

# VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

May 2008

## TRAINING VERMONT'S NEXT GENERATION OF MANAGERS TODAY

### BARRE TOWN MANAGER CREATES UNIQUE LOCAL GOVERNMENT APPRENTICESHIP

Tucked into a small room on the mostly subterranean bottom floor of the municipal building in Barre Town is a laboratory of sorts.



Rather than churning out oddly colored potions that steam and hiss like a shot from a Hollywood horror movie, this laboratory produces something useful and unique: a "Next Generation" of municipal managers for Vermont and beyond.

It was seven years ago when Barre Town Manager Carl Rogers got the idea to create the Local Government Management Internship – the first, and still only, program of its kind in Vermont.

The creation of the program was the result of a number of experiences Rogers has had in his lengthy career in local government, including his own stint as an unpaid summer intern. But the Barre Town management internship really began to form

*(Continued on Page Four)*

## VLCT LOOKS FOR NEW HOME

With a little less than two years left on its current lease, VLCT has begun the process of finding new office space to house its operations.



The League currently occupies 13,010 square feet on the ground floor of City Center, 89 Main Street, in Montpelier. Its lease on this space runs out on February 28, 2010. In anticipation of this event, VLCT Board and staff members recently researched VLCT's future space needs and available options. Their work culminated last month in the issuance of a Request for Proposals (RFP) that seeks bids for the provision of 14,000-16,000 square feet of leased space or

*(Continued on next page)*

## CONTROL YOUR SUBCONTRACTED EXPOSURES

### A BRIEF GUIDE FOR VLCT PACIF MEMBERS

It is common practice for Vermont municipalities to contract out work for various operations such as construction projects, lawn maintenance, recreational activity providers, water/wastewater treatment plant operations, and vendors who provide a service to the municipality. This practice can be very beneficial to municipalities as it allows them to efficiently accomplish work that is seasonal or that requires specific skills not ordinarily found in the municipal workforce. Sometimes, a subcontractor can just get the job done for less time and money!

When a municipality does contract work out, it is important to make sure that any associated liability exposure is transferred to the subcontractor. It is perfectly appropriate to transfer the responsibility for liability and workers' compensation (WC) insurance coverage to the party responsible for generating the exposure. If this is not done, the responsibility for injuries caused by, or to, the subcontractor or their employees could fall back on the municipality and VLCT PACIF as your coverage provider.

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# VLCT NEWS

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## NEW HOME -

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space available for purchase. This is an increase in size over VLCT's current office, but

*"VLCT is looking for the workspace that will best allow staff to accomplish its mission of serving and strengthening Vermont local government."*

it is hoped that the extra square footage will accommodate the League's needs for the next fifteen years or more. This extra space will allow VLCT to grow from its current 51 staff members to 75, should that be necessary. The deadline for responses to the RFP is Friday, June 6, 2008.

The League moved into its current headquarters in 1997. At that time, we leased 10,025 square feet for 25 staff members. We have expanded three times since then by moving into adjoining office space to accommodate a staff that has doubled in number since 1997. We hope that the new office will allow for a more efficient use of space through a more open and flexible floor plan.

VLCT will be evaluating alternative occupancy scenarios (lease in new and/or existing building; or purchase either land or a building) in the central Vermont area, preferably with easy access to Montpelier. It is VLCT's desire to enter into a lease transaction and to avoid any direct involvement in development activities. The key selection criteria will be:

- occupancy cost;
- location;
- aesthetic appeal; and
- energy efficiency.

VLCT intends to finalize its occupancy plans by August 1, 2008. To meet this ambitious timetable, it has engaged The Staubach Company and Black River Design to assist the League in this process. Staubach is a global real estate advisory firm that helps its

clients buy and sell office, industrial and retail space. It employs 1,600 real estate professionals in 70 offices worldwide. Black River Design is a Montpelier-based architectural firm that has worked with many Vermont municipalities and school districts.

VLCT is looking for the workspace that will best allow staff to accomplish its mission of serving and strengthening Vermont local government. Additional criteria include:

- the ability to attract and retain the best staff;
- cost over the life expectancy of our occupancy;
- flexibility to expand and contract;
- the ability to make full use of cutting edge technology;
- easily accessible to visiting members;
- close proximity to the State House and state offices; and
- consistency with our legislative platform, which calls for businesses to locate in downtown areas (to the extent possible).

Also high on VLCT's priority list is attaining maximum energy efficiency in the building design and systems. The RFP requests details about how the building will contribute to energy efficiency, using the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) checklists. Given the escalating price of energy, investing in efficient design and operation should result in lower costs over the lifetime of our occupancy.

City and town officials with suggestions of possible locations are urged to contact Steve Jeffrey at the League offices ([sjeffrey@vlct.org](mailto:sjeffrey@vlct.org) or 800/649-7915).

*- Steven Jeffrey, VLCT Executive Director*

## HISTORY OF LEAGUE OFFICE LOCATIONS

1967 – Government Research Center  
University of Vermont  
476 Main Street Burlington

1970 – 27 Langdon Street, Montpelier

1972 – 118 Main Street, Montpelier

1982 – 52 State Street, Montpelier

1990 – 12 ½ Main Street, Montpelier

1997 – 89 Main Street, Montpelier

2010 – ?



*VLCT was located in Montpelier at 12 ½ Main Street in 1990 (top photo). Moving down the street in 1997, the League still resides at 89 Main Street (bottom photo).*



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## NEXT GENERATION -

(Continued from Page One)

when Rogers participated in an International City/County Management Association (ICMA) conference discussion about creating and sustaining internship programs.

"We wanted to start a program where we could keep the position full-time and year round," Rogers said, as opposed to traditional internships that last for a few months.

Besides its one-year length, Rogers also wanted Barre Town's management internship to differ from traditional programs in another important way. Light on the photocopying and filing (no "office lackey" here), the Barre Town program provides a local government hands-on learning opportunity that focuses,

Rogers said, on "management, not simply administrative tasks."

Interns are given a set of weekly, monthly, and even annual tasks, such as helping prepare materials for selectboard meetings, reviewing warrants, assisting with budget creation and oversight, purchasing, and aiding in the negotiation of contracts with the town's four labor unions. Those duties are then coupled with an array of special assignment projects. Past interns have re-written major sections of the town's zoning regulations, provided research and analysis for a controversial landfill project, and examined the use of recycled asphalt in paving projects, to name just a few projects.

Elected officials in Barre Town have been so pleased with the results of the internship program that a recent decision to expand it

**LEGAL AND REGULATORY NOTES**



**WILL RETURN NEXT MONTH**

from one to two years was met with open arms. The common view is that it is a successful example of a mutually beneficial program that helps the community and the intern. In fact, Rogers recalls, the program has always been supported by the selectboard and town budget committee, and has developed into a program the community as a whole has become proud of.

The skills and knowledge each intern brings is one of the benefits of the program for the town; another is the professional-level assistance with regular and special tasks. "We have had a string of very good interns and all of them have landed responsible positions (in municipal or similar positions) after being with us," remarked selectboard chair Charles "Chip" Castle. "This, I believe, is also beneficial to other Vermont towns in that they get someone who has actually put their education to good practice by doing very important work for the Town of Barre."

Except for the calculation of salary increases and a lack of retirement benefits, Barre Town's management interns are treated as town employees. They make a two-year commitment to the program and receive benefits such as health insurance and paid time off. Retirement benefits are left out of the compensation package and salaries are only adjusted for the cost of living.

Selectboard member Jeff Blow served on the Barre Town budget committee when the internship was created and initially funded. "The bottom line," he said, "is that the real hands-on learning experience that an intern gets on the job simply cannot be duplicated in the classroom. You can be the smartest book on the shelf, but if you do not know how to apply your knowledge, it's all for nothing."

The extra research and analysis provided by management interns has repeatedly paid dividends, helping the selectboard and town manager in Barre Town make the right decisions for the community.

(Continued on next page)

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## NEXT GENERATION -

*(Continued from previous page)*

“The board gets to enjoy an additional person that is eager to learn, to assist the board and the manager with research and preparation for upcoming issues,” Blow said. “The community gets to enjoy a better researched end result to issues the selectboard is dealing with. The more information the board can have prior to making a decision, the better the decision will be and the better the community will be.”

Rogers has been the manager in Barre

months into her term as the current Barre Town management intern. “The vast majority of what I have learned that is new to me is with the Department of Public Works. This is not something they taught me in my master’s program.”

Bernard, the sixth intern overall, said that she has already gained knowledge that would have been outside of her reach while stuck inside the walls of academia, such as the different ways to pave a road, how materials such as salt and sand are used for winter road maintenance, and that many of the dump trucks purchased by the town are acquired in two pieces: body and chassis.

heads and some selectboard members, and reference checks. Preference is given to candidates from Vermont or Vermont schools, though they have come from a broad cross-section of public administration graduate programs from across the Northeast.

Aaron Brodeur, the first Barre Town intern, said that his internship experience has proven crucial to the job success that he has had since completing the program.

“My current position requires an immense understanding of local government finance. I would never have acquired the depth of understanding I have today if it had not been for the Barre Town intern-

*“Elected officials in Barre Town have been so pleased with the results of the internship program that a recent decision to expand it from one to two years was met with open arms.”*

Town since the early 1990s, following a stint in local government in Pennsylvania. The length of his tenure in Barre Town makes him one of the longer serving municipal managers in the state, and certainly someone who bucks national trends, which suggest a normal tenure of about five years. Rogers’ lengthy experience allows a young intern to work at the side of a seasoned, pragmatic, and deeply-involved teacher.

“I learn something new every day,” said Amy Bernard, a Maine native who is a few

“Who would know that?” Bernard joked. “Tonka trucks come all assembled.”

Interested intern candidates have generally found the Barre Town program through one of two avenues: their graduate program advisers or the Internet. The program is designed for recent graduates (or near graduates) of master’s in public administration or public policy programs. Interns are selected after a lengthy interview with the town manager, meetings with department

ship,” said Brodeur, who works for the Vermont Department of Finance and Management as a budget analyst for education (K-12 and higher education) and a number of other state departments.

An added benefit for Vermont, Brodeur said, is the creation of a workforce with the training and experience to fill the numerous town manager and administrator positions that will open in the next decade or so as many long-serving local executives retire.

“I think it is important to mention that through Carl, Barre Town provides the only local public management internship that I am aware of in Vermont,” Brodeur said. “Barre Town and Carl Rogers have stepped up to address the issue by ensuring that Vermont has a next generation of local government managers that are both well educated and experienced.”

Joe Colangelo, who moved from the Barre Town management internship program to the position of Middlebury Assistant Town Manager, agreed with Brodeur’s analysis.

“The nice thing about the internship is that Carl really made an effort to involve me with all aspects of being a manager,” Colangelo said. “The plethora of responsibilities and the scope of the work appealed to me from the beginning. I’m 100 percent positive I would not be the Assistant Manager of Middlebury right now if it was not for the Barre Town internship.”

As of right now, four of the five individuals to complete the management internship program work in government at some level,

*(Continued on Page Nine)*

**NEED A WRITTEN LEGAL OPINION?**

**LOOKING FOR EXPERTISE DRAFTING A NEW ORDINANCE?**

**NEED HELP UPDATING THAT PERSONNEL POLICY?**

VLCT’s attorneys can provide your municipality with legal assistance at highly competitive rates. Please call **Jim Barlow** or **Garrett Baxter** for more information at **1-800-649-7915**.



**SAMPLE PROJECTS:**

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



# ASK THE LEAGUE

## MARRIAGE LICENSE; CLASS 4 ROADS; EXECUTIVE SESSION; SIGNING DECISIONS

**Can a town clerk issue a marriage license to couples that are not residents of the town?**

Yes, but only if the bride and the groom do not live in Vermont.

If only one of them lives in Vermont, the Vermont resident must obtain a marriage license from the town clerk where he or she resides. 18 V.S.A. § 5131.

If both the bride and the groom are residents of Vermont, only one of them needs to obtain the license from the town clerk where he or she resides.

The person obtaining the license must sign it to attest that all the information on the document is true. He or she must also sign an affidavit (or provide other proof) certifying that both parties are free to marry under Vermont law. 18 V.S.A. § 5141. If the ceremony is not performed within sixty days, the license becomes void. 18 V.S.A. § 5131 (b).

Within 10 days after the marriage, the individual who performed the ceremony must complete certain sections of the license and

return it to the town clerk who issued the license. Once the document is complete it becomes the marriage certificate.

A clerk may be subject to fines (18 V.S.A. §§ 5139, 5141, 5143) if he or she:

- issues a license in violation of 18 V.S.A. § 5142 concerning restrictions on minors and others with legal guardians;
- issues a license to an individual who resides in another town in the state; or
- issues a license without requiring the applicant to fill out, sign and certify that the information contained in the license is true and that the couple is free to marry.

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

***I've received conflicting opinions about what kind of information the Agency of Transportation needs to add a Class 4 road to our town highway map so that it does not become an unidentified corridor in 2009. Can you clarify what is necessary?***

Act 178, more commonly known as the ancient roads law, envisioned a process that would allow municipalities to easily add Class 4 town highways to their sworn certificate of highway mileage (and corresponding town highway map) before the July 1, 2009 creation of "unidentified corridors" as a highway category.

To keep a Class 4 town highway from becoming an unidentified corridor on July 1, 2009, a municipality should add it to its sworn certificate of highway mileage (filed annually with the Agency of Transportation on or before February 10) and town highway map before the July 1, 2009 deadline. When it adds the highway, Act 178 requires the town to submit four items to the Agency:

1. A basic description of the highway that explains where it is located.
2. A copy of any surveys that may exist. (New surveys are *not* required if the road was established before February 10, 2006.)

*(Continued on next page)*



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## ASK THE LEAGUE -

(Continued from previous page)

3. A copy of the minutes from the selectboard or city council meeting at which action was taken to add or discontinue the highway.
4. A current town highway map with any additions and/or deletions sketched on it, along with the sworn certificate filed with the Agency of Transportation.

From that point on, the road remains a Class 4 town highway unless the town chooses to discontinue it, make it a legally established trail, or reclassify it as a Class 1, 2, or 3 town highway.

In a recent e-mail on the ancient roads listserv, Johnathan Croft, chief of the Agency of Transportation's Mapping Unit, provided prudent advice for municipalities that are re-

searching their ancient roads and deciding whether or not to add them to their certificate and map.

"We do want to receive enough information to locate and show evidence [that] the road is a legally laid out highway, for example a record of a survey or dedication and acceptance," Croft wrote. "VTrans requests as much documentation to be filed with the certificate of highway mileage as possible to evidence the road is a public highway."

This is good guidance for local officials, since the results of a town's research can be used to justify the town's actions if an individual or group challenges a road's existence or location in court.

In crafting Act 178, the Legislature was mindful of the short timeline and minimal economic resources towns have to devote to ancient roads research. That drove the decision to make the process for retaining town highways as Class 4 highways or trails as straightforward as possible. VLCT's advice to the local officials and volunteers taking on this task is to be mindful of the need prove a road's location and existence. However, do not over-complicate the work!

For more information on the ancient roads law, consult VLCT's online Resource Library or call 800/649-7915.

-Trevor Lashua, Senior Associate, VLCT Advocacy and Information

### ***Are conversations in executive session confidential?***

No. There is no explicit statutory requirement that conversations occurring during executive session be kept confidential.

Executive session is a meeting of a public body, typically the municipality's legisla-

tive body, from which the public is excluded. It is a limited exception to Vermont's Open Meeting Law, which requires that "all meetings of a public body ... be open to the public at all times..." 1 V.S.A. § 312(a).

A public body can enter into executive session for a limited number of reasons. The motion to enter into executive session must indicate the nature of the business to be discussed and be approved by the public body. This vote must be taken during the course of the open meeting and its result recorded in the minutes. 1 V.S.A. § 313.

Attendance in executive session is limited to members of the public body. At its discretion, the board may invite its staff, clerical assistants, legal counsel and anyone who is a subject of the discussion or whose information is needed, to attend the executive session. 1 V.S.A. § 313(b). No formal or binding action can occur in executive session, except actions relating to the securing of real estate options. Minutes do not need to be taken; if they are, they are not required to be made public. 1 V.S.A. § 312(b).

Although Vermont law does not shield statements made in executive session from disclosure, members typically carry that expectation in with them, and rightly so. After all, disclosure severely undermines the whole reason for going into executive session, which is to allow members and others the opportunity to disclose and discuss sensitive matters without reservation.

Unfortunately, not everyone shares the same expectations of confidentiality. If a public body is unable to come to some informal understanding of the need for each member to keep conversations in executive

(Continued on next page)

## UNIDENTIFIED CORRIDOR REFRESHER

An unidentified corridor is what was previously known as an ancient road. Unidentified corridors do not exist until July 1, 2009 – until then, the road remains in its current classification (most likely a Class 4 town highway). In order for a road to become an unidentified corridor, it must meet *all* four of the following criteria:

1. It was legally established.
2. It does not appear on a town highway map/sworn certificate on July 1, 2009.
3. It is not a legal trail.
4. It is "not otherwise clearly observable by physical evidence of [its] use as a highway or trail." (19 V.S.A. § 302 (6)).

On July 1, 2015, all unidentified corridors – and only unidentified corridors – will be automatically discontinued to satisfy the legislative intent of bringing certainty to Vermont's landowners as to whether or not a road exists on their property. From July 1, 2009 until July 1, 2015, they can be reclassified into a Class 4 town highway and added to the highway map/sworn certificate. However, after July 1, 2009, the process is much more complicated than the one outlined in this Ask the League question.

## Vermont State Infrastructure Bank (SIB) Loan Funds are Available

The Vermont State Infrastructure Bank (SIB) is a low-interest loan program operated by the Vermont Economic Development Authority (VEDA) and the Vermont Agency of Transportation (VTrans).

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## ASK THE LEAGUE -

(Continued from previous page)

session in executive session, a policy codifying that expectation may be in order.

Members of public bodies must realize that their first allegiance is to the municipality and its inhabitants and that disclosing sensitive information acquired during the course of executive session could be to the municipality's detriment.

- Garrett Baxter, Attorney, VLCT  
Municipal Assistance Center

**Does the chairperson or vice-chair of a public body have to sign its decisions or orders?**

No, neither person is required by law to sign a public body's decisions or orders.

Ordinarily, the minutes of a public body sufficiently memorialize its actions. However, there are times when the law requires that a

body's decisions or orders be in writing.

Whether the public body is the selectboard, planning commission, board of civil authority, or conservation commission, its chairperson or vice-chair may, but does not have to, sign decisions or orders required by law to be in writing. "Any decision or order approved for issue by a board, commission, committee, agency or authority of any municipal corporation, including the legislative body of a municipal corporation, which is required by law to be in writing, may be signed by the chairman or vice-chairman on behalf of the issuing body." 24 V.S.A. § 1141. This authority differs from that of the selectboard authorizing one or more of its members to sign orders for the payment of claims against a town. 24 V.S.A. § 1623. State law here is merely enabling, mean-

ing that the chairperson or vice-chair may sign on behalf of the body if he or she so elects, regardless of having actually voted in favor of the decision or order. If the chairperson and vice-chair opt against signing the order or decision, then it must be signed by at least a majority of the total number of members who voted for passage.

Don't forget that a binding vote or action cannot be taken without the concurrence of a majority of the total number of members. (A less stringent requirement exists for the board of civil authority when it deals with non-election matters. In this case, a binding vote or action only requires the act of a majority of the board present at the meeting.)

- Garrett Baxter, Attorney, VLCT  
Municipal Assistance Center

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## NEXT GENERATION -

(Continued from Page Five)

with three of those four employed by municipal governments.

“These numbers are encouraging,” said VLCT Executive Director Steven Jeffrey. “Vermont has been fortunate to have so many qualified, long-serving town managers and administrators, but as those individuals look to retire over the course of the next five to 10 years, it could be challenging to find experienced and talented replacements. The Barre Town management internship program is helping us get out ahead of that curve.”

For more information on Barre Town’s management internship program, visit the town’s website at [www.barretown.org](http://www.barretown.org).

- Trevor Lashua, VLCT Senior Associate, Advocacy and Information. Trevor received his Masters in Public Administration from UVM and is a “graduate” of Barre Town’s Local Government Management Internship program.

## TRIVIA

With the speed of light, **Judith Butson**, Business Manager for the Northeastern Vermont Development Association, matched up last month’s list of films with their Vermont locations. Judith knew that *The Trouble with Harry* was filmed in Craftsbury Common; *The Four Seasons* at Edson Hill Manor in Stowe; *Beetlejuice* in East Corinth; *Funny Farm* in Grafton, Townshend and Windsor; and *The Cider House Rules* in Dummerston and Bellows Falls.

While we’d like to think that the winter of 2008 has let go of Vermont, here is a reminder that we could be proven wrong ...

**Where and when was the latest known snowfall in the state of Vermont (not including the mountains)?**

Contact VLCT with your answer: 89 Main Street, Suite 4, Montpelier, VT 05602; tel. 800/649-7915; fax, 802/229-2211; or [kroe@vlct.org](mailto:kroe@vlct.org).

## CREATE AN INTERNSHIP PROGRAM

If your municipality is considering creating its own management internship program, Rogers has three tips to pass on:

- Have a plan and make a list of regular and special tasks or assignments for the intern to tackle *before* the first intern is ever hired.
- Make sure your plan meets the community’s needs.
- Focus on recruiting graduate students, especially those with a strong interest in local government.

Selectboard chair Castle added his advice as well: “Put as much emphasis on ‘hiring’ the intern as you would any other important position in your municipality.” He added, “Be sure your town manager is a good supervisor with the discipline not to micro-manage, but to be clear and supportive of the interns while they provide valuable services to your town.”

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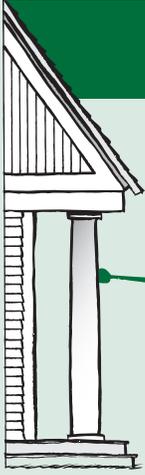


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## UIS GROUP TO APPRAISE PACIF-COVERED PROPERTY

VLCT recently partnered with UIS Group, Inc., a property appraisal company, to begin this spring to appraise all municipal properties covered by PACIF. UIS Group's experience will help PACIF and its members gain confidence in their property values and exposures.

VLCT PACIF's goal is to have all properties surveyed within a three-year period, with re-evaluations occurring on a five-year cycle after that.

### THE PROCESS

During the initial three-year period, a UIS Group field consultant will call each PACIF member contact on file at VLCT to schedule an initial survey. When the consultant arrives on site, he or she will show an identification card that will properly identify him or her as a subcontractor for UIS Group. The consultants will then sit down with an employee who is familiar with the buildings to be surveyed. After the consultant is done asking questions, he or she will visit all of the locations to perform a full property survey. During the survey, the consultant will need to see both the interior and exterior of all structures. Each member can decide whether or not to have a municipal representative present during the survey. If the member is not present, the consultant will need to be given access to the structures to properly survey them. The process will be similar to how VLCT employees have done it in the past.

If you have any questions or concerns about the new process, please call your area loss control consultant at 800/649-7915. We look forward to helping all members build confidence in their property exposures and insurance replacement cost values.

**CUTS**

**WILL RETURN NEXT MONTH**

## FIRST PATROL PROCEDURES COURSE A SUCCESS

*A LOT OF LEARNING AND A LITTLE FUN*

The first VLCT PACIF-sponsored Patrol Procedures Course was held at the Vermont Police Academy on April 8 and 9. The two-day class, which had a total of 16 officers from ten different members, was developed to be a refresher for officers who have been out of the academy for five or more years. By all accounts, the class was a success – and even enjoyed two days of sunny spring weather.

Officers arrived from all parts of state at 2:00 p.m. on the first day for an overview from academy staff member John Gonyea. After John's briefing, the students had a three-hour class on pertinent case law updates and policy development/best practices. Following dinner, academy instructors, VLCT staff members and the students went outside to simulate night time "unknown risk car stops." Using police cruisers, students pulled over VLCT role players and went through the motions of a routine stop. Students were taught the new preferred passenger side approach method. There were two unknown risk stops occurring at the same time with each encountering different scenarios. Academy instructors gave hands-on instruction throughout to remind the officers of basic procedures while they performed these traffic stops. Class broke at 10:00 p.m. with about half the class spending the night at the Academy and the other half commuting.

---

*"Shortly after my arrival at the building, I began to notice that the students were acting a little weird."*

---

On day two, the class began at 8:30 a.m. with classroom material before moving to hands-on exercises in the scenario building. Instructors went over proper ways to perform both an interior and an exterior building search before the students got to try the searches themselves. Again using VLCT role players, students encountered a property owner with a loaded weapon on an exterior search and a drunken patron at a bar on an interior search. Academy instructors critiqued the students throughout and gave positive, constructive feedback at the end.

After the morning activity, students broke for lunch in the Academy dining hall and then reconvened in the scenario building. Shortly after my arrival at the building, I began to notice that the students were acting a little weird. They began to surround me, and that's when I realized that the officers were going to show me how a real arrest occurs. I had all of two

*(Continued on Page Nineteen)*



## SUBCONTRACTORS -

*(Continued from Page One)*

We want to help VLCT PACIF members avoid this situation because any resulting claims paid by PACIF on your behalf could have an impact on your future contribution charges. Also, if the potential exists for PACIF to have to provide WC benefits to an injured subcontractor, we will have to include the contract cost as payroll on your

WC audit and add a corresponding contribution charge for the exposure (if you cannot provide us with documented evidence of coverage carried by the subcontractor or a signed WC affidavit).

### HOW TO TRANSFER CONTRACTUAL RISK

It is important to take the time to carefully consider and document this contractual risk transfer. A municipality should make

sure that the contractor carries both liability insurance and WC coverage (unless it is exempt from WC by state statute). If the subcontracted work involves a vehicle or requires a professional designation, you will want to obtain evidence of automobile and/or professional liability coverage as well. If the contract involves a food service vendor and alcohol is served, you will want evidence of liquor liability and general liability coverage. If the contractor is exempt from carrying WC coverage, you will want him or her to sign a non-employee work agreement to guard against the possibility that the contractor becomes your "employee" by default for WC coverage. This is not a guarantee that the contractor won't be ruled an employee, but it will help in your defense of an appeal.

In addition to checking for the above, specific coverages, here are a few more general best risk management/transfer practices to follow when hiring a contractor:

- Always utilize written contracts.
- The contracts should contain indemnification and hold-harmless provisions in favor of the municipality. Subrogation should not be waived.
- The municipality should require that it be named as an "Additional Insured" on all contractors' liability policies.
- All contractors (including construction manager, general contractor, prime contractor and subcontractors



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**DEDICATED CLAIMS DEPARTMENT**

*(Continued on next page)*



## SUBCONTRACTORS -

(Continued from previous page)

and vendors) should document that they carry adequate insurance coverage. (A rule of thumb is that their limits of liability should be at least as high as yours.)

- Certificates of Insurance should be obtained and reviewed from each contractor prior to him or her beginning any work.
- Regarding true independent sole-pro-

a signed non-employee work agreement.

- Consult your attorney for assistance in drafting and reviewing contract language.

### THE EMPLOYEE/INDEPENDENT CONTRACTOR DETERMINATION

The State of Vermont defines “employer” broadly. It includes work performed through independent contractors and subcontractors. The law presumes an employment relationship with any worker hired or contracted by you. Contracting out does not automatically relieve you of insurance

Vermont WC law considers whether an individual is an independent contractor on a case-by-case basis. There are three key questions to consider when determining an individual’s status:

1. Who controls the work being performed?
2. Is the work being performed normally carried out by an employee of the municipality?
3. Are the worker’s work activities integral to the municipality’s regular operations?

*“It is perfectly appropriate to transfer the responsibility for liability and workers’ compensation (WC) insurance coverage to the party responsible for generating the exposure. If this is not done, the responsibility for injuries caused by, or to, the subcontractor or their employees could fall back on the municipality and VLCT PACIF as your coverage provider.”*

prietor contractors who are exempt from carrying WC coverage on themselves (they do need WC coverage for any employees), be sure to obtain

requirements. However, the legal presumption of an employment relationship may be rebutted by proof that the subcontractor is truly an “independent” contractor.

If you control a subcontractor’s work, or if the subcontractor’s work is work that is normally performed by or part of your operations, then your subcontractor is considered an employee, and WC coverage is required. For this reason it is very important to use written contracts, and obtain a certificate of insurance that shows WC coverage is in place (or, as mentioned above, obtain a signed non-employee work agreement from a sole proprietor or partner owner of an unincorporated business).

When reviewing certificates of insurance, please check the following:

- That the appropriate lines of coverage and amount of insurance required has been purchased.
- That the expiration date of the policy(ies) has not passed, and will not expire during the contract term.
- That the municipality is listed as an “Additional Insured.”

Please call the VLCT Group Services Underwriting Division if you have any questions regarding the principles of risk transfer or would like a copy of the non-employee work agreement referenced above.

- Ken Canning, Deputy Director, VLCT Group Services



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# Tech Check



## FREE ANTI-MALWARE SCANNERS AVAILABLE ONLINE

In the past, we have addressed general security issues in this column such as keeping your applications patched and updated and having good anti-malware software installed. While it is imperative that you have anti-virus/spyware running with so-called "real-time" protection enabled, occasionally you should run a sweep of your system with software from a different company. This can be viewed as a double check of your regular protection or a "second opinion," if you will. Why is a second scan helpful? New ver-

sions of malware appear all the time. Some of these may get onto your system before your current software has an updated definition that can recognize the threat. (This is also a good reason to have your protection software's automatic updates turned on. It should check for new definitions every time you connect to the Internet.)

How can you get a second system scan without purchasing another software package? Fortunately, there are several free scanners available online. A good list of legiti-

mate online scanner is maintained at <http://www.nist.org/news.php?extend.93>. (This is a private news site that is not associated with the National Institute of Standards and Technology.) I want to share some of the research I've done about some of the packages listed here. First, let me caution that none of my comments should be taken as an endorsement by VLCT of any of the software mentioned.

Before I begin, let me also caution that during your normal web browsing, you may see a pop-up message, usually some flashing warning that says "Your system may be compromised! Click here for a free spyware check." Do not click on this. Do not even click on the "X" in the upper left. Instead, close your browser and start a new session. Most of these type of links are either adware themselves or worthless anti-spyware that is extremely hard to remove.

Be aware that a full system scan by one of these may take a very long time. For example, Microsoft OneCare took about four hours to completely examine my four-year-old Dell laptop with a 3 GHz processor and 30 gigabytes of files.

### TRUE ONLINE SCANNERS

These systems employ ActiveX or Java scripts to run their scans from within your browser. Note that those that use ActiveX will only work with Microsoft Internet Explorer (IE). Java versions will work on IE or Mozilla Firefox (FF).

- Kaspersky (anti-virus scanner): <http://www.kaspersky.com/virusscanner>. Requires ActiveX and downloads 20 MB of program and definitions.
- TrendMicro HouseCall (anti-virus/spyware): <http://housecall.trendmicro.com>.

(Continued on next page)



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## TECH CHECK -

(Continued from previous page)

This has both ActiveX and Java versions. Only requires about 1.5 meg download. Be careful to make sure you click on the free online version as you go through the menus – the default is often to download and install their full version.

- Microsoft OneCare (system safety checker): <http://safety.live.com/site/en-us/default.htm>. This ActiveX scanner will check for malware and, optionally, can check the registry, defrag the hard drive, open network ports and clean the registry. I ran all but the defragmenter and it took four hours.
- ZoneAlarm (spyware scan): <http://www.zonealarm.com/store/content/promotions/spywarescanner/scanner.jsp>. Another ActiveX system that, as far as I can tell, only checks cookies and does not display any progress status as it runs, so you have no idea if it is even

running. Will not fix anything unless you buy their product.

- BitDefender: <http://www.bitdefender.com/scan8/ie.html>. One more that requires ActiveX. It does let you choose which parts of your system to examine. I've seen some reports online of it reporting "false positives," that is, saying it found malware when there is none – particularly with other anti-malware products. While you can have it automatically fix problems, I would caution against this unless you are very sure of what you are doing.

### DOWNLOADABLE FREE OR TRIALWARE

These usually install full, time-limited, trial versions of their software on your system, which must be uninstalled if you do not wish to pay for them.

- Panda Software (antivirus and spyware scanner): <http://www.pandasoftware.com/products/activescan>. This requires ActiveX and Permission to install software. Installs 100 MB of "trial" software on your system which you must

uninstall when finished. It will fix problems for you.

- PestPatrol (spyware scanner): <http://www.pestpatrol.com/pestscan/index.htm>. ActiveX is required and the download is 13 MB. It runs quickly so the scan may not be very thorough. One annoyance is that uninstalling it requires a reboot.

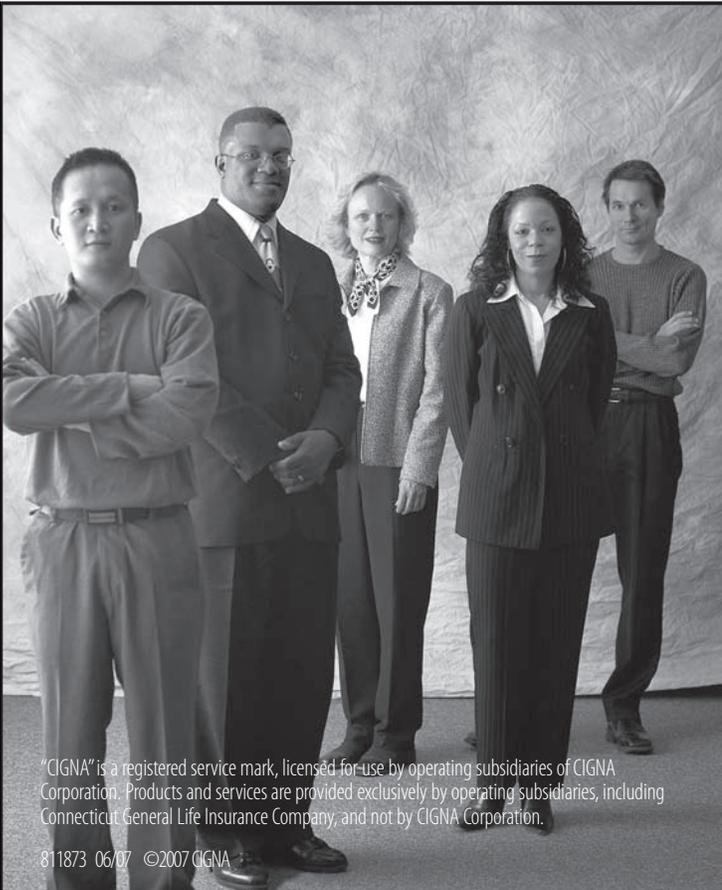
Both Kaspersky and Panda are recommended by Brian Krebs, a technology columnist for the *Washington Post*. Krebs also reported problems running HouseCall, saying it crashed his system several times. I had no such problems.

Using an online scanner is no substitute for having good, updated anti-malware software installed on your systems and being very careful of how and where you surf the web.

If you wish to do some further research, two sites that compare various anti-virus products are: <http://www.shadowserver.org/wiki/pmwiki.php?n=Stats.Viruses> or <http://www.av-comparatives.org/>.

- Jim Burke, Director, VLCT Information Technology

(Contact Jim at [jburke@vlct.org](mailto:jburke@vlct.org).)



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# VLCT STAFF NOTES

## WELCOME NEW STAFF

VLCT recently welcomed new staff members **Pam VanDeursen** and **Kelley Avery**.

Many VLCT Health Trust members know Kelley from her previous position of Administrative Assistant for the Member Relations division. Kelley left the League in September 2007, but we successfully lured



*Kelley Avery*

her back to the new position of Benefit Program Administrator. Kelley will serve as the liaison with the third party administrator of the Trust's CIGNA bills and administer the VLCT Unemployment Trust. We are excited to bring this new level of service to VLCT Trust members, and to welcome back a friendly and super effective staff member!

Pam joins VLCT as a Member Relations Representative, filling the position left vacant when **Dan Roda** transferred to the Underwriting division. She has already met many of our members as she travels around the state to complete the VLCT PACIF annual workers' compensation audits. When the audits are done for the year, she and the other Member Relations Representatives, Tanya Chambers and Lisa Lindner, will turn their full-time attention back to helping members of VLCT's three insurance trusts make the best use of the Trusts' products and services.



*Pam VanDeursen*

Pam came to VLCT from the technology training company Panurgy, in South Burlington, where she was the Learning Center Manager. She brings to VLCT a wealth of

sales and customer service experience, having worked previously as co-founder and manager of the Farmers' Diner while it was in Barre, in purchasing analysis with Ben and Jerry's and national retail sales in the coffee industry. Pam lives in Montpelier with her family.

Welcome, Pam, and welcome back, Kelley!

## STAFF ACCOMPLISHMENTS

Congratulations to VLCT Senior Loss Control Consultants, **Wade Masure** and **Chris LaBerge**, for recently passing the National Fire Protection Agency (NFPA) Certified Fire Inspector (CFI) course. Chris and Wade attended an eight-hour class every Wednesday for five weeks and then completed the four-hour exam. The CFI certification is not only a personal achievement, but also a benefit to VLCT PACIF members since it ensures that Wade and Chris are proficient in the use of NFPA fire codes and standards.

Congratulations also to VLCT Senior Health Promotion Consultant **Heidi Joyce**, who "practiced what she preaches" by recently winning the women's division of Stowe's annual Wintermeister competition. Wintermeister participants compete in three disciplines: alpine skiing, cross country skiing and speedskating.

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# Classifieds

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

## VLCT NEWS CLASSIFIED ADVERTISING POLICY

The *VLCT News* welcomes classified advertisements from municipal entities, public agencies, businesses and individuals. This service is free for VLCT members (regular, contributing and associate); the non-member rate is \$41 per ad.

Ads are generally limited to 150 words and run for one issue. Ads are also placed on the VLCT Web site for up to one month.

The *VLCT News* is published eleven times per year and reaches readers by the third week of the month. (The August/September issues are combined.)

The copy deadline for advertisements is the first Friday of the month for the next month's issue. However, space is often 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](mailto:kroe@vlct.org).

## HELP WANTED

**Planning & Zoning Administrator.** Waitfield, Vt. (pop 1,700), in the heart of the Mad River Valley, is seeking candidates for the position of Planning and Zoning Administrator to assist the Planning Commission and Development Review Board in the administration of the Waitfield Zoning and Subdivision Regulations and the implementation of the Town Plan. Duties include: process applications; assist the DRB and PC with application reviews, special projects, and

research; prepare board agendas, minutes and decisions; issue permits, maintain records; and zoning enforcement. The ideal candidate should have experience working effectively with the general public and local officials. The ability to provide assistance to applicants and maintain good public relations is particularly important. Candidates must also demonstrate good organizational abilities, possess strong verbal and written communication skills, and have experience or interest in the field of planning and zoning. Salary commensurate with experience. **Position open until filled.** Send resume and cover letter to the Town of Waitfield, Nine Bridge Street, Waitfield, VT 05673. For more information contact, Town Administrator, Valerie Capels at 802/496-2218, [townadmin@madriver.com](mailto:townadmin@madriver.com), or visit [www.waitfieldvt.us](http://www.waitfieldvt.us) for a complete job description. E.O.E. (4-14)

**Highway Maintainer II/Auto Mechanic I.** Middlebury, Vt., starting salary, \$15.87 plus benefits. For a complete job description and application, visit [www.middlebury.govoffice.com](http://www.middlebury.govoffice.com) or pick one up at the Middlebury Municipal Building, 94 Main Street. For more information, call 802/388-8100 x 201. **Application deadline, May 15, 2008.** E.O.E. (4-10)

**Highway Division Chief.** Supervisory position in Middlebury, Vt. responsible

for the operation and maintenance of the Town's highway network. Work involves responsibility for organizing, directing and reviewing the work of employees engaged in public works construction and maintenance. Salary, low to mid \$50s plus a competitive benefit package, DOQ. Requirements: Responsible experience in public works maintenance and construction; possession of a valid Vermont Commercial Driver's License (CDL). For a complete job description and application, visit [www.middlebury.govoffice.com](http://www.middlebury.govoffice.com) or pick one up at the Middlebury Municipal Building, 94 Main Street. For more information, call 802/388-8100 x 201. **Position open until filled.** E.O.E. (4-10)

**Development Director.** Essex Junction Village, Vt. is a dynamic community located 5 miles from Burlington and within Chittenden County. Essex Junction is home to 8,600 residents, Vermont's largest private employer (IBM), the Champlain Valley Exposition and more than 250 small businesses. It is a compact and walkable community that is focusing its planning efforts on infill and redevelopment, revitalizing the historic village center, historic preservation, streetscape improvements, affordable housing and facilitating higher density mixed use development. The De-

*(Continued on next page)*



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## CLASSIFIEDS -

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velopment Director is a department head-level position that reports to the Village Manager. He or she is responsible for long-range and strategic planning, zoning, and providing key staff support for economic development and capital planning initiatives. Requirements: Bachelor's degree in urban or regional planning, environmental studies, public administration or other appropriate discipline, plus two to four years of relevant experience, or a combination of education and experience from which comparable knowledge and skills; Master's degree and AICP preferred. Salary range, \$43,879 to \$64,941 with excellent benefits. Application form and job description are available at [www.essexjunction.org](http://www.essexjunction.org) or by calling the Village office at 802/878-6944. To apply, please send resume and completed job application to David A. Crawford, Village Manager, 2 Lincoln Street, Essex Junction, VT 05452-3685. **Application review begins the week of May 5. Position open until filled.** E.O.E. (4-10)

**Police Officer.** Come join the Burlington, Vt. Police Department and be a part of the exciting and promising future of one of the most livable cities in America. We offer exceptional careers for those seeking a challenging profession where you can make a difference. Benefits of being a Burlington Police Officer: Starting salary, \$41,503 to \$49,269, depending upon experience; \$5000 signing bonus for full-

time certified law enforcement applicants; \$2000 signing bonus for non-certified applicants; education incentives include annual bonus of \$400 for an Associate's degree, \$800 for a Bachelor's degree, and \$1200 for a Master's degree; work schedule consists of 10-hour days, 4 days on and 3 days off with weekends off every other month; specialty assignments include canine, school resource officer, detective, in-house instructor, identification tech/forensics, bike patrol, motor unit, etc.; training and equipment costs paid by the Department; three weeks of time off per year, which increases by one week every 5 years, up to 15 years of service; family health and dental insurance; sick time and non-use bonus; shift differential and overtime for court appearances; City retirement system - 50% base salary at age 45 and 20 years of service or an increased percentage at 45 years and 20+ years of service. The Burlington Police Department is committed to diversifying our work force; we encourage women and men with diverse racial, cultural and ethnic backgrounds to apply. We do not discriminate on the basis of political or religious affiliation, race, color, national origin, age, sex, sexual orientation, gender expression, marital status, veteran status or disability. Visit our website at [www.BPDVT.org](http://www.BPDVT.org) for more information, or contact our recruitment officer, Corporal John Federico, at 802/658-2704 x 119, or [jfederico@bpdvt.org](mailto:jfederico@bpdvt.org). EOE. (4-8)

**Summer Jobs.** Burlington, Vt. Parks & Recreation is now accepting applications for

the following part-time and full-time seasonal positions. **Recreation:** Day Camp Directors/Counselors, Basketball Camp Counselors, Soccer Camp Counselors, Track and Field Counselors, Softball Umpires, Rec. and Nutrition Program, Directors and Counselors, Playmobile Leaders, and Administrative Internship. **Parks:** Gate Attendants, Maintenance Assistants, Park Attendants, Arboriculture Assistants, Dockmasters, Lifeguards, Groundskeepers, and Security Personnel. Salary, \$7.55 to \$12.00 per hour. For disability access information or to request an application (available in alternative formats for persons with disabilities), visit our website at [www.hrjobs.ci.burlington.vt.us](http://www.hrjobs.ci.burlington.vt.us), or call Human Resources at 802/865-7145 or 865-7142 (TTY). For more information, visit the Parks & Recreation website [www.enjoyburlington.com](http://www.enjoyburlington.com). To apply, submit a City of Burlington application to Burlington Parks & Recreation, 645 Pine Street, Suite B, Burlington, VT 05401. E.O.E. Women, minorities and persons with disabilities are encouraged to apply. (4-4)

**Entry-Level Firefighter/EMT.** Burlington, Vt. Fire Department is accepting applications for entry-level Firefighter **through May 30, 2008** for the 2008 Testing Cycle. For additional information and a job application, visit our website at [www.hrjobs.ci.burlington.vt.us](http://www.hrjobs.ci.burlington.vt.us), or call Human Resources at 802/865-7145. To apply, please send cover letter and City of Burlington application to Human Resources Department, 131 Church Street, Burlington, VT 05401. E.O.E. Women, minorities and persons with disabilities are encouraged to apply. (4-3)

**Road Foreman.** Barnard, Vt. seeks a Road Foreman for a three-man road crew in charge of year-round maintenance of approximately 60 miles of Class 2 and 3 town highways and other related responsibilities. Minimum requirements include a clean CDL and residence in or near the Town of Barnard for availability 24/7 in adverse weather conditions. For a complete job description, including compensation, call Barnard Selectman Tom Morse at 802/234-5256, or e-mail him at [darylthedog@aol.com](mailto:darylthedog@aol.com) and put Road Foreman in the Subject line. (3-26)

**Summer Jobs.** Manchester, Vt. is currently accepting applications for the following summer job openings at the Manchester

(Continued on next page)

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## CLASSIFIEDS -

(Continued from previous page)

Parks and Recreation Department: **Summer Camp Director:** plans, directs and supervises camp programs and staff. **Assistant Summer Camp Director:** assists the Camp Director in planning and directing camp programs and staff. **Summer Camp Counselor:** participates and leads camp activities under direction of the Director. **Pool Director:** supervises pool staff and oversees operation of pool. **Head Lifeguard:** assists Pool Director, ensures safety of pool users, possibly teaches swim lessons. **Lifeguard:** ensures safety of pool users, possibly teaches swim lessons. **Seasonal Facilities Maintainer, Department of Public Works:** assists in maintenance of facilities, parks and roadways; must be 18 years old. **Head Recreation Assistant:** serves as leader to Recreation Assistants, assigns tasks and oversees operations. **Recreation Assistant:** assists in facilitating programs and other duties as needed. **Swim Team Coach:** coaches Triton Swim Team, a large swim team for area youth. **Assistant Swim Team Coach:** assists Swim Team Coach with coaching of Triton Swim Team. If you know any talented, energetic individuals who may be interested in any of these positions please have them contact Cynamon Marshall, Human Resources Administrator, at 802/362-5163 or [c.marshall@town.manchester.vt.us](mailto:c.marshall@town.manchester.vt.us). For an employment application, please call Cynamon, or pick one up at the Town of Manchester offices, 6039 Main Street, Manchester Center, Vt. 05255. (3-21)

## PATROL PROCEDURES -

(Continued from Page Ten)

seconds to think about it before my face was pressed up against the gravel and I was in handcuffs. They held me long enough so we could snap a picture and so fellow VLCT staff members could stop laughing. After I got up, shook the hands of the participating officers and spit out some gravel, it was back to work. Thanks, guys!

The final subject on the curriculum was high risk or felony car stops. Students learned techniques in the classroom before they went outside and set up a mock car

stop. Using equipment purchased by VLCT specifically for this course, students attempted to remove felons (VLCT staff members) from a truck. It was a mock car stop, but it felt very real. Instructors showed students the steps to remove a felon from a vehicle and place him or her into custody. Students and role players used live weapons loaded with Simunition® rounds and protective equipment. I am happy to report that both VLCT role players were put in custody six times with no rounds fired and that we both walked away without any bruises.

The course was a success, thanks to the ten departments that attended: Barre Town, Bennington, Brattleboro, Bristol, Newport,



*Instructors show participants in the recent Patrol Procedures course how to remove a high-risk suspect or known felon from a vehicle. VLCT PACIF's Safety and Health Promotion Department sponsored the free course, which was attended by officers from ten departments. The course will be held three more times in 2008 – please contact VLCT if your department would like to participate. (Photo by Kelly Kindestin)*

Richmond, South Burlington, Springfield, Waterbury and Wilmington. We also want to thank the Rutland City Police Department for providing an instructor for the two-day course. Another thank you needs to be extended to Department of Motor Vehicles Inspector Patrick McManamon, Vermont State Police Sgt. Robert Kalinowski and the Vermont Police Academy for their help and support with this course.

Three more Patrol Procedure courses are scheduled for 2008. They are already half full, so if you would like officers to attend, please call the Academy to sign them up. If you have any other questions, please feel free to call Joe Damiata, Manager, VLCT Safety and Health Promotion at 800/649-7915.

*- Joe Damiata, Manager, VLCT Safety and Health Promotion*

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## Calendar

*For more information about the following workshops or events, please contact Jessica Hill, Manager, VLCT Administrative Services, tel., 800/649-7915; e-mail, [jbill@vlct.org](mailto:jbill@vlct.org). Or visit [www.vlct.org](http://www.vlct.org)'s Events Calendar and select a workshop for more information or to register on-line. For non-VLCT events listed below, please contact the individuals directly. (The on-line registration option is available for VLCT workshops and events only.)*

**Arts, Historic Preservation and Community Development.** Friday, May 2, 2008, Brandon. Vermont's annual historic preservation conference, sponsored by the Preservation Trust of Vermont, the Vermont Division for Historic Preservation and the Town of Brandon. For more information, visit [www.ptvermont.org](http://www.ptvermont.org).

**Hot Topics and Trends in Municipal Personnel Administration.** Thursday, May 8, 2008, Elks Lodge, Montpelier. Sponsored by the VLCT Municipal Assistance Center. Effectively managing the municipi-

pal workforce and making good personnel decisions requires being informed about the latest events and trends in the field. This workshop is designed for municipal managers and administrators, department heads, members of local legislative bodies, human resource professionals and other key local decision makers.

**Fulfilling Vermont's E-state Potential: Building Real Community in a 'Connected Age.'** Thursday, May 29, 2008, Champlain College, Burlington. Sponsored by the Snelling Center for Government, this symposium will explore policy issues, opportunities, and potential obstacles and conflicts that will arise as Vermont becomes a fully connected state. For more information, contact [jen@snellingcenter.org](mailto:jen@snellingcenter.org), visit [www.snellingcenter.org](http://www.snellingcenter.org) or call 802/859-3090.

**Small Communities Sewage Solutions Conference.** Wednesday, June 4, 2008, Randolph, Center. Sponsored by the Vermont Department of Housing and Community Affairs with assistance from a U.S.

Environmental Protection Agency (EPA) Healthy Communities Grant. For the conference program and registration, go to [www.dhca.state.vt.us/Planning/SewageSolutions/index.htm](http://www.dhca.state.vt.us/Planning/SewageSolutions/index.htm). For information about the conference, contact Faith Ingulsrud at DHCA: 802/828-5228 or e-mail [faith.ingulsrud@state.vt.us](mailto:faith.ingulsrud@state.vt.us).

**Governmental Accounting and Auditing Symposium.** Tuesday, June 24, 2008, Capitol Plaza Hotel, Montpelier. Sponsored by VLCT in conjunction with the Vermont Government Finance Officers Association, Vermont Municipal Clerks and Treasurers Association, and the Vermont State Auditor's Office. Designed for government finance officers, municipal treasurers, auditors, and school business officers, this all day workshop will feature numerous topics of interest, including conflict resolution in the government workplace, fraud risk assessment in the municipal audit process, taxable fringe benefits, problems with school audit reports, enterprise fund accounting, financing local government, and many more.