

VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

May 2007

VLCT WELCOMES NEW DIRECTOR OF GROUP SERVICES

Editor's Note: Dick Park joined the VLCT staff last month as the new Director of Group Services. Park follows in the footsteps of founding Director Tom LoPizzo, Director Dave Sichel and Acting Director Brian FitzPatrick as only the fourth person to lead Group Services in its 30-year history.

Park most recently worked at Distributed Energy Systems/Northern Power Systems in Waitsfield as its Vice-president for Human Resources. He has also worked for South Burlington's Green Mountain Energy and Green Mountain Power as Director of Human Resources and Compensation and Benefits Manager, respectively. Prior to that, he spent ten years with the Banknorth Group in Burlington

as its Senior Vice-president/Managing Director, Planning.

Park graduated from Middlebury College in 1970 with a Bachelor of Arts in Religion. He later received his Masters in Educational Administration and Planning and a Certificate of Advanced Study in Organization and Human Resource Development from UVM.

But, enough with the dry recitation of past experiences and education! We thought VLCT News readers would like to get to know Dick in his own words as he embarks on his next professional adventure. We thank him for taking the time out of his intensive first month at

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A GROWING RUT MUD SEASON IS SPLATTERING THE CALENDAR YEAR 'ROUND

(Excerpted by permission from the Times-Argus, April 1, 2007, Kevin O'Connor, author.)

As a native Vermonter and longtime Northfield highway superintendent, William Lyon can regale you with humor about mud season. He starts with a photo of his hat atop a sopping dirt road, as if quicksand had swallowed the rest of him whole. "You shouldn't be laughing," he says with a straight face. "I had a horse under me."

Lyon began telling such tales back when mud season was just a thorny few weeks in the fragrant bloom of spring. "Usually we'd get it in March, April," the 59-year-old recalls.

But with recent Vermont winters fluctuating between freezes and thaws, the 35-year road veteran now fights the glop and grime months earlier and weeks longer. "January,

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VLCT STAFFER SKIS HER WAY TO NATIONAL MEDAL



Heidi Joyce, VLCT Sr. Health Promotion Consultant, practicing what she teaches – well being through recreation and sports. (Photo Courtesy: Jens Moller)

VLCT Senior Health Promotion Consultant Heidi Joyce recently participated in the NASTAR National Championships in Steamboat Springs, Colorado. About 1300 competitors, from ages 3-90, raced in the NASTAR finals.

Developed by *Ski Magazine* in 1968, NASTAR (National STANDARD Race) uses a handicap system, allowing racers of all ages and abilities a means to compare their race results to other competitors across the country. After two days of alpine racing on

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DICK PARK -

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VLCT to share his thoughts with VLCT members and friends.

Q. VLCT initiated its nationwide search for a new Director of Group Services almost a year ago. We are delighted to have found you right here in our home state. Can you tell us a little about how this match came to be?

In my six years at Northern Power/Distributed Energy, it transitioned from a Vermont-based growth company owned by private investors with a long-term perspective to a Connecticut-based, public company that is necessarily driven by quarter-to-quarter results. It is still a great company, but I was managing our third reduction in workforce in three years and was working with my fourth boss (all wonderful people) in as many years.

I resigned effective February 1 and had planned to take a five-month break after four decades of pretty demanding jobs. The night I got home from my last day at work, I got a call about the opportunity at the League. There were many things about it that were a great fit – its size, service mission, strength and stability – and some competition to keep it on its toes and the right amount of the familiar and new challenges for me. After a fairly extensive interview process that was interrupted by a snowstorm or two, I was back at work in March.

Q. What skills and experiences from your previous positions will you be drawing on in your new role as Group Services Director?

Some years ago, I was very involved in health care reform through the Vermont Employers' Health Alliance and as a member of the CHP/Kaiser Permanente Board. I have also struggled through the years to provide quality and affordable healthcare for employees in a state with limited options. These issues and challenges continue today for the VLCT Health Trust.

The PACIF side of Group Services is newer territory. Because I have switched industries several times in the past – education, office products, banking, utilities, en-

ergy marketing and technologies – I hopefully bring experiences of more than one way to solve a problem. The trick is developing the solution that is the best fit for the current system.



Dick Park

The financial performance of a self-insurance pool is not very different from other industries. Sometimes different words are used – net assets, fund balance, surplus – to describe the same algebra. What is different and exciting about the League is that part of the net income typically goes back to the members instead of out to shareholders.

At the end of the day, we need talented, engaged people and systems that work. We need to provide products and services that customers perceive as more valuable than the other choices they have. We need a strong balance sheet to weather inevitable storms and to live to compete and serve the members again.

Q. Do you have a particular management style that you would like to share with VLCT members, board members and staff?

My style is pretty situational. I will adjust it to try to meet the needs of the person or the group that I am working with. I hope to spend more time leading by listening,

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LEGAL AND REGULATORY NOTES



FEDERAL COURT STRIKES DOWN STRIP CLUB ORDINANCE

The Second U.S. Circuit Court of Appeals has ruled that Vermont municipalities must demonstrate that they have considered the negative secondary effects of sexu-

adult businesses are presumed to deal in protected speech. While municipalities may not regulate these businesses based on the content of their offerings, they can regulate

If your town is considering adopting an ordinance to regulate sexually oriented businesses, please contact the VLCT Municipal Assistance Center. MAC has developed

... For better or worse, the United States Supreme Court has made it clear that adult businesses are presumed to deal in protected speech. While municipalities may not regulate these businesses based on the content of their offerings, they can regulate them based on the negative secondary effects that these businesses produce.

ally oriented businesses before adopting an ordinance prohibiting their operation. *White River Amusement Pub Inc., v. Town of Hartford*, 06-02330cv (March 28, 2007).

In September 2001, White River Amusement Pub, Inc. (WRAP) opened a strip club in downtown White River Junction. In response, the Hartford selectboard adopted an ordinance prohibiting public nudity and engaging in sexual activities in a public place. WRAP sued the Town, alleging that the ordinance violated First Amendment free speech protections.

The trial court judge found in WRAP's favor, ruling that the Town had failed to show that "at the time it enacted the ordinance, it relied upon at least some evidence reasonably believed to be relevant to its interest in preventing negative secondary effects associated with nude adult entertainment, and that the evidence fully supported its rationale for the ordinance." The Second Circuit affirmed, holding that Hartford selectboard had failed to demonstrate that it considered the negative secondary effects of sexually oriented businesses before it enacted the indecency ordinance.

The WRAP decision makes clear that, before adopting an adult business ordinance, a selectboard must create a sufficient record to demonstrate that the town's intent is not to regulate the content of the products that such businesses offer but to mitigate and prevent the negative secondary effects that they generate. For better or worse, the United States Supreme Court has made it clear that

them based on the negative secondary effects that these businesses produce. Negative secondary effects include things like crime, prostitution, and reduction in property values.

a model adult business zoning bylaw and can provide training to planning commissions and selectboards on the special adoption procedures for such ordinances.

- Jim Barlow, Staff Attorney, VLCT Municipal Assistance Center



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DICK PARK -

(Continued from Page Two)

learning, coaching, challenging, and cheering than by telling, managing, directing, or checking.

Q. VLCT Group Services is a fairly unusual combination of a nonprofit membership organization, an insurance business (including claims service, underwriting and risk management), an educational organization, and an advocacy firm. Do you see any unique opportunities – and challenges – posed by this structure?

VLCT provides a breadth of services that would typically be offered by a much larger organization. Our challenge is to retain the competencies in our people and develop the systems that the bigger organizations have, but with our much smaller revenue base.

The great opportunity in this model is that we can have intimate knowledge of our customers' needs and be true partners in helping them meet those needs. That is a special privilege that we have. If we provide reliable, professional, timely, and flexible service to our customers, we hope that they will learn their loyalty. At the end of the day, we hope that our members will see the full value of what we do for them and will not drop out of one of our products or services over a percentage point or two difference in price.

Q. For the past five years or so, change has been the operative word at VLCT Group Services. First, VLCT PACIF grew by leaps and bounds in response to financial problems that our private sector competition faced. Then, last year, the VLCT Health Trust switched health care providers from Blue Cross Blue Shield to CIGNA. From your experiences managing dynamic, growing companies, what are some of the characteristics that have allowed them to successfully manage such far-reaching change?

If trust and a pride in who we are is at the core, a company can manage most any change. Good communications are also

critical. The ability for all of us to distinguish between areas of concern, areas we can influence, and areas we can control is helpful and healthful.

Q. You've had your "feet on the ground" for just over a month now. Have you had enough time to work with the Group Services boards and staff to develop a sense of your initial priorities at VLCT?

First, the League is a mature organization with a well-deserved, good reputation. This allows me the luxury of focusing on continuous improvement. Second, I still have much listening and learning to do before I am ready to chart a future course.

With that said, we will need to attract, grow, and retain talented people. We will also need to invest in significant system enhancements so we can leverage our human resources and provide quality services to our members.

Our health care system is broken – both in Vermont and throughout the country. It may finally be bad enough that we are ready for significant change. I look forward to the League working with providers, payors, members, and subscribers to create a system that better meets everyone's needs. Within this changing landscape, I can anticipate the

League offering different health care products and perhaps playing a significantly different role in providing health benefits to Vermont's municipal workers.

We spend much of our waking lives at work. I expect Group Services to continue to expand products and services for our members to make Vermont municipal workplaces as safe, healthy, satisfying, and productive as possible.

Q. When (if!) you are lucky enough to have some free time on your hands, what do you enjoy doing with it? Have you ever held a local office or position?

I was the first Chair of Williston's Conservation Commission and then its representative to the Winooski Valley Park District. Most of my public service work has been and is at the State level – I was appointed to and then chaired the original hospital and nursing home Certificate of Need (CON) Board and am currently a member of the Vermont Labor Relations Board.

For just plain fun, I like to fish, bird (watch more than hunt), play tennis, cut wood (not always fun), and garden. When I need some exercise, I can get out and run for a mile or two or bike for ten and get

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ASK THE LEAGUE

IRS FORM 1099 INT; PAYROLL AND PUBLIC RECORDS; OVERWEIGHT PERMITS

Should towns file an IRS Form 1099 INT when property sold at tax sale is redeemed?

Yes. Although we are unaware of any towns that have reported such payments or of any penalties that the IRS has assessed for failure to do so, towns should file an IRS Form 1099 INT on any interest they pay upon redemption, if they have held the proceeds from a tax sale in escrow.

When the collector of delinquent taxes receives payment from the successful bidder at tax sale, the collector first pays the town all taxes, interest, fees and costs owed by the delinquent taxpayer. Towns may place any excess in an interest-bearing escrow account for the one-year redemption period. After the redemption period concludes, the escrowed money is released to the delinquent taxpayer. Alternatively, the delinquent taxpayer has one year from the day of the sale to redeem the property by paying the sale price, plus interest of 1% per month, or fraction thereof from the day of sale to the day of payment. This payment is made directly to the collector of delinquent taxes who conducted the sale. The collector of delinquent taxes then pays this money to the successful bidder.

Why, then, must a town file an IRS Form 1099 INT when it is merely serving as the middleman for the transaction between the redeeming delinquent taxpayer and the successful bidder at tax sale? The answer is that the escrow account from which the check to the successful bidder is drawn is in the town's name.

Generally, any interest a person receives is considered taxable income and any interest payment of \$600 or more must be reported to the IRS. Under IRS regulations, the payer of interest must file Copy A of IRS Form 1099 INT with the Internal Revenue Service and send Copy B to the owner of the interest, which under this scenario would be the successful bidder at tax sale. When the collector of delinquent taxes pays the suc-

cessful bidder the sales price plus accumulated interest, the IRS sees it as the town making the payment. Consequently, the town is responsible for reporting it.

- *Garrett Baxter, Senior Associate, VLCT Municipal Assistance Center*

Is the selectboard required to include municipal employees' individual paycheck amounts in the minutes from the meeting where payroll is approved? What if a member of the public requests this information?

Let's look at your second question first: are individual paychecks a public document? A "public document" is all papers, documents, machine-readable materials, or any other written or recorded matters – regardless of their physical form or characteristics – that is produced or acquired in the course of agency business. 1 V.S.A. § 317. Public records law does not exempt individual sal-

aries and benefits of employees of a municipality from public inspection. Therefore, it is clear that individual paychecks are public documents because they are produced in the course of business of a municipality.

Now, back to your first question: does the selectboard have to include individual paycheck amounts in the minutes of its meeting? One V.S.A. § 312 (b)(1) says that minutes "shall cover all topics and motions that arise at the meeting and give a true indication of the business of the meeting." At a minimum, this shall include all the members of the public body that are present, the names of those who participated in the meeting, all motions, proposals and resolutions made, offered and considered and their disposition, and the results of any votes, with a record of the individual vote of each member if a roll call is taken.

(Continued on next page)

NEED A WRITTEN LEGAL OPINION?

LOOKING FOR EXPERTISE DRAFTING A NEW ORDINANCE?

NEED HELP UPDATING THAT PERSONNEL POLICY?

VLCT's attorney can provide your municipality with legal assistance at highly competitive rates. Please call **Jim Barlow** for more information at **1-800-649-7915**.



SAMPLE PROJECTS:

- Water & Sewer Ordinances
- Zoning Bylaws
- Municipal Charter Amendments
- Highway Ordinances



ASK THE LEAGUE -

(Continued from previous page)

If the gross amount of the week's payroll and the selectboard's action to approve it are contained in the minutes, than the minimum requirements are met. It is not necessary for the minutes to reflect a listing of each employee's weekly salary, and certainly not because the public requested it.

- *Stephanie Smith, Senior Associate, VLCT
Municipal Assistance Center*

Can the selectboard delegate the authority to issue overweight permits?

Yes. In 2003, the Legislature amended 23 V.S.A. § 1400a(a) to allow the selectboard to designate someone who can issue overweight permits. Typically, this is someone who is routinely available in the town offices, such as the clerk, or someone who has particular knowledge of and expertise in the local roads such as the road commissioner, town manager, etc. Note, however, that towns may only charge \$5.00 for an individual permit or \$10.00 for a fleet permit, unless they follow the procedure outlined in 23 V.S.A. § 1400a(c)(1). This procedure requires consideration of amount of weight allowed in excess of normal limit, the configuration and number of axles, the number and length of trips, and the condition of the highway before and after use, and any costs associated with repairs.

- *Dominic Cloud, Director, VLCT
Municipal Assistance Center*

TRANSPORTATION ENHANCEMENT GRANTS

The Vermont Agency of Transportation (VTrans) is now accepting funding applications for 2008 Transportation Enhancement projects. About \$3 million is available to municipalities, non-profits, and state and federal agencies for use to enhance Vermont's transportation system in one or more of twelve broad categories.

Grant awards will be made in the \$10,000 to \$300,000 range. Projects require a 20 percent local match and must have a strong transportation connection, but they cannot be roadway projects or maintenance activities.

Examples of eligible activities are public sidewalks and bicycle paths, public school bicycle safety "rodeos," purchase of an easement to protect an important scenic roadside vista, planting trees to beautify a street, rehabilitating an historic building into a tourist welcome center, rehabilitating an historic bridge or railroad station, archeology to evaluate the best location for a bike path, re-vegetating a roadside stream bank to stop erosion, rebuilding a town salt shed to stop polluting a stream, constructing an underpass to allow wildlife to cross a road, and rehabilitating an historic railroad engine as a permanent transportation exhibit.



Applications require that a Letter of Intent be submitted to VTrans by May 31, 2007. Actual applications are due August 15, 2007. Applicants are also required to attend a training workshop on either June 19 or June 20, 2007. Applications and instructions can be obtained by phoning Sandy Aja at 802/828-2544 or by visiting <http://www.aot.state.vt.us/progdev/Sections/LTF/Enhancements%20Program/EnhancementsHomePage.htm>.



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Member FDIC



DICK PARK -

(Continued from Page Five)

quite a workout – it's a real time saver to not be in great shape!

Q. Do you have any final comments you would like to share with VLCT members?

I am very excited to have joined VLCT. I am learning faster than I have since about eighth grade. This is a very talented, hard working, and caring group of employees and Board members. We do important things for great customers. While clearly leaders in what we do, we need to keep improving the

products and services we provide in order to maintain our lead position throughout Vermont. I'm committed to working with you all to make that happen.

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GRANTS FOR TREES

The Vermont Department of Forests, Parks and Recreation's Urban and Community Forestry Program recently announced the availability of up to \$60,000 through its Trees for Local Communities Cost-Share Grant Program.

These grants provide funds to communities for the development and implementation of local urban and community forestry programs.

Grants may be awarded to municipalities, community tree boards, local volunteer organizations, educational institutions, civic groups, and approved nonprofit organizations.

Applications must be postmarked or e-mailed by May 21, 2007. For more information and to download a copy of the grant application, please visit www.vtcommunityforestry.org or contact Wendy Richardson at 802/241-3678 or wendy.richardson@state.vt.us.

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VLCT 2007 LEADER PROGRAM

The VLCT Health Trust's Leader health incentive program made its debut last year. Half of the Trust's members participated in the Leader, which rewarded them financially for their health promotion efforts.

This year, one of the Health Trust's goals is to increase the number of members participating to 60 percent or more. The following is a list of members, as of April 11, 2007, who have submitted their letter of intent to participate and their benchmark. All are working to improve their scores, and their financial incentive, for the final version due October 19, 2007.

Addison County Solid Waste
Management District
Brattleboro
Charleston
Chittenden County Superior Court
Chittenden Solid Waste District
Colchester
Derby Center Village (new)
Essex
Essex County Unified Towns and
Gores (new)
Essex Junction Village
Fairfax
Fairlee
Georgia
Grafton (new)
Greater Upper Valley Solid Waste
Management District (new)

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HAVE YOU FILLED OUT YOUR HRA YET?

That would be your health risk assessment (HRA), a confidential, on-line assessment offered for free through CIGNA, the VLCT Health Trust's health insurance provider.

Formally known as the WebMD® Health Quotient™ health risk assessment, this brief, on-line questionnaire can help you create a profile that includes your health status, a personal analysis of preventable and common conditions, details on your risk factors, and access to resources for improving your health.

To access the HRA, visit mycigna.com. The questionnaire only takes a few minutes to fill out. Once you are done, you will receive a score that compares your health results to averages for your gender and age, as well as a personalized risk summary chart. You can update your HRA at any time, and even compare your previous and current HRAs.

Finally, as an added incentive to Health Trust members, the Trust will be offering a drawing for prizes for those members who have completed the on-line HRA by September 1. Look in your July edition of the *HOPE Health Letter* for more details about the HRA and the prize drawing.

CIGNA HEALTHCARE MEASURES UP

The National Committee for Quality Assurance (NCQA) recently recognized all 23 of CIGNA's health plans for the information that they make available to their members about physician and hospital quality and cost. CIGNA's plans received "Distinction" status from NCQA's Physician and Hospital Quality Program.

Health plans seeking NCQA's distinction for physician and hospital quality must show that they measure the quality and cost of services provided by contracted doctors and hospitals using nationally recognized standards endorsed by outside organizations. In addition, plans must prove they use the information in their efforts to improve health care quality and share the data with their customers.

To learn more about the quality and cost of your care, use the following resources, on either mycigna.com or www.cigna.com:

- **Hospital Value Tool.** Rates hospitals on patient outcomes and costs for 29 procedures and conditions, personalized to your plan.
- **Physician Quality and Cost Tool.** Allows members to compare participating specialists in 21 specialties based on their performance.
- **CIGNA Care Network® Designation.** Identifies network specialists who meet performance standards under specific quality and cost measures in 21 specialties.

For more information about the Health Trust's CIGNA health plans, please contact the VLCT Member Relations department at 800/649-7915 or kavery@vlct.org.

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NATIONAL MEDAL -

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steep, tight, icy courses, Heidi ended up on the podium in 3rd place (1 point out of 2nd) in her age group.

Heidi is no stranger to the podium at the NASTAR nationals. In her 20s, she placed 3rd in her age group in Aspen, Colorado. In her 30s, she won the national title in Beaver Creek, Colorado (and also met her husband, Jens, a fellow qualifier). A goal of Heidi's is to participate every decade and earn a podium spot. It was extra special to ski with US Ski Team and former Olympic athletes Daron Rahlves, Steve Nyman, Kaylin Richardson, AJ Kitt, Phil Maher, Doug Lewis and Diane Roffe. Most of them got their start with NASTAR. Phil Maher's goal is to make the US National Team next year (at

age 50!). Another great part of participating was meeting other people who are as passionate as she is about skiing.

Heidi believes having a sports-specific goal gives her the motivation to achieve it. She said, "Whatever health behavior you want to change – whether it's starting to exercise, quitting tobacco or alcohol, losing weight, managing stress, caring for an illness, managing a disease or disability, entering your first competition, etc. – it's a process of setting attainable goals involving preparation, dedication, practice, recovery, support and maintenance. You first have to put your mind to it. That's the most difficult part. Start slowly. I find that being involved with any type of exercise automatically programs your body to take better care of itself: you want to eat/drink better, sleep better, and cut down on unhealthy behaviors. It's rewarding, by the way you feel. Exercise endorphins also come into

play. These are the feel-good hormones you get when you exercise and it becomes addicting.

"I hope I can inspire our VLCT members to take an interest in recreation and sports for the whole family at any age so they can have fun and enjoy the short- and long-term rewards of good health. P.S. While on vacation skiing in Colorado, I continued to keep track of my steps for the VLCT Hawaiian Pedometer Challenge. Aloha!"

Resources to help you improve your health are available in your community and through your membership with the VLCT Health Trust (EAP, cigna.com, your local recreation department, hospital, department of health, etc.).

We'd love to hear about your personal success story. Write to us at VLCT News, c/o Katherine Roe, 89 Main Street, Suite 4, Montpelier, VT 05602, or kroe@vlct.org.

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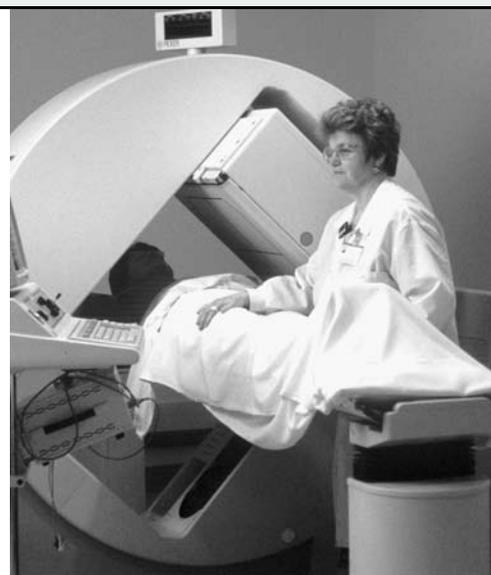
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CUTS -

(Continued from Page Ten)

WELCOME

The VLCT PACIF Board of Directors recently welcomed new Board member **Brendan Whittaker**. Brendan is a member of the Brunswick selectboard.

The **Villages of Albany** and **Irasburg** recently joined VLCT PACIF, bringing PACIF's membership up to 349.

The **Northwest Vermont Solid Waste Management District** recently joined the VLCT Health Trust, bringing its membership to 259.

WELCOME

The VLCT Board of Directors recently appointed two new members, **Alison Kaiser**, Town Clerk, Stowe, and **Jared Cadwell**, Selectperson, Fayston.

Please watch for profiles of these new board members in the June and July issues of the *VLCT News*.

CALENDAR -

(Continued from Page Twenty)

mont Museum and Gallery Alliance. These day-long workshops will cover writing a disaster plan, dealing with a disaster, and handling different record media and disasters. For more information, please visit the Museum and Gallery Alliance's Web site at www.vmga.org/whatsnew.html.

Town Fair. Thursday, October 11, 2007, Robert E. Miller Expo Centre, Champlain Valley Fairgrounds in Essex Junction. Sponsored by the Vermont League of Cities and Towns. Plan to join us for a full day of workshops, networking, annual meetings and the annual trade show. Our first year in Essex Junction promises to be a good one! Watch your mail in late July for registration materials.

TRIVIA

Mud season last month (and the month before and the month after...) must have kept everyone too busy to answer our April Trivia question. Of course, the fact that it was another question from Mike Gilbar's Very Obscure Vermont History files might have also had something to do with the lack of answers. At any rate, the Bedell covered bridge between Haverhill, New Hampshire and Newbury, Vermont once prompted heated debate in the Vermont General Assembly over the appropriation of \$10,000 for its repair. Retired Dartmouth professor and Vermont Representative Allen R. Foley of Norwich suggested raising the appropriation to \$15,000 to shame the other state into contributing to the cost of repair.

Here is our May challenge:

This gentleman was born in Halifax in 1811 and invented something that everyone riding an elevator should be thankful for, and which made skyscrapers possible. Who was he and what did he invent?

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.



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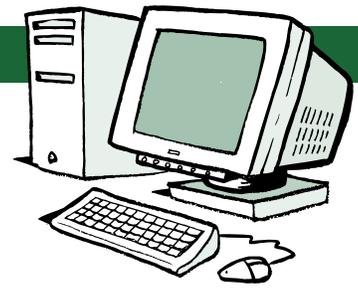
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Tech Check

ENSURING DATA INTEGRITY AND SECURITY

Thirty years ago, no one ever heard of Social Security numbers, account numbers, and other personal information gone missing, yet all this information was shipped cross-country with few issues. Today, we can hardly go a month without a company declaring that personal information has been "stolen." We

never really know if the person stealing the information was interested in the information or in the media the information was on.

In the past, information was sent on large spools of tape or in boxes. Fast forward to today. Some companies have begun shipping information on laptops or have given

employees laptops for convenience. That's where the problem begins. Laptops aren't bulky, almost everyone can access the data on them, and they can be used for other purposes. So which would you be more tempted to steal – a bulky computer tape that needs special equipment to read, or a laptop? Most would choose the laptop – not for its information, but because a laptop can be used for much more.

Most information that municipalities deal with is public record. But we still need to ensure private data remains private and maintain the integrity of public data. So let's look at how we can maintain the integrity of data and keep private data secure.

You can spend thousands, millions or billions of dollars on the best security products, firewalls, data encryption and digital signatures. But it only takes one person with access to that data to open the door. In 2005, The Gartner Group estimated that 80 percent of all computer data theft was due to employees. This is not to say that employees are thieves, but that they can inadvertently leave data unsecured, allowing others unauthorized access.

That said, here are some relatively easy ways to make sure we're not leaving the file drawer unlocked.

- **Don't think of e-mail as private correspondence.** Consider e-mail to be like a post card. Don't put anything in e-mail that you wouldn't want to be seen by the mail carrier, your neighbor or anyone who might walk by your mailbox.
- **Keep your "front door" locked.** If someone has physical access to your computer or server, he or she pretty much has access to every bit of data

(Continued on next page)

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TECH CHECK -

(Continued from previous page)

on the hard drive. For computers that sit in public areas, such as on a receptionist's desk, it's vital to not store any data on the computer's hard drive. Save the information on a server in a locked server room or at least on another computer in a locked office. If your computer system is not set up to automatically lock when it goes into screen-saver mode, set it up so that it does so. If you are using Microsoft Windows, you can right click on your desktop, select properties, click on the screen saver tab, and check the "on resume, password protect" box.

- **Treat removable media carefully.** Removable data includes floppy drives, CD ROMs, DVDs, and thumb drives (USB, Key, etc). If you misplace a CD, drop your thumb drive or leave a DVD sitting out, people can easily access its data. Think

of removable media as your wallet or purse. Most experts advise that when traveling you only take the credit cards you absolutely need so that if you lose your wallet or purse, you minimize your exposure. Similarly with removable media – only take those documents that are absolutely necessary.

- **Personal Digital Assistants, or PDAs (Palm Pilots, IPAQs, Windows CE devices), are another way security can be easily compromised.** This is especially true if your device supports real time synchronization of e-mail or documents. Most people don't password-protect PDAs because it's frustrating or difficult to enter a password every time you want to use it. If your PDA is lost and you don't have a password set on it, anyone who finds it can look at its

information. And, if it is a newer device that synchronizes wirelessly, they could actually send e-mail in your name without ever needing your password. Bottom line: Password-protect your PDA with a strong password.

- **Use strong passwords.** A strong password is at least eight characters in length, is not a common word, and contains three out of four types of characters (upper case, lower case, numbers, and special characters). This doesn't mean your password has to be difficult to remember. Consider replacing letters with similar numbers, such as replacing the letter "I" with 1, or replacing the letter "O" with 0. This way you can take easy-to-remember words and turn them into strong passwords. For example, if my dog's name is Chester, I could use Ch3st3r as my password. You can also play the "license plate" game. You can abbreviate words with letters or numbers, such as "alig8tor!" or "One4therd." Above all, don't write your password and put it in an obvious place – like under your keyboard, on your monitor, or on your office whiteboard.

- Greg Van Wormer

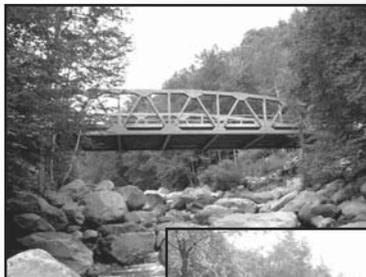
(Reprinted by permission from the March 2007 issue of Minnesota Cities, a publication of the League of Minnesota Cities. Greg Van Wormer is Assistant Technology Services Director with the League of Minnesota Cities.)

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A GROWING RUT -

(Continued from Page One)

February ... some years we have three or four mud seasons.”

Sound quaint? It's a real quagmire for drivers in a state where 55 percent of roads are unpaved, as well as for hikers and loggers who rely on earthen trails but can't travel them when they're too gluey.

“Each town has a small portion of these roads that suffer chronic serviceability problems,” the U.S. Army's Cold Regions Research and Engineering Laboratory determined in a recent 179-page state report, “and each year, local road commissioners are forced to mitigate deterioration on problem stretches.” *Roads & Bridges* magazine explains it a bit more simply: “Mud season in Vermont is to local towing companies what the period between Thanksgiving and Christmas is to toy retailers.”

Environmentalists worried about global warming fear the future will only get stickier. Lyon is a foreman, not a forecaster. He'll let others speculate about science. But he and road crews statewide say whatever the reason, they're facing a growing rut.

ROAD SCHOLARSHIP

Vermont began paving roads in the early 1900s to smooth the way for the automobile and a growing milk market. Even so, the state today has 8,643 miles of dirt road compared with only 7,011 miles of asphalt. (In Northfield, 50 of the town's 73 miles are dirt.)

Most people figure unpaved routes began with hoof prints a few centuries ago. But Vermont geologists point back 13,000 more years, when melting glaciers smeared the state's bedrock with a layer of silt and clay that forms the base of today's dirt roads. “It doesn't drain well,” Lyon says of the thick spread. “It tends to hold water.”

That means when the sun hits a frosty dirt road, the melt doesn't seep down or out but instead sits and stews before swallowing up trespassers. “If you get freezing nights and warm days that are conducive to sugaring, that's good for the roads,” Lyon says. “The frost melts gently during the day and a lesser amount freezes at night, and that keeps the roads firm.”

But get an unusually hot day and everything goes goeey. “You can end up with six

inches of mud pretty quickly,” Lyon says. “That creates ruts. Then it freezes back and you've got those to contend with.”

STATEWIDE SOUP

You don't have to live or work on a dirt road to see the problem. Each of Vermont's 251 cities and towns has an average of 46 miles of unpaved route. Most are maintained locally, so the state can't say how much is spent on upkeep. But pick up any town meeting report from last month and you can read how countless municipal road crews and selectboards are raising gravel and grader budgets in response to more mud.

“The recent winters have been difficult to deal with as the warm temperatures have created less snow and more rain,” Lyon wrote in the Northfield report. “The rain quickly turns to ice which creates a slow expensive process in getting the roads passable. The warmer temperatures also create mud and it is not unusual to have three or four mud seasons a year. When the roads do freeze it leaves them rutted and difficult to travel.”

Added the Danville road crew: “Mud season came and went several times due to the warmer weather making our efforts even more challenging.” And the Barnet Select Board: “A great deal of gravel was used to make roads passable with each major thaw in the weather.” And the Bethel Select Board: “We hope the public will respect the fact that this is a seasonal phenomenon, which no amount of resources will ever overcome.”

Steve Jerome confirms the challenge as a traveling expert for the Vermont Local Roads Program run by the Federal Highway Administration and state Agency of Transportation out of St. Michael's College in Colchester. He visits municipal crews, views difficult problems and “steers people in the right direction.” That's his attempt at road humor. But few local crews are laughing this time of year.

“I'm not a scientist, but our seasons have been different,” Jerome says. “Typically mud season comes now, but I've noticed the last several winters you'll get freeze and thaw

(Continued on next page)

LEADER -

(Continued from Page Ten)

Guilford
 Hardwick
 Hardwick Electric Department (new)
 Killington (new)
 Lyndon
 Marshfield (new)
 Mendon
 Middlebury
 Milton
 Montpelier
 Morristown
 Newport City
 Norwich
 Otter Creek Natural Resources Conservation District (new)
 Peacham
 Plainfield
 Pomfret
 Putney
 Randolph
 Richford
 Rockingham
 Shelburne
 South Burlington
 Swanton Village
 Thetford (new)
 Vergennes
 VLCT
 Vershire
 Waitsfield (new)
 Waterford (new)
 Weathersfield (new)
 Westford (new)
 Wilmington
 Windsor

There is still time for those members who are not on this list to join the Leader program. Please contact Heidi Joyce, Sr. Health Promotion Consultant, for more information.



A GROWING RUT -

(Continued from previous page)

cycles in December, January and February and you'll have the ideal recipe for a couple different secondary mud seasons."

SYNTHETIC SOLUTION?

Jerome not only works on dirt roads. An East Montpelier native, he also lives on one. "I like dirt roads, probably because I was born and raised on a dirt road. It's more rural Vermont."

But a growing number of urban refugees like them, too. In Northfield and other small towns, that's exacerbating mud season. "People are building out in the woods farther, which creates more traffic and changes groundwater flow and frost patterns, which takes a toll on roads," Lyon says. "The more driveways you put on a road, the worse it's going to be."

The state is advocating several solutions. "We preach three important things: drainage, drainage, drainage," Jerome says. "You have to keep water out of the road, off the road and away from the road. You have to work on your ditching so water drains off and have good subsurface material so water drains out."

Many towns are trying "geosynthetic" fabrics that strengthen and help drain dirt roads when placed between the top and bottom layers of gravel. The U.S. Army Corps of Engineers and University of Vermont drew attention to the textiles when they con-

structed and monitored test roads in Westford and Windsor in 2001 and published the report "Improved Performance of Unpaved Roads During Spring Thaw" in 2005.

But such fabric can cost up to \$10,000 a mile. Covering Northfield's 50 miles of dirt road would consume about half the town's annual highway budget, which also must fund paving, plowing and other maintenance. As a result, Lyon is allocating \$50,000 a year over the next decade for geosynthetic projects. In the meantime, the Northfield crew is pouring more dry gravel onto increasingly wet roads – so much so that annual spending for it has jumped 25 percent from \$32,000 to \$40,000 in the past year.

STICKING AROUND

You might think towns could literally just pave over the problem. But Jerome, a member of the East Montpelier Select Board, says asphalt and its maintenance can cost even more. "It's a struggle," Jerome says. "It's not easy taking care of dirt roads in Vermont. My heart goes out to those who do."

The U.S. Army Corps of Engineers sought to help crews with its mud season road study. But after spending two years monitoring which geosynthetic materials offer "benefit" or "improvement," the researchers cited several products before writing, "The near-term solution to the problem is to wait until thaw is complete and the roadbed stabilizes."

Back in Northfield, Lyon agrees. "We find if we can keep people off the roads, especially the heavier vehicles, we're better off. Sometimes a little patience really helps."

Then again, as time passes, climatologists project winters will only get warmer. Ask Lyon about the future and he doesn't ruminate about global warming. "I'm sure it's a very complex issue."

[For now] he enjoys the work – and the drive home. "I live on a paved road. I particularly like that. I'm close to town. You notice, however, how pavement swells? That's frost heaves. Even under pavement, there's a lot of frost damage ..."

But that's another story.

PAVEMENT OR GRAVEL?

VLCT asked the Vermont Local Roads Program for advice for towns that might be weighing the relative costs and benefits of paving their dirt roads, especially in light of recent winter temperature fluctuations. We thank Hank Lambert, Co-director of the Program, for sharing the following advice and resources.

As the volumes and weights of traffic increase, the cost of maintaining a road also increases. Since every road is built differently, and acts differently, each road must be assessed individually. Engineers seem to agree that traffic volumes of 400 to 500 vehicles per day on a gravel road indicate it is time to upgrade the road to include paving. A 2005 research paper by the University of Minnesota addresses the issue of paved versus gravel roads. It is called *Economics of Upgrading an Aggregate Road* and can be found at: <http://www.lrrb.gen.msn.us/pdf/200509.pdf>. The Vermont Local Roads Program also addresses the topic in a fact sheet *When to Pave a Gravel Road*, which can be found at <http://personalweb.smcvt.edu/vermontlocalroads>.

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.





CLASSIFIEDS -

(Continued from Page Nineteen)

rect and coordinate maintenance and repair of Town roads and infrastructure. Extensive supervisory experience in road and utility work required. Competitive salary (low to mid 50s) and comprehensive benefit package. For a complete job description and application form, go to www.middlebury.govoffice.com, or phone the Town offices at 802/388-8107. **Application review begins May 1, 2007.** Applications accepted until position is filled. EOE. (4-9)

Town Administrator. Highgate, Vt. is accepting resumes for the position of Town Administrator. This professional position is responsible to the selectboard and also serves as the zoning administrator and town planner. Applicants should possess a bachelor's degree or equivalent experience in public administration or a related field with a minimum of two years experience. Salary commensurate with experience. The Town of Highgate offers a complete benefit package. **Resumes accepted until Friday, May 4, 2007;** position begins July 1, 2007. To request a complete job description or to submit a letter of interest and resume, write to: Town of Highgate Selectboard, P.O. Box 189, Highgate Center, VT 05459. Highgate is an equal opportunity employer. (4-6)

Research and Information Assistant. Interested in government, public service or law? Want to learn more about Vermont's cities and towns? VLCT is recruiting for a Research and Information Assistant. This position works in VLCT's Municipal Assistance Center and provides research and administrative assistance to the Center's legal, consulting and education team. This professional position requires excellent communication skills, attention to detail, and a strong customer service orientation. A complete job description is available at www.vlct.org/marketplace/classifiedads. To apply, e-mail cover letter, resume, and names/telephone numbers of three references to jobsearch@vlct.org with RIA in subject line. **Target start is early May.** Resume review will begin immediately and proceed until the position is filled. (4-4)

Member Relations Representative. VLCT has an exciting opportunity for an enthusiastic individual who would enjoy working with our municipal members through promotion of our insurance trust benefit programs. Responsibilities include providing employee benefits trainings, performing payroll audits, handling member inquiries and helping with promotional and educational materials, workshops and events. The successful candidate works well independently and as part of a team of exceptional colleagues. He or she provides stellar customer service through strong communication and presentation skills. College degree or insurance/administrative support experience preferred. Proficiency with Excel and word processing required. Knowledge of health insurance is a plus. Must be willing to travel throughout Vermont, emphasis on northern territory. Attendance at evening meetings sometimes required. Willingness to pursue professional education designations desirable. To apply, please e-mail cover letter, resume and names/telephone numbers of three references to jobsearch@vlct.org with M R Rep in subject line. Review begins immediately and will proceed until the position is filled. EOE. (4-4)

Town Administrator. Berlin, Vt. is accepting applications for the position of Town Administrator. Appointed by the selectboard, the Town Administrator oversees the Highway Department, Police Department, and Sewer Commission and other administrative functions in accordance with the provisions as codified in the Town Charter. A bachelor's degree in public administration or a closely related field with at least five years of appropriate experience is preferred. Salary commensurate with education and experience. The Town offers a complete benefit package. If interested, submit a cover letter, resume, and at least three references in confidence **by Friday, May 4, 2007** to: Berlin Selectboard, Town Administrator, Municipal Office Building, 108 Shed Road, Berlin, VT 05602. EOE. (4-3)

Chief of Police. Skowhegan, Maine is inviting applications for the position of Chief of Police. Skowhegan (pop. 9,000)

is a service center community in central Maine. The Town possesses both rural and suburban characteristics and is the county seat of Somerset County. The police department consists of 13 full-time and several reserve officers. A staffing analysis of the department is currently underway to determine if additional personnel resources may be necessary. The ideal candidate will have a recent, proven record of success in command, personnel management, budgeting and progressive community relations in a contemporary law enforcement environment; should possess a BS degree with a major coursework focus in criminal justice; and should have a minimum of 10 years active experience in law enforcement and be certified, or be able to achieve certification, from the Maine Criminal Justice Academy within one year of employment. Residency within 12 miles of Skowhegan will be a condition of employment. The successful candidate will be required to submit to a thorough background investigation and successfully complete a psychological and pre-employment drug test. Salary negotiable, based on qualifications. Excellent benefit package. To apply, please send a resume and cover letter **by Monday, April 30, 2007** to Diane Barnes, Human Resource Director, Town of Skowhegan, 225 Water Street, Skowhegan, ME 04976. EOE. (4-2)

Firefighters/EMTs. The Windsor, Vt. Fire/Ambulance Department is accepting applications for part-time firefighters/emergency medical technicians. Requirements: high school diploma or equivalent, Firefighter Level I, a current National Registry EMT – B or above with NH and VT Certification and valid driver's license. Employees perform emergency medical care and transport, firefighting. Send application and resume to Town Administrator, Don Howard, 29 Union Street, Windsor, VT 05089. For more information, call 802/674-6786. EOE. (3-29)

Truck Driver. Search re-opened. Milton, Vt. is seeking a qualified person to fill the position of truck driver in the Buildings & Grounds Department. This po-

(Continued on Page Eighteen)



CLASSIFIEDS -

(Continued from Page Nineteen)

sition involves skilled and unskilled labor tasks and the operation of full-sized dump trucks and, from time to time other equipment required for the maintenance, repair and construction of streets, sidewalks, grounds, equipment, facilities and other publicly-owned property of the Town. The starting hourly rate for this full-time (40 hours per week) position is approximately \$10.19. DOQ/DOE. An employment application is available on the Town's Web site, www.milton.gov-office2.com under Employment Opportunities, or in the Town Manager's Office. If interested in this position, please submit an application and resume to Human Resource Coordinator, Milton Town Manager's Office, 43 Bombardier Road, Milton, VT 05468. **Position open until filled.** EOE. (3-28)

Planning Assistant or Administrative Assistant. Milton, Vt. is seeking a qualified person to work in the Office of Planning and Economic Development. This is a full-time position for one person, or it may be filled by two part-time persons. The Assistant performs a wide variety of administrative, clerical, receptionist, filing, writing, scheduling and planning/zoning support duties in addition to special projects assigned by the Planning Director or his or her designee. Work often involves public contact, communication and effective coordination with other Town departments and outside organizations. Work requires the exercise of judgment, initiative and discretion based on knowledge of administrative or operating policies and procedures, as well as a familiarity with all planning/zoning regulations. Specific direction for performance is required only for special assignments. Work is reviewed for achievement of desired results, adherence to policies and procedures, proficiency of computer skills, proficiency of written and verbal communication skills and accuracy of advice given to public. Starting probationary rate is \$26,730.27 (\$12.85/hr) to \$28,050.70 (\$13.49/hr) DOQ/DOE. An employment application is available on the Town's Web site, www.milton.gov-office2.com under Employment Opportunities, or in the Town Manager's Office. If interested in this position, please

submit an application and resume to Milton Town Manager's Office, 43 Bombardier Road, Milton, VT 05468. **Position open until filled.** EOE. (3-28)

Insurance Trust Fund Safety & Health Promotion Manager. VLCT is renewing its search for a manager to provide hands-on leadership to its risk management for the property, casualty and workers' compensation insurance pool owned by Vermont municipalities. The successful candidate is an experienced, goal-oriented professional who works well both as a team leader and team member. Responsibilities include analyzing and evaluating members' experience; performing loss control and health promotion consulting and assisting members with the development of appropriate action and improvement plans; fostering member communications and follow up; recommending and managing the annual budget; managing and developing four team members. Requirements include excellent communications, presentation and management skills; bachelor's degree in a related field (or equivalent experience); ten years of loss control, safety or health promotion and at least three years supervisory experience. High level of property, casualty and workers' compensation knowledge needed. CSP, ARM, AIM or similar certification is desirable. Travel within Vermont, including occasional nighttime meetings, is expected. VLCT offers an excellent total compensation package including great benefits, a convenient downtown Montpelier location, and exceptional colleagues and professional growth potential. If interested, email a confidential cover letter, resume and names/phone numbers of three references to jobsearch@vlct.org with "Manager, S&H" as subject. **Review begins immediately; applications accepted until position is filled.** EOE. (3-27)

Laborers. Stowe, Vt. Department of Parks, Buildings and Grounds, is now hiring laborers for the summer grounds maintenance and landscaping needs. These are outdoor positions, with some work in inclement weather. Must have experience operating light equipment, or be able to learn it quickly. High school diploma or equivalent plus two years' general landscaping experience and a valid Vermont driver's license required. For more infor-

mation or to get an application, please contact Susanne Gann, HR Coordinator, at 802/253-0156 or e-mail recruit@townofstowe.vermont.org. (3-27)

Paramedic. Stowe Rescue has an immediate opening for a part-time paramedic. A minimum current certification level of EMT-Paramedic in the state of Vermont and a valid driver's license are required. The ideal candidate will have at least three years experience in emergency rescue response (including serving as a crew chief) and thorough knowledge of local medical protocols. This is a 24 hour/week position, scheduled primarily from 6 am to 6 pm on Saturdays, along with one additional mid-week 12-hour shift. The Town offers a competitive benefits package (IBEW union membership required). Hourly salary, \$13.59-16.14, depending on qualifications and experience. Send letter of interest and resume to: Town of Stowe, Susanne Gann, HR Coordinator, P.O. Box 730, Stowe, VT 05672, or e-mail to recruit@townofstowe.vermont.org. **Applications accepted until the position is filled.** (3-27)

Zoning Administrator. Moretown, Vt. seeks a zoning administrator (ZA). The ZA is responsible for the administration and enforcement of Moretown's zoning bylaws and other bylaws adopted under the Vermont Municipal Regional Planning & Development Act. The ZA issues permits for land development, provides property owners and other members of the public with necessary forms required to obtain municipal permits, and serves a variety of administrative functions for the municipality. The successful candidate should have a thorough knowledge of the Moretown community, including geographical and settlement patterns, the objectives of the Moretown Town Plan, familiarity with the Moretown Zoning Ordinance and other municipal bylaws, basic understanding of state statutes and regulations related to land use and land development. Equally important is the ability to communicate clearly, both verbally and in writing, as well as excellent organizational skills. This is a half-time, salaried position. If interested, send letter of interest, resume and references **by May 1, 2007** to Town of Moretown, Attn: Paula Mastroberardino, P.O. Box 666, Moretown, VT 05660. (3-15)



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.

HELP WANTED

Street Supervisor. Montpelier, Vt. is accepting applications for the position of Street Supervisor in the City's Department of Public Works. Requirements: at least five years experience in a Public Works or construction related field; must be experienced in construction procedures and equipment operation; excellent organizational and communication skills; a valid Vermont Commercial Driver's License. Prior supervisory experience is preferred, but not mandatory. Application and a detailed job description available from the Public Works Office, City Hall, 39 Main Street, Montpelier, VT 05602, or at the Public Works Garage. For further information, call Superintendent Durward Lamb, 802/223-9510, between 7:00 am and 3:30 pm. **Deadline to submit applications is Friday, May 11, 2007.** The City of Montpelier is an equal opportunity employer (EOE). (4-18)

Village Manager. Essex Junction, Vt. seeks an accomplished leader for the position of Village Manager. Essex Junction (pop. 8,591) is home to IBM Microelectronics and the Champlain Valley Fairgrounds, as well as over 200 small businesses. The Village is a pedestrian friendly community with housing, shopping, professional offices and schools all within walking distance. The Manager reports to a five-member Board of Trustees and supervises all departments. Current operating budget is \$6.7 million with 24 full-time employees. Primary responsibilities include community and intergovernmental relations, financial management, public works oversight, personnel administration and implementation of town policies. More information and a full job description are available at www.vlct.org under Marketplace. Requirements: five years relevant technical and administrative experience, high degree of tactful communication and negotiation skills, and master's degree in appropriate discipline. Hiring range \$61,500 to \$91,026. Please send cover letter and resume in confidence to Essex Junction Manager Search, VLCT, 89 Main Street, Montpelier, VT 05602. **Resume review begins May 21, 2007.** EOE. (4-18)

Administrative Assistant: Multi-tasking person needed to serve as receptionist, HR assistant and part-time deputy tax collector. Requires strong customer service, good oral and written communication, computer and organizational skills. Full-time (40 hours/week). Associate's degree or 3 years work experience in an office environment. Experience in human resource field and/or knowledge of BMSI tax software is a plus. Starting pay, \$12.00-\$14.50 per hour, DOE.

Welfare Coordinator: Experienced person needed to work part-time (16+ hours per week) but be available to perform emergency intakes, flexible schedule. Duties include assessing client needs and eligibility for Town assistance through written statutes and guidelines. Monitoring assistance trends, maintain client logs, property liens, and making recommendations when necessary. Experience in human service field or related work preferred. Starting pay DOE.

Please submit resume and cover letter to Town of Littleton, Attn: HR Director, 125 Main Street, Suite 200, Littleton, NH 03561. Complete job descriptions are available upon request from the same address. **Positions open until filled.** No phone calls, please. (4-13)

Zoning Administrator. Essex, Vt. seeks a full-time Zoning Administrator. Responsibilities include administering the Town of Essex Zoning Regulations, assisting with and processing permit applications, attending Zoning Board of Adjustment meetings, responding to all zoning questions, administering State statutes and zoning bylaws. Minimum of three years experience in planning and zoning enforcement, BA preferred. The Town provides a competitive salary and benefits package. Position is unionized. To apply, send a letter of interest, resume and at least three references **by May 4, 2007** to Patrick Scheidel, Town Manager, 81 Main Street, Essex Junction, VT 05452, or via e-mail to acookson@essex.org. For a complete job description, go to www.essex.org or call 802/878-1341. E.O.E. (4-10)

Highway Supervisor. Middlebury, Vt. needs an experienced crew chief for its talented Highway Department staff to di-

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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.



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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.)

Common Ground: A Meeting of Mapping Professionals. Friday, May 4, 2007, College Hall, Vermont College, Montpelier. Sponsored by the Vermont Center for Geographic Information and the Vermont Society of Land Surveyors. For more information, visit www.vcgi.org/commonground.

What is a Growth Center and Where Can We Get One? Thursday, May 10, 2007. Vermont Interactive Television sites around Vermont, including the new

Montpelier site! Sponsored by the VLCT Municipal Assistance Center and your regional planning commission. This final workshop in the 2006-7 series will focus on the new growth centers bill and strategies for attracting and concentrating development in designated growth centers.

Vermont Community Development Association Spring Meeting. Thursday, May 10, 2007. Hartford Chamber of Commerce, White River Junction. VCDA has planned an exciting agenda of meetings and tours that explore White River Junction's recent success in combining its creative economy with downtown revitalization.

Municipal Attorneys Forum. Wednesday, May 30, 2007, Capitol Plaza, Montpelier. (Note new date.) Sponsored by the VLCT Municipal Assistance Center. This annual workshop provides an

opportunity for municipal attorneys to grapple with new and perennial issues in Vermont municipal law. The forum will offer five hours of continuing legal education credit.

VTCMA Spring Conference. Thursday and Friday, May 17 and 18, 2007, Woodstock Inn and Resort, Woodstock. Sponsored by the Vermont Town and City Managers Association. The semi-annual professional development conference for Vermont's town and city managers.

Disaster Planning for Municipal Records. Monday, June 4, 2007, St. Johnsbury and repeats Wednesday, June 6, Middlebury; Friday, June 8, Milton; Monday, July 2, Manchester; and Tuesday, July 3, Hartford. Sponsored by the Vermont State Archives and the Ver-

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