

**Selectboard Agenda
Johnson Municipal Offices
293 Lower Main West**

Date: Monday, September 19, 2022

Agenda:

CALL TO ORDER

REVIEW OF AGENDA AND ANY ADJUSTMENTS, CHANGES AND ADDITIONS

6:30 p.m. Additions or Adjustments to the Agenda

6:35 p.m. Review Invoices and Orders

6:45 p.m. Review and approve minutes of meetings past September 6th, 2022

6:50 p.m. Selectboard issues/concerns

6:55 p.m. Treasurer's Report and review and approve bills, warrants, licenses and any action items.

7:05 p.m. Public Works Supervisor/Highway Foreman Report

7:15 p.m. Review Planned Purchases

Administrator's report, action items, and signature required items:

7:20 p.m. Committees and volunteer support items:

1. Community Development Block Grant for Jenna's Promise Update (5 minutes)
2. Noise Ordinance Waiver Request for SkatePark (5 minutes)

7:30 p.m. Follow up from previous meeting action items (please review previous meeting minutes for context):

3. Review of Fire Department Contract (5 minutes)
4. Adopt Local Hazard Mitigation Plan (5 minutes)
5. Review Proposals and Candidates for Economic Development Services (15 minutes)
6. Review Attorney's Advice for Dilapidated Building Ordinance Enforcement (10 minutes)
7. Discussion of Status of Fifth Public Works Position (15 minutes)
8. Planning for Continued ATV Discussions (10 minutes)

8:30 p.m. New Projects:

9. Compensation for Limited Interim Recreation Services (10 minutes)
10. Review Proposed Public Works Operator Evaluation Form (5 minutes)
11. Review Status of Plot Cemetery Maintenance (10 minutes)
12. Review Onboard Procedure for New Hires (10 minutes)

9:05 p.m. Executive Session(s)

13. Discuss Employee Review (10 minutes)

Adjourn

Please join by Zoom:

<https://us02web.zoom.us/j/3446522544?pwd=VkNZZE5tMW5PaEhidVpnUjRxSkxGdz09>

+1 646 558 8656 US (New York)

Meeting ID: 344 652 2544

Passcode: 15531

Town Administrator's Report

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Administrator's report, action items, and signature required items:

7:20 p.m. Committees and volunteer support items:

1. Community Development Block Grant for Jenna's Promise Update (5 minutes)

CDBG agreements need to be updated to continue the grant for Jenna's Promise to rehabilitate the coffee shop.

2. Noise Ordinance Waiver Request for SkatePark (5 minutes)

The SkatePark has requested a waiver from the noise ordinance for October 8th for a fundraising event.

7:30 p.m. Follow up from previous meeting action items (please review previous meeting minutes for context):

3. Review of Fire Department Contract (5 minutes)

Follow up discussion on areas of concern for the board with the Fire Department Contract.

4. Adopt Local Hazard Mitigation Plan (5 minutes)

Our draft Local Hazard Mitigation Plan has been approved by FEMA and requires our local adoption.

5. Review Proposals and Candidates for Economic Development Services (15 minutes)

We have received a number of applicants and proposals for the Economic Development Services. We will review the evaluation criteria and discuss the options to proceed.

6. Review Attorney's Advice for Dilapidated Building Ordinance Enforcement (10 minutes)

Our attorney has provided the opinion that the Town may enforce its dilapidated building ordinance as written.

7. Discussion of Status of Fifth Public Works Position (15 minutes)

A discussion to evaluate the need for a additional public works position and review options for next steps.

8. Planning for Continued ATV Discussions (10 minutes)

A review of the current status of the ATV ordinance and discuss possible amendments to the ATV ordinance.

8:30 p.m. New Projects:

9. Compensation for Limited Interim Recreation Services (10 minutes)

Due to scheduling conflicts Lisa Crews volunteered some time to assist the recreation committee. The board has the option of providing compensation for her time.

10. Review Proposed Public Works Operator Evaluation Form (5 minutes)

New forms for the evaluation of Public Works Operators have been drafted.

11. Review Status of Plot Cemetery Maintenance (10 minutes)

Duncan has made a number of repairs to damaged and displaced stones in Plot Cemetery and has a report on his progress and work yet to be completed.

12. Review Onboard Procedure for New Hires (10 minutes)

We will discuss our current practices and seek to make improvements to our process of acclimating new employees to work with the Town.

8:55 p.m. Executive Session(s)

13. Discuss Employee Review (10 minutes)

A discussion of employee performance as allowed by **1 V.S.A. § 313(a)(3)**.

GENERAL INFORMATION ITEMS

Information Items:

- 1. Dog Bite: 8-26-2022
- 2. Lamoille Housing Partnership: Annual Meeting

Budget Items:

Legal Issues:

VLCT: PACIF

State/Federal Issues:

- 1. Constable Compliance training
- 2. Health Officer term

Administrator's Correspondence:

Workshops:

Newsletters:

Brochures & Ads: BCBS health coverage

Old Business:

- 1. ATV Ordinance Update**
- 2. Class IV Road Update**
- 3. Stop Sign Ordinance**
- 4. Constable Update**

Adjourn

Item	Department/Use	Cost	Code	Quotes
Stone	Public Works		50-8-40-57.03	Construction Projects - Annual
Culverts	Public Works	\$	6,841.38	50-8-40-57.03

SPECIAL CONDITIONS

And Online Guidance

As of

August 22, 2022

Once the Special Conditions have been addressed (supporting documentation uploaded) please change the status of the application to **“Special Conditions Response Submitted”**. This will trigger the review from your Community Development Specialist who will follow up with the Grantee and /or Grant Administrator if additional information is required. All required documentation uploads can be uploaded to the Special Conditions Documents page in the online GEARS application.

*Please also complete the Bank Account Information page in the GEARS application.

(E) The following documents shall be filed with the Agency at the times specified:

(1) Prior to the first requisition of funds under this Agreement, as required by Attachment D, Section II(D), Grantee shall provide copies of the **management forms and municipal policies** or a certification that all required policies previously have been adopted and filed with the Agency. **The following forms are needed:**

- **MP-1 Municipal Policies and Codes** - The most recent MP-1 form (MP1 - Municipal Polices and Codes) should be adopted and uploaded under the Town and not the application, since it is valid for more than one application. Click on *Town of Name*, then Organization Details, then Municipal Policies, Plans, and Insurance- VCDP, and it should be clear where to upload. Contact me if you need further assistance.

VCDP has implemented an updated MP-1 form to be more in compliance with HUD requirements. Please have the Select board adopt this new document attached to the email and upload to the special conditions documents form of the online application.

(2) Prior to the first requisition of funds, Grantee shall provide evidence of a firm commitment of **Other Resources** called for by Attachment B, Section 4. **All Set. Completed as an Award Condition.**

(3) Prior to the first requisition of funds, a copy of an adopted **Form PM-4**, Resolution to Designate a Public Agency, designating LCRPC to perform General Administration (Activity 5013) and Program Management (Activity 1013). **All Set. Completed as an Award Condition.**

(4) Prior to executing the Contract for General Administration and Program Management and the Subgrant Agreement, Grantee shall ensure that the Program Manager and the Subgrantee have each obtained **DUNS numbers** from the D&B D-U-N- S Request Service at <http://fedgov.dnb.com/webform/displayHomePage.do>, have each registered with the System for Award Management (“SAM”) at www.sam.gov, are not listed on the State’s debarment list at: <http://bgs.vermont.gov/purchasing-contracting/debarment>, and shall provide the DUNS number, evidence of registration, and evidence that the parties are not debarred to the Agency. **Please name and upload documentation to verify that the Subgrantee DUNS # is still active at the time of executing the subgrant agreement and**

contract for administrative services.

- (5) Prior to the first requisition of funds, a copy of the fully executed **Contract for Administrative Services** (Activity 5013) and **Program Management** (Activity 3013). **Please name and upload to the [Special Conditions Documents](#) page.**
- (6) Prior to the first requisition of funds, a copy of the fully executed **Subgrant Agreement** between the Grantee and Subgrantee, together with such other documents as may be required to secure compliance with the conditions of said subgrant. The Subgrant Agreement shall require, at a minimum, that Subgrantee secure its obligations thereunder by providing Grantee a mortgage on the real property. **Please name and upload to the [Special Conditions Documents](#) page.**
- (7) Prior to the first requisition of funds, a copy of the fully **executed mortgage** on the real property securing the Subgrantee's obligations under the Subgrant Agreement. **Please name and upload to the [Special Conditions Documents](#) page.**
- (8) Prior to the first requisition of funds, Grantee shall provide the Agency with a **Memorandum of Understanding (MOU)** for the wraparound services associated with the project. **Please name and upload to the [Special Conditions Documents](#) page.**
- (9) Prior to the first requisition of funds, the Grantee shall provide an **opinion of counsel**, satisfactory to the Agency, that each of the documents provided pursuant to Paragraphs (E)(3) through (8) hereof is a legal, valid, and binding instrument, enforceable in accordance with its terms; that such documents meet the requirements of this Agreement, including but not limited to the requirements set forth at paragraphs (L) (1) to (19), and provides for use of the CDBG and RHP funds in compliance with this Agreement; and that the Subgrantee/Borrower has met all conditions required under such documents which must predate the first requisition. **Please name and upload to the [Special Conditions Documents](#) page.**
- (10) Prior to the first requisition of funds, the Grantee shall certify to the Agency as to the applicability of the **EPA's Lead-Based Paint, Renovation, Repair, and Painting Program Rule (40 CFR 745.80, Subpart E)** to the Project. If said Rule does apply to the Project, Grantee shall provide the Agency with documentation as to what steps have/will be taken to ensure compliance with the Rule. **Please name and upload to the [Special Conditions Documents](#) page. If you have any questions about this, please contact Sofia Benito-Alston (sofia.benitoalston@vermont.gov or 802-636-7255)**
- (11) Prior to the first requisition of funds, certification that **all permits** needed for the project have been identified and those needed to commence activities have been secured. **All Set. Completed as an Award Condition.**
- (12) Prior to close-out, Grantee shall provide the Agency with **certification** that the project meets Vermont Alliance for Recovery Residences (VTARR) standards or has been approved by Agency of Human Services (AHS). **To be completed as part of the Final Program Report.**
- (13) Prior to the first requisition of funds, Grantee shall provide evidence that it has established a **bank account** that meets the requirements of Attachment D, Paragraph V. **Please complete the [Bank Account Information](#) page in the GEARS Application.**

- (14) Within six months of the date of this Grant Agreement, or prior to the completion date of the project, whichever occurs first, a member of the legislative body, municipal CEO, municipal manager/administrator or a municipal designee responsible for housing issues within a municipality such as a member of the planning commission, zoning board of appeal, development review board or local housing committee, shall attend an Agency-approved **Fair Housing Training**. **All Set. Completed as Award Condition.**
- (15) Prior to close-out, the Grantee shall provide a letter of **opinion from an independent third party** satisfactory to the Agency that the rehabilitation of 38 Lower Main Street West, Johnson, VT 05656-9003 meets the requirements of the Americans with Disabilities Act and the Vermont Access Board Rules for rehabilitation. **Prior to close-out.**
- (16) Prior to the first requisition of funds, the Grantee shall complete a **Subgrantee Financial Monitoring Worksheet** that complies with Subrecipient Monitoring per the Uniform Guidance. Only a Municipal staff person can complete and be responsible for the Subgrantee monitoring. **Please name and upload to the [Special Conditions Documents](#) page.**
- (F) Grantee will be required to perform all necessary tasks to ensure adequate Subrecipient Oversight Monitoring per the Uniform Guidance using the **Financial Monitoring Worksheet** as submitted as an Award Condition. Only a Municipal staff person can complete and be responsible for the Subgrantee monitoring. **Please name and upload to the [Special Conditions Documents](#) page.**
- (G) Grantee shall demonstrate **compliance with Davis-Bacon** reporting requirements. **All Set. Completed as Award Condition.**
- (H) Grantee shall demonstrate compliance with **Section 3 24 CFR 75 Subpart C reporting requirements** by uploading the CDBG Section 3 Report Form in each required progress report in GEARS. **To be completed as part of each Progress Report.**
- (I) Grantee shall comply and shall require Subgrantee to comply with all conditions set forth in the **Environmental Review Release Letter** dated March 29, 2021 and shall maintain/upload documentation demonstrating compliance. **For questions regarding the Environmental Review (ENV-2019-Johnson-027) please contact Grace Vinson (Grace.Vinson@vermont.gov or 802-622-4236)**

MUNICIPAL POLICIES AND CODES (FORM MP-1)

Consistent with the provisions of the Vermont Community Development Program, and federal law, the (check one) Town City Village of Johnson has adopted the following policies and codes:

Equal Employment Opportunity Policy (required by 24 CFR 570.904 and modeled on the State of Vermont's State Government EEO Plan for FY 2017):

A. It is the policy and practice of this municipality to assure that no person will be discriminated against, or be denied the benefit of any activity, program, or employment process, in any area of employment, including but not limited to recruitment, advertising, hiring, promotion, transfer, demotion, lay off, termination, rehiring, rates of pay, benefits, development opportunities, and/or other compensation. This municipality is strongly committed to non-discrimination and equal opportunity in all employment actions for qualified persons without regard to race, color, religion, ancestry, national origin, age, gender, sexual orientation, sexual identification, or disabling condition. It is the policy of this municipality to provide a workplace that is free of harassment for being a member of a protected class, and this municipality prohibits retaliatory action for any protected activity. With this in mind, the following policy is set in place.

1. This municipality shall consider all qualified applicants for available positions without regard to race, color, religion, ancestry, national origin, age, gender, sexual orientation, sexual identity, or disability, provided the individual is qualified to perform the work available. Attempts will be made to contact known sources of minority and women potential applicants to maximize the participation of such applicants.
2. All recruitment advertisements will include the municipality's commitment to Equal Employment Opportunity, and job specifications/descriptions should be reviewed periodically and properly identify job-related requirements.
3. EEO posters shall be placed and maintained in conspicuous locations.
4. Advancement to positions of greater responsibility is based on an individual's demonstrated performance.
5. Compensation, benefits, job assignments, layoffs, employee development opportunities, and discipline shall be administered consistent with federal and state laws, and without bias to race, color, religion, ancestry, national origin, age, gender, sexual orientation, sexual identity, or disability.
6. Executive, management and supervisory level employees have the responsibility to further the implementation of this policy and ensure conformance by subordinates.
7. Any municipal employee who engages in discrimination of a member of a protected class or unlawful harassment may be subject to appropriate discipline.
8. Any supervisory or managerial employee who knows of unlawful discrimination or harassment in the workplace, and fails to take immediate and appropriate corrective action, may be subject to disciplinary action.

B. The municipality is committed to its Equal Employment Opportunity Policy, and as part of the Equal Employment Opportunity Plan will:

1. Recruit, hire, upgrade, train, and promote in all job classifications without regard to race, color, religion, ancestry, national origin, age, gender, sexual orientation, sexual identity, or disability;
2. Base employment decisions on the principles of Equal Employment Opportunity and with the intent to further the municipality's commitment to workplace diversity;
3. Ensure that all other personnel actions such as compensation, benefits, municipal-sponsored training, educational tuition assistance, social and recreational programs shall be administered without regard to race, color, religion, ancestry, national origin, age, gender, sexual orientation, sexual identity, or disability;
4. Provide reasonable accommodations for applicants and/or employees with disabilities, which will enable them to successfully perform the essential job functions;
5. Ensure that employees and applicants are not subjected to intimidation and/or harassment, threats, coercion, or discrimination because they have filed a complaint, assisted or participated in an investigation or any other activity, or opposed any act or practice made unlawful;
6. Investigate claims of discrimination and unlawful harassment in the workplace; and
7. Promote inclusion and diversity in all levels of the workforce.

Fair Housing Policy (required by 24 CFR 570.904 and modeled on 24 CFR Part 6):

The policy set forth herein applies to all housing programs, both present and future, funded through the Vermont Community Development Program.

A. This municipality will not, directly or through contractual, licensing, or other arrangements, take any of the following actions on the grounds of race, color, national origin, religion, or sex:

1. Deny any individual any facilities, services, financial aid, or other benefits provided under any VCDP-funded program or activity;
2. Provide any facilities, services, financial aid, or other benefits that are different, or are provided in a different form, from that provided to others under any VCDP-funded program or activity;
3. Subject an individual to segregated or separate treatment in any facility, or in any matter of process related to the receipt of any service or benefit under any VCDP-funded program or activity;
4. Restrict an individual's access to, or enjoyment of, any advantage or privilege enjoyed by others in connection with facilities, services, financial aid or other benefits under any VCDP-funded program or activity;
5. Treat an individual differently from others in determining whether the individual satisfies any admission, enrollment, eligibility, membership, or other requirements or conditions that the individual must meet in order to be provided any facilities, services, or other benefit provided under any VCDP-funded program or activity;
6. Deny an individual an opportunity to participate in any VCDP-funded program or activity as an employee;

7. Aid or otherwise perpetuate discrimination against an individual by providing VCDP-funded financial assistance to an agency, organization, or person that discriminates in providing any housing, aid, benefit, or service;
8. Otherwise limit an individual in the enjoyment of any right, privilege, advantage, or opportunity enjoyed by other individuals receiving the housing, aid, benefit, or service;
9. Use criteria or methods of administration that have the effect of subjecting persons to discrimination or have the effect of defeating or substantially impairing accomplishment of the objectives of the program or activity with respect to persons of a particular race, color, national origin, religion, or sex; or
10. Deny a person the opportunity to participate as a member of planning or advisory boards.

B. In determining the site or location of housing, accommodations, or facilities, this municipality will not make selections that have the effect of excluding persons from, denying them the benefits of, or subjecting them to discrimination on the ground of race, color, national origin, religion, or sex. This municipality will not make selections that have the purpose or effect of defeating or substantially impairing the accomplishment of the objectives of this policy.

C. This municipality will not, directly or through contractual, licensing, or other arrangements, solely on the basis of handicap:

1. Deny a qualified individual with handicaps the opportunity to participate in, or benefit from, any VCDP-funded housing, aid, benefit, or service;
2. Afford a qualified individual with handicaps an opportunity to participate in, or benefit from, any VCDP-funded housing, aid, benefit, or service that is not equal to that afforded to others;
3. Provide a qualified individual with handicaps with any VCDP-funded housing, aid, benefit, or service that is not as effective in affording the individual an equal opportunity to obtain the same result, to gain the same benefit, or to reach the same level of achievement as that provided to others;
4. Provide different or separate VCDP-funded housing, aid, benefits, or services to individuals with handicaps or to any class of individuals with handicaps from that provided to others unless such action is necessary to provide qualified individuals with handicaps with housing, aid, benefits, or services that are as effective as those provided to others;
5. Aid or perpetuate discrimination against a qualified individual with handicaps by providing significant assistance to an agency, organization, or person that discriminates on the basis of handicap in providing any housing, aid, benefit, or service to beneficiaries in the recipient's federally assisted program or activity;
6. Deny a qualified individual with handicaps the opportunity to participate as a member of planning or advisory boards;

7. Deny a dwelling to an otherwise qualified buyer or renter because of a handicap of that buyer or renter or a person residing in or intending and eligible to reside in that dwelling after it is sold, rented or made available; or
8. Otherwise limit a qualified individual with handicaps in the enjoyment of any right, privilege, advantage, or opportunity enjoyed by other qualified individuals receiving the housing, aid, benefit, or service.

D. This municipality will not, directly or through contracting, licensing, or other arrangements, use age distinctions or take any other actions that have the effect, on the basis of age, of:

1. Excluding individuals from, denying them the benefits of, or subjecting them to discrimination under, a VCDP-funded program or activity; or
2. Denying or limiting individuals in their opportunity to participate in any VCDP-funded program or activity.

Use of Excessive Force Policy (42 USC sec. 5304(l)):

This municipality (1) prohibits the use of excessive force by its law enforcement agencies against any individuals engaged in nonviolent civil rights demonstrations; and (2) prohibits its law enforcement agencies from physically barring entrance to or exit from a facility or location that is the subject of a nonviolent civil rights demonstration.

Policy on the Use of VCDP Funds for Federal Lobbying (Byrd Anti-Lobbying Amendment, 31 U.S.C. 1352 and 43 CFR part 18, New Restrictions on Lobbying. Submission of an application also represents the applicant's certification of the statements in 43 CFR part 18, appendix A, Certification Regarding Lobbying):

This municipality will not allow the use of VCDP funds to pay any person for the influencing or attempting to influence an officer of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment or modification of any federal contract, grant, loan or cooperative agreement.

Code of Ethics for Administration of Vermont Community Development Program (24 CFR 570.489(h)):

The following code of ethical conduct for public officials, employees and/or affected contractors covers all aspects of the VCDP, whether or not specifically cited.

1. Goods and services shall be procured in a manner which maximizes free and open competition.
2. Officers and employees shall not participate in any decision concerning matters in which they

have a financial interest.

3. Conflicts, and the appearance of conflicts, of interest shall be avoided in order to assure public confidence in the operations of governments.
4. Every effort will be made to actively recruit woman-owned or minority-owned businesses and to provide opportunities for local residents and businesses, consistent with Section 3 of the Housing and Urban Development Act of 1968.
5. All procurement actions shall be conducted in public and all records related thereto will be open to public review.

The Drug-Free Workplace Act of 1988 (41 U.S.C. 701 et seq.) requires Grantees to certify and assure the Department that they will establish a formal written policy that informs employees that the manufacture, distribution, possession and use of illegal drugs in the workplace are prohibited, and an ongoing drug-free awareness program.

If this municipality does not already have a drug-free workplace policy that is at least as robust as the following, it hereby establishes that:

As an employer, the {Municipality} is responsible for maintaining safe, efficient working conditions for its employees by providing a drug-free workplace. Therefore, municipal employees shall not engage in the unlawful manufacture, distribution, possession or use of controlled substances (drugs) on the job or on any municipal work site.

1. The illegal use, possession, sale, distribution, or manufacture of controlled substances in or on property belonging to the municipality will not be tolerated and is considered to be grounds for review and termination of employment at the discretion of the employee's supervisor.
2. Any employee of the municipality who has a controlled substance dependency, or any other controlled substance-related problem, shall immediately seek professional assistance or counseling.
3. Any employee of the municipality who is convicted of violating any criminal drug statute must inform his or her supervisor within 5 days after the conviction. The criminal conviction of any employee of this municipality for the use, possession, sale or distribution of a controlled substance may be considered grounds for review and termination of employment at the discretion of the employee's supervisor.
4. If an employee who is convicted of violating any criminal drug statute works in a federally funded program, the municipality shall notify the agency that provides the federal funding within ten (10) days of the municipality's receiving the notice of the conviction. In the case of the Vermont Community Development Program, notify the Department of Housing and Community Development.
5. Any employee on municipal premises who appears to be under the influence of, or who possesses illegal or non-medically authorized drugs, or who has used such drugs on municipal

premises, may be temporarily relieved from duty pending further investigation.

6. If the use of legal drugs endangers safety, management may (but is not required to) reassign work on a temporary or permanent basis.
7. All current and future employees shall be informed of this policy and shall acknowledge in writing their understanding and acceptance of this policy.

Subrecipient Oversight Monitoring Policy (required by Uniform Guidance, 2 CFR Part 200):

The policy set forth herein must be adopted by all municipalities using VCDP funds. Adoption of this policy certifies the Grantee shall be responsible for oversight monitoring of grant funds that are dispersed to a sub-recipient, to ensure the funds are properly managed.

To ensure such funds are managed according to the agreements and requirements of the granting agency, the Municipality will designate a municipal individual responsible for subrecipient monitoring. At a minimum, this will include:

1. Closely monitoring and reviewing the requisition of funds to the funding agency on a regular basis;
2. Reviewing the Subrecipient's financial management systems, internal control procedures, separation of duties, ensuring that different individuals review the invoices for payment and accuracy, from someone who writes the check, to someone who authorizes or signs the check, to someone who reconciles the Bank statements;
3. Reviewing the Subrecipient's procurement policies to ensure that they meet the requirements of 2 CFR Part 200, Uniform Federal Guidance;
4. Reviewing Labor Standards, if applicable, and the appropriate wage rates; securing payrolls and reviewing them for accuracy, and in the event there are any errors securing proof of restitution;
5. Ensuring that contractors are being paid appropriately, and lien waivers and other releases are secured from the contractors;
6. Closely monitoring the progress of the funded project through the review of required progress reports; and
7. Obtaining and reviewing the independent audit if required for the sub-recipient (expenditure of \$750,000 or greater in one fiscal year); or the municipality may determine that its own single audit may be expanded to include the scope of federal funds expended at the subrecipient level; or the subrecipient may be eligible to have a program specific audit.
8. Authorized representatives of the Secretary of the Agency, the Secretary of HUD, the Inspector General of the United States, or the U.S. General Accounting Office shall have access to all books, accounts, records, reports, files, papers, things, or property belong to, or in use

by, any Subgrantee or Subrecipients pertaining to the receipts of VCDP funds as may be necessary to make audits, examinations, excerpts, and transcripts.

Whistleblower Protections:

A. The Municipality shall not discriminate or retaliate against a municipal employee or agent for engaging in the following:

1. Providing to a public body a good faith report or good faith testimony that alleges an entity of municipal or state government, a municipal employee or official, or a person providing services to the municipality under contract has engaged in a violation of law or in waste, fraud, or abuse of authority, or an act threatening health or safety.
2. Assisting or participating in a proceeding to enforce the provisions of this policy.

B. Neither the Municipality nor any municipal officer or employee shall attempt to restrict or interfere with, in any manner, a municipal employee's ability to engage in any of the protected activity described in subsection (a) of this policy. Employees are not required to report misconduct to the municipality or its agents prior to reporting to any governmental entity and/or the public.

C. Neither the Municipality nor any municipal offer or employee shall require employees or agents to forego monetary awards as a result of such reports.

Texting While Driving Policy (Executive Order 13513, Federal Leadership on Reducing Text Messaging While Driving) requires Grantees to certify and assure the Department that they will establish a formal written policy that informs employees that text messaging while operating a municipal vehicle is prohibited, and to conduct initiatives that encourage voluntary compliance with the municipal policy while off duty. If this municipality does not already have a such a policy that is at least as robust as the following, it hereby establishes that:

This municipality (1) prohibits the practice of texting while driving by its employees in municipal vehicles; and (2) requires its employees to adhere to Vermont statute, 23 V.S.A. § 1095b. "Handheld use of portable electronic device prohibited."

Adoption

Adopted by the Legislative Body on the _____ day of _____, _____.

LEGISLATIVE BODY

(Typed Name)

(Signature)

REQUEST FOR WAIVER OF NOISE ORDINANCE
TOWN OF JOHNSON

As per Section 5 E. of the Town of Johnson Noise Ordinance I, Casey Romero,
request a waiver of said Ordinance for the following event:

Band Jam

Date of event: 10/8/22 Day of Week: Sat, or Sun, Hours: 12:00 a.m. (p.m.) to 6:00 a.m. (p.m.)
rain date
rain date
Organization: SKATE park Committee Responsible Person: Casey Romero + Joey Handy
Contact #: 635-7215 ^{Joey:} 598-2867 Mailing address: 990 VT RT 100C, 05656

Please describe the event or request in detail and explain why waiver is needed:

Several bands will play during an informal SKATE JAM event.
T-shirts and some band merchandise will be on sale.

This is a fundraiser for the new concrete half-pipe.

I am not in Johnson on 9/19 Selectboard meeting but can be
available via Zoom.

If sun sets before 6 pm. on 10/9, the music etc. will end earlier.
We are NOT using lights for night activity.

Do not write below this line

Request approved: YES _____ WITH CONDITIONS: _____ DENIED: _____

CONDITIONS:

Selectboard Signatures:

Date approved ___/___/___

JOHNSON, VERMONT LOCAL HAZARD MITIGATION PLAN 2022– 2027

FEMA Approval Pending Adoption: 8/8/2022

Town Selectboard Adopted:

Village Board of Trustees Adopted:

FEMA Formal Approval:

Plan Expires:

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1. INTRODUCTION

The impact of expected, but unpredictable, natural, and human-caused events can be reduced through community planning. The goal of this multi-jurisdictional Local Hazard Mitigation Plan for the Town and Village of Johnson, Vermont (Plan, or LHMP) is to provide an all-hazards local mitigation strategy that makes the community of Johnson more disaster resistant.

Hazard mitigation is any sustained action that reduces or eliminates long-term risk to people and property from natural and human caused hazards and their effects. Based on the results of previous recovery efforts nationwide, FEMA and State agencies have come to recognize that it is less expensive to prevent disasters than to repeatedly repair damage after a disaster has struck. This Plan recognizes that communities have opportunities to identify mitigation strategies and measures during all phases of emergency management: preparedness, response, and recovery. Hazards cannot be eliminated, but it is possible to determine what the hazards are, where the hazards are most severe, and identify local actions that can be taken to reduce the severity of the hazard.

Hazard Mitigation Strategies and Measures **alter** the hazard by eliminating or reducing the frequency of occurrence, **avert** the hazard by redirecting the impact by means of a structure or land treatment, adapt to the hazard by modifying structures or standards, or **avoid** the hazard by stopping or limiting development. Example mitigation strategies include:

- Flood-proofing structures
- Tying down propane/fuel tanks in flood-prone areas
- Elevating furnaces and water heaters
- Ensuring adequate and safe water supplies
- Elevating structures or utilities above flood levels
- Identifying and upgrading undersized culverts
- Proactive land use planning for floodplains and other flood-prone areas
- Road maintenance and construction to current best practices and standards
- Ensuring critical facilities are safely located
- Buyout and/or relocation of structures in harm's way
- Establish and enforce appropriate building codes
- Inform and educate the public

1.1 PURPOSE

The purpose of this Local Hazard Mitigation Plan is to assist the Town and Village of Johnson (Johnson) in recognizing natural hazards facing their community and identifying strategies to reduce risks from acknowledged hazards.

Johnson strives to be in accordance with the strategies, goals, and objectives of the Vermont State Hazard Mitigation Plan, including an emphasis on proactive pre-disaster flood mitigation for public infrastructure, good floodplain and river management practices, and fluvial erosion risk assessment initiatives.

Prior to 2017, previous Johnson Hazard Mitigation Plans were developed as an annex to the Lamoille County Multi-Jurisdictional All-Hazards Mitigation Plan. The previous plan adopted in 2017, was a “unified” multi-jurisdictional plan for the Town and Village of Johnson. While the Village is a political entity with a legislative body located within the Town of Johnson, due to shared resources, responsibilities, and geographic boundaries, there is a clear advantage for the Village and the Town of Johnson to share a multi-jurisdictional Hazard Mitigation Plan.

1.2 COMMUNITY PROFILE

Johnson is centrally located in Lamoille County, at the confluence of the Gihon and Lamoille Rivers. The Town abuts Cambridge and Waterville to the west, Morristown to the south and east, Hyde Park to the east, and Belvidere and Eden to the north. It is located approximately 45 miles from the City of Burlington and approximately 40 miles from the state capital of Montpelier – two of Vermont’s largest job centers. The incorporated Village of Johnson exists with the Town of Johnson.

The population of the Town of Johnson is 3,491 and the Village of Johnson is 1,332 (US Census 2020). The Town of Johnson had a slight increase in population, about 45 residents. While the Village of Johnson experienced a reduction of about 111 people compared to the 2010 Census. This may have been due to Northern Vermont University holding classes remotely during 2020 because of the pandemic. This could have impacted what qualified as a primary residence for students if they were not in the area. Both the Village and the Town had an increase in the number of housing units. The Village housing stock increased by 64 units, and the Town housing stock by 173 units. This development aligns with the Town and Village Municipal Development Plan and has not increased vulnerability of the Town and Village. Flood Hazard Zoning helps to ensure that development is focused on resiliency. The Town housing occupancy status is at 88% of the total 1,518 units. The Village has a 92% occupancy rate with only 43 vacant units. Most of the Village units are rented (72%) while the Town has a higher percentage of owner-occupied housing (57%).

There are approximately 74.12 miles of roadways in town: 13.4 miles are state highway, 14.1 are Class 2, 39.55 are Class 3 and there is 13 miles of Class 4 that is not maintained for year-round travel. Vermont Route 15 is the region’s primary east-west transportation corridor. Data from the Vermont Agency of Transportation (AOT) indicate daily traffic volumes of 7,115 vehicles along Route 15 through the Village of Johnson. A second state highway, Route 100c, runs northeast from the Village of Johnson, connecting to Route 100 in the village of North Hyde Park. Traffic volumes along Route 100C, as measured between Sinclair Road and Hyde Park town line, are 2,300 vehicles per day. These numbers are lower overall and were collected in 2020, when more people were working remotely due to stay at home orders and the Covid-19 Pandemic.

The Town and Village share a Johnson Municipal Office on Route 15. The Town is governed by a Selectboard, and the Village of Johnson is governed by a Board of Trustees. Both the Town and Village of Johnson share a jointly appointed Planning Commission.

Municipal roads are funded and maintained through the Town’s Public Works Department, with one Road Foreman. The Village has no authority over roads. The Village has full authority over the Village of Johnson Water and Light department (VOJW&L) which manages the local electric, water, and wastewater systems, and Fire Departments.

There is one Emergency Management Director (EMD) and one Emergency Management Coordinator (acting as an assistant to the EMD). The EMD and EMC are appointed by the Selectboard. Flood hazard regulations include all structures in Johnson (whether “Town” or “Village”).

There are four electric utilities that provide service to the town: the Village of Johnson Water and Light Department (VOJW&L), Village of Hyde Park Water and Light, Vermont Electric Cooperative (VEC), and Morrisville Water & Light. Morrisville Water & Light and VOJW&L are co-owners of a 34.5 kV transmission system which provides primary transmission service to VOJW&L through a direct interconnect to the VELCO 115 kV substation in Stowe. Green Mountain provides back up sub-transmission services to the VOJW&L through its 34.5kV transmission line and substation. The Village of Johnson provides electric service to approximately 950 metered customers, including Northern Vermont University and encompassing an area approximately two miles in any direction from the center of the village. VEC provides electric service to a substantial portion of the rest of the town. The Hyde Park Electric Department and Morrisville Water & Light have small service territories in outlying areas of town. The town has a mapped sewer service area district within which connections to the existing sewer lines are permitted by application and 25,000 gallons per day sewage discharge capacity is allotted under an agreement between the Town and Village of Johnson.

Locally, fire coverage is provided by the volunteer Village of Johnson Fire Department, which serves under contract, the towns of Johnson, Waterville, and Belvidere. The fire station is located at 251 Lower Main Street, next to the Municipal Offices. The Johnson Fire Department participates in the Lamoille Mutual Aid Association, which functions as a mutual aid response network among all eight Lamoille County fire departments. Under statute, fire departments are required to provide mutual aid assistance if they have training and resources are available. The Village Fire Department also provides water rescue services statewide through a contract with Vermont Emergency Management.

There are two levels of law enforcement in Johnson: the Lamoille County Sheriff’s Department (LCSD) and the Vermont State Police. The town relies on the LCSD for law enforcement services, through participation in a three-town contract, along with Hyde Park and Wolcott. The LCSD dispatch is located on Main Street in Hyde Park Village. The Vermont State Police provides additional law enforcement support. The town’s appointed Constables are authorized to enforce limited local ordinances, but do not have law enforcement powers and duties.

Rescue services in Johnson are provided by the Northern Emergency Medical Services Division of Newport Ambulance Service, Inc. (NEMS), a private non-profit ambulance service that provides immediate response emergency medical care, backup emergency response services (to volunteer rescue squads) and medical transfer services. NEMS provides these services under contract to a five-town consortium, which includes Hyde Park, Waterville, Belvidere, and Eden. The ambulance is dispatched either through 911 calls received at the sheriff’s department or through direct calls to the service itself. The ambulance service is supported, in part, with municipal funds under the above reference contract.

Copley Hospital in Morrisville provide medical care. Copley is a 32-bed treatment center servicing the community for acute, outpatient and long-term care. More specialized services are available in Burlington, Berlin and Hanover, New Hampshire.

The Town adopted a Local Emergency Management Plan (LEMP) in April 2021. This plan is updated annually each March/April by the Johnson Selectboard. The update process for the LEMP is led by Town Administrator in

collaboration with the Emergency Management Director and representatives from the Town and Village. Review and use of each plan occurs the beginning of winter when it is used most. The municipal office and the Johnson Elementary School are designated as Emergency Operations Centers, and Northern Vermont University (Shape Facility) and Johnson Elementary School are certified Red Cross Emergency Shelters.

2. PLANNING PROCESS OVERVIEW

Vermont Emergency Management (VEM) released the State's Hazard Mitigation Plan in November 2018. The State's Hazard Mitigation Plan serves as a source of information and guidance for local jurisdictions in completing their own Hazard Mitigation Plans, identifying all hazards facing their community, and establishing strategies to begin reducing risk from identified hazards. The State plan and available guidance from FEMA provide the framework for this update.

2.1 PLANNING PROCESS AND PUBLIC PARTICIPATION

The previous Johnson Hazard Mitigation Plan was adopted by the Town of Johnson on September 18, 2017, and The Village of Johnson on September 11, 2017. The Johnson LHMP received FEMA final approval on September 29, 2017.

In developing this Plan, LCPC initiated conversations with the local Emergency Management Director, Emergency Management Coordinator, Town Administrator, Village Manager, the Town and Village Planning Commission, Town Selectboard, Village Board of Trustees, and the public at large. The following is the schedule of activities that made up the plan's development:

- Starting in September 2021, LCPC reviewed the 2017 LHMP and marked sections of the plan recommended for revision.
- On November 4, 2021, LCPC met with the Town Administrator to review the Hazard Mitigation Goals, Hazard Identification and Risk Assessment table, and Mitigation Actions.
- On December 8, 2021, LCPC met with the Johnson Planning Commission at their publicly warned meeting to review the Hazard Inventory/Risk Assessment Matrix, the Mitigation Action Status Table, the Mitigation Action table, and the Mitigation Action Prioritization Matrix. Feedback and comments received were from members of the Johnson Planning Commission. No members of the public were present.
- Based on the feedback received from the Planning Commission, LCPC began updating the 2022 plan and developed a draft plan focused on incorporating new mitigation actions and a table to track mitigation action statuses.
- On January 26, 2022, LCPC attended a joint publicly warned meeting with the Town Selectboard and Village Trustees to review the Mitigation Goals, the Mitigation Action Status Table, the Mitigation Action table, and the Mitigation Action Prioritization Matrix. Three members of the public were in attendance but did not provide feedback or comments on the Johnson LHMP sections that were discussed.
- On February 3, 2022, LCPC discussed fire events and emergency service response with the Village Fire Chief.
- In February, LCPC updated the 2022 plan based on the comments received from the Johnson Selectboard and Village Trustees in preparation for the public comment period.

- On February 17, 2022, a press release was published in the News and Citizen, notifying the public that the draft plan is available for review and the public comment period runs from March 1, 2022, until April 1, 2022.
- On March 1, 2022, the draft plan was posted on the LCPC website.
- On March 4, 2022, the draft plan was posted on the Johnson Town and Village website.
- On March 4, 2022, Johnson posted a notice on Front Porch Forum, notifying the public on the draft plan, public comment period, and the public meeting on March 9, 2022.
- On March 9, 2022, the Johnson Planning Commission held the publicly warned meeting to discuss the draft plan and receive public comments. No members of the public attended the meeting in person or remotely.
- There were no public comments received during the public comment period. Comments received from the Johnson Planning Commission members during the public meeting and how it was incorporated is below. After the meeting, additional feedback was received from one Planning Commission member.

Party	Comment	Action or Result
Planning Commission	Regarding the action not prioritized in this plan update, why was this omitted? Creating an informational database on the elderly and special needs population seems like it is still a priority.	Reviewed previous draft, noted this action was in progress. Reached out to United Way of Lamoille County to check on the status to determine the best next steps. Directed to the Enhanced 911 Board CARES (Citizen Assistance Registry for Emergencies). Beginning June 2021, they will conduct ongoing outreach and annual updates to the registry for emergency personnel.
Planning Commission	Asides from the two goals regarding infectious diseases, is there anything further that we can do to be prepared? Specifically, as we move to an endemic. Discussion ensued regarding the best addition to the mitigation goals that would address this concern.	Added action item to address broadband internet connection coverage stability for long term resiliency.
Planning Commission	Concern about ongoing assessments of culverts and ditches after installation. Many ditches have filled in, which reduces the effectiveness of the culverts.	This is addressed in the Johnson LHMP. The action is focused on upgrading culverts as identified in the Town Culvert Inventory.
Planning Commission	There is a major issue from flooding as many areas can be isolated in a flood, resulting in people being stranded. There needs to be a plan to construct alternate routes/develop a plan for these areas.	Added action item to identify areas that can become isolated during a flood event.

2.2 PLANNING PROCESS AND NEIGHBORING COMMUNITIES

Neighboring communities have been encouraged to provide input into the development of this plan and review the draft plan. On March 1, 2022, this Plan was posted on LCPC’s website and at LCPC’s Facebook page. On

March 4, 2022, a notice was posted on Front Porch Forum in Johnson and made viewable to the surrounding communities. On March 1, 2022, the plan was distributed to the Regional Emergency Management Committee (REMC). The REMC is composed of emergency management professionals and volunteers from Lamoille County and includes the following representatives: the Emergency Management Directors from Belvidere, Cambridge, Eden, Elmore, Hyde Park, Morristown, Stowe, Waterville, and Wolcott; other members include Cambridge Fire and Rescue; Eden Fire Dept; Hyde Park Fire Dept.; Morristown Fire, Rescue, and Police; Stowe Fire, Rescue, and Police; and the Wolcott Fire Dept. The REMC members and all public comments were instructed to provide feedback to Melanie Riddle, Lamoille County Assistant Planner via email or phone.

2.3 EXISTING PLANS, STUDIES, REPORTS, AND TECHNICAL INFORMATION

To develop this plan and to provide Johnson with relevant information necessary to develop hazard mitigation strategies, the following resources were utilized and referenced throughout this plan:

- 2018 State of Vermont Hazard Mitigation Plan
- 2016-2024 Johnson Town and Village Municipal Development Plan
- 2021 Johnson Local Emergency Management Plan
- Vermont Emergency Management
- Vermont Agency of Transportation
- Vermont Center for Geographic Information
- Emergency Response Guidebook
- National Flood Insurance Program
- Flood Insurance Rate Maps
- Emerald Ash Borer Preparedness Plan, 2014
- Ice Jam History and Preliminary Mitigation Assessment-USACE 2022
- Johnson Stormwater Master Plan, 2021
- U.S. Census, 2020
- American Community Survey, 2015 – 2019
- National Centers for Environmental Information, National Oceanic and Atmospheric Administration <http://www.ncdc.noaa.gov/stormevents/>
- FEMA <https://www.fema.gov/disaster>
- State of Vermont – Flood Ready Information <http://floodready.vermont.gov>

INCORPORATION INTO EXISTING PLANNING MECHANISMS

During the update and re-adoption processes for the Town Plan, bylaws, and/or regulations, Johnson and LCPC will provide guidance and recommendations to the Johnson Planning Commission, Johnson Selectboard, and Johnson Village Trustees for the incorporation and integration of state, regional, and local hazard mitigation goals and strategies into the programs and practices described in other planning mechanisms. Opportunities for Johnson to incorporate this Plan’s hazard mitigation strategies into their own planning mechanisms include the following:

- Johnson Town Plan
- Johnson’s Capital Budget
- Johnson’s Flood Hazard regulations
- Transportation improvement programs
- Local and regional mutual aid agreements

To effectively incorporate mitigation strategies into these existing planning mechanisms, it is important to demonstrate how these approaches maximize benefit to the entire community. This can be achieved through the utilization of a cost-benefit analysis, which quantifies the benefits of mitigation against

anticipated losses. Such an analysis is an integral part of prioritizing potential mitigation strategies and actions and is also a requirement for submitting future FEMA mitigation grant applications.

2.4 PLAN MAINTENANCE PROCESS

The Town Administrator and Village Manager should collaboratively evaluate Johnson’s LHMP annually by reviewing the status of mitigation actions and assessing their effectiveness in meeting the hazard mitigation goals. This meeting and review will occur prior to the Selectboard review during their April meeting and coincide with the LEMP adoption process. Any significant disaster event may prompt a review of this plan by municipal staff, Emergency Management Director, and elected Boards (Selectboard/Village Trustees). The ongoing monitoring and evaluation process will be conducted by the Planning Commission annually in April and as needed by reviewing Table 8 and Appendix B. One year prior to the expiration of the Plan, Town Administrator and Village Manager will initiate and lead the process of the Plan update-with technical assistance from LCPC. Public involvement in the process to update this plan will follow the steps detailed in section 2.1 of this plan. The Selectboard and the Board of Village Trustees are the authorities to vote on the plan approval by reviewing the status of mitigation actions and assessing their effectiveness in meeting the hazard mitigation goals.

2.5 HAZARD IDENTIFICATION AND RISK ASSESSMENT (HI/RA):

The following assessment is based on the revised, 2021 Vermont HI/RA (Hazard Inventory and Risk Assessment) that was completed in November of 2021 with the assistance of the Johnson Town Administrator. The following table reflects the 2021 update. The first column is a list of hazards that could affect the community. The hazards were evaluated to have a Rare, Unlikely, Unusual, Likely, or Frequent probability of being a threat to the community. The severity and community vulnerability/risk of each hazard was assessed. The final column details what is most vulnerable if the hazard occurred.

CLASSIFICATION: PROBABILITY OF OCCURRENCE

- Rare: < 1% probability in the next 100 years; may never have occurred in Vermont.
- Unlikely: 1% to 4% probability in the next year, this type of event has occurred in Vermont.
- Unusual: 4% to 10% probability in the next year, or at least one chance in the next 100 years.
- Likely: 10% to 50% probability in the next year, or at least one chance in the next 10 years.
- Frequent: Greater than 50% probability in the next year; an event that occurs often but degree varies.

CLASSIFICATION: SEVERITY (PERCENTAGE OF THE COMMUNITY AFFECTED) BY THE HAZARD

- Minor: < 10% of properties damaged/Minimal disruption to quality of life.
- Serious: 10% to < 25% of properties damaged/Loss of essential facilities/services for up to 7 days/Few (< 1% of population) injuries possible.
- Extensive: 25% to 50% of properties damaged/Loss of essential facilities/services for > 7 days < 14 days/Major (< 10% of population) injuries/few deaths possible.
- Catastrophic: > 50% of properties damaged/loss of essential facilities/services for > 14 days/Severe (> 10% of population) injuries/multiple deaths possible.

The combination of the impact of the hazard (severity) and the probability was used to determine the COMMUNITY VULNERABILITY/RISK as High, Moderate or Low.

TABLE 1: JOHNSON TOWN AND VILLAGE HAZARD IDENTIFICATION AND RISK ASSESSMENT

Possible Hazard	Probability of Occurrence	Severity	Community Vulnerability /Risk	Most vulnerable areas or items
Inundation Flooding, Flash Flood, Fluvial Erosion, and Ice Jam	Frequent	Serious	Moderate	Utility Infrastructure, Transportation Network, Structure/Property, Water Quality, Agriculture
Wind: Wind Storms, Thunderstorms, Hurricanes, and Tropical Storms	Frequent	Serious	Moderate	Utility Infrastructure, Transportation Network, Structure/Property, Water Quality, Agriculture
Snow Storm, Ice Storm	Likely	Serious	Moderate	Utility Infrastructure, Transportation Network, Structure/Property
Infectious Disease	Unusual	Extensive	Moderate	Agriculture, Healthcare, Public Health, Economy, Infrastructure, Supply Chains, Workforce
Landslides	Unlikely	Minor	Low	Utility Infrastructure, Transportation network, Structure/Property, Water Quality
Drought	Likely	Minor	Low	Agriculture, Public Health, Economy, Water Quality
Invasive Species	Likely	Minor	Low	Severe damage to water resources, extinction of some species
Wildfire	Rare	Minor	Low	Silviculture, Structures/Property, Public Health, Economy, Agriculture, Water Quality
Hail	Rare	Minor	Low	Utility Infrastructure, Structure/Property, Water Quality, Public Health, Economy, Agriculture
Earthquake	Rare	Minor	Low	Utilities, Transportation Network, Structure/Property, Water Quality, Public Health, Economy
Tornado	Rare	Minor	Low	Utilities, Transportation
Extreme Heat	Likely	Minor	Low	Agriculture, Public Health, Infrastructure
Extreme Cold	Likely	Minor	Low	Agriculture, Public Health, Infrastructure

Dam Failure	Rare	Minor	Low	Utility Infrastructure, Transportation Network, Structure/Property, Water Quality, Public Health, Economy, Agriculture
Major Highway Accidents	Likely	Minor	Low	Utility Infrastructure, Transportation Network, Structure/Property, Water Quality, Public Health, Economy
Major Structure Fire	Likely	Minor	Low	Utility Infrastructure, Transportation Network, Structure/Property, Water Quality, Public Health
Hazardous Materials Spill	Unlikely	Minor	Low	Environmental / Ecological Damage, Water Quality, Public Health

The Town and Village of Johnson identified the following moderate risk and serious or extensive severity hazards to discuss in depth in this plan:

- Inundation Flooding, Flash Flood, Fluvial Erosion, and Ice Jam
- Wind: Wind Storms, Thunderstorms, Hurricanes, and Tropical Storms
- Snow Storm and Ice Storm
- Infectious Disease

The remainder of the hazards are classified as low risk with minor severity and section 4 provides a brief overview of these hazards. For a more in depth and detailed description of these hazards, please refer to the Vermont State Hazard Mitigation Plan.

3. MODERATE RISK HAZARDS

3.1 INUNDATION FLOODING, FLASH FLOOD, FLUVIAL EROSION, AND ICE JAM

Hazard Definition: Inundation Flooding is the overflowing of rivers, streams, drains, and lakes due to excessive rain, rapid snow melt, or ice. Flash flooding is a rapidly occurring flood event usually from excessive rain.

Fluvial erosion is the removal of sediment from stream channel banks by the channel flow. This process occurs naturally over time as a stream channel adjusts. However, fluvial erosion can occur more quickly and severely during flood events and can pose a significant risk to infrastructure and buildings within the river corridor.

Extent: The extent and historical occurrence data specifically relating to fluvial erosion is not available. These events are combined with the ice jam extent and history, as well as in the flooding events and history.

Ice jams occur when warm temperatures and heavy rain cause snow to melt rapidly. Snowmelt combined with heavy rains can cause frozen rivers to swell, which breaks the ice layer on top of the river. The ice layer often breaks into large chunks, which float downstream and often pile up near narrow passages or other obstructions, such as bridges and dams.

Extent: For ice jams, there have been eleven ice jam occurrences in Johnson recorded in the CRREL Ice Jam Database and listed in Table 2. (USACE Ice Jam History and Preliminary Mitigation Assessment, 2020).

TABLE 2: HISTORIC ICE JAM OCCURRENCES IN THE TOWN OF JOHNSON

City	State	River	Jam date	Jam type
Johnson	VT	Lamoille River	01/13/2018	Breakup
Johnson	VT	Gihon River	02/21/2014	Breakup
Johnson	VT	Gihon River	01/10/2014	Breakup
Johnson	VT	Lamoille River	12/30/1985	Freezeup
Johnson	VT	Lamoille River	02/12/1981	Breakup
Johnson	VT	Lamoille River	03/06/1964	Breakup
Johnson	VT	Lamoille River	12/5/1961	Breakup
Johnson	VT	Lamoille River	04/03/1959	Breakup
Johnson	VT	Lamoille River	12/30/1940	Breakup
Johnson	VT	Lamoille River	01/08/1930	Unknown
Johnson	VT	Lamoille River	01/19/1929	Unknown

Flooding is the most common reoccurring hazard event in Vermont. Over the past few years, flood intensity and severity has increased.

Extent: Johnson vulnerability to a flood is moderate and the probability of flood occurrence is frequent. The information provided by the National Weather Service identifies flood stage on Lamoille River in Johnson as the river height of 13 feet. The most significant historical event was documented in November 1927, when the Lamoille crested at 27 feet. Other significant events include August 1995 when the Lamoille crested at 19.98 feet. More recently, in November 2019, the Lamoille crested at 17.28 feet (the fourth highest in recorded history).

Location: Inundation Flooding, flash flooding, and fluvial erosion are Johnson’s most commonly reoccurring hazards. Parts of community most at risk are those located in the floodplain and along river corridors. These areas are shown on the attached Flood Hazard Map. In the Village, most of the past damages occurred to properties along Main and Railroad Streets and impacted homes, municipal wastewater plant, municipal library, and the post office shopping plaza. In Town, primary impacts have been to town roads located along the Lamoille and Gihon rivers and associated culverts and bridges. Ice jams can occur anywhere along the Lamoille and Gihon rivers.

There are 140 structures in Johnson located within a FEMA special flood hazard area. Of these structures, 60 are in the Town (areas of Johnson outside the Village) and 84 in the Village. Johnson also has structures that are susceptible to fluvial erosion and the State of Vermont has identified these structures as being located within a river corridor area. Often, special flood hazard and river corridor areas overlap however, river corridors also exist in places (e.g., along smaller streams) where flood hazard areas do not.

Table 3, listed below, details the history of major flood events that resulted in federal disaster declarations, starting in 1995. The list includes dates, disaster relief number (DR), the amount of public assistance funding received, and the disaster description.

TABLE 3: FEDERAL DISASTER HISTORY AND INFORMATION

August 1995 (DR 1063)	\$496,594	Record setting heavy rains caused flooding in six north- central counties. Preliminary damage assessments indicated individual losses greater than damages to public infrastructure. Flood levels exceeded the 500-year event in several areas along the Lamoille River.
January 1996 (DR 1101)	\$5,290	A mid-winter flood event brought statewide destruction of private and public property with eleven counties included in the declared disaster area. This event left more than 150 communities eligible for public assistance.
July 1997 (DR-1184)	\$137,334	Excessive rain in several northern Vermont counties caused flash flooding and destruction of public and private property.
July 1998 (DR-1228)	\$7,262	Eleven of the fourteen Vermont counties experienced severe damage from excessive rainfall. The torrential rains came in much the same pattern as they had in the summer of 1997 but occurred further south than the 1997 floods. The flash flooding left many homes destroyed, roads and bridges damaged, and communities cut off from the rest of the state.
July 2008 (DR-1790)	\$104,954	Severe storms and flooding caused a federal disaster to be declared in Addison, Caledonia, Essex, Lamoille, Orange, Washington, and Windsor counties on September 12, 2008. More than \$104,954 in federal public assistance funds were used to repair flood damaged public infrastructure.
April/May 2011 (DR-1995)	\$68,985	Excessive rain and severe floods swept across northern Vermont, with a federal disaster declared for Addison, Chittenden, Essex, Franklin, Grand Isle, Lamoille, and Orleans counties. At the height of the storms on April 27, much of the Village of Johnson was inundated with flood waters from the Lamoille River. The Grand Union grocery chain – which served residents of Johnson, Hyde Park, Cambridge, Waterville, and Belvidere– ceased operations following the flood. As part of the recovery effort, Johnson worked extensively to recruit a new store operator. Between the Town and Village there was \$91,980 of eligible damage claims submitted to FEMA, of which FEMA reimbursed 75% or \$68,985. In addition, the Village had an insurance claim for damages to the wastewater treatment facility (WWTF) in the amount of \$112,268. The Village implemented significant measures to mitigate damage from future flood events when replacing equipment covered by insurance.
August 2011 (DR-4022)	\$19,622	High wind and flooding associated with Tropical Storm Irene devastated southern Vermont, causing localized damage to structures and property in northern parts of the state. While the impact was far less severe in Lamoille County than elsewhere in the state, Johnson experienced limited road, culvert, and power line damage from rain and high winds. The Town and Village had a combined expense of \$21,802, of which FEMA paid a 90% share of \$19,622.

May 29, 2012 (DR-4066)	none	Numerous thunderstorms with heavy rain, damaging lightning and some isolated large hail and strong winds resulted in flash flooding in Lamoille, Addison and Orleans counties with radar estimated storm total rainfall of 3 to 5 inches. Johnson did not submit a claim for this event.
May 23, 2013 (DR-4120)	none	Heavy rainfall produced flash flooding across Lamoille and Chittenden Counties. Excessive runoff in the steep terrains washed out bridges, culverts, and roads. Gradually the flash flooding transitioned to a flood event as larger rivers such as the Lamoille and Browns River responded to the increased flows. Johnson did not submit a claim for this event.
April 15, 2014 (DR-4178)	\$369,000	Heavy rainfall and snowmelt caused widespread minor to moderate flooding across Lamoille County, along and west of Route 100. Numerous highways were flooded and there was widespread damage to gravel roadsides and many culverts failed in Johnson, Belvidere, Cambridge, and Waterville. In Johnson, a washed-out culvert stranded six families in the Coddling Hollow neighborhood for two days until a temporary bridge could be installed. The Lamoille River in Johnson exceeded its flood stage of 13 feet and crested at 14.16 feet. Total public assistance received to repair damages was \$1,844,155. Johnson received \$21,000 to repair damages to Rocky Road and was approved for public assistance funding of \$348,000 to repair and upgrade the culvert on Coddling Hollow Road.
Dec. 9, 2014 (DR-4207)	none	Heavy, wet snowfall across Lamoille County ranged from 6 to 18 inches. Johnson received 12 inches of snow. The heavy, wet nature of the snow resulted in widespread power outages and vehicle accidents. Total power outages were over 175,000 across Vermont. This storm caused the 2nd most power outages due to weather in Vermont to date.
Oct. 29, 2017 (DR-4356)	none	Rain began on October 29th and became heavy on October 30th. Total rainfall in Johnson was about 1.3 inches. Sustained winds of 25 to 35 mph with frequent wind gusts of 50 to 70 mph occurred during the early morning hours of October 30th across portions of Vermont due to fully mature mountain waves. A peak wind gust of 115 mph was observed at the summit of Mount Mansfield. The severe storm and rainfall caused flooding across the region, with a federal disaster declared for Addison, Chittenden, Essex, Franklin, Grand Isle, Lamoille, Orange, Orleans, Washington, and Windham counties on Jan. 2, 2018.
May 2, 2018 (DR-4380)	\$4,650	Rain started overnight on May 4th and increased on May 5th. Total rainfall in Johnson was around 1 inch. The severe storm and rainfall caused flooding across the region, with a federal disaster (FEMA-4380-DR-VT) declared for Chittenden, Grand Isle, Lamoille, Orange, and Orleans counties on July 30, 2018.
Oct. 31, 2019 (DR-4474)	\$28,651	Steady rain developed during the night of October 31st and became heavy at times through November 1st. Rainfall amounts ranged from 1.5 to 4 inches across Vermont. Numerous flooded streams and washed-out roads were reported. Several large rivers flooded, including the Lamoille. In addition to the large rain amounts, high winds were reported throughout the county. Gusts more than 50 mph caused downed trees and power outages. Roads and structures were damaged by trees being blown over.

Jan. 20, 2020 (DR-4532)	none	The COVID-19 pandemic was declared a disaster in Vermont on April 8, 2020. COVID-19 can cause people to experience fever, shortness of breath and difficulty breathing, and many other flu-like symptoms. This virus proved to be most harmful to the elderly and people who are immunocompromised. Prior to the end of 2021, Vermont has had over 60,000 positive cases. A vaccine has been approved for use in Vermont. At the end of 2021, 84% of Vermonters have been fully vaccinated.
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3.1.1 NATIONAL FLOOD INSURANCE PROGRAM (NFIP)

Both the Town and Village of Johnson participate in the NFIP, with the Village subsumed under the Town’s Flood Hazard Ordinance (last revised in 1998). Since 1978, there have been 37 losses and a total of \$321,953 in claims. As of 2021, there are 4 properties identified as repetitive loss properties and 1 severe repetitive loss property. The severe repetitive loss property is single family residential in the Village of Johnson. The Village of Johnson also has two repetitive loss properties, one is residential, and the other commercial. The Town of Johnson holds the other two repetitive loss properties, one is listed as nonresidential, and the other is multifamily residential.

There were 26 individual insurance policies in effect, 21 of which are in the Village. The Town recognizes the importance of having NFIP available and will continue to regulate floodplain development through its floodplain zoning regulations (last revised in 1998). The floodplain zoning regulations are administered by Flood Zoning Administrator and hearings are held by the Zoning Board of Adjustments (currently designated as Johnson Planning Commission). It should be noted that NFIP does not cover some important potential losses such as utilities located in basements and has a maximum coverage limit of \$500,000. That is a very limiting factor for businesses, which must obtain supplemental insurance at exceedingly high rates. NFIP should be encouraged to review and update coverage and limits as well as the Flood Insurance Rate Maps (last updated in April 1987).

3.2 SNOW STORM AND ICE STORM

Hazard Definition: Snow Storms lead to a heavy accumulation of snow, which can be accompanied by high wind causing drifting snow, low visibility, and hazardous travel. An Ice Storm is the ice accretion from freezing rain, which can weigh down trees and power lines, causing outages and potentially occurring in conjunction with flooding. Severe winter storms bring the threat of heavy accumulations of snow, cold/wind chills, strong winds, power outages, internet outages, and property damage.

Location: Winter storms with snow, ice and freezing temperatures in various combinations are commonplace in Johnson. During a snowstorm, an entire community is equally at risk.

Extent: The worst winter storm that can be anticipated in Johnson would be comparable to December 2008 ice storm where much of the region was impacted by 3-4” of ice accumulation, causing widespread, multi-day power outages, internet outages, and road obstructions with downed trees and power lines. These are low probability events. Alternatively, the worst snowstorm that can be expected is snowfall of up to 30”, which has occurred multiple times (as shown in Table 4). While large snowfalls often disrupt business for one or more days, Vermont communities are well prepared for snow and such storms are less of a hazard than ice storms.

There have been no winter storms that resulted in FEMA disaster declarations since the storm in December 2014.

Johnson is well geared to manage most snow/ice storms. Due to the region’s mountainous terrain, it is common for precipitation to range from rain in the valley area, to ice in the middle elevations, with heavy snows in the higher terrain. This poses a challenge to highway maintenance personnel.

Johnson maintains snow removal equipment for all town highways, and Vermont Agency of Transportation maintains equipment for state highways. Snowfalls that are within normal snowfall limits are managed effectively; however, during heavy snowfall for extended periods of time, removal of snow becomes problematic. Historically, these events are not frequent and are short in duration. During such events, radio communications is maintained between highway crews and town emergency responders. Local construction equipment in the community has been used during past emergencies to augment community resources. Most residents are accessible during severe weather conditions, although access may be delayed. In the event of a winter emergency, the Town of Johnson Public Works Department will assist fire and ambulance crews by making private roads passable.

TABLE 4: JOHNSON SEVERE WINTER STORM HAZARD HISTORY 1978-2021

Date	Event	Extent in Lamoille County
January 13, 2018	Ice/snowstorm and ice jam	1" freezing rain & 4-8" snow
December 9-11, 2014	Severe winter storm	6-18" of snowfall
December 20-23, 2013	Severe winter storm	6-18" of snowfall
February 24-25, 2012	Severe winter storm	13-30+" of snowfall
March 6, 2011	Severe winter storm	18-30" of snowfall
February 23, 2010	Severe winter storm	Up to 20" of snowfall
December 12-13, 2008	Ice/freezing rainstorm	Ice accumulations of 3-4"
February 14, 2007	Severe winter storm	Up to 48" of snowfall
October 25, 2005	Severe winter storm	Up to 14" of snowfall
February 10, 2005	Severe winter storm	10-20" of snowfall
January 4, 2003	Severe winter storm	Up to 20" of snowfall
April 9, 2000	Severe winter storm	13-25" of snowfall
January 6, 1998	Ice/freezing rainstorm	Up to 0.5" of icing between 1500'-2500' elevations
December 29, 1997	Severe winter storm	Up to 21" of snowfall
January 15-16, 1983	Severe winter storm	Up to 24" of snowfall
February 6-7, 1978	Severe winter storm (Blizzard of '78)	Up to 30" of snowfall

Source: National Centers for Environmental Information

3.3 WIND: WIND STORMS, THUNDERSTORMS, HURRICANES, AND TROPICAL STORMS

Hazard Definition: Wind Storms are a high wind event without precipitation. Severe thunderstorms, hurricanes and tropical storms are compound hazards which can produce precipitation, high winds, flooding, and fluvial erosion. Thunderstorm winds are short in duration, involving winds or gusts more than 50 mph. A tropical storm

has a maximum sustained wind speed of 39–73 mph. A hurricane is a tropical cyclone with sustained winds that have reached speed of 74 mph or higher.

Location: Thunderstorms and associated hazards can affect the entire community however, parts of community most at risk have been the ones located in the floodplain and along river corridors. These areas are shown on the attached Flood Hazard Map. In the Village, most of the past damages occurred to properties along Main Street and Railroad Street. The damage impacted homes, the municipal wastewater plant, municipal library, and the post office shopping plaza. In Town, primary impacts have been to town roads located along the Lamoille and Gihon Rivers and associated culverts and bridges.

Extent: The worst windstorm that can be anticipated in Johnson would be comparable to that of the September 1938 hurricane, which caused widespread property damage throughout the state (reaching a force of 12 on the Beaufort Wind Scale, with estimated winds of 74 mph).

TABLE 5: JOHNSON WIND STORM HAZARD HISTORY 1938-2021

Date	Event	Extent in Lamoille County
August 28, 2016	Thunderstorm wind	Wind gusts up to 58 mph
July 19, 2013	Thunderstorm wind	Wind gusts up to 63 mph
December 21, 2012	High wind event	Wind gusts up to 70 mph
October 29, 2012	High wind event	Wind gusts up to 55 mph
August 28, 2011	Tropical Storm Irene	Sustained winds of 30-45 mph
April 16, 2011	High wind event	Wind gusts up to 60 mph
December 1, 2010	High wind event	Wind gusts up to 90 mph
September 19, 2003	High wind event	Wind gusts up to 50 mph
September 16, 1999	Tropical Storm Floyd	Wind gusts up to 60 mph
January 27, 1996	High wind event	Wind gusts of 30-50 mph
September, 1938	Hurricane	74 mph

Source: National Centers for Environmental Information

3.4 INFECTIOUS DISEASE

Hazard Definition: An infectious disease caused by micro-organisms, such as bacteria, viruses, and parasites. Some of these diseases return seasonally and therefore require continuous monitoring. An epidemic emerges when an infectious disease occurs suddenly and exceeds the normally expected number of cases. This threat is a danger primarily to emergency responders, healthcare providers, and schools, but is often present in the general population as well.

Influenza returns annually as a threat, although there has not been a serious outbreak in Vermont in recent history. However, more serious strains of flu may occur in an upcoming year that are not included in the annual flu vaccine. There are many other diseases such as HIV/AIDS, SARS, cholera, malaria, and antibiotic-resistant tuberculosis that are major problems elsewhere but are not prevalent here. Illnesses that are present in Lamoille

County include Pertussis, Giardia, Salmonella, and Lyme disease. All these illnesses are present at normal levels. Some outbreaks that could occur in Johnson might involve a contaminated water supply, widespread food supply contamination, large-scale livestock outbreaks, or a bio-terrorist act. While climate change has not yet been linked to an increase in infectious disease cases, there is a speculative connection.

The pandemic of Coronavirus/Covid-19 emerged as a problem in early 2020, when the Governor issued a State of Emergency on March 13, 2020, and a subsequent stay-at-home order. This disrupted supply chains, shut down tourism and resulted in major shifts in the economy, work-force, and quality of life. The Covid-19 pandemic continues to this day, although cases are not as severe in Vermont due to the development of a vaccine. This global pandemic is still a concern for the economy, supply chain, and public health. As of April 11, 2022, the Vermont Health Department reported 118,520 total positive cases of Covid-19. The vaccination efforts have been widespread. Around 87% of eligible Vermonters have received at least one dose of the vaccine. The fatalities from Covid-19 total 623 people in Vermont.

4. LOW RISK HAZARDS

4.1 LANDSLIDES

Hazard Definition: The term "landslide" describes a wide variety of processes that result in the downward and outward movement of slope-forming materials including rock, soil, artificial fill, or a combination of these.

The risk of a landslide is most often associated with Inundation Flooding, erosion, and other impacts of heavy rain. Structures can also be impacted if they are in or near an area experiencing a landslide. Roads located in ravines adjacent to steep slopes are particularly vulnerable to landslides. Such locations include portions of Foote Brook Road, Wilson Rd, River Rd East, and Hogback Road, Route 100c near the intersection of Route 15, and sections of Route 15 in and out of the Village. The latter location poses an additional hazard due to the high traffic volume and numerous structures nearby, including critical facilities. This is classified as a low probability and low impact hazard for Johnson.

4.2 DROUGHT

Hazard Definition: Drought is defined as a water shortage with reference to a specified need for water in a conceptual supply and demand relationship. It is a complex phenomenon that is difficult to monitor and assess because it develops slowly and covers extensive areas, as opposed to other disasters that have rapid onsets and obvious destruction.

Droughts represent a hazard in late summer when local spring and well levels are reduced to minimal flows. The Village owned water system has in the past provided water to residents not on the water system and residents have also obtained water from Johnson Cold Spring. Drought poses low risk to the entire community and has a low probability.

4.3 INVASIVE SPECIES

Hazard Definition: The National Invasive Species Council defines an invasive species as one that is non-native to the ecosystem under consideration and whose introduction causes or is likely to cause economic or environmental harm or harm to human health. They overwhelm native species and may force them out completely. Often, invasive species lack food value that native wildlife depends on. Others prey heavily upon

native species or out-compete them for food. This can cause serious impacts in both directions of the food chain. Road infrastructure issues can also occur from invasive species in Johnson.

Species such as Japanese knotweed, phragmites, and purple loosestrife can alter soil composition, water tables, and disrupt insect cycles. The Emerald Ash Borer (EAB) has become a concern and the Johnson Conservation Commission, and the Regional Insect Preparedness team helped put together a comprehensive EAB preparedness plan. This plan listed a Johnson Ash Tree inventory, and in 2014, there were a total of 2,470 single, community ash trees within the town ROW.

Invasive species are more of a hazard throughout the spring, summer, and fall. Johnson has a likely occurrence of invasive species, but community threat is low.

4.4 WILDFIRE

Hazard Definition: A wildfire is the uncontrolled burning of woodlands, brush, or grasslands. Across much of Vermont, small wild land and brush fires are common, but the probability of major forest fire is exceptionally low.

Every town in Vermont has a designated Forest Fire Warden, who receives daily updates from the Division of Forestry during periods of elevated risk. The risk of wildfires is most severe in outlying areas of development—away from the town’s major highways— where structures are surrounded by ignitable hard and softwood forests. The threat of extensive wildfires is low.

In 2010-11, LCPC developed a Community Wildfire Protection Plan (CWPP) for the towns of Johnson and Hyde Park. This is a low probability and low impact hazard. At the time of this update, the Johnson Planning Commission does not intend to update the CWPP as it is a low probability and low impact hazard.

4.5 HAIL

Hazard Definition: Hail is a form of precipitation composed of spherical lumps of ice. Known as hailstones, these ice balls typically range from 5–50 mm in diameter on average, with larger hailstones forming within severe thunderstorms.

With Vermont’s variable weather patterns, hail is a four-season threat to both public and private property. Hail storms may damage homes and automobiles. This is a low probability and low impact hazard.

4.6 EARTHQUAKE

Hazard Definition: An earthquake occurs when two blocks of the Earth suddenly slip past one another. According to the U.S. Geological Survey (USGS), the risk of earthquakes in Vermont and much of northern New England is rated moderate, compared with the substantial risk attributed to much of the West Coast and lower-Midwest.

Lamoille County has not experienced any property damage or loss of life attributed to an earthquake in its history. This is a low probability and low impact hazard.

4.7 TORNADO

Hazard Definition: A tornado is a violently rotating column of air extending from a thunderstorm to the ground. The most violent tornadoes are capable of tremendous destruction with wind speeds of 250 mph or more.

Tornados, while uncommon in New England, can occur and endanger life and property virtually anywhere, at any time. According to NCDC, there have been only two tornado incidents in Lamoille County since 1960. The

most recent touched down in Cambridge in 2008 and was measured between an EF0 and EF1 on the Enhanced Fujita Scale – which characterizes tornado wind speeds and degree of expected damage. This is a low probability and low impact hazard.

4.7 EXTREME HEAT

Hazard Definition: Extreme heat can have significant effects on human health, and the range of extreme depends on the local climate. The Vermont Department of Health suggests that 87°F is the threshold in Vermont where hospitals see a rise in heat-related emergency room visits.

In Vermont, a heat wave is defined as a period of three or more consecutive days during which the daytime maximum temperature meets or exceeds 90°F.

Extreme heat and prolonged periods of hot weather often affect the frequency and occurrence of other hazards such as drought, wildfire, invasive species, and infectious disease. As Johnson experiences temperature increases these other hazards may increase as well. This hazard is likely with low community risk.

4.8 EXTREME COLD

Hazard Definition: The definition of extreme cold depends on the local climate. Extreme cold can have significant effects on human health, businesses, and can significantly impact infrastructure.

Extended periods of cold during winters are likely to occur. One of the most prolonged cold episodes lasted from January 18 to February 3, 1969. The temperature remained below 0°F consistently and water mains around the state burst in record numbers. Other instances include February 1993 and January 1997, both of which were caused by Arctic high-pressure systems. In the winter of 2015, below freezing temperatures were maintained for 27 days. Frigid Arctic air has continued to impact longer or very cold weather events in the past few years. There has been a trend down in temperatures as we continue to experience climate disruptions from greenhouse gas emissions. Johnson is well prepared for extreme cold which is a likely hazard with low community impact.

4.9 DAM FAILURE

Green River Dam in nearby Hyde Park– located approximately 4.3 miles above the confluence of the Green River and the Lamoille River– poses a low risk with medium impacts. Morrisville Water and Light owns and operates the Green River Dam which has been utilized as a water storage project since its construction in 1947. Hydroelectric generating facilities have been installed at the site and are now in operation.

The worst estimated dam failure event would be a complete breach of the Green River Reservoir Dam, which would inundate properties in low-lying areas adjacent to the Lamoille River and VT Route 15. However, the number of acres or homes impacted would vary depending on the height of water behind the dam at the time of breach, as well as the height of rivers downstream. Furthermore, the dam has never breached; there is no publicly available data to quantify extent for such an incident.

In Johnson, the Lower Pond at Northern Vermont University (NVU) is classified as a dam on NVU's Inundation Map. According to the map, if the dam is ever breached the waters will raise the height of the Gihon River by 1.9 feet and the impacted areas would include School Street, lower Clay Hill Road, Crab Tree Lane, Mudgett Drive and McLelland Hall at NVU. In discussions with the Town Administrator, it was determined that the probability of the Lower Pond's breach is minimal. In the worst-case scenario, an incremental release of the pond waters could occur in which case the water would empty out very slowly due to the large land mass between the edge of the pond and the embankment. The impact of this slow release on the community would be minimal.

4.10 MAJOR HIGHWAY ACCIDENTS

Johnson is transected by two major State highways: VT Routes 15 and 100c. Both serve as major inter- regional trucking and transportation corridors. The volume and type of traffic on the state highway network creates potentially dangerous intersections with local roadways. The Vermont Agency of Transportation identifies five high crash locations in Johnson; one is located along Route 15 and the rest are along Route 100c. Forty-eight accidents occurred at these locations between 2012 and 2016. The Transportation Concerns Map details the high crash locations.

The Agency of Transportation also keeps a database of bridge inspection reports. In Johnson, all fifteen bridges have a federal sufficiency rating of greater than 50 (out of 100). Most of the bridge scores are around eighty.

There is no data or precedent to substantiate what is the worst anticipated major highway accident for Lamoille County. We consider the probability low and potential impact minor.

4.11 MAJOR STRUCTURE FIRE

According to data from the 2020 Census and Vermont Center for Geographic Information, there are 1,518 housing units and approximately 69 commercial buildings within the town. Housing units are typically built on multi-acre lots; however, homes in the village are much more densely sited. The risk of large-scale structure fires is low in Johnson. The most significant risks involve residences and businesses, particularly in the village where buildings are close together. A structure fire at the Johnson Woolen Mill represents a significant risk for two reasons. First is the age and wood frame construction of the old mill buildings and second is the presence of wool in the buildings. Under the right circumstances, burning wool can produce arsenic gas which is highly toxic. A major structure fire at the mill could require evacuation of portions of the village. This danger is well known to the Fire Department and contingency plans have been developed to deal with this risk in the event of fire. Northern Vermont University has also been identified as having significant risk due to its large population in dormitory buildings and issues associated with response to large populations. The probability of a major structure fire is low, and the impact is minor. It should be noted that Johnson has a highly trained fire department, first class equipment, and excellent mutual aid with other area departments. The fire department has noticed an increase in emergency response calls occurring during a natural disaster or flood event since the previous plan update. Over the past few years, most structure fires have been typical emergency events with prompt emergency response.

4.12 HAZARDOUS MATERIALS (HAZMAT) SPILL

In Vermont, businesses and facilities storing hazardous materials are required to file a Tier II report with DEMHS detailing the volume and type of substance. According to the Tier II statewide database, there are twelve sites in Johnson. A Tier II site is defined by federal law under the Emergency Planning & Community Right to Know Act (EPCRA) and is any facility which uses or possesses reportable quantities of chemicals requiring material safety data sheets by VOSHA, known human carcinogens, extremely hazardous substances, explosives which require licensing or certain threshold quantities of petroleum products.

In Johnson, 312 structures are within 1000 feet of a Tier II site. Using the median housing value estimate from the 2019 American Community Survey and assuming total loss of the structure provides the estimated potential loss from damage to these properties. The estimated potential loss for all properties, using the residential housing value, within 1000 feet of a Tier II is \$51,760,800. The estimated potential loss for the 568 properties within 500 feet of a major roadway is \$94,231,200.

Hazardous waste sites have the potential to contaminate and pollute water systems and other ecosystems, as well as threaten human health. The Vermont Agency of Natural Resources maintains a web-based atlas, which includes data about hazardous materials. According to the State Waste Management Interactive database, between 2015 and 2021, twenty-five incidents were reported involving hazardous materials spills in Johnson, as shown in Table 6. These spills mostly involved limited quantities of oil or other petroleum products.

TABLE 6. JOHNSON HAZARDOUS WASTE SPILL SITES (2015-2021)

Spill#	Facility Name	Address	Product Contaminants
2021WMD406	Fred's Plumbing & Heating Bulk Plant	3725 VT 100C	water/oil mix
2021WMD147	Miller Residence	55 Mountain View Park Loop	#2 Fuel Oil
2021WMD025	Roadway	1442 RT 15	Motor Oil
2021WMD094	Roadway	College Hill	Hydraulic Oil
2020WMD384	Bidwell Residence	451 Wilson Road	#2 Fuel Oil
2020WMD532	Fred's Plumbing & Heating Bulk Plant	3725 Vermont Route 100C	Diesel
2020WMD046	Residential Property	234 Main St	Hydraulic Oil
2020WMD366	Roadway	Clay Hill Road	Unknown/unspecified Petroleum
2020WMD478	Roadway/Roadside	Multiple roads and waterways	Paint/Stain
2020WMD425	VT Studio Center	29 Pearl St	#2 Fuel Oil
2020WMD280	VT Studio Center-Cottage & Bldg.	86 Pearl St	#2 Fuel Oil
2020WMD278	VT Studio Center-Miller House	72 School St	#2 Fuel Oil
2020WMD277	VT Studio Center- Wolf Kahn Studio	93 Pearl St	#2 Fuel Oil
2019WMD061	Fred's Plumbing & Heating Bulk Plant	3725 VT RT 100C	Diesel
2019WMD168	Private Residence	93 Whiteface Mountain Dr	isocyanate and/or poly resin (2-part insulation foam)
2018WMD270	Maplefields	143 Lower Main Street	Diesel
2017WMD656	Apartment Building	50 Main Street	#2 Fuel Oil
2017WMD296	Cote Residence	333 Lower Main West	#2 Fuel Oil
2017WMD641	Roadway	Route 15 between Johnson and Morrisville	Hydraulic Oil
2016WMD235	Merchant's Bank	103 Main St	#2 Fuel Oil

2016WMD383	Merchant's Bank	103 Main Street	#2 Fuel Oil
2015WMD336	Roadside	3241 Route 100C	MODF (mineral oil dielectric fluid)
2015WMD110	Roadway	217 Tree Farm Road	Diesel
2015WMD207	TT Accident	412 Route 15 East	Diesel
2015WMD329	VT Electric Coop	42 Wescom Rd	MODF (mineral oil dielectric fluid)

4.12.1 CRITICAL FACILITIES AND OTHER VULNERABLE SITES

The Critical Facilities Map depicts Johnson’s critical facilities and sites vulnerable to hazards. The critical facilities are: Municipal offices (shared by Town and Village), Emergency Operations Center, Fire Department, Elementary School. A HAZMAT accident could disrupt functions of all these facilities.

VULNERABLE SITES INCLUDE:

- Village of Johnson (due to risk of inundation flooding)
- Wastewater Treatment Facility (due to risk of flooding)
- Village and VEC substations (risk of oil spills; the village substations have oil containment)
- Intersection of Rt. 15 and Rt. 100c (risk of hazardous spills)
- Northern Vermont University
- Brosseau Fuels Route 15 West
- Fred’s propane and Heating Fuel on Rte. 100c
- Ambulance House
- Low lying areas in and around the floodplain

HIGH RISK POPULATIONS INCLUDE:

- Nazarene Church Day Care
- Northern Vermont University
- Laraway Youth and Family Center
- Mobile Home Parks: Katy Winn and Highland Heights
- St. John's Knoll - Elderly Housing
- Johnson Elementary School
- Lamoille Mental Health Residential Care
- Johnson Community Housing Project School Street Elderly units
- Johnson Water and Light electric “lifeline” customers

4.13 CLIMATE CHANGE CONSIDERATION

Climate change is always present when considering possible hazards, and mitigation strategies and actions. However, planning for it can be difficult. The hazards listed above are categorized based on their current probability and extent, but the potential threat they pose may not remain static. Climate change is likely to cause several of these hazards to increase in severity including drought, extreme temperatures, flooding, severe thunderstorms, tornados, hurricanes/tropical storms, wildfires, diseases, and invasive species.

As the effects of climate change become more pronounced; precipitation patterns will alter hydrology and water availability in the area. Frequency and severity of flood inundation, flash flooding, fluvial erosion, and landslide hazards are likely to increase. As river and stream banks erode further, they will encroach further towards buildings and other property. During the winter months, increased temperature and more frequent rain events may increase the chance of ice jams that lead to flooding. The information currently available cannot accurately predict the occurrences of ice jams.

In the spring of 2022, mud season was incredible challenging, which made dirt road access treacherous, or impossible. The extent and severity of weather changes will increase the likelihood of ongoing mud season issues in Johnson.

Increases in severe weather events, including extreme heat could lead to an increase in power outages across the region. Following the goals and actions outlined in the Enhanced Energy Chapter in the Johnson Town and Village Municipal Development Plan will be helpful to help prepare and mitigate these issues. Battery back-up power could be explored to improve grid resiliency in the event of increased disruptions due to climate change events.

In relation to increased rainfall and a greater frequency of flooding events, water quality is likely to be negatively affected by climate change. A higher inflow of water into lakes and streams increases phosphorus levels which eventually lead to blooms of blue-green algae, which are toxic to animals and people. Warmer temperatures further contribute to increased algae blooms.

The Vermont Department of Health has stated that there is speculation about possible connection between climate change and several emerging infectious diseases such as eastern equine encephalitis, West Nile virus, Zika, anaplasmosis, and babesiosis, as well as disease vectors. However, occurrence of these diseases or their vectors in Vermont has not been conclusively linked to climate change. Flooding may also lead to increased mold problems, and other water-borne diseases, as well as providing more spawning locations for mosquitoes.

Wildfires and forest fires could occur more often as temperatures rise. Invasive species, though of little to no threat now, may become a significant threat. Kudzu, known as “the vine that ate the South,” has been kept at bay due to cold winters, but if temperatures increase, kudzu and other creeping plants could spread across Vermont’s mountains and kill much of the local vegetation. It is predicted that plants like kudzu will likely have a foothold in New England by 2100. (Bradley, Wilcove, Oppenheimer 2009)

5. HAZARD MITIGATION PLAN INTEGRATION AND USE

Successfully managing hazards and strengthening the mitigation and preparedness actions in Johnson requires a unified planning effort. This hazard mitigation plan must align with the comprehensive Town and Village Municipal Development Plan that was adopted in 2016 and will be in effect through 2024.

Implementation recommendations from the Flood Resilience Element of the Municipal Development Plan were reviewed during the preparation of this hazard mitigation plan and incorporated into the list of mitigation actions.

Mitigation actions identified in this plan will be reviewed during the next update of the Municipal Development Plan. Additionally, the list of actions will be made available to state agencies for their incorporation into statewide plans including the Tactical Basin Plan for Lamoille River watershed of the VT Agency of Natural

Resources, and the List of Priority Infrastructure Projects developed annually by the VT Agency of Transportation.

Johnson’s staffing capacity is limited in terms of some technical capabilities and works closely with LCPC to accomplish certain hazard planning and mitigation actions including geomorphic assessments, flood modeling, infrastructure improvements, and Hazard Mitigation Grant Program applications and projects. Johnson does maintain and support other planning and preparedness mechanisms such as: funding for the fire and rescue squads; sustain positions of Emergency Management Director, Deputy Director, and Coordinator; periodic review and update of bylaws and ordinances, including current Flood Resiliency efforts; capital planning and budgeting to improve infrastructure; annual LEMP updates.

Vermont Emergency Management encourages a collaborative approach to achieving mitigation at the local level through partnerships with Vermont Agency of Natural Resources, VTrans, Vermont Agency of Commerce and Community Development, Regional Planning Commissions, FEMA Region 1, and others. That said, these agencies and organizations can work together to provide assistance and resources to towns interested in pursuing hazard mitigation projects. Local officials and property owners can always contact the State Hazard Mitigation Officer with questions, technical assistance, or to find out about grant opportunities

5.1 CONTINUED PUBLIC INVOLVEMENT

There are three principal avenues for continued public participation during the maintenance of this plan:

- Community involvement through the local and regional planning process relating to updating existing planning mechanisms.
- Participation at the regular REMC meetings (REMC meetings are attended by a variety of parties: first responders, municipal officials, non-profit health care agencies, disaster assistance groups, communications industry officials and Tier II HAZMAT operators); and,
- Posting of the LHMP on the Johnson and LCPC websites for public comment.

The public will be notified of review and update efforts over the next five years through press releases to local newspapers, announcements by local radio stations, updates to the Johnson and LCPC websites and postings on Front Porch Forum and the Friends of Johnson electronic newsletter. Additionally, LCPC will reach out to other regional stakeholders, including the Lamoille Mutual Aid Association and Lamoille County Sheriff’s Department, to ensure mitigation planning efforts align with the county’s public safety interests.

5.2 JOHNSON’S HAZARD MITIGATION GOALS, PROJECTS, AND ACTIVITIES

The following goals were evaluated and affirmed by the community. The goals are listed in order of importance/priority.

1. Reduce and avoid long-term vulnerabilities to major hazards.
2. Prioritize mitigation and preparedness activities related to inundation flooding, fluvial erosion, ice jams, major winter storms, ice storms, and severe windstorms.
3. Incorporate flood resiliency in evaluation of costs and benefits of community & economic development projects. Collaborate with the state and local agencies on mitigation efforts.
4. Maintain and update infrastructure such as roads, bridges, and culverts.
5. Evaluate and consider the expansion of dry hydrant installations, especially in rural areas, to better prepare for fire suppression activities.

6. Inform and educate the public about mitigation efforts and maintain enrollment in National Flood Insurance Program (NFIP).

JOHNSON CAPABILITIES TO IMPLEMENT MITIGATION ACTIONS

Overall, Johnson is committed to furthering mitigation efforts and keeping its citizens safe. The Town and Village have limited capacity due to staff time and budget constraints. Combined, the Town and Village of Johnson have a Fire Department, Public Works Department, Fire Warden, Road Foreman, Town Administrator, Village Manager, Emergency Management Director, Emergency Management Coordinator, Town Clerk, and several volunteer boards (Ex: Selectboard, Village Trustees, Planning Commission etc.) Johnson’s capabilities are further documented in Table 7 below.

TABLE 7. CAPABILITIES TO IMPLEMENT MITIGATION ACTIONS
Existing Authorities, Policies, and Programs

Plans and Studies

Capability	Description	Improvement Opportunity
<i>Town and Village Municipal Development Plan</i>	The Town and Village Municipal Development Plan was updated in 2016.	During the next update, incorporate priorities and mitigation actions from the 2022 Johnson Local Hazard Mitigation Plan.
<i>Local Hazard Mitigation Plan (LHMP)</i>	The 2017 Johnson LHMP is in effect until September 29, 2022. The updated Johnson LHMP will be adopted by September 2022 after receiving Approval Pending Adoption.	
<i>Stormwater Plan</i>	In 2021, Watershed Consulting published the Johnson Stormwater Master Plan for the Lamoille County Conservation District. This plan includes a list of the top 10 BMPs project priorities.	
<i>Local Emergency Management Plan (LEMP)</i>	The Johnson Local Emergency Management Plan was last updated and adopted in May of 2022.	
<i>Invasive Species Management Plan</i>	Johnson created an Emerald Ash Borer Preparedness Plan in 2014.	A new action was identified in this plan update to manage ash trees according to this plan while

		following State and Federal guidance.
<i>Culvert Inventory</i>	The last Johnson Culvert Inventory was completed in 2014.	Update the Johnson Culvert Inventory.

Administrative Capacity and Capability

Capability	Description	Improvement Opportunity
<i>Emergency Management Director</i>	Johnson has an active Emergency Management Director.	
<i>Planning Commission</i>	The Johnson Planning Commission is made up of 8 active members and meets monthly.	
<i>Administrative Officer</i>	Johnson has an Administrative Officer to administer to the Form Based Code.	
<i>Conservation Commission</i>	The Johnson Conservation Commission is made up of 9 active members and meets monthly.	
<i>Selectboard</i>	The Johnson Selectboard is made up of 5 active members and meets twice a month.	
<i>Trustees</i>	The Village Trustees is made up of 4 active members and meets monthly.	
<i>Public Works Department</i>	The current Johnson Public Works Department consists of a 5-person crew.	
<i>Town Clerk</i>	The Town of Johnson employs a Town Clerk that is available to assist at the Town Clerk's Office 5 days a week.	

<i>Tree Board</i>	Johnson has 7 members of the volunteer Tree Board.	
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Zoning and Regulations

Capability	Description	Improvement Opportunity
<i>National Flood Insurance Program (NFIP)</i>	Johnson is a participant of NFIP and has Flood Hazard Area regulations that were adopted in 1998.	Update the Flood Hazard Area regulations.
<i>Zoning, Subdivision and River Corridor Bylaws</i>	Johnson has Form Based Code regulations and Flood Hazard Area regulations.	Update the Flood Hazard Area regulations. Explore the feasibility of expanding the Form Based Code to outside of the Village Center.
<i>Road Standards</i>	The Town of Johnson has adopted Road and Bridge Standards and follows the requirements of the Municipal Roads General Permit.	

Outreach and Education

Capability	Description	Improvement Opportunity
<i>Website</i>	The Johnson website is updated on a regular basis to warn local meetings and Town events.	
<i>Front Porch Forum</i>	Johnson is a member of the online community forum "Front Porch Forum." Johnson uses this online resource as appropriate to outreach about key community events.	

Table 8 details actions and ongoing or recently completed mitigation programs, projects, and activities in Johnson. In parentheses, "T" or "V" indicate which authority, town, or village, is responsible for and benefits from these activities. New mitigation actions for the 2022-2027 period are detailed below. There were seven actions completed including the replacement of the French Hill Road Culverts in 2018; The Johnson Village Form-Based Code was adopted 5/21/2018; The public library heating and electrical systems floodproofing was

completed in early 2020; LCPC conducted a Windshield Survey of the River Corridors in Johnson and worked with Staci Pomeroy, VT DEC River Scientist to complete the ground truthing of river corridors in 2017; The Johnson Road Erosion Inventory was conducted in 2020 and LCPC is working with Johnson to refine the inventory; The Ice Jam History and Preliminary Mitigation Assessment was completed in 2021; Updating the Village Revolving Loan Fund to include projects to improve a structures' flood resiliency was completed in December of 2021.

Future actions are aimed at addressing the following significant hazards: Inundation flooding, flash floods, fluvial erosion, ice jams and severe wind events accompanied by rain. The Town and the Village considered the need to mitigate winter storm and ice storm hazard and determined that the continued focus of the Town of Johnson Public Works Department and the Village Public Works Department will be on managing the storms as they happen. Hazard mitigation priorities are determined by Johnson's ability to finance and implement these activities with the Town and Village's existing tax base. The mitigation activities will be completed as funding, time, and public support will allow. The list of mitigation actions is in Table 9. The actions, as prioritized, are in Appendix B.

TABLE 8. JOHNSON TOWN AND VILLAGE MITIGATION ACTION STATUS

ACTIONS COMPLETED
Replace two side by side culverts on French Hill Road. (T)
Create Johnson Village form-based code ordinance. (T)
Relocate public library heating and electrical systems from the basement to the first floor or higher. (T)
Request from ANR the ground- truthing of river corridor areas in places where such ground-truthing has not been done. (T)
The Johnson Road Erosion Inventory including assessing the field erosion along hydrologically connected segments along municipal roads. (T)
Completion of the Ice Jam History and Preliminary Mitigation Assessment by USACE in partnership with the Vermont Silver Jackets. (T)
Update borrowing guidelines for Village Revolving Loan Fund to enable borrowing for projects that improve structures' flood resiliency. (V)
ACTIONS RE-WORDED AND INCLUDED IN THE 2022 PLAN
These items from the 2017 plan were reworded and moved to the Action Table (Table 7) and Evaluation Prioritization Matrix in appendix B.
Continue to improve the water crossing beyond the basic improvements made in 2021 to align with the 2013 Dubois and King Flood Mitigation Study recommendations for the Scribner Covered Bridge over Gihon River. (T)
Secure funding and implement, where feasible, restoration projects identified in the River Corridor Management Plan, the 2021 Lamoille Tactical Basin Plan, the 2021 Johnson Stormwater Master Plan, and the Ice Jam History and Preliminary Mitigation Assessment. (T)
Work proactively with the transmission service provider to upgrade the existing infrastructure and avoid long-term electric outages. (V)
Review the Town and Village Flood Hazard Regulations to ensure that they meet minimum NFIP requirements. (T)
ONGOING ACTIVITIES
Adopt and maintain a Local Emergency Management Plan (LEMP). (T, V)
Participate in the Regional Emergency Management Committee. (T, V)

Maintain an evacuation plan for village and critical facilities and community notification process. (T, V)
Ongoing emergency and mitigation training for Emergency Response and Management staff. (T, V)
Upgrade minimum culvert sizes to Town Highway Road and Bridge Standards and replace culverts in poor condition to lessen flood damage as identified in the Town Culvert Inventory. (T)
Update and maintain annual culvert inventory. (T)
Annual investment of local tax dollars in highway mitigation projects. The town budgets road, bridge, and culvert improvements in the annual Town of Johnson Public Works Department budget. (T)
Conduct general road maintenance included ditching and vegetation management. (T)
Utilize State and Federal funding for mitigation projects and activities such as the Vermont Better Roads Program. (T)
Annually evaluate road erosion and prioritize road erosion concerns for the Highway Maintenance Program. Refer to the Road Erosion Inventory (REI) that was completed in 2020. (T)
Ensure continued enrollment in National Flood Insurance Program (NFIP). (T, V)
NEW ACTIONS PRIORITIZED IN THIS PLAN UPDATE
Provide educational materials to the public on flood risk and NFIP requirements. (T)
Proactively manage hazard trees to reduce windstorm impacts on local utilities and Town infrastructure. (T)
Manage ash trees in accordance with the state recommendations regarding Emerald Ash Borer Best Management Practices as listed in the Johnson EAB Preparedness Plan, State, and Federal regulations. (T)
Research technology and improve capacity for remote/hybrid meetings out of the Johnson Municipal Building. (T)
Maintain adequate PPE supply for Johnson municipal employees for current and future public health events. (T)
Ensure Best Management Practices are followed regarding winter maintenance equipment and replacement to manage all winter weather conditions and ice storms. (T).
ACTIONS NOT PRIORITIZED IN THIS PLAN UPDATE
This action was removed because it is no longer applicable as this database is being maintained by the State Enhanced 911 Board.
Create Informational Database on elderly and special needs population (T, V)

TABLE 9. JOHNSON TOWN AND VILLAGE MITIGATION ACTIONS

Mitigation Action	Hazard	Responsible Party(ies) (primary party responsible for implementation in bold)	Funding Sources	Timeline	Cost*
Town of Johnson	-	-	-	-	-
Continue to improve the water crossing beyond the basic improvements made in 2021 to align with the 2013 Dubois and King Flood Mitigation Study recommendations for the Scribner Covered Bridge over Gihon River.	Inundation Flooding, Fluvial Erosion, Ice Jams, Severe Windstorms	Town Administrator , LCPC	State and Federal Grants, Town budget	2022 - 2024	High – Very High
Review the Town and Village Flood Hazard Regulations to ensure that they meet minimum NFIP requirements.	Inundation Flooding	Town Administrator , LCPC, REMC	Emergency management or hazard mitigation planning grants	2022	Low
Provide educational materials to the public on flood risk and NFIP requirements.	Inundation Flooding, Ice Jams, Fluvial Erosion	Town Administrator , LCPC, REMC	Town budget, grants	2022 - 2027	Low
Secure funding and implement, where feasible, restoration projects identified in the River Corridor Management Plans, the 2021 Lamoille Tactical Basin Plan, the 2021 Johnson Stormwater Master Plan, and the Ice Jam History and Preliminary Mitigation Assessment.	Inundation Flooding, Fluvial Erosion, Ice Jams, Severe Windstorms	Johnson Conservation Commission ; Lamoille Co. Conservation District; VT River Conservancy; VT Land Trust	VT River Conservancy; VT Land Trust; State & Federal grants	2022 - 2027	Low- High
Identify areas of town where isolation can occur during flooding events to determine where alternative evacuation routes and secondary access can be situated.	Inundation Flooding, Fluvial Erosion, Ice Jams, Severe Windstorms	Town Administrator , Town of Johnson Public Works Department, Selectboard, Fire Chief	Emergency management or hazard mitigation planning grants	2022 - 2024	Low
Upgrade minimum culvert sizes to Town Highway Road and Bridge Standards and replace culverts in poor condition to lessen flood damage as identified in the Town Culvert Inventory.	Inundation Flooding; fluvial erosion, Ice Jams, Severe Windstorms	Town of Johnson Public Works Department , VTTrans, Selectboard	VT Agency of Transportation; LCPC Transportation Planning Initiative; Town budget	2022 - 2027	Very High

Explore funding to implement stormwater management systems that align with the new stormwater requirements and priorities outlined in the Johnson Stormwater Master Plan.	Inundation Flooding, Fluvial Erosion, Severe Windstorms	Selectboard , Town of Johnson Public Works Department	Watershed management, Emergency management or hazard mitigation	2022 - 2027	Medium – Very High
Proactively manage hazard trees to reduce windstorm impacts on local utilities and Town infrastructure.	Severe Windstorms	Town of Johnson Public Works Department , Utility Providers	Town budget, Utility budget	2022 - 2027	Low-Medium
Manage ash trees in accordance with the state recommendations regarding Emerald Ash Borer Best Management Practices as listed in the Johnson Town Plan, State, and Federal regulations.	Severe Windstorms	Town of Johnson Public Works Department	Town budget, grants	2022 - 2027	Low-Medium
Ensure Best Management Practices are followed regarding winter maintenance equipment and replacement to manage all winter weather conditions and ice storms.	Winter Storms, Ice Storms	Town Administrator , Town of Johnson Public Works Department, Selectboard	Town budget	2022 - 2027	Medium
Research technology and improve capacity for remote/hybrid meetings out of the Johnson Municipal Building.	Infectious Disease	Town Administrator	Town budget, State and Federal grants	2022 - 2023	Medium
Maintain adequate PPE supply for Johnson municipal employees for current and future public health events.	Infectious Disease	Town Administrator	Town budget, State & Federal grants	2022 - 2027	Low-Medium
Participate in the Lamoille FiberNet CUD to help further discussion/progress for installing fiber (high speed internet) in Johnson to enhance communication capabilities and resiliency.	Infectious Disease	Town Administrator	Town budget, State and Federal grants	2022 - 2027	Medium
Village of Johnson	-	-	-	-	-
Work proactively with the transmission service provider to upgrade the existing infrastructure and avoid long-term electric outages.	Inundation Flooding, Fluvial Erosion Severe Windstorms	Village Trustee Board	Village of Johnson Electric Department	2022 - 2025	Very High
Explore funding to implement stormwater management systems that align with the new stormwater requirements and priorities outlined in the Johnson Stormwater Master Plan.	Inundation Flooding, Fluvial Erosion Severe Windstorms	Village Trustee Board	Watershed management, Emergency management or hazard mitigation planning grants	2022 - 2027	High – Very High

*Cost scale: “Low” (0-\$5,000), “Medium” (\$5,001 - \$15,000), “High” (\$15,001 - \$50,000) or “Very High” (More than \$50,000)

APPENDIX A. JOHNSON SUPPLEMENTAL DATA AND MAPS

Flood Hazard Map; Critical Facilities Map; Transportation Concerns Map; Ice Jam History Map

RESOLUTION

Approving the Johnson Local Hazard Mitigation Plan

The Selectboard of the Town of Johnson find that:

- A. The adoption of a multi-hazard plan is required as a condition for communities to remain eligible for future Federal Emergency Management Agency (FEMA) mitigation grant funds.
- B. The Town of Johnson has prepared the Johnson Local Hazard Mitigation Plan to meet FEMA's funding requirement, a copy of which is attached as Exhibit A and incorporated herein by reference.
- C. The Selectboard has reviewed and considered the Johnson Local Hazard Mitigation Plan.
- D. The mitigation strategies and actions identified in the plan will be implemented only when funding sources have been identified and projects have been prioritized as outlined in the Plan.

NOW THEREFORE,

BE IT RESOLVED BY THE SELECTBOARD OF THE TOWN OF JOHNSON, A MUNICIPALITY OF THE STATE OF VERMONT, AS FOLLOWS:

Section 1. Based on the above findings, which are hereby adopted, the Johnson Local Hazard Mitigation Plan attached as Exhibit A is approved as the official Comprehensive Local Hazard Mitigation Plan for the Town of Johnson.

Section 2. This resolution shall become effective immediately upon adoption.

The foregoing Resolution is hereby adopted this _____ the day of _____, 2022

Selectboard Chair _____

Selectboard Member _____

Selectboard Member _____

Selectboard Member _____

Selectboard Member _____

Town Clerk received _____

RESOLUTION

Approving the Johnson Local Hazard Mitigation Plan

THE BOARD OF TRUSTEES OF THE VILLAGE OF JOHNSON FIND THAT:

- A. The adoption of a multi-hazard plan is required as a condition for communities to remain eligible for future Federal Emergency Management Agency (FEMA) mitigation grant funds.
- B. The Johnson has prepared the Johnson Local Hazard Mitigation Plan to meet FEMA's funding requirement, a copy of which is attached as Exhibit A and incorporated herein by reference.
- C. The Board of Trustees has reviewed and considered the Johnson Local Hazard Mitigation Plan.
- D. The mitigation strategies and actions identified in the plan will be implemented only when funding sources have been identified and projects have been prioritized as outlined in the Plan.

NOW THEREFORE,

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE VILLAGE OF JOHNSON, A MUNICIPALITY OF THE STATE OF VERMONT, AS FOLLOWS:

Section 1. Based on the above findings, which are hereby adopted, the Johnson Local Hazard Mitigation Plan attached as Exhibit A is approved as the official Comprehensive Local Hazard Mitigation Plan for the Village of Johnson.

Section 2. This resolution shall become effective immediately upon adoption.

The foregoing Resolution is hereby adopted this _____ the day of _____, 2022

Board of Trustees Chair _____

Board of Trustees Member _____

Board of Trustees Member _____

Board of Trustees Member _____

Board of Trustees Member _____

Village Clerk received _____

APPENDIX B. ACTION EVALUATION AND PRIORITIZATION MATRIX

Town and Village of Johnson Criteria evaluated on a scale of 1-5 with 5 being the highest score.

Mitigation Action	Responds to significant (likely or high risk) hazard	Likelihood of funding	Protect threatened infra-structure	Implemented quickly	Socially / Politically acceptable	Technically Feasible	Administratively Realistic	Reasonable cost to benefit ratio	Environmentally sound	TOTAL SCORE	Timeline
Town of Johnson	-	-	-	-	-	-	-	-	-	-	
Continue to improve the water crossing beyond the basic improvements made in 2021 to align with the 2013 Dubois and King Flood Mitigation Study recommendations for the Scribner Covered Bridge over Gihon River.	3	3	2	1	3	5	4	1	4	26	2022 - 2024
Provide educational materials to the public on flood risk and NFIP requirements.	3	4	2	3	4	5	4	4	4	33	2022 - 2027
Review the Town and Village Flood Hazard Regulations to ensure that they meet minimum NFIP requirements.	4	4	2	3	3	5	4	5	4	34	2022
Secure funding and implement, where feasible, restoration projects identified in the River Corridor Management Plans, the 2021 Lamoille Tactical Basin Plan, the 2021 Johnson Stormwater Master Plan, and the Ice Jam History and Preliminary Mitigation Assessment.	3	3	3	2	3	4	4	3	4	29	2022 - 2027
Identify areas of town where isolation can occur during flooding events to determine where alternative evacuation routes and secondary access can be situated.	3	3	4	2	3	4	4	4	4	31	2022 - 2024
Upgrade minimum culvert sizes to Town Highway Road and Bridge Standards and replace culverts in poor condition to lessen flood damage as identified in the Town Culvert Inventory.	3	3	4	4	4	4	4	1	4	31	2022 - 2027

Mitigation Action	Responds to significant (likely or high risk) hazard	Likelihood of funding	Protect threatened infra-structure	Implemented quickly	Socially / Politically acceptable	Technically Feasible	Administratively Realistic	Reasonable cost to benefit ratio	Environmentally sound	TOTAL SCORE	Timeline
Explore funding to implement stormwater management systems that align with the new stormwater requirements and priorities outlined in the Johnson Stormwater Master Plan.	3	4	3	3	4	4	4	4	4	33	2022 - 2027
Proactively manage hazard trees to reduce windstorm impacts on local utilities and Town infrastructure.	3	5	4	3	4	4	4	4	5	36	2022 - 2027
Manage ash trees in accordance with the state recommendations regarding Emerald Ash Borer Best Management Practices as listed in the Johnson Town Plan, State, and Federal regulations.	5	5	4	3	5	4	4	4	5	39	2022 - 2027
Ensure Best Management Practices are followed regarding winter maintenance equipment and replacement to manage all winter weather conditions and ice storms.	4	5	4	3	5	5	4	3	3	36	2022 - 2027
Research technology and improve capacity for remote/hybrid meetings out of the Johnson Municipal Building.	3	4	2	3	3	3	4	3	3	28	2022 - 2023
Maintain adequate PPE supply for Johnson municipal employees for current and future public health events.	5	5	5	3	4	3	4	3	2	34	2022 - 2027
Participate in the Lamoille FiberNet CUD to help further discussion/progress for installing fiber (high speed internet) in Johnson to enhance communication capabilities and resiliency.	3	4	4	2	4	3	3	3	3	29	2022 - 2027

Mitigation Action	Responds to significant (likely or high risk) hazard	Likelihood of funding	Protect threatened infrastructure	Implemented quickly	Socially / Politically acceptable	Technically Feasible	Administratively Realistic	Reasonable cost to benefit ratio	Environmentally sound	TOTAL SCORE	Timeline
Village of Johnson	-	-	-	-	-	-	-	-	-	-	
Work proactively with the transmission service provider to upgrade the existing infrastructure and avoid long-term electric outages.	5	1	5	2	5	4	5	3	5	35	2022 - 2025
Explore funding to implement stormwater management systems that align with the new stormwater requirements and priorities outlined in the Johnson Stormwater Master Plan.	5	2	5	2	4	3	3	3	5	32	2022 - 2027

A Proposal Responding to Town of Johnson RFP

Johnson Economic Development Consultation

Town of Johnson, Vermont

Submitted by Community Springboards- Lyndonville, Vermont

Submitted September 2nd, 2022

Contact Information:

Email: communityspringboards@gmail.com

603-731-1381



Dear Mr. Story,

I am pleased to present the following Proposal on behalf of Community Springboards to the Town of Johnson, Vermont.

Introduction

Community Springboards is a Vermont-registered Limited Liability Corporation whose mission is to help communities discover and realize their true potential. We bring a comprehensive and community-focused approach to support communities. We are comprised of five principals that bring significant experience and background in planning, analysis, research, business development, housing, and tourism. Given our broad background in community and economic development, we understand the intersection of housing with building a strong economy and community. Our principals have a long history working on projects in New England, nationally, and globally. They include:

Jared Reynolds is the President of Community Springboards. Jared is an entrepreneur and experienced community and economic development consultant. He has founded several businesses, nonprofit organizations, and maker and innovation spaces. He is currently based in Vermont's Northeast Kingdom, where he manages Do North Coworking and the Forest Products Accelerator, a program to support startups and commercialization in the forest industry. He previously worked at UNH Cooperative Extension, where he worked with communities throughout New Hampshire on economic development, entrepreneurship and business development, housing development, main street revitalization, and tourism and recreation. Prior to his time at UNH Cooperative Extension, Jared worked in the Economics Group at AECOM, a multinational consulting and development agency, where he worked on development projects in both urban and rural areas including St. Louis, Denver, Indianapolis, and southwest Indiana. Jared holds graduate degrees from the University of Chicago and has a strong background in finance, analysis, and research, as well as community engagement and facilitation.

Robin LeBlanc is the former Executive Director of Plan NH, where she led teams that brought information and inspiration to communities - and the planners, designers and builders who shape them - about ideas and strategies and tactics that could lead to healthy and vibrant towns and neighborhoods. Through that work she became particularly interested in community development, as well as the role of choices in places to live in the future of our region and country. Robin's works with communities throughout New England on community engagement and facilitation.

Janaki Blum is a community economic development planner, working with local non-profits, foundations, and others to foster small business and cooperative enterprise. She collaborated with the non-profit Fuerza Laboral to create and implement their Cooperative Business Program, helping to secure major funding to assist low-income workers of color in Rhode Island. Her experience also includes food systems, particularly improving farmers' markets and community gardens. Previously, as Administrative Director at the Affordable Housing Institute in Boston, she participated in extensive research, as well as in grant writing that raised millions of dollars in program support. Janaki also has research and development experience in academic institutions and for-profits in the US and Europe. She holds graduate degrees in Urban and Environmental Policy & Planning from Tufts University, and in science from the UK and Switzerland, with post-doctoral training at MIT.

Bob Creighton has supported the development of healthy innovation ecosystems for over 25 years. Working closely with an international team of innovation champions and their extensive networks, he is currently leading the development of a new type of innovation service based on a unique mix of Capital, Coaching and Consultancy. Today, his energies are largely focused on building partnerships that deliver support and solutions to key community development players across the globe. In addition to founding University Innovations Global – a benefit corporation, Bob is Chairman of MentorShop, a co-located US and European business development consultancy. He is also an advisor to a number of high-growth technology companies in Europe and the US. Bob was made an MBE by Her Majesty, Queen Elizabeth in her 2021 Birthday Honors for his services to UK/US relations. He has also been honored with appointments to the Smithsonian in Washington DC and is Honorary Commercial Consul for the State of New Hampshire to Scotland. A member of various European-American international trade initiatives, he is featured in the book Global Scots – Voices from Afar, which profiles influential Scots in the international arena. He is also the recipient of America's 2020 National Tartan Day Award.

Brendan Hurley is an urban designer and planner with experience working on a variety of planning and design projects throughout California and Colorado. He is passionate about the connection between people, spaces, and how people experience the built environment. With a background in architecture, landscape, and design, Brendan strives to plan cities that are beautiful, engaging, and equitable for those that live and work in them every day. He holds a master's degree in City Planning from the University of California, Berkeley, and a bachelor's degree in Environmental Design from the University of Colorado, Boulder. Brendan is an active member of the American Planning Association and has held multiple board positions, including as the Secretary/Treasurer for the Private Practice Division.

Project Proposal

Community Springboards is proposing two phases to this project. The first phase will include analysis, research, and conversations with community leaders and citizens. Based on this, Community Springboards will develop a final report with recommendations for project implementation and economic development in Johnson.

Phase 1. Analysis and Recommendations. This first phase of the project will incorporate previous work done in Johnson, including the 2016 plan and the previous community visit conducted by the Vermont Council on Rural Development. However, it will provide important updates and focus on supporting project implementation that supports Johnson's economy.

Research and Analysis: Conduct initial research of Johnson and the surrounding region. This will focus on key data points that impact economic and community development including population and demographic trends, housing, tourism and visitation, and business creation and growth trends. This initial analysis will help to inform decision making and guide projects.

Community Survey: Community Springboards will develop and distribute a community survey that will solicit resident input and opinions on the future of Johnson's economy. Johnson has solicited community feedback in the past. However, this step will be important to ensure residents feel included in decisions and community direction, and support successful funding and grant applications should they be submitted.

Stakeholder Interviews: Community Springboards will conduct interviews with key community stakeholders. This will include Selectboard members, other committee members, local business owners, and others that will play an important role in the future direction of Johnson’s economy. Stakeholders to be interviewed and questions to be asked will be decided along with the Selectboard.

Identify Priority Areas: Community Springboards will identify priority areas to focus on by incorporating the initial data and analysis, the community survey, and the key stakeholder interviews. This will be important in guiding next steps and project implementation.

Report and Recommendations: Community Springboards will complete the first phase of the project by developing a report and recommendations that provide a direction for next steps. The report is meant to spur action and guide project implementation and not an end in itself.

Phase 2: Project Implementation

Following the initial research and analysis, Community Springboards will then focus on project implementation. Johnson has identified several projects, including attracting borrowers to its revolving loan fund, developing its light industrial park, expanding partnerships with key local entities, and improving economic development policies.

Community Springboards has experience in these areas, but will also bring experience and skills in other project areas that will support entrepreneurship and business development, improve the downtown, develop infrastructure, and improve quality of life. These areas will complement what Johnson has identified and its priorities and support the community’s ultimate goals. Additionally, the Community Springboards team brings significant experience writing and winning grants. This includes millions in funding from federal entities including the Northern Borders Regional Commission, US Department of Agriculture, and Economic Development Administration; national and Vermont foundations; and other economic development funders.

Timeline

October 2022	Conduct initial data analysis Develop Community survey
November-December 2022	Issue community survey Conduct stakeholder interviews
January 2023	Summarize initial findings, develop recommendations, and finalize report
February 2023-September 2021	Project implementation.

Budget

Research and data analysis	\$5,000
Community survey	\$2,500
Stakeholder interviews	\$4,000
Recommendation and Report	\$5,000
Phase 1 Total	\$16,500
Project Implementation	\$20,000 (200 hours at \$100/hour)
Administration, conversations, and travel	\$3,500
Total Project Cost	\$40,000

Sample Projects

- Concord Makerspace (2018-present): Jared is the founder and president of the Concord Makerspace. This 501(c)3 nonprofit organization revitalized over 8,500 square feet of long vacant former manufacturing space to develop a maker and coworking space. Additionally, the organization developed resources and programming to support startups and emerging businesses. Jared won funding from the USDA, NH Charitable Foundation, NH Community Development Finance Authority, and others to develop the space and programming.
- Town of Pittsfield, NH (2019): implemented a downtown revitalization project for the community. This included a complete assessment and the development of recommendations. Then wrote and won a grant to the US Department of Agriculture that matched 1:1 a local businesses investment in their facades and storefronts. This led five businesses to invest in improving their facades and led to a more attractive and vibrant downtown.
- Town of Northfield, NH (2019-2020): Conducted a recreation and tourism assessment. This resulted in the development of a nonprofit organization, the Foothills Foundation, to promote recreation and tourism in the region. Wrote and won a grant from the US Department of Agriculture to develop a recreation and trails master plan.
- Town of Newport, NH (2020): Public Transportation in Western New Hampshire – Evaluation, Report & Recommendations.
- Forest Products Accelerator- Leveraged a \$1 million grant from the Northern Borders Regional Commission to start North America’s first forestry-focused business accelerator. The program supports startups commercializing new or improved technology in the forest industry.
- Northern Borders Regional Commission Grant Writing (2022): Wrote grant applications on behalf of the State of New Hampshire for low capacity projects throughout the state. Wrote nearly \$1 million in funding applications for three applicants, all of whom were successful in attaining funding. Applicants included a theater, a recreation trail, and a nonprofit school.

Jared Reynolds

Community, nonprofit, and business leader, with extensive experience in economic and business development, public policy, and research. ♦ In a varied career, held both professional and non-profit positions -- *often* simultaneously. ♦ Pairing a broad organizational background with strong entrepreneurial instincts, strive to create effective structures and processes. ♦ Consistently foster growth and innovation in for-profit and non-profit enterprises. ♦ Strong organizational background, including finance and budgeting, fundraising, and grant writing.

Professional & Nonprofit / Board Experience

Manager, Do North Coworking and Forest Products Accelerator, Lyndonville, VT 2021
-current

Lead regional coworking and innovation space that supports entrepreneurs, businesses, and remote workers in northern Vermont. ♦ Manage multiple federal and foundation grants and fundraising to support program development, coworking space expansion, and program development. ♦ Lead initiative to develop North America's first forestry-focused business accelerator to support innovation and commercialization in the industry. ♦ Developed Accelerator program, including establishing industry partnerships and sponsors, program approach and curriculum, and marketing and outreach. ♦ Develop and implement programs to spur entrepreneurship and business development, including a 10 week locally-focused accelerator, a mentorship program, and other classes and events.

Co-Owner/CFO, Col's Kitchen, Concord, NH

In concert with two other entrepreneurs, opened Concord's sole vegan restaurant -- in the midst of the Pandemic. ♦ Achieved profitability in the first year and won numerous awards, including 2nd best Vegetarian Restaurant in NH by the local TV station and best new restaurant in the state by NH Magazine. ♦ Guide the development of secondary businesses in prepared foods and sauces, and partial acquisition of sweets company, targeting in-store, online, and grocery sales. 2020
-current

President, Founder, Treasurer, Concord Makerspace, Concord, NH

Co-founded, fundraised, and operated 501(c)3 nonprofit serving the greater Concord, NH area. ♦ Revitalized 8,500 sq ft of old manufacturing space into a community hub, including a woodshop, machine shop, prototyping & electronics lab, classroom, and coworking space. ♦ Developed and implemented the organization's operating strategy and budgets. ♦ Won more than \$400k in USDA, Foundation, and State grants to support infrastructure, operations, and program development. ♦ Supported over 25 small businesses and 100 users in its first three years. 2018
-current

Field Specialist, Community & Economic Development, University of NH, Boscawen, NH

Facilitated and led economic development initiatives throughout New Hampshire, secured project funding, and fully implemented economic development plans and projects focused on main st. revitalization, tourism, entrepreneurship, and housing.. ♦ Worked closely with municipal staff, select boards, and county and state representatives to understand community and economic challenges and develop strategies and approaches . ♦ Extensive experience developing curriculum and delivering programs- grant writing, business development, entrepreneurship, and economic development. ♦ Envisioned and designed programs including the Community Changemaker Challenge and 1 Million Cups Central NH, that served hundreds of entrepreneurs and emerging ideas. ♦ Oversaw and 2017
-2021

managed a ~\$1.4M annual budget with diverse funding streams to support an office of 18 employees.
♦ Further, secured \$425K in county funding annually to support nine full-time staff.

Executive Board, Treasurer, Intown Concord, Concord, NH 2018
-2021
Led financial strategy and provided operational guidance for a broad collection of initiatives, including downtown events, promotions, and economic development, as well as Executive Director transition. ♦ Navigated through financial challenges provoked by COVID-19: streamlined operations, leveraged Federal programs, and identified new revenue streams and funding opportunities. Won ~\$90K in Federal funds to support the organization during COVID-19 shut down. ♦ Received the organization's Volunteer of the Year award.

Analyst, Economics Group, Aecom, Chicago, IL 2016
-2017
Designed, researched and devised economic development strategies to guide city and state decision making in business attraction, infrastructure development, neighborhood revitalization, and finances and taxation. ♦ Analyzed and comprehensively planned two innovation and advanced manufacturing centers, one in Denver, one in St Louis. ♦ Identified and developed target industries, space and equipment needs, feasibility, funding, and organizational structure. ♦ Localities subsequently launched sustainable and impactful innovation spaces aimed at increasing entrepreneurship, business development, and economic growth.

Research Assistance, Center for Municipal Finance, Chicago, IL 2016
-2017
Conducted financial and data analysis and wrote research papers to influence city and national policy decisions. ♦ Worked on national policy initiative to assess financial state of municipal and state pension systems and identify strengths and weaknesses to inform decisions. Published white papers analyzing pension systems in Pennsylvania and New Mexico to inform best practices. ♦ Contributed to work analyzing City of Chicago's property tax system which resulted in regional and national attention and policy changes to the city's property tax process.

Youth Development Volunteer, United States Peace Corps, Tamgroute, Morocco 2012
-2014
Lived in a remote village in the Sahara Desert for two years, learned Arabic language and local culture and systems, and led community development projects. ♦ Managed community center serving over 200 youth and adults. Improved operations and developed consistent programs, including implementing the International Youth Foundation curriculum, organizing sports and events, and teaching English and other classes. ♦ Developed partnerships with local and international organizations to fundraise and acquire resources to build a new library and computer lab to increase English and French literacy.

Education

Master of Public Policy, Harris School, University of Chicago, Chicago, IL 2017

Master of Social Service Administration, School of SSA, University of Chicago, Chicago, IL 2017

Bachelor of Science, University of New Hampshire, Durham, NH 2009

Ms. Janaki Blum

COMPETENCIES

Small business development: feasibility and business plans, financial projections.

Research and evaluation: survey design, analysis, report writing, presentation.

Non-profit management: grant writing, project coordination, budgeting and compliance.

WORK EXPERIENCE

2015 - present **Community Economic Development Specialist**

- Collaborating with community organizations, local non-profits, foundations, and others to foster small business and cooperative enterprise, including project management, research and analysis, program evaluation, sustainable development, budget development and management, contract and grant writing and compliance, fundraising, community engagement.

2015 - present **Fuerza Laboral, Central Falls, RI, Special Projects Consultant**

- Helped create and implement the Cooperative Business Incubator program (to provide sustainable, decent jobs for low-income workers in Rhode Island), also conducting feasibility studies for small businesses (research, financial projections, and reports).
- Secured over \$500,000 in grants from major foundations, monitoring compliance for programs, including pandemic relief efforts.

2014 – 2018 **Tufts University, Medford, MA, Senior Researcher**

- Medford Conversations Series 2017 and 2018 (Tufts UEP/Environmental Science team). Conducted research, interviews, data analysis, and report writing.
- Groundwork Somerville (Tufts UEP team). Evaluated the Winter Mobile Farmers Market, including design, compilation and analysis of qualitative and quantitative data, and key interviews.

2007- 2012 **Affordable Housing Institute, Boston, MA, Administrative Director**

- Helped procure two \$1 million grants on the socioeconomics of shelter in urbanizing communities from the Bill and Melinda Gates Foundation, and other funding.
- Coordinated/ participated in research, analysis, and writing into affordable housing finance projects and educational exchanges domestically and internationally.
- Managed and provided organizational oversight, developed/ tracked budgets, recruited technical specialists, drafted agreements, and ensured contractual compliance.

EDUCATION

Master of Arts in Urban and Environmental Policy and Planning, Tufts University, MA

Doctor of Philosophy in Biochemistry, University of Zurich, Switzerland

Bachelor of Science in Biochemistry, University of Sussex, United Kingdom

PROFESSIONAL DEVELOPMENT

Certificate of Master Urban Gardener, Boston Natural Areas Network, MA

Certificate in Management of Community Organizations, Tufts University, MA

Visiting Scholar, Massachusetts Institute of Technology, MA

VOLUNTEER EXPERIENCE

2021 - present **Art Morpheus**, Boston, MA, *Board of Directors*

2021 - present **Sri Lanka Association of New England**, *Board of Directors, Committee*

2019 - 2020 **South Asian Workers' Center**, Boston, MA, *Communications Manager*

2016 - 2017 **SARID**, Cambridge, MA, *Advisor*

RELEVANT WORK PROJECTS

- Listening to Medford: Report on Medford Conversations Winter 2017 Series. Janaki Blum, Sarah Howard, Nandish Kenia, Ninian Stein, and Miranda Wilson. 2018.
- Feasibility Study for a Cooperative Business Incubator Program for Fuerza Laboral. Janaki Blum, 2017.
- A Clean Break: Fuerza Laboral's quest to incubate a building cleaning cooperative in Rhode Island. Janaki Blum. MA Thesis, UEP, Tufts University. 2017
- Evaluation of Somerville Winter Mobile Market, Prepared by Janaki Blum, Caitlin Bettisworth, and Sarah Sherman, for Shape Up Somerville, and Groundwork Somerville. UEP, Tufts University. 2014.
- Recap Real Estate Advisors. Multifamily Utility Usage Data: Issues and Opportunities. Prepared by T. Trehubenko, and D.L. Schmidt, subcontracted to Affordable Housing Institute. Living Cities, 2011.
- Affordable Housing Institute (AHI), Mission Entrepreneurial Entities: Essential Actors in Housing Delivery. Prepared by R. Christman, G. Asquith, and D.A. Smith. AHI, MA. 2009
- Development Innovations Group (DIG), Best Practices in Slum Improvement: The Case of Sao Paulo, Brazil. Prepared by D.A. Smith, Affordable Housing Institute. DIG, Washington, DC, August 2008.
- GYODER, Real state Research Report – 7. Affordable Housing in Turkey: Country Assessment and Recommendations. Prepared by D.A. Smith, Affordable Housing Institute. GYODER, Istanbul, 2009.

Robert B Creighton

Redding, CT 06896, USA

bob@ui-global.com

203 733 3551

www/ui-global.com

<https://www.linkedin.com/in/bob-creighton-mbe-2408534/>

University Innovations Global Inc. - Founder & CEO (Connecticut, USA): UI Global - operates internationally, supporting the development and commercialization efforts of universities, innovation hubs, enterprise development agencies, and new and established technology spinout companies. Offices in the US (California, Connecticut, Massachusetts and New York); Canada (Alberta); Europe (England, Finland, Germany, Spain and Scotland); Central & Latin America (Chile and Mexico); South Asia (Pakistan); South East Asia (Singapore); Australia (Queensland); and, South Africa (Pretoria). UI Global HQ is in the US. It is a registered Benefit Corporation.

Currently working on economic development projects in Canada, South Africa (various), and Europe (various). Recently completed projects in with Israel, South Africa the US and Canada; South America and Africa; and, Australia.

MentorShop - Chairman (Connecticut, USA): Supporting great leaders and delivering healthy and productive organizations (2000-2022). Project partners in North America include some of the world's leading technology-based corporations and institutions, and numerous US states, federal agencies, not for profits, and academic institutions. Sample programs and projects delivering solutions and change have included:

- City Planning & Neighborhood Development: Boston, New York, Pittsburgh & Chicago - research briefings & themed visits for European city leaders and economic development planners.
- Leadership in the Community: an international development program for European community service providers/social economy service providers, developed in conjunction with Pew Partnership.
- University Commercialization – A New Model for International Development: worked with an award winning national economic development agency and 8 universities to develop and run an effective shared commercialization platform.

- Architecture and Community Wellbeing: Series of briefings and issue specific forums for European architects held across the US.
- Building a Creative Industries Cluster: Project partners - Viacom, MTV, Broadway Video, Sony Recording Studios, Berklee College, NYU and others.
- Tomorrow's Leaders: designed and piloted this international undergraduate leadership and placement program. Now widely regarded as one of the most successful program of its type in Europe.
- Universities & Globalization: Strategies for European Universities in North America
- Fundraising in the US: adviser and project champion on multiple national and international not-for-profit fundraising programs.
- Women in Leadership: American Perspectives. Series of mentored workshops supported by on-line professional development program and resources.
- Consultant & Adviser: to multiple companies in Europe and US. Also, to government, government agencies, higher education institutes, and not-for-profits. Currently, supporting organizations and leaders working in mental health, community development and rebuilding, regional economic wellbeing, university commercialization, new media, community festivals, and technology and education.

STGU - Principal Consultant (Connecticut, USA): Helping UK and European leaders and influencers connect with peer groups across North America.

- Clients and partners included government, economic development agencies, international network organizations, trade associations, community groups, cultural institutions, universities, chambers of commerce, and multi-sector private businesses. European Metro Centers and other regions: designed and delivered approximately 8 events per annum (e.g. missions, expos, official visits by businesses/elected and other VIPs). Also serviced over 500 trade enquiries across multiple sectors.

Other Professional Experience

- VP International Development - Scotland and North of England (Illinois & Connecticut)
- Deputy Director Research - SCDI (Scotland)
- Head of Market Research & Planning – Weir Group (Scotland)

Forty-Four Seven Strategies, LLC
21 Bluff Lane
St. Albans, VT 05478
802-370-0494
Corey.Parent@gmail.com

September 2, 2022

Mr. Brian Story, Town Administrator
Town of Johnson
P.O. Box 383
Johnson, VT 05656

Re: Request for Economic Development Consultation for the Town of Johnson

Dear Mr. Story,

I am pleased to introduce myself and my new consulting firm Forty-Four Seven Strategies, LLC, based out of St. Albans, Vermont. My resume shows that I have extensive legislative, municipal, and business development experience. Those experiences make my firm and me uniquely qualified candidates to help the Town of Johnson meet its economic development goals.

I founded Forty-Four Seven Strategies, LLC in 2020 and developed it into my full-time work in June of this year. Because of our short history as a firm, the firm itself hasn't worked with a municipality on economic development projects. However, we currently contract with two other municipalities on general consulting and planning work. We also work with local and national companies, focusing on business development and operational projects. As a State Senator and Director of Operations for the Town of St. Albans, I worked on economic development projects, including securing over \$1,000,000 in State funding for the expansion of water and sewer infrastructure for the Franklin County Airport.

I also have over five years of experience in sales and business development in the private sector where I worked with some of the largest manufacturers in Northern Vermont on their risk management and insurance needs. Currently, Forty-Four Seven Strategies, LLC has a client where we manage their marketing, outward business development needs, and have doubled their retail customer weekly "jobs".

I am confident that I can combine my business development experience with my municipal and state government knowledge to help the Town of Johnson grow its economic offerings to the community. If you want to discuss this further, don't hesitate to contact me at 802-370-0494 or via email at coreyparent@gmail.com.

Best Regards,

Corey Parent
Principal
Forty-Four Seven Strategies, LLC

Forty-Four Seven Strategies, LLC
21 Bluff Lane
St. Albans, VT 05478
802-370-0494
Corey.Parent@gmail.com

References

Sarah Hadd

Chair of the Town of St. Albans Planning Commission and Town Manager for the Town of Fairfax
(802) 849-6111 ext. 16
townmanager@fairfax-vt.gov

Carrie Johnson

Town Manager – Town of St. Albans
802-524-7589 ext 106
c.johnson@stalbanstown.com

Albin Voegele

Planning Commission Member Town of St. Albans
Former Town Manager – Town of Colchester
Member of the Northwest Regional Planning Commission
advoegele@comcast.net

Forty-Four Seven Strategies, LLC
 21 Bluff Lane
 St. Albans, VT 05478
 802-370-0494
 Corey.Parent@gmail.com

Town of Johnson Economic Development Consulting RFP Sample Work Plan			
Est. Date	Task Description	Est. Expense	Est. Expense Breakdown
Oct-22	Economic Development Program Audit: The Consultant will review all Economic Development work undertaken by the Town of Johnson in the past few years. Build a list of key stake holders and begin conducting interviews with stakeholders about strengths, weaknesses, opportunities and threats to Economic Development in the Town of Johnson.	\$ 3,000.00	Retainer for Consultant
Nov-22	Development of Economic Development Plan: Review key findings from audit with key stakeholders. Development a plan for 2023 to include marketing, staffing a committee or creating a committee to meet monthly to grow economic development opportunities for the Town of Johnson.	\$ 3,000.00	Retainer for Consultant
Dec-22	Prepare Marketing Plan: Finalize design and messaging plan and prepare of execution of plan beginning January 1. Continue to host monthly key stakeholder meeting.	\$ 4,000.00	Consultant - \$3,000 Marketing - \$1,000
Jan-23	1. Execution of Marketing Plan 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000
Feb-23	1. Execution of Marketing Plan (Review & adjust as needed) 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000
Mar-23	1. Execution of Marketing Plan (Review & adjust as needed) 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000

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 Corey.Parent@gmail.com

Town of Johnson Economic Development Consulting RFP Sample Work Plan			
Est. Date	Task Description	Est. Expense	Est. Expense Breakdown
Apr-23	1. Execution of Marketing Plan (Review & adjust as needed) 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000
May-23	1. Execution of Marketing Plan (Review & adjust as needed) 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000
Jun-23	1. Execution of Marketing Plan (Review & adjust as needed) 2. Monthly Stakeholder Meeting 3. Prospecting meetings with potential parties interested in Light Industrial Park Parcels. 4. Prospecting meetings with potential new borrowers for the Town's Revolving Loan Fund.	\$ 5,000.00	Consultant - \$3,000 Marketing - \$2,000

Corey J. Parent

21 Bluff Lane
St. Albans, Vermont 05478
Corey.Parent@Gmail.com
(802) 370-0494

Education

Clarkson University, Potsdam, NY	Master of Business Administration Candidate, In Progress
St. Lawrence University, Canton, NY Majors: Economics, Government Minor: Canadian Studies	Bachelor of Arts, Magna Cum Laude, May 2012 Grade Point Average: 3.726/4.00

Work Experience

Forty-Four Seven Strategies, LLC, Principal, St. Albans, VT June 2020 – Present

- Founded to assist in Vermont political campaigns and public opinion research.
- Completed projects include management of a Lieutenant Governor's campaign in 2020, campaign research in 2020 Chittenden County State Senate election, and private public opinion research of Burlington Mayor's race in 2021.
- In the spring of 2022, the company expanded to business development & strategy, public relations, municipal project management and government affairs.

Town of St. Albans, Director of Operations, St. Albans, VT November 2020 – June 2022

- Led and executed new branding and reinvigorated outreach to the community which included a new website and social media presence and built out the first online payment solution for the Town.
- Led and implemented a Stormwater Utility in under nine months from ordinance passage, a task that has taken multiple years in other Vermont municipalities.
- Worked with a tech start up to be the initial pilot municipality to implement a constituent relationship management tool (CRM) to formalize and record communications between staff and residents of the Town of St. Albans.
- Designed and implemented a successful community campaign to build a new Town Hall (2021) and a truck and equipment reserve fund (2022).

Vermont State Senate, State Senator, Montpelier, VT January 2019 – January 2023

- Served as one of two senators on the Pension Reform Task Force in 2021 where I helped navigate financial and political obstacles to arrive at an agreement with the Vermont State Employees Union and the VTNEA for reforms.
- Developed a collaborative reputation among colleagues across the political spectrum to achieve results for constituents and Vermonters.
- Built a strong policy portfolio with service on Agriculture, Natural Resources, Energy, Education and Institution committees.

Hickok and Boardman Insurance, Client Advisor, St. Albans, VT October 2015 – November 2020

- Specialized in offering insurance and risk management solutions to public entities, manufacturers, contractors and small businesses.
- Developed and executed strategies for aggressive revenue growth annually.
- Worked with clients and prospects to understand and meet their insurance needs and develop risk management strategies to help keep claims to a minimum to secure best in market insurance pricing.

Vermont House of Representatives, State Representative, Montpelier, VT January 2015 – January 2019

- Ranking Member of the House Energy & Technology Committee – 2016-17.
- Served on the House Commerce and Economic Development Committee for 2015-16 Biennium.
- Selected as one of eight legislations from across the United States to participate on the Canadian Embassy's 2015 Rising State Leader Program.

University of Vermont Medical Center, *Process Improvement Analyst*, Burlington, VT March 2013 – October 2015

- Developed and maintained physician compensation model and productivity dashboard for senior decision makers.
- Established and managed a monthly public policy newsletter with a focus on statewide healthcare reforms.
- Participated in policy and financial aspects of ad hoc efficiency and process improvement projects.

Goldman Sachs, *Municipal Bond Sales*, New York, NY July 2012 - March 2013

- Responsible for creating and distributing morning, evening and weekly municipal market reports.
- Supported two Vice-President's and their large institutional clients by providing market information and executing trades of municipal bonds.
- Responsible for booking trades and other administrative needs of the sales team.

Board of Director Experience

Franklin County Home Health Agency, *Board of Directors*, St. Albans, VT September 2016 – Present

- Current Chair of the Board of Directors and chaired a successful CEO search committee in 2021.
- Helped the CFO and CEO to develop and execute a path to financial sustainability including addressing cashflow issues, improving revenue cycle and finding cost efficiencies.
- Worked with CFO to better understand the cost implications of our original high experience modification on Workers Compensation and addressed that with brokers to improve safety training to reduce injuries and lower experience modification to provide significant cost savings to the organization.

Northwestern Medical Center, *Board of Directors*, St. Albans, VT January 2020 – Present

- Recruited to serve on board by CEO and current board leadership.
- Chair of the Compliance Committee, also serve on the Finance Committee, the Investment Subcommittee and served on the CEO Search Committee in 2020.
- Organization has seen negative margins for the past few years, as part of my role on the Finance Committee we have developed a "plan to profitability". This included working with the current senior leadership team to increase revenues where possible, evaluate business lines and make strategic decisions, including divestment from service lines, to put the hospital back on a secure financial path.

Samaritan House, *Board of Directors*, St. Albans, VT December 2016 – December 2019

- Stepped into finance committee and fundraising leadership role when there was a quick turnover on the board.
- Responsible for developing and executing a fundraising plan.
- Coached Executive Director on a regular basis to improve organizational skills to improve fundraising results and foster better donor relationships.

St. Albans Amateur Skating Association, *Treasurer*, St. Albans, VT March 2014 – March 2019

- Recruited to the Board of Directors to take over Treasurer role to help return the program to profitability.
- Turned multiple years of losses into positive income in two years by developing new revenue sources.
- Worked with fellow members of the Board of Directors to understand financial implications of their decisions and advocated for fiscal responsibility.

Community Involvement and Recognition

Vermont Business Magazine Rising Star 2018

- Nominated and Selected in 2018. This is Vermont Business Magazine's Top 40 under 40 annual award.

St. Albans Steeler Football, *Coach*, St. Albans, VT 2013 – 2015

- Volunteer 5th and 6th grade coach.
- Helped set-up a 501c3 for the organization.

St. Albans Amateur Skating Association, *Coach*, St. Albans, VT 2014 – 2016

- Volunteer Coach.
- USA Hockey Level 1 and 2 Certification.
- USA Hockey Safe Sport Certified.

References

References available upon request.



**POSITIONING YOU
FOR SUCCESS.**

Economic Development Consultation

Town of Johnson

ZILO
INTERNATIONAL GROUP

STRATEGIC CONSULTING

Submitted By:

Zilo International Group LLC
3939 East Arapahoe Road, Suite 210
Centennial, CO 80122

Milena Zilo

Founder and Chief Executive Officer
milena@zilointernational.com

COVER LETTER

September 2, 2021

Dear Selection Committee,

Zilo International Group LLC is pleased to respond to this RFP, and assist the Town of Johnson, Vermont, with Economic Development Services, marketing, business recruitment, strategic planning and/or other priorities as identified by the Selectboard.

By selecting Zilo International Group, you gain a partner who:

- Has successfully managed and completed multiple projects in the public sector
- Can get the job done quickly and on budget
- Is DBE, EBE, SBE, and WBE certified

At Zilo International we are known for our outcome-based approach with high levels of expertise and relevant experience from working with the public sector, that meet all of your expectations of the stated scope of work. We are known for our outcome-based approach, passion to serve, and our longstanding commitment to client-centric relationship building. Helping Public organizations maximize resources is what we do. We understand how these organizations operate and the unique challenges they face. We are committed to working with you in all areas of this project as stated in the RFP. We are very excited about the opportunity to work with you.

I am the founder and CEO and will serve as the main point of contact for this project. I am authorized to make representations on behalf and legally bind Zilo to any agreement related to this effort. It would be our privilege to assist you on this opportunity and work with your team. If you have any questions, please do not hesitate to contact me.

Sincerely,
Milena Zilo



Founder and Chief Executive Officer
Zilo International Group, LLC
3939 East Arapahoe Road, Suite 210 | Centennial, CO 80122
Mobile: 917-225-1851 | Office: 720-295-0054
milena@zilointernational.com | <http://www.zilointernational.com>

EXECUTIVE SUMMARY

Zilo International Group LLC is a 100% privately held, woman-owned and operated management consulting firm. It was founded in Colorado in 2014 by CEO Milena Zilo following nearly a decade of financial experience in Wall Street. We are an experienced community-engagement and government contractor and offer a variety of services to organizations of all sizes in the public, private, and nonprofit sectors. In the past few years, we have won projects in California, Colorado, District of Columbia, Hawaii, Indiana, Michigan, New Mexico, Oregon, Utah, Washington, and Wyoming.

Our objective is *Positioning You for Success* through a tailored approach to consulting. With each engagement, we aim to implement custom-built solutions to meet your specific needs.

Our team has strong strategic implementation backgrounds. We understand emerging trends and are able to develop strategic solutions that best match your objectives and values. We are invested in our clients' success and work diligently with a focus on achieving measurable results and building for the future. We employ the following key elements:



Innovation and Execution:

We support our clients in executing competitive and results-driven solutions.



Small Expert Teams:

We specifically match each client with a team of our dedicated consultants.



Client Ownership Culture:

We are committed to the long-term success of our clients through strategies reinforced by mission, vision, and values.

1 EXPERIENCE

Our consultants have worked in multiple industries, accumulating vast experiences across different business units, reducing operating costs and delivering growth. We develop tailored solutions for our clients' specific needs and goals.

2 PEOPLE

We integrate into the teams we work with from the start to the end of the project. The collaboration and culture of our team is what ensures success. You'll find our process to be highly adaptable, iterative, and collaborative.

3 VALUES

Our core values align with our actions and are the driving factors behind everything we do. Our core values are: Loyalty, Respect, Integrity, Accountability, Entrepreneurship, and Excellence.

METHODOLOGY AND MANAGEMENT

Overview

Our approach is to work in partnership with the Town of Johnson over the duration of this project to ensure our team aligns our findings with the desired project outcomes and expectations. Our team will create a step-by-step guide to implementing the recommended projects. Our implementation plan, specifically the timeline and success measures will be created with Selectboard to ensure accountability and high quality completion of tasks. The Zilo team uses a comprehensive set of checklists, tasks, and procedures to ensure client’s needs and expectations are met.

Per the RFP Tasks will be assigned by the Selectboard and may include:

- Development of the Light Industrial Park parcel and attracting tenants to purchase the lots.
- Expand partnerships with key entities, such as the Vermont State University, Vermont Studio Center, and others.
- Attracting new borrowers for the Town’s Revolving Loan Fund.
- Assist in development of any economic development policies.
- Other services that may be required by the Town. We will provide specific objectives, timelines, costs, priorities and measurements to reach those goals.

What makes us different is our ability to build an integrated team to suit your specific needs. We understand the unique challenges that municipalities face and have been recognized for our ability to optimize performance with speed and impact, while within the budget. Milena Zilo will be the account and project executive. It is her task to guide the project team through the entire process and assure a timely and high-quality completion of tasks. The Zilo team uses a comprehensive set of checklists, tasks and procedures that are tailored to each specific client and project. We have identified the following tasks necessary for project completion

Communication Plan

We would like to initiate this phase with the creation of a communications plan and schedule between the Town of Johnson and Zilo International Group. Every client engagement is unique based on the needs of the stakeholders in the organization. Regular communication involving intermittent check-in sessions on progress of work product and analysis is integral to project success.

Milestone meetings status updates and project reports will also be scheduled to discuss findings and implications of those findings to the client project goal. With our shared philosophy of engaged communication at every level of the continuous feedback loop we will foster and maintain an open communication throughout this project, ensuring that goals and objectives are met.

In this phase we will develop a detailed project plan identifying the activities, responsibilities, and timing of tasks necessary to complete the project and to reflect the main goals of the project.

Discovery

Our approach is to develop strategic plans and work in *partnership* with internal and external stakeholder input over the duration of this project. This includes but not limited to Community and Business Leaders, Government Organizations, Business and Economic Development Organizations, and Non-profit Agencies,

To implement and sustain the solutions identified in the evaluation, it will be important to identify and cultivate partnerships that are invested in the success of the plan and your mission. Our focus will be on building relationships based on open dialogue and shared interest such that it fosters collaborative capacity building not just in the short-term, but into the future and is aligned with the organizations mission, vision, and values.

We will work cohesively with your committee in creating a plan that will ensure clarity of the project's purpose and objectives throughout this entire effort. We want to develop community trust, participation, information exchange and consensus building.

Our team will work with your team hand in hand to provide a thorough assessment and create detailed plans that will help achieve the most operational efficiencies and cost savings and address three (3) fundamental questions about the Town of Johnson.

- What is the Town's current situation in terms of economic well-being, and how did we get here? (the current situation)
- What does the Town's desire in terms of economic development, i.e., employment, tax revenue, tourism and public and private investment.
- How will we help the Town reach its economic development goals? (action planning)

In this phase we will:

- Gather information and assess the current goals and metrics of the project
- Program resources, tools and communication materials developed
- Understand expectations and ideal future position
- Review existing documents, past strategic plans, capital improvement plans and other official statements and financial reports
- Address key trends

The data we gather will be used to inform the choices made in developing the strategy and any key performance indicators (KPIs). We expect to analyze key trends, goals, and objectives and review any previous surveys and reports, to gain insight and solicit feedback from key stakeholders. Research and data collection and analysis, including

economic conditions, demographics and market trends, focused on situating the Town of Johnson within the region.

To be successful, the Town must not only embrace strategic planning concepts, but must embark on strategies with adequate stakeholder input, internal participation and alignment, adequate commitment of resources, and flexibility in plan execution.

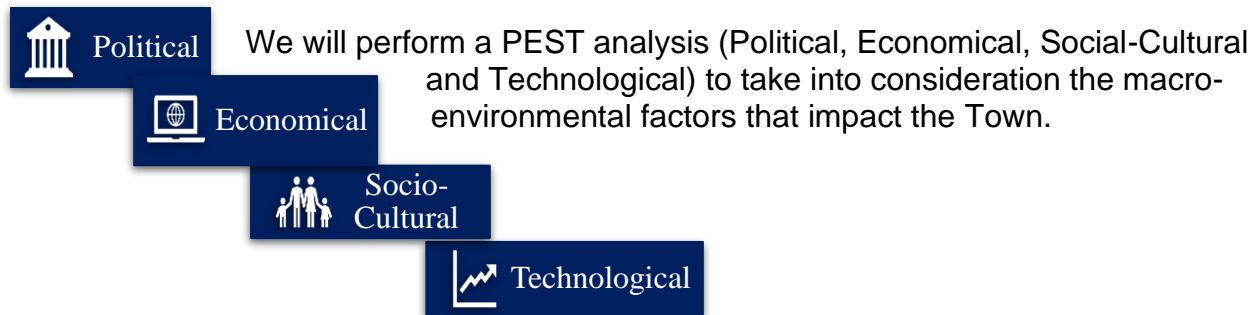
Planning and Design

Zilo International Group will lead meetings with internal and external stakeholders. We plan to guide the conversations and cadence of the meetings/conference calls to ensure that potential solutions and strategies have the support necessary to be implemented. We anticipate that this process will be interactive and will involve multiple rounds soliciting input, presenting data, and analyzing feedback. We will maintain transparency and document progress, key findings, and proposed solutions. The data will be thoughtfully analyzed and synthesized into useful, comparable information for the Town to achieve its vision, and resilience framework goals. Zilo will assist with public participation following all guidelines as locally mandated regarding COVID-19

- Review economic information, such as goals and development
- Facilitate meetings, regarding research and data
- Perform public and stakeholder outreach

The plan will include a high-level assessment and profile of the Town of Johnson economy over the past five years, intended to gauge conditions and overall economic progress. Evaluate and make recommendations for improvements to project review and approval processes that may support and encourage business investment. Analyze the existing incentive programs; develop benchmarks; make forward-focused recommendations for updates to incentive programs, including those needed to attract and retain businesses throughout the Town.

Situational assessments are key to determining the building blocks of a successful plan. We like to conduct assessments of key characteristics that influence various scenarios and synthesize major themes. This will include trends in employment, industry-by-industry analysis and profile will be reviewed and updated, including industry trends, measures of output, overall contribution to the local economy, and other factors. We will develop strategies for recruitment of local entrepreneurs and businesses that simultaneously support diversity and inclusion. Zilo will work with the selectboard to understand an acceptable approach, along with underlying elements to come to build on the data and provide supporting elements regarding the economic plan and capture mid and long-term impacts of the pandemic on the Town's economy.



In addition, we will perform a review of SWOT analysis (strengths, weaknesses, opportunities, and threats) identified during the planning process that is focused on a range of factors.



Finally, we will provide an implementation matrix and suggested timeframes for all of the strategies and action items that are developed in partnership and through open dialogue.

Situational Assessment

- Based on data analysis, interviews with key stakeholders and working side by side with the committee, we will develop an assessment of where you are today and where you are headed, what opportunities are optimal to improve the current situation and maximize project budget for its implementation.
- Assessment of potential public-private partnerships and their connection to which goals, policies, and actions may be implemented. Any recommendations related to public-private partnerships should include legal and cost/benefit analysis, identification of likely resource requirements, and any other relevant considerations.

Evaluation Framework

- *Guiding Principles*
Specific actions taken, if any, in pursuit of each initiative and barriers to progress encountered to help guide the creation and implementation of goals, objectives, and strategies.
- Identification of external funding sources, and Town’s Revolving Loan Fund and the rules and requirements associated with each funding source. The Plan should note recommended external funding sources in connection with elements deemed viable.
- *Develop Evaluation Framework*
The next phase of deliverable will be to develop action plans. This deliverable will include a short/long term strategic plan with documented assumptions supporting projections. This will serve as a roadmap and support structure. Ensuring

alignment of priority initiatives, mandates and resources. Measurable progress toward each objective, as indicated by specific milestones and metrics identified in the original plan

Implementation

The goal in the implementation phase is to create a program that is clearly articulated, long-term, helps to achieve the desired results and is reinforced by strong vision, mission and values. We will work to develop an updated Economic Development Plan which will provide and assess the Town of Johnson economic outlook . A tactical action plan which will include a list of action items with identified resources and completion dates/schedules and assist with the overall project management and administrative activities to make sure the project is on task, on schedule and on budget.

The Final Report will include

- Summary Background: A summary background of the economic development conditions of the region
- SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats
- Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis),
 - Strategic Direction: Vision Statement and Goals/Objectives
 - Action Plan: Implementation
- Evaluation Framework: Performance measures used to evaluate the organization's implementation and its impact on the economy
- Data and graphs based off of the research
- Performance measures
- Economic goals, objections, and priorities
- Action Plan

A key tenet of great strategy implementation is that everyone understands what the strategy is, how it will be measured, what stakeholders can do to help and implement the strategy. This will be done by aligning initiatives, budgets, and performance, engaging stakeholders and cascading the strategy. With our deep commitment to serving our communities and our experience driving successful efficiency projects, we will enable you to make this effort a success. We are personally and professionally enthusiastic to work with you on this critical initiative. We recognize the enormous impact that this effort could have on the lives of thousands of individuals, and it would be an honor to partner with you on it. It is our hope to build a long-term relationship and assist you in other areas as well.

PROJECT TEAM

Milena Zilo

Founder and Chief Executive Office / Project Executive

Milena Zilo has nearly a decade of experience in Wall Street and International Consulting. She started her career in New York and has worked at Merrill Lynch (MER)/ Bank of America (BAC), Bloomberg LP and BlackRock (BLK). She has worked with government officials and business professionals in organizations of different sizes in multiple industries, both domestically and internationally.

She has visible level of leadership interaction and collaboration with all key areas of the organization and executive team. She has developed a powerful understanding of the connections between operational activities and financials through driving change and working across different business units. She is an innovative leader with experience in strategic planning and operations management. She has experience implementing organic and inorganic growth strategies, structuring partnerships, and negotiating contracts while increasing operational efficiency and profitability through financial analysis and strategic process improvements.

Milena graduated from the University of Denver with a Bachelor's degree, majoring in Finance and double minored in Economics and Legal Studies. At DU, she held numerous leadership positions and has served on the Advisory Board for Daniels College of Business and as a Board Member for the University of Denver NY Chapter. She is actively involved in the community and currently serves on the U.S Global Leadership Coalition's Colorado Advisory Committee, a Mentor for Boomtown Accelerator in Boulder and a Mentor at the University of Denver Reiman School of Finance and for Project X-ITE. She has served on several other committees and non-profit boards and has a passion for philanthropy and serving the community.

Josh Sroge

Senior Strategist

Josh Sroge is a Finance and Operations leader with over 20 years experience in both global organizations and local startups, engaging in challenges from mature enterprise transformation to seed stage scaleup and financing. Josh enterprise experience includes accounting and finance projects across multiple subsidiary entities, currencies, and jurisdictions with GE Capital and Dassault Systems. At both he implemented the ERP architecture and multi-dimensional reporting to enable organizational alignment and strategic decision making. In the local ecosystem he has participated in growth stage companies from seed to Series A+ to exit, in a diverse range of industries. Expanding beyond the CFO/COO role, he leads large projects at enterprise clients and enables scaling at the seed stage. Working with local accelerators such as Boomtown in

a mentor and sponsorship capacity, he supports their cohort companies in infrastructure setup and business focus to enable success.

Josh believes in a duty to give back to the community. He is a mentor at the CU Leeds Business School, working with the junior and senior finance students every semester since 2011. He is on the board of the Boulder-based Emergency Family Assistance Association (EFAA) and is their Treasurer and Chair of the Finance Committee, and is also on the board of the Duet Design Group Foundation. Both organizations assist local families in need of support, from housing to food to case management. He has a BS in Accounting from CUNY Hunter College, and is a Certified Bitcoin Professional.

Lorena Batkalin

Senior Consultant

Lorena Batkalin has over fifteen years of professional experience in Consulting. She is a business professional with proven experience and participated, as a team lead in numerous projects. Lorena has undertaken a holistic approach to strategy, and operations developing to implementing simple effective systems to drive results. Her work experience encompasses start-ups to Fortune 500 companies and organizations in the public sector, including projects in diverse industries. Lorena has led numerous projects and made key decisions that effect all key areas including recruitment and hiring, marketing and communications, quality assurance and control. She has deep and practiced knowledge of engagement-based design methodologies: synthesizing information gathered from residents, stakeholders, site surveys, regulatory frameworks, and planning and design best practices.

She has demonstrated the ability to improve customer satisfaction and to drive results while leveraging strong empathy, emotional intelligence, operational excellence to drive cultural change at all levels of the organization. She is a values driven individual passionate about positively impacting.

Lorena graduated from Metropolitan State University of Denver with a Bachelor's degree, and has a Postgrad in Accounting from Raritan College. She has served on numerous committees at City as a member of governance team for numerous departments, suggesting improved customer service, updates to purchasing policies and changes to various employee programs, suggest and implement various project that effect all city employees including Recruitment & Hiring, Benefits, Marketing & Communications, Culture and Philosophy, Employee Development, and Physical Environment. She is a member of ARISE Program – they meet once a month with different Aurora city departments to fully understand what roles they play for the city and how each department collaborates with each other.

Karina Alventosa, Ph.D., P.E.

Senior Consultant

Karina Alventosa has a wide breadth of experience, ranging from academia and industry to leadership and government, and excels when operating at the intersections of multidisciplinary projects. Karina has a vested interest in elevating representation and encouraging a diversity of voices at the forefront of projects. As such, a good deal of Alventosa's work has been dedicated to improving community linkages, as well as diversity and inclusion. She also served on appointed committees such as the Anti-Racism task force, Title XI task force, and Sustainability Committee while working closely with the administration.

Throughout her undergraduate degree, she was a government intern at NASA Goddard Institute for Space Studies and completed economic analyses on conservation sites, while working as a student ambassador to increase minority student retention. The following year, Karina worked in industry as a structural engineer at Severud Associates Consulting Engineers and became a licensed Professional Engineer in New York and California. She was involved on many notable projects including new construction, and renovation. Most recently, through her design of a low-CO₂ emissions, fire-resistant cement alternative based on metakaolin, she received the Andlinger Center's Maeder Graduate Fellowship in Energy and the Environment. Ultimately, Karina offers multifaceted industry knowledge for a wide range of projects. She excels in leadership roles at negotiating competing interests and works to re-envision spaces so that they may operate to their fullest capacity. She is adept at navigating complex relationships and ambiguous environments.

Karina holds her bachelor's and master's degree in Solid Mechanics from Brown University. She recently received her doctorate in the Department of Civil and Environmental Engineering from Princeton University.

REFERENCES

The Oregon Cascades West Council of Governments (OCWCOG)
Alicia Lucke, alucke@ocwcoq.org

The Oregon Cascades West Council of Governments (OCWCOG) is a voluntary association of twenty cities, three counties, the Confederated Tribes of the Siletz Indians, and a port district. It serves as a forum for cross-jurisdictional cooperation and provides a wide array of services and resources to help communities solve problems and connects member governments, businesses, and individuals. Zilo was hired to research and facilitate discussions around the feasibility of a regional Bias Response System, and the subsequent public and regional support for a more localized system. The research includes bias response programs and approaches, research existing trainings, help facilitate community forums, and staff scheduled events which focus on Diversity, Equity, Racial Justice and Bias.

The Indianapolis Public Transportation Corporation
Karolyn Ratcliff
Contact Information: 317-614-9231, KRatcliff@IndyGo.net

The Indianapolis Public Transportation Corporation (IPTC) branded as IndyGO and Zilo International Group recently started a partnership to support the IPTC in interpreting and understanding the baseline travel behaviors, benefits, and opinion of residents, businesses, and employees within the Purple Line corridor. The goals and objectives of the IPTC will be addressed through sending paper surveys to over 40,000 residents and businesses, interviews with human resource managers, and one-on-one / group interviews with grassroots organizations along the Purple Line corridor.

Cosumnes Community Service District, Elk Grove, CA
Jeff Ramos, General Manager
Contact Information: 916-405-7150, jefframos@yourcsd.com

Zilo assisted CSD and worked closely with Board of Directors, Leadership Team and various shareholders to address its diversity and inclusion issues. The Board of Directors wanted the organization to reflect the diversity of the community they served which was 57% minority. The CSD Board of Directors required the organization to develop an action plan to understand and correct the issues. Our consulting team developed and implemented a process that produced some positive results that supported the work of the organization and demonstrated to the board their commitment to diversity and inclusion.

PRICE PROPOSAL

Zilo International Group proposes a flat fee of \$35,000 plus travel – Not to exceed \$40,000 for this project. A break flat fee breakdown is included below for all the different tasks:

Project Phase	Total Fees
Communication Plan / Project Management	\$2,000
Discovery	\$5,000
Planning and Design	\$14,000
Implementation / Final Report	\$14,000
Project Total	\$35,000

ZILO

INTERNATIONAL GROUP

Thank you for your consideration!

3939 East Arapahoe Road, Suite 210
Centennial, CO 80122
www.zilointernational.com

Town of Johnson

Performance Review – PW Operator

Each category is rated on a scale of 1 – Unsatisfactory, 2 – Needs Improvement, 3 – Meets Expectations, 4 – Exceeds Expectations, and 5 – Outstanding.

Operates all assigned equipment accurately and safely.	
Relates to the public in a professional, courteous and respectful manner. Report complaints to the Public Works Supervisor or Town Administrator.	
Reports for duty on time and ready for work. Time sheets are accurate and all appropriate labor categories are reported.	
Follows proper safety procedures for job being performed.	
Recognizes and communicate to Public Works Supervisor any problems or hazards.	
Reports any and all accidents or injuries to the Public Works Supervisor or Town Administrator within 24 hours of event. Accidents or injuries to be reported on forms provided by the Town.	
Brings personnel problems to the attention of the Public Works Supervisor or Town Administrator as appropriate.	
Carries out a regular maintenance schedule for routine and preventative maintenance of equipment as per instructions of Public Works Supervisor.	

Responds to overtime and call-in requests.	
Maintain all required licenses or certifications required to perform their jobs.	
Any other tasks as assigned by the Public Works Supervisor or Town Administrator relating to town operations.	