

**Agenda for the Special Selectboard Meeting  
Wednesday, December 11, 2019 at 6:30 PM  
Multi-Purpose Room, Tracy Hall, 300 Main St., Norwich**

1. Agenda Review
2. Public Comments
3. Consent Agenda
  - a. YTD financial report
  - b. Correspondence: Cynthia Stoddard, re: town audit
4. Old Business
  - a. Regional Energy Coordinator (discussion)
  - b. Budget-Public Safety (discussion)
  - c. Police computer funding source (action)
  - d. Designated Fund-Communication Study fund spending/balance correction (discussion action)
  - e. Green Fleet Policy proposal (discussion/action possible 1<sup>st</sup> reading)
  - f. Fee schedule revision (discussion)
  - g. VLCT/PACIF response from board (action)
    - i. Approve report as presented by TM
    - ii. Whistleblower policy (discussion/action 1<sup>st</sup> reading)
  - h. Dresden MOU
    - i. Review MOU
    - ii. Identify next steps
5. TM contract – executive session
6. End of meeting debrief
7. Set next agenda (discussion)
  - a. FY 19 Audit Report
  - b. Town Plan update
  - c. Prudential Committee update
  - d. Budget-General Admin
  - e. A/P
8. Adjourn

January agenda items: (in no particular order)

1. Budget
2. EEI Report
3. Town Plan
4. Policies –cyber, fraud

5. Solid Waste Committee charge
6. Animal Ordinance
7. Union negotiation update
8. TM eval
9. Town Meeting Warrants
10. Cannabis resolution

12/04/19  
02:08 pm

Town of Norwich General Ledger  
Balance Sheet Current Year - Period 6 Dec  
General

THROUGH (3a)  
A/P WARRANT  
12/4/19  
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BGrammar  
Curr Yr Pd 6 Dec Curr Yr Pd 6 Dec  
Encumbrances Actual

Account

ASSET

01-1-001 CASH

01-1-001001.00 PETTY CASH-RECEIPTS DRWR	0.00	50.00
01-1-001002.00 PETTY CASH-POLICE DEPT	0.00	100.00
01-1-001003.00 PETTY CASH-RECREATION	0.00	100.00
01-1-001004.00 PETTY CASH-SOLID WASTE	0.00	100.00
01-1-001005.00 PETTY CASH-TOWN CLERK	0.00	100.00
01-1-001100.00 CASH-MASCOMA GENL FUND	0.00	100.00
01-1-001102.00 CASH-MASCOMA RECREATION	0.00	3,497,572.37
01-1-001104.00 CASH-MASCOMA FISH & GAME	0.00	4,871.01
	0.00	246.10

Total CASH

0.00 3,503,139.48

01-1-002 INVESTMENTS

Total INVESTMENTS

0.00 0.00

01-1-003 RECEIVABLES

01-1-0030 ACCOUNTS RECEIVABLE

01-1-003001.00 ACCTS REC-POST OFFICE	0.00	0.00
01-1-003002.00 ACCTS REC-NORW FIRE DIST	0.00	0.00
01-1-003004.00 ACCTS REC-HISTORICAL SOC	0.00	0.00
01-1-003005.00 ACCOUNTS REC-TRACY HALL R	0.00	0.00
01-1-003006.00 ACCTS REC-LIBRARY	0.00	0.00
01-1-003007.00 ACCTS REC-TOWN CLERK	0.00	0.00
01-1-003008.00 ACCTS REC-POLICE DEPT	0.00	0.00
01-1-003009.00 ACCTS REC-RECREATION	0.00	0.00
01-1-003010.00 ACCTS REC-SOLID WASTE	0.00	-71.00
01-1-003011.00 ACCTS REC-SCHOOL DISTRICT	0.00	0.00
01-1-003012.00 ACCTS REC-PLANNING	0.00	0.00
01-1-003013.00 ACCTS REC-FIRE	0.00	0.00
01-1-003014.00 ACCTS REC-HIGHWAY	0.00	0.00
01-1-003015.00 ACCTS REC-CEMETERY COMM	0.00	0.00
01-1-003016.00 ACCTS REC-STATE OF VT	0.00	6,745.14
01-1-003017.00 ACCTS REC-LISTERS	0.00	0.00
01-1-003018.00 ACCTS REC- RETIREMENT	0.00	0.00
01-1-003019.00 A/R ADMINISTRATION	0.00	0.00
01-1-003020.00 A/R HEALTH INSURANCE	0.00	0.00
01-1-003021.00 A/R WORKERS COMPENSATION	0.00	0.00
01-1-003022.00 A/R COBRA	0.00	0.00
01-1-003023.00 A/R IRS	0.00	0.00
01-1-003024.00 VLCT - INSURANCE CLAIMS	0.00	13,247.67
01-1-003025.00 A/R - VT WITHOLDING TAX	0.00	0.00
	0.00	1,428.75

Total ACCOUNTS RECEIVABLE

0.00 21,350.56

01-1-0031 GRANT RECEIVABLE

01-1-003102.00 GRANT REC-SOLID WASTE	0.00	0.00
01-1-003103.00 GRANT REC-ENERGY COMM.	0.00	0.00

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Town of Norwich General Ledger  
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Account	Curr Yr Pd 6 Dec Encumbrances	Curr Yr Pd 6 Dec Actual
01-1-003104.00 GRANT REC-CONSERV COMM	0.00	0.00
01-1-003105.00 GRANT RECEIV-FIRE DEPT	0.00	0.00
01-1-003106.00 GRANT REC-POLICE DEPT	0.00	0.00
01-1-003108.00 GRANT REC-HIGHWAY DEPT	0.00	1,000.00
01-1-003110.00 GRANT REC-PLANNING DEPT.	0.00	5,590.00
01-1-003112.00 GRANT REC-FEMA & VT ERAF	0.00	2,341,552.52
01-1-003114.00 GRANT RECEIVABLE-RECREATI	0.00	0.00
<b>Total GRANT RECEIVABLE</b>	<b>0.00</b>	<b>2,348,142.52</b>
<b>01-1-0032 NOTES RECEIVABLE</b>		
<b>Total NOTES RECEIVABLE</b>	<b>0.00</b>	<b>0.00</b>
<b>01-1-0034 TAXES RECEIVABLE</b>		
01-1-003401.00 CURRENT TAX RECVBLE	0.00	7,602,368.56
01-1-003402.00 DEL PROP TAXES RECEIVABLE	0.00	129,798.82
01-1-003403.00 TAX INTEREST RECV	0.00	36,702.31
01-1-003404.00 PENALTY RECEIVABLE	0.00	10,383.96
01-1-003405.00 FEDERAL PILOT PAYMENT REC	0.00	0.00
<b>Total TAXES RECEIVABLE</b>	<b>0.00</b>	<b>7,779,253.65</b>
<b>Total RECEIVABLES</b>	<b>0.00</b>	<b>10,148,746.73</b>
<b>01-1-004 OTHER ASSETS</b>		
01-1-004099.00 HTFD RECY COUPON INVENTRY	0.00	0.00
01-1-004102.00 PREPAID EXPENSES	0.00	6,830.34
01-1-004104.00 INVENTORY	0.00	36,804.23
<b>Total OTHER ASSETS</b>	<b>0.00</b>	<b>43,634.57</b>
01-1-090000.00 DUE FROM/TO OTHER FUND	0.00	-1,808,221.00
<b>Total Asset</b>	<b>0.00</b>	<b>11,887,299.78</b>
<b>LIABILITY</b>		
<b>01-2-001 ACCOUNTS PAYABLE</b>		
01-2-001101.00 ACCRUED PAYROLL PAYABLE	0.00	0.00
01-2-001103.00 FICA TAX PAYABLE	0.00	0.00
01-2-001105.00 MEDICARE TAX PAYABLE	0.00	0.00
01-2-001107.00 FED W/H TAX PAYABLE	0.00	0.00
01-2-001109.00 VT W/H TAX PAYABLE	0.00	0.00
01-2-001111.00 VEMRS GRP B PAYABLE	0.00	0.00
01-2-001112.00 VMERS DEF CONTRB PAY	0.00	0.00
01-2-001113.00 VEMRS GRP C PAYABLE	0.00	0.00
01-2-001114.00 HSA LIABILITY	0.00	0.00
01-2-001115.00 CHILD SUPPORT PAYABLE	0.00	0.00

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Account	Curr Yr Pd 6 Dec Encumbrances	Curr Yr Pd 6 Dec Actual
01-2-001116.00 DEFERRED COMPENSATION	0.00	0.00
01-2-001116.10 ROTH PLAN 457	0.00	0.00
01-2-001117.00 UNION DUES PAYABLE	0.00	621.00
01-2-001118.00 DUE TO IRS	0.00	0.00
01-2-001119.00 DUE TO TOWN OF HARTFORD	0.00	0.00
01-2-001120.00 EMPLOYEE JUDGEMENT ORDER	0.00	75.00
01-2-001121.00 VT ANIMAL RETURN	0.00	325.00
01-2-001122.00 DUE TO VT-FISH & GAME	0.00	537.36
01-2-001122.01 VT FISH & GAME GIFT CERTI	0.00	97.00
01-2-001123.00 SCHOOL DISTRICT TAX	0.00	7,430,542.77
01-2-001124.00 DUE TO VT-VITAL RECORDS	0.00	740.00
01-2-001125.00 DUE TO GUVSWMD-COUPONS	0.00	-2,956.20
01-2-001125.10 DUE TO GUVSWMD-STICKERS	0.00	1,078.00
01-2-001126.00 VISION SERV PLAN-PAYROLL	0.00	124.09
01-2-001127.00 DELTA DENTAL-PAYROLL	0.00	0.00
01-2-001128.00 DUE TO WINDSOR COUNTY	0.00	-209.03
01-2-001147.00 DUE TO TAXPAYER FROM STAT	0.00	0.00
01-2-001148.00 TAX OVERPAYMENTS	0.00	0.00
01-2-001149.00 TAX CLEARING ACCOUNT	0.00	0.00
01-2-001150.00 VENDORS PAYABLE	0.00	57,416.83
01-2-001160.00 ACCOUNTS PAY. YEAR END	0.00	0.00
01-2-001165.00 ENCUMBRANCES	0.00	0.00
<b>Total ACCOUNTS PAYABLE</b>	<b>0.00</b>	<b>7,488,391.82</b>
<b>01-2-002 GRANT LIABILITY</b>		
01-2-002104.00 PLANNING GRANT-LIABILITY	0.00	0.00
01-2-002106.00 FEMA GRANT LIABILITY	0.00	0.00
01-2-002108.00 ENERGY COMM. GRANT LIABI	0.00	0.00
<b>Total GRANT LIABILITY</b>	<b>0.00</b>	<b>0.00</b>
<b>01-2-003 OTHER LIABILITIES</b>		
01-2-003009.00 INTERACCOUNT TRANSFERS	0.00	0.00
01-2-003010.00 PREPAID TAXES	0.00	10,316.36
01-2-003010.20 PREPAID TAXES- NONCURRENT	0.00	0.00
01-2-003011.00 TAX SALE/REDEMPTIONS	0.00	0.00
01-2-003012.00 PREPAID RECREATION FEES	0.00	0.00
01-2-003013.00 STORR'S POND FEES	0.00	0.00
01-2-003014.00 PREPAID STICKER PERMIT	0.00	0.00
01-2-003015.00 PROP TAX APPEAL LIABILITY	0.00	0.00
01-2-003016.00 MSB-FEMA LINE OF CREDIT	0.00	0.00
01-2-003017.00 MSB 5 YEAR LOAN	0.00	240,000.00
<b>Total OTHER LIABILITIES</b>	<b>0.00</b>	<b>250,316.36</b>
<b>01-2-004 DEFERRED REVENUES</b>		
01-2-004001.00 DEFERRED REV-TAXES	0.00	196,334.38
01-2-004002.00 DEFERRED REV-RECREATION	0.00	0.00
01-2-004003.00 DEFERRED REVENUE-T HALL	0.00	0.00

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Account	Curr Yr Pd 6 Dec Encumbrances	Curr Yr Pd 6 Dec Actual
01-2-004004.00 DEFERRED REV-GRANTS	0.00	2,348,142.52
<b>Total DEFERRED REVENUES</b>	<b>0.00</b>	<b>2,544,476.90</b>
<b>Total Liability</b>	<b>0.00</b>	<b>10,283,185.08</b>
<b>FUND BALANCE</b>		
<b>01-3-0011 RESERVE-FUND BALANCE</b>		
01-3-001105.00 RESERVE-RECREATION DPT	0.00	0.00
01-3-001107.00 RESERVE-FIRE DEPT	0.00	0.00
01-3-001109.00 RESERVE-POLICE DEPT	0.00	0.00
01-3-001111.00 RESERVE-TOWN CLERK	0.00	0.00
01-3-001113.00 RESERVE-HIGHWAY DEPT	0.00	0.00
01-3-001115.00 RESERVE-SOLID WASTE DEPT	0.00	0.00
01-3-001117.00 RESERVE-PLANNING COMM.	0.00	0.00
01-3-001119.00 RESERVE-BANDSTAND	0.00	0.00
01-3-001122.00 RESERVE-CONSERVATION COMM	0.00	0.00
<b>Total RESERVE-FUND BALANCE</b>	<b>0.00</b>	<b>0.00</b>
<b>01-3-0013 UNRESTRICTED FUNDS</b>		
01-3-001300.00 GENERAL FUND BAL-UNREST	0.00	-321,836.40
01-3-001301.00 FUND BALANCES-ENCUMB	0.00	0.00
<b>Total UNRESTRICTED FUNDS</b>	<b>0.00</b>	<b>-321,836.40</b>
<b>Total Prior Years Fund Balance</b>	<b>0.00</b>	<b>-321,836.40</b>
<b>Fund Balance Current Year</b>	<b>0.00</b>	<b>1,925,951.10</b>
<b>Total Fund Balance</b>	<b>0.00</b>	<b>1,604,114.70</b>
<b>Total Liability, Reserves, Fund Balance</b>	<b>0.00</b>	<b>11,887,299.78</b>

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Town of Norwich General Ledger  
Current Yr Pd: 6 - Budget Status Report  
General

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CStoddard

THROUGH  
A/P WARRANT  
12/4/19

Account	Budget	Actual	% of Budget
<b>01-4-0000 PROPERTY TAX REVENUES</b>			
01-4-000001.00 TOWN PROPERTY TAX	3,397,291.00	3,777,016.14	111.18%
01-4-000002.00 PROPERTY TAX OTHER MONETA	436,226.00	0.00	0.00%
01-4-000005.00 RAILROAD TAX	0.00	0.00	0.00%
01-4-000010.00 VT LAND USE TAX	180,196.00	185,847.50	103.14%
01-4-000014.00 PROP TAX INTEREST	25,000.00	14,758.39	59.03%
01-4-000015.00 PROP TAX COLL FEE	17,000.00	0.00	0.00%
<b>Total PROPERTY TAX REVENUES</b>	<b>4,055,713.00</b>	<b>3,977,622.03</b>	<b>98.07%</b>
<b>01-4-0001 LICENSE &amp; PERMIT</b>			
01-4-000101.00 LIQUOR LICENSE	670.00	0.00	0.00%
01-4-000103.00 DOG LICENSE	2,750.00	141.00	5.13%
01-4-000107.00 HUNT & FISH LICENSE	220.00	-97.00	-44.09%
01-4-000109.00 PEDDLER LICENSE	100.00	0.00	0.00%
01-4-000120.00 BLDG/DEVEL PERMIT	8,000.00	1,644.58	20.56%
01-4-000130.00 LAND POSTING PERMIT	350.00	170.00	48.57%
<b>Total LICENSE &amp; PERMIT</b>	<b>12,090.00</b>	<b>1,858.58</b>	<b>15.37%</b>
<b>01-4-0002 INTERGOVERNMENTAL</b>			
01-4-000201.00 VT HIWAY GAS TAX	153,000.00	77,766.47	50.83%
01-4-000202.00 VT ACT 60	15,300.00	0.00	0.00%
01-4-000206.00 ST. OF VT. LISTER TRAININ	0.00	0.00	0.00%
01-4-000208.00 PILOT	12,500.00	9,445.00	75.56%
01-4-000210.00 VT NATURAL RESRCS	3,200.00	2,395.80	74.87%
01-4-000211.00 EDUCATION TAX REFUND-2010	0.00	0.00	0.00%
01-4-000212.00 VT EDUC FUND .5% FEE	0.00	0.00	0.00%
01-4-000214.00 EDUC TAX RETAINER .225 o	25,000.00	0.00	0.00%
01-4-000216.00 LATE FEES-REVISED BILLS	0.00	0.00	0.00%
<b>Total INTERGOVERNMENTAL</b>	<b>209,000.00</b>	<b>89,607.27</b>	<b>42.87%</b>
<b>01-4-0003 SERVICE FEE</b>			
01-4-000301.00 RECORDING FEE	23,000.00	12,969.00	56.39%
01-4-000302.00 RESTORATION	0.00	4.00	100.00%
01-4-000303.00 DOCUMENT COPY FEE	2,200.00	978.00	44.45%
01-4-000305.00 USE OF RECRDS FEE	225.00	269.00	119.56%
01-4-000307.00 VITAL STATISTIC FEE	800.00	350.00	43.75%
01-4-000309.00 MTR VEH REG RNWL FEE	80.00	30.00	37.50%
01-4-000311.00 PHOTOCOPYING FEE	10.00	80.73	807.30%
01-4-000315.00 PASSPORT	0.00	0.00	0.00%
01-4-000317.00 EV CHARGING FEES	600.00	271.98	45.33%
01-4-000320.00 TRACY HALL RNTL FEE	7,000.00	782.50	11.18%
01-4-000325.00 POLICE RPT FEE	500.00	428.55	85.71%
01-4-000326.00 POLICE ALRM RESP FEE	150.00	0.00	0.00%
01-4-000327.00 SPECIAL POLICE DUTY FEES	0.00	160.00	100.00%
01-4-000350.00 PLNG DOC COPY FEE	0.00	803.00	100.00%
01-4-000352.00 PLANNING MAPS	0.00	0.00	0.00%
01-4-000355.00 RECREATION FEES	171,300.00	108,138.50	63.13%

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Town of Norwich General Ledger  
Current Yr Pd: 6 - Budget Status Report  
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Account	Budget	Actual	% of Budget
01-4-000360.00 TRNSFR STATION STICKERS	28,000.00	29,088.00	103.89%
01-4-000362.00 MISC SOLID WASTE	2,500.00	3,076.19	123.05%
01-4-000363.00 E-WASTE	2,400.00	1,636.00	68.17%
01-4-000364.00 TRASH COUPON	110,000.00	38,412.75	34.92%
01-4-000365.00 RECYCLING REBATES	5,000.00	2,857.20	57.14%
01-4-000366.00 C & D WASTE	9,000.00	5,194.80	57.72%
<b>Total SERVICE FEE</b>	<b>362,765.00</b>	<b>205,530.20</b>	<b>56.66%</b>
<b>01-4-0004 GRANT REVENUE</b>			
01-4-000401.00 HIWAY PAVING GRANT	0.00	0.00	0.00%
01-4-000402.00 HIWAY BRIDGE GRANT	0.00	0.00	0.00%
01-4-000403.00 FEMA MITIGATION GRANT	0.00	0.00	0.00%
01-4-000403.10 USDA NRCS-DEBRIS REMOVAL	0.00	0.00	0.00%
01-4-000404.00 RC&D LOCAL ROADS GRANT	0.00	0.00	0.00%
01-4-000405.00 FEMA GRANT	0.00	0.00	0.00%
01-4-000406.00 BETTER BACK ROADS GRANT	0.00	0.00	0.00%
01-4-000410.00 PLANNING GRANT	0.00	0.00	0.00%
01-4-000410.10 HISTORIC PRESERVATION GRA	0.00	0.00	0.00%
01-4-000411.00 ST OF VT-BIKE & PEDE GRAN	0.00	0.00	0.00%
01-4-000412.00 RECREATION DPT. GRANT	0.00	0.00	0.00%
01-4-000415.00 CONSERV COMM GRANT	0.00	0.00	0.00%
01-4-000416.00 CON COMM-KEEPING TRACK	0.00	0.00	0.00%
01-4-000417.00 DRY HYDRANT GRANT	0.00	0.00	0.00%
01-4-000418.00 ENERGY GRANT	0.00	0.00	0.00%
01-4-000419.00 EVCS GRANT	0.00	0.00	0.00%
01-4-000420.00 LOCAL LAW ENF GRNT	0.00	0.00	0.00%
01-4-000422.00 COPS GRANT	0.00	0.00	0.00%
01-4-000424.00 US JUSTICE DPT.VEST GRANT	0.00	0.00	0.00%
01-4-000426.00 VT COMM ENFORCEMENT GRANT	0.00	0.00	0.00%
01-4-000430.17 FY17 HOMELAND SEC #1731	0.00	0.00	0.00%
01-4-000435.17 FY17 HOMELAND SEC #1731	0.00	0.00	0.00%
01-4-000436.00 GOVERNORS HWY SAFETY	0.00	0.00	0.00%
01-4-000437.00 HIGH RISK RURAL ROADS	0.00	0.00	0.00%
01-4-000438.00 INTEROPERABLE COMM GRANT	0.00	0.00	0.00%
01-4-000441.00 VLCT PACIF GRANT	0.00	0.00	0.00%
01-4-000442.17 2017 GOVERNORS HWY SAFETY	0.00	0.00	0.00%
01-4-000443.00 PRESERVATION TRUST-TREE	0.00	0.00	0.00%
01-4-000444.00 NORWICH WOMENS CLUB GRANT	0.00	650.00	100.00%
01-4-000445.00 FIRE & EMER RECRUITMENT	0.00	0.00	0.00%
01-4-000446.00 2017 VTRANS BIKE & PED	0.00	0.00	0.00%
01-4-000447.00 2017 VTRANS BIKE & PED GR	0.00	0.00	0.00%
01-4-000460.00 SOLID WASTE GRANT	0.00	0.00	0.00%
01-4-000470.00 ENERGY COMM GRANT-NEGRASS	0.00	0.00	0.00%
<b>Total GRANT REVENUE</b>	<b>0.00</b>	<b>650.00</b>	<b>100.00%</b>
<b>01-4-0008 OTHER TOWN REVENUES</b>			
01-4-000808.00 TOWN REPORT	2,000.00	0.00	0.00%
01-4-000810.00 BANK INTEREST	20,000.00	7,480.51	37.40%



12/04/19

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Town of Norwich General Ledger  
Current Yr Pd: 6 - Budget Status Report  
General

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Account	Budget	Actual	% of Budget
01-4-000811.00 TRANSFER IN DESIG. FUND	0.00	0.00	0.00%
01-4-000812.00 TAX SALE	0.00	0.00	0.00%
01-4-000813.00 INSURANCE CLAIMS	0.00	248,720.00	100.00%
01-4-000814.00 FIELD RENTAL	32,000.00	11,700.00	36.56%
01-4-000817.00 SALE OF TOWN ASSETS	0.00	0.00	0.00%
01-4-000822.00 LINE OF CREDIT-FEMA PROCE	0.00	0.00	0.00%
<b>Total OTHER TOWN REVENUES</b>	<b>54,000.00</b>	<b>267,900.51</b>	<b>496.11%</b>
<b>01-4-001 PUBLIC SAFETY REVENUES</b>			
01-4-001005.00 POLICE FINE	10,000.00	0.00	0.00%
01-4-001007.00 PARKING FINE	300.00	445.00	148.33%
01-4-001008.00 DOG FINE	150.00	0.00	0.00%
<b>Total PUBLIC SAFETY REVENUES</b>	<b>10,450.00</b>	<b>445.00</b>	<b>4.26%</b>
<b>01-4-009 MISCELLANEOUS REVENUE</b>			
01-4-009001.00 DAILY OVER/SHORT	0.00	-60.11	100.00%
01-4-009002.00 VLCT LEADER PROGRAM	0.00	0.00	0.00%
01-4-009005.00 AMBULANCE BILLS PAID	0.00	0.00	0.00%
01-4-009007.00 DONATIONS	0.00	50.00	100.00%
01-4-009009.00 DONATIONS-KEEPING TRACK	0.00	0.00	0.00%
01-4-009011.00 DONATIONS-HISTORIC PRESER	0.00	0.00	0.00%
01-4-009100.00 TOWN CLRK MISCEL	0.00	96.00	100.00%
01-4-009200.00 FIN DEPT MISCEL	0.00	0.75	100.00%
01-4-009300.00 LISTER DEPT MISCEL	0.00	0.00	0.00%
01-4-009350.00 PLAN DEPT MISCEL	0.00	0.00	0.00%
01-4-009425.00 RECRE DEPT MISCEL	0.00	0.00	0.00%
01-4-009500.00 POLICE DEPT MISC	0.00	49.95	100.00%
01-4-009555.00 FIRE DEPT. MISCEL	0.00	482.29	100.00%
01-4-009600.00 COBRA REIMBURSEMENT	0.00	423.97	100.00%
01-4-009700.00 HIWAY DEPT MISCEL	0.00	80.00	100.00%
01-4-009800.00 CONSERVATION COMM.	0.00	117.00	100.00%
01-4-009900.00 MISCELLANEOUS	4,000.00	5,502.55	137.56%
<b>Total MISCELLANEOUS REVENUE</b>	<b>4,000.00</b>	<b>6,742.40</b>	<b>168.56%</b>
<b>Total Revenues</b>	<b>4,708,018.00</b>	<b>4,550,355.99</b>	<b>96.65%</b>
<b>01-5-005 TOWN ADMIN. EXPENSE</b>			
01-5-005110.00 SELECTBOARD STIPEND	2,500.00	0.00	0.00%
01-5-005111.00 TOWN MANAGER WAGE	89,076.00	38,462.71	43.18%
01-5-005111.10 TM BENEFITS	0.00	0.00	0.00%
01-5-005113.00 TREASURER STIPEND	1,750.00	0.00	0.00%
01-5-005114.00 ADMIN ASSIST WAGE	52,456.00	21,908.60	41.77%
01-5-005114.10 ADMIN ASST OT	500.00	0.00	0.00%
01-5-005121.00 FICA TAX	9,069.00	3,758.99	41.45%
01-5-005122.00 MEDI TAX	2,121.00	879.18	41.45%
01-5-005123.00 HEALTH INSUR	42,971.00	21,865.00	50.88%

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01-5-005124.00 DISABILITY/LIFE INSUR	1,721.00	564.81	32.82%
01-5-005125.00 DENTAL INSURANCE	432.00	144.09	33.35%
01-5-005126.00 VT RETIREMENT	7,989.00	3,781.89	47.34%
01-5-005126.01 VT RETIREMENT ADJUSTMENT	0.00	-6,420.59	100.00%
01-5-005250.00 TOWN MNGR RECRT	0.00	0.00	0.00%
01-5-005252.00 TMGR RELOCATION EXPENSE	0.00	0.00	0.00%
01-5-005300.00 PROFESS SERV	51,667.00	46,156.60	89.33%
01-5-005301.00 PROF SERVICES-DAM LITIGAT	0.00	250.00	100.00%
01-5-005302.00 VLCT MEMBERSHIP	5,117.00	5,117.00	100.00%
01-5-005310.00 TOWN REPORT	5,000.00	0.00	0.00%
01-5-005531.00 ADMIN TELEPHONE	625.00	275.09	44.01%
01-5-005532.00 T MNGR CELL PHONE	650.00	262.77	40.43%
01-5-005538.00 POSTAGE	100.00	16.34	16.34%
01-5-005540.00 ADVERTISING	1,000.00	251.89	25.19%
01-5-005550.00 PRINTING	0.00	0.00	0.00%
01-5-005580.00 T MNGR VEHICLE	0.00	0.00	0.00%
01-5-005581.00 MILEAGE	350.00	0.00	0.00%
01-5-005610.00 OFFICE SUPPLIES	500.00	479.67	95.93%
01-5-005611.00 OFFICE EQUIP	300.00	0.00	0.00%
01-5-005615.00 DUES/MTS/EDUC	1,800.00	530.00	29.44%
01-5-005701.00 COMMITTEE	50.00	0.00	0.00%
01-5-005701.10 ENERGY COMMITTEE GRANT	0.00	902.36	100.00%
01-5-005701.20 ENERGY COMMITTEE	1,500.00	17,146.92	1,143.13%
01-5-005701.30 EVCS GRANT	0.00	0.00	0.00%
01-5-005701.40 NEGRASS GRANT	0.00	0.00	0.00%
01-5-005703.00 GRANT MATCH	0.00	0.00	0.00%
01-5-005810.00 DES FUND-FACILITIES STUDY	0.00	0.00	0.00%
01-5-005814.00 DESI FUND-CITIZEN ASSISTA	0.00	0.00	0.00%
01-5-005900.00 MISCELLANEOUS	500.00	482.73	96.55%
01-5-005900.01 BEC Payments	0.00	249,720.00	100.00%
<b>Total TOWN ADMIN. EXPENSE</b>	<b>279,744.00</b>	<b>406,536.05</b>	<b>145.32%</b>
<b>01-5-010 BCA/BOA EXPENDITURES</b>			
01-5-010110.00 JUSTICES WAGE	450.00	0.00	0.00%
01-5-010121.00 FICA TAX	0.00	0.00	0.00%
01-5-010122.00 MEDI TAX	0.00	0.00	0.00%
01-5-010200.00 CONTRACTED SERVICES	0.00	0.00	0.00%
01-5-010538.00 POSTAGE	150.00	6.85	4.57%
01-5-010580.00 TRAVEL REIMB	0.00	133.52	100.00%
01-5-010610.00 OFFICE SUPPLIES	25.00	0.00	0.00%
01-5-010615.00 DUES/MTGS/EDUC	300.00	0.00	0.00%
<b>Total BCA/BOA EXPENDITURES</b>	<b>925.00</b>	<b>140.37</b>	<b>15.18%</b>
<b>01-5-050 STAT MTGS EXPENDITURES</b>			
01-5-050110.00 POLLWORKERS WAGE	400.00	0.00	0.00%
01-5-050121.00 FICA TAX	0.00	0.00	0.00%
01-5-050122.00 MEDI TAX	0.00	0.00	0.00%
01-5-050200.00 CONTRACTED SERVICES	0.00	0.00	0.00%

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01-5-050538.00 POSTAGE	125.00	0.00	0.00%
01-5-050540.00 ADVERTISING	180.00	0.00	0.00%
01-5-050550.00 PRINTING	2,000.00	0.00	0.00%
01-5-050610.00 OFFICE SUPPLIES	120.00	0.00	0.00%
01-5-050612.00 VOTING BOOTHS	0.00	0.00	0.00%
01-5-050650.00 VOTING MACHINE	70.00	0.00	0.00%
01-5-050652.00 VOTING MACH MAINT AGRMT	350.00	0.00	0.00%
01-5-050655.00 VTG MCHN PROGRAMG	2,500.00	0.00	0.00%
<b>Total STAT MTGS EXPENDITURES</b>	<b>5,745.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>01-5-100 TOWN CLERK EXPENDITURES</b>			
01-5-100110.00 TOWN CLERK WAGE	68,068.00	28,613.09	42.04%
01-5-100112.00 ASST CLK WAGE	43,646.00	18,893.60	43.29%
01-5-100121.00 FICA TAX	6,926.00	3,024.18	43.66%
01-5-100122.00 MEDI TAX	1,620.00	707.26	43.66%
01-5-100123.00 HEALTH INS	29,998.00	14,176.49	47.26%
01-5-100124.00 DISABILITY/LIFE INS	1,412.00	460.29	32.60%
01-5-100125.00 DENTAL INSURANCE	864.00	340.16	39.37%
01-5-100126.00 VT RETIREMENT	6,284.00	3,641.90	57.96%
01-5-100207.00 DOG/CAT LICENSE	300.00	253.03	84.34%
01-5-100209.00 VITAL STATISTICS	25.00	0.00	0.00%
01-5-100325.00 CONTRACT LABOR	0.00	0.00	0.00%
01-5-100341.00 RECORD RESTORATION	0.00	0.00	0.00%
01-5-100531.00 TELEPHONE	515.00	199.11	38.66%
01-5-100538.00 POSTAGE	0.00	0.00	0.00%
01-5-100540.00 ADVERTISING	150.00	0.00	0.00%
01-5-100550.00 PRINTING	0.00	0.00	0.00%
01-5-100610.00 OFFICE SUPPLIES	1,500.00	104.99	7.00%
01-5-100611.00 OFFICE EQUIPMENT	175.00	0.00	0.00%
01-5-100613.00 SOFTWARE	3,120.00	1,300.00	41.67%
01-5-100615.00 DUES/MTGS/EDUC	150.00	210.00	140.00%
01-5-100617.00 WOMEN'S CLUB GRANT	0.00	0.00	0.00%
01-5-100758.00 DES. FUND-RECORD RESTORAT	0.00	0.00	0.00%
01-5-100760.00 DESIGNATED FUND- EQUIP	0.00	0.00	0.00%
<b>Total TOWN CLERK EXPENDITURES</b>	<b>164,753.00</b>	<b>71,924.10</b>	<b>43.66%</b>
<b>01-5-200 FINANCE DEPARTMENT</b>			
01-5-200112.00 FINL ASSISTANT WAGE	28,259.00	19,700.70	69.71%
01-5-200112.10 FINANCE OFFICER WAGE	71,651.00	26,933.77	37.59%
01-5-200121.00 FICA TAX	6,194.00	2,613.79	42.20%
01-5-200122.00 MEDI TAX	1,449.00	567.97	39.20%
01-5-200123.00 HEALTH INS	45,000.00	0.00	0.00%
01-5-200124.00 DISABILITY/LIFE INS	1,170.00	351.23	30.02%
01-5-200125.00 DENTAL INSURANCE	432.00	250.55	58.00%
01-5-200126.00 VT RETIREMENT	5,620.00	2,813.11	50.06%
01-5-200130.00 CONTRACT LABOR	0.00	0.00	0.00%
01-5-200320.00 PROFESS SERVICES	0.00	0.00	0.00%
01-5-200322.00 INDEPENDENT AUDIT	10,815.00	0.00	0.00%

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01-5-200531.00 TELEPHONE	500.00	184.59	36.92%
01-5-200538.00 POSTAGE	0.00	0.00	0.00%
01-5-200540.00 ADVERTISING	220.00	0.00	0.00%
01-5-200550.00 PRINTING	75.00	0.00	0.00%
01-5-200580.00 MILEAGE REIMBURSEMENT	0.00	0.00	0.00%
01-5-200610.00 OFFICE SUPPLIES	1,500.00	791.87	52.79%
01-5-200611.00 OFFICE EQUIPMENT	250.00	0.00	0.00%
01-5-200613.00 SOFTWARE	850.00	0.00	0.00%
01-5-200615.00 DUES/MTGS/EDUC	250.00	0.00	0.00%
01-5-200711.00 BANK	0.00	0.00	0.00%
<b>Total FINANCE DEPARTMENT</b>	<b>174,235.00</b>	<b>54,207.58</b>	<b>31.11%</b>
<b>01-5-275 GEN ADMIN EXPENDITURES</b>			
01-5-275531.00 TELEPHONE	800.00	275.71	34.46%
01-5-275536.00 POSTAGE METER RENTAL	700.00	512.40	73.20%
01-5-275538.00 POSTAGE	3,000.00	2,093.18	69.77%
01-5-275610.00 OFFICE SUPPLIES	1,000.00	231.72	23.17%
01-5-275620.00 PHOTOCOPIER	2,500.00	426.10	17.04%
01-5-275628.00 COMPUTER SOFTWARE	0.00	47.50	100.00%
01-5-275630.00 COMPUTER HARDWARE	0.00	755.25	100.00%
01-5-275631.00 WEB SITE SUPPORT	500.00	480.00	96.00%
01-5-275632.00 SERVER MAINTENANCE	7,000.00	2,136.88	30.53%
01-5-275760.00 DESIGNATED FUND-EQUIP	0.00	0.00	0.00%
<b>Total GEN ADMIN EXPENDITURES</b>	<b>15,500.00</b>	<b>6,958.74</b>	<b>44.90%</b>
<b>01-5-300 LISTER/ASSESSOR EXPENDITURE</b>			
01-5-300110.00 LISTER WAGE	4,500.00	0.00	0.00%
01-5-300112.00 OFFICE ASST WAGE	16,955.00	6,896.47	40.68%
01-5-300114.00 ASSESSOR WAGE	0.00	0.00	0.00%
01-5-300121.00 FICA TAX	1,330.00	469.60	35.31%
01-5-300122.00 MEDI TAX	311.00	109.83	35.32%
01-5-300123.00 HEALTH INS	0.00	0.00	0.00%
01-5-300124.00 DISABILITY/LIFE INSURANCE	230.00	0.00	0.00%
01-5-300125.00 DENTAL INSURANCE	0.00	0.00	0.00%
01-5-300126.00 VT RETIREMENT	954.00	0.00	0.00%
01-5-300300.00 PROFESS SERVICES	45,000.00	11,909.02	26.46%
01-5-300320.00 LEGAL SERVICES	0.00	0.00	0.00%
01-5-300341.00 TAX MAPPING	0.00	0.00	0.00%
01-5-300360.00 SOFTWARE MAINT/UPDATE	6,100.00	5,300.00	86.89%
01-5-300531.00 TELEPHONE	530.00	187.27	35.33%
01-5-300538.00 POSTAGE	600.00	33.55	5.59%
01-5-300540.00 ADVERTISING	150.00	0.00	0.00%
01-5-300550.00 PRINTING	150.00	16.50	11.00%
01-5-300580.00 MILEAGE REIMB	280.00	0.00	0.00%
01-5-300610.00 OFFICE SUPPLIES	150.00	7.00	4.67%
01-5-300611.00 OFFICE EQUIPMENT	250.00	0.00	0.00%
01-5-300615.00 DUES/MTGS/EDUC	300.00	0.00	0.00%
01-5-300760.00 DESIGNATED FUND-REAPPR	21,700.00	21,700.00	100.00%

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<b>Total LISTER/ASSESSOR EXPENDITURE</b>	<b>99,490.00</b>	<b>46,629.24</b>	<b>46.87%</b>
<b>01-5-350 PLANNING DEPT EXPENDITURE</b>			
01-5-350110.00 PLAN ADMIN WAGE	70,787.00	29,404.32	41.54%
01-5-350112.00 OFFICE ASST. WAGE	24,301.00	10,867.03	44.72%
01-5-350121.00 FICA TAX	5,895.00	2,707.07	45.92%
01-5-350122.00 MEDI TAX	1,379.00	633.11	45.91%
01-5-350123.00 HEALTH INS	14,924.00	6,823.56	45.72%
01-5-350124.00 DISABILITY/LIFE INS	878.00	294.67	33.56%
01-5-350125.00 DENTAL INSURANCE	432.00	185.95	43.04%
01-5-350126.00 VT RETIREMENT	3,982.00	2,075.77	52.13%
01-5-350130.00 CONTRACT LABOR	0.00	0.00	0.00%
01-5-350230.00 TOWN PLAN	5,000.00	79.00	1.58%
01-5-350320.00 PLANNING SERVICES	3,500.00	0.00	0.00%
01-5-350321.00 TWO RIVER PLANNING COMM.	5,087.00	5,087.00	100.00%
01-5-350322.00 U.V. TRANSPORTATION MGMT	1,063.00	0.00	0.00%
01-5-350341.00 MAPPING	3,000.00	400.00	13.33%
01-5-350405.14 2014 ST OF VT PLAN GRANT	0.00	0.00	0.00%
01-5-350406.00 BIKE/PED TECHNICAL GRANT	0.00	0.00	0.00%
01-5-350408.00 HISTORIC PRES COMM.	1,000.00	0.00	0.00%
01-5-350416.00 HIST PRES GRANT	0.00	5,795.00	100.00%
01-5-350418.00 WOMEN'S CLUB GRANT	0.00	0.00	0.00%
01-5-350531.00 TELEPHONE	450.00	218.23	48.50%
01-5-350538.00 POSTAGE	350.00	565.45	161.56%
01-5-350540.00 ADVERTISING	600.00	0.00	0.00%
01-5-350550.00 PRINTING	150.00	0.00	0.00%
01-5-350580.00 MILEAGE REIMB	500.00	86.42	17.28%
01-5-350610.00 OFFICE SUPPLIES	350.00	244.46	69.85%
01-5-350611.00 OFFICE EQUIPMENT	250.00	439.99	176.00%
01-5-350615.00 DUES/MTGS/EDUC	2,000.00	45.00	2.25%
<b>Total PLANNING DEPT EXPENDITURE</b>	<b>145,878.00</b>	<b>65,952.03</b>	<b>45.21%</b>
<b>01-5-425 RECREA DEPT EXPENDITURES</b>			
<b>01-5-4251 ADMINISTRATION</b>			
01-5-425110.00 RECREATION DIR WAGE	64,165.00	27,488.67	42.84%
01-5-425113.00 RECREATION ASSISTANT	0.00	0.00	0.00%
01-5-425115.00 EV Chg @ Huntley Meadow	0.00	689.03	100.00%
01-5-425121.00 FICA TAX	3,978.00	1,676.82	42.15%
01-5-425122.00 MEDI TAX	930.00	392.20	42.17%
01-5-425123.00 HEALTH INS	21,441.00	10,932.50	50.99%
01-5-425124.00 DISABILITY/LIFE INSUR	862.00	281.77	32.69%
01-5-425125.00 DENTAL INSURANCE	432.00	144.09	33.35%
01-5-425126.00 VT RETIREMENT	3,609.00	2,524.53	69.95%
01-5-425127.00 TELEPHONE	550.00	193.96	35.27%
01-5-425128.00 POSTAGE	200.00	13.00	6.50%
01-5-425140.00 ADVERTISING	50.00	0.00	0.00%
01-5-425150.00 PRINTING	50.00	0.00	0.00%
01-5-425160.00 DUES/MTGS/EDUC	850.00	315.00	37.06%

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01-5-425170.00 OFFICE EQUIPMENT	100.00	0.00	0.00%
01-5-425180.00 MILEAGE REIMBURSEMENT	400.00	0.00	0.00%
01-5-425182.00 OFFICE SUPPLIES	225.00	7.00	3.11%
<b>Total ADMINISTRATION</b>	<b>97,842.00</b>	<b>44,658.57</b>	<b>45.64%</b>
<b>01-5-4252 PROGRAM</b>			
01-5-425200.00 INSTRUCTOR FEE	85,000.00	22,227.48	26.15%
01-5-425206.00 COACHING MATERIALS	450.00	244.67	54.37%
01-5-425208.00 TEE SHIRT/HAT	4,000.00	146.22	3.66%
01-5-425211.00 EQUIPMENT	4,000.00	687.72	17.19%
01-5-425212.00 PROGRAM WAGE	13,000.00	27,114.38	208.57%
01-5-425214.00 REFERREE/UMPIRE	4,000.00	780.00	19.50%
01-5-425216.00 ENTRY FEE	1,300.00	2,929.00	225.31%
01-5-425218.00 REGISTRATION FEES	8,000.00	5,919.66	74.00%
01-5-425219.00 M.CROSS SCHOOL RENTAL FEE	13,500.00	0.00	0.00%
01-5-425220.00 SPECIAL EVENTS /SUPPLIES	1,100.00	254.17	23.11%
01-5-425221.00 FICA TAX	806.00	2,079.55	258.01%
01-5-425222.00 MEDI TAX	189.00	486.42	257.37%
01-5-425224.00 UV RAPIDS	0.00	1,249.00	100.00%
01-5-425244.00 UNIFORMS	700.00	789.90	112.84%
01-5-425248.00 MIDDLE SCHOOL RECREATION	0.00	0.00	0.00%
<b>Total PROGRAM</b>	<b>136,045.00</b>	<b>64,908.17</b>	<b>47.71%</b>
<b>01-5-4253 RECREATION FACILITIES</b>			
01-5-425322.00 REC FIELD CARE	10,750.00	815.10	7.58%
01-5-425324.00 HNTLY LINE MARKING	4,000.00	916.66	22.92%
01-5-425326.00 PORTABLE TOILET	350.00	795.00	227.14%
01-5-425330.00 REPAIRS & MAINT	2,000.00	158.47	7.92%
01-5-425332.00 WATER USAGE	400.00	216.04	54.01%
01-5-425333.00 WOMEN'S CLUB GRANT	0.00	0.00	0.00%
01-5-425345.00 SITE WORK	0.00	0.00	0.00%
01-5-425346.00 NORWICH POOL	0.00	0.00	0.00%
01-5-425347.00 FEMA-POOL GRANT	0.00	0.00	0.00%
01-5-425360.00 DESIGNATED FUND-T COURTS	0.00	0.00	0.00%
01-5-425361.00 DESIGNATED FUND-DAM	0.00	0.00	0.00%
<b>Total RECREATION FACILITIES</b>	<b>17,500.00</b>	<b>2,901.27</b>	<b>16.58%</b>
<b>Total RECREA DEPT EXPENDITURES</b>	<b>251,387.00</b>	<b>112,468.01</b>	<b>44.74%</b>
<b>01-5-485 PUBLIC SAFETY FACILITY</b>			
01-5-485232.00 WATER USAGE	1,000.00	404.82	40.48%
01-5-485233.00 ELECTRICITY	6,250.00	1,682.03	26.91%
01-5-485234.00 HEATING	2,500.00	349.97	14.00%
01-5-485238.00 PHONE & INTERNET	0.00	1,038.24	100.00%
01-5-485301.00 BUILDING SUPPLIES	1,000.00	179.54	17.95%
01-5-485302.00 REPAIRS & MAINTENANCE	1,500.00	1,038.00	69.20%

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01-5-485303.00 ALARM MONITORING	210.00	0.00	0.00%
01-5-485304.00 CLEANING	9,360.00	3,967.00	42.38%
01-5-485760.00 DESIGNATED FUND-POLICE ST	0.00	0.00	0.00%
<b>Total PUBLIC SAFETY FACILITY</b>	<b>21,820.00</b>	<b>8,659.60</b>	<b>39.69%</b>
<b>01-5-500 POLICE DEPT EXPENDITURES</b>			
<b>01-5-5001 WAGES &amp; BENEFITS</b>			
01-5-500110.00 POLICE CHIEF WAGE	81,000.00	34,162.04	42.18%
01-5-500110.10 INT. CHIEF THETFORD	0.00	0.00	0.00%
01-5-500112.00 POLICE OFFICER WAGE	162,962.00	69,181.61	42.45%
01-5-500112.10 ON-CALL WAGES	6,000.00	1,941.24	32.35%
01-5-500113.00 OVERTIME OFFICER WAGE	22,000.00	10,718.84	48.72%
01-5-500114.00 ADMINISTRATIVE WAGE	48,116.00	20,023.41	41.61%
01-5-500115.00 PARTTIME OFFICER WAGE	5,000.00	365.75	7.32%
01-5-500116.00 CROSSING GUARD WAGE	15,200.00	4,715.20	31.02%
01-5-500117.00 GOVERNOR'S HWY SAFETY GRA	0.00	69.52	100.00%
01-5-500116.00 SPECIAL DUTY WAGE	0.00	1,304.68	100.00%
01-5-500120.00 FEMA	0.00	0.00	0.00%
01-5-500121.00 FICA TAX	21,097.00	9,430.62	44.70%
01-5-500122.00 MEDI TAX	4,934.00	2,205.47	44.70%
01-5-500123.00 HEALTH INS	68,437.00	30,288.23	44.26%
01-5-500124.00 DISABILITY/LIFE INS	3,708.00	1,102.53	29.73%
01-5-500125.00 DELTA DENTAL	2,160.00	860.82	39.85%
01-5-500126.00 VT RETIREMENT	22,764.00	15,190.00	66.73%
<b>Total WAGES &amp; BENEFITS</b>	<b>463,378.00</b>	<b>201,559.96</b>	<b>43.50%</b>
<b>01-5-5002 COMMUNITY POLICING</b>			
01-5-500201.00 ANIMAL CONT/LEASH LAW	800.00	609.00	76.13%
01-5-500202.00 COMMUNITY RELATNS	1,200.00	71.97	6.00%
01-5-500204.00 SPEED SIGNS	1,200.00	456.17	38.01%
01-5-500206.00 NORWICH CADET PROGRAM	500.00	0.00	0.00%
<b>Total COMMUNITY POLICING</b>	<b>3,700.00</b>	<b>1,137.14</b>	<b>30.73%</b>
<b>01-5-5003 EQUIPMENT &amp; MAINTENANCE</b>			
01-5-500301.00 RADIO MAINTENANCE	800.00	315.00	39.38%
01-5-500302.00 PETROLEUM PRODUCTS	8,000.00	2,145.86	26.82%
01-5-500304.00 CRUISER VIDEO EQUIP	500.00	0.00	0.00%
01-5-500306.00 CRUISER MAINT	7,500.00	3,033.35	40.44%
01-5-500308.00 CRUISER SUPPLIES	500.00	4.58	0.92%
<b>Total EQUIPMENT &amp; MAINTENANCE</b>	<b>17,300.00</b>	<b>5,498.79</b>	<b>31.78%</b>
<b>01-5-5004 GRANTS</b>			
01-5-500423.13 EQUIPMENT INCENTIVE GRANT	0.00	0.00	0.00%
01-5-500423.14 2014 EQUIPMENT INCENTIVES	0.00	0.00	0.00%
01-5-500423.15 2015 EQUIP INCENTIVE GRAN	0.00	0.00	0.00%
01-5-500423.17 FY17 OP/DUI EQUIPMENT GRA	0.00	0.00	0.00%

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01-5-500428.00 PACIF EQUIP GRANT	0.00	0.00	0.00%
01-5-500430.00 DOJ BULLET PROOF VESTS GR	0.00	0.00	0.00%
01-5-500432.00 NORWICH WOMENS CLUB GRANT	0.00	649.24	100.00%
01-5-500436.00 2015 DUI ENFORCEMENT GRAN	0.00	0.00	0.00%
<b>Total GRANTS</b>	<b>0.00</b>	<b>649.24</b>	<b>100.00%</b>
<b>01-5-5005 SUPPORT</b>			
01-5-500501.00 ADMINISTRATION	7,000.00	1,885.51	26.94%
01-5-500535.00 VIBRS	3,500.00	696.07	19.89%
01-5-500536.00 DISPATCH SERVICES	62,817.00	30,836.26	49.09%
01-5-500538.00 TRAINING	2,500.00	0.00	0.00%
01-5-500543.00 TRAINING SUPPLIES	500.00	0.00	0.00%
01-5-500580.00 MILEAGE REIMB	200.00	74.24	37.12%
01-5-500581.00 DUES/MTGS/EDUC	750.00	464.14	61.89%
01-5-500582.00 UNIFORMS	2,500.00	1,227.61	49.10%
01-5-500583.00 UNIFORMS CLEANING	1,500.00	677.70	45.18%
01-5-500584.00 BULLET PROOF VESTS	0.00	0.00	0.00%
<b>Total SUPPORT</b>	<b>81,267.00</b>	<b>35,861.53</b>	<b>44.13%</b>
<b>01-5-5007 CAPITAL EXPENDITURES</b>			
01-5-500701.00 DESIGNATED FUND-SPEC EQUI	2,500.00	2,500.00	100.00%
01-5-500702.00 DESIGNATED FUND-CRUISER	10,000.00	10,000.00	100.00%
01-5-500703.00 DESIGNATED FUND-POLICE ST	0.00	0.00	0.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>12,500.00</b>	<b>12,500.00</b>	<b>100.00%</b>
<b>Total POLICE DEPT EXPENDITURES</b>	<b>93,767.00</b>	<b>257,206.66</b>	<b>44.49%</b>
<b>01-5-555 FIRE/FAST DEPT. EXPENSES</b>			
<b>01-5-5551 FIRE WAGES</b>			
01-5-555108.00 FIRE CHIEF WAGES	62,230.00	28,072.75	45.11%
01-5-555110.00 FIRE OFFICER STIPEND	1,500.00	0.00	0.00%
01-5-555112.00 FIREFIGHTERS WAGE	34,000.00	13,744.06	40.42%
01-5-555114.00 FF DRILLS/MTGS WAGE	3,000.00	1,060.00	35.33%
01-5-555116.00 DRY HYDRANT WAGE	0.00	0.00	0.00%
01-5-555121.00 FICA TAX	6,245.00	2,751.58	44.06%
01-5-555122.00 MEDI TAX	1,461.00	642.82	44.00%
01-5-555123.00 HEALTH INSURANCE	15,966.00	7,834.50	49.07%
01-5-555124.00 DISABILITY/LIFE INSURANCE	817.00	274.16	33.56%
01-5-555125.00 VT RETIREMENT	3,500.00	2,290.38	65.44%
01-5-555126.00 DENTAL INSURANCE	324.00	125.98	38.88%
<b>Total FIRE WAGES</b>	<b>129,043.00</b>	<b>56,796.23</b>	<b>44.01%</b>
<b>01-5-5552 EMS WAGES</b>			
01-5-555212.00 EMS WAGE	6,000.00	3,377.01	56.28%
01-5-555215.00 EMS DRILL WAGE	1,800.00	780.00	43.33%
01-5-555221.00 EMS FICA TAX	484.00	254.67	52.62%



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01-5-555222.00 EMS MEDI TAX	113.00	60.19	53.27%
<b>Total EMS WAGES</b>	<b>8,397.00</b>	<b>4,471.87</b>	<b>53.26%</b>
<b>01-5-5553 EDUCATION &amp; TRAINING</b>			
01-5-555338.00 FIRE EDUC/TRAINING	1,000.00	506.87	50.69%
01-5-555340.00 EMS EDUC/TRNG	1,400.00	420.00	30.00%
01-5-555342.00 FIRE DUES/MTGS/EDUC	750.00	205.00	27.33%
01-5-555343.00 EMS DUES/MTGS	0.00	0.00	0.00%
<b>Total EDUCATION &amp; TRAINING</b>	<b>3,150.00</b>	<b>1,131.87</b>	<b>35.93%</b>
<b>01-5-5554 TOOLS &amp; EQUIPMENT</b>			
01-5-555422.00 FIRE TOOLS & EQUIPMENT	4,000.00	1,074.91	26.87%
01-5-555424.00 EMS TOOLS/ EQUIP	1,900.00	175.62	9.24%
01-5-555426.00 RADIO PURCH/REPAIR	1,000.00	0.00	0.00%
<b>Total TOOLS &amp; EQUIPMENT</b>	<b>6,900.00</b>	<b>1,250.53</b>	<b>18.12%</b>
<b>01-5-5555 MAINTENANCE</b>			
01-5-555528.00 FIRE TRK R & M	14,000.00	11,219.63	80.14%
01-5-555530.00 EQUIPMENT MAINTENANCE	2,000.00	3,036.97	151.85%
01-5-555532.00 RADIO MAINTENANCE	500.00	0.00	0.00%
01-5-555534.00 SOFTWARE MAINTENANCE	400.00	0.00	0.00%
01-5-555536.00 COMPUTER MAINTENANCE	450.00	0.00	0.00%
01-5-555538.00 PETROLEUM PRODUCTS	3,000.00	705.53	23.52%
<b>Total MAINTENANCE</b>	<b>20,350.00</b>	<b>14,962.13</b>	<b>73.52%</b>
<b>01-5-5556 SUPPORT</b>			
01-5-555614.00 RECRUITMENT	100.00	0.00	0.00%
01-5-555616.00 VEHICLE ALLOWANCE	0.00	0.00	0.00%
01-5-555617.00 FIRETRUCK STORAGE	0.00	0.00	0.00%
01-5-555618.00 POSTAGE	75.00	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	4,900.00	4,270.84	87.16%
01-5-555625.00 TELEPHONE & INTERNET	1,800.00	407.06	22.61%
01-5-555630.00 OFFICE SUPPLIES	400.00	163.92	40.98%
01-5-555632.00 DISPATCH SERVICE	20,985.00	10,492.50	50.00%
01-5-555633.00 UNIFORM	225.00	0.00	0.00%
01-5-555634.00 HYDRANT RENTAL	22,500.00	11,249.50	50.00%
01-5-555635.00 DRY HYDRANT	200.00	4.99	2.50%
01-5-555636.00 OSHA COMPLIANCE	1,100.00	0.00	0.00%
<b>Total SUPPORT</b>	<b>52,385.00</b>	<b>26,588.81</b>	<b>50.76%</b>
<b>01-5-5557 CAPITAL EXPENDITURES</b>			
01-5-555756.00 DESIGNATED FUND-FIRE STAT	0.00	0.00	0.00%
01-5-555758.00 DESIGNATED FUND-APPARATUS	30,000.00	30,000.00	100.00%
01-5-555760.00 DESIGNATED FUND-EQUIPMENT	20,610.00	20,610.00	100.00%

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<b>Total CAPITAL EXPENDITURES</b>	<b>50,610.00</b>	<b>50,610.00</b>	<b>100.00%</b>
<b>01-5-5558 GRANT EXPENSE</b>			
01-5-555824.00 VLCTPACIF GRANT	0.00	0.00	0.00%
01-5-555830.00 DRY HYDRANT GRANT	0.00	2,585.00	100.00%
01-5-555852.00 FY17 HOMELAND SEC #1731	0.00	0.00	0.00%
<b>Total GRANT EXPENSE</b>	<b>0.00</b>	<b>2,585.00</b>	<b>100.00%</b>
<b>01-5-5559 AMBULANCE SERVICES</b>			
01-5-555901.00 AMBULANCE CONTRACT	130,235.00	63,056.50	48.42%
01-5-555903.00 AMBULANCE BILLS	12,000.00	2,888.30	24.07%
<b>Total AMBULANCE SERVICES</b>	<b>142,235.00</b>	<b>65,944.80</b>	<b>46.36%</b>
<b>Total FIRE/FAST DEPT. EXPENSES</b>	<b>413,070.00</b>	<b>224,341.24</b>	<b>54.31%</b>
<b>01-5-575 EMERGENCY MANAGEMENT</b>			
01-5-575100.00 DEBT SERVICE TOWER PRINCI	32,078.00	27,500.00	85.73%
01-5-575105.00 DEBT SERVICE TOWER INTERE	0.00	2,089.88	100.00%
01-5-575233.00 TOWER POWER	600.00	85.65	14.28%
01-5-575600.00 EMERG MAN ADMIN	100.00	0.00	0.00%
01-5-575610.00 EMERG MNGMT SUPPLIES	50.00	0.00	0.00%
01-5-575612.00 GENERATOR FUEL	300.00	66.42	22.14%
01-5-575620.00 EMERG GEN MAINT	6,200.00	778.00	12.55%
01-5-575622.00 EMERG GEN INSTALL	0.00	0.00	0.00%
01-5-575628.00 PUBLIC WORKS GENERATOR	0.00	0.00	0.00%
01-5-575630.00 BASE RADIO MAINTENANCE	500.00	0.00	0.00%
01-5-575650.00 EMERG GENERATOR REPAIR	0.00	0.00	0.00%
01-5-575740.00 DESIGNATED FUND-GENERATOR	25,000.00	25,000.00	100.00%
01-5-575760.00 DESIGNATED FUND- COMMUNIC	0.00	0.00	0.00%
<b>Total EMERGENCY MANAGEMENT</b>	<b>64,828.00</b>	<b>55,519.95</b>	<b>85.64%</b>
<b>01-5-650 CONSERVATION</b>			
01-5-650538.00 POSTAGE	0.00	0.00	0.00%
01-5-650550.00 PRINTING	0.00	0.00	0.00%
01-5-650605.00 DONATIONS	0.00	0.00	0.00%
01-5-650610.00 OFF SUPP & EMAIL	0.00	0.00	0.00%
01-5-650615.00 DUES/MTGS/EDUC	850.00	50.00	5.88%
01-5-650620.00 SPKRS/PUBLIC INFO	300.00	0.00	0.00%
01-5-650625.00 PUBLICITY	300.00	0.00	0.00%
01-5-650630.00 TRAILS	3,000.00	0.00	0.00%
01-5-650632.00 WATER QUAL MONIT	500.00	0.00	0.00%
01-5-650635.00 MILT FRYE NATURE AREA	1,000.00	0.00	0.00%
01-5-650640.00 GILE MT	0.00	0.00	0.00%
01-5-650700.00 NATRL RESRCS INVEN	1,000.00	0.00	0.00%
01-5-650710.00 PROJECT RESTORATION	1,000.00	0.00	0.00%
01-5-650725.00 GRANT	0.00	0.00	0.00%

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01-5-650727.00 WOMENS CLUB GRANT	0.00	0.00	0.00%
<b>Total CONSERVATION</b>	<b>7,950.00</b>	<b>50.00</b>	<b>0.63%</b>
<b>01-5-675 CEMETERY COMMISSION</b>			
01-5-675110.00 CEMETERY WAGES	0.00	0.00	0.00%
01-5-675121.00 FICA	0.00	0.00	0.00%
01-5-675122.00 MEDI	0.00	0.00	0.00%
01-5-675126.00 RETIREMENT	0.00	0.00	0.00%
01-5-675232.00 WATER	0.00	0.00	0.00%
01-5-675301.00 SUPPLIES	0.00	0.00	0.00%
01-5-675430.00 REPAIRS & MAINT.	0.00	0.00	0.00%
01-5-675500.00 PURCHASED SERVICE	0.00	0.00	0.00%
01-5-675520.00 WORKERS' COMPENSATION	0.00	0.00	0.00%
01-5-675522.00 VLCT LIABILITY INSURANCE	0.00	0.00	0.00%
01-5-675538.00 POSTAGE	0.00	0.00	0.00%
01-5-675611.00 EQUIPMENT PURCHASE	0.00	0.00	0.00%
01-5-675612.00 CAPITAL IMPROVEMENTS	0.00	0.00	0.00%
01-5-675614.00 EQUIPMENT RENTAL	0.00	0.00	0.00%
01-5-675700.00 STONE CLEANING	0.00	0.00	0.00%
<b>Total CEMETERY COMMISSION</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>01-5-70 PUBLIC WORKS DEPT.</b>			
<b>01-5-703 HIGHWAY DIVISION</b>			
<b>01-5-7031 HIGHWAY WAGES &amp; BENEFITS</b>			
01-5-703110.00 DIRECTOR OF PUBLIC WORKS	80,924.00	35,684.29	44.10%
01-5-703112.00 ROAD CREW WAGES	264,258.00	107,684.77	40.75%
01-5-703114.00 ROAD CREW OVERTIME	29,000.00	7,584.55	26.15%
01-5-703116.00 PAGER COMPENSATION	2,750.00	550.00	20.00%
01-5-703121.00 FICA	23,319.00	9,684.81	41.53%
01-5-703122.00 MEDICARE	5,517.00	2,265.00	41.05%
01-5-703123.00 HEALTH INSUR	103,856.00	38,253.26	36.83%
01-5-703124.00 DISABILITY/LIFE	4,434.00	2,686.82	60.60%
01-5-703125.00 DENTAL INSURANCE	2,592.00	1,138.10	43.91%
01-5-703126.00 RETIREMENT	21,202.00	13,422.22	63.31%
<b>Total HIGHWAY WAGES &amp; BENEFITS</b>	<b>537,852.00</b>	<b>218,953.82</b>	<b>40.71%</b>
<b>01-5-7032 MATERIALS</b>			
01-5-703201.00 SALT & CHEMICALS	120,000.00	19,505.03	16.25%
01-5-703203.00 SAND	65,000.00	76,299.80	117.38%
01-5-703205.00 DUST CONTROL	18,000.00	14,232.84	79.07%
01-5-703207.00 GRAVEL & STONE	50,000.00	42,386.65	84.77%
01-5-703209.00 CULVERTS & ROAD SUPPLIES	5,000.00	5,571.75	111.44%
01-5-703211.00 ASPHALT PRODUCTS	5,000.00	448.80	8.98%
01-5-703213.00 BRIDGE REPAIR & MAINT.	2,000.00	0.00	0.00%
01-5-703215.00 OTHER PROJECTS	5,000.00	645.27	12.91%
01-5-703217.00 SIGNS	3,000.00	493.67	16.46%
<b>Total MATERIALS</b>	<b>273,000.00</b>	<b>159,583.81</b>	<b>58.46%</b>

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<b>01-5-7033 CONTRACTED SERVICES</b>			
01-5-703301.00 PLOWING & SANDING	24,000.00	0.00	0.00%
01-5-703303.00 ROAD SWEEPING	3,500.00	0.00	0.00%
01-5-703305.00 LEAF REMOVAL	6,000.00	2,250.00	37.50%
01-5-703307.00 STREETLIGHTS	11,500.00	4,116.46	35.80%
01-5-703309.00 TREE CUTTING & REMOVAL	12,500.00	4,450.00	35.60%
01-5-703311.00 UNIFORMS	9,000.00	7,201.86	80.02%
01-5-703313.00 PAVING	30,000.00	0.00	0.00%
01-5-703315.00 OTHER PROJECTS	7,500.00	12,015.13	160.20%
01-5-703317.00 CRACK SEALING	35,000.00	0.00	0.00%
01-5-703319.00 PAVEMENT MARKING	21,000.00	19,651.74	93.58%
01-5-703321.00 BRIDGES	0.00	0.00	0.00%
<b>Total CONTRACTED SERVICES</b>	<b>160,000.00</b>	<b>49,683.19</b>	<b>31.05%</b>
<b>01-5-7034 EQUIPMENT</b>			
01-5-703401.00 OUTSIDE REPAIRS	45,000.00	18,020.40	40.05%
01-5-703403.00 PARTS & SUPPLIES	42,250.00	19,597.76	46.39%
01-5-703405.00 PETROLEUM PRODUCTS	43,000.00	9,172.09	21.33%
<b>Total EQUIPMENT</b>	<b>130,250.00</b>	<b>46,790.25</b>	<b>35.92%</b>
<b>01-5-7035 HIGHWAY GARAGE</b>			
01-5-703501.00 ELECTRICITY	3,000.00	808.54	26.95%
01-5-703503.00 PROPANE	10,000.00	56.11	0.56%
01-5-703505.00 TELEPHONE	4,000.00	1,195.50	29.89%
01-5-703507.00 SUPPLIES	1,500.00	2,205.23	147.02%
01-5-703509.00 ALARM MONITORING	500.00	0.00	0.00%
01-5-703511.00 REPAIRS & MAINTENANCE	5,000.00	2,182.81	43.66%
01-5-703513.00 TOOLS	11,500.00	963.93	8.38%
01-5-703515.00 ADMINISTRATION	5,000.00	453.28	9.07%
<b>Total HIGHWAY GARAGE</b>	<b>40,500.00</b>	<b>7,865.40</b>	<b>19.42%</b>
<b>01-5-7036 CAPITAL EXPENDITURES</b>			
01-5-703601.00 DESIGNATED FUND-EQUIPMENT	40,000.00	43,753.61	109.38%
01-5-703603.00 DESIGNATED FUND-SIDEWALK	0.00	0.00	0.00%
01-5-703605.00 DESIGNATED FUND-PAVING	0.00	0.00	0.00%
01-5-703607.00 DESIGNATED FUND-BRIDGES	88,000.00	88,000.00	100.00%
01-5-703609.00 DESIGNATED FUND-GARAGE	35,000.00	35,000.00	100.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>163,000.00</b>	<b>166,753.61</b>	<b>102.30%</b>
<b>01-5-7037 GRANTS</b>			
01-5-703701.00 PAVING GRANT	0.00	0.00	0.00%
01-5-703703.00 FEMA GRANT	0.00	97,593.04	100.00%
01-5-703705.00 VT PUBLIC SFTY-RADIO GRAN	0.00	0.00	0.00%
01-5-703707.00 NRCS GRANT	0.00	0.00	0.00%
01-5-703709.00 TWO RIVERS-BETR BACK ROAD	0.00	0.00	0.00%

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Account	Budget	Actual	% of Budget
01-5-703710.00 ST. OF VT-BETTER BACK RD	0.00	0.00	0.00%
01-5-703711.00 WOMEN'S CLUB GRANT	0.00	0.00	0.00%
01-5-703713.00 2017 VTRANS BIKE & PED GR	0.00	524.00	100.00%
<b>Total GRANTS</b>	<b>0.00</b>	<b>98,117.04</b>	<b>100.00%</b>
<b>Total HIGHWAY DIVISION</b>	<b>1,304,602.00</b>	<b>747,749.12</b>	<b>57.32%</b>
<b>01-5-704 BUILDINGS &amp; GROUNDS DIVIS</b>			
<b>01-5-7041 B &amp; G WAGES &amp; BENEFITS</b>			
01-5-704113.00 BUILDINGS & GROUNDS WAGES	85,805.00	34,902.44	40.68%
01-5-704114.00 OT BLDGS & GROUNDS	5,000.00	1,982.60	39.65%
01-5-704116.00 PAGER COMPENSATION	1,100.00	0.00	0.00%
01-5-704121.00 FICA	5,531.00	2,473.64	44.72%
01-5-704122.00 MEDICARE	1,500.00	578.53	38.57%
01-5-704123.00 HEALTH INSURANCE	29,340.00	14,040.78	47.86%
01-5-704124.00 DISABILITY/LIFE	1,140.00	382.67	33.57%
01-5-704125.00 DENTAL INSURANCE	432.00	356.03	82.41%
01-5-704126.00 RETIREMENT	5,170.00	3,535.04	68.38%
<b>Total B &amp; G WAGES &amp; BENEFITS</b>	<b>135,018.00</b>	<b>58,251.73</b>	<b>43.14%</b>
<b>01-5-7042 MATERIALS</b>			
01-5-704201.00 GARDEN SUPPLIES & PLANTS	1,600.00	417.58	26.10%
<b>Total MATERIALS</b>	<b>1,600.00</b>	<b>417.58</b>	<b>26.10%</b>
<b>01-5-7043 CONTRACTED SERVICES</b>			
01-5-704301.00 FOLEY PARK & MEDIANS	4,750.00	0.00	0.00%
01-5-704311.00 UNIFORMS	2,000.00	1,662.03	83.10%
<b>Total CONTRACTED SERVICES</b>	<b>6,750.00</b>	<b>1,662.03</b>	<b>24.62%</b>
<b>01-5-7044 EQUIPMENT</b>			
01-5-704401.00 OUTSIDE REPAIRS	1,600.00	1,659.70	103.73%
01-5-704403.00 PARTS & SUPPLIES	2,500.00	590.83	23.63%
01-5-704405.00 PETROLEUM PRODUCTS	2,800.00	5,780.07	206.43%
01-5-704413.00 TOOLS	500.00	0.00	0.00%
<b>Total EQUIPMENT</b>	<b>7,400.00</b>	<b>8,030.60</b>	<b>108.52%</b>
<b>01-5-7046 CAPITAL EXPENDITURES</b>			
01-5-704601.00 DESIGNATED FUND-EQUIPMENT	0.00	0.00	0.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total BUILDINGS &amp; GROUNDS DIVIS</b>	<b>150,768.00</b>	<b>68,361.94</b>	<b>45.34%</b>
<b>01-5-705 SOLID WASTE DIVISION</b>			
<b>01-5-7051 SW WAGES &amp; BENEFITS</b>			

Account	Budget	Actual	% of Budget
01-5-705112.00 TRNSF STATION WAGE	38,838.00	17,098.00	44.02%
01-5-705121.00 FICA TAX	2,421.00	1,152.85	47.62%
01-5-705122.00 MEDI TAX	550.00	269.66	49.03%
<b>Total SW WAGES &amp; BENEFITS</b>	<b>41,809.00</b>	<b>18,520.51</b>	<b>44.30%</b>
<b>01-5-7053 CONTRACTED SERVICES</b>			
01-5-705301.00 GUVSWMD ASSESSMENT	37,554.00	37,554.00	100.00%
01-5-705303.00 MUNICIPAL SOLID WASTE	46,000.00	18,579.17	40.39%
01-5-705305.00 RECYCLING	45,000.00	16,890.07	37.53%
01-5-705306.00 C & D WASTE DISPOSAL	9,000.00	5,803.70	64.49%
01-5-705307.00 HOUSEHOLD HAZARDOUS WASTE	0.00	0.00	0.00%
01-5-705308.00 FOOD WASTE DISPOSAL	2,500.00	2,650.48	106.02%
01-5-705311.00 UNIFORMS	500.00	0.00	0.00%
<b>Total CONTRACTED SERVICES</b>	<b>140,554.00</b>	<b>81,477.42</b>	<b>57.97%</b>
<b>01-5-7054 EQUIPMENT</b>			
01-5-705403.00 PARTS & SUPPLIES	1,000.00	213.06	21.31%
01-5-705405.00 ST OF VT GRANT	0.00	0.00	0.00%
01-5-705411.00 REPAIRS & MAINTENANCE	2,000.00	309.19	15.46%
01-5-705413.00 SMALL EQUIPMENT	500.00	0.00	0.00%
<b>Total EQUIPMENT</b>	<b>3,500.00</b>	<b>522.25</b>	<b>14.92%</b>
<b>01-5-7055 TRANSFER STATION</b>			
01-5-705500.00 PURCHASED SERVICES	1,170.00	1,310.65	112.02%
01-5-705501.00 ELECTRICITY	1,000.00	427.64	42.76%
01-5-705503.00 PROPANE	650.00	38.37	5.90%
01-5-705505.00 TELEPHONE	450.00	179.27	39.84%
01-5-705515.00 ADMINISTRATION	2,500.00	200.00	8.00%
01-5-705517.00 VERMONT FRANCHISE TAX	2,100.00	488.15	23.25%
<b>Total TRANSFER STATION</b>	<b>7,870.00</b>	<b>2,644.08</b>	<b>33.60%</b>
<b>01-5-7056 CAPITAL EXPENDITURES</b>			
01-5-705601.00 DESIGNATED FUND-EQUIPMENT	0.00	0.00	0.00%
<b>Total CAPITAL EXPENDITURES</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Total SOLID WASTE DIVISION</b>	<b>193,733.00</b>	<b>103,164.26</b>	<b>53.25%</b>
<b>01-5-706 TRACY HALL</b>			
<b>01-5-7061 BUILDING EXPENSES</b>			
01-5-706100.00 WATER USAGE	550.00	314.54	57.19%
01-5-706101.00 ELECTRICITY	12,000.00	3,134.40	26.12%
01-5-706103.00 HEATING	11,000.00	1,779.16	16.17%
01-5-706105.00 ALARM MONITORING	600.00	0.00	0.00%
01-5-706107.00 ELEVATOR MAINTENANCE	3,100.00	1,306.30	42.14%
01-5-706108.00 CUSTODIAN PAGER & MILEAGE	100.00	0.00	0.00%

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01-5-706109.00 BUILDING SUPPLIES	4,200.00	1,065.97	25.38%
01-5-706111.00 WOMEN'S CLUB GRANT	0.00	1,198.90	100.00%
01-5-706113.00 REPAIRS & MAINTENANCE	10,000.00	6,657.93	66.58%
01-5-706115.00 BNDSTND/SIGN/EVCH ELECTRI	900.00	607.35	67.48%
01-5-706117.00 DESIGNATED FUND-TRACY HAL	20,000.00	20,000.00	100.00%
<b>Total BUILDING EXPENSES</b>	<b>62,450.00</b>	<b>36,064.55</b>	<b>57.75%</b>
<b>Total TRACY HALL</b>	<b>62,450.00</b>	<b>36,064.55</b>	<b>57.75%</b>
<b>Total PUBLIC WORKS DEPT.</b>	<b>1,711,553.00</b>	<b>955,339.87</b>	<b>55.82%</b>
<b>01-5-8002 DEBT SERVICE EXPENDITURES</b>			
01-5-800205.00 TRACY HALL PRINCIPAL	0.00	0.00	0.00%
01-5-800207.00 PUBLIC SAFTY FACILITY BON	47,000.00	47,000.00	100.00%
01-5-800235.00 DEBT INTEREST	48,269.00	24,336.60	50.42%
01-5-800236.00 DEBT INTEREST (FEMA)	18,000.00	0.00	0.00%
<b>Total DEBT SERVICE EXPENDITURES</b>	<b>113,269.00</b>	<b>71,336.60</b>	<b>62.98%</b>
<b>01-5-8003 APPROPRIATION EXPENDITURES</b>			
01-5-800302.00 NORWICH PUBLIC LIBRARY	283,000.00	141,500.00	50.00%
01-5-800303.00 NORWICH PUBLIC LIBRARY RE	50,000.00	25,000.00	50.00%
01-5-800304.00 NORWICH SENIOR ACT COUNCL	0.00	0.00	0.00%
01-5-800306.00 NORWICH LIONS CLUB	3,000.00	3,000.00	100.00%
01-5-800308.00 NORWICH NEWSLETTER	0.00	0.00	0.00%
01-5-800310.00 NORWICH AMERICAN LEGION	1,500.00	0.00	0.00%
01-5-800314.00 NORWICH SPECIAL EVENTS	0.00	0.00	0.00%
01-5-800315.00 NORWICH HISTORICAL SOC.	8,000.00	2,000.00	25.00%
01-5-800316.00 NORWICH CEMETERY ASSOCATN	20,000.00	0.00	0.00%
01-5-800317.00 NORWICH CEMETERY-RESTORE	0.00	0.00	0.00%
01-5-800318.00 NORWICH AFFORDABLE HOUSIN	0.00	0.00	0.00%
01-5-800324.00 CHILD CARE CTR IN NORWICH	4,348.00	1,087.00	25.00%
01-5-800326.00 HCRS OF SE VERMONT	0.00	0.00	0.00%
01-5-800328.00 VSTNG NRS/HSP APPR	15,600.00	0.00	0.00%
01-5-800330.00 SERG	0.00	0.00	0.00%
01-5-800350.00 THE FAMILY PLACE	6,000.00	0.00	0.00%
01-5-800352.00 ADVANCE TRANSIT	13,514.00	0.00	0.00%
01-5-800354.00 HEADREST	2,500.00	1,250.00	50.00%
01-5-800356.00 WINDSOR COUNTY PARTNERS	1,000.00	500.00	50.00%
01-5-800358.00 CATV/6 APPROP	3,000.00	1,500.00	50.00%
01-5-800360.00 THE UPPER VALLEY HAVEN	0.00	0.00	0.00%
01-5-800362.00 WISE	2,500.00	0.00	0.00%
01-5-800364.00 RSVP	0.00	0.00	0.00%
01-5-800366.00 SEVCA	3,750.00	0.00	0.00%
01-5-800368.00 YOUTH-IN-ACTION	3,000.00	1,500.00	50.00%
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	0.00	0.00%
01-5-800375.00 PUBLIC HEALTH COUNC UV	337.00	0.00	0.00%
01-5-800382.00 U.V. TRAILS ALLIANCE	2,000.00	0.00	0.00%

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01-5-800384.00 VALLEY COURT DIVERSION PR	0.00	0.00	0.00%
01-5-800386.00 GOOD BEGINNINGS	3,000.00	1,620.00	54.00%
01-5-800388.00 GREEN MTN ECO DEV CORP	1,677.00	0.00	0.00%
01-5-800389.00 SPECIAL NEEDS SUPPORT CEN	2,000.00	0.00	0.00%
<b>Total APPROPRIATION EXPENDITURES</b>	<b>436,226.00</b>	<b>180,157.00</b>	<b>41.30%</b>
<b>01-5-8004 TAX EXPENDITURES</b>			
01-5-800408.00 TAX ABATEMENT/ADJUSTMENT	3,500.00	1.74	0.05%
01-5-800410.00 INTEREST	0.00	0.00	0.00%
<b>Total TAX EXPENDITURES</b>	<b>3,500.00</b>	<b>1.74</b>	<b>0.05%</b>
<b>01-5-8005 INSURANCE</b>			
01-5-800501.00 HRA ADMINISTRATION FEES	0.00	0.00	0.00%
01-5-800502.00 HEALTH REIMBURSEMENT ACCO	0.00	0.00	0.00%
01-5-800503.00 HEALTH INSURANCE	0.00	0.00	0.00%
01-5-800505.00 SOCIAL SECURITY TAX	0.00	0.00	0.00%
01-5-800506.00 COBRA	0.00	391.61	100.00%
01-5-800517.00 UNEMP INS RATE ASSMT	2,000.00	1,278.00	63.90%
01-5-800518.00 PROP & CAS INSURANCE	86,000.00	35,576.50	41.37%
01-5-800520.00 WORKER'S COMP INS	132,000.00	69,730.00	52.83%
<b>Total INSURANCE</b>	<b>220,000.00</b>	<b>106,976.11</b>	<b>48.63%</b>
<b>Total Expenditures</b>	<b>4,708,018.00</b>	<b>2,624,404.89</b>	<b>55.74%</b>
<b>Total General</b>	<b>0.00</b>	<b>1,925,951.10</b>	
<b>Total All Funds</b>	<b>0.00</b>	<b>1,925,951.10</b>	



## Designated & Special Purpose Funds

Fund	Balance 06/30/2017	Balance 06/30/2018	Town Appropriations FYE2019	Interest FYE2019	Donations & Other Income FYE2019	Expenses in FYE2019	Balance 06/30/2019	Town Appropriations FYE2020
Affordable Housing	\$ 45,395	\$ 45,671	\$ -	\$ 505	\$ -	\$ -	\$ 46,176	\$ -
Alura Grant	103	104	-	1	-	-	105	-
Bandstand	1	1	-	-	-	-	1	-
Building & Grounds Equipment	18,952	26,096	7,000	317	-	-	33,413	-
Citizens Assistance	3,051	4,074	1,000	34	-	-	5,108	-
Communications Study Fund	28,280	16,312	-	13	-	-	16,325	-
Conservation Commission	15,011	151,476	-	1,673	441	508	153,082	-
Fire Apparatus	457,665	525,425	60,000	5,947	13,129	57,472	547,029	30,000
Fire Equipment	54,850	68,167	20,610	818	-	2,605	86,989	20,610
Fire Station	20,874	18,161	-	192	-	7,357	10,995	-
General Administration Equipment	26,462	31,444	5,500	370	-	-	37,314	-
Generators	10,026	15,107	8,000	200	-	-	23,307	25,000
Highway Bridges	141,991	201,790	40,000	2,395	5,447	-	249,632	88,000
Highway Equipment	341,176	237,131	85,000	2,318	275	152,593	172,131	40,000
Highway Garage	82,150	(122,890)	25,000	-	65,552	76,225	(108,564)	-
Facility Studies	455	458	-	5	-	-	463	-
Land Management Council	13,841	13,925	-	111	2,082	5,986	10,132	-
Main Street Flags	1,307	1,315	-	15	-	-	1,330	-
Paving	10,392	176,131	275,000	1,798	-	232,122	220,807	-
Police Cruiser	59,537	69,940	10,000	814	-	-	80,754	10,000
Police Special Equipment	15,308	11,268	2,500	124	1,506	3,013	12,385	2,500
Police Station	7,499	7,038	3,500	92	-	-	10,630	-
Public Safety Facility	1,328,175	(85,521)	-	-	2,700	24,395	(107,216)	-
Reappraisal	-	-	6,400	26	-	-	6,426	21,700
Recreation Facilities	30,538	38,348	-	-	32,598	17,500	53,446	-
Recreation Pool/Dam	4,457	1,871	-	21	-	-	1,892	-
Recreation Scholarship	3,245	4,357	-	52	740	65	5,084	-
Records Restoration	31,421	37,761	9,000	266	2,281	34,535	14,773	-
Sidewalks	56,830	67,216	14,000	787	-	1,423	80,581	-
Solid Waste	18,458	27,105	6,500	326	-	-	33,931	-
Tennis Courts	19,187	4,530	4,500	68	-	810	8,288	-
Tower Construction	31,482	-	-	-	-	-	-	-
Tracy Hall Building	14,937	25,431	20,000	357	-	-	45,787	20,000
WCTU Fountain	1,078	1,085	-	12	-	-	1,097	-
Total	\$ 2,894,134	\$ 1,620,326	\$ 603,510	\$ 19,657	\$ 126,750	\$ 616,609	\$ 1,753,635	\$ 257,810

2-25-10

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**Herb Durfee**

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**From:** Cynthia Stoddard <cynthia@nemrc.com>  
**Sent:** Tuesday, November 26, 2019 8:55 AM  
**To:** Herb Durfee; Cheryl A Lindberg; Becky Grammer  
**Subject:** Audit

Hi

I have reviewed the audit.. and by review I mean I have made sure that the financial statements in NEMRC are the same as the numbers in the audit, and they do. Many times during a review like this I see discrepancies due to a journal entry that the auditor might make that didn't get entered into the system or vice versa.

I cannot however verify and sign off on the actual activity in FY19, only because I was not there during that time period. I have no reason to believe that there is an issue due to the fact that Roberta and Bonnie have reviewed and audit has been done.

Things that come to mind while reviewing:

Fiduciary Funds: Cemetery and Trust Funds. They are part of the audit so should they be in NEMRC? I think Bonnie asked about this during her audit. I could not verify these numbers because I believe that Cheryl ? had the information and give that to the auditor.

Long Term Liabilities: These are also not in NEMRC, I assume there is a spreadsheet that tracks these. We could also put them in NEMRC for tracking of financial information all in one place.

Fund Types: I will be making fund types to match the way the funds are laid out in the audit. This will give you the ability to group funds together for reporting purposes.

Other than these things.. I think you guys are in pretty good shape. It was very easy to match things up with audit and be sure that the system matches the audit. At some point we should all sit together and look at reporting in NEMRC vs. Reporting in audit so that everyone understands.

Also..someone should go through audit very carefully looking at fund balances, you guys may be able to pick out any discrepancies before I would because I think you all kind of know somewhat in your head what the balances should be.

Thanks

The things that I can no

*Cynthia Stoddard*  
Director of Support & Training  
(800) 387-1110  
(802) 528-1563

## Regional Energy Coordinator

### Draft 6.1

Under a 2016 Comprehensive Energy Plan, Vermont is required by 2050 to have a 90 percent renewable energy portfolio and an 80-95 percent reduction from 1990 greenhouse gas levels. Communities can cut emissions on multiple fronts, however it is unrealistic to expect meaningful progress without accurate information, focused guidance, and leadership. Volunteers are often at capacity and hiring new staff can be cost prohibitive.

### Proposal

It is proposed that Two Rivers Ottauquechee Regional Commission (TRORC) administer a 1 year service contract between Barnard, Norwich, Pomfret, Sharon, Strafford, Thetford, and Woodstock. ("towns") pursuant to V.S.A. 24 § 4345b. This would provide a full-time (37.5 hours/week) staff position ("Regional Energy Coordinator").

### Cost

TRORC estimates that the staff position, including salary, benefits, and overhead, will cost **\$116,885** per year (excluding mileage and other direct expenses). This estimate is competitive with other models. Towns will pay TRORC an amount proportional to each town's Grand List.

Town	% of Total	Contribution	2020 Budget
Barnard	9.58%	\$11,193.93	Article
Norwich	26.24%	\$30,669.51	
Pomfret	8.88%	\$10,379.16	Line Item
Sharon	5.09%	\$5,950.17	Line Item
Strafford	6.05%	\$7,065.97	Line Item
Thetford	12.69%	\$14,837.77	Article
Woodstock	31.47%	\$36,788.51	Article

## **Additional Funding**

TRORC has received grant funding from Efficiency Vermont through 2020 to assist municipal energy committees. Some portion of this grant money may be applied to a Regional Energy Coordinator, however exact numbers cannot be determined until a contract and job description have been finalized after Town Meeting Day.

## **Regional Energy Committee**

Each town shall appoint one representative and one alternate to a Regional Energy Committee, which shall monitor implementation of the contracted services by identifying priorities, reviewing performance, and acting as a conduit of information between TRORC and their respective town.

Some initial common priorities are:

- All-Income Weatherization
- Municipal and School Building Improvements
- Electric Vehicle Charging Stations
- Transportation
- Energy Planning

## **Timeline**

1. **Fall 2019:** Towns will budget for their estimated portion of a Regional Energy Coordinator, either as a line item or a warned Article.
2. **February 2020:** Representatives from each Town will gather with TRORC to begin discussing the service contract and job description, including setting measurable goals. This will provide officials with some preliminary information going into Town Meeting Day.
3. **March 2020:** Voters will approve their town's portion on Town Meeting Day.
4. **April-June 2020:** Towns will finalize a service contract, job description, and goals with TRORC.
5. **July 1, 2020:** The Regional Energy Coordinator will begin work.

## **Long Term**

The long term goal is to create a successful model that can:

- Meet the continuing needs of towns;
- Be used to lobby for sustained funding from the state; and,
- Be replicated in other regions in Vermont.

## Job Description

The Regional Energy Coordinator will have primary responsibility for the development and management of the towns' energy planning and shall guide implementation. This includes: increasing renewable energy portfolios, reducing greenhouse gas emissions, and reducing energy consumption and overall costs. They will prioritize work with municipal governments, as well as public schools and other organizations that receive public funding. They might also assist residents, businesses, and other organizations. Essential job functions include:

- Developing and guiding implementation of medium/long-term energy plans;
- Coordinating energy projects on a local and regional level, including serving as a guide and keeping energy projects moving forward towards completion;
- Advocating for local and regional energy efficiency and sustainability;
- Tracking energy savings from completed projects; and,
- Coordinating available resources and programs.

*Specifically, they will:*

- Conduct comprehensive greenhouse gas inventories;
- Develop and monitor annual energy program budgets;
- Identify and secure outside public and private funding;
- Serve as the point of contact on achieving energy efficiencies and conservation by providing guidance on improvements to facilities, equipment, product purchasing, vehicle use, and daily operations;
- Guide and supervise consultants and contractors for energy audits, energy conservation projects, and installation of renewable energy projects. Solicit, review, and negotiate bids, contracts, and price quotes;
- Provide primary staff support to municipal Energy Committees;
- Develop and build on existing educational programs and marketing outreach initiatives to expand renewable energy and energy conservation;
- Review applications submitted to Zoning Boards for energy conservation opportunities. Recommend zoning changes;
- Update energy section of Town Plans and websites;
- Develop and present reports to towns' Selectboards and Town Managers;
- Work with elected officials, town managers, commissions, and committees;
- Coordinate with Efficiency Vermont and other energy efficiency and clean energy funding and financing resources;
- Develop and guide implementation of a regional transportation plan;
- Develop and guide implementation of sustainable food and composting plans;
- Benchmark and track energy use and cost using EPA Portfolio Manager or other benchmarking tools;

## Tracking Success

The viability of this proposal shall be demonstrated by setting, tracking, and achieving tangible goals. This shall include include hard numbers such as emission and cost reductions. Additionally, towns and the Regional Energy Committee shall evaluate success by examining:

- What programs were implemented with the Energy Coordinator's assistance;
- How the Energy Coordinator assisted with the programs;
- The results of the programs (fuel, electric, carbon, and cost savings);
- Who benefited (municipalities, schools, businesses, and residents);,
- How much community awareness and participation resulted;
- How the programs benefited from regionalization (what efficiencies or resources were achieved that would not otherwise have been).

Specific evaluations for, for example, all-income weatherization could include:

- Has the coordinator established (or made substantial progress on) a baseline database for households that are eligible for low-income energy assistance programs?
- Has the coordinator established or maintained a process for outreach to those households?
  - How many households have benefited from a weatherization program as a result of the outreach?
  - As a result of the outreach, do we have a better understanding of the obstacles that are keeping low-income households from taking advantage of energy assistance programs?
- Has the coordinator provided substantial assistance to a weatherization or energy efficiency program in town? Which program and specifically what assistance was provided? Were there metrics for the program sufficient to estimate reduction in fuel usage, greenhouse gas emissions, and cost?
- Has the coordinator provided regular, brief reports to town boards during the legislative session that summarize progress on bills that are likely to affect energy policy and planning in town?

**From Clean Energy NH:**

Hi Nick,

I cover all of Coös County in NH, which includes 20 incorporated towns. I am currently working with 10 towns and 2 school districts. I still need to meet with 5 of the 20 towns, and 3 school districts. The remainder of the towns do not have any projects that they wanted to work on at the moment.

I had hoped to meet with all 20 towns and school districts right out of the gate, but there has been more interest initially than I anticipated. I will need to wait a few months, likely until warrant articles are drafted, to meet with the remaining towns. The capacity to work with 7 towns will depend on the needs of the towns. If all 7 want to tackle a large number of issues immediately, that will be challenging. A couple of the towns I am working with are just doing lighting projects and benchmarking energy use at the moment, which does not take too much of my time but lays the groundwork for future projects.

Good luck,

Melissa Elander  
North Country Energy Circuit Rider  
Clean Energy NH

## From Hartford's Energy Coordinator:

Hi Nick,

I've attached a document that lists the projects I have worked on that have savings associated with them. This is a very simple depiction of the savings and/or avoided cost associated with projects I've worked on. It doesn't include an ROI analysis, but I think helps to demonstrate that there are a lot of different projects that an Energy Coordinator can work on that will save energy and money, that also can be supported through grants and incentives. I put "unknown" in the savings column for some of the FY19 projects, since they happened so recently or are ongoing and I don't have data on them yet.

While this is how I've tracked success so far, I think it's pretty rudimentary and I am looking to do a lot more on tracking progress in the coming year. We just had an update to Hartford's Town Plan approved by the Selectboard, and in the Energy Chapter is a recommendation to track the Town's GHG emissions. I've been slowly updating our Energy Star Portfolio Manager account to include all of our energy data. It's tough to focus on inputting data when there are so many other projects that seem more urgent, but ultimately that is how progress should be measured and I'm making it a much higher priority.

There are also many other things that an Energy Coordinator can do that don't result in immediate or tangible savings, but that are arguably just as important.

For example, we've had 167 people participate in weatherization events (such as Button Up and other Hartford-specific events) that I've coordinated since starting in September 2017. I'm making a big push to get condo associations (which account for a significant proportion of Hartford's housing stock) to go solar, including a recent workshop with Vermont Law School with 28 residents representing 14 different condo associations.

We will be getting a Nissan Leaf in the next month or so, and will become (I believe) the first municipality in Vermont to have an electric vehicle in its vehicle fleet. I am working to pass a Green Fleets Policy that will provide department heads with a clear process to follow when purchasing or leasing new vehicles to ensure we're using EVs as much as possible, or otherwise use the most efficient vehicles available.

I'm working on developing net-zero building standards for all new construction in Hartford. We're in the middle of a project right now where we're using Town property (the fire department roof) to host a solar array for the benefit of the Housing Foundation, Inc., which owns multiple affordable housing properties in Hartford.



I've testified and submitted comments on behalf of the Town on multiple energy issues, including the PUC's biennial review of net-metering, ANR's public hearing on the VW Mitigation Trust Fund, and the PUC's review of the joint letter provision for preferred sites.

I mention all of these things because the Energy Coordinator position goes well beyond just lowering the town's energy bill/use. Working with the public, developing town energy policies, and representing the town on energy issues at the state level are key components of the job. Having more Energy Coordinators throughout the state would amplify the messages that energy committees are working to get out into the public, and allow for local needs around energy issues to be better heard at the state level. It would also ensure that towns across the state have the right policies in place to move closer to 90% renewable by 2050.

I hope this helps. Please let me know if you have any questions, or if there's any other information I could provide that would be useful.

Best,  
Geoff Martin  
Energy Coordinator  
Department of Planning & Development  
Town of Hartford, Vermont

**Energy Coordinator Savings Estimates (FY 2018)**

Project	Avoided Cost <sup>1</sup>	Ongoing Savings <sup>2</sup>	Total Savings <sup>3</sup>	Fuel Savings <sup>4</sup>	CO <sub>2</sub> Emissions Avoided (lbs) <sup>5</sup>
LED light retrofit at the solid waste facility	\$4,500	\$3,100/year <sup>2a</sup>	\$7,600	22,537 kWh/year <sup>4a</sup>	16,398
LED light retrofit at the Department of Public Works garage	\$2,200	\$166/year <sup>2a</sup>	\$2,366	1,187 kWh/year <sup>4a</sup>	864
LED light retrofit at the fire department	\$2,500	\$600/year <sup>2b</sup>	\$3,100	600 kWh/year <sup>4b</sup>	437
Two net-metered solar projects totaling about 100kW		\$10,000/year <sup>2c</sup>	\$10,000	136,069 kWh/year <sup>4c</sup>	99,004
Electric Vehicle Charging Equipment (EVCE) grant from the Department of Housing and Community Development	\$20,885	-	\$20,885		
Curtable rate (rate with GMP that reduces demand charges through operational changes) at Wilder Well	-	\$12,000/year <sup>2d</sup>	\$12,000		
Two heat pumps in PD locker rooms	\$1,200	\$200/year <sup>2a</sup>	\$1,400	214 gal oil/year <sup>4a</sup> , kWh savings unknown	4,845
<b>Total</b>	<b>\$31,285</b>	<b>\$26,066</b>	<b>\$57,351</b>		<b>116,703 lbs CO<sub>2</sub></b>

**Energy Coordinator Savings Estimates (FY 2019)**

Project	Avoided Cost <sup>1</sup>	Ongoing Savings <sup>2</sup>	Total Savings <sup>3</sup>	Fuel Savings <sup>4</sup>	CO <sub>2</sub> Emissions Avoided (lbs) <sup>5</sup>
Refund on bridge lighting overpayment <sup>6</sup>	\$450	-	\$450		
Missed net-metering credit from GMP <sup>7</sup>	\$4,000	-	\$4,000		
Incorrect net-metering credit allocation from Peck Electric <sup>8</sup>	\$339	-	\$339		
100 kW net-metered solar project	-	\$3,800/year <sup>2c</sup>	\$3,800	137,340 kWh/year <sup>4c</sup>	99,929
Landfill lease payments <sup>9</sup>		\$3,600/year	\$3,600/year		
Lighting at Quechee W/W	\$550	\$883/year <sup>2a</sup>		6,307 kWh/year <sup>4a</sup>	4,590
Quechee W/W blower controls	\$500	\$750/year <sup>2a</sup>	\$1,250	7,020 kWh/year <sup>4a</sup>	6,883
Town Hall HVAC System Upgrade	\$13,328	Unknown		Unknown	Unknown
USDA Community Facilities Grant	\$27,800				
GMP/EVT's Flexible Load Management Pilot Project		Unknown		Unknown	Unknown
<b>Total</b>	<b>\$46,967</b>	<b>\$9,033</b>			<b>111,402 lbs CO<sub>2</sub></b>

1 The avoided cost column represents savings that the Energy Coordinator was able to achieve in the procurement of goods and/or services that the Town otherwise would have had to pay for (grants, rebates, etc.). These are one-time savings.

2 Recurring savings measured on an annual basis as a result of the project. Estimates come from a) Efficiency Vermont; b) 2015 energy audit conducted by Zero by Degrees, Building Energy, and Dynamic Integrations; c) Norwich Technologies (average of annual savings over 20 year period); d) Energy Coordinator review of Green Mountain Power bills.

3 Total savings are the sum of the "Avoided Cost" (if applicable) and the "Ongoing Savings" (if applicable). This column will only be relevant for FY 18. From FY 19 and on, only "Ongoing Savings" from project will apply, as "Avoided Cost" is a one-time savings.

4 Recurring electricity or fuel oil savings as a result of the project. Estimates come from a) Efficiency Vermont; b) 2015 energy audit conducted by Zero by Degrees, Building Energy, and Dynamic Integrations; c) Norwich Technologies (average of annual savings over 20 year period). Note: Fuel savings from solar projects are indirect, as the electricity is fed to the grid and not necessarily directly to Town facilities. Nonetheless, electricity produced by Town solar projects offsets the need to generate electricity elsewhere.

5 Emissions savings estimates based on estimated energy savings from project. Savings are recurring. Avoided emissions from electricity savings calculated using the NEWE subregion annual CO<sub>2</sub>e output emission rate of 727.6 lb/MWh (US EPA, "Carbon Footprint Calculator", 2016). Avoided emissions from fuel oil savings calculated using 22.61 lbs CO<sub>2</sub>/gallon fuel oil (US EPA, "Carbon Footprint Calculator", 2016).

6 Green Mountain Power had billed the Town for months for lights on the RT 5/RT 4 (Bugbee) bridge while lights were not on. Energy Coordinator worked with Green Mountain Power to refund payment for months when lights were down.

7 Energy Coordinator review of billing revealed that Green Mountain Power had not credited Town for \$4,000 worth of net-metering credits from the landfill solar array on the White River Junction Wastewater electric account, and worked with Green Mountain Power to issue the \$4,000 credit.

8 Peck Electric had been over-billing the Town for net-metering credits based on incorrect readings of the kWh generated from the Peck Electric solar array. Energy Coordinator worked with Peck Electric to issue the refund for overpayment, and correct their billing process going forward.

9 Energy Coordinator review of lease contract revealed that Greenbacker Capital needed to pay the Town an additional \$300/month in lease payments.

TOWN OF NORWICH  
P.O. Box 376  
Norwich, VT 05055

PURCHASE ORDER

1. STILL HAVE FOUR MV  
INSTALLMENT OF WIRING  
MOUNTS ETC  
( $\leq \$2,000$ )

4c

DATE: 11-27-2019 PO #: 504350

VENDOR: Lym Computer Systems  
240 Mechanic Street, Suite 301  
Nebanon, NH 03766

ITEMS OR SERVICES PURCHASED:

1. FZ-TOWN BOOK SS (FZ-SS-A0608 V.H) (3+3) = 6
2. FZ-SS DESKTOP BOOK (CF-VES 54140) (5) = 5
3. FZ-SS DESKTOP MONITOR (7170-0140) (4) = 4
- TOTALS (7160-0578-00) (4) = 4
- CFZ-SS-SS-SS-TOWNBOOK (CF-SS-SS-SS-SS) (4) = 4

CHARGE ACCOUNT:

AMOUNT: 6975.00 15916.00  
1419.50 484.00  
1491.60  
TOTAL: 11,966.10

Department Head:  
Town Manager:

Date: 11-27-2019  
12/2/19

EXAMPLE

## TOWN OF THETFORD GREEN FLEET POLICY

### PURPOSE

This policy covers all departments under the Selectboard that have vehicles or metered equipment and sets guidelines to minimize greenhouse-gas (GHG) emissions. Implementation of this policy will help the Town meet its energy goals while reducing the short- and long-term costs of purchasing, maintaining, and operating Town vehicles.

### OVERSIGHT

The Town Manager shall oversee implementation of this policy, and shall present annual reports of findings and progress to the Selectboard.

### INVENTORY

Beginning in calendar year 2020, the Town shall establish and maintain an inventory of the vehicles in its fleet. The inventory metrics should include the following information:

1. Number of vehicles.
2. Annual miles driven (or annual hours of metered equipment).
3. GHG emissions (i.e., carbon dioxide equivalent).
4. Non-GHG tailpipe emissions (i.e., EPA criteria pollutants).
5. Quantity of fuel consumed by fuel type.
6. Cost of fuel consumed by fuel type.

### FLEET OPTIMIZATION

1. The Town Manager will provide utilization reports to the departments and make recommendations about possible fleet reductions.
2. Replacement vehicles shall achieve the greatest level of emission reductions possible while still meeting the operational needs of the Town and being cost-effective.
3. Fuels with lower emissions (such as compressed natural gas, ethanol, electricity, biodiesel, etc.) shall be used when feasible. Vehicles using these fuel types shall be strongly considered when evaluating vehicle replacement.

### FLEET MAINTENANCE

1. Environmentally friendly products, such as recycled coolants and re-refined oils, shall be used where available when cost effective and when it will not void the manufacturer's warranty or negatively impact the vehicle's operation.
2. A reasonable effort shall be made to reduce or eliminate vehicle leakage of environmentally harmful substances such as coolant, oil, or fuel.
3. Re-treaded tires shall be purchased for large-wheeled or slow-moving vehicles, when applicable.

4g.i

**Town of Norwich, VT – Response**  
**PACIF Risk Management Report – Visit Date 1/24/2019 – DRAFT**

Issue ID:	Issue/Recommendation:	Work Conducted/Planned:
4035	<p><b>Issue:</b> Employee failed to follow current financial control policies in place, and was unaware of other adopted financial policies.</p> <p><b>Recommendation:</b> Update current financial control policies, and develop or update the existing on-boarding process for this position specifically to address:</p> <ul style="list-style-type: none"> <li>Employee review and training on all financial control policies and procedures.</li> <li>Employee acknowledgement of understanding for each financial control policy and the consequences for not following policy. This acknowledgement should be documented in writing.</li> </ul>	<p>Finance Director and Finance Assistant job descriptions are being examined for applicable updates.</p> <p>VLCT-HR provided some relevant info, including a hiring checklist. The checklist already is in effect. TM intends to further consult with VLCT-HR to ID “best practices” for on-boarding, etc. Consulted with Jill Muhr on 12/5/19. She will be forwarding some information for the TM’s consideration in on-boarding, etc. Also, TM has been and will continue to consult with NEMRC staff related to on-boarding, training, etc.</p> <p>TM, on 12/17/19, to hold staff meeting to “present” newly adopted master financial policy along with any other existing, related policy. TM will go through the policies. Copies will be provided, and staff will be required to sign-off on a sheet acknowledging their receipt and their understanding of the policies. This process will be carried out with any new hire and on or about the start of any new fiscal year for existing employees.</p> <p>TM and Treasurer have been and will continue to collaborate on “best practices”, on-boarding, etc. related to internal financial controls, responsible staff persons, and other tasks to effectively carry out this recommendation.</p>
4036	<p><b>Issue:</b> Employee disregarded policy, because employee felt that she needed to appease her supervisor.</p> <p><b>Recommendation:</b> Consider implementing a whistleblower policy and procedures where employees can report those in supervisory or management when instructed to disregard established town policies.</p>	<p>Done. Draft of such policy in Selectboard’s 12/4/19 meeting packet for their consideration. 1<sup>st</sup> Reading of the policy to be carried out on 12/11/2019, with 2<sup>nd</sup> Reading and adoption anticipated on 12/18/19.</p>
4037	<p><b>Issue:</b> When advised of possible fraudulent activities, some [public officials] members failed to fully</p>	<p>Done. On October 9, 2019, Selectboard adopted a Master Financial Policy that included, among other typical internal financial controls, an</p>

	<p>investigate this incident in a timely manner.</p> <p><b>Recommendation:</b> Update the current fraud prevention policy to address actions to take when [public officials] are made aware of possible suspicious or fraudulent activity. This policy/procedure should be reviewed annually by the Selectboard, other elected officials, and employees.</p>	<p>updated Fraud Prevention Policy (based on VLCT's model).</p> <p>More work (new policies and/or amending the newly adopted policy) is envisioned. The new master financial policy is intended to be somewhat fluid for a period, since internal controls continue to be examined for improvement.</p> <p>The Fraud Policy will be on the Selectboard's January 8, 2020 agenda to initiate its review for possible revision. Any revision will be completed by January 31, 2020. Thereafter, the policy will be presented to the Selectboard at its annual organizational meeting. Sign-off by the Selectboard of acknowledgement of receipt of the policy will occur then.</p>
4038	<p><b>Issue:</b> Lack of training may have been a factor in employee not determining this attempt as an electronic phishing (business email compromise – BEC) scam.</p> <p><b>Recommendation:</b> Regular cyber security training should be implemented for all employees who access and use town computers. This training should be established and random testing of users should take place to ensure the training is effective.</p>	<p>TM held all-hands staff meeting to remind employees of existing (and proposed) internal financial controls and the need to adhere to them. (On or about the 1<sup>st</sup> week in Sept 2019.)</p> <p>TM attended VLCT Annual Town Fair, where the "tract" focused on cybersecurity.</p> <p>TM held an all-hands training (i.e., VLCT Cybersecurity webinar). Followed up with an e-mail to all employees (essentially the info contained in the latest VLCT News).</p> <p>Cybersecurity training will occur for all Town employees at least quarterly starting in January 2020.</p> <p>TM looking into subscribing to <a href="http://www.knowbe4.com">www.knowbe4.com</a> which is a security awareness "real time" training system. (Quote requested by TM on 12/5/19; TM scheduled webinar presentation for 12/10/19 to learn about knowbe4's offerings and pricing.)</p>
4039	<p><b>Issue:</b> No recent system security assessment has taken place.</p> <p><b>Recommendation:</b> Have a system-wide electronic security assessment completed from a competent IT vendor.</p>	<p>Upon learning of the recent BEC scam, TM consulted with VLCT-PACIF and Town's IT consultant to initiate review of the Town's electronic system.</p> <p>TM is working to schedule the recommended</p>

Town of Norwich, VT – Response

PACIF Risk Management Report – Visit Date 1/24/2019 – DRAFT

		system-wide assessment via VLCT-PACIF and their IT consultant Beazly. A system-wide electronic security assessment will be scheduled by December 31, 2019, with work completed as soon as reasonably possible (including consideration for budgetary constraints).
4040	<p><b>Issues:</b> Appears to be lack of two-person authorization for ACH and other accounts payable transactions.</p> <p><b>Recommendation:</b> Duties should be segregated so that no individual is able to perform all related elements of payable transactions. Update policies and procedures to reflect this best practice.</p>	<p>Done.</p> <ul style="list-style-type: none"> <li>• Finance Office “uploads”; Treasurer “initiates”.</li> <li>• Also, now subscribed to banks’s COP’s.</li> <li>• Treasurer looking to see if software settings can “turn off” ability to amend ACH payments (which is what the former Finance Director did).</li> <li>• TM working with Finance and Treasurer to ID other effective procedures.</li> <li>• Note: overall, the Town uses VLCT’s <i>Internal Financial Controls Checklist</i>, and it will continue to do so.</li> </ul>



## Herb Durfee

---

**From:** Herb Durfee  
**Sent:** Thursday, December 05, 2019 1:04 PM  
**To:** 'Wade Masure'; Jim Carrien  
**Cc:** Miranda Bergmeier; Claudette Brochu  
**Subject:** RCA\_RiskManagementReportResponseDec2019.docx  
**Attachments:** RCA\_RiskManagementReportResponseDec2019.docx

Wade/Jim,

Attached please find a final draft of Norwich's response to the PACIF Risk Management Report. The Selectboard will be conducting its final review of it on Wednesday, December 11, 2019. If you have any suggestions as to its content, I would appreciate your insight before then. Thanks in advance for your insight. Much appreciated.

Herb

## Herb Durfee

---

**Subject:** Invitation: KnowBe4 - Security Awareness Training @ Tue Dec 10, 2019 2pm - 3pm (EST) (hdurfee@norwich.vt.us)

**Location:** Conference Number (267) 930-4000 Participants Code 085-553-276; <https://global.gotomeeting.com/join/719368701>

**Start:** Tue 12/10/2019 2:00 PM

**End:** Tue 12/10/2019 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** declanb@knowbe4.com

You have been invited to the following event.

### KnowBe4 - Security Awareness Training

When Tue Dec 10, 2019 2pm - 3pm Eastern Time - New York

Where Conference Number (267) 930-4000 Participants Code 085-553-276; <https://global.gotomeeting.com/join/719368701> (map)

Calendar [hdurfee@norwich.vt.us](mailto:hdurfee@norwich.vt.us)

Who [declanb@knowbe4.com](mailto:declanb@knowbe4.com) - organizer

- [matth@knowbe4.com](mailto:matth@knowbe4.com)
- [hdurfee@norwich.vt.us](mailto:hdurfee@norwich.vt.us)

[more details »](#)

---

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/719368701>

Join the conference call:

Conference Number

(267) 930-4000

Participants Code

085-553-276

New to GoToMeeting? Get the app now and be ready when your first meeting starts: <https://global.gotomeeting.com/install/719368701>

---

Going ([hdurfee@norwich.vt.us](mailto:hdurfee@norwich.vt.us))? [Yes](#) - [Maybe](#) - [No](#) [more options »](#)

Invitation from [Google Calendar](#)

You are receiving this courtesy email at the account [hdurfee@norwich.vt.us](mailto:hdurfee@norwich.vt.us) because you are an attendee of this event.

To stop receiving future updates for this event, decline this event. Alternatively you can sign up for a Google account at <https://www.google.com/calendar/> and control your notification settings for your entire calendar.

Forwarding this invitation could allow any recipient to send a response to the organizer and be added to the guest list, or invite others regardless of their own invitation status, or to modify your RSVP. [Learn More](#)



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### KnowBe4 Security Awareness Training

Old-school Security Awareness Training doesn't hack it anymore.

KnowBe4 is the world's most popular integrated **Security Awareness Training** and Simulated Phishing platform. More than 30,000 organizations worldwide are using it. You now have a way to better manage the urgent IT security problems of social engineering, spear phishing and ransomware attacks.



Training Content	Most Popular		
	Level I	Level II	Level III
Training Modules	7	30	93
Micro Modules	1	27	78
Video (90 sec-5 min)	1	45	276
Compliance Modules		6	96
Posters / Images	36	45	288
Newsletters / Security One Sheets		10	201
Games		1	22

Our SaaS subscription is priced per seat, per year. We offer Silver, Gold, Platinum or Diamond levels to meet your organization's needs, comprised of three levels of training access and increasingly powerful features.

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Features	Silver	Gold	Platinum	Diamond
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Automated Security Awareness Program (ASAP) ⓘ				
Security 'Hints & Tips' ⓘ				
Training Access Level I ⓘ				
Automated Training Campaigns ⓘ				
Assessments ⓘ				
Phish Alert Button ⓘ				
Phishing Reply Tracking ⓘ				
Active Directory Integration (ADI) ⓘ				
Industry Benchmarking ⓘ				
Virtual Risk Officer™ ⓘ				
Advanced Reporting ⓘ				
Crypto-Ransom Guarantee ⓘ				
Training Access Level II ⓘ				
Monthly Email Exposure Check ⓘ				
Vishing Security Test ⓘ				
Smart Groups ⓘ				
Reporting APIs ⓘ				
User Event API ⓘ				
Security Roles ⓘ				
Social Engineering Indicators (SEI) ⓘ				
USB Drive Test ⓘ				
Priority Level Support ⓘ				
Training Access Level III ⓘ				
AIDA™ Artificial Intelligence-driven Agent BETA				



## PhishER™ - Optional Add-on

Most Popular

MSRP Pricing By Seat - 1 Year	Silver	Gold	Platinum	Diamond	PhishER
25-50	\$17.00	\$20.75	\$24.50	\$29.50	-
51-100	\$15.00	\$18.25	\$21.50	\$26.50	-
101-500	\$12.00	\$14.50	\$17.00	\$22.00	\$9.00
501-1000	\$11.00	\$13.25	\$15.50	\$20.50	\$6.00
1001-2000	\$10.00	\$12.00	\$14.00	\$19.00	\$5.00
2001-3000	\$9.00	\$10.75	\$12.50	\$17.50	\$4.00
3001-5000	\$8.00	\$9.50	\$11.00	\$16.00	\$3.50
5001+	Get A Quote	Get A Quote	Get A Quote	Get A Quote	Get A Quote

Now that you see this is basically a no-brainer, your next step is talk to your sales rep or reseller and do two things:

1. Discuss which level is the best one for you while you get a demo that shows you this best-in-class platform, and
2. **For new sales**, ask for *two* quotes for your exact amount of users: a 1-year and a 3-year quote which shows the multi-year discount. (NOTE: multi-year discounts are not available for renewals.)

Find out how **affordable** this is. Get a quote now.

First Name\*

Herbert

Last Name\*

Durfee

Email\*

hdurfee@norwich.vt.us

-State-\*

Vermont ▼

Country-\*

United States ▼

Get Your Best Price!

\* Required Fields

Get the latest about social engineering

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hdurfee@norwich.vt.us

## Products & Services

- Kevin Mitnick Security Awareness Training
- KnowBe4 Enterprise Awareness Training Program
- PhishER
- KCM GRC Platform

## Herb Durfee

---

**From:** Jill Muhr <jmuhr@vlct.org>  
**Sent:** Friday, December 06, 2019 9:48 AM  
**To:** Herb Durfee  
**Subject:** onboarding  
**Attachments:** CivicHR\_Onboarding\_eBook\_HR5001-020317.pdf; Effective-Gov-Onboarding.pdf; Sample Manager-Checklist-30-60-90.pdf; Sample-Manager\_Onboarding\_Discussion\_Form.doc; Brattleboro-finance director-2019.pdf

Good morning, Herb:

It was nice to speak with you yesterday.

As you know, there are some hiring/onboarding processes that will be the same for all new hires, and that there will be specific meetings and trainings tailored to certain roles. For the finance position: consider which are the most important policies to emphasize. And what type of training may be needed. An excellent organization for training and networking is VFGOA and I highly recommend membership for your finance person: <http://www.vtgfoa.org/>

I've also attached the following resources and samples regarding onboarding new employees:

- two brochures that describe onboarding
- Sample manager checklist
- Sample manager onboarding discussion form

Additionally, it occurred to me that another important place to start is with the job description, as an important tool for communicating expectations. You'll want to make sure it is really clear about policies to follow and making sure the person implements and follows effective financial controls; and about necessary training. I've also attached Brattleboro's as a sample that has some relevant wording. Perhaps this is something you and the finance director could review together to see if it needs updating. I don't know if you still have the same finance director on staff; if so, it seems to me she could be helpful in providing ideas moving forward on how to have prevented that cyber-theft, e.g. "What does she wish she had known then and how could her orientation/onboarding have prevented the problem? What learning in advance would have helped?" Her answers can be incorporated into the job description and onboarding program. Additionally, she can feel like part of the solution, rather than part of the problem. It's always helpful to avoid blame and emphasize learning and moving forward.

Finally, VLCT's Finance webpage has excellent resources, including a good number of model finance policies. There is also consulting available that includes internal control review. Please see this link: <https://www.vlct.org/municipal-assistance/municipal-topics/finance>

Please let me know if I may be of further assistance.

Best regards,

Jill



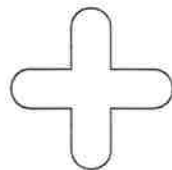
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eBook

# **Engage and Retain New Hires in Your Local Government with Proper Onboarding**

  
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# Engage and Retain New Hires in Your Local Government with Proper Onboarding

## INTRODUCTION

We all know what it feels like to be the new employee in the office: unnerving, unsettling, and uncertain. Where's the fax machine? How do you order business cards? Where is the "Main" conference room? Data shows that the more thorough a new employee's onboarding process, the more secure he will feel in his new role, the more comfortable he will feel with his coworkers and supervisor, and the more effective and efficient he'll be early on. Most importantly, effective onboarding leads to job satisfaction, and ultimately, retention. What this means for human resource (HR) managers, is that the strength of your onboarding process is crucial to your goal of retaining the best talent in your community.

## INSIDE THIS EBOOK

This eBook will outline the importance of proper onboarding, and provide you with a 30-day checklist customized for local government HR managers. Use our checklist both within your HR department, and as a shared tool with department managers, to ensure you are giving new hires the support they need to become comfortable, engaged, and effective members of your local government administration.

**For municipalities feeling the pressure of limited time and limited resources, government HR software with an integrated onboarding component helps HR departments of all sizes streamline and automate key components of their new hire workflows to enable successful new hire transitions.**

## THE INITIAL 30-DAY WINDOW

Experts agree that effective onboarding practices during the first 90 days after a new employee is hired are critical to helping him adjust to the expectations of his new position, and to build positive working relationships with team members and co-workers. It is the responsibility of HR managers to lead the new employee onboarding efforts in local government administrations, and to give hiring managers the tools they need to continue those efforts at the department level.

### The Risks

According to TLNT, one third of new hires quit their job after about six months. When new employees are not given the tools and training they need to be successful and feel confident in their new roles, they are left feeling unsatisfied. Ultimately, new employees not properly onboarded are less successful, which puts your administration at greater risk of attrition.

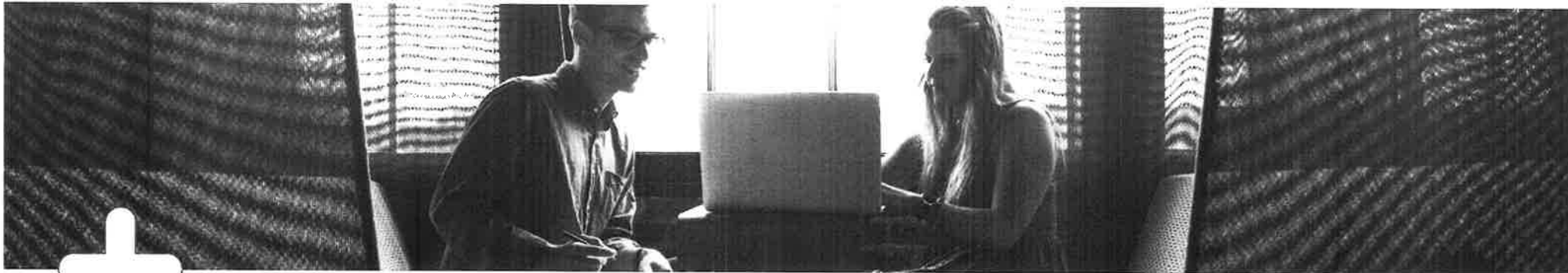


Local governments, including their human resource departments, are often structured to operate with lean staffing models. One of the most common reasons that HR and department managers fail to properly onboard new employees is because of the perceived amount of time needed to do it properly. Busy, understaffed departments are more inclined to simply begin assigning tasks to new staff members from day one, with the hope of making a dent in the team's "to-do" pile. In these cases, busy managers feel they can't spare time on lengthy training and team building.

### The Rewards

What busy HR and department managers don't realize however, is that spending time up front with a new employee, will save their administration money long-term. Since employees who receive proper onboarding are less likely to turnover, municipalities are less likely to lose money on re-hiring and re-training.

Another benefit of proper onboarding, is improved employee performance. According to The Society for Human Resource Management (SHRM), effective onboarding increases employee performance by up to 11 percent. While managers may feel the best way to enable their new hires to be effective is to immediately begin treating them like a tenured employee, this tactic is counterproductive, and supervisors would be better served investing time initially in proper onboarding and training.

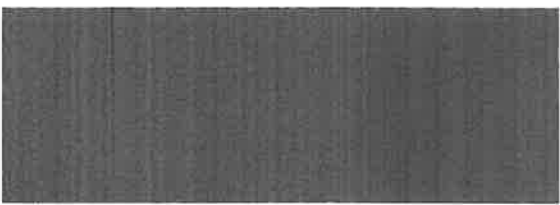


### **Don't Forget About Culture**

The final, often overlooked yet essential factor in proper onboarding, is the affect it can have on a new hire's comfort in the company, socially. Employees who feel like they are part of the team and are accepted by their coworkers are also less likely to turnover. According to The Aberdeen Group, two thirds of companies with onboarding programs reported a higher rate of successful assimilation of new hires into company culture, and 54 percent reported higher employee engagement.

In addition to encouraging new employees to get to know their coworkers, HR managers should also make an effort to teach new hires about the mission, vision, and values of their community. When employees feel that their work is making a difference in their community, they are more satisfied, and less likely to start a new job search.

Remember, onboarding is not just a day-one orientation. It's a long-term commitment to assimilate new staff over their first 90-days. To ensure you have a successful initial onboarding plan, use our local government new employee onboarding checklist to enable your new hire to get onboard, and on-point, ASAP.



## YOUR LOCAL GOVERNMENT NEW EMPLOYEE ONBOARDING CHECKLIST

### BEFORE THE EMPLOYEE'S START DATE

- ☐ Provide to the employee necessary onboarding documentation, giving the employee time to return any documents that must be completed or signed. To mitigate paperwork, provide as much information digitally as possible. Onboarding documents should include:
  - Welcome letter
  - Performance profile (Note: this should be the same performance profile used when the position was advertised, and when the employee was interviewed to ensure expectations are aligned).
  - Employee handbook, office dress code policy, and Internet use policy.
  - Emergency contact form (to be kept on file with HR).
  - Health benefit options and enrollment forms.
  - Retirement plan information and enrollment forms.
  - Payroll, direct deposit, I-9 and other tax deduction paperwork.
- ☐ Confirm the new employee's start date, desk/office location.
- ☐ Confirm where the employee will park.
- ☐ Coordinate the production of keys, badges, and access cards, as needed.
- ☐ Depending on the employee's role, order business cards. Ideally the cards should be available by the employee's first day.
- ☐ Order the employee's nameplate, if necessary, ideally to be complete before the employee's first day.
- ☐ Clean and prepare the employee's office/desk/workspace.
- ☐ If the employee will need a computer, work with your IT department to have it set up at the employee's desk, with necessary software installed.
- ☐ Work with your IT department to install a desk phone, and/or issue a smart phone or tablet if needed.
- ☐ Confirm if the employee has any disabilities or impairments that will require special accommodations (e.g., handicapped parking, screen reader, an ergonomic keyboard, etc.).
- ☐ If the employee will be driving or operating municipal vehicles, prepare the necessary paperwork.
- ☐ If the employee will be required to attend regular meetings, add meetings to his/her calendar.
- ☐ Add the employee to any necessary email distribution lists.
- ☐ Schedule any training or introductory meetings with key personnel for the first two weeks.
- ☐ Communicate internally to any staff or departments who will need to be aware of the new employee. Be sure to provide information regarding his/her role, and provide his/her contact information.



## THE FIRST DAY

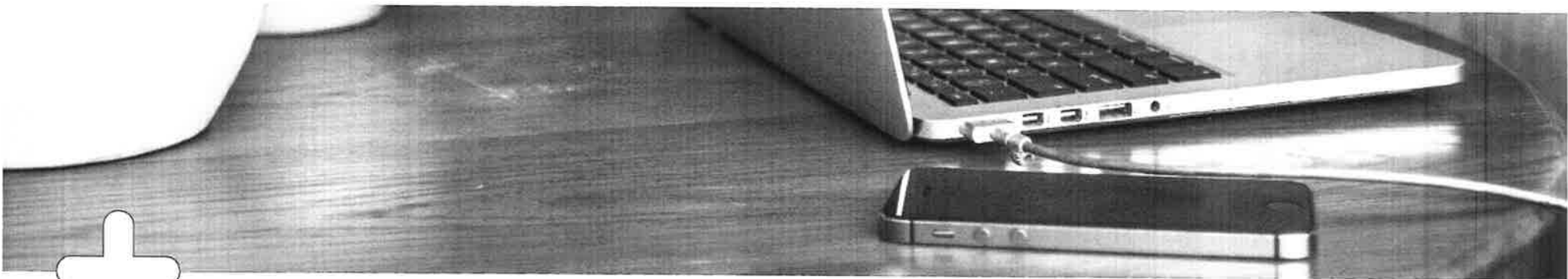
- ☐ Provide set up instructions (if necessary) for the employee's: computer, email, desk phone, mobile devices, intranets, and any other software or hardware necessary for the employee's role.
- ☐ Provide a tour of the office in which the employee will be working, pointing out key areas such as the restrooms, printer, fax machines, etc.
- ☐ Explain completion of timesheet for exempt employees.
- ☐ Ensure the employee's direct supervisor meets with him/her, one-on-one, for a formal onboarding discussion. This is an opportunity for the supervisor to:
  - Communicate expectations.
  - Answer initial questions.
  - Provide an initial assignment.
  - Explain the performance review and goal-setting process, and provide access to performance review software for goal tracking and analysis.
- ☐ Provide building safety instructions and emergency protocols.
- ☐ Schedule a one-on-one, or team lunch for the employee's first day. This will offer an opportunity for staff to get to know one another, and will make the new employee feel welcome.

## THE FIRST WEEK

- ☐ Depending on the new employee's role, coordinate for a headshot to be taken, and ask your communications office to write and distribute a press release to appropriate media outlets.
- ☐ Coordinate for a member of your team to take the new employee on a community tour, being sure to point out municipal buildings and department locations.

## AFTER THE FIRST MONTH

- ☐ Send the employee a 30-day onboarding satisfaction survey. Be sure to use the feedback or suggestions to improve your processes moving forward.



### **AUTOMATED EMPLOYEE ONBOARDING FROM CIVICHR**

CivicHR's employee onboarding solution is a cloud-based new hire documentation and communication platform that streamlines your workflows for new employee transitions, helping you to easily complete each checklist item on time. With effective onboarding, new employees become impactful team players faster, improving overall team production and success. Visit our website at [CivicHR.com](http://CivicHR.com) for more information.

### **ABOUT THE AUTHOR - JONATHAN WIERSMA**

As the General Manager for CivicHR, Jonathan understands the challenges that human resource professionals in local government face when looking to recruit, identify, and hire the best talent in their community, for their community. Jonathan's primary focus at CivicPlus is on following the trends in the local government human resource landscape, and leading product enhancements for CivicHR to ensure the solution evolves as the needs of local government evolve. Jonathan holds a Bachelor of Science Degree in Business Administration. He has over fifteen years of experience in software research and development, client service, product implementations, sales, and marketing.

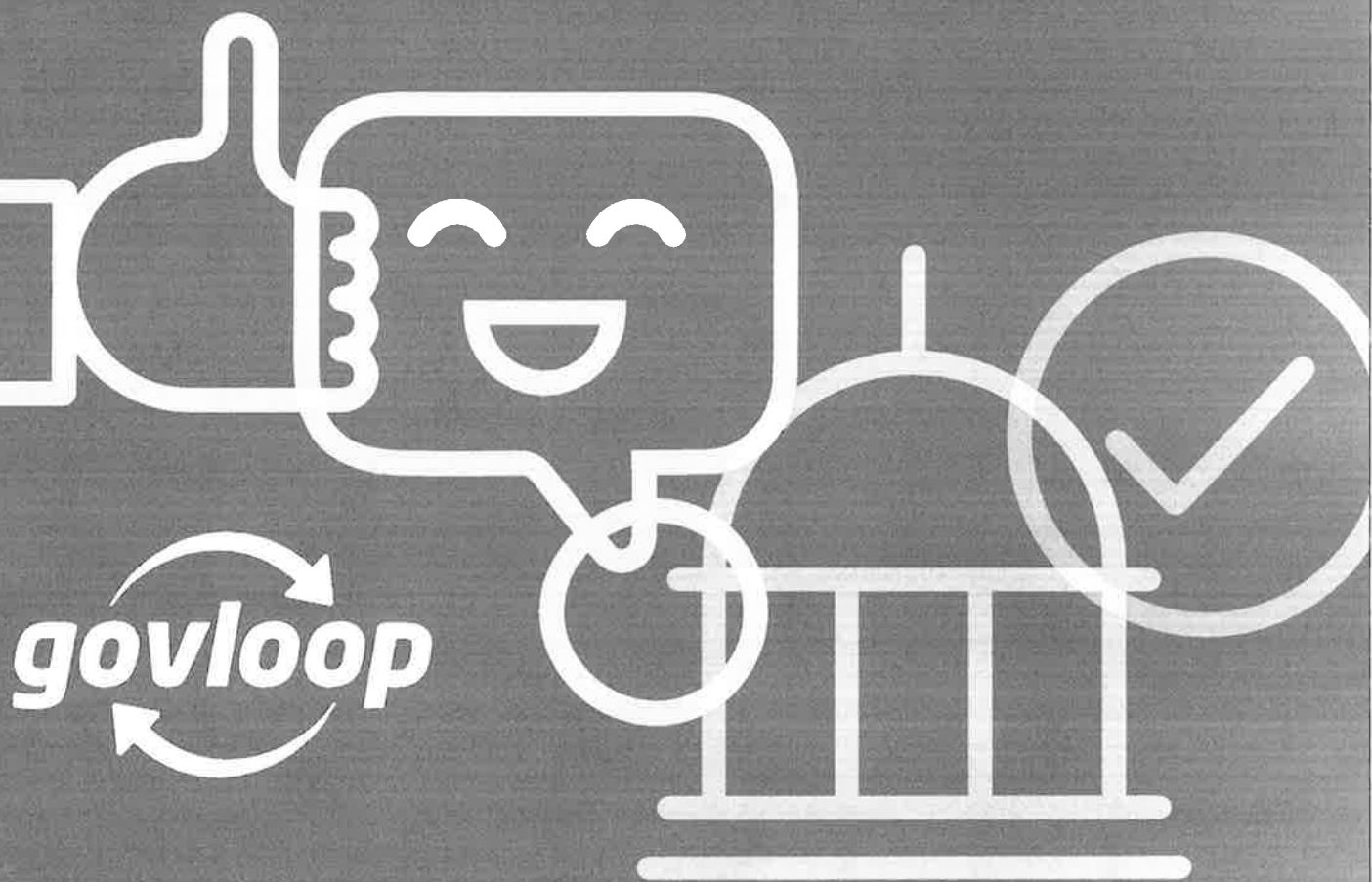
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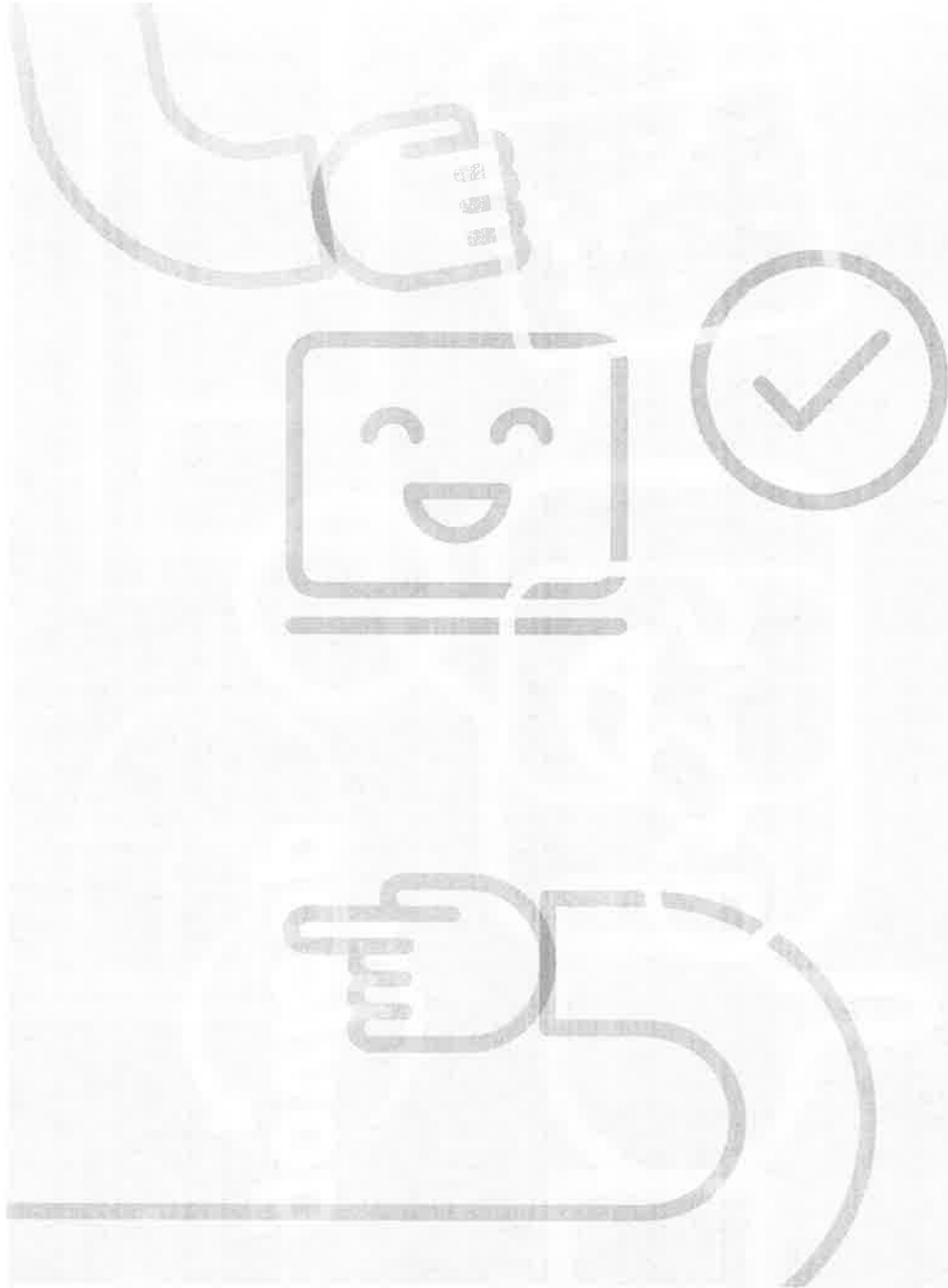
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# Your Guide to Effective Onboarding in Government

*govloop*





Everyone has been onboarded to a new company or job at some point in their professional careers. If you've ever held a professional position, you've gone through an onboarding process. Sometimes these experiences are pleasant and valuable, but other times onboarding can be painful and unhelpful.

A good onboarding experience should leave an employee prepared and excited to start their new role. We've broken down this process so you can follow the steps to help most successfully onboard new employees before they start, during their first week, and through the first few months.

**Follow this guide to make your agency's onboarding experience more effective.**



# Welcome on First Day



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# Welcome on First Day

Put together a welcome packet and email it to the new employee. The packet should include things like the job description, a welcome letter, important contact names and information, an office map, parking and transportation information, dress code, and any information about the agency they should look over before starting the position. Also, consider having the new employee's manager send over a friendly note with the welcome packet so they are excited, informed and ready for their first day. This will help set an enthusiastic tone for their first day. It is also helpful to send HR paperwork ahead of time, if you can. **This way, new employees will be able to hit the ground running on the first day and not be bogged down by administrative tasks.**

## First Day Schedule

**There's nothing worse than walking into the first day on a new job and not having anything to do.** In order to avoid this, you should provide the new employee with a first day schedule in the welcome email or have it ready on their desk when they start. The agenda should include time for a tour of the office, meeting the team, any mandatory trainings, and getting IT materials set up. If you can, also include lunch plans with their team or assign them an onboarding buddy so they aren't at a loss for what to do when noon comes.

## Get them ready to work

**Setting up an employee's workspace before they start gives them a sense of confidence and designates their own space in the office.** This is key to showing new employees that your agency cares and wants them to start off their new position on the right foot. Fill their desk with any necessary supplies and provide hard copies of important documents, like an organizational chart, employee handbook, and new hire paperwork. Not only are these documents helpful and informative but it gives the new employee something to leaf through when they have a little down time.

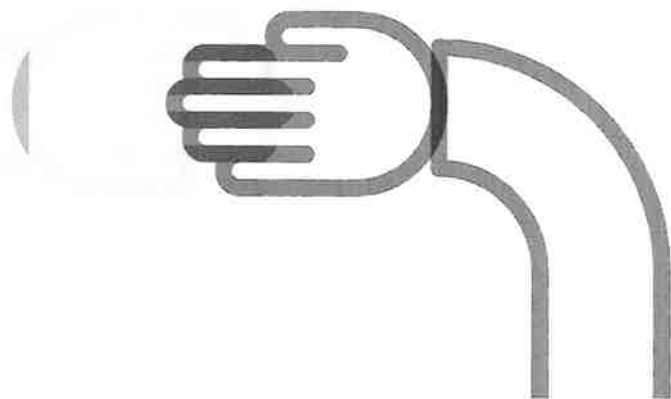
# During the First Week

## Give them an orientation

Ideally, an orientation should take place on the first day but if this isn't possible, it should occur at some point in the employee's first week. While it may be tempting to throw the new employee into projects as quickly as possible, they will be more successful at navigating their new position if they first have a lay of the land. Make sure you give an overview of the organization as a whole, as well as their specific department, set up time for them to meet other teams, and go over how they fit into their team and department. This makes it easy for the new hire to understand how their goals and key performance indicators can affect other teams. **Contextualizing the position for the new employee allows them to spend less time figuring out what is going on at the organization and more time getting started on initial projects.**

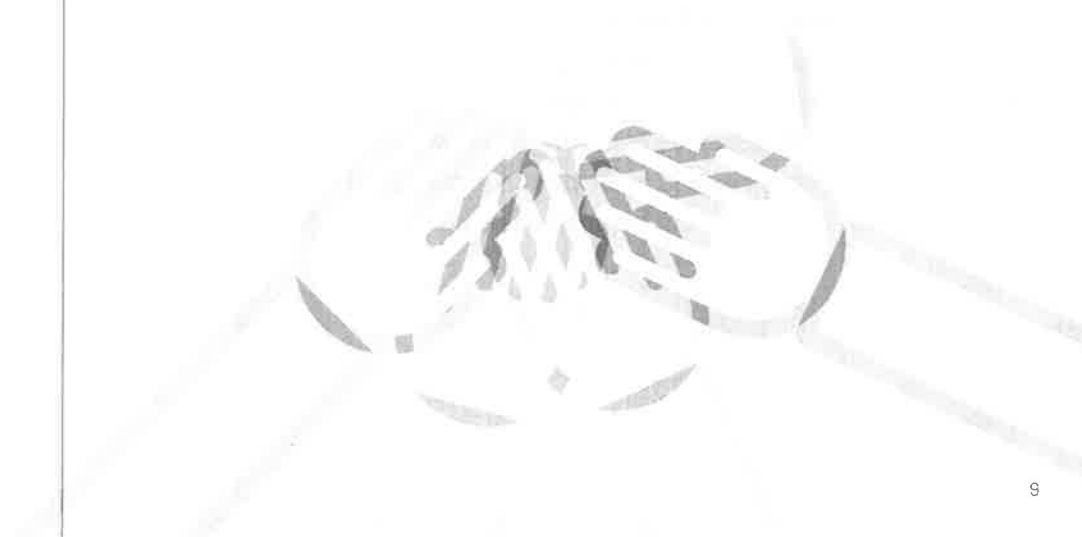
## Plan a manager meeting

**Similar to orientation, try setting a manager meeting as soon as possible after the employee starts.** Use this time to allow the new employee and their manager to get to know each other, share management and work styles, and explain expectations for the position and set goals for the new hire's first few months. Also discuss how the job is going to look in the first few months and what they should expect in terms of projects and workloads. This meeting is also a good time for the employee to get their first assignment and start diving into projects. After the initial manager meeting, it can be helpful to have quick, daily check ins with the new employee so they can address any problems or questions they are running in to with their first assignments.

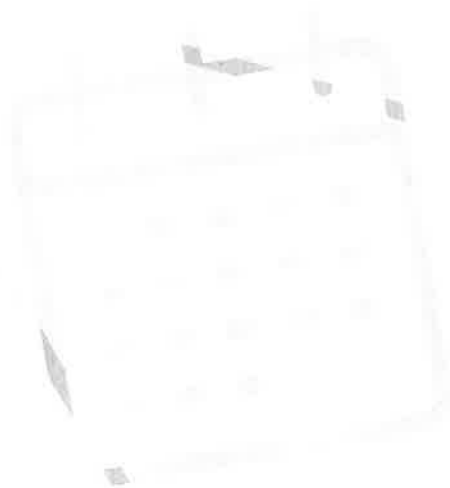


## Integrate them into the team

**Making sure your new employee feels comfortable on their new team is key to making sure they feel connected to the organization.** These can be structured or more casual interactions. For example, you can schedule a one-on-one with the new employee and the members of their team or promote casual lunches or coffee breaks. Fostering team integration early on helps the new employee feel comfortable enough to ask questions about things they may be confused on, making them more successful in the role from the beginning. Additionally, it creates a positive work environment, which can be a critical way to measure if your onboarding practices are successful.



## During the first few months



This should go both ways—make sure the employee is getting substantive feedback on their work early on from their managers while also giving the new employee an opportunity to give their own feedback about their first couple of months on the job. While new hires may not feel comfortable sharing what they like and don't like about the organization or role within the first week, it can be useful to solicit this information after they have been with the agency for a while. You can also offer a feedback opportunity with the option of submitting feedback through an anonymous new hire survey, allowing new employees to get candid with their feedback. **The data you gather will allow you to understand what works and doesn't work in your onboarding practices so you can tweak them to be most effective.**



Even though a new hire may be able to hit the ground running, it is more beneficial in the long run to view the first few months they are on the job as an initial training period. **Make sure they receive instruction on the ins and outs of the organization and their role within the agency, as well as any technical training they may need.** This might seem like it's taking time away from the new employee working on actual assignments, but once this introductory period is up they will be much stronger and better suited to excel in their role than if you throw them immediately into projects.



**No matter the size of your agency, you have access to people who have been in the new employee's shoes before.** Take advantage of this and leverage as much of the organization as possible to get new employees integrated and up to speed. Schedule one-on-one meetings between new hires and veteran employees across departments so they can gain a big picture view of the organization and better understand how their role fits into driving the agency's mission. Additionally, you can use job shadowing when possible so the new employee understands what other people in the organization are doing.



**Have an onboarding plan that you consistently execute with each new employee your organization hires.** Following this checklist is a good start but creating an agency-specific checklist and onboarding checklist can ensure you are consistently following onboarding best practices. Need an example? Check out 18F's automated, [online checklist](#) for new employees to view and track onboarding tasks and the State of Indiana's [hiring manager toolkit](#).

**Oftentimes, the most productive employees are the most engaged employees.** As a result, it is critical to ensure that new hires feel that they are engaged from day one. You can do this by getting on the same page about expectations early on, building team trust, celebrating successes of the new team member, and making the new employee feel like they are a part of the team from the beginning. Learn more about how you can drive engagement early [here](#) and [here](#).

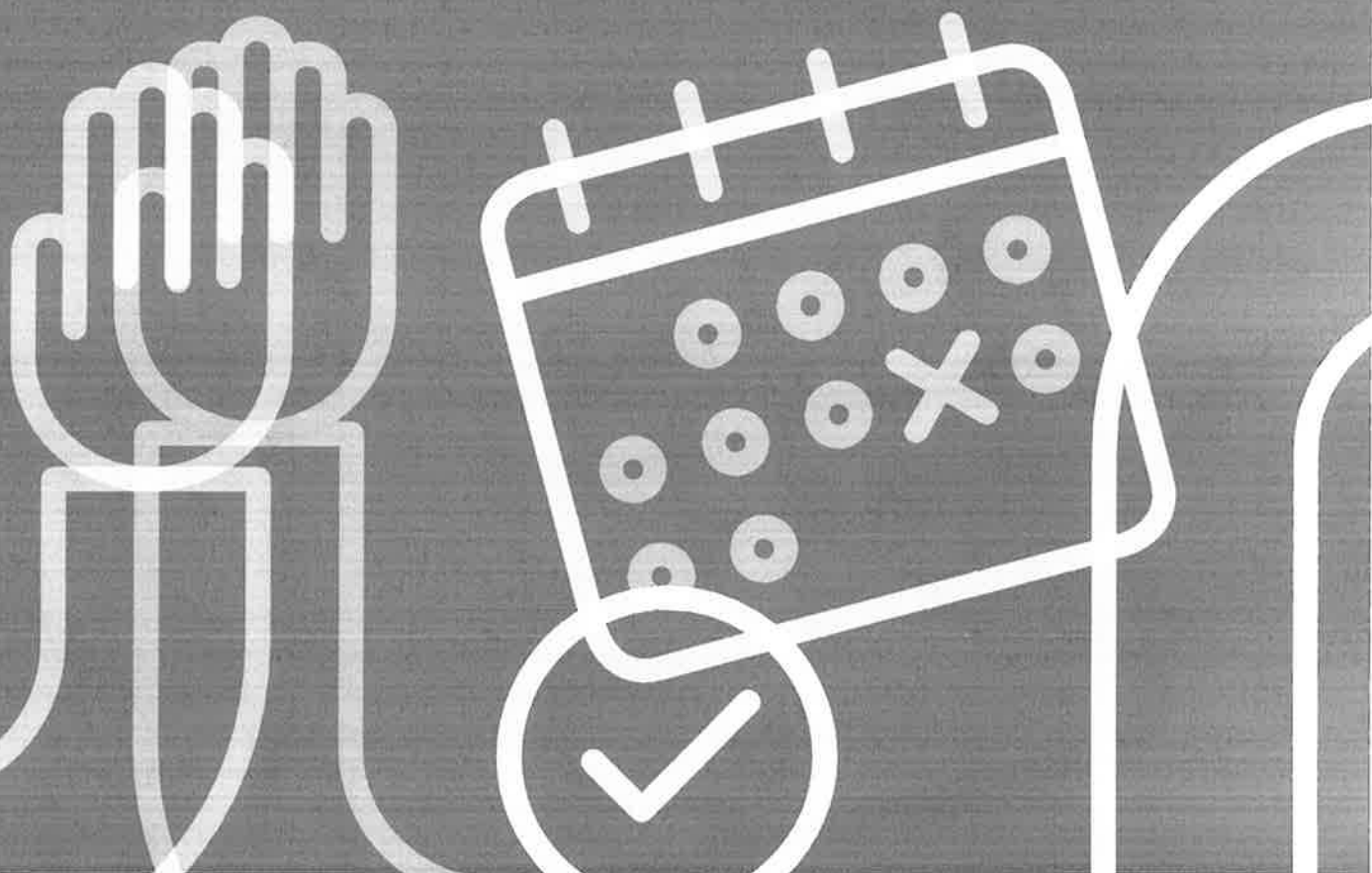
While the public sector has been slower to adopt teleworking than the private sector, many agencies are shifting their mindset and allowing employees to [work completely remote](#). In order to onboard these employees effectively, organizations can still follow the tips outlined in this checklist by leveraging technology. For example, instead of integrating new hires into the team through lunches and coffee, **facilitate interactions with other employees virtually.**



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## Hiring Manager Checklist

Employee Name	PeopleSoft ID#	Manager Name	Agency/Department	Hire Date	Mentor Name

As the new employee's manager, you play a vital role in the success of your new team member. Onboarding is a process, not an event. Please partner with your HR Representative and plan ahead for positive results. Long term retention of any new employee starts at recruitment. Use this checklist to ensure that you have all of the needed elements to help get your employee off to the best start possible.

- **When your employee has attended a New Employee Orientation session, they will be surveyed at 30, 60 and 90 days to assess the overall Onboarding experience.**
- **Please review the Discussion Form Sample Questions prior to formal meetings with the new employee.**
- **Decide if you will assign a mentor to your new employee; you can find training materials on the SPD training website (<http://www.in.gov/spd/2366.htm>).**

### PRE-ARRIVAL

The messages we send to new employees before they join the organization are critical. We need to ensure we communicate often and well before the start date to ensure a smooth and effective transition in joining our team.

PRE-ARRIVAL	Activity	Date Complete
	<input type="checkbox"/> Send offer letter/eletter with instructions to visit the Onboarding website <a href="http://www.in.gov/spd/onboarding">www.in.gov/spd/onboarding</a> (include agenda) or follow current hiring practice	
	<input type="checkbox"/> Manager welcome phone call (1 week before start date) to discuss day 1 activities, parking, lunch, etc.	
	<input type="checkbox"/> Send email to team, letting them know to welcome the new hire on day one (email template available in Hiring Manager toolkit)	
	<input type="checkbox"/> Assign mentor to new hire	
	<input type="checkbox"/> Update or create Job Description and Work Profile (if applicable)	
	<input type="checkbox"/> Prepare workspace for arrival <ul style="list-style-type: none"> <li>• Office supplies</li> <li>• Internet access</li> <li>• Phone access</li> </ul>	
	<input type="checkbox"/> Identify and request any specific equipment needed (i.e. cell phone, printer, laptop, etc.)	
	<input type="checkbox"/> Plan any welcome events and/or team lunches that will occur in the first day(s)	
	<input type="checkbox"/> Meet with mentor to discuss responsibilities during Onboarding experience	
	<input type="checkbox"/> Take employee to the New Employee Orientation (NEO) session or ensure they know how to get to the orientation location (if applicable)	

## FIRST IMPRESSIONS (WEEK ONE)

On the new employee's first days in the assigned work area, help acquaint the employee to his or her new environment by having the manager or the mentor provide a tour of the facility . You can find an orientation agenda on the Onboarding website, use this week one template as a supplement to that. Remember to pace your new employee; do not overwhelm them in the first week. Make the first day a compelling and valuable experience and maintain that energy throughout the first week!

**Objective:** Provide a welcoming and comfortable first week experience for the new employee that is planned and executed in an efficient manner.

FIRST IMPRESSIONS (FIRST WEEK)	Activity	Date Complete
	<input type="checkbox"/> Introduce the new employee to his/her mentor and explain the purpose, roles and responsibilities of the mentor <i>(if applicable)</i>	
	<input type="checkbox"/> Introduce the new employee to other key personnel, including the executive director and/or leadership team	
	<input type="checkbox"/> Coordinate a tour of the office facility, including location of restrooms, cafeteria/lunch room, mail room, copy room, etc. <i>(if mentor was not assigned)</i>	
	<input type="checkbox"/> Explain job roles and responsibilities to the new employee	
	<input type="checkbox"/> Have work assignments ready to ensure the employee feels productive immediately	
	<input type="checkbox"/> Provide a list of office contacts who can help address the new employee's questions <i>(use the mentor as a resource)</i>	
	<input type="checkbox"/> Overview any applicable policies/procedures <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Leaves requests</li> <li>• Workplace safety and security</li> <li>• State resources use &amp; access</li> <li>• Building use &amp; access security</li> <li>• Inclement weather</li> </ul>	
	<input type="checkbox"/> Overview the agency mission, vision, values, and goals	
	<input type="checkbox"/> Go to lunch <i>(or set up a team lunch)</i> at least one day this week	
	<input type="checkbox"/> Verify the employee has completed <b>New Hire Benefits</b> enrollment. If the employee has additional questions, refer them to the toll free SPD Benefits hotline at 855-773-4647. Benefit elections are due the Monday following the pay period the employee was hired in.  <b><i>*Not applicable for part time or intermittent employees*</i></b>	
	<input type="checkbox"/> Set up 30 minute meetings <i>(to occur next week)</i> with each member on your team in order to discuss roles, responsibilities, interactions, etc., so that the new employee better understands the team and the people on the team. Who are the people they will meet with? <ul style="list-style-type: none"> <li>•</li> <li>•</li> </ul>	
<input type="checkbox"/> Meet with the new employee at the end of the week to see how the first week went		
<input type="checkbox"/> Complete Manager Discussion Form for week 1 ( <a href="http://www.in.gov/spd/2366.htm">http://www.in.gov/spd/2366.htm</a> )		

## GETTING ACQUAINTED (FIRST 30 DAYS)

During this "getting acquainted" phase, you will be primarily focused on socialization with your team, culturalization into the agency, assigning some meaningful work, and providing training opportunities. In this period, some areas of focus include: setting goals and expectations, defining roles and responsibilities, developing your relationship with the new employee, and work group orientation. Remember, spread out the activities for your new employee and give them some time to get settled in. Overwhelming a new employee early on can cause challenges later.

**Objective:** Reduce new employee anxiety, strengthen the bond between the new employee and the organization, begin culturalization and socialization, and provide some meaningful work and training opportunities.

GETTING ACQUAINTED (FIRST 30 DAYS)	Activity	Date Complete
	<input type="checkbox"/> Review department specific information <ul style="list-style-type: none"> <li>• Mission, vision, values, goals and objectives</li> <li>• Organization of the department/organizational structure (org charts)</li> <li>• How the department interacts with others in the agency</li> <li>• Behavioral and cultural expectations in the department</li> <li>• Key staff /teamwork expectations</li> <li>• Departmental meetings (how often, topics, etc.)</li> <li>• Schedules</li> <li>• Written material/resources unique to your department</li> <li>• Review important intranet/SharePoint links/shared folders</li> </ul>	
	<input type="checkbox"/> Explain the new employee's relationship with other departments	
	<input type="checkbox"/> Review performance objectives for the new employee and set goals, use the job description as a reference	
	<input type="checkbox"/> Ensure the new employee understands the relationship between their job, the department, and the agency	
	<input type="checkbox"/> Set up at least one meeting for the new employee to meet and speak with <u>your</u> manager <i>Who is the person(s) they will meet with?</i> <ul style="list-style-type: none"> <li>•</li> </ul>	
	<input type="checkbox"/> Set up one hour sessions for job shadowing and observation with each person on your team <i>Who are the people they will spend time with?</i> <ul style="list-style-type: none"> <li>•</li> </ul>	
	<input type="checkbox"/> Meet with mentor regularly ( <i>if applicable</i> ) for progress updates and to get feedback on the new employee During the "getting acquainted" phase, the mentor is conducting the following with the new employee: <ul style="list-style-type: none"> <li>• Meeting with the employee for one hour per week</li> <li>• Introducing the new employee to at least one person outside of the department per week</li> <li>• Occasionally going to lunch with the new employee</li> </ul>	
	<input type="checkbox"/> Discuss agency training opportunities, and give instructions on how the new employee should enroll in the courses offered	
	<input type="checkbox"/> Ensure employee is performing meaningful work/tasks, is completing the onboarding and training plans in a timely manner, and is getting the needed support from the mentor and others	
	<input type="checkbox"/> Verify that all "new hire orientation" required courses have been completed. You can review progress/completion of all e-Learning through PeopleSoft ELM ( <i>manager self service</i> ) <ul style="list-style-type: none"> <li>• Information Resources User Agreement Training</li> <li>• Ethics Training</li> <li>• Sexual Harassment Prevention Training</li> </ul>	
	<input type="checkbox"/> Give performance feedback early and often to the new employee, find at least 3 things during this phase to recognize the new employee for	
	<input type="checkbox"/> Complete Manager Discussion Form for each formal session you conduct with the new employee ( <a href="http://www.in.gov/spd/2366.htm">http://www.in.gov/spd/2366.htm</a> )	
	<input type="checkbox"/> Near the end of this phase, give a brief evaluation of how you feel the employee is performing, identify areas of strength and opportunity, review the performance management process, and explain how performance is measured	
	<input type="checkbox"/> Meet with the new employee at least a ½ hour per week to follow up and ensure they continue to assimilate and are expanding their knowledge and capabilities. You want to	

find out how they are doing, what they have learned and challenges the employee faced.  
Use these meetings to get to know the new employee better personally.

## SETTLING IN (SECOND & THIRD MONTHS – DAYS 60-90)

During the “First 90 Days”, new employees should begin to acquire a full workload while managers monitor performance and regularly provide constructive feedback. Like the first day, this period is critical to forming new employee perceptions about the organization and job. In this period, some areas of focus include: fitting in with colleagues, developing the relationship with the manager, productivity/results, decision making, training opportunities and agency practices. A lack of focus on this phase can have negative consequences if employees do not feel integrated by the end of their first 90 days. Your role as manager is essential to the success of the onboarding program.

**Objective:** Identify any early transition issues, maximize and measure degree of engagement, continue to develop and provide increased job responsibilities.

SETTLING IN (SECOND AND THIRD MONTHS-DAYS 60-90)	Activity	Date Complete
	<input type="checkbox"/> Meet with the employee a minimum of 1-2 hours every other week to identify how the new employee is doing, what they have learned, challenges faced, and get to know the employee better personally. <ul style="list-style-type: none"> <li>• Ask them how their meetings with people in other departments are going. What are they learning? How can they apply it?</li> <li>• Ask how things are going with their mentor.</li> </ul>	
	<input type="checkbox"/> Ensure the employee understands how cascading goals are connected, how the employee’s work impacts agency goals, and reinforce our culture and values	
	<input type="checkbox"/> Meet with mentor regularly for progress updates and to get feedback on the new employee During the “settling in” phase, the mentor is conducting the following with the new employee: <ul style="list-style-type: none"> <li>• Meeting with the employee for a minimum of a ½ hour every other week</li> <li>• Introducing the new employee to at least one person outside of the department per week</li> <li>• Occasionally going to lunch with the new employee</li> <li>• Encourage the employee to complete the 60 &amp; 90 day Onboarding evaluations</li> </ul>	
	<input type="checkbox"/> At the end of 60 days, review achievements against expectations to date with the new employee. Give constructive performance feedback early and often to the new employee, find at least two things to recognize the employee during the first 60 days	
	<input type="checkbox"/> Use approximately the 60 day point as a checkmark... <ul style="list-style-type: none"> <li>• Is this person the right person for the job? Are they the right fit?</li> <li>• Do they have the skills they “sold” during the interview process?</li> <li>• If things are not good and are not working out, involve HR to develop an improvement plan or to begin planning an exit strategy.</li> </ul>	
	<input type="checkbox"/> Complete a minimum of one conversation with the employee related to the Work Profile and Individual Development Plan	
	<input type="checkbox"/> Ensure employee is performing meaningful work/tasks, is completing the onboarding and training plans in a timely manner, and is getting the needed support from you, the mentor and others	
	<input type="checkbox"/> Discuss training completed with the new employee, then schedule employee for at least one additional development item/training every other week during this phase What development items will you provide for the new employee? <ul style="list-style-type: none"> <li>•</li> </ul>	
	<input type="checkbox"/> Give performance feedback early and often to the new employee, find at least two things during the first 90 days to recognize the employee for.	
	<input type="checkbox"/> Near the end of this 90-day phase, give a brief evaluation of how the employee is performing, identify areas of strength and opportunity, review the performance management process, and reiterate how performance is measured	
	<input type="checkbox"/> Celebrate the completion of the first 90 days with the employee!!!	



## Discussion Form– Week 1

- Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments		Questions From New Hire	Concerns About New Hire	
How did your orientation go this week? Comments:				
How was your first week transition? Comments:				
What do you expect the next few months to be like? Comments:				
What was the best part of the week for you? Comments:				
What was the most challenging part of the week for you? Comments:				
Is there anything we could have done better for you? Comments:				
What additional questions can I answer for you at this time? Comments:				

## Discussion Form- Week 2

- Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments		Questions From New Hire	Concerns About New Hire	
<b>How did your week go?</b> Comments:				
<b>Do you feel welcomed and part of the team?</b> Comments:				
<b>Do you have concerns about anything so far?</b> Comments:				
<b>How is your mentor doing for you?</b> Comments:				
<b>What was the best part of the week for you?</b> Comments:				
<b>What was the most challenging part of the week for you?</b> Comments:				
<b>Is there anything that you need from me?</b> Comments:				
<b>Is there anything we could have done better for you?</b> Comments:				
<b>What additional questions can I answer for you at this time?</b> Comments:				

### Discussion Form– Week 3

- Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments		Questions From New Hire	Concerns About New Hire	
How has your onboarding been so far? What could we have done better? Comments:				
What has worked, what has not worked for you? Comments:				
Do you have concerns about anything? Comments:				
What has been the most challenging for you? Comments:				
Is there anything that you need from me? Comments:				
Do you have an understanding of our company strategies and our objectives? Comments:				
Do you have any questions related to your goals? Comments:				
What additional questions can I answer for you at this time? Comments:				



## Discussion Form– Week 4

- Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments		Questions From New Hire	Concerns About New Hire	
<b>What are you finding the most rewarding? Where have you been the most successful?</b> Comments:				
<b>Has the company met your initial expectations?</b> Comments:				
<b>Do you feel like you are developing the knowledge/skills to do your job?</b> Comments:				
<b>Are you getting the support you need from your Mentor and the team?</b> Comments:				
<b>Is there anything that you need from me?</b> Comments:				
<b>Is there anything that needs more explanation?</b> Comments:				
<b>How are your introductions to others in the company going?</b> Comments:				
<b>On a % basis, what do you feel is your current level of productivity (100% is fully productive)?</b>				
<b>What additional questions can I answer for you at this time?</b> Comments:				

## Discussion Form– Week 6

➤ Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments			Questions From New Hire	Concerns About New Hire
How are your meetings going (business unit rotations) with the other divisions/departments? What are you learning? How can you apply it? Comments:				
How are things going with your mentor? Comments:				
What are your largest accomplishments thus far? Comments:				
What have been your largest challenges? Comments:				
How is your training / onboarding going? Comments:				
Is there anything that needs more explanation? Comments:				
What additional questions can I answer for you at this time? Comments:				

## Discussion Form– Week 8

- Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments			Questions From New Hire	Concerns About New Hire
<b>What are you finding the most rewarding? Where have you been the most successful?</b> Comments:				
<b>Do you feel like you are developing the knowledge/skills to do your job?</b> Comments:				
<b>Are you getting the support you need from your Mentor and the team?</b> Comments:				
<b>Is there anything that you need from me?</b> Comments:				
<b>Is there anything that needs more explanation?</b> Comments:				
<b>How are your introductions to others in the agency going? What have you learned?</b> Comments:				
<b>On a % basis, what do you feel is your current level of productivity (100% is fully productive)?</b> Comments:				
<b>What could we have done better for you in your first 60 days?</b> Comments:				
<b>What additional questions can I answer for you at this time?</b> Comments:				

## Discussion Form– Week 10

➤ Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments			Questions From New Hire	Concerns About New Hire
What satisfies you about your work? Comments:				
What is getting in your way? Comments:				
How are you progressing on your goals and with the company? Comments:				
What do you need from me? What are you getting that is working? What are you getting that is not working? Comments:				
Is there anything that needs more explanation? Comments:				
What additional questions can I answer for you at this time? Comments:				

## Discussion Form– Week 12

➤ Use these sample questions for formal onboarding discussions

Employee Name	Employee Title	Manager Name	Mentor Name	Date of discussion
Questions For New Hire / Comments		Questions From New Hire	Concerns About New Hire	
<b>Do you think you are at 100% productivity now?</b> Comments:				
<b>What could we have done better for you in your first 90 days?</b> Comments:				
<b>How are you progressing on your goals and with the company?</b> Comments:				
<b>What do you need from me? What are you getting that is working? What are you getting that is not working?</b> Comments:				
<b>What is your biggest success/achievement thus far?</b> Comments:				
<b>Is there anything that needs more explanation?</b> Comments:				
<b>What additional questions can I answer for you at this time?</b> Comments:				

## JOB DESCRIPTION

### **Finance Director**

#### **Finance Department**

**General Statement of Duties:** Supervise, interpret, and communicate the fiscal operations of the Town, to support and provide guidance to Department Heads, Town Manager, Selectboard, and general public.

**Supervision Received:** Receives direct supervision from the Town Manager.

**Supervision Exercised:** Exercises direct supervision over all Finance Department staff and exercises independent authority over financial matters in support of all governmental operations.

#### **Illustrative Examples of Work:**

- ☐ Evaluate, develop, and recommend fiscal policy that will result in sound fiscal management and effective internal financial controls.
- ☐ Analyze, interpret, and communicate financial operating results and projections to provide information and guidance to Town officials and provide technical support to Town departments.
- ☐ Maintain all official accounting records in conformance with generally accepted government accounting principles.
- ☐ Oversee the payroll, accounts receivable and accounts payable processes, including maintaining a purchasing policy manual and purchase order system.
- ☐ Supervise and train assigned personnel to ensure development of full work potential.
- ☐ Coordinate the annual audit and prepare the Town's Annual Financial Report.
- ☐ Assist the Town Manager and department heads with the preparation of the annual budget and Town Report.
- ☐ Monitor and control all expenditures in accordance with budget appropriations and funding regulations.
- ☐ Establish financial and budgetary control measures.
- ☐ Develop the necessary financial forms, receipts, vouchers, bills, and claims to be used within the organization.
- ☐ Oversee the billing and collection of property taxes and water/sewer user fees, including the development of annual property tax and utility billing rates.
- ☐ Manage the Town's investment program and forecasts financial needs, cash flow, and revenue trends.

#### **Qualifications:**

- ☐ Extensive experience in financial management and fund accounting. Public finance experience preferred.
- ☐ Thorough knowledge of regulations, policies, and procedures which apply to accounting and financing in municipal government.
- ☐ Ability to formulate, initiate and administer policies and procedures for effective fiscal control.
- ☐ Proven ability to plan, delegate, and supervise personnel.
- ☐ Ability to present and communicate ideas and concepts in public and private, verbally and in writing.

**Work Environment:** Work is performed mostly in office settings. Extensive use of computer and keyboard. Must tolerate moderate noise levels and interruptions in an office environment. Occasional evening meetings are required.

The application can be found on <https://www.thriveap.com/brattleboro-finance-director>

Town of Norwich, Vermont



CHARTERED 1761

## Whistleblower Protection Policy DRAFT – 12/5/2019

- Effective:** Upon adoption.
- Purpose:** Town employees, as servants of the citizenry, shall be free to report, in good faith and with candor, waste, fraud, abuse of authority, violations of law, or a threat to the health of employees or the General Public without fear of reprisal, intimidation, or retaliation.
- Authority:** Not applicable
- Relevant Citations:** 3 VSA §971, et seq: Whistleblower Protection for state employees (Reference only)  
1 VSA §317(c)(42) (complainant's name exemption from public record)

### Policy:

The Town of Norwich requires employees to observe high standards of employment and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Town of Norwich, employees, elected/appointed officials and volunteers must practice honesty and integrity in fulfilling responsibilities and complying with all applicable laws and regulations.

Reporting Responsibility. This policy encourages and enables employees, elected/appointed officials or volunteers to raise serious concerns internally so that the Town can address and correct inappropriate conduct and actions. It is the responsibility of all elected/appointed officials, employees, and volunteers to report concerns about violations of the Town's code of ethics or suspected violations of law or regulations that govern the Town's operations.

No Retaliation. It is contrary to the values of the Town of Norwich for anyone to retaliate against any elected/appointed official, employee, or volunteer who in good faith reports an ethics violation, or a suspected violation of law, such as a complaint of discrimination, suspected fraud, or suspected violation of any regulation/policy governing the operation of the Town. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment.

**Whistleblower Protection Policy**  
**November 2019 – DRAFT**

Reporting Procedure. Norwich has an “open door” policy and encourages employees, elected/appointed officials or volunteers to share their questions, concerns, suggestions, or complaints with their supervisor. If an individual is not comfortable speaking with their supervisor or they are not satisfied with their supervisor’s response, that individual is encouraged to speak with the Town Manager. If the Town Manager is the individual of concern, then that individual is encouraged to speak with a member the Selectboard. Supervisors are required to report complaints or concerns about suspected ethical and legal violations to the Town Manager (i.e., Norwich’s Compliance Officer) or the Selectboard (if the Town Manager is the root of the complaint/concern). A verbal report can be made but a written report is strongly encouraged and should be submitted within 5 business days of the verbal report. Lack of a written report will not preclude the Compliance Officer or Selectboard from investigating the claim. The Compliance Officer, or Selectboard, has the responsibility to investigate all reported complaints. Employees, elected/appointed officials or volunteers with concerns or complaints may also submit their concerns in writing directly to their supervisor, the Town Manager, or Selectboard. . Should any member of the Selectboard be the recipient of the complaint, he/she will immediately notify other members of the Selectboard and Town Manager.

Note: in certain instances, law enforcement may need to be involved. As a matter of practice, any reported concern or complaint should be reported by the Town Manager (or the Selectboard) to at least the Norwich Police Chief to determine if any criminal investigation is warranted. Any such criminal investigation would be conducted by law enforcement separate and apart from any investigation cited herein by the Town Manager (or Selectboard).

Compliance Officer (Town Manager). The Town Manager, or if the Town Manager is the subject of the complaint, the Selectboard, is responsible for ensuring that all complaints about unethical or illegal conduct are investigated and resolved. The Town Manager will notify the Selectboard of all complaints as soon as possible, the resolution and will report at least quarterly to the Selectboard (or their designee) on compliance activity relating to accounting, internal financial controls, or alleged financial improprieties.

Accounting, Internal Financial Controls, and Auditing Matters. The Town Manager shall immediately notify the Selectboard (or their designee) of any concerns or complaint regarding governmental accounting practices, internal controls, or auditing and work until the matter is resolved. Should someone other than the Town Manager become aware of any concerns or complaints regarding the above (e.g. Selectboard, Treasurer, or members of the Finance or Audit committee), that individual will immediately notify the entire Selectboard and the Town Manager.

Acting in Good Faith. Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and prove to



**Whistleblower Protection Policy**  
**November 2019 – DRAFT**

have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality. Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations. The Town Manager or Selectboard will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken, if warranted, by the investigation.

Compliance Officer:

Herbert A. Durfee, III, Town Manager  
Town of Norwich  
300 Main Street, PO Box 376  
Norwich, VT 05455  
(802)649-1419 x101  
[hdurfee@norwich.vt.us](mailto:hdurfee@norwich.vt.us)

Adopted this \_\_\_\_\_ day of 2019 by the Norwich Selectboard.

\_\_\_\_\_  
John Pepper, Chair

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

\_\_\_\_\_  
Claudette Brochu, Vice-Chair

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

\_\_\_\_\_  
Roger Arnold

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NORWICH TOWN MANAGER  
EMPLOYMENT AGREEMENT

This Agreement is made this <sup>24th</sup> ~~7th~~ day of March, 2017 by and between the TOWN OF NORWICH, a municipal corporation organized and existing under the laws of the State of Vermont, hereinafter called the TOWN, and HERBERT A. DURFEE, III, of Grand Isle, in the State of Vermont, hereinafter called EMPLOYEE, witnesseth:

IN CONSIDERATION of the mutual promises and undertakings of the parties hereinafter set forth, the parties agree as follows:

1. DUTIES

- a) The TOWN hereby hires EMPLOYEE to serve as the Norwich Town Manager and to exercise the powers and duties of that position as set forth in Vermont law. EMPLOYEE agrees to serve as Norwich Town Manager beginning on ~~April 3,~~ <sup>May 1,</sup> 2017. *MDJ*
- b) EMPLOYEE shall exercise the powers and perform the duties as the Manager as set forth in the Job Description attached hereto and made a part of this Agreement and those provided by Chapter 37 of Title 24 of the Vermont Statutes Annotated and such other powers and duties as may be provided for under Vermont law.
- c) Notice for changes to infrastructure: The Town Manager shall advise the Selectboard of any changes to the Town's infrastructure at least 28 days before they are scheduled and, simultaneously, provide public notice of the same, in order to receive feedback from the Selectboard and the public. Shorter notice may be given in case of an unforeseen occurrence that compels urgent repair of damage to the Town's infrastructure.

2. DURATION OF AGREEMENT

- a) The duration of this Agreement shall be three years, from May 1, 2017 until April 30, 2020.
- b) Conclusion of employment: Upon conclusion of the contract term or pursuant to paragraphs 11 or 12 below, the EMPLOYEE will no longer hold the Town Manager position and will promptly vacate the Town Manager's office, unless a new contract is agreed upon.
- c) If the TOWN opts to offer the EMPLOYEE a new contract, it shall do so no later than 90 days before this Agreement expires.

3. PERFORMANCE AND SALARY

- a) The TOWN shall pay to the EMPLOYEE a salary of \$84,426.72 per annum at

Grade 24 and Step A of the Grade and Step Chart for the current fiscal year, payable in equal installments at the same time as other employees of the Town of Norwich are paid. The TOWN agrees that by March 1st annually the TOWN shall review the salary of the EMPLOYEE and, based on the last performance review being at least satisfactory, shall increase it to the next step in the current grade and step plan.

4. FULL TIME

- a) EMPLOYEE shall devote all his time and effort to the performance of his duties as Town Manager. The TOWN shall provide EMPLOYEE with reasonable time off from normal duties as compensation for extended office hours and evening meetings. The TOWN shall not be responsible for payment of any compensatory time and there shall be no accumulation of such time.
- b) Health Benefits: The TOWN shall provide to EMPLOYEE the same health benefit options available to other non-bargaining unit Town Employees.

5. RETIREMENT

- a) As required by Vermont law, EMPLOYEE shall participate in the Vermont Municipal Employees Retirement System (VMERS) Plan B. At the EMPLOYEE's sole discretion this may be the VMERS Defined Contribution Plan.

6. VACATION

- a) EMPLOYEE shall be entitled to four weeks (20 days) of vacation each employment year. Such vacation shall accrue and be available to EMPLOYEE at the rate of one week per quarter, except that EMPLOYEE shall accrue the first three quarters of vacation time (15 days) at the start of employment. EMPLOYEE agrees not to take more than two weeks at any one time without the prior consent of the Selectboard. EMPLOYEE is granted three weeks vacation in June-July, 2017.
- b) A maximum of five weeks of unused vacation time may accrue in a fiscal year. Any vacation time which would otherwise accrue, but which would cause the total available vacation time to exceed five weeks in a fiscal year, shall be lost.

7. LIFE INSURANCE

- a) The TOWN shall provide, at its expense, a life insurance policy for EMPLOYEE in the same amount as provided to other salaried town employees.

8. RELOCATION EXPENSES

- a) The TOWN shall reimburse EMPLOYEE for renting temporary housing and for reasonable moving expenses of up to \$5,000. Reasonable moving expenses includes packing and moving household contents from his/her present residence to his new residence, including the storage of EMPLOYEE's household goods and furnishings while in temporary housing and for reasonable moving expenses from the temporary housing to his/her permanent residence. This paragraph does not cover costs related to the sale or purchase of real estate.

9. AUTOMOBILE/PHONE

- a) The TOWN shall provide to EMPLOYEE monthly reimbursements for automobile mileage incurred by EMPLOYEE for TOWN work. Reimbursement for such mileage shall be at the rate of IRS current standard mileage rate.
- b) The TOWN shall provide a cell phone for EMPLOYEE to use for TOWN business. The cell phone shall be turned over by EMPLOYEE to the TOWN immediately upon cessation of work hereunder.

10. SICK LEAVE

- a) EMPLOYEE shall be credited with seven days of sick leave upon commencement of this Agreement and then be entitled to accrue sick leave as provided in the Town's Personnel Policies.
- b) Accumulated sick leave lapses on termination or retirement and may not be taken as a monetary benefit.

11. TERMINATION

- a) EMPLOYEE agrees to give the TOWN 90 days notice of his/her resignation. During the transition period, unless excused by the Selectboard, he/she shall devote his/her full time efforts to the position of Town Manager and will not be absent from the TOWN or the administration of the TOWN government by using up accumulated sick leave or unused vacation time. The parties recognize that in the event of EMPLOYEE resignation, the 90-day transition period is a crucial time for TOWN government. In the event the TOWN Selectboard agrees to a shorter notice period, then EMPLOYEE shall be paid only for actual time worked and not for the 90 day period.
- b) It is agreed that there shall be no severance pay when EMPLOYEE voluntarily terminates his/her employment with the TOWN.

12. REMOVAL

- a) The Selectboard shall have the right to remove EMPLOYEE as Manager at any time for cause, per 24 V.S.A. § 1233. EMPLOYEE may request a public hearing

upon receipt of notice for removal.

- b) The TOWN shall pay EMPLOYEE a sum equal to six months salary upon removal, unless EMPLOYEE is removed from office after conviction of a felony. Said sum shall be payable in equivalent periodic payments for no more than six months after removal or until such time as EMPLOYEE secures employment as a Town Manager, whichever occurs first. Under this section, the TOWN also agrees to continue to pay all health insurance premiums for EMPLOYEE and his/her spouse and family for six months, or until such time as EMPLOYEE secures employment with similar benefits, whichever occurs first.
- c) Upon termination for conviction of a felony, EMPLOYEE shall not be entitled to salary or severance benefits other than accrued vacation.
- d) In the event that the TOWN, during any time EMPLOYEE is employed by the TOWN, reduces the salary or other financial benefits of EMPLOYEE in a greater percentage than an applicable across-the-board reduction for all employees of the TOWN, or in the event that the TOWN refuses upon written notice to comply with any other provision benefitting EMPLOYEE under this Agreement, or in the event that EMPLOYEE resigns following a demand by the Selectboard that he/she resign, then, in those events, EMPLOYEE may, at his/her option within 30 calendar days of the event, be deemed to be terminated and the severance pay provision shall be applicable.

### 13. DISCONTINUANCE OF TOWN MANAGER FORM OF GOVERNMENT

- a) If the Town Manager form of government in Norwich is discontinued, EMPLOYEE's employment shall cease on the effective date of the discontinuance.
- b) In the event of discontinuance of the Town Manager form of government, the TOWN shall pay EMPLOYEE a sum equal to six months salary. Said sum shall be payable in equivalent periodic payments for no more than six months after the effective date of the discontinuance of the Town Manager form of government.
- c) In the event EMPLOYEE secures employment prior to the end of the six-month period after the effective date of the discontinuance of the Town Manager form of government, any compensation received by EMPLOYEE from other employment which is equal to or less than the salary paid to EMPLOYEE by the TOWN shall offset the sum equal to six months salary due to EMPLOYEE on a weekly basis; any compensation received by EMPLOYEE from other employment which is greater than the six months salary due to EMPLOYEE on a weekly basis shall terminate the TOWN's obligation to make further payments of salary.
- d) Under this section, the TOWN also agrees to continue to pay all health insurance premiums for EMPLOYEE and his/her spouse and family for six months, or until

such time as EMPLOYEE secures employment with similar benefits, whichever occurs first.

**14. TEMPORARY ACTING MANAGER**

- a) EMPLOYEE shall have the right to appoint a TOWN employee as Acting Town Manager in the event he/she is absent from the TOWN for any period of time or is ill or unable to serve. This appointment shall be made with the consent of the Norwich Selectboard and shall be for a period not to exceed 30 days.

**15. PROFESSIONAL DUES AND CONFERENCES**

- a) EMPLOYEE shall be reimbursed up to the budgeted amount for professional membership dues and the cost of attending national, regional, state and local professional association conferences and meetings of the International City Management Association, Vermont Town and City Management Association and the Vermont League of Cities and Towns.
- b) The TOWN shall budget and pay for the cost of such memberships, conference fees, registrations, meals and reasonable travel expenses. EMPLOYEE shall pay the cost for the attendance of his/her spouse.
- c) Any expense above the budgeted amount needs prior Selectboard approval.

**16. TRAVEL EXPENSE**

- a) The TOWN shall reimburse EMPLOYEE for overnight travel according to current GSA *per diem* rates up to the budgeted amount.

**17. PERSONNEL RULES AND REGULATIONS**

- a) This Agreement supersedes the TOWN's personnel rules and regulations to the extent said rules and regulations are in conflict with the Agreement.

**18. RESIDENCY**

- a) EMPLOYEE shall reside within a two hours drive from Norwich at a location that has good cell phone coverage.

**19. INDEMNIFICATION**

- a) The TOWN shall indemnify EMPLOYEE from any and all liability, loss or damage, including but not limited to bodily injury or property damage that EMPLOYEE becomes legally obligated to pay, including reasonable attorney's fees and court costs as a result of claims, demands, costs or judgment against

EMPLOYEE arising out of any acts which are within the EMPLOYEE's lawful duties with the TOWN.

20. BINDING EFFECT

- a) This Agreement shall be binding on the TOWN and EMPLOYEE and on the successors, assigns and heirs of each, respectively.

21. LAW GOVERNING

- a) Except as modified herein, this Agreement shall be construed and governed by the laws of the State of Vermont as to interpretation and as to performance.

22. SEVERABILITY

- a) In the event that any provision of this Agreement is declared to be illegal or invalid by any court of competent jurisdiction or by any administrative agency having jurisdiction, all of the other terms, conditions and provisions of this Agreement shall remain in full force and effect and shall continue to be binding upon the TOWN and EMPLOYEE to the same extent as if the illegal or invalid provision had not been incorporated into this Agreement.

23. CONDITIONAL FACTORS

- a) This Agreement shall be conditional based upon the EMPLOYEE successfully completing a medical, physical and psychological examination and background investigation.

24. MODIFICATION OF AGREEMENT

- a) No change or modification of this Agreement shall be valid unless it is in writing and signed by both of the parties.

IN WITNESS WHEREOF, the parties hereunto have set their hands and seals to this instrument the day and year first above written.

TOWN OF NORWICH

/s/ Mary Layton

Linda Cook (or) Mary Layton  
Selectboard Chair Selectboard Vice Chair

EMPLOYEE

/s/ Herbert A. Durfee, III

Herbert A. Durfee, III

FYI

Public Works Department

Monthly Report for November 2019

By: L. Wiggins, Public Works Director

#### Public Works Dept

Due to budgetary reasons (long winter and winter maintenance expenses), the Public Works Dept did not hire a Per Diem worker for the summer months. This has strained the department to maintain normal operations and perform all routine duties.

#### Highway Department

The Highway crew plowed and/or treated roads on 11 days in the month of November. Culverts were replaced on the paved sections of Turnpike Road and Goodrich Four Corners Road. The Highway Dept had to respond to a rain storm and high winds on the last day of October and spent several days in November picking up the debris from approximately 60 downed trees. In addition to some pothole patching and grading, the dept installed culvert delineators and erected the skating rink at the school. Again, this month, one man performed mechanical repairs for most of the month with most vehicles getting winter tires as well.

#### Buildings and Grounds

The B&G Department (assisted by the Highway Dept) performed winter shutdown tasks at Huntley Field. Tasks included storing picnic tables, removal of the soccer and lacrosse nets, covering of the fountain, removal of the swings, installation of orange fencing at the stairs and stored Buildings & Ground equipment for the winter.

The B&G dept (with Highway Dept assistance) also assisted the custodian with the lay down and pick up of the gym mat in Tracy Hall on several occasions.

#### Transfer Station

The Highway Dept weekly pushed down the C&D and metal dumpsters at the Transfer Station.

#### Miscellaneous Public Works Dept Activities

The Director:

1. Reviewed and commented on the following driveway permits:
  - a. Reed
  - b. Leskovar
2. Contracted the streambank repair of Turnpike Road and Beaver Meadow Road with riprap.
3. Continued to work on maintenance of the generators at the Public Safety Building and the generator at the communications tower. The current contracts require annual service of both generators.



4. Worked with Chief Frank to obtain a proposal to rework the Public Safety Building generator automatic transfer switch to power all circuits in a power outage. Currently only selected circuits are powered.
5. Obtained quotes to purchase a jumper compactor and a pavement saw.
6. Assisted the Library with the pipe video of the drainage system in the Library parking lot. The video defined drainage pipe which was plugged and also broken in some areas.
7. Resolved the Public Works Dept pager contract/invoicing which had been in question for over a year.
8. Responded to a legal informational request regarding Norwich resident Mr. Wilberding.
9. Prepared the necessary submittal items for reimbursement of the Vtrans paving grant for the Union Village Road paving.
10. Prepared responses regarding the Public Works Dept's budget submittal.
11. Collected data on the salt and sand applications and spot checked road conditions for treatment status. Continued to work on plow route revisions in concert with the crew's concerns and/or comments.
12. Responded to resident's concerns regarding road maintenance, drainage, trees, etc.



FYI

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

To: Town Manager/Town of Norwich Selectboard

Re: Summary of Chief/D-EMD, Departmental & NFD Member  
Activity-November, 2019

Date: December 4, 2019

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Chief:

- Continued the VFA Fire Inspector I class
- Processed completed dry-hydrant grant project paperwork
- Instructor at a regional drill hosted by Lebanon, FD
- Addressing numerous apparatus and station repair issues
- Team-led revision of the NFD EMS PCR
- Hosted after school visit for Rec. Dept.
- Coordinated placement of new dry hydrant sign
- Sent out press release for new dry hydrant location

D-EMD:

- Continued the process for updating the Towns' Hazard Mitigation Plan
  - Worked with Planning Dept. (Rod) to prepare RFD
- Coordinated scheduling a meeting with regional planners/VEM and NPD to begin planning a follow-up operational exercise (from the TTX this past summer)

Departmental:

- NFD Apparatus Committee continues to work with all of the major fire truck manufacturers to secure competitive bids to replace Engine 2, including E-One, HME, Spartan, HME, KME, Rosenbauer and Sutphen.
- Four NFD members participated in a regional drill hosted by Lebanon, FD
- Members volunteered a whole weekend to the professional and expert installation of our new "Ready-Rack" locker system at the firehouse
- Responded to 37 Fire/EMS & Mutual Aid call