey
102 Turnpike Rd

Outlook

Main Street Water Run-Off Issue

From Jeffrey Slayton <jeffreyscottslayton@gmail.com>
Date Tue 10/13/2026 6:23 PM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from jeffreyscottslayton@gmail.com. Learn why this is important

Dear Selectboard Members,

I'm asking the town to please respond to the ongoing springtime water issue on Main Street near 448 Main Street. I live on Main Street. I walk on that sidewalk at least weekly and drive by more than twice per day. Sometimes it is a minor inconvenience and at other times it is dangerous as a driving hazard and for walkers/runners/bikers. I think the town should do what is necessary to fix this run-off that is no fault of the homeowners, especially the parts that lay beyond their property.

Thank you for your time and consideration,

Jeffrey Slayton
436 Main Street

Outlook

Main Street excess water issue

From Kate Mellor <katiemellorrobbins@gmail.com>
Date Tue 10/13/2026 11:49 AM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from katiemellorrobbins@gmail.com. Learn why this is important

Dear Selectboard Members,

I'm writing regarding the seasonal water problem near 448 Main Street, which I understand will be discussed again at the upcoming Selectboard meeting.

From my perspective as a Norwich resident and taxpayer, this is not a problem that should be left for individual property owners to solve on their own. When water is moving beyond private property and the larger issue involves drainage along a public road, the town has a responsibility to provide adequate infrastructure.

The owners of 448 Main Street have already taken significant steps at their own expense, including replacing a failing septic system and attempting to manage the seasonal water that became apparent during that work. They are not at fault for the flooding issue and holding them financially accountable for a solution that requires addressing drainage conditions along Main Street is unreasonable. These issues call for a public solution rather than a series of private fixes. I hope the Selectboard will take that into consideration as it discusses both the immediate problem and the longer-term needs of the area.

Thank you for your time and your service to Norwich.

Kate Mellor

Outlook

Drainage on Main Street

From Liz Blum <elizblum@gmail.com>
Date Tue 10/13/2026 11:36 AM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from elizblum@gmail.com. Learn why this is important

To the Selectboard"

As a frequent driver, cyclist and walker on Main Street, I ask the selectboard to please help the Steinhour/Wispelway family provide drainage where a seasonal spring flows onto the sidewalk and the street. The family has tried hard for the past several years to deal with this and I would like the SB to step up and help solve the problem. It is dangerous and dirty to permit this situation to continue. There is drainage in other parts of town, why not here?

Sincerely yours,
Liz Blum, Cliff Street

Outlook

Main Street Water Issue

From Richard Adams <richarda82@gmail.com>
Date Tue 10/13/2026 1:51 PM
To Select Board <selectboard@norwich.vt.us>

Some people who received this message don't often get email from richarda82@gmail.com. Learn why this is important

Hello,
I support the Town of Norwich funding and completing the work for a storm drain to handle the excess water runoff in front of 448 Main St. This is really basic public infrastructure that benefits everyone who walks, rides, or drives on Main Street. I know the homeowners have done extensive work to try and mitigate the situation, and it's reasonable for the town to pay for the infrastructure needed along Main St.

We want our community roads to be safe and walkable - this is a very obvious and direct project that can improve safety for everyone.

Thank you,
Richard Adams
394 Main St, Norwich, VT

Outlook

Steinhauer, 448 Main Street

From Todd Hill <toddhill802@gmail.com>
Date Tue 10/13/2026 2:23 PM
To Select Board <selectboard@norwich.vt.us>
Cc Rafe H. Steinhauer <Rafe.H.Steinhauer@dartmouth.edu>

Some people who received this message don't often get email from toddhill802@gmail.com. Learn why this is important

Dear Select board,

I designed the replacement system for a failed septic system at this property around 4 1/2 years ago and the system was installed a couple of years ago. I stand behind my work.

This system had already been identified as a failed system prior to my investigation. I dug test holes in the only possible location for the new leach field, the front yard, where the soils were pretty good. I generally don't dig outside the area where the leach field is likely to be installed.

I just heard about this issue with a seasonal spring for the first time yesterday, so I really don't know much about it.

Feel free to contact me if you have any questions about my work.

Sincerely,

Todd Hill

Todd Hill
Environmental Consulting & Design
2247 Crossett Hill
Duxbury, VT 05676
802-244-7835 (o)
802-793-2191 (m)

Outlook

Subject: Excess Water Issue on Main Street.

From Peter J. Robbie <Peter.J.Robbie@dartmouth.edu>
Date Wed 10/14/2026 5:57 PM
To Select Board <selectboard@norwich.vt.us>
Cc Rafe H. Steinhauer <Rafe.H.Steinhauer@dartmouth.edu>

Some people who received this message don't often get email from peter.j.robbie@dartmouth.edu. Learn why this is important

Email: selectboard@norwich.vt.us
Subject: Excess Water Issue on Main Street.

Dear Selectboard Members,

It's come to our attention that you are discussing the seasonal water in front of 448 Main Street during the upcoming SB meeting. We are Norwich residents at 97 Maple Hill Rd, and we are former homeowners of 448 Main Street in the 1980s. We had no knowledge of an underground seasonal spring on that property, nor of a terracotta clay pipe system used to collect that meltwater as well as the septic system runoff.

Having lived in the area for some time, we're aware that there are many old, odd, hazardous septic systems around. We're glad the current homeowners replaced this system with one that is up-to-code, and we know they have already gone to considerable length and expense to find a solution for the seasonal meltwater.

We believe it is the town's responsibility to provide adequate infrastructure on Main Street to deal with meltwater from the hilly region. It's Vermont—the snow melts and inevitably finds various paths downhill. The burden shouldn't be on each homeowner along heavily trafficked roads to compensate for inadequate public infrastructure.

-Peter and Libby Robbie
87 Maple Hill Ave

Outlook

Excess Water Issue on Main Street

From Nathan Locke <lockes.excavation@yahoo.com>
Date Wed 10/14/2026 9:12 AM
To Select Board <selectboard@norwich.vt.us>
Cc Rafe H. Steinhauer <Rafe.H.Steinhauer@dartmouth.edu>

Some people who received this message don't often get email from lockes.excavation@yahoo.com. Learn why this is important

Dear Norwich Selectboard,

I installed the septic system at **448 Main Street** and am writing to share my professional assessment of the project and the circumstances that have since arisen.

The septic system installation was completed thoroughly, professionally, and in accordance with all applicable permitting requirements and code standards. At the time of installation, there was no indication that the existing clay piping was intercepting and conveying flow from a seasonal underground spring located uphill from the property. This was an unforeseen condition that could not reasonably have been identified during the normal course of the septic replacement project.

Given the property's limited size and its location along Main Street, I hope the Town will work collaboratively with the homeowners to identify a safe, practical, and reasonable solution to this unforeseeable issue. In my professional opinion, the homeowners acted responsibly in upgrading their septic system, and they should be supported as they address a condition that was unknown to all parties involved prior to the project.

Sincerely,

Nathan Locke
Locke's Excavation
802-439-3010
Sent from my iPhone

FYI

Outlook

Update to spending request from Fund 45

From Norwich Town Clerk <Clerk@norwich.vt.us>
Date Wed 10/14/2026 2:52 PM
To Select Board <selectboard@norwich.vt.us>

1 attachment (548 KB)
VT Norwich Scanner & Label Printer AG 20261002 sg.pdf;

Selectboard BCC'ed

I need to update my spending request from Fund 45. After I submitted the paperwork I reached out to COTT systems to make sure the recommended hardware on their website was still what was recommended, and they came back with a quote that's double what I had estimated but includes remote help with connecting the scanner and label printer to our computers. While this seems excessive, their software is sufficiently complex that I'm afraid without their support I won't be able to get the scanner and printer connected. The new quote is attached, and comes to $4,565. I would ask for spending up to $4,650 to cover any additional shipping costs.

Please let me know if you have any questions.

Lily Trajman, PhD, CMC
she/her (why?)
Norwich Town Clerk
802.649.1419
clerk@norwich.vt.us
Please note that this email message, along with any response or reply, is considered a public record, and thus is subject to disclosure under the Vermont Public Records Law (1 V.S.A. §§ 315-320).

FYI

Contract for

New Scanner & Label Printer

Lily Trajman, Town Clerk
Norwich, Vermont



October 2, 2026



Valsoft Corporation Inc., dba Cott Systems
2800 Corporate Exchange Dr.
Columbus, OH 43231
(800) 234-2688 | www.cottsystems.com

HARDWARE AND THIRD PARTY SOFTWARE ADDENDUM

This **Hardware and Third Party Software Addendum** ("Addendum") is by and between Valsoft Corporation Inc., dba Cott Systems ("Cott") and Norwich, Vermont ("Customer"). This Addendum is being "Executed" (signed) under the Terms and Conditions of Cott's Master Agreement for Products and Services.

1. **Term.** This Addendum will begin when it is signed ("Executed") by Customer and be binding for the full period the Service is active ("Term").

2. **Hardware, Third Party Software.** In consideration of the payments, Cott will provide the hardware ("Hardware") and third party software defined as non-Cott software which is integrated with Cott Systems applications, including though no limited to operating systems, and printer/scanner drivers and anti-virus software ("Third Party Software") as described. The Third Party Software will be provided to Customer under a license between Customer and the third party licensor of the Software.

3. **Installation.** Cott will install the Hardware and Third Party Software as specified. Cott reserves the right to charge additional fees for additional installation requested by Customer, and for installation beyond the scope specified in the Schedule. Cott will notify Customer of any additional charges.

4. **Warranty/Disclaimer of Warranty.** The Hardware and Third Party Software is provided "AS IS" without any warranty by Cott. Only those warranties made by the manufacturer of the Hardware, the licensor of the Third Party Software or in connection with maintenance agreements with third party vendors, if any, apply and Customer acknowledges that Cott is not responsible for or under any such warranties. Customer agrees to use Third Party Software as intended for use with Cott Systems applications. **Nothing in this Addendum shall be construed to render Cott liable or responsible for repairing any defects, malfunctions, or other problems associated with the Hardware or Third Party Software.**

5. **Disclaimer of Warranty. NEITHER COTT NOR ANY OF ITS VENDORS MAKES ANY REPRESENTATIONS OR WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, WITH RESPECT TO THE HARDWARE OR THIRD PARTY SOFTWARE OR THE FUNCTIONALITY, PERFORMANCE, RELIABILITY, COMPLETENESS, TIMELINESS, SECURITY OR RESULTS OF USE THEREOF INCLUDING, WITHOUT LIMITATION, THOSE OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR INTENDED USE OR NONINFRINGEMENT. WITHOUT LIMITING THE FOREGOING, NEITHER COTT NOR ANY OF ITS VENDORS WARRANTS THAT THE HARDWARE, THIRD PARTY SOFTWARE OR THE OTHER PRODUCTS OR SERVICES PROVIDED BY COTT OR THE OPERATION THEREOF ARE OR WILL BE COMPLETE, ACCURATE, ERROR-FREE, UNINTERRUPTED OR SECURE OR MEETS OR WILL MEET CUSTOMER'S REQUIREMENTS.**

The terms of this Addendum govern the provision of products and services by Cott under this Addendum.

X Customer Acknowledgement: _____Date: _____

Cott and Customer have executed this contract to be effective as of the date it is signed by Customer. Cott's **Master Agreement for Products and Services** also applies to the provision of services by Cott under this contract and the terms of such agreement are hereby incorporated by reference. The terms actually set forth in this contract will govern in the event of any conflict or inconsistency between its terms and the terms set forth in any other document between the parties.

Master Agreement for Products and Services 09/24/2026
(Date Signed)

Norwich, Vermont
[County, Parish, Town]

VALSOFT CORP, INC. dba COTT SYSTEMS	**CUSTOMER**
(Signature) (Date)	(Signature) (Date)
Mani Alaei (Print Name)	(Print Name)
Chief Executive Officer (Print Title)	(Print Title)
(Attest)	(Attest)

Customer acknowledgement required on additional page(s.)

Please digitally sign and initial; or print, sign, and initial original copy.

Once contract is signed, please fax or email the **entire** contract to Cott.

To: Cott Systems | ATTN: Finance Dept. | 1.866.540.1072 | contracts@cottsystems.com

ORDER SUMMARY

One (1) Small Scanner (no flatbed)

- Fujitsu/Ricoh FI-8170 Color Duplex Scanner, 70 PPM, USB
- Automatic Document Feeder (ADF)
- Cleaning and Consumable kit
- Comes with 1-year Manufacturer Warranty
- Fujitsu Advance Exchange Extended Warranty, 3 Years (years 2-4)
- Remote Installation Assistance from Cott

One (1) Label Printer

- Zebra ZD421, 300 DPI, Thermal Transfer, USB
- Qty. (2) Wax Ribbon 2.52 in X 244 ft.
- Qty. (2) White Paper Label 2.5 X 1.5
- Two-Year Manufacturer Warranty
- Remote Install Assistance by Cott

Assumptions and Requirements:

- Cott requires a high-speed connection to be established by the Customer, through which Cott can remotely connect to servers and workstations where support is needed.
- In the event of hardware failure or malfunction, Customer must be willing to perform computer related tasks and to move hardware to assist in troubleshooting.
- Hardware malfunctions due to natural events such as a lightning strike or flood, as well as damage to or misuse of hardware, fall outside manufacturer warranty coverage and maintenance plans, and additional fees will likely apply.

Purchase Fees | Schedule of Payments	
Invoice upon receipt of signed contract	**$4,565**

PLEASE NOTE: The pricing in this offer is valid through 12/2/2026. After this date, this offer will be priced at the current rate.

X Customer Acknowledgement: _____Date: _____

20 October 2026

Harry Falconer
Shared Energy Coordinator (SEC)
hfalconer@trorc.org
802-457-3188 x3013

Re: SEC Quarterly Report FY27 Q1 – Town of Norwich

Hours billed to Norwich this quarter: 78.75
Hours remaining on FY27 contract: 317.25

- **Article 36/Greenhouse Gas Inventory**
  - During Q1, TRORC staffer Ari Lattanzi used data provided by the Norwich Finance and Public Works departments to update the town's municipal greenhouse gas inventory, which was last updated in 2022. The preliminary results show that the town's emissions remained largely flat between FY22 and FY26. SEC will conduct a full analysis of the data during Q2 and report back to the Town Manager and Select Board with a summary of the key findings and recommendations.
  - SEC will also provide an analysis of vehicles and mobile equipment slated for replacement within the next two years, with a comparison between traditional internal-combustion models and electric alternatives. This comparison will consider purchase price, operating costs, and performance.
- **Enhanced Energy Plan for Norwich**
  - During Q1, TRORC staffer Bryan Kovalick continued his work with Norwich's Enhanced Energy Plan Working Group, leading meetings and revising the draft plan according to the working group's feedback. The working group currently expects to conclude their work by the end of 2026 and will submit their draft to the Planning Commission.
  - Background: Enhanced Energy Plans are a mechanism to assert greater local control over energy generation permitting than is typically granted under Vermont state law. With Enhanced Energy Plan status, the municipality's standards for the siting of energy generation facilities, such as solar arrays, are given "substantial deference" during the state energy permitting process. (By default, municipal standards are given only "due consideration.")

MEMORANDUM

To: Norwich Selectboard
From: Jaan Laaspere, Chair, Norwich Planning Commission
Date: October 21, 2026
Subject: Capital Planning

At its October 13, 2026, meeting the Norwich Planning Commission formally committed to leading a capital planning effort in accordance with its statutory responsibilities (24 V.S.A. 117.2 §4325 (6)). We will include a capital program in the 2028 municipal plan and will undertake preparatory work starting immediately. Certain urgent topics may be addressed in the Village Master Plan project.

A complete 5-year capital program as delineated by statute will include:

24 V.S.A 117 §4430 Capital Budget & Program

> (a) A capital budget shall list and describe the capital projects to be undertaken during the coming fiscal year, the estimated cost of those projects, and the proposed method of financing. A capital program is a plan of capital projects proposed to be undertaken during each of the following five years, the estimated cost of those projects, and the proposed method of financing.
> (b) The capital budget and program shall be arranged to indicate the order of priority of each capital project.
> (c) The Planning Commission may submit recommendations annually to the legislative body for the capital budget and program, that shall be in conformance with the municipal plan.

We will step through the required steps starting with creation of a utility and facilities plan.

24 V.S.A. §4382 – Municipal plan elements

> (a)(4) A utility and facility plan, consisting of a map and statement of present and prospective community facilities and public utilities showing existing and proposed educational, recreational and other public sites, buildings and facilities, including hospitals, libraries, power generating plants and transmission lines, water supply, sewage disposal, refuse disposal, storm drainage, and other similar facilities and activities, and recommendations to meet future needs for community facilities and services, with indications of priority of need, costs, and method of financing.

We hope this capital program will create context and guidance for the Selectboard's annual budgeting discussions. To this end, we hope to lead a collaborative effort that includes the Selectboard, Town Manager & staff, other town groups, and residents.

Given their expertise and charter, the Finance Committee would be a very useful participant in this process. We request that the Selectboard ask the Finance Committee to assist the Planning Commission in the capital planning effort.

We will give regular updates to keep the project visible to everyone and, as appropriate, include a wider group in the effort.

Please feel free to contact us with questions or comments.



MEMO

Date: Thursday Oct 22nd, 2026, 11:45am

To: The Town of Norwich Selectboard

From: Brendan Classon, Vice Chair, The Town of Norwich Selectboard

Subject: Legal expenditure review – 2026 year-to-date

Dear Selectboard Members—

In anticipation of our budget review process, I have begun exploring potential areas for cost containment. To that end, I herein offer a partial review of Town 2026 legal expenditure to date. This is by no means an exhaustive analysis, but there are three items I wish to bring to your attention:

Item 1 – Accounting Error

Following denial of my request to view the invoice for the AP Warrant item of $4,844.15 at the SB meeting of Aug 26th (see attached from Selectboard packet, page 142 of 161), I followed up directly with the finance office (see attached email) and inadvertently discovered a billing inconsistency. In the invoice for the AP Warrant line item from Town attorneys Stitzel, Page & Fletcher (#107739, dated 08/14/2026 for service through 06/30/2026), a charge of **$609.00** is listed. The description for this charge is for DWR (David Rugh) to "Attend SB meeting" at a rate of $205/hour (2.9 hrs. total). I was surprised to find this charge since the Selectboard was advised by Mr Beriah Smith on June 3rd 2026 that Mr Rugh's attendance at the SB meeting of June 3rd would be provided on a *pro bono* basis:

> *"Also, you should know that a Shareholder in the Firm, David Rugh, will also be attending tonight's meeting with me (at no charge) to assist in advising the Selectboard."*

This may seem a relatively minor oversight, but I felt it worthy of the Selectboard's attention and an important example of the importance of the Selectboard being provided access to inspect invoices for costs incurred by the Town – prior to signing AP warrants.

Item 2 – Town Resident Calloway PRA Requests

In 8th July 2026, the Town received two PRA requests from Town Resident Marcia Calloway. These requests were for copies of any and all correspondence related to business of the Town contained within (i) the dedicated Town Gmail accounts, (ii) personal Gmail accounts and (iii) cell phone text messages of Selectboard Chair Griggs and Selectboard Vice Chair Classon for the period of March 2026 through end-June 2026. A third PRA request from Mrs Calloway for Chairman Griggs' email and text correspondence for an additional two-month period (July-August 2026) followed shortly thereafter. The total amount of material provided in the Responsive Records in complying with these three requests amounted to over 1,200 pages of emails, email attachments and text messages. In the course of complying with these PRA requests, allowable redactions under statute 1 V.S.A. § 317(c) were applied by the Town attorneys Stitzel, Page & Fletcher. The voluminous

amount of material was sourced, collated and provided by both Selectboard members to the Custodian of Public Records in timely fashion and free of charge. Apparently, the only charge levied upon Mrs Calloway for this request was in the amount of $4.00 for a portable USB drive upon which the Responsive Records were provided. As a consequence of meeting these PRA requests and supplying such a voluminous amount of material, the Town has incurred additional legal charges (including counsel and redactions) of **$2,850.00** to date. In the context of this expenditure, I refer to my memo to the Selectboard on Sep 17th 2026 (attached herein):

> *"establish a procedure for distinguishing reasonable PRA requests from those that would otherwise be construed as opportunistic 'fishing expeditions' where voluminous amounts of material are repeatedly being sought."*

Item 3

As we approach the Town budget setting process, I have begun exploring areas where the Town might be able to reduce discretionary expenditure. Our present legal budget is $80,000 per year. While this may seem relatively minor compared to the total Town's Revenue for 2026 ($7,231,664), if we deduct two fixed, non-discretionary expenditure items:

- DPW total (minus DPW salaries and benefits): $1,672,700.00
- All Town salaries & benefits: $2,887.926.00

then $80,000 represents a more significant percentage.

From Feb-July 2026 (inclusive). the accumulated legal expenditure dealing with the Notification of Violation of OML and the PRA complaint suit (26-CV-02624), both filed by Plaintiff Katucki, has so far amounted to **$23,021.65.**

Of course, the Town will invariably encounter unforeseen issues which will require provision within its legal budget. However, to the extent that the Selectboard largely agree that the OML and PRA cases could have been handled more judiciously, I contend that these figures suggest there may be some scope for reducing our legal budget for next fiscal year.

Thanks,

Brendan (Vice Chair, The Town of Norwich Selectboard)

Gmail **Brendan Classon <bjclasson.norwichsb@gmail.com>**

Invoice request update

Brendan Classon <bjclasson.norwichsb@gmail.com> Fri, Sep 4, 2026 at 2:37 PM
To: Kimo Griggs <kimogriggsnorwichselect@gmail.com>

Hi Mr Chair--

Further to being denied access by the TM's office to the requested itemized invoices from Stitzel, Page & Fletcher at the SB meeting of 08/26, and after securing your prior consent and at your recommendation, I was able to stop by the Finance Department today to secure copies of the two itemized invoices I have been seeking - in the amounts of $3478.50 (07/10/2026) and $4844.15 (08/26/2026).

Jonathon was out today, but I was ably and enthusiastically assisted in this request by Tyler, who was most courteous and helpful.

This email communication will be presented as evidence in response to any prospective future accusation from the TM's office of harassment or intrusion upon the Finance Office subsequent to fulfilling of today's statutorily permissible request for invoices pertaining to Town expenditure.

As discussed this morning, I am tabulating a report on SP&F expenditure and will share it with you for review prior to further distribution.

Thanks,

Mr Vice Chair

Vendor		Invoice Date	Invoice Description / Invoice Number	Account	Amount Paid	Check Number	Check Date
190131	SCHLAUCH, STEVE	08/12/26	Minutes 07/15/26-08/12/26 08122026	01-5-005300.10 CONTRACTED SERVICES	518.75	18277	08/26/26
190055	SOLAFLECT SOLAR PARK IV,	08/15/26	Monthy Solar 2608_001	01-5-500204.00 SPEED SIGNS	84.41	18278	08/26/26
190055	SOLAFLECT SOLAR PARK IV,	08/15/26	Monthy Solar 2608_001	01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	17.60	18278	08/26/26
190055	SOLAFLECT SOLAR PARK IV,	08/15/26	Monthy Solar 2608_001	01-5-575233.00 TOWER POWER	22.36	18278	08/26/26
190055	SOLAFLECT SOLAR PARK IV,	08/15/26	Monthy Solar 2608_001	01-5-705501.00 ELECTRICITY	76.77	18278	08/26/26
190055	SOLAFLECT SOLAR PARK IV,	08/15/26	Monthy Solar 2608_001	01-5-485233.00 ELECTRICITY/Heating	698.86	18278	08/26/26
190064	SP and F ATTORNEYS, P.C.	08/14/26	Service Through 06/30/26 107739	01-5-005305.00 LEGAL	4844.15	18279	08/26/26
190107	SULLIVAN POWERS and COMPA	06/30/26	FY 26 Audit Progress 135797	01-5-200322.00 INDEPENDENT AUDIT	2012.00	18280	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	141.90	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	57.98	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	16.01	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	40.75	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	99.13	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	30.75	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	33.66	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	24.45	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425220.00 SPECIAL EVENTS /SUPPLIES	37.38	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	74.99	18281	08/26/26
20060	SWENSON, BRIE	07/17/26	Camps, Softball, Pizza 07172026	01-5-425211.00 EQUIP.& SUPPLIES	73.99	18281	08/26/26
20060	SWENSON, BRIE	07/20/26	Camps 07202026	01-5-425330.00 REPAIRS,MAINT&Site Wrk	69.99	18281	08/26/26
20060	SWENSON, BRIE	07/20/26	Camps 07202026	01-5-425211.00 EQUIP.& SUPPLIES	179.12	18281	08/26/26
20060	SWENSON, BRIE	08/03/26	Sports Camp, Afterschool 08032026	01-5-425211.00 EQUIP.& SUPPLIES	16.50	18281	08/26/26
20060	SWENSON, BRIE	08/03/26	Sports Camp, Afterschool 08032026	01-5-425211.00 EQUIP.& SUPPLIES	37.04	18281	08/26/26
20060	SWENSON, BRIE	08/03/26	Sports Camp, Afterschool 08032026	01-5-425330.00 REPAIRS,MAINT&Site Wrk	3.25	18281	08/26/26
20060	SWENSON, BRIE	08/03/26	Sports Camp, Afterschool 08032026	01-5-425330.00 REPAIRS,MAINT&Site Wrk	52.00	18281	08/26/26

MEMORANDUM

TO: Selectboard and Town Manager Duffy
FROM: Marcia Calloway
DATE: October 22, 2026
RE: Town/Manager Goals

The Board is reminded

- of its obligations under both the law and the existing Town Manager contract;
- that personal documents relating to evaluation of an employee are specifically exempt and should not be publicly disclosed;[1] and,
- only the legislature may suspend laws of this state.[2]

The Town's contract with the Town Manager is a binding and enforceable document. It requires inter alia

- That the Board and the Town Manager shall work together in good faith to (a) define reasonably attainable goals and performance objectives for the proper operation of the Town and to achieve the Board's policy objectives and (b) reduce those goals and objectives to writing. See Contract Section VI.A. below.
- The achievement of the written goals and objectives will become the basis for the Town Manager's annual review. See Contract Section VI.B. below.
- The review shall be done annually within 14 days of anniversary date of September 27. Id., and see contract dated 09/17/2023.

The language of the contract is consistent with the statutory powers and duties of a Town Manager.[3] However it also requires the Board and the Manager to examine Board policy and set some reasonably attainable goals which the Manager can work toward during the next year, given budgetary and other exigent constraints. The contract prevents a Board from exercising subjective and shifting demands, it prevents a Board from denying the due process required by law and the contract.

Prior evaluation documents were developed to help the Board think about its policy objectives with the Manager, and then track those contractual obligations and provide the necessary due process, i.e. notice and hearing, as required by law.

[1] 1 V.S.A. § 317(c)(7).

[2] Vermont Constitution Article 15. [Legislature only may suspend laws]

[3] 24 V.S.A. § 1236

“ SECTION VI: GOALS. OBJECTIVES & PERFORMANCE

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 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 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”

MEMORANDUM

TO: Norwich Selectboard
FR: Matt Swett
DA: 10.21.26
RE: Proposal to form a Town of Norwich Website Upgrade Working Group

In April of 2025, under a general *Communication Charge* that I was given, one of the sub-topics was "How to improve townwide communication through the Town of Norwich Website". Admittedly, many other Selectboard topics have demanded attention since then, but I believe that now is the right time to start the process of significantly upgrading our current Town of Norwich website.

During the last year and a half, I have had productive website conversations with many Town of Norwich employees, elected officials, committee chairs, and community members. Some of the sub-topics that have been discussed are:

1. Creating a robust Town of Norwich and community calendar (with topic tracking features and email notifications).
2. Creating an easily manageable Town of Norwich email list for town updates and notices.
3. Keeping town information current without overburdening departments.
4. Offering payment processing (Recreation, Town Clerk, Transfer Station…).
5. Creating searchable committee and board minutes and packets (or integrating with an existing technology).
6. Expanding our online records repository (especially for the Town Clerk and Planning & Zoning).
7. Considering moving the Town of Norwich domain to a .gov extension.
8. Considering how to handle committee websites not under the town domain?

I have also completed some preliminary research into what is available in the municipal government website development sector and have investigated some best practices in our area. If you approve, the working group will be led by me, will meet weekly or every other week, and at our conclusion we will make recommendations in the form of a report. This process should only take 3-4 months. I ask permission to assemble a group of volunteers and begin the work, following the appropriate Open Meeting Law requirements. The first order for our working group will be to create a charge which we will then be returned to the Selectboard for approval.

I envision our group to include many of the main Town of Norwich website stakeholders, plus any community members who would like to contribute. I would like our report to include recommendations for a website development vendor and to outline the features and options that should be prioritized. We may also perform a cost analysis and create a possible preliminary budget. At that point, we can return to the Selectboard to present our findings and, together with the Town Manager, decide on how to proceed. Once this working group is concluded, I would expect that many of the participants would remain available to advise on the upgrade process, but that the management of the project would be overseen by town staff.

I look forward to talking more about this in our next Selectboard meeting.