

VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

October 2007

AVOIDING FINANCIAL DISASTER

Recent headlines in newspapers have cast a light on newly discovered financial woes – often in the form of unanticipated deficits – in a few communities, resulting in increased attention from legislators, angry taxpayers, and the office of the State Auditor.

A number of articles over the past few years have been published in the *VLCT News* that attempt to educate local officials on how to read financial statements and reports, analyze the numbers presented in those financial documents, and establish good internal controls in order to prevent some of the embarrassing situations that some of these municipalities have encountered. In light of recent events, this would be a good time to cover some of those basics again.



(Continued on Page Eight)

STILL NO ANSWER ON TAX BILL CONFIDENTIALITY QUESTION

After months of heavy discussion without resolution, the question of whether the property tax adjustment information now listed on property tax bills is public or private information remains open.

The House Ways and Means Committee met in September with a number of the key figures who have been involved in the discussion since the beginning, including VLCT, but no answers emerged. Instead, the Attorney General, Tax Commissioner, and Secretary of State were asked by the committee chair to reach an agreement on what the state's unified opinion is as soon as possible, or leave it to the legislature to address when they reconvene in January.

For now, that leaves town clerks and treasurers in the same position they have been in

(Continued on Page Nine)

STATE ASSUMES RESPONSIBILITY FOR SEPTIC SYSTEMS

LCAR FINALLY ADOPTS RULES

On July 1st, the state Department of Environmental Conservation assumed all responsibility for permitting on-site sewage systems and water supplies (see the article that appeared in the July 2007 *VLCT News*). While the transfer did occur, amendments to the Wastewater System and Potable Water Supply Rules were not adopted by the Legislative Committee on Administrative Rules (LCAR) in July, but instead at their September meeting. The one outstanding point of contention was permitting the conversion of single family residences from seasonal to year-round use.

Acting Commissioner Justin Johnson wrote to LCAR on September 5th, stating that the revised rule would allow the granting of a "permit or permit amendment for a seasonal conversion if the existing wastewater system is in full compliance with the rules or if it is not in full compliance with the rules a permit may be obtained by having a de-

(Continued on Page Nineteen)

INSIDE THIS ISSUE

VLCT Staff News	2
Legal and Regulatory Notes . . .	4
Trivia	5
Ask the League	6
Climate Change	10
Keep it Off	12
Boiler Inspections	12
Tech Check	15
Winter Maintenance Tips	16
Classifieds	21
Calendar	24



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89 Main Street, Suite 4
Montpelier, VT 05602-2948
Tel.: (802) 229-9111 • Fax: (802) 229-2211
E-mail: info@vlct.org
Web: www.vlct.org

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Director, Public Policy and Advocacy Services

Richard Park
Director, Group Services

*Partial List

Trevor Lashua, Allyson Barrieau,
Interim Editors, VLCT News

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“MOVIN’ ON UP...”

VLCT STAFF NEWS

A pair of VLCT staff members has recently moved onward and upward in their respective departments.

Ken Canning, Jr., who was hired by VLCT this summer, has been promoted to fill the position of Deputy Director of Operations in the Group Services Department.

Ken was originally hired to be the Underwriting Manager. His new role will require him to get deeply involved in all aspects of the Group Services Department, from property and casualty insurance (VLCT PACIF) to health insurance (VLCT Health Trust).

Garrett Baxter, a Senior Associate in the Municipal Assistance Center (MAC), recently passed the Vermont Bar Exam. Sometime later this year, after he is sworn in, Garrett will become the second attorney on staff in MAC.

Garrett has been with VLCT since 2004, following his graduation from Vermont Law School the previous year with a joint law degree and master’s in environmental law. He is a familiar voice and face to many who have attended workshops or called for assistance in the past three years.

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LEGAL AND REGULATORY NOTES



QUIET TITLE ACTION, HIGHWAY BISECTION OF MERGED LOTS

QUIET TITLE ACTION APPROPRIATE TO DETERMINE EXISTENCE OF ANCIENT ROADS

When a dispute arises over title to property, resolution of the dispute often involves

litigation, usually in the form of a declaratory judgment action brought in Superior Court. 61, the Vermont Supreme Court held that quiet title actions are also appropriate for resolving disputes over the state's unknown number of ancient roads – those often-abandoned, but legally existing, town highways that crisscross the state.

ways actually existed on their property.

As part of its defense to the suit, the Town asserted that the Windsor Superior Court lacked jurisdiction to hear the case because the discontinuance of a town highway may only be performed in accordance

In McAdams v. Town of Barnard, 2007 VT 61, the Vermont Supreme Court held that quiet title actions are also appropriate for resolving disputes over the state's unknown number of ancient roads – those often-abandoned, but legally existing, town highways that crisscross the state.

A declaratory judgment action involving title to property is called a quiet title action. Quiet title actions often arise from disputes over boundaries, claims of adverse possession, or the location and scope of easements. In *McAdams v. Town of Barnard, 2007 VT*

The *McAdams* are owners of 280 acres in the Town of Barnard. In 2003, the Town produced a set of maps depicting all of the parcels of land and public highways in the town. When the *McAdams* learned from these maps that at least three of these potential highways might cross their property, they brought a quiet title action against the Town to determine whether any valid town high-

with the statutory discontinuance procedures. The Supreme Court rejected this argument, acknowledging that while a selectboard must follow the statutory procedures to discontinue a highway, the process does not preclude adjudication of the issue of whether a town highway actually exists. Determining whether any town highways exist

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LEGAL/REG. NOTES -

(Continued from previous page)

is not the same as undertaking a discontinuance. Discontinuance is performed by a selectboard to extinguish a known town highway. A quiet title action is heard by a court to determine if a highway exists.

The court also clarified that once the McAdams had established title to the property, the burden was on the Town to prove the existence of all highways that crossed the property. The failure to assert and prove the existence of a highway across the property – even one unknown at the time of the litigation – could be a bar to subsequently asserting that the road exists. Thus, towns subject to quiet title actions cannot just address the highways at issue, but all highways that might impact title to the property in question.

The case may be viewed in its entirety at: http://dol.state.vt.us/gopher_root3/supct/current/2005-542.op.

Jim Barlow, Senior Staff Attorney

HIGHWAY BISECTION OF MERGED LOTS NOT NECESSARILY A SUBDIVISION

In the case *In re: Appeal of Jenness and Berrie*, the Environmental Court decided a case of whether a highway that bisects a merged lot automatically results in a subdivision. Specifically, the question before the court is whether the use of Stickney Brook

Road functionally separated an undeveloped 1.1-acre parcel from a 0.9-acre parcel that had been developed with a single-family residence constructed on it. This decision lends clarity to a 1992 Vermont Supreme Court decision and provides guidance to administrative officers and other land use officials on how to evaluate the functional use of two parcels separated by a right-of-way. *Wilcox v. Village of Manchester Zoning Board of Adjustment, 159 Vt. 193 (1992)*.

The story begins in 1960, when the Andersons, in two separate transactions, purchased two parcels of land: a 0.9-acre parcel developed with a single-family residence across the road from an undeveloped 1.1-acre parcel. From 1960 to 2001, the Andersons retained ownership of both parcels in separate deeds. In 1971, the Town of Dummerston adopted zoning regulations establishing a two-acre minimum lot size in the Rural Residential District, where the parcels are located. The property, held in common ownership by the Andersons, met the two-acre minimum lot size requirement.

In March of 2001, the town adopted a revised zoning ordinance that retained the two-acre minimum lot size in the Rural Residential District, and a new merger provision that caused adjoining pre-existing small lots under common ownership to merge. The Appellant-Applicants purchased from Bernice Anderson the undeveloped 1.1-acre parcel in July of 2001. The sale of the 1.1-acre parcel resulted in a subdivision

of the merged two-acre parcel, but it was not a subdivision for the purposes of zoning and created a non-conforming parcel. The ZBA denied a zoning permit to construct a single-family residence.

The decision by the Environmental Court implies that the adoption of the two-acre minimum lot size standard in 1971 is the time period used to determine whether the Stickney Brook Road effectively separated the parcels. The court established that the use of the road by children riding bikes, walking and sledding, and the low volume of traffic proved that the Stickney Brook Road “did not interfere with the use and enjoyment of the property in the ordinary manner as a single two-acre parcel,” and held that the parcel was not subdivided by the road. The Appellant-Applicants failed to prove otherwise and were not “entitled to the so-called Wilcox exception to merger” and the appeal was denied. This decision was subsequently appealed to the Vermont Supreme Court.

Stephanie Smith, Senior Associate

TRIVIA

Congratulations to Guildhall Selectboard member Patricia Rogers, who correctly identified Brattleboro native and sculptor Larkin Mead as the answer to last month’s trivia question. Mead was commissioned to produce the sculptures of President Abraham Lincoln for his monument in Springfield, Illinois. A large bust of Lincoln sculpted by Mead as a study for the monument resides in the Statehouse in Montpelier.

As always, the prize for winning the *VLCT News* trivia challenge is a hearty congratulations and the envy of your friends and neighbors.

Here is our October trivia challenge:

What former U.S. Senator once referred his hometown as “an island of heavy industry entirely surrounded by cows”? What town was his aforementioned “island”?

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

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ASK THE LEAGUE

SUBPRIME MORTGAGE BANKRUPTCIES; DEAD BODIES; REGISTERING HISTORIC PLACES

Our town office has received several documents relating to subprime mortgage lender bankruptcies. We are not sure why we have been receiving the documents or what to do with them. What do you suggest?

As you are probably aware by now, there has been a meltdown in the subprime mortgage lending industry.

ing or notice and the presence of a subprime mortgage in the town. Apparently, some of the subprime mortgage companies in bankruptcy have been sending documents to town offices regardless of whether they presently hold a mortgage on property in that town or not.

While it appears that the situation might have some repercussions for some Vermont municipalities, we don't expect any signifi-

tax delinquencies associated with subprime mortgage foreclosures and defaults will probably be very small.

Some small number of delinquencies may arise from the administration of property tax escrow accounts. If these bankrupt subprime mortgage lenders have property tax escrow arrangements with property owners in your town, it is possible that there could be some delay in payment of these escrowed

Thankfully, there doesn't appear to be a correlation between receipt of a bankruptcy filing or notice and the presence of a subprime mortgage in the town.

Muninet responses indicate that a large number of Vermont towns have received multiple notices and filings related to these subprime mortgage lender bankruptcies. Thankfully, there doesn't appear to be a correlation between receipt of a bankruptcy fil-

ing or notice and the presence of a subprime mortgage in the town. Apparently, some of the subprime mortgage companies in bankruptcy have been sending documents to town offices regardless of whether they presently hold a mortgage on property in that town or not.

cant consequences. The subprime mortgages comprise a very small percentage of the total number of mortgages in Vermont, and Vermont has a relatively low rate of loan delinquencies and housing foreclosures. Given these factors, the total number of property

property taxes as the companies move through bankruptcy. However, because these escrowed funds are not assets of the mortgage lenders, the escrowed moneys probably cannot be used in bankruptcy to satisfy the mortgage lenders' outstanding debts. Though there could be a delay in payment, these escrowed property taxes should ultimately be paid. If a lender or escrow company fails to make a property tax payment on time, or a check is returned for insufficient funds, contact the property owner so that he or she can make arrangements to get the taxes paid.

We recommend that towns keep these bankruptcy filings somewhere in the town office. They do not need to be recorded (in fact, none of the filings received by town offices have come with a recording fee), but they should be saved. Since they may be of use to title searchers trying to identify mortgage holders, contact addresses and the like, it may be helpful to have them available in a public place. Information contained in the

(Continued on next page)

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ASK THE LEAGUE -

(Continued from previous page)

notices and filings may also be of use to the town if, for example, the delinquent tax collector is sending notices to lien holders in conjunction with a tax sale.

Jim Barlow, Senior Staff Attorney

I am on the cemetery commission, and we received a request to move remains of two members of the same family around within the same plot. What paperwork needs to be filed in order to do this?

Moving remains from one cemetery to another or within the same plot requires a permit. The statute referencing the relocation of remains is found in 18 V.S.A. § 5212. The clerk of the town where the remains are located issues the permit. But before the permit can be issued, notice of intent to relocate a dead body shall be published for two successive weeks in a newspaper of general circulation in the town. The notice provides the opportunity for other family members (spouse, child, parent or sibling) of the deceased to object by filing a complaint in

probate court. After the passage of a 45-day waiting period, the town clerk shall issue the permit.

If written permission from all persons entitled to object under section 5212a of Title 18 accompanies the permit application, then the notice in the newspaper is not required and the clerk shall issue the permit immediately. In addition to the notification process outlined in statute, the permit authorizes cemetery employees to exhume human remains for relocation. Cemetery employees should not act alone on letters from family members regarding the relocation of remains without authorization granted by a permit to remove dead bodies.

Stephanie Smith, Senior Associate

How does a town register a building as an historic place?

Designation of a municipal building or site on the State and/or National Registers of Historic Places can bring recognition, tourism dollars, matching grants, and a sense of pride to a community. The State Register of Historic Places includes buildings and sites of historic, architectural, or engineering significance. The National Register of Historic Place includes buildings and sites associated

with significant historical events or the lives of significant historical figures, or that embody a distinctive architectural or artistic quality.

Cemeteries, birthplaces, graves, religious institutions, reconstructed historic buildings, properties that have only achieved significance in the past 50 years, and others will ordinarily not be considered eligible for placement on the National Register unless they are integral parts of the overall district or fall within other categories.

Towns can request that property be placed on the State Register by writing a letter to the Vermont Division for Historic Preservation containing the following: the street address and a town map showing the exact location of the property; information concerning the history of the site or building or including any remodeling; and pictures of the building's exterior, outbuildings, landscaping, and any important interior features (slides are preferred, but not required).

At its monthly meeting, the State Advisory Council on Historic Preservation studies the request to determine if the property meets all applicable criteria. If the Division includes the property on the Register, it will then move forward to include the property in the Vermont Historic Sites and Structures Survey (which is the official listing of all sites of historic, architectural, and engineering significance in the State).

Towns can request that property be placed on the National Register by following the same process as above. If the Advisory Council decides that the property is eligible for the National Register then the town would need to hire a qualified architectural historian to prepare the National Register nomination form. This form is then reviewed by the Division and forwarded to the Advisory Council, along with any comments, for final review. If approved, the Advisory Council submits the nomination form to the National Register branch of the National Park Service in Washington, D.C. for review and to be added to the official National Register.

Towns interested in placing a site on either the State Register of Historic Places, the National Register of Historic Places, or both should contact Suzanne Jamele, National Register Specialist, at (802) 828-3046.

Garrett Baxter, Senior Associate



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FINANCIAL DISASTER -

(Continued from Page One)

There are a number of red flags for management to watch out for, such as:

1) *Financial reporting that is either non-existent, difficult to get, or poorly done.*

This could be happening because there is a lack of resources to provide the reporting or to do the accounting necessary for accurate reporting. There could be inexperienced or untrained personnel who are just not capable of performing the financial functions. There could be some other combination of factors.

When elected officials have responsibility for the accounting and reporting of municipal funds, it is incumbent on the selectboard to ensure that the necessary training is made available for staff and/or themselves. The training helps those involved in financial management locally by helping them learn the things they need to know, such as how to use their financial management software applications or basic accounting skills. It is also in the best interest of the taxpayers for those officials to receive such training, since a more informed and more engaged selectboard, treasurer, and town hall staff will function better in their vital roles as stewards of the public's money and trust.

It is also important that selectboard members are able to read and understand

the reporting. A budget report, along with a balance sheet, are the basic statements necessary to be able to know if you are within budget (with both expenses and revenues in line with where they should be at the time of the report), if cash is sufficient for operations through the balance of the year, and if receivables and payables are reasonable. If a selectboard is not looking at these indicators of financial position on a regular basis, it is not fulfilling its fiduciary responsibility as a board. Businesses can't wait until their next audit to know what their equity is and neither should municipalities.

2) *Independent audits should be completed when key financial personnel leave at the very least, but preferably on a routine basis, whether it is annually or every few years.*

An independent audit can let the board and citizens know if the financial statements reported by the responsible officials are credible and whether or not the assets of the community are being safeguarded adequately. If the audit results in an opinion that the accounting and reporting is not being done in compliance with GAAP (generally accepted accounting principles) as defined by GASB (Government Accounting Standards Board), the selectboard should examine the management letter carefully and question the auditors as to the severity of the non-compliance. There is a substantial difference between being out of compliance because you are not

recording your capital assets properly, and being out of compliance because you have significant internal control problems and your accounting records are not at a level at which you need them to be.

Every independent audit should be presented to the selectboard by the auditor, and when the presentation is completed, selectboard members should clearly understand the results. Don't be afraid to ask questions. The chances are good that other members of your board, despite their years of experience, have similar question about reading the audit report. You should then discuss the results with the officials responsible for the finances, and determine together how to address the recommendations of the audit. The worst thing for citizens is for local officials to engage in months of finger-pointing and political posturing. The community deserves accountability and prompt action to determine the most effective strategy to resolve financial problems.

3) *Establish proper internal controls and avoid behaviors that can lead to fraud or mismanagement of funds.*

No, it is not okay for a local official to "borrow" from municipal funds under any circumstances. It is also never okay for a municipality to hire a relative of a local official unless there is really no other alternative. Establish policies and procedures that will keep officials from engaging in sketchy behavior.

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There should always be an extra set of eyes looking at all records; no official should be responsible for all steps of any process. Much like government in general, a system of checks and balances is necessary to ensure that the interests of the people are truly being served. If you have someone responsible for collecting money, recording it, and depositing it – as well as reconciling the bank statement – that person may be tempted to take advantage of the lack of oversight, especially if he or she is having financial problems or is simply unethical.

An independent, contracted auditor can walk you through some basic changes in your processes that will help you avoid circumstances that invite fraud or mismanagement. Establish good controls before you end up in the newspaper and have to explain to an angry citizenry why things went askew in the first place.

In summary, management’s fiduciary responsibility requires vigilance and the ability to read and understand financial statements

as well as audit results. Treating local government’s money as though it was your own is not enough; you are held to the highest possible standard when you are accountable to your citizens.

Additional resources (articles from past editions of VLCT News):

“Excelling in Municipal Finance,” Parts 1 through 4, February through May 2002

“Selectboard 5-Point Financial Review,” April 2004

“Understanding Your Independent Audit,” June 2006

“Tips for Identifying Fraud,” June 2007

- Mike Gilbar, VLCT Chief Financial Officer

TAX BILL -

(Continued from Page One)

all along – which is to say that they are without a definitive answer. As of the date this article is written, no town has been sued for either releasing or refusing to release such information.

With the passage of Act 185 in 2006, the legislature changed the way in which the state processed the prebate and rebate amounts that many residential property owners qualify for. Previously checks were mailed directly to property owners with the intent that they would use the money to help pay property taxes. While many did apply the prebates and rebates towards their intended purpose, others used them to purchase other goods and services. In order to make a more direct connection between tax bills and the prebates and rebates, the legislature included a provision in Act 185 that sent the money directly to the town to apply towards property taxes, along with other sums including income tax refunds and offsets for money owed the state.

These combined payments or credits against property tax bills are collectively referred to as “property tax adjustments,” as they can be much more (or less) than the actual amounts of any prebates or rebates.

Those receiving a tax bill this year who were eligible for a property tax adjustment saw that amount shown on their tax bill as a credit against the taxes owed to the town and school. It has been claimed that the tax bills showing that credit amount can be used to calculate an individual’s income, thus triggering the discussion over whether tax bills (which have long been considered public records) are public or private information if they show an amount subtracted because one could make an educated guess that the adjustments were solely income sensitivity adjustments (the prebates and rebates) and therefore reflective of household income.

Lawmakers believed that there would be enough other payments included in the adjustments to eliminate concern over being able to identify household income from property tax bills.

Towns have taken a variety of approaches to dealing with the issue so far, with many relying upon the advice of their municipal attorney to guide them. Some towns have released the information in its entirety, others have released certain pieces to certain parties only (such as attorneys processing real estate transactions or escrow companies), some have released copies of the bills after redacting the adjustment amount, while others have not made it available at all.

VLCT will continue to participate in discussions, and will update members as developments occur.



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ADDRESSING CLIMATE CHANGE LOCALLY – EPPING NH TAKES ACTION

Readers may remember the March 2007 issue of the *VLCT News*, which included an enumeration of the authority municipalities have under state statute to encourage energy conservation and alternatives to consuming traditionally generated energy.

While Vermont can certainly claim a leadership role on this issue, it is not an issue to which the state has any special claim. Municipalities and states around the nation are struggling with similar issues, including our neighbors to the east.

Epping, New Hampshire is one of the first small towns to adopt an ordinance that comprehensively addresses energy efficiency and production, energy conservation, and sustainable design principles. At its March 2007 Town Meeting, Epping adopted Article 22 of its zoning regulations, titled “Energy Efficiency and Sustainable Designs.”

Article 22 of the Epping zoning ordinance, “is adopted as in the public interest to provide for small scale and diversified sources of supplemental electrical power

and to lessen the state’s dependence upon other sources which may, from time to time, be uncertain and result in increased pollution and greenhouse gas emissions. It is also found to be in the public interest to encourage and support diversified electrical production that uses indigenous and renewable fuels that have beneficial impacts on the economy, the environment, and the public health. It is further found that this ordinance assists the Town of Epping citizens in providing a reasonable opportunity for small customers to choose interconnected self generation, encourage private investment in renewable energy resources, stimulate in-state commercialization of innovative and beneficial new technology, enhance the future diversification of the Town’s and the state’s energy resource mix, and encourage sustainable building design.”

New Hampshire is a state that has restructured its energy industry, and in that respect differs from Vermont. Nonetheless, much of what Epping has put in place would seem to be viable in Vermont, particularly if the legislature passes and the governor signs a bill in 2008 that includes provisions for self-generation of electricity from renewable sources and net metering (returning to the electricity grid power that a person generates but does not use).

The ordinance establishes an easily understandable point system based upon square footage in a proposed development. Based somewhat on LEED (Leadership in Energy and Environmental Design) standards, the point system was simplified to fit a small community. For instance, a proposal for a building between 5,001 and 10,000 square feet would have to obtain a score of 10, which could be achieved through meeting the standards established in categories such as “Energy Production Requirements” or “Sustainable Design Requirements.”

What is necessary to meet those requirements is listed in the ordinance, with ranges of 10 to 15 points attached to each category. The categories under “Energy Production Requirements” include renewable energy

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Jean Wolfe, Tunbridge Public Library

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(Continued on Page Sixteen)



RCAP Solutions

Resources for Communities And People

Since 1969, RCAP Solutions has helped people satisfy two most basic human needs — those for safe shelter and clean water.

Today, RCAP Solutions is a comprehensive non-profit community development organization, and part of a centrally-coordinated nationwide non-profit network. We provide consulting, planning, infrastructure-building, oversight and operational services to communities of all sizes, especially those lacking the human resources or capital to support these services.

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The year-end holidays are a time for giving and sharing, and what better way to give and share with friends, family and business associates than by doing holiday shopping that also supports services for people and communities in need throughout the northeastern United States, Puerto Rico, and the U.S. Virgin Islands.

When you bid on and win items on our auction website, the proceeds will support the good work of RCAP Solutions and its dedicated staff. The auction provides a wide selection of gift items, including trips, arts and crafts, home and personal electronics, and entertainment that will meet every gift giving need and budget.

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To donate goods or services contact

**Kim Thomas at RCAP Solutions:
800.488.1969 ext. 6653 or
kthomas@rcapsolutions.org**



CUTS

WILL RETURN NEXT MONTH

KEEP IT OFF AND BE ON THE BALL

Don't let all of that work you did to fit into your swimsuit this summer be for naught. Sign up for not just one, but two, health and wellness challenges.

The first is the aptly named "Keep It Off Challenge." Running from November 19th through May 2nd, 2008, this program is designed to help keep you healthy and trim as those long, cold, winter days settle in. The program consists of weekly weigh-ins, a weekly \$1 contribution (per participant – to be put in the prize pool), nutrition and weight-control tips, and prizes at the end.

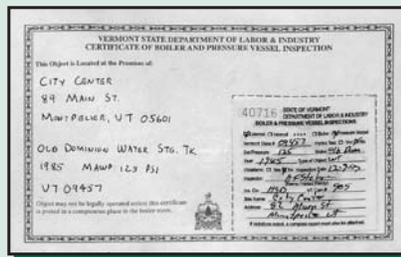
Also on tap this year, and providing a one-year respite for the perennially popular pedometer challenges, is the "On the Ball Adventure." This program focuses on the use of a stability ball (alternately known as a physioball or a Swiss ball) to increase an individual's flexibility and strength. The "adventure" begins on March 3rd, 2008, and lasts through April 27th, 2008.

There is a \$5 fee for participants (\$20 for part-time employees or volunteers), which includes the ball, pump, and a DVD with eight weeks of exercises.

The sign up deadline for both programs is November 9th.

Contact Heidi Joyce (hjoyce@vlct.org) for more information.

BOILER AND PRESSURE VESSEL INSPECTIONS



According to the 2005 Vermont Building and Safety Code, "A boiler is defined as a closed vessel in which water is heated, steam is generated, steam is super heated, or any combination thereof, under pressure or vacuum by the direct application of heat from the combustion of fuel or from electricity. The term includes a fired unit for the heating or vaporizing of liquids other than water where the unit is separate from a processing system and is complete within itself. An unfired pressure vessel is defined as a container of pressure obtained from an external source that exceeds 15 psi."

Do all of the boilers and pressure vessels in your municipality have this certificate posted?

If not, please call your Loss Control representative at VLCT to set up an inspection. The process goes like this:

1. Boilers and pressure vessels are identified by either VLCT Loss Control consultants or by employees of the municipalities.
2. If Loss Control identifies the boiler or pressure vessel as one that has not been inspected and certified, we will set up an inspection. If a member does so, he or she can call VLCT to schedule an inspection.
3. The inspector will examine the boiler or pressure vessel, and issue an inspection certificate (which states that the unit is in compliance) if it passes inspection. That certificate should then be posted nearby. If the unit fails its inspection, the inspector will send a

(Continued on Page Twenty)



LIGHT DUTY: WHAT IS IT? WHY IS IT IMPORTANT?

When a person is out of work and receiving workers' compensation benefits, every effort should be made to help the injured employee return to work as soon as he or she is medically able.

Research shows that employees who return to work as soon as medically possible

have shorter recovery times – a benefit to the employee and the employer. Another benefit is a reduction in workers' compensation costs.

If an injured worker can't return to his or her full, regular role, a temporary light duty assignment should be employed where possible.



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sible. When the injured worker is released to light duty, the claim representative will work with the treating physician to make sure that the restrictions are clearly stated by the doctor. The claim representative will then work with the employee's supervisor to get him or her back to work in a light duty position.

Light duty is an important part of getting an injured employee back into the workforce. An injured employee who can't return to some form of work but doesn't may become de-conditioned to the point that returning to work becomes difficult. Injured workers may find the transition back to work difficult and that their peers are not accepting them back either.

An injured worker who returns to work through some form of light duty will be paid

(Continued on Page Twenty)



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Tech Check

MUNICIPAL BANK DEPOSITS GO HIGH TECH

Barre Town will begin using a remote check image deposit service called "Digital Express." Using a personal computer and special scanner, checks are scanned, balanced, and electronically submitted to a designated bank account.

Why is using the electronic image deposit system important to the Town?

Prior to the events of 9/11, paper checks were air-transported daily to the Federal Reserve. During the two days after 9/11, air traffic was halted and no checks were processed by the Federal Reserve, which resulted in some banks wondering if they may have to close their doors. To further protect the U.S. economy, the federal government passed legislation on October 28, 2004 (Check 21) which allows paper checks to be converted to image replacement documents (electronic photocopies). This will mean that Barre Town will be able to ac-

cess our funds during a time of crisis even though our local banks may not be open to the public.



The advantages of using an electronic system include: same day deposit, deposit capability seven days a week (including holidays),

reduction in staff time to prepare the daily deposit, reducing the number of trips to the bank while limiting staff time away from the office, and having a copy of the check for our records.

One disadvantage is the possibility that your check may clear your bank account one to two days sooner.

For those individuals who receive their canceled checks back from the bank you will notice the check looks different – it will be a copy of the original. The original check is kept by the town in a secure location and will be shredded 14 days after the deposit.

The Digital Express system was installed and a trial run has shown that everything is working.

There are a few other things to keep in mind when examining this high tech switch. A municipality using such a system should enact a policy that addresses things such as the frequency and amounts of deposits, storage of paper checks (how long and where), disposing of paper records (how and when), internal bookkeeping procedures and controls, and how you will notify the public of the change and the process going forward. A town making the switch should also consider having its governing body formally adopt the written policy referenced above.

For more information, contact Donna J. Kelty, Barre Town Clerk, at dkelty@barretown.org.

Donna J. Kelty, Barre Town Clerk/Treasurer

This article originally appeared in the August 2007 edition of the Barre Town Newsletter. Our thanks to Donna for letting us use it here.

Water Supply

Otter Creek Engineering provides solutions for public and private clients' Water Supply needs with skills in the planning, design, permitting and construction engineering of many types of projects, including:

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CLIMATE CHANGE -

(Continued from Page Ten)

production, combined heat and power/co-generation, and innovative technologies. The categories under “Sustainable Design Requirements” include building site and materials, construction envelope energy conservation heating and cooling, innovative technologies, operational requirements (such as no idling policies or on-site fleet usage of B20 biodiesel fuel or above, reduced lighting after hours using LED light fixtures, and so on), and a mandatory requirement for gasoline stations. Developers can pick and choose among categories to arrive at the required point total for their size building.

In an interview with the Exeter (N.H.) News Letter in February, Planning Board member Rob Graham and Town Planner Clay Mitchell were quoted as saying that

the, “requirements would be relatively easy to comply with. And the ordinance is written in such a way that developers can be creative in their approach to meet the requirements.”

The article further quotes Graham as saying, “We look at it simply as opening a door to allow participation in these things at the local level and the state level and as a municipality, facilitating that pathway. Our ordinance is very flexible; it’s very fair. We have the opportunity to review applications on a case by case basis.”

The ordinance is available at: <http://nh-planning.com/epping/RegsZone/ZoneOrd/art22EnergyEfficiencySD07.pdf>.

Karen Horn, Director, Public Policy and Advocacy

WINTER MAINTENANCE TIPS

As summer gives way to fall and the hills explode with color, the Loss Control staff here at VLCT turns its attention not just towards leaf peeping – but also towards winter. With winter in mind (and coming sooner than we may think or hope), here are a few early reminders and refreshers on snow plowing and salt/sand spreading.

SNOW PLOWING

By the time you read this, it is entirely possible that the first snow may have already hit the ground. VLCT saw a spike in snow plow-related claims in 2005 and 2006. A number of those claims were preventable, with many that may not have happened had the drivers been more aware of their surroundings.



All operators of snow removal equipment should acquaint themselves with the locations of manholes, headwalls, and other drainage structures in the plowing area for which they are responsible.

Plowing speed should be gauged by the distance the snow and/or slush is cast or thrown by the plow, and under no circumstances should the speed of the vehicle be such that the material is cast an excessive distance from the edge of the shoulder. Plowing speeds should also be adjusted to prevent the showering of pedestrians, side-

(Continued on Page Eighteen)



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Easy

Pronunciation: 'E-zee

Function: adjective

Inflected Form(s): eas·i·er; -est

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WINTER TIPS -

(Continued from Page Sixteen)

walks, buildings, and vehicles at grade separations (such as bridges). The plowing speed should also not be fast enough that materials are cast across narrow medians and into opposing lanes when plowing to the left.

Precautions should be taken against throwing chunks of ice, slush or frozen snow onto passing vehicles and to avoid obscuring the vision of passing motorists. Excessive speed can also result in additional snow thrown against the windshield of the plow truck, creating a situation where the snow removal operator cannot see.

“Slide slipping” accidents are strictly a snow plowing hazard. These types of accidents occur when the plow strikes a solid object (such as densely packed snow) or, in some cases, a large puddle of water, and the truck is moved sharply to the left – causing the driver to lose control of the vehicle. Side slipping can occur at low speeds, but is most likely to occur at high speeds when the plow is rigid and angled sharply. To help prevent side slipping, plow operators should never use a chain to bypass the plow piston (and thus make the plow more rigid) and significantly reduce the angle of the plow.

When working in and with snow and ice, maximum care should always be exercised to avoid damage to fire hydrants, mailboxes, guardrails, road surfaces, roadside plantings, shoulders, and private property. Know the

outside limits of your plow. Use the safety lock when transporting the plow in a raised position.

SAND/SALT SPREADING

Among the common winter claims are those related to damage to windows and windshields caused by stones thrown from trucks and sand spreaders. Usually these accidents occur when a passing car “runs into” a stone that bounces off the pavement after falling out of the truck or sand spreader, but not always.

Here are four quick tips to help avoid these types of situations:

1. Check how the truck is loaded.
2. Keep the ledges of the truck body clear of stones and other debris.
3. Adjust the sand spreader shield.
4. Maintain a reasonable speed when spreading materials.

It’s very important not to overload the equipment. Vehicles are harder to control when the rated capacity is exceeded. Overloading equipment can also result in damage to it.

Before jet bodies are loaded with sand and/or salt and made ready for use, all pins, turnbuckles, and similar items should be checked to make sure they are all secure. It is a good idea to check the conveyor chain before loading the jet with sand or salt.

Every effort shall be made to get trucks completely off the road whenever it is necessary to stop in order to check the load, remove lumps, and so on.

At the very minimum, take these precautions when you do:

- Shut the truck off and remove the keys. Make sure you take the keys with you.
- If the sander has to be operated, maintain eye contact and good communication with the truck driver at all times.
- Keep your hands away from the conveyor or any other moving parts.
- When there is an offset sander involved, make absolutely certain you do not bend over with your eyes aligned with the spinner to look up

(Continued on next page)

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WINTER TIPS -

(Continued from previous page)

into the chute (otherwise you may end up with sand and salt in your eyes and a serious injury). Wear safety glasses or goggles at all times.

- When traffic is heavy or visibility is poor, make sure your helper is at the rear of the truck to direct traffic safely around the plow. Proper headgear and vest should be worn at all times.

If your municipality has a need for more in depth snowplow and sand/salt spreader training VLCT's Loss Control staff are here to help. Please contact the Loss Control consultant for your area at (802) 229-9111 or (800) 649-7917. VLCT has trained Loss Control consultants that will travel out to members and provide a variety of services. If you have any other loss control needs, please don't hesitate to call the Loss Control Department at 1-800-649-7915.

SEPTIC SYSTEMS -

(Continued from Page One)

signer conduct an assessment of the wastewater system and potable water supply to determine the degree of non-compliance and to then apply for a permit that may include a variance under the rules. In other words, if the existing system and supply do not meet standards, they must be upgraded before a conversion in use may occur."

Pursuant to the legislation passed this year, a town may adopt bylaws that prohibit initiation of construction pursuant to a zoning permit unless or until a wastewater and potable water supply permit is issued by the state. (24 V.S.A § 4414)

While local officials seem to be clear about the transfer of responsibility for all on-site wastewater and potable water systems, residents are less clear. Local officials are finding that they have to repeatedly answer the same questions as people come into the office enquiring about on-site permits. The Town of Manchester developed the following statement and printed it on business-

sized cards that they hand to people who have questions. You may want to do something similar.

Karen Horn, Director, Public Policy and Advocacy

PLEASE TAKE NOTE

On July 1, 2007, state law changes for wells & septic systems. A local septic permit is no longer needed, but you may need state permits. Please call the State's permit specialist at 802.786.5907 with any questions; or State engineer Roger Thompson at 802.241.3027 with questions about septic system rules. The complete rules are also available at

<http://www.anr.state.vt.us/dec/ww/rules.htm#os>

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LIGHT DUTY -

(Continued from Page Thirteen)

through the workers' compensation system for the hours not worked (through temporary partial disability benefits).

Light duty work helps to reduce the cost of workers' compensation benefits because the employer may not have to hire someone to fill in for the injured worker. The employer may also be able to reduce costs associated with overtime pay for other employees who assume extra duties while the injured worker is out.

The bottom line for employers: early return work programs, such as light duty, can save money in lost wages. Modified light duty programs bring positive physical, psychological, and financial results to both the employee and employer.

If you have any questions regarding this subject, call Darlene Bresett, Claim Supervisor, at 1-800-649-7915.

BOILER INSPECTIONS -

(Continued from Page Twelve)

letter to the municipality stating what needs to be fixed. The boiler will not be inspected until all of the recommendations have been completed and a letter is sent back to the inspector.

4. The inspector will notify the state Division of Fire Safety that the unit has been inspected and has passed. The unit will then be listed in a statewide database, where it will be on a regular inspection cycle. (Inspections will occur as required by the applicable state code.)

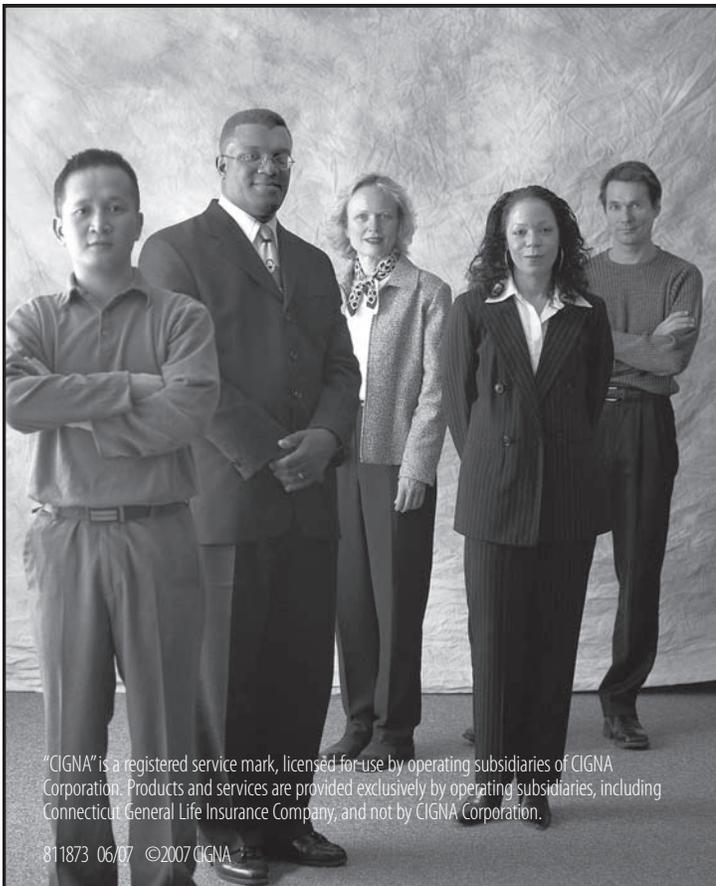
State law requires that all boilers and pressure vessels be inspected and tagged annually, bi-annually, or every three years, depending on the size and type. Only state-commissioned boiler inspectors are authorized to inspect these units. If one of your boilers or pressure vessels is missing the certificate, please call VLCT so a consultant can examine it.

VLCT PACIF offers free boiler inspections to all of its members. Please have the appropriate municipal employee confirm if all units have been inspected and certified. If you would like to schedule an inspection, please contact the Loss Control consultant for your area at (800) 649-7917.

Joe Damiata, CFI, Manager, Safety and Health Promotion

PLEASE SUPPORT OUR ADVERTISERS

Each month, the *VLCT News* contains display advertisements from a variety of businesses seeking to serve Vermont's municipalities. The revenue from these advertisements helps lower our cost to produce the newsletter. If your municipality is planning a future purchase of products or services offered by our advertisers, please consider contacting them, and don't forget to let them know you saw their advertisement in the *VLCT News*. Thank you.



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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.

HELP WANTED

Police Chief. The Town of Berlin is accepting applications for the position of Chief of Police. This is an appointed position and is supervised by the Town Administrator. The Berlin Police Department consists of six full-time (including the Police Chief) and six part-time officers. A bachelor's degree in law enforcement, public administration or a closely related

field with at least five years of appropriate experience is preferred. Candidates must be certified as a police officer as specified by the Vermont Criminal Justice Council, and must have excellent managerial skills and effective community relations and interpersonal skills, and function as a working law enforcement officer. Salary commensurate with education and experience. The Town offers a complete benefits package. To apply, submit a cover letter, resume and at least three references in confidence by October 12, 2007 to: Berlin Town Administrator, Municipal Office Building, 108 Shed Road, Berlin, Vt. 05602. E.O.E. (9-14)

tion), choice of defined benefit or defined contribution plan, 401(a) with 7.1% employer contribution, long-term care insurance and more. Please submit cover letter, resume, and names/phone numbers of three references to jobsearch@vlct.org with Underwriting as subject. (9-11)

Town Planner; Administrative Officer.

Richmond, Vt. currently has openings for a Town Planner (20 hrs/wk) and an Administrative Officer (24 hrs/wk). The town planner's duties include researching, analyzing and interpreting social, economic, population and land use data and trends; preparing written reports on various planning matters and elements of the town plan; and compiling information, making recommendations and preparing planning reports on special studies pertaining to land use and community development problems. The administrative officer's duties include answering questions and providing information to the public regarding zoning, land use and the general plan; investigating complaints and recommending corrective action as necessary to resolve complaints; and implementing the zoning compliance duties required under Title 24 Chapter 117. Ideal candidates will have worked with attorneys, engineers and land development professionals. Full job descriptions are available at www.richmondvt.com under Documents. Salary: administrative officer, \$14.77-\$23.63; planner, \$14.07-\$22.49, dependent upon qualifications and experience. No health benefits. To apply, send cover letter, resume and three current references by October 5, 2007 to Planner Search (or Administrative Officer Search), PO Box 285, Richmond, VT, 05477. For more information, call Ron Rodjenski, Town Administrator, at (802) 434-5170. EOE. Positions open until filled. (9-10)

Road Maintenance Person. The Town of Windham seeks summer and winter road

(Continued on Page Twenty-Two)

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 krroe@vlct.org.

Underwriting Manager; Senior Underwriter. Due to growth and a promotion, VLCT seeks an Underwriting Manager and a Senior Underwriter for our self-insured municipal property, casualty and workers' compensation pooled insurance fund. Duties include working directly with our municipal members to service their coverage needs, such as new business and renewal quotations, coverage questions, additions/deletions to property and vehicle schedules, exposure basis analysis, WC audit review and processing, and collaborating with the underwriting team and with Member Relations, Loss Control, and Claims. Further duties include education of and promotion to members and the development of new coverages and services. The Manager handles larger members and supervises a staff of three. Some in-state travel and some evening hours are required. Requirements include a bachelor's degree plus insurance or risk management experience. Excellent communication and presentation skills, strong customer service orientation, and CPCU or similar designation are required. Candidates for Manager must have supervisory experience. VLCT offers a convenient Montpelier location and excellent compensation/benefits package including three health insurance options (including one with no employee contribu-



CLASSIFIEDS -

(Continued from Page Twenty-One)

maintenance personnel to work full-time in its Highway Department. Requirements: valid Vermont driver's license; CDL; experience with operation of dump trucks (plowing and sanding), loaders, graders, power saws, brush cutters and chippers; must be mechanically inclined and capable of doing equipment maintenance. For an application form, additional information, including benefits, or to schedule an interview with the board of selectmen, phone the Windham town clerk's office at (802) 874-4211. The Town of Windham is an equal opportunity employer. (8-17)

Wastewater Chief Plant Operator, Hartford. Requirements: broad base of technical knowledge and skills in all facets of WWTF operations, including applicable regulatory processes and requirements; excellent supervisory skills; a good understanding of chemistry relevant to wastewater treatment; planning, administrative and mechanical skills; a Vermont Grade 4 treatment license; good reading, writing and math skills; and experience utilizing written technical manuals and blueprints. Salary DOQ; excellent employee benefits; union position. For more information, call the Town of Hartford at (802) 295-3622. Complete job descriptions and applications for this full-time position are available in the Public Works Office, 173 Airport Road, White River Junction, Ver-

mont. To apply, send cover letter and resume via fax to Public Works Department at (802) 295-5579, attention Joan Ponzoni, or via email to jponzoni@hartford-vt.org. E.O.E. (8-16)

Administrative Secretary. Hartford has an opening for a full-time administrative secretary at its transfer station and recycle center. This position, which involves a lot of contact with the public, would be great for someone who wants to get into the educational aspects of recycling and solid waste. Computer skills and some bookkeeping or accounting experience are required. Pay scale is \$30,000-\$32,000, with full benefits. For more information or a complete job description, please contact Joan Ponzoni at jponzoni@hartford-vt.org. (8-15)

Town Intern. Students interested in a career in local government are encouraged to apply for the Town of Barre (Vermont) Management Internship Program. The two-year position is available to either graduate students in or recent graduates of a public administration, public policy (policy analysis), or related graduate school program. Vermont residents and graduates of a Vermont college or university will be given preference. The intern will be paid \$28,400 (to be adjusted the second year) plus benefits – health, dental, vacation and sick days – and receive an ICMA student membership. The intern is hired as a full-time, tempo-

rary employee of the Town for two years. The intern must attend local government training opportunities and the Vermont Municipal Managers' Association conferences. He or she will work under the direction of the Town Manager, but will also provide research, analytical and writing assistance to all Town departments, divisions, boards and commissions with management tasks and projects. The intern is required to attend numerous meetings outside of his or her regular duties to ensure he or she is exposed to all aspects of local government. Please send a resume with three references (names, titles and phone numbers) familiar with your work and/or academic qualifications to Office of the Barre Town Manager, PO Box 116, Websterville, VT 05678, or to crogers@barretown.org. Interviews will begin September 4, 2007 in order to select a student who can begin the internship in September. For more information on the program, please visit our website at www.barretown.org, or call Carl Rogers at (802) 479-9331. (8-8)

Highway Mechanic, Randolph. Minimum requirements: high school diploma or GED; graduation from a vocational school with an emphasis on auto mechanic or diesel repairs, or three years experience on automotive and diesel or construction equipment; general familiarity with computers and data or word processing programs; a current Vermont driver's license; CL certification, or the ability to obtain one within three months of employment; and state inspection certification with school bus endorsement, or the ability to become certified within three months of employment. Salary commensurate with experience; excellent benefit package. Position open until filled. For more information, call the Randolph town office at (802) 728-5433. To apply, send resume and/or application to Highway Mechanic, Town of Randolph, Drawer B, Randolph, VT 05060. Applications are available at the town office. The Town of Randolph is an equal opportunity employer. (8-7)

Patrol Officer. The Town of Brandon is accepting applications for a full-time

(Continued on Page Twenty-Three)



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CLASSIFIEDS -

(Continued from Page Twenty-Two)

patrol officer. We are seeking an energetic, positive-thinking, service-oriented police professional with a strong desire to provide quality police services to a community on the move. The Brandon Police enjoy a strong support base from both the close-knit community it polices as well as the Selectboard that governs its operations. The successful candidate will be at least 18 years of age, possess exceptional moral character and ethics, be certified or certifiable as a police officer by the Vermont Criminal Justice Training Council (VCJTC), possess or be able to obtain a valid Vermont driver's license, and must be able to perform all es-

sential functions of the job (with or without reasonable accommodations). Preference will be given to applicants who are currently certified through the VCJTC. However, those without certification are also encouraged to apply. The application process includes entrance testing as required by the VCJTC (written, physical fitness and MMPI), medical/physical exam, oral board, polygraph exam, extensive background investigation and criminal/motor vehicle records check. Brandon offers a competitive starting wage and a benefits package of medical, dental, life, disability, retirement, paid sick time, vacation and personal time. Uniforms and police equipment are provided. For more information, call (802) 247-5723. For a

job application, send a resume with three references and a cover letter to Brandon Police Department, Attn: Chief, 1 West Seminary Street, Brandon, VT 05733. The Town of Brandon is an Equal Opportunity Employer. (7-30)

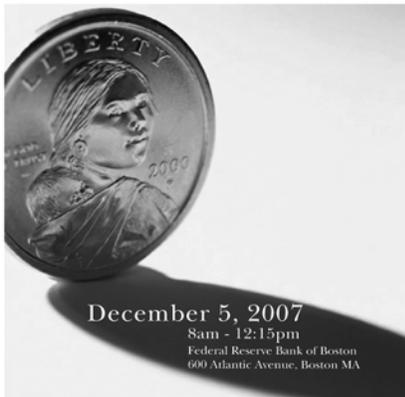
Highway Maintenance Personnel. East Montpelier, Vt. is accepting applicants for its highway crew. This is a 40-hour per week position unless additional hours are needed. Requirements: ability to work independently and communicate effectively to supervisor as needed; CDL; ability to lift up to 100 pounds; must be able to report to duty within 30 minutes of contact. Highway maintenance or related experience preferred. Employment application and job description are available at the East Montpelier Municipal Building, 40 Kelton Road, Monday thru Thursday 9:00 a.m. to 5:00 p.m. and Friday from 9:00 a.m. to noon. For more information, call Lisa Rice, Town Administrator, at (802) 223-3313. Send application to Lisa Rice, East Montpelier Municipal Building, P.O. Box 157, East Montpelier, VT 05651. Position open until filled. (7-18)

New England Public Policy Center's 3rd Annual Conference

Financing Municipalities in New England: Revisiting the State-Local Relationship

8 am to 12:15 pm, Wednesday, December 5, 2007

Federal Reserve Bank of Boston



December 5, 2007
8am - 12:15pm
Federal Reserve Bank of Boston
600 Atlantic Avenue, Boston MA

The New England Public Policy Center's 3rd annual conference
**Financing Municipalities in New England:
Revisiting the State-Local Relationship**



This conference will investigate the fiscal relationship between New England state and municipal governments and discuss potential strategies to finance municipalities. Attendees are eligible for continuing professional education credits. Visit our website to register and for more information, including the conference agenda: (<http://www.bos.frb.org/economic/neppc/index.htm>).

FOR SALE

Construction Trailer. The Town of Swanton is selling a 1996 Econoline Construction Trailer. Good condition, 12 ton capacity. Asking \$4,250 or best offer. To see trailer at the Swanton Town Garage, 23 Fourth Street, contact Road Foreman Terry Hakey at (802) 868-7281 or (802) 373-4033. Submit all offers via e-mail to townadmin@swantonvermont.org or fax at (802) 868-4957. The Town of Swanton reserves the right to accept or reject any and all offers and may sell the trailer at any time without notice. (8-7)

Fire Truck. 1960 Maxim 75' ladder truck in good condition, 11,797 miles, no pump, Detroit diesel engine, Allison automatic transmission, air brakes, pike poles and ladders. The truck also has an open cab, new tires, warning lights and siren. It was certified on Feb. 14, 2006 by the American Testing Center. A parts truck is included in the \$12,000 asking price. For more information, call the Town of Pittsford, (802) 483-6500, ext. 20. (9-14)



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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.)

By now you should have received your 2007-2008 VLCT Calendar of Training and Events.

VIT #1: Preemptions and Limitations in Local Zoning. Thursday, October 4, 2007, at a Vermont Interactive Television site near you. Sponsored by VLCT Municipal Assistance Center and Vermont's Regional Planning Commissions. Delivered in the evening via interactive television, this technical workshop will focus on some of the common statutory limitations to local zoning and how far local governments can go in regulating these uses.

Town Fair. Thursday, October 11, 2007, Robert E. Miller Expo Centre, Champlain Valley Fairgrounds, 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 a large trade show/exhibit. Our first year in Essex Junction promises to be a good one! Watch your mail in early August for registration materials.

Vermont Town and City Managers Association Fall Conference. Thursday and Friday, October 25 and 26, 2007, The Equinox, Manchester, Vermont. The Association's annual Fall Conference is open to Vermont Town Managers, Administrators and VTCMA members.

Managing the Municipal Highway System. Thursday, November 1, 2007, Montpelier Elks Club. Sponsored by VLCT Municipal Assistance Center. This popular workshop will provide a primer on municipal highway law and explore perennial top-

ics such as all terrain vehicles, connections with land use regulations, and development of alternative transportation systems.

Municipal Budgeting and Financial Management. Thursday, November 15, 2007, Montpelier Elks Club. Sponsored by VLCT Municipal Assistance Center. Timed in the heart of budget season, this annual workshop will focus on public budgeting fundamentals, capital budgeting for small towns, and best practices for financial reporting and segregation of duties.

Town Health Officer's Workshop. Thursday, December 6, 2007, Montpelier Elks Club. Sponsored by VLCT Municipal Assistance Center. This workshop will provide health officers with guidance on some of the more difficult aspects of the job, including enforcing the rental housing code, dealing with wayward dogs, and residual septic responsibilities.