

VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

January 2007

EMERGENCY COMMUNICATIONS – PLAN AHEAD!

When Middlebury Police Chief Tom Hanley rose to speak during a Town Fair 2006 workshop on *Communicating with Citizens in Good Times and Bad*, nobody in the room expected him to tell a story about a shooting event ten years ago that shocked his community.

But he did, and with good reason. Amidst the chaos of that fatal and frightening event, the Middlebury Police Department was still able to communicate with citizens and the media. In doing so, it countered the panic and rumors that quickly spread after the shooting, and restored public safety and citizen confidence to the town.

The Middlebury Police Department had a communications plan in place – crafted for events like this – so that the local government could gather *and* disseminate important information.

The large crowd that attended the Town Fair workshop listened carefully as Chief Hanley went through what he considered to be many of the essentials of a good communications plan. He started by stating that the benefit of creating and instituting a communications plan during the “good times” is that it will be in place (and be one less thing to worry about) during the “bad times” (shootings, floods, fires, and so on). “Successfully com-

municating with the public in bad times,” he added, “starts with the practice of good communication during good times.”



According to Hanley, local officials should consider their objectives first, and structure the plan in accordance with those objectives. The objective, to borrow from Merriam-Webster’s definition of communication, could be to establish “a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.” With this broad definition in mind, a municipal communications plan needs to consider three, more specific “exchanges” of information: internal, outbound and inbound.

(Continued on next page)

VLCT BOARD OF DIRECTORS PROFILE BOB KISS, MAYOR, CITY OF BURLINGTON

A conversation about local government with Burlington Mayor Bob Kiss covers the basics – paving and plowing the streets, schools that work, confidence in police and fire services, and clean water. But the conversation soon moves beyond these customary local government services because Mayor Kiss believes that government can, and should, help meet other citizen needs. Foremost on his mind are those needs that might otherwise be unmet, such as health care, housing, and, in personal emergencies, income and food.

“I believe,” Mayor Kiss said, “that the purpose of government is to serve the people. It really is one of the resources we have to make better lives.” Before he entered politics, Kiss devoted his twenty-five year career in human services to making lives better. In 2000, he expanded his efforts to the political arena when he was elected, as a member of the Progressive Party, to the Vermont House of Representatives. In April of this year, he resigned from the House after his successful

(Continued on Page Twelve)

OUR DAY IN THE CAPITAL CITY!

Local Government Day 2007 will be celebrated February 14 at the Capitol Plaza Hotel and the Vermont State House.

Local officials from all over the state are expected to converge on the state’s capital to meet and greet their legislators and hear about the important issues of the 2007 legislative session. Governor Jim Douglas and Speaker of the House Gaye Symington have been invited to address attendees. In addition, VLCT staff members and representatives from the Vermont Municipal Clerks’ and Treasurers’ Association will update attendees on specific bills and other legislative initiatives.

Plan to join us on Wednesday, February 14 to share good company, good ideas and good food with your colleagues. Register on-line at <http://www.vlct.org/eventscalendar/> or by using the flyer that will be sent in early January.

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VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

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COMMUNICATIONS -

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INFORMATION EXCHANGE – INTERNAL

Does your municipality have the technical means (radio, cable, etc.) to communicate amongst its key players in an emergency? In Middlebury, grant money has been used to establish an emergency radio system that connects police dispatch and all police mobile and portable radios with the two private and four public schools in town. The schools all have base stations in their offices, and critical school staff members carry portable radios with them to facilitate direct communication between responding officers and staff.

INFORMATION EXCHANGE – OUTBOUND

A municipal communications plan should identify the different media outlets that local officials can utilize (newspapers, the Internet, school and town newsletters, radio, television, for example), as well as consider who will speak on the town's behalf in any given situation. A police chief may be the most appropriate point of contact for an incident such as the shooting mentioned above. However, the chair of the selectboard or a town manager may be the most appropriate point of contact for conflict over taxation or land use.

Chief Hanley emphasized the importance, especially in emergencies, of selecting a single source of authority to release information, to ensure that information given out is consistent. He offered a checklist for those local officials who might be called to appear before the media:

- Have excellent public speaking skills. Be confident, accurate, and use concise and plain language.
- Stay on message – don't get bogged down in specifics (refer them to the town attorney).
- Remember that the public has a short attention span. Think 20-second sound bites.
- If possible, use graphics to explain your message.
- Dress for the severity of the situation – casual attire does not inspire confidence.
- If working with the visual media, use a simple background. Again, a cluttered office with open file cabinets in the background does not inspire confidence.

Remember, Chief Hanley advised, that in an emergency, the public wants to believe you, to feel safe, and to know that once government intercedes, the worst is over. "They want leadership," he stated.

(Continued on Page Seven)



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LEGAL AND REGULATORY NOTES



TAX SALE PROCEEDS; HUNTING ON MUNICIPAL LANDS; TELEPHONE TAX REFUND

TOWNS CAN RETAIN BALANCE OF TAX SALE PROCEEDS

A recent decision of the Vermont Supreme Court confirmed the authority of towns to retain the balance of tax sale proceeds for the duration of the one-year redemption period. *Ran-Mar, Inc., v. Town of Berlin*, 2006 VT 117.

The case concerns tax sales conducted by the Town of Berlin on seven properties owned by three related corporations: Ran-Mar, Inc., R & G Properties II, Inc. and R & G Prop-

erties III, Inc. (hereinafter referred to as "taxpayers"). Prior to the tax sale, the Town sent notices to the taxpayers informing them that they could avoid the sale by paying the delinquent taxes, interest owed and fees and costs incurred. When payment was not received, the Town went forward with the tax sale. Afterwards, taxpayers asked the Town to return all monies in excess of the delinquent taxes, costs and fees. The Town refused, informing the taxpayers it would hold the tax sale proceeds until culmination of the one-year statutory redemption period. Taxpayers brought suit in Washington County Superior Court seeking to have the tax sale invalidated on the basis that the Town exceeded its statutory authority by requiring interest and penalties to be paid to avoid the tax sale. Taxpayers also questioned the Town's authority to retain the proceeds, arguing that doing so amounted to an unconstitutional taking. The Superior Court granted the Town's motion for summary judgment, upholding the tax sale and affirming the Town's authority to retain the proceeds.

... this case finally answers the question of whether towns may hold onto the proceeds from a tax sale until the end of the redemption period.

On appeal to the Vermont Supreme Court, taxpayers argued the Town lacked the authority to collect interest on delinquent taxes because the statute authorizing tax sales makes no specific mention of interest. ("When the tax with costs and fees is not paid before the day of sale, the real property on which the

taxes are due shall be sold to pay such taxes, costs and fees." 32 V.S.A. § 5254(a)). Looking at the tax collection statutory scheme as a whole, the Court held that the Legislature intended interest to be included in the overall tax obligation collectible by tax sale because 32 V.S.A. § 5136 authorizes towns to collect interest on overdue taxes. To take the taxpayers' position would mean that the Legislature granted towns the authority to assess interest on overdue taxes, but no mechanism by which to collect it, thereby rendering 32 V.S.A. § 5136 ineffectual. Taxpayers similarly questioned the Town's authority to insist penalties be paid because there is no express mention of penalties in 32 V.S.A. § 5254(a). The Court concluded that this question came down to a matter of semantics as the Town's use of the word "penalties" in its notice to the taxpayers was an obvious reference to the eight percent collector's fee authorized by 32 V.S.A. §§ 1674, 5258. "The Town's use of the term 'penalties' to refer to the collector's fee does not invalidate the tax sale, nor does it prevent the Town from collecting the fee."

the taxpayers nor deprived them of the economic use of their properties. Furthermore, Vermont law does not confer upon a taxpayer any right to the tax sale proceeds during the redemption period. It is only when the redemption period expires and title is conveyed that the transaction is completed and the proceeds are due. More to the point, the tax sale proceeds originated from the winning bidder at tax sale, not from the taxpayers. Therefore, since no money was actually taken from the taxpayer, there is no money for the Town to return.

The importance behind sending a notice of tax sale is to inform the taxpayer that the property is to be sold and the amount that must be paid to prevent the sale. In this regard, the notice was clear. The Court also rejected taxpayers' characterization of the Town's retention of the tax sale proceeds as an unconstitutional taking. The inherent flaw in taxpayers' argument was that there can be no taking if nothing was taken. The Town neither took property from

(Continued on next page)



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LEGAL/REG. NOTES -

(Continued from previous page)

This case is important to towns for several reasons. First, it removes some of the lingering uncertainty that has been hovering over the tax sale process by firmly cementing a town's authority to collect interest by tax sale and dispelling the notion that fees by any other name (i.e. "penalties") are not collectible. More importantly, this case finally answers the question of whether towns may hold onto the proceeds from a tax sale until the end of the redemption period. Equally as important is what the Court did not say. The Court did not say that a town could not give the excess proceeds to a taxpayer when it receives them, only that it did not have to do so. In fact, Justice Dooley points out in his consenting opinion that a town can, and often should, give these proceeds to taxpayers as they are held for their benefit. However, in making this suggestion, Justice Dooley forewarns, "the Town should not return the proceeds without the consent of the mortgagee...." Towns that release these monies before the passing of the redemption period would do well to heed this advice and obtain the consent of all mortgagees before doing so.

- Garrett Baxter, Senior Associate, VLCT
Municipal Assistance Center

MUNICIPALITY HAS AUTHORITY TO PROHIBIT HUNTING ON LANDS IT OWNS AND LEASES

In a November decision, the Vermont Supreme Court held that a municipality has the authority to prohibit hunting and trap-

ping on land it owns and leases. *Hunters, Anglers and Trappers Association of Vermont, Inc., v. Winooski Valley Park District*, 2006 VT 82. The case involved the Winooski Valley Park District, a union municipal district. The District owns and leases approximately 1,864 acres and manages the land as a public park. While the park is open for a variety of uses, the District does not allow hunting, shooting or trapping and has posted the property under 10 V.S.A. § 5201, the statute that authorizes private owners to post their property.

In February 2003, Hunters, Anglers and Trappers Association of Vermont (HAT) filed a complaint in Chittenden Superior Court seeking an injunction to prevent the Dis-

While 24 V.S.A. § 2295 was intended to prevent a municipality from banning hunting and trapping on private property, the statute does not prohibit a municipality, acting in a proprietary function, from managing its own lands in the interests of recreation and conservation, including posting its property in accordance with 10 V.S.A. § 5201.

trict from prohibiting hunting and trapping in the park. In January 2005, the Superior Court entered judgment in favor of the District. HAT appealed, alleging, among other things, that the District's ban on hunting and trapping violated both the Vermont Constitution's protection of the right to hunt and 24 V.S.A. § 2295. The statute provides, in relevant part:

Except as otherwise provided by law, no town, city or incorporated village, by ordinance, resolution or other enactment, shall directly regulate hunting, fishing and trapping or the possession, ownership, transportation, transfer, sale, purchase, carrying, licensing or registration of traps, firearms, ammunition or components of firearms or ammunition.

With regard to HAT's constitutional claim, the Supreme Court noted that while the Vermont Constitution provides hunting rights, it also vests the Legislature with the power to regulate hunting and trapping, even on privately held lands. So long as the Legislature had properly delegated its authority to the District, the District's prohibition of hunting and trapping in the park would not violate any constitutional right. While 24 V.S.A. § 2295 was intended to prevent a municipality from banning hunting and trapping on private property, the statute does not prohibit a municipality, acting in a proprietary function, from managing its own lands in the interests of recreation and conserva-

tion, including posting its property in accordance with 10 V.S.A. § 5201. Thus, the District's actions in posting the park to ban hunting and trapping were not only authorized by the Legislature, but also free of any statutory or constitutional prohibition.

This decision clarifies some confusion surrounding the authority to regulate hunting and trapping on municipal property. As noted by the Supreme Court, 24 V.S.A. § 2295 was intended to prevent a municipality from regulating hunting on private property, as such regulations would interfere with the State's regulatory prerogatives and the rights protected by the Vermont Constitution. Neither of these concerns is implicated when a town sets conditions on the use of its own land. For a copy of the decision, visit http://dol.state.vt.us/gopher_root3/supct/current/2005-056.op

- Jim Barlow, Attorney, VLCT Municipal Assistance Center

IRS ANNOUNCES FORMULA TO ESTIMATE FEDERAL TELEPHONE TAX REFUND

"Good news" and the "Internal Revenue Service" are not usually terms found in the same sentence - that is, unless you are talking about the new formula for telephone tax refunds. The IRS recently announced that businesses and tax-exempt organizations, including municipalities, can now utilize a formula to estimate their one-time federal tele-

(Continued on Page Seven)

Is it time to economize on transportation costs for your organization?

With today's high fuel costs, it makes more sense than ever before to economize on transportation costs. Would your non-profit organization or small non-profit commuter group benefit from owning and operating a 7-15 passenger commuter van - **financed interest-free?**

The Vermont Agency of Transportation (VTrans) and the Vermont Economic Development Authority (VEDA) have funds available through the State Infrastructure Bank (SIB) Program to help qualified non-profits finance up to 90% of the cost of commuter vans. VTrans fully subsidizes the SIB interest charges and application fee.

To learn more, visit www.veda.org or call 802-828-5627.





ASK THE LEAGUE

EMPLOYEE BONUS; MOBILEHOME WATER BILL

Are taxes withheld when paying employees a bonus?

Yes. According to the IRS in *IRS Publication 15*, bonus payments are treated as supplemental wages, defined as "compensation paid in addition to an employee's regular wages."

The method of withholding taxes depends on whether the supplemental payment is identified as a separate payment from regular wages. Additionally, withholding rules vary depending on the amount.

First, some rules regarding when withholdings on supplemental wage payments to an employee are *less than or equal to \$1,000,000*:

- When supplemental wages are *combined* with regular wages, *without specifying the amount of each*, taxes are withheld as if the total were a single payment for a regular payroll period.
- When supplemental wages are paid *separately (or combined in a single payment but each separate amount is specified)*, the income tax withholding method depends

partly on whether you withhold income tax from an employee's regular wages.

There are two options: If taxes are withheld, you can either:

- 1.) Withhold a flat 25%, or
- 2.) Add the supplemental and regular wages for the most recent payroll period. Then, figure income tax withholding as if the total was a single payment. Subtract the tax already withheld from regular wages. Withhold the remaining tax from the supplemental wages.

Regardless of the method, the supplemental wages are subject to social security, Medicare, and FUTA taxes.

Special rules apply to withholdings on supplemental wages of *more than \$1,000,000*. Withhold as described above *up to \$1,000,000*. Any amount in excess of \$1,000,000 will have taxes withheld at 35%, regardless of the employee's Form W-4.

Please refer to *IRS Publication 15, Section 7* at <http://www.irs.gov/pub/irs-pdf/p15.pdf>, or contact the Municipal Assistance Center with any further questions.

- Tara Fischer, Research and Information Assistant, VLCT Municipal Assistance Center

Do you have any suggestions for collecting overdue water bills from mobile homes that are located in a mobile home park?

Collecting overdue water bills from mobile home parks can be difficult as often times there is no way to turn off water to a delinquent ratepayer without turning it off to the entire park. However, state law provides that water delinquencies are a lien upon real property in the same manner as taxes are a lien upon real property. 24 V.S.A. § 3306. This allows municipalities to use the tax sale process to recoup delinquent water delinquencies. State law also allows a fire district (many of which distribute municipal water) to elect the town collector of taxes to serve as the district's collector, even if the town collector is not a resident of the district. 20 V.S.A. § 2486. For more information on tax sales, see VLCT's *Handbook for Collectors of Delinquent Taxes*, available online at www.vlct.org under Resource Library.

- Dominic Cloud, Director, VLCT Municipal Assistance Center

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LEGAL/REG. NOTES -

(Continued from Page Five)

phone excise tax refund. This comes on the heels of a May 2006 Treasury Department announcement that, beginning August 2006, the government would no longer be collecting the federal excise tax on long-distance telephone service and would issue refunds for taxes billed after February 28, 2003.

Prior to this announcement, the only other method of calculating the refundable amount was to actually go through 41 months (March 2003 through July 2006) of telephone bills to determine the actual taxes paid. While tax-exempt organizations may still avail themselves of this cumbersome and labor-intensive method, they can now figure out their refund by taking the difference of the percentage of their federal telephone excise tax from two telephone bills. (The IRS directs that statements from April and September 2006 should be used.) The IRS provides the following example for performing this calculation:

"(I)f a business has an April 2006 telephone bill of \$1,000, which includes federal telephone excise tax of \$28, the tax percentage is 2.8 percent. If the September 2006 bill is \$1,100, including federal telephone excise tax of \$16.50, the tax percentage is 1.5 percent. The business' long-distance excise tax percentage is 1.3 percent (2.8 percent for April minus 1.5 percent for September). The business multiplies 1.3 percent by its total phone expenses over the 41-month period to arrive at the amount of its refund."

This refund is capped at 2 percent of the total telephone expense for tax-exempt organizations with 250 or fewer employees and 1 percent for those with more than 250 employees. Refunds can be requested by completing IRS Form 8913, Credit for Federal Telephone Excise Tax Paid, and attaching it to Form 990-T.

- Garrett Baxter, Senior Associate, VLCT Municipal Assistance Center

NEW BUSINESS MILEAGE RATE

The federal Internal Revenue Service has increased the standard business mileage rate for 2007. Effective January 1, 2007 the rate will be 48.5 cents per mile, up from the 44.5 cents per mile rate in effect for 2006.

COMMUNICATIONS -

(Continued from Page Two)

Chief Hanley also took a few moments to address non-emergency situations that might attract a lot of media attention: scandals, poorly performing agencies, other contentious or controversial issues. The important message in these situations, he said, is that "government is capable of and will appropriately respond to the event." He added, "Provide all information (both sides of issues) to demonstrate that government will deliberate completely and in good faith.

"If release of specific information is detrimental to an investigation or control of an event, say so. 'No comment' is a bad phrase."

INFORMATION EXCHANGE – INBOUND

Much of local government communications planning focuses on getting information out to citizens. However, as Chief Hanley asked his Town Fair audience, "It is easy to plan to get information out. What about a plan to receive inquiries and requests for information?"

Noting that in an emergency, a municipality can easily be overwhelmed by inbound communication, Chief Hanley advised that any communications plan include a way to handle and respond to these calls and e-mails. It should cover:

- The mechanics of receiving a large volume of calls.
- How to develop a simple, concise response to get critical information out.
- How to sort through the incoming information and facts to choose the material that would be useful for the town's emergency decision-making process; how to communicate this information to the correct town personnel.

- Use of volunteers (retired receptionists, telecommunications personnel, police officers are valuable resources) to help staff telephones during and beyond office hours.
- How to brief anyone handling the telephones on the issue, and on what and what not to release.

In less pressing circumstances that still tend to generate numerous citizen inquiries, such as a road closure, Chief Hanley advised that a town have a process in place that lets citizens know they have been heard. It might mean adding a comment area to the town's Web site, or designating one person – who is well versed in the issue at hand – to return calls about it.

CONCLUSION

Developing a comprehensive communications plan is good public policy. While such a plan might be considered a luxury in good times, it is an absolute necessity in bad times. "People will be looking for information," Chief Hanley concluded. "They will either get it from you or they'll find another source. Which do you choose they get it from?"

- Katherine Roe, VLCT Communications Coordinator, and Trevor Lashua, VLCT Associate, Advocacy and Information Services

(Editor's Note: The topic of emergency communications is important enough that we asked Middlebury Police Chief Thomas Hanley to share his Town Fair workshop presentation notes with the VLCT News, so that they could do "double duty" as a newsletter article. Thank you, Chief Hanley, and to the other workshop presenters: Putney Manager Chris Ryan, Select-board member Lyssa Papazian, and IPutney.com founder Paul LeVasseur.

For more information about media relations in particular, see "Media Relations: The Cornerstone of Good Public Relations" in the May 1998 edition of the VLCT News.)

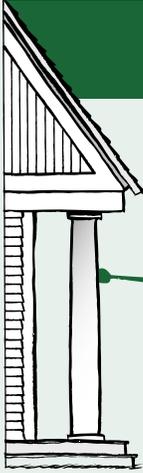
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Brian P. Monaghan, Esq. has become associated with the law firm of McNeil, Leddy & Sheahan. Prior to joining McNeil, Leddy & Sheahan, Brian served as staff attorney at the Vermont League of Cities and Towns Municipal Assistance Center since 2002, where he counseled Vermont municipalities in land use law, employment law, municipal liability, real property taxation, administrative law, and municipal finance. Brian will continue in this area of work with the firm. Brian is also available for training in Effective Land Use Meetings & Hearings through the Municipal Education Grant program at the Vermont Department of Housing & Community Affairs.



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CUTS

(COMMUNICATIONS UNDER TEN SENTENCES)

VLCT HEALTH TRUST CIGNA TRANSITION

CONGRATULATIONS

The Vermont Town and City Managers Association recognized two Vermont managers at its recent annual Fall Conference, held this year at the Basin Harbor Resort in Vergennes. **Thomas Yennerell**, Manager, West Rutland, received VTCMA's Outstanding Achievement Award and **Jonas Rosenthal**, Manager, Poultney, received the VTCMA Distinguished Service Award. Congratulations, gentlemen!

In early December, VLCT Member Relations staff concluded twelve regional information meetings with the Health Trust's new insurance provider, CIGNA HealthCare. Between these meetings and the Trust's Annual Meeting on November 17, VLCT staff members were able to meet with representatives of 96% of the Trust's covered employees in the weeks leading up to the December 15 CIGNA enrollment deadline. Member Relations staff also visited many individual towns during November and December, and will continue to do so well into the new year.

Other resources available for VLCT Health Trust members include CIGNA's Web site, cigna.com, and toll-free Enrollment Information Line (800/564-7642). Once you are enrolled, valuable information about your plan, your deductible amounts, etc. will be available through mycigna.com. Please call the VLCT Member Relations Division if you have any questions about the CIGNA plans or the transition process. Members of the Division are: **Larry Smith**, Manager; **Tanya Chambers**, Member Relations Representative; **Dan Roda**, Member Relations Representative; and **Kelley Avery**, Senior Administrative Assistant.

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WELCOME

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The **Washington County Sheriff's Department** and **Jeffersonville Village** have joined the VLCT Health Trust, bringing membership up to 299.



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- Park in the safest place possible. Avoid isolated, poorly lit spots.
- Never leave your vehicle running or your keys in the car when you're not in it, even to duck into the convenience store for just a minute.
- Always lock your vehicle and roll windows up all the way. Set the alarm, if you have one.
- Lock stuff you wouldn't want to lose in the trunk or put it out of sight if you don't have a trunk.
- Don't leave valuables, like your wallet, in the glove compartment.
- If you have to leave your key with a parking lot attendant or valet, leave only the ignition key. Also make sure not to leave other keys on the ring, such as keys to your home.
- At work or at the gym, keep vehicle and home keys locked up (in a locker or desk), or keep them in your pocket.

- Make sure your vehicle is adequately insured against theft and theft of expensive accessories.

For more information about the safety and wellness resources available from the VLCT Safety and Health Promotion Program, please contact Shawna McNamara at smcnamara@vlct.org, or call 800/649-7915. You may also visit the Program's on-line Wellness Library at <http://www.vlct.org/insuranceriskservices/wellnesslibrary/>. You may request materials from the Library on-line; they will be delivered to you with a postage paid return envelope enclosed for your convenience.



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MAC CHANGES WORKSHOP LOCATIONS

The Municipal Assistance Center is changing the location of its 2006-7 daylong workshops. After holding the first three workshops at Vermont College in Montpelier, staff has determined that the Montpelier Elks' Club or Capital Plaza provide a better fit for our workshop needs.

Starting with *Local Water Quality Protection* on Thursday, January 25, 2007, the remainder of this year's daylong MAC workshops will be held at either the Elks' Club or the Capital Plaza Hotel, unless otherwise noted in the promotional flyer for the event. If you are using the *VLCT 2006 - 2007 Calendar of Training & Events* brochure to plan ahead for winter and spring workshops, you will want to note that there will be a new location for these workshops. All other VLCT events on the *Calendar* will be held in their original location.

For more information or questions, please contact Tara Fischer, VLCT Research and Information Assistant, at tfischer@vlct.org. You may also visit www.vlct.org/eventscalendar for workshop information.



2006 HOUSING CONFERENCE

WHERE ARE WE? WHAT NEEDS TO BE DONE?

Several hundred housing advocates, developers, financiers, state and local government officials, and ordinary citizens met at the Sheraton in Burlington in November for a biannual statewide housing conference. The agenda was packed with numerous topics, including impediments to housing development, the need for transitional housing for a variety of populations, accessory apartments, housing and health, preservation tax credits, and legislative agendas for the coming year. In all, participants could choose from among twenty-four concurrent sessions.

As local officials know, the issues that accompany the provision of adequate housing for Vermonters are complex and multi-layered. A person may be homeless for any number of financial reasons. That homelessness might be complicated by the fact that he or she is young (mid teens to mid twenties) and alone, has mental health issues, is recently released from prison, is a victim of domestic violence, moves frequently between communities or – if the homeless person is a child – doesn't have access to consistent schooling. A person may not be able to move from one living situation to a better one if affordable housing isn't available. Some turn down new job opportunities if it means moving to an area that would re-

quire long commutes because of a lack of affordable housing. New housing construction generates questions such as is the proposed site a "sprawl location" in which the car is the sole means of transportation? Or is the area "walkable?" Are there natural resources constraints – that is, are municipal sewer and water available in lieu of on-site septic? Is the proposed development consistent with the character of the hosting neighborhood?

Federal housing assistance dates back to the 1930s, and much of Vermont's funding comes from the federal government. The Vermont Housing Finance Agency was created in 1974. In 1987, the Vermont Housing and Conservation Board was created and funded at \$3 million for that year. In 1988, as part of the new land use planning law known as Act 200, a portion of revenues derived from the property transfer tax was dedicated to the Housing Conservation Trust. (Act 200 also created the Municipal and Regional Planning Fund, upon which local governments rely for planning assistance.)

Despite a plethora of programs that help people rent or own houses, and that assure them of shelter during a crisis stage of life, there are still significant problems in providing appropriate housing for all our residents, both statewide and nationally. Federal funding cutbacks have compounded the problem – according to "Changing Priorities: The Federal Budget and Housing Assistance, 1976-2005," the federal Housing and Urban Development Agency (HUD) has seen its funding cut 66% since its high water mark during the Ford and Carter administrations.

The *Vermont Analysis of Impediments to Fair Housing Choice* – developed by J-Quad & Associates for the Department of Housing and Community Affairs and the Human Rights Commission, and delivered to the Legislature in February 2006 – identifies nine impediments to fair housing that have the most significant effect on the affordability, availability and accessibility of housing in Vermont. They are:

1. lack of affordable housing;
2. rental housing units in poor condition;
3. lack of accessible housing;
4. zoning ordinances that require large lots;
5. zoning ordinances that do not allow for high density residential uses, including multi-family and mobile home uses;
6. lack of awareness of fair housing laws and rights granted under the law;
7. need to strengthen fair housing require-

- ments for municipal grantees of HUD community development block grant funds;
8. discrimination in rental and sales markets; and
9. lack of public transportation options.

The Forum on Sprawl's presentation at the Housing Conference proposed planning and design standards that would produce higher density, pedestrian-friendly neighborhoods accessible to work places and other amenities, and on smaller tracts of land. This is the model being promoted by growth centers legislation and tax increment financing district legislation passed in 2006, as well as the Vermont Downtown Program. This coming session, the Governor will again propose a land bank concept in which lands owned by the state could be made available for housing in places where they are not being used in the manner intended at the time of acquisition, and where the municipality is amenable to turning those parcels over to housing uses. Thus, the cost of land – a major impediment to building affordable housing – would be lowered.

A proposal to increase funding for homeless shelters and services, and for transitional housing, will be put on the table this legislative session, as will legislation to establish a statewide rental housing inspection program. The Legislature will also be asked to increase funding for the Housing and Conservation Trust Fund and to increase the State's annual allocation for its affordable housing tax credit. Assessment of alternatives to traditional on-site sewage systems for homes in rural areas will continue. When combined with many other initiatives at the local, state and federal level, these proposals should provide some new options for the construction or renovation of housing that suits the needs of Vermonters in the next several years.

Will the Vermont housing problem be resolved any time soon? Housing shortages have been with us a long, long time, for many reasons and for a wide variety of consumers. While significant efforts to respond to Vermont's housing crisis continue to be made at all levels of government (for example, grants are available to Montpelier homeowners who build accessory apartments), the amount of money needed to resolve this crisis is enormous and will compete with all the other pressures on the state budget in what looks to be another tight fiscal year.

- Karen Horn, Director, VLCT Public Policy and Advocacy

TRIVIA

Congratulations this month to Guildhall selectboard member **Patricia Rogers**, who responded that Vermont's first state fair was held on September 10-11, 1850, in Middlebury. We had a small contingent of respondents who favored a "field near Castleton" in the fall of 1846, but VLCT trivia guru Michael Gilbar is standing by his source, *Freedom and Unity: A History of Vermont*, by Michael Sherman, Gene Sessions, and P. Jeffrey Potash, and published by the Vermont Historical Society.

Our January challenge is from Mike's Very Obscure Trivia file. Good luck!

This professor organized an Institute of Municipal Affairs and published a renowned study of the "poor laws" of Vermont in 1916. Who was the professor and at what university did he teach?

Contact us with your answer: VLCT, 89 Main Street, Suite 4, Montpelier, VT 05602, tel. 800/649-7915, fax, 802/229-2211, e-mail, kroe@vlct.org.



Tech Check

TECH TIPS FROM THE VLCT STAFF

VLCT staff members offer you this New Year's gift bag of their favorite technology tips. May your new technology year be glitch-free!

SHORTCUTS

Shawna McNamara suggests using the Shift key and F7 to access the thesaurus function in Microsoft Word. Spell check can be accessed with the F7 key in both Word and Outlook as well.

David Gunn uses the Alt Tab keys to switch between open applications such as Word and Excel. When you press Alt and Tab at the same time, it displays the icons of the open programs. While holding the Alt key, press the Tab key to move from one icon to the next. When you release the keys you're in whichever application the tab key was last on.

Jessi Hill likes to use a more obscure function. If you want to create more than one line of text in a single cell in Excel, press the Alt and Enter keys to insert a hard return in the cell.

Allyson Barrieau and **Millie Archer** both recommend using the shortcut for Undo: press the Ctrl and Z keys. This is fondly referred to as the "oops" shortcut. Millie also likes using the format painter, that little paintbrush icon in your toolbar, to copy formats from one section of your document to another. Just highlight whatever text you wish to copy the format from, click on the paintbrush and highlight the text you wish to copy the format to.

Sonia Rivera and **Tara Fischer** make use of the copy or cut and paste shortcuts. Press Ctrl and C to copy or Ctrl and X to cut, then Ctrl and V to paste. Tara also likes to use Ctrl A to select all.

Vicky Abare uses the Ctrl and ' (apostrophe) keys in Excel and Access to copy text from the cell above. Copying a formula is more complex – for that you should use the standard copy and paste.

Rikk Taft's favorite shortcut is pressing the Windows and E keys to access My Computer and all your directories. The Windows key is the one between the Ctrl and Alt keys with the little Windows icon.

Danielle Trombly uses the hyperlink

shortcut – pressing the Ctrl and K keys to insert links in Word and Excel documents.

Tanya Chambers and **Luke MacDonald** both like to use a shortcut to insert dates into Excel documents and Access databases. Press the Ctrl and ; (semi-colon) keys for this one.

Tracy Hatch uses a shortcut to freeze panes in Excel. Position your cursor in a cell below the rows and to the right of the columns you wish to freeze, then press the Alt and W and F keys.

Jill George uses the Tab key to move forward from cell to cell and Shift and Tab to move backward in Excel and Access. She also likes to use the Windows and M keys to minimize all open windows.

Steve Jeffrey and **Sue Dubie** really like the Word function "Autotext" and recommend using it to reduce keystrokes. Here's an example:

In Word, type "Department of Banking, Insurance, Securities and Healthcare Administration." Highlight this entire phrase and click on *Insert* in your main menu, then *Autotext* and *New*. Enter "BISHCA" in the dialogue box that opens (this is the shorter phrase that you want to be able to use instead of the longer original) and click OK. Now, every time you want to enter the phrase "Department of Banking, Insurance, Securities and Healthcare Administration," just enter "BISHCA" and hit the F3 key. You can use this for signature lines, names, sentences, etc.

WEB SITES

Trevor Lashua recommends a nifty Web link that displays a table of municipalities' highway miles and the state highway aid received. The link is <http://www.aot.state.vt.us/thgp/Results.asp?TownName=All>.

Jim Barlow suggests municipal officials create a desktop shortcut to Vermont statutes on-line at <http://www.leg.state.vt.us/statutes/statutes2.htm>. (**Katherine Roe** says there is also a link to the on-line statutes from every page of VLCT's on-line Resource Library, at <http://resources.vlct.org/>. And, while she's at it, she recommends checking the Library's wide

variety of on-line documents and handbooks for answers to your local government questions.)

Garrett Baxter recommends the Vermont Planning Information Center's Web site for zoning administrators, planning commissions and DRBs: <http://www.vpic.info>.

Darlene Bresset, **Kelly Kindestin**, **Kathi Chaloux**, and **Pat Boyle** recommend a couple of nifty Web sites for all you Yankees out there: <http://www.howstuffworks.com/index.htm> to learn about how electronic stuff works and <http://www.erh.noaa.gov/btv/html/climo2.shtml> for the national weather service. They also make extensive use of our scanning equipment to create PDF files that can then be e-mailed. Saves time and money!

Kelley Avery recommends some great Web sites for Medicare, COBRA and other employment resources: <http://www.cms.hhs.gov/> and <http://www.medicare.gov/> for lots of Medicare information, <http://www.labor.vermont.gov/> for the Vermont Department of Labor, and <http://www.dol.gov/dol/topic/health-plans/cobra.htm> to get COBRA information.

Brian Fitzpatrick and **Chris Laberge** recommend that municipal officials take advantage of OSHA's Web site at <http://www.osha.gov> to stay on top of the latest in employee safety.

OTHER

Dom Cloud recommends using Power Point to create organizational charts. When you insert a new slide, choose the organizational chart layout and you're off and running.

Katherine Roe and **Karen Horn** offered Luke as a tip. Luke is VLCT's new Technology Support Specialist (a.k.a. Help Desk Guy). Everyone should have a Luke. Karen also says if something goes wrong with your computer, turn it off and wait ten minutes. That's why we keep her over at the State House!

Happy New Year from the friendly folks at VLCT!

- Michael Gilbar, VLCT Chief Financial Officer



BOB KISS -

(Continued from Page One)

bid to replace outgoing Burlington Mayor Peter Clavelle.

His path to local government service is not the typical one, as he has never held local office, *per se*. During the eighteen years he worked at the Champlain Valley Office of Economic Opportunity (twelve as Executive Director), federal funding rules restricted CVOEO staff from holding partisan office. Kiss, who has lived in Burlington since 1972, served for nine years on the commission (five as chair) of the Burlington Housing Authority and for eight years on the board of Burlington's Committee on Temporary Shelter. In all these positions, he worked with and alongside Chittenden County's local governments. He was an active participant in progressive politics before and after Bernie Sander's election as the Mayor of Burlington in 1981.

Human services is a demanding profession that can also be emotionally draining. "I had a long tenure in human services," Mayor Kiss said. "I was able to do it because of the different challenges each day. We made progress in fair housing, Head Start, emergency food, and low-income weatherization. In the 1980s, for example, low-income home weatherization was a good idea. By the 1990s, it was a building science. I also worked hard to build an effective advocacy agency in the community with good

jobs for CVOEO employees."

Kiss continued with a similar agenda at the State House. Health care topped his list of statewide issues that had (and continue to have) a large impact on his Burlington constituents. Other issues that he followed carefully in Montpelier included workers' compensation, affordable housing, comprehensive code enforcement for rental housing, liv-



Mayor Bob Kiss

able wages and better jobs, and energy-efficient, appropriate outdoor lighting. He was on the Local Government Committee in the House for one term and on the Judiciary Committee for two terms.

"I'm not afraid to say that we need a sin-

gle payer health care system," he said. "Until we do, we won't get a system that meets the needs of everyone." Recalling that he once heard the Canadian health care system referred to not as socialized medicine, but civilized medicine, Kiss noted, "I firmly believe that if you receive preventative health care for your whole lifetime, you are better off."

Mayor Kiss looks forward to continuing to work on these issues, and more, as Mayor and as a member of the VLCT Board of Directors. "State and local governments share a lot of issues - health care, efficient government and the ability to pay for it, the potential to share resources through local option taxes, building a sustainable economy, and housing," he said. The Mayor is also enjoying governing a little closer to the people he was elected to serve. "Working for Burlington is more immediate - we can respond to needs more quickly - and less deliberative than the State House."

When he talks about Burlington's recent sale of land (save for the one percent interest it retained) to the Intervale Foundation, it is clear that he is pleased the land will forever be used for agricultural production. That it will provide local food for local folks is an interesting twist on his work in human services to make sure citizens have adequate access to food. "The Intervale is producing seven to eight percent of Burlington's food, and can do more," the Mayor predicted. "As time goes on, that will become a more important value."

Mayor Kiss lists two immediate challenges in Burlington: continue to develop an economy that can support the City's future, and increase citizen input into major City initiatives and processes.

"The region is pretty effective right now at developing economic opportunity," Mayor

(Continued on next page)



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BOB KISS -

(Continued from previous page)

Kiss noted, citing its recent ranking by Moody's Economy.com as first in the nation in "business vitality." "Our economy is becoming more adaptable. We are also lucky to have a geography that works. We win on quality of life, not by subsidizing someone," he concluded.

Kiss is aware of the special responsibilities that come with being the Mayor of Vermont's largest city. "I have a sense of responsibility that comes from the city and region's role in driving the rest of the State's economy, he said." Kiss is also aware of the national and international implications of the City's economic and environmental decisions. Global warming is a particular concern of his. "Even if the U.S. has not signed the Kyoto Accord, we can help balance out the fact that every thirty days a new coal-fired power plant goes on-line in China," Kiss commented.

One of the early hallmarks of his administration has been to draw more citizens into the City's decision-making process. "I took office in April, and had to deliver a budget to the City Council by June 15," he recalled. Kiss immediately recruited seven citizens, based on their skills and interests, to work on

the budget with the City's Chief Administrative Officer, Jonathan Leopold. Mayor Kiss and Leopold have also visited with Burlington's five assemblies to explain the approved budget. "Having more people understand how we build the budget will make future budgets better, especially as we face difficult decisions," he noted.

Kiss would like to add more people to the budget advisory committee: one from each of the five neighborhood councils and two from each of the city's seven wards, along with the seven people invited back from last year. "Every place we can," he said, "I would like to add more people to the process ... so that citizens participate in government beyond the right to vote. It is a challenge, and doesn't always flow seamlessly, but we are at our peril if we do not do it."

If this sounds like a credo from the 1960s, it is, and Mayor Kiss would be the first to say that that decade inspired him to work on behalf of better lives for Vermonters. From his position as Mayor and as a member of the VLCT Board, Bob Kiss will continue to ask local - and state - government to join him in this important work.

Welcome to the VLCT Board, Mayor Kiss.
- Katherine Roe, VLCT Communications Coordinator

CALENDAR -

(Continued from Page Sixteen)

Municipal Personnel Primer. Thursday, February 8, 2007, Comfort Inn, St. Johnsbury, Thursday, February 15, 2007, Wilmington Town Office or Wednesday, February 21, 2007, Royalton Senior Center. Sponsored by the VLCT Municipal Assistance Center. This evening presentation will focus on critical municipal personnel procedures relating to hiring, firing and managing municipal employees.

Local Government Day in the Legislature. Wednesday, February 14, 2007. Capitol Plaza Hotel, Montpelier and the Vermont State House. Sponsored by VLCT and the Vermont Municipal Clerks' and Treasurers' Association. A special day at the Vermont State House for local officials to hear about the status of pending legislation from VLCT and VMCTA representatives, attend legislative hearings and speak with their representatives about the Vermont Legislature.

Town Meeting Tune-up. Tuesday, February 27, 2007, Montpelier Elks' Club. Sponsored by the VLCT Municipal Assistance Center. A parliamentarian's paradise, this annual workshop is designed for moderators and selectboard members, both seasoned and new. It will focus on the statutory requirements for town meeting, Robert's Rules of Order and best practices for making it through the meeting unscathed.

Selectboard Institute. Saturday, March 31, 2007, Montpelier Elks' Club. Sponsored by the VLCT Municipal Assistance Center. The second of two selectboard trainings, the Selectboard Institute is offered just after Town Meeting and is targeted towards newer members (though all are welcome). The event will focus on the fundamentals such as understanding the municipal organization, running effective meetings and managing the town budget.

VLCT INCLEMENT WEATHER POLICY

VLCT makes every effort to hold all scheduled meetings, workshops and other events regardless of the weather, as rescheduling such events is very difficult. If we do have to cancel an event, we will put a message on our telephone answering machine and Web site by 6:30 a.m. Please call us at 800/649-7915 or check www.vlct.org if the weather is questionable.

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CLASSIFIEDS -

(Continued from Page Fifteen)

problem solving. Strong written/verbal communications skills essential. Direct experience with economic development and wastewater treatment plant construction/operations big plus. BA/BS required, MBA/MPA preferred, with seven years of progressive management and leadership experience. Salary DOQ. Additional information available at www.municipalresources.com/career.html. Send resume, in confidence, to recruitment@municipalresources.com (electronic correspondence preferred) or Raymond Town Manager Search, Attn: Gail Schillinger, Municipal Resources, Inc., 120 Daniel Webster Highway, Meredith, NH 03253. **Application deadline is January 5, 2007.** Raymond is an equal opportunity employer. (11-28)

Police Chief. The Village of Bellows Falls, Vt. seeks an energetic, dynamic law enforcement professional to fill the position of Police Chief and lead a department of eight full-time, sworn officers and four civilian dispatchers. Bellows Falls Village (pop. 3,200) is located in the desirable Connecticut River Valley in southeastern Vermont. The Village operates under a managerial form of government; the Police Chief is hired by and reports directly to the Municipal Manager. Requirements: Bachelor's Degree in Law Enforcement, Public Administration or a related field; a minimum of ten years of law enforcement experience with a minimum of five years in a supervisory capacity; or any equivalent combination of education, skills and experience. Candidates must be

certifiable as a police officer as specified by the Vermont Criminal Justice Council. The Police Chief must have excellent managerial skills, function as a working law enforcement officer, and possess effective community relations and interpersonal skills. Salary range is \$49,700-\$56,200. **Applications accepted until December 31, 2006 or until the position is filled.** Apply to: John B. Schempf, Municipal Manager, Bellows Falls Village Corporation, P.O. Box 370, Bellows Falls, VT 05101. Equal opportunity employer. (11-28)

Firefighters. Littleton, NH is looking for team-oriented, energetic and hardworking individuals to join a part-time (24 hrs/week) firefighting team. Requirements: high school diploma, NH level 1 firefighter certification, NH level 2 (desired), Certified Haz-mat Operational, EMT-B and NH-CDL. Must possess the ability and desire to commit to extensive firefighting duty. Town residency not required. Employment is subject to criminal and motor vehicle background checks. Aerial climb test and physical will be required prior to employment. Hourly pay range is expected to be \$9.50-\$10.50, skill-premium based. Pick up a detailed application including job description and job requirements at the Town of Littleton's administration office, 125 Main Street, Suite 200, Littleton, NH 03561. Applications will not be mailed. No phone calls, please. The Town of Littleton is an equal opportunity employer. (11-22)

Police Chief. The Town of Littleton, NH is seeking an experienced leader to manage its police department. The successful candidate will guide the department

through the challenges of a growing community, and be capable of developing positive working relationships with employees, residents, business owners, town staff and elected officials. The Police Chief is a full-time, exempt position responsible for supervising, directing and managing all daily administrative and technical aspects of the police department. He or she will foster a professional responsive law enforcement team where safety, teamwork and public responsiveness are paramount. Additionally, the Chief will develop, monitor and enforce department policies and initiate community-based crime prevention programs. The position reports directly to the Town Manager, who is consulted on major policy decisions and personnel matters. The department has 11 full-time officers, 2 part-time officers, 1 full-time administrative assistant, 1 part-time administrative assistant, and 1 part-time parking enforcement officer. The Town of Littleton has a population of 6,000, though its daily influx of people reaches 13,000. Qualifications: ten years or more of law enforcement experience, including five years of progressively responsible leadership experience; demonstrated abilities in strategic planning, organization, community-oriented policing, strong leadership and communication skills, and knowledge of departmental budgeting; an Associate's degree from an accredited college or university in a related field or an equivalent combination of education and experience that would provide the necessary skills for the position; certification by the NH Police Standards and Training Council (or transferable certificate). Salary range, \$55,000-60,000 DOQ/E, plus benefits. For a complete job description, e-mail knoyes@townoflittleton.org. To apply, submit resume, professional employment history, five references and cover letter to: Town Manager, 125 Main Street, Suite 200, Littleton, NH 03561. **Position open until filled.** (10-24)

REQUEST FOR PROPOSALS

Senior Housing. East Montpelier Senior Living Initiative, Inc., requests proposals for consulting services to undertake a market analysis and feasibility study for the provision of senior housing in the Town of East Montpelier. The study is funded by a 2007 Municipal Planning Grant. For details and the full RFP, contact Deborah Fillion at 802/229-1320. **Deadline to apply is January 15, 2007.** (11-30)

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Classifieds

Please visit the VLCT Web site to view more classified ads: <http://www.vlct.org/marketplace/classifiedads/>. You may also submit your ad via an e-mail link on this page of the site.

VLCT NEWS CLASSIFIED ADVERTISING POLICY

The *VLCT News* welcomes classified advertisements from municipal entities, public agencies, businesses and individuals. This service is free for VLCT members (regular, contributing and associate); the non-member rate is \$37.00 per ad. Ads are generally limited to 150 words.

The *VLCT News* is published every month and usually reaches readers by the third week of the month. Ads are also placed on the VLCT Web site as soon as they are received.

The copy deadline for advertisements is the first Friday of the month for the next month's issue. However, space is occasionally available for late additions. Please feel free to check with the editor for availability.

For more information on classified and display advertising in the *VLCT News*, please contact Katherine Roe, Editor, *VLCT News*, 89 Main Street, Suite 4, Montpelier, VT 05602, tel. 800/649-7915, fax 802/229-2211, e-mail kroe@vlct.org.

HELP WANTED

Administrative Officer. Montpelier, Vt. (pop. 8,100) is seeking an individual to administer Montpelier's Zoning and Subdivision Regulations. The Administrative Officer (a.k.a. Zoning Administrator) is a front-line position whose duties include: applying the regulations to permit applications; assisting persons through the permit process; review and analysis of permit applications; site inspections; providing staff support to the DRB and DRC; preparing records of board actions; enforcement; interdepartmental devel-

opment review coordination; and assisting in other departmental functions as appropriate. A detailed job description and qualifications are available upon request and can be obtained through the Notices page at www.montpelier-vt.org. Competitive pay and excellent benefits, depending on qualifications and experience. The City seeks to fill this position as soon as possible. Though submissions will be accepted until the position is filled, respondents are urged to submit a letter and resume **by December 20, 2006**, after which interviews will be scheduled. Individuals selected for an interview will be asked to provide a writing sample. Send letter and resume to Director of Planning & Community Development, City Hall, 39 Main Street, Montpelier, VT 05602-2950, or e-mail to ghallsmith@montpelier-vt.org. Montpelier is an equal opportunity employer. (12-12)

Town Planner. Jericho, Vt. seeks a part-time Town Planner. The Town Planner will assist the Planning Commission with general municipal planning including, but not limited to, updates of the Town Plan, Zoning and Subdivision Regulations, and other ordinances. He or she will work alongside the Zoning Administrator under the supervision of the Town Administrator. Preferred background includes a Bachelor's degree plus two years experience in planning or related work or equivalent combination of education and experience. Applicants should have a strong knowledge of land use planning issues and be able to work in a public setting. For a complete job description, please call 802/899-2287 or e-mail tjericho@adelphia.net. Salary is negotiable based on previous education and experience. To apply, send a resume with three references and a cover letter **by January 3, 2007** to: David Spitz, Jericho Town Hall, P.O. Box 67, Jericho, VT 05465. (12-07)

Claim Representative Trainee. The Vermont League of Cities & Town's member-owned Property, Casualty and Workers' Compensation insurance pool has an immediate career opportunity for a recent college graduate or experienced individual looking for a transition. The person we seek is a team player who has the desire and ability to learn and develop, initially under close supervision, to provide daily

claim administration to our municipal members. The successful Trainee will pass a state-licensing exam within six months to a year and become a full Claim Representative within two years of employment. Requirements: Bachelor's degree or equivalent experience in claims, customer service or municipal government; basic skills in computer applications, excellent communications and problem solving skills, and the ability to analyze information; attendance at some evening meetings; and a valid Vermont driver's license for in-state travel. VLCT offers an excellent salary and benefits package and an enjoyable work environment in downtown Montpelier. To apply, please e-mail cover letter, résumé and names/phone numbers of three references to: jobsearch@vlct.org with Trainee as subject. **Review begins immediately; applications accepted until filled.** Equal Opportunity Employer. (12-12)

Water/Wastewater System Operator. The Town of Randolph, Vt. is accepting applications for a Water/Wastewater System Operator. Applicants should possess a Grade 3 Water License and a Grade 2 Wastewater License. Prior experience preferred. Licenses may be waived if applicant can demonstrate the ability to obtain one within six months. This is a full-time, hourly position working in both water and wastewater operations. Wage based upon qualifications. Randolph provides a full range of benefits including medical, dental, life and retirement. **Position open until filled.** To obtain an application, call 802/728-5433, or send letter of interest with resume to: W/W Operator Position, Town of Randolph, Drawer B, Randolph, VT 05060. Randolph is an equal opportunity employer. (12-4)

Town Manager. Raymond, NH (pop. 10,639) is seeking a creative, proactive, community-oriented leader to serve as Town Manager. Reports to five-member Board of Selectman operating under the Official Ballot Town Meeting form of government. Position requires experience and knowledge of local government operations, with a demonstrated ability in finance and budgeting, labor relations, staff development, and community-oriented

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Calendar

For more information about the following workshops or events, please contact Jessica Hill, VLCT Manager, Administrative Services, tel., 800/649-7915; e-mail, jhill@vlct.org. Or visit <http://www.vlct.org/eventscalendar/> and select a workshop for more information or to register on-line. (The on-line registration option is available for VLCT workshops and events only.)

Stewardship of the Urban Landscape

(S.O.U.L). Monday evenings from January 8 - March 5, 2007. Vermont Interactive Television sites around the state. S.O.U.L. is a 40-hour course designed for community volunteer group members, tree wardens, municipal officials, citizens, and others who are interested in the issues of urban and community trees and forests. The program combines technical information on tree biology, tree assessment, municipal tree management, and proper maintenance with leadership skills. Participants walk away

better prepared to engage in the management of their community's tree resource. For more information, please contact katherine.forrer@uvm.edu, call 802/223-2389, ext. 25, or visit www.vtcommunityforestry.org.

Subdivision Primer. Thursday, January 18, 2007. Vermont Interactive Television sites around the state. Sponsored by the VLCT Municipal Assistance Center and your local regional planning commission. This second workshop in a three-part series will focus on reviewing subdivision applications, paying particular attention to applying appropriate conditions, reviewing applications for planned unit developments and incorporating water quality protection strategies.

Local Water Quality Protection. Thursday, January 25, 2007. Montpelier Elks' Club, Montpelier, Vermont. Sponsored by the VLCT Municipal Assistance Center. Local governments are uniquely positioned to protect surface waters from

stormwater runoff and other contaminants. This workshop will present several tools for water quality protection, paying particular attention to reviewing developments that are exempt from state regulation and the statewide watershed planning process.

Wellness Coordinator Workshops. Thursday, January 25, 2007, Cortina Inn, Mendon; Thursday, February 1, 2007, Capitol Plaza Hotel; Thursday, February 8, 2007, Comfort Inn, St. Johnsbury; Thursday, February 15, 2007, Wilmington Town Office; or Thursday, February 22, 2007, Hampton Inn, Colchester. Sponsored by VLCT Insurance and Risk Management Services, this workshop will be offered in five locations around the state for the convenience of municipal wellness coordinators. We will discuss CIGNA programs, the Leader (VLCT's health promotion incentive program), explain the 2007 pedometer program, and hear from our EAP representatives.

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