

VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

June 2008

MUNICIPAL SUCCESSION PLANNING

At the recent VLCT Municipal Assistance Center-sponsored training on **Hot Topics and Trends in Municipal Personnel Administration**, Mark Heyman, President of Cope Human Resources, Inc., spoke about succession planning and the characteristics of the so-called "Millennial Generation" or "Millennials," those who comprise the newest workforce pool. He immediately grabbed his audience's attention with some interesting statistics: in 1971 a full 71% of professional, local government managers were age 40 or younger compared to just 13% in 2006. That reality, combined with a general workforce culture of more frequent job changing and an ever-increasing workload for local government, highlights the need for municipalities to plan for the future staffing and leadership.

Heyman defines succession planning as the process through which an organization ensures that employees are recruited and developed to fill each key role. The major points of his presentation are summarized below to introduce you to succession planning and help you think about those you'll be hiring in your municipality. Whether your town is large or small, the principles are the same.

In the past, organizations have tended to be in a reactive mode when position openings occur. However, given the challenges and pressures cities and towns will continue to face, they must consciously cultivate their options for the future. Succession planning does just that by:

- enhancing the recruitment and retention of superior employees;

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TOWN FAIR 2008

RETURNS TO THE MOUNTAINS

Town Fair will again enjoy the dramatic backdrop of the Killington Ski Area when it returns to Killington, Vermont on Thursday, October 2.

The Killington Grand Hotel and Conference Center will host Town Fair, which this year will feature the popular gubernatorial debate, health and wellness screenings, many informative training sessions, and, of course, the always crowded and festive trade show.

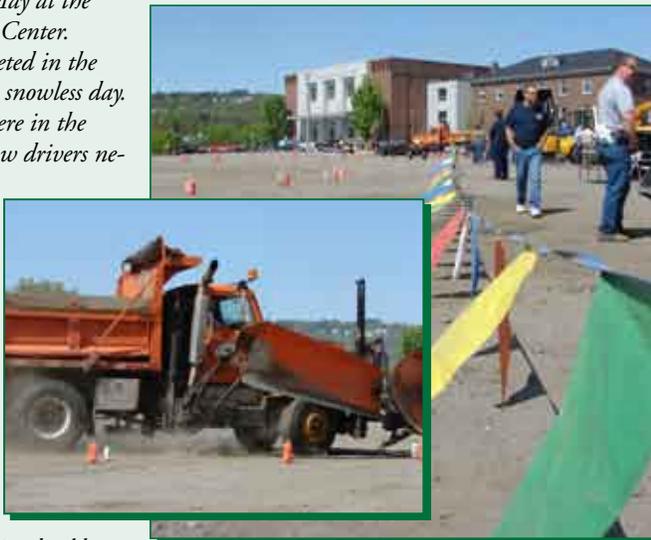
After a three-year hiatus, we are pleased to announce the return of the VLCT Municipal Golf Tournament! Golf is scheduled for the day before Town Fair, on Wednesday, October 1 at the Green Mountain National Golf Course. We are looking for both players and sponsors for this event. Those interested in more information should contact

(Continued on next page)

PLOWING IN MAY?

The Vermont Municipal Highway Association's 26th Annual Equipment Show and Field Day was held in mid-May at the Barre Municipal Civic Center.

Thirty-one teams competed in the Plow Rally, on a sunny, snowless day. Indeed, temperatures were in the high 70s as the snowplow drivers negotiated an obstacle course that tested their speed and accuracy. Backhoe operators also participated in their own test of accuracy in the afternoon. Congratulations to the winning plow team of Melvin Wells and Jason Wells, from the Town of Stowe, and the winning backhoe operator, David Quenneville, from the Town of Duxbury. (Photos by Allyson Barrieau)



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TRANSPORTATION ENHANCEMENT GRANTS AVAILABLE

The Vermont Agency of Transportation (VTrans) is now accepting funding applications for 2009 Transportation Enhancement projects.

The Agency will award about \$3 million to municipalities, non-profits, and state and federal agencies that can be used to enhance Vermont's transportation system. Grant awards will be made in the \$10,000 to \$300,000 range. Projects require a 20% local match and must have a strong transportation connection (but they cannot be roadway projects or maintenance activities).

The grant program is a federal requirement, and awards use 100% federal dollars. VTrans cannot reallocate these funds for paving, road reconstruction, bridges, or other traditional transportation projects. Examples of eligible activities are public sidewalks and bicycle paths, public school bicycle safety "rodeos," purchase of an easement to protect an important scenic roadside vista, planting trees to beautify a street, rehabilitating an historic building into a tourist welcome center, rehabilitating an historic bridge or railroad station, archeology to evaluate the best location for a bike path, re-vegetating a roadside stream bank to stop erosion, rebuilding a town salt shed to stop polluting a stream, constructing an underpass to allow wildlife to cross a road, and rehabilitating an historic railroad engine as a permanent transportation exhibit.

Applications require that a Letter of Intent be submitted to VTrans by June 16, 2008. Actual applications are due August 26, 2008. Applicants are also required to attend a training workshop on either June 23 or June 25, 2007. Applications and instructions can be obtained by phoning Sandy Aja at 802/828-2544 or by visiting <http://www.aot.state.vt.us/progdev/Sections/LTF/Enhancements%20Program/EnhancementsHomePage.htm>.

TOWN FAIR -

(Continued from previous page)

Ken Canning, Deputy Director of Group Services, at kcanning@vlct.org.

Information and registration materials will be mailed out to VLCT members by the end of July. When your Town Fair packet arrives, please register early to save \$10.00 per person. We know summer will be busy, so make your plans now to be part of Town Fair 2008! For additional information, including lodging options in the Killington area, please visit our website at <http://www.vlct.org/eventscalendar/townfair/> or contact Jessica Hill, Manager, Administrative Services, at jhill@vlct.org.



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LEGAL AND REGULATORY NOTES



PRIVATE ENFORCEMENT OF MUNICIPAL ZONING DECISIONS

A question occasionally arises as to whether Vermont's zoning statutes allow citizen suits to obtain judicial enforcement of municipal zoning board decisions outside of the context of an appeal. The Vermont Su-

preme Court has ruled that under 24 V.S.A. § 4470(b), an interested person can indeed obtain enforcement of a zoning board decision by filing a complaint directly with the Environmental Court or Supreme Court – the party need not utilize the process for appealing a zoning administrator's decision set out in 24 V.S.A. §§ 4465 and 4471. *Sunset Cliff Homeowners Assoc. v. City of Burlington*, 2008 VT 56.

During that week, the Association initiated an action in the Environmental Court seeking a writ of mandamus against the City of Burlington to enforce the Environmental Court decision and an injunction against land until there was final approval of all necessary City permits. Keystone then appealed the injunction to the Supreme Court. While that appeal was pending, the City and Keystone executed a stipulation purport-

ing to dissolve the Environmental Court's injunction and dismiss the case without prejudice. Thereafter, Keystone submitted a second application for the project. The Burlington DRB denied the second application

“... the decision clarifies that interested persons can initiate lawsuits to enforce a municipal zoning or subdivision decision directly in Environmental or Superior Court.”

The facts of the case are rather complex. Keystone Development Corporation filed an application for zoning and subdivision permits to construct a planned residential development on a 40-acre parcel in the City of Burlington. The City's Development Review Board granted the developer's applications, but the decision was appealed to the Environmental Court. In a *de novo* appeal, the Court denied Keystone's applications in part because it concluded that the developer's tree retention plan was inadequate under the City's subdivision regulations. Notwithstanding the denial, Keystone subsequently cleared a portion of the property in the location of a proposed storm water attenuation pond. Members of the Sunset Cliffs Homeowners Association filed a motion as interested persons with the Environmental Court to enjoin development of the parcel. The Environmental Court issued an injunction, but subsequently granted Keystone's motion to dissolve the injunction, staying dissolution of the injunction for a week.

Keystone. At week's end, the City agreed to the mandamus and commenced an enforcement action against Keystone. The Environmental Court issued a permanent injunction against Keystone in October 2004, enjoining Keystone from cutting any trees or doing other development work on the parcel of

(Continued on next page)

NEED A WRITTEN LEGAL OPINION?
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NEED HELP UPDATING THAT PERSONNEL POLICY?

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- SAMPLE PROJECTS:**
- Water & Sewer Ordinances
 - Zoning Bylaws
 - Municipal Charter Amendments
 - Highway Ordinances



LEGAL/REG. NOTES -

(Continued from previous page)

in part because it concluded that the developer's tree-retention plan was still inadequate. In response, Keystone withdrew all its permit applications and announced its intention to engage in cutting trees, clearing land and performing ditch work on the theory that it could no longer be regulated because it was not then seeking any permits. Thereafter, the Association filed an action in the Environmental Court seeking an injunction to prevent Keystone from engaging in these activities and an order of mandamus requiring the City to take steps to prevent the cutting, clearing, and ditch work. The Environmental Court issued a preliminary injunction and the Supreme Court accepted Keystone's request for an interlocutory appeal.

Among other things, Keystone argued that the Environmental Court lacked jurisdiction to issue the preliminary injunction requested by the Association because the Association had failed to follow the process for appeal of a zoning administrator's enforcement decision outlined in 24 V.S.A. §§ 4465 and 4471. Said another way, because the Association failed to request that the Burlington zoning administrator initiate enforcement action against Keystone and did not thereafter appeal the zoning administrator's decision to the Burlington DRB and the Environmental Court, the Environmental Court lacked authority issue an injunction to stop Keystone's land clearing and ditching activities.

The Supreme Court rejected Keystone's argument, noting that under 24 V.S.A. § 4471(b), the Superior Court and the Environmental Court are authorized to enforce decisions of an appropriate municipal panel "upon petition, complaint, or appeal...by [a] municipality or any interested person by means of mandamus, injunction, process of contempt or otherwise." Because the Association was seeking to enforce a decision issued by the Burlington DRB, it could proceed under 24 V.S.A. § 4471(b) and was not obligated to follow the more cumbersome appeal procedure set out at 24 V.S.A. §§ 4465 and 4471.

While the *Sunset* decision is not surprising, it is noteworthy in a few respects. First, the decision clarifies that interested persons can initiate lawsuits to enforce a municipal zoning or subdivision decision directly in Environmental or Superior Court. Next, unlike the appeal process set out in 24 V.S.A. §§ 4465 and 4471, there is no requirement under 24 V.S.A. § 4471(b) that an interested person must participate in a local proceeding before an appropriate municipal panel before he or she initiates an enforcement action in Environmental Court or Superior Court. So long as the party qualifies as interested person under 24 V.S.A. § 4465, he or she can bring an action to enforce a zoning or subdivision decision in Environmental Court or Superior Court under 24 V.S.A. § 4471(b). A copy of the decision can be obtained at: <http://www.vermontjudiciary.org/courts/index.htm#Supreme%20Court>.

- Jim Barlow, Senior Attorney, VLCT
Municipal Assistance Center

WHO, OR WHAT, IS AN INTERESTED PERSON?

V.S.A. § 4465(b) states that "for the purposes of this chapter, an interested person means any one of the following:

- (1) A person owning title to property, or a municipality or solid waste management district empowered to condemn it or an interest in it, affected by a bylaw, who alleges that the bylaw imposes on the property unreasonable or inappropriate restrictions of present or potential use under the particular circumstances of the case.
- (2) The municipality that has a plan or a bylaw at issue in an appeal brought under this chapter or any municipality that adjoins that municipality.
- (3) A person owning or occupying property in the immediate neighborhood of a property that is the subject of any decision or act taken under this chapter, who can demonstrate a physical or environmental impact on the person's interest under the criteria reviewed, and who alleges that the decision or act, if confirmed, will not be in accord with the policies, purposes, or terms of the plan or bylaw of that municipality.
- (4) Any ten persons who may be any combination of voters or real property owners within a municipality listed in subdivision (2) of this subsection who, by signed petition to the appropriate municipal panel of a municipality, the plan or a bylaw of which is at issue in any appeal brought under this title, allege that any relief requested by a person under this title, if granted, will not be in accord with the policies, purposes, or terms of the plan or bylaw of that municipality. This petition to the appropriate municipal panel must designate one person to serve as the representative of the petitioners regarding all matters related to the appeal.
- (5) Any department and administrative subdivision of this state owning property or any interest in property within a municipality listed in subdivision (2) of this subsection, and the agency of commerce and community development of this state."

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ASK THE LEAGUE

ALTERING MINUTES; "COMP" TIME

Can a citizen compel the selectboard to alter its minutes before approving them?

No, a citizen cannot compel a selectboard to alter its minutes. Only the selectboard can take action to amend its meeting minutes by a concurrence of a majority of the members. 1 V.S.A. § 172.

However, citizens must be given an opportunity to express their opinion on matters considered by the public body (as long as order is maintained). 1 V.S.A. § 312 (h). This would most likely happen during the agenda item "Approve Minutes of the (date) Meeting." Alternatively, if the minutes in question were previously approved by the board, public discussion of their accuracy could occur during the agenda items "Public Discussion" or "Other Business."

If a selectboard accepts proposed amendments from the public, the board would make a motion to accept the amended minutes as discussed. The selectboard could also reject any suggested amendments, and take action on the minutes as submitted.

Minutes are not a transcript of the meeting. They are only required to contain:

- all members of the public body present;
- all other active participants in the meeting;
- all motions, proposals and resolutions made, offered and considered, and what disposition is made of same; and
- the results of any votes, with a record of the individual vote of each member if a roll call is taken.

In addition to these requirements, the law also says "the minutes shall cover all topics and motions that arise at the meeting and give a true indication of the business of the meeting." 1 VSA § 312 (b) (1).

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

This winter the road foreman accrued a substantial amount of compensatory time. Can the selectboard require him to use it?

Yes, the selectboard can require an employee to use accumulated compensatory time. You can't find the answer to this question in the Federal Labor Standards Act

(FLSA). It was an open question of law until 2000 when the U.S. Supreme Court ruled in *Christensen v. Harris County* that "[n]othing in the FLSA or its implementing regulations prohibits a public employer from compelling the use of compensatory time."

Under a municipal compensatory time system, employees may be required to accept so-called "comp time" in lieu of overtime pay for any overtime hours worked. The rate is one and a half hours of comp time for each hour of overtime worked. Unlike other forms of leave time (personal and incidental leave time), comp time does not vanish after a certain date and the FLSA places limits on the amount of comp time an employee can accrue. Above these limits (over 240 hours for regular employees and 480 for public safety employees and those involved in seasonal work), the town must pay an employee for comp time accrued. This can be significant for some municipalities that negotiate comp time in lieu of overtime for their non-exempt employees.

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



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SUCCESSION PLANNING -

(Continued from Page One)

- developing knowledge and experience among staff, to prepare them for advancement; and
- instituting strategies that transfer knowledge and minimize disruptions.

Effective succession planning entails flexible, creative and proactive thinking. Municipal functions need to be looked at critically to find better ways of working. Opportunities, such as how to effectively use technol-

7. Collect data. Where is the institutional knowledge? How can it be written down and transferred and to whom? Which positions are linked to financial performance, productivity, stability and goal achievement?
8. Be sure your budget reflects training needs, recruiting costs and other expenses necessary to fill gaps.
9. Think organization-wide so you can take advantage of opportunities, staff members and synergies across departments.
10. Communication is vital so develop a communications plan. The more transparent

optimistic. They love challenge, value guidance from those with more experience, work well with mentors and enjoy pulling together as a team. Millennials are extremely savvy about technology, a trait that can be used to your advantage in many ways, including creating and upgrading your municipal website. The Internet is daily fare for this group, so don't rely heavily on traditional sources of job advertising such as newspaper ads – they don't read them. Keep in mind the town's image and how you might entice interest in employment with your municipality through your website or other online advertising. Sites such as www.governing.com may be appropriate

“The good news for the municipal world is that Millennials are service-oriented, global-, civic- and community-minded, inclusive and optimistic.”

ogy, need to be identified. Information and a sense of “ownership” should become widespread throughout the organization and not concentrated at the top. Wider and more effective communication becomes key.

SUCCESSION PLANNING STEPS

Here are some general steps toward establishing an effective succession plan:

1. Develop a written policy on succession planning. Identify its goals and the milestones that will be achieved. Be sure the plan is integrated with your identified strategic goals.
2. Get everyone involved whom such a plan might affect. The best plans are developed by a representative group of employees, not solely by senior management. Give employees a chance to be heard.
3. Determine who will oversee the program and have the person learn more about the succession planning process; make sure the person is vested with the appropriate authority and be realistic in terms of who has time to lead and direct this project.
4. Set realistic goals, a realistic timeline and establish measurements, milestones and evaluation methods to review, analyze and address along the way.
5. Identify the key positions and core competencies to be addressed by the plan. Review the organization chart, job descriptions, job responsibilities, and identify the competencies required for each position now and into the future.
6. Evaluate strengths and weaknesses and perform a gap analysis – which current staff have which necessary competencies and where are the gaps? How can those gaps be met through training, hiring, mentoring or other methods? Be creative and think in new ways such as job rotation, online training, job shadowing, and mentoring.

the process, the better. Use a positive tone through multiple vehicles such as e-mail, memos, and your website. Think about communicating to community members and other stakeholders, not just employees. Be sure to involve and inform your selectboard or city council. And don't forget the union(s) if you have them. Involve them early in the process to eliminate misunderstandings that can turn into grievances.

11. Follow through is critical. If the plan gets dropped or forgotten, credibility is lost.
12. Review and revise, measure and check, and let the plan be a living document. Update it and change it as often as necessary.

THE MILLENNIAL GENERATION

The most entertaining part of Heyman's presentation covered the population that is now entering the workforce. These workers will ultimately occupy key municipal roles, so consider them as you map out your succession plan. Members of the Millennial Generation, sometimes referred to as “Generation Y,” were born between 1982 and 2001 so the oldest is currently 26. Culturally, these younger employees differ from Baby Boomers (born 1943-1960) and Generation Xers (born 1961-1981) in many ways. Heyman humorously noted that these are the kids who “got a trophy for just showing up!” Their fathers were much more involved in their parenting than those of previous generations and they are used to having their parents hover over them, problem solving and advocating for them. They never experienced life without a computer and believe that information and, indeed, the world, are only a click away. And, potentially, so is their next job, so if you want to hire them and keep them you need to understand and support them.

The good news for the municipal world is that Millennials are service-oriented, global-, civic- and community-minded, inclusive and

but it may also be helpful to check out funkier avenues such as Craigslis.org.

Once you have brought a Millennial on board, you'll need to understand that lifestyle is extremely important to this generation, so they may not relish putting in Boomer-esque overtime hours. They might also be impatient because of the immediate gratification that their technical immersion provides. Time for outside interests is extremely important. And their sense of optimism may make them feel they can easily find a job elsewhere if they are not happy working for you. They are used to multi-tasking and can be uncomfortable without multiple media such as music, e-mail, cell phone and instant messaging. While you obviously need to be aware of productivity and policy issues, don't assume that a Millennial's productivity is impaired by the presence of multi-media. Finally, this is a group that is used to and appreciates positive feedback so let them know when they do something well. This generation has a lot of respect for older generations, as long as the respect is reciprocal.

For succession planning purposes, a great strategy is to team younger employees up with older folks who have institutional knowledge. Let the younger folks be mentored while they gather and record all that institutional knowledge that resides, perhaps, within one person's head. Be creative as you build your municipality's “bench strength.” Consider using interim assignments, job shadowing, volunteers and internships.

The overall message on succession planning and the newest and upcoming workforce entrants is: be flexible and creative, think proactively, value all your people and be willing to welcome and appreciate a new generation with some different ideas and new ways of getting things done.

- Jill Muhr, Manager, VLCT Human Resources



BRIDGE WASHING – DON'T LEAVE IT TO MOTHER NATURE

While it is vitally important to repair, replace, or rehabilitate failing or damaged bridges, it is also important to perform routine preventative maintenance that will prolong the life of existing bridges and delay expensive repairs. One of the simplest preventative maintenance measures to take is the annual washing of bridges. For a minimal cost, this task can yield significant long-term rewards for the infrastructure and property taxpayers.

The vast majority of bridges in Vermont are municipally-owned and maintained (1,548 bridges over 20 in length and thousands of bridges with spans of less than 20). Municipal highway departments are increasingly adopting bridge washing as a regular practice. In doing so, they are following the recommendation of the Agency of Transportation (VTrans) and the Vermont Local Roads Program to annually wash and clean bridges. VTrans, for example, tries to wash all of its nearly 1,300 short and long structures (everything from mammoth in-

terstate bridges to six-foot long state highway bridges) every two years or so.

Why is preventative maintenance like bridge washing so important? One reason is the age of Vermont's bridges. Most were built between 50 and 80 years ago and are in need of repair or replacement. Funding for this work will be extremely tight, as one forecast predicts a nearly \$200 million *annual* infrastructure funding gap in Vermont for the foreseeable future. As a result, any preventative maintenance efforts like bridge washing (which can lengthen the life of a bridge) that are also cost-effective (the only material needed is water and local crews can usually provide the labor) should be utilized to help reduce the current and future costs incurred by users and property taxpayers.

This point is illustrated more succinctly in the VTrans *2008 Structure Report*: "Bridge maintenance is not just about fixing bridges when they break down; it is about using preventative maintenance to breathe new life into not-so-new bridges and take care of

structures before they have the chance to deteriorate."

Most agree that washing bridges is a good foundation for a preventative maintenance plan for bridges. "Bridge washing is probably the most important to do," said Sally Collopy, Director of the Vermont Local Roads Program.

Collopy noted that the main goal of bridge washing (and the corresponding cleaning process) is to either prevent or slow the deterioration of the steel and concrete that comprises a bridge's deck (the travel component), superstructure (the load bearing component), and substructure (the support component). Steel rusts when exposed to moisture and de-icing agents such as salt, while concrete eventually falls victim to spalling and scaling.

Spalling – the breaking loose of chunks of concrete – is generally attributed to freezing and thawing cycles (of which Vermont has plenty). Scaling is the flaking or peeling of concrete surfaces, also due to freeze and thaw cycles. It is more common when moisture and de-icers are present, and can expand to expose aggregate (the cement and crushed rock combination) to the elements, chemicals, and moisture.

The best time to wash bridges is in the spring, when they can be cleared of a winter's worth of salt and sand. The ability of

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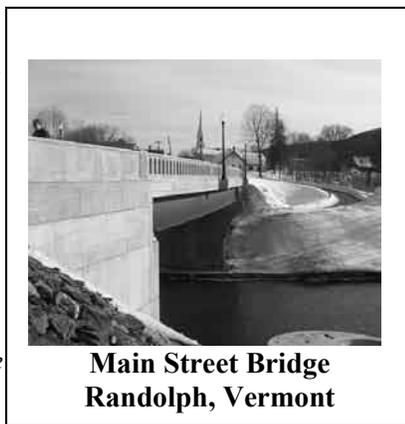


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KEEPING BRIDGES STRONG

Bridge washing is one of a number of preventative maintenance activities municipalities can engage in. Others include:

- application of water repellants on areas where concrete is exposed;
- installation of waterproof bridge deck membranes (to help prevent water and salt from reaching the bridge's structural components); and
- painting structural steel to prevent its exposure to the elements.



BRIDGE WASHING -

(Continued from previous page)

salt to corrode increases when temperatures increase, so getting it off of the bridges before July and August's warm temperatures is crucial to preventing corrosion.

Washing a bridge is a chance to clean drainage systems and to check that they are functioning as designed. Debris trapped by a bridge's nooks and crannies can hold moisture; removing it prevents moisture from collecting (which can lead to scaling). Washing can also help road crews inspect bridges, because it often removes debris that hides deterioration in bridge elements.

What does it take for towns to wash bridges? Water is really the only thing needed, though certain pieces of equipment (tanker trucks, hoses, and a boom truck in some situations) can certainly prove useful. Other hand tools may be necessary to clean out drainage systems.

Gary Schelley, Maintenance Project Administrator in VTrans's Operations Division, offers these guidelines to follow when washing bridges:

1. **Set up traffic control first.** Make sure signage and other work zone safety requirements are in place before starting, consider traffic (vehicular and pedestrian) underneath the structures, and be mindful of where the water is going to go.
2. **Always think safety.** Be wary of water pressure when opening any tanker valves, perform ladder work in teams, and position a piece of heavy equipment between workers and oncoming traffic.
3. **Be sure to follow applicable environmental regulations.** Always remove debris before washing to ensure that it does not enter the water system the bridge crosses. Check with the VTrans Structures Division if you need additional guidance.
4. **When washing, be sure to wash from top to bottom (hitting all bridge elements).** Washing the bridge deck is not enough. Be

sure to wash all joint troughs, bearings, beam ends, bridge seats, pier caps, and any other area where debris might collect.

5. **Use mechanical access when needed.** Sometimes a boom truck or other equipment may be needed to access the components listed above.
6. **Inspect drainage systems.** Proper drainage extends the life of the bridge.

While this list might seem daunting, Collopy reported that Vermont cities and towns have developed a number of ways to accomplish bridge washing. Some have constructed their own high-pressure washers, while many others have recruited local fire departments to lend equipment and personnel.

For more information, contact Collopy at the Vermont Local Roads Program at scollopy@smcvt.edu. Vermont Local Roads and the University of Vermont Transportation Center are offering a bridge workshop on July 1, 2008 in Burlington and again in Rutland on September 11. For more information about the workshop, please contact Vermont Local Roads at 800/462-6555 or visit <http://personalweb.smcvt.edu/vermontlocalroads>.

- Trevor Lashua, VLCT Senior Associate, Advocacy and Information



Bridge washing is a simple and inexpensive preventative maintenance activity that can help delay the kind of infrastructure deterioration shown above. Photos courtesy of VTrans.



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EMPLOYER QUARTERLY WAGE AND CONTRIBUTION REPORTS *NON-REPORTABLE WAGES QUESTIONS ANSWERED*

The primary purpose of the C-101 Employer Quarterly Wage and Contribution Report is for all state employers to report employee gross wages and taxes to the state on a quarterly basis.

Wages are reported so that if an unemployment claim arises, the state can determine the claim benefit amount (if a claimant is found eligible to collect). Taxes are collected in order to fund the unemployment compensation program.

VLCT Unemployment Insurance Trust members, however, are not required to pay taxes on employee wages. This is because the Trust is a reimbursable entity and thereby exempt from taxation. As such, the Unemployment Trust pays all member unemployment claims directly to the state.

With respect to reporting wages for unemployment purposes, Unemployment Trust members have occasionally expressed some confusion regarding what employee wages should or should not be included on these reports. Although general guidelines are included with the C-101 instructions, there are some specific details regarding volunteer fire or emergency personnel positions that remain somewhat unclear. VLCT staff followed up with the Department of Labor in order to clarify these particular circumstances.

We learned that certain individuals are not eligible for unemployment and are therefore considered "non-reportable." Their wages should be omitted from these quarterly C-101 reports. Such non-reportable individuals include:

- elected officials;
- volunteer firemen; and



CIGNA ENROLLMENT CHANGE FORMS AND PREMIUM PAYMENTS

This is a reminder to all of our VLCT Health Trust members to please use the new enrollment change form (rev. 2/08) when making any adjustments to currently enrolled employees or adding or deleting employees from your group coverage. This new form has updated contact information at the bottom for mailing and faxing these forms to the appropriate location. Enrollments, terminations or changes should no longer be sent to CIGNA HealthCare or to VLCT directly for processing. The newest version of the form is available for download on the VLCT website at <http://www.vlct.org/insuranceriskservices/customerserviceforms/>. Alternatively, you may contact your Member Relations Representative or Kelley Avery at VLCT, tel. 800/649-7915.

Additionally, please be sure to send payments for CIGNA group health insurance monthly premiums to the new address indicated on your monthly bills. All monthly premium payments should be sent to the VLCT Health Trust, Inc. at P.O. Box 39, Montpelier, VT 05601-0039. Please do not send premium payments to the CIGNA Hooksett office or to the VLCT main office address. If you have any questions regarding your monthly billing statements, please contact your Member Relations Representative or Kelley Avery at VLCT for assistance.

WELCOME

The **Halifax Emergency Medical Services** is VLCT PACIF's newest member.

- volunteer EMT or ambulance workers.

Please note, however, that if fire, emergency or ambulance personnel are considered regular full-time or regular part-time hourly or salaried employees, their wages *should* be reported. If they are considered volunteers only, are paid a straight stipend or a flat per service call fee, then their wages should not be reported. Unlike elected officials, wages for appointed officials should be reported.

If you have questions regarding unemployment quarterly wage reporting or general unemployment compensation, or if your group is not a member of the VLCT Unemployment Trust and is interested in receiving a quote, please feel free to call Kelley Avery at VLCT at 800/649-7915. For more information on exempt wages and non-reportable positions, visit the Vermont Department of Labor website at <http://labor.vermont.gov>.

- Kelley Avery, VLCT Benefit Program
Administrator

SAYING YES TO SAFETY

TOWN OF WEATHERSFIELD IMPLEMENTS MOTOR VEHICLE RECORD REVIEW PROGRAM

In March, VLCT PACIF started its occasional "Saying Yes to Safety!" column. This month, we would like to recognize the Town of Weathersfield for complying with a VLCT recommendation to review its employees' motor vehicle records (MVRs).

Requesting and reviewing motor vehicle records is a process that can be used to help a PACIF member lower its risk. With the permission of their employees, Vermont municipalities can run MVRs for free through the Vermont Department of Motor Vehicles (DMV). The key to a successful MVR review program is to incorporate it into your personnel policy, and to have all employees read and sign off on it. The policy should also be part of a larger fleet safety program.

To date, the Town of Weathersfield has run and reviewed all of its CDL drivers and police officers, and has begun reviewing potential new hires. Weathersfield employee Michelle Gould noted that the process "was

extremely easy and the State was very accommodating. The State's turnaround time was about one week. The hardest part was filtering through the report once I received it. The DMV website has some helpful information which made the process easier."

If you are currently not running MVRs for your drivers and would like to do so, please read the recommendations below.

- Only authorized drivers should be allowed to operate municipal vehicles. The authorization process should include full-time, part-time, seasonal employees and volunteers. The process should include initial and periodic review of qualifications, operating records and driving ability.
- When vehicle operation is a required job duty, it should be stated clearly in the written job description. Safe operation should be included as a requirement.

- Authorized drivers must possess a valid driver's license *of the proper type and class* of the vehicles operated.
- Establish an acceptable driving record as a condition of employment.
- Obtain MVRs on all applicants and volunteers if their duties will include driving *any vehicle* on behalf of the municipality. They should meet predetermined standards. *Call VLCT for information on how to obtain MVRs.*
- Evaluation of driver qualifications should include periodic review of MVRs and observation of driver proficiency.

It is important that a written set of guidelines is in place when reviewing MVRs. Following are sample criteria (both on and off the job violations) that *may be* used to disqualify a person as an authorized driver:

(Continued on next page)

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YES TO SAFETY -

(Continued from previous page)

- Three or more moving violations in a 36-month period.
- Driving under the influence of alcohol or drugs in the last three years.
- Hit and run accident.
- Failure to report an accident.
- Operating a vehicle under a suspended or revoked license.
- Homicide, assault or a felony arising from the operation of a motor vehicle.
- Reckless driving violation in the last three years.

We would like to thank Michelle and the rest of the employees at the Town of Weathersfield for being proactive with risk management. We are aware of a few other members that are currently running MVRs and would like to thank them as well. If you are not currently reviewing MVRs and need help implementing a review program, or would like guidelines to help you through the process, please call your area VLCT Loss Control Consultant at 800/649-7915.

- Joe Damiata, Manager, VLCT Safety and Health Promotion

VLCT USES SURVEY MONKEY FOR 2008 CENSUS

Every two years, VLCT collects a wide range of municipal data for its *Municipal Census*. The *Census* documents municipal practices in a variety of areas – finance, elections, property tax collection, land use, water and sewer fees, administration, etc. Municipalities use it to compare their practices to others and to look for new ideas that will improve their own operations. The *Census* is also a great source of general information for the media and others curious about municipal government in Vermont. (The 2006 *Census* is available online in the VLCT Resource Library, www.vlct.org, under Handbooks and Surveys.)

The printed *Census* survey is 17 pages long, so this year, VLCT converted it to an electronic survey using the commercial product, Survey Monkey. VLCT members for whom we have an e-mail address received an e-mail in April that provided instructions on filling out the electronic 2008 *Municipal Census*, as well as a link to the online survey. **Please remember to submit your response before July 18, 2008.**

While you still do have the option of filling out the survey on paper, some of the benefits of filling out the survey online are not having to pay postage, returning to your responses anytime (if entering the survey through your assigned link), and not missing the deadline due to late delivery of the mail. So far, more than 40 municipalities have completed the survey online, and over 50 municipalities have returned the paper survey. If you missed the initial e-mail with online survey instructions and want to fill out the survey online, please contact Grace Person at gperson@vlct.org.

VLCT will also soon be sending out its 2008 compensation and benefits questionnaire, which asks for information about municipal employee and elected official compensation and benefits. Because of the complexity of this questionnaire, it is still a paper document. However, to make it easier to complete, a copy of last year's responses will be included with the blank survey to help you fill out the questionnaire. Municipalities that return completed compensation and benefit surveys will receive a free copy of the published report (\$50 value) and a 60% discount on additional copies purchased. We greatly appreciate your efforts in responding to this call for data.

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LOCAL LAND USE REGULATION AND STORMWATER MANAGEMENT

(Editor's Note: The VLCT Municipal Assistance Center recently released the fifth in its series of technical papers, Managing Stormwater through Low Impact Development (LID) Techniques, along with a model LID bylaw. The material below is drawn from the paper; for full copies of the paper and ordinance, please visit VLCT's online Resource Library at www.vlct.org.)

Vermont communities ask a lot of their local land use regulations – ensuring the health and safety of their citizens, orderly development and growth, preservation of farmland, recreational and scenic resources, and, more recently, protection of natural resources, such as clean water.

VLCT's new model low impact LID stormwater management bylaw falls into the last category. Incorporating low impact development practices into your local land use bylaw can reduce the impacts of development on the water quality of Lake Champlain and other Vermont lakes, rivers and streams.

The LID stormwater management model language can easily be incorporated into an existing land use regulation and can be adapted to meet the unique conditions in your community.

WHY ADDRESS STORMWATER LOCALLY?

The State of Vermont issues permits for stormwater runoff from both construction sites and impervious surfaces. Any project that disturbs more than one acre of land requires a construction permit and must include erosion and sediment control measures. Additionally, projects that will result in new impervious surfaces of one or more

acres require an "operational" (or "post-construction") permit. The potential effects of development involving less than one acre are not addressed under the State's stormwater program. With residential and other small-scale development increasing nearly everywhere, the most important reason to adopt the VLCT LID stormwater management bylaw is to ensure that this incremental development occurs with minimal impact on water quality.

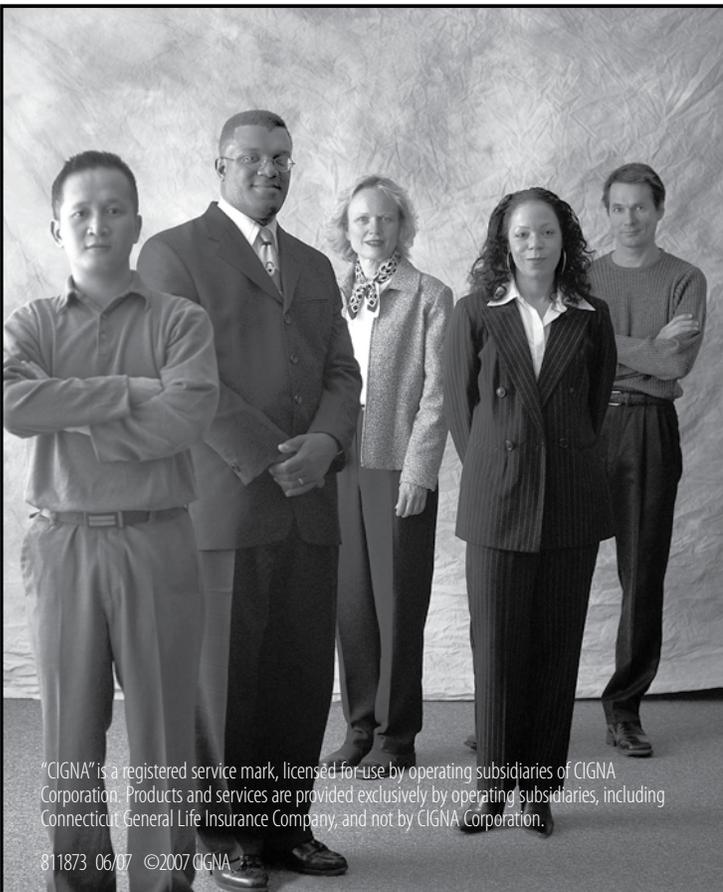
HOW WOULD LOCAL LID STANDARDS MESH WITH STATE STORMWATER PERMITTING?

For projects requiring a state stormwater permit, municipalities may decide to accept that permit as evidence of compliance with their local LID stormwater management bylaw. It's important to note, however, that local review often precedes state review. Municipalities concerned with local acceptance

(Continued on next page)



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LAND USE/STORMWATER -

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of state permits can simply exempt projects requiring a state stormwater permit from local regulation. However, with appropriate technical capacity and staff support, municipalities may decide to require that a development subject to a state stormwater permit also meet the LID standards provided in the LID bylaw. The model bylaw states: *Applicants shall demonstrate why the use of LID approaches is not possible before proposing to use conventional structural stormwater management measures which channel stormwater away from the development site to storm sewer systems, detention ponds, and receiving bodies of water.* For example, a municipality could reject an application for a development with a state permitted stormwater collection system if the proposal did not include LID landscape design techniques that manage stormwater close to its source.

HOW WOULD A MUNICIPALITY ADOPT LID?

It is important that prior to adopting

any part of the VLCT model LID stormwater management bylaw, municipalities make sure that the LID standards are consistent with their general regulations and standards already in place. Many of the requirements in the model bylaw may already be covered elsewhere in a town's zoning and subdivision regulations, and related road, public works and stormwater management ordinances. For example, standards for natural area preservation, river corridor and vegetated buffer protection and limited development on steep slopes are all low impact development objectives that minimize land disturbance and limit stormwater runoff and erosion.

The VLCT model bylaw is designed to offer municipalities a framework from which to extract and integrate the LID standards that best fit specific town needs into existing zoning and subdivision regulations. For assistance in reviewing existing regulatory language and manipulating the model to fit specific town needs, contact Milly Archer, Water Quality Coordinator, at the VLCT Municipal Assistance Center, 800/649-7915, or marcher@vlct.org.

- Milly Archer, VLCT Water Quality Coordinator

WHAT IS LOW IMPACT DEVELOPMENT?

Low impact development stormwater management includes a set of practices and design approaches that maintain natural drainage patterns and retain more stormwater where it falls. LID practices help cleanse stormwater by first filtering it and then releasing it slowly into receiving waterbodies. For new development, LID stormwater management methods mimic drainage and flow patterns that existed prior to development. LID can also be applied to urban retrofits and to redevelopment and revitalization projects to reduce runoff volumes, pollutant loads, and the overall impacts of existing development on receiving waters.

Stormwater management over the past few decades has relied on highly engineered practices that channel stormwater quickly and efficiently away from the development site and into storm sewers, detention ponds or nearby waterbodies. This often involves clearing vegetation and disturbing and compacting valuable topsoil at a site prior to re-grading and paving. These development practices can reduce soil permeability, increase stormwater volume, increase frequency and magnitude of flood events, increase pollution in waterbodies (due to runoff and erosion), degrade stream channels and decrease groundwater recharge.

In contrast, the LID approach aims to retain the natural ability of the pre-development site to absorb water by capturing, detaining and infiltrating precipitation. LID as a stormwater strategy often uses a series of small-scale non-structural and structural practices linked together on the development site. For example, in lieu of a treatment pond or municipal storm sewer serving a new subdivision's runoff needs, the development site can integrate lot-level practices throughout, such as maintaining native vegetation, incorporating rain gardens, diverting water from downspouts into planting beds (and away from driveway surfaces) and eliminating curbs. This type of integrated approach costs less than conventional methods because the total volume of runoff to be managed is significantly minimized or even eliminated when stormwater is absorbed into the soil, and evaporated and transpired from plant surfaces. Less runoff volume equals less infrastructure and its related maintenance cost.



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VTA AWARDS 2008 BROADBAND GRANTS

The Vermont Telecommunications Authority (VTA) recently announced its 2008 Broadband Grant winners. The grants were made to:

- **Canaan/Norton**, Canaan/Norton – \$50,000 (provide wireless access)
- **EC Fiber**, 25 Towns – \$25,000 (planning funds for central Vermont)
- **Global Net**, Fletcher and surrounding area – \$50,000 (allow a wireless service provider to utilize a Mt. Mansfield tower)
- **Powershift**, Elmore, Hardwick – \$20,000 (access to wi-fi hot spots)
- **Ripton Broadband Coop**, Ripton – \$25,000 (wireless access)
- **SVBC**, Stamford – \$30,000 (town cooperative)

The Vermont Legislature has funded the Broadband Grant Program for four years. The goal of the Program is to create demonstration projects to test ways of providing broadband to all Vermonters. This year, the VTA grant committee targeted innovative technology in the effort to bring high speed Internet access to Vermonters. The applications were judged using several criteria. Among them were a strong public-private partnership, use of the grants as seed money to attract additional funds or contributions, and availability to everyone in a covered area.

The Vermont Telecommunications Authority was approved by the Vermont Legislature in June of 2007 to assure that every Vermonter has high-speed access to the Internet at affordable rates and that at least one mobile phone network will be available in every part of the state by the end of 2010. Please visit www.telecomvt.org for more information and to sign up to receive e-mails about new communication services in the state.

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Is your community facing growth pressures and wrestling with difficult decisions about how land is developed or conserved? A new, online toolbox can help you understand the issues, weigh your options and take action.

The Community Planning Toolbox (<http://www.smartgrowthvermont.org/toolbox/>), developed by Smart Growth Vermont, features a variety of land use tools and resources that Vermont communities have used to encourage neighborhood development, revitalize village centers and protect local farms and forests. "So many Vermonters agree on what they want their community to look like in 20 years," said Noelle MacKay, Executive Director of Smart Growth Vermont. "They just need the zoning, bylaws or plans to make it happen."

"Let's say your community wants to ensure future development doesn't encroach upon a local forest," said MacKay. "The Toolbox's Issues section describes how productive forests are key to the economic and environmental well-being of our state. In the Tools section, you'll find specific tools to prevent forest fragmentation, such as resource conservation districts and subdivision regulations. In the Case Studies section, you'll learn how other Vermont communities used these tools to balance growth with conservation."

The Toolbox is part of Smart Growth Vermont's Community Planning Partnership. To use the Toolbox and learn more about the Community Planning Partnership, visit their new website at www.smartgrowthvermont.org. Smart Growth Vermont is dedicated to forging growth and conservation solutions for Vermont communities and rural countryside.

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TRIVIA

Instead of the usual one to two dozen responses our Trivia feature elicits each month, May's question yielded not a one! Perhaps you were still too traumatized by the winter of 2008 to answer the question: where and when was the latest known snowfall in the state of Vermont (not including the mountains)?

Well, according to the answer, we aren't out of the woods yet. On June 10 and 11, 1842, a snowstorm dumped between 10 and 12 inches of snow on northern Vermont.

We are taking a break from Trivia this month, while we try to convince another VLCT staff member to take Michael Gilbar's place as the VLCT Trivia guru. Sadly for VLCT, Mike has taken the position of Chief Financial Officer for the City of Nashua, New Hampshire. Maybe he thought that moving to southern New Hampshire would protect him from a June snowstorm! At any rate, we will miss Mike's extensive interest in and knowledge of Vermont history, politics, weather, and geography, which provided many challenging VLCT Trivia questions. Good luck, Mike, and send us a New Hampshire trivia question when you get settled. We'll give it a go!



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.

HELP WANTED

Zoning Administrator. The Town of Braintree, Vt. seeks a part-time (approx. 8-10 hours per week) Zoning Administrator (ZA) to administer and enforce the Zoning Ordinance and Subdivision Regulations. Specific duties include assisting applicants, issuing permits, maintaining application forms, permits and zoning records, investigating complaints of alleged zoning violations and taking enforcement action when required, assisting the Development Review Board, and conduct-

ing site visits. Applicants must have good writing, organizational, computer, communication and people skills, be able to attend evening meetings at least once a month, have personal transportation (mileage is compensated), and be able to maintain regular office hours in the Town Offices. Knowledge of and experience in zoning and regulatory matters is preferred. To apply, send a letter of interest and resume to Holly Jarvis, Administrative Assistant, Town of Braintree, 932 Vt. Route 12A, Braintree, VT 05060, or e-mail her at braitreevt@comcast.net. **Position open until filled.** (5-13)

Police Department Positions. The St. Albans, Vt. City Police Department is currently seeking highly energetic individuals to fill the positions of Patrol Sergeant, Patrol Officer, Summer Parks Patrol (2) and Public Safety Dispatchers (2). Applicants must meet minimum training and certification criteria. The **Sergeant** requires at least five years of law enforcement experience. More information regarding this and the **Patrol Officer** position are available at www.stalbanspd.com. The **Summer Parks Patrol** position is a 40-hour a week summer position (Memorial Day through Labor Day) that provides basic security protection and limited law enforcement services within the City parks and business district and allows each participant the chance to experience community-oriented policing. The **Dispatcher** processes and directs all oral and written communications coming into the dispatch section of the police station. He or she maintains and retrieves records and files information for dissemination to patrol units and department personnel, and has the primary responsibility for the initial deployment of public safety personnel and equipment. We offer competitive pay and an attractive benefit package. For an application form, visit our website and click under Police Jobs. To apply, send a resume and application to St. Albans City Police Department, 30 Lower Welden Street, St. Albans, VT 05478. **Positions open until filled.** (5-7)

Town Administrator. Boylston, Mass. (pop. 4,200) is seeking to fill the role of Town Administrator which is coming vacant due to the retirement of the incumbent after 16 years of service. Boylston has approximately 30 full-time employees with a combined town/school operating budget of \$11.5 million. Appointed by a 3-member board of selectmen with a town meeting form of government, the Administrator serves as the chief administrative officer of the town, administering and coordinating all employees, preparing and administering budgets, writing grants, and serving as the town's chief procurement officer. The ideal candidate will possess strong organizational, leadership and management skills, written and oral communication abilities, knowledge of municipal law, and experience with planning. A BS is required (MS preferred), plus 5 years of related experience. Salary negotiable. To apply, send resume to Gail Schillinger, Administrative Assistant, Municipal Resources, Inc., 120 Daniel Webster Highway, Meredith, NH 03253, or via e-mail to recruitment@municipalresources.com (electronic submissions preferred). **Applications accepted until position filled.** E.O.E. (5-7)

HR/Business Manager. The City of St. Albans, Vt. (pop. 7,500) seeks a highly motivated professional to join the leadership team as a Human Resource/Business Manager. St. Albans serves as the economic center for the region, offers excellent access to Lake Champlain, and is regularly recognized as one of the best small towns in America. The HR/Business Manager will take a lead role in developing and implementing all human resource/labor relations matters, overseeing business management functions, and managing special projects and initiatives in the City Manager's office. The City has 65 full-time employees, many of whom are unionized. The successful candidate will be a team player who thrives in a fast-paced environment and seeks an

(Continued on next page)



CLASSIFIEDS -

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opportunity for significant impact in a community. Anticipated hiring range is \$50,000 to \$60,000, plus excellent benefits. For a complete job description, visit www.stalbansvt.com. To apply, send cover letter and resume in confidence to Dominic Cloud, City of St. Albans, P.O. Box 867, St. Albans, VT 05478, or d.cloud@stalbanstv.com. **Resume review begins May 26, 2008.** (5-6)

Finance Director. Hartford, Vt. (pop. 10,366), a nationally accredited (CAFR) community in the Upper Valley of the Connecticut River, seeks exceptional candidate to fill a key management position. Minimum qualifications: Bachelor's degree in finance or accounting (CPA preferred); 5 years of progressive municipal or governmental accounting experience at a supervisory or departmental level; knowledge of fund accounting and local, state and federal laws pertaining to finance; demonstrated supervisory skills; be accomplished in budgeting and purchasing; extensive knowledge of computers and computerized municipal accounting systems; be organized and able to work under pressure and meet deadlines; be a team player who can establish and maintain excellent working relationships with employees, elected officials and the public. A combination of skills and experience demonstrating the above requirements may be considered. Salary range,

\$62,524 to \$89,260, DOQ + very competitive benefits package. Submit letter of interest and resume **by May 30, 2008** to Office of Town Manager, Town of Hartford, 171 Bridge Street, White River Junction, VT 05001. Electronic submissions encouraged to hrieseberg@hartfordvt.org. The Town of Hartford is an Equal Opportunity Employer. (5-1)

Town Manager. Great Barrington, Mass. (pop. 7,000), located in the historic Berkshire Hills of Western Massachusetts, is considered a commercial hub in a region that is renowned for its scenic beauty, cultural and recreational amenities. The Manager reports to 5-member selectboard and is the chief administrator overseeing the annual budget process (proposed FY09 budget, \$23M), capital projects, procurement, human resources, permit granting and guidance to all town boards. For further information, visit www.townofgb.org/Pages/GBar-ringtonMA_Jobs/, or email Fred Conforti at fpcon@verizon.net. Requirements: Bachelor's in public administration or a similar discipline with completed courses in administration, finance and business; five years of full-time previous paid experience in a supervisory administrative position in a municipal government. A Master's degree may be substituted for not more than 2 of the 5 years of municipal supervisory experience. Must become a town resident within one year after assuming appointment. Salary, up to \$98,325 DOQ + benefits. To apply, send

resume, salary history, four professional references and cover letter **by May 30, 2008** to Fred Conforti, Town Manager Screening Committee, Great Barrington Town Hall, 334 Main Street, Great Barrington, MA 01230. EOE. (5-1)

Town Manager. The Town of Pittsford, Vt. (www.town.pittsford.vt.us) is seeking applications for the position of Town Manager. Pittsford (pop. 3,200) retains a rural character while offering easy access to Rutland City, excellent schools, and a high quality of life. The Manager reports to a five-member Selectboard. Current operating budget is \$1.6 million, with 10 full-time employees. Primary responsibilities include day-to-day management of town affairs, budget development and administration, public works oversight, and personnel management. >Requirements: bachelor's degree in appropriate discipline, excellent interpersonal skills, working knowledge of municipal government, ability to direct and coordinate activities of others. Candidate should also be highly energetic and willing to take the initiative. Salary: \$40,000 to \$55,000, DOQ. Please send cover letter and resume in confidence to Pittsford Manager Search, Town of Pittsford, P.O. Box 10, Pittsford, VT 05763. **Applications will be reviewed as they are received**, so applicants are encouraged to apply as soon as possible for best consideration. E.O.E. (4-30)

Town Manager. The Town of St. Albans, Vt. seeks an engaging, collaborative manager to serve as chief administrative officer. St. Albans (pop. 7,650) is located in the northwest corner of Vermont on the shores of Lake Champlain and has a strong tradition of civic engagement. The town recently voted to utilize the town manager form of government and is seeking its first town manager. The manager reports to a five-member selectboard and is responsible for day-to-day operations of the town. The manager supervises 8 to 10 full-time employees, develops and administers a \$2 million operating budget, and oversees all personnel, financial, public works and community-relations matters. A detailed job description is available at www.vlct.org under Marketplace, and at www.stalbantown.com. Hiring range is \$50,000 to \$65,000, with an ex-

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CLASSIFIEDS -

(Continued from previous page)

cellent benefits package. A Bachelor's degree is required; Master's in public administration or related field preferred. Previous experience in municipal government with emphasis in public finance is preferred. To apply, please send a confidential cover letter and resume to St. Albans Town Manager Search, c/o VLCT, 89 Main Street, Montpelier, VT 05602. You may also e-mail to gperson@vlct.org with St. Albans in the subject line. **Resume review begins June 2, 2008.** (4-29)

Fire Chief. The Town of Norwich, Vt. in the beautiful Connecticut River Valley is seeking applicants for the position of Fire Chief. The Chief, who will be the department's first full-time employee, is appointed by and reports to the Town Manager. The Fire Chief will work alongside a full-time Police Chief and full-time Public Works Director. Norwich is a picturesque New England community located across the Connecticut River from Dartmouth College and just two hours north of Boston. Norwich, with Hanover, New Hampshire, is part of the Dresden School District, the nation's first interstate school district, providing an excellent education for grades 7-12. The fire department is a paid-on-call department with 35 active members and a budget of \$336,000. It operates out of one fire station and serves a population of approximately 3,600 spread across 44 square miles. The department operates one rescue/pumper, one pumper, one aerial ladder, one tanker, one mini-pumper/utility and one forestry vehicle. This is a hands-on position that requires an Associate's degree and Fire Officer II (or equivalent) certification and four or more years of progressive supervisory responsibility in fire fighting, fire prevention, training, and EMS and strong communication, interpersonal relations, leadership and supervisory skills. In addition EMT-B, or higher certification is desirable. Salary range, \$60,000 to \$72,000, DOQ. Excellent benefits. For additional information and an application, go to <http://norwich.vt.us/> and choose Fire Department. To apply, send cover letter, application, statement of qualifications, resume and 3 professional references **by**

May 30, 2008 to Fire Chief Search Committee, P.O. Box 376, Norwich, VT 05055-0376. EOE/M/F (4-28)

EMS Director. This full-time position is responsible for managing all operations of Stowe, Vt. Emergency Medical Services. Duties include: response to emergency medical and trauma calls and mutual aid; supervision of department employees and volunteers; effective budget management; organization of training and recertification for volunteers and employees; coordination of community EMS interaction with Copley Hospital; District #4 and State EMS; and public education initiatives for safety and preventive care. Requirements: Associate's degree supplemented by three years of progressively responsible experience in emergency medical services, at least one of which as an operating crew chief on an established BLS or ALS service; or any equivalent combination of education, training and experience which provides the requisite knowledge, skill and abilities for this job. Must be a certified Paramedic and possess or be able to obtain a Vermont driver's license. Starting salary, \$47,000-54,000, dependent upon qualifications and experience. Excellent benefits. A job description and application can be obtained on our website: www.townofstowevt.org. Send letter of interest and resume to Susanne Gann, HR Coordinator, Town of Stowe, P.O. Box 730, Stowe, VT 05672, or e-mail recruit@townofstowevermont.org. **Applications accepted until posi-**

tion is filled. Interviews begin May 19, 2008. E.O.E. (4-15)

FOR SALE

The Town of Alburgh, Vt. is seeking bids on the following vehicles: 1958 Caterpillar D4 bulldozer; 1951 Model 99 Austin Western grader with plow and wing; 1971 Model Super 300 Austin Western grader with wing; 1970 Model Super 300 Austin Western grader with wing (for parts only); 1967 Model 440HA Letourneau-Westinghouse grader. You can see any of these vehicles at the Town Garage on Missile Base Road in Alburgh. For further information, call John at 309-1161. Please submit sealed bids **by June 24, 2008** to Town Clerk's Office, 1 North Main Street, Alburgh, VT 05440. The Town of Alburgh reserves the right to accept or reject any or all bids. (5-15)

Cabin, Attendant Booth, Shed or Sugar House. Partially built 10x20 structure for sale. Structure has a mahogany sash from Yestermarrow Design and Building School. This could become your new vacation cabin or sugar house. Structure is currently at Yestermarrow and would need to be transported to your site. (It can be separated for transport.) Contact Leesa Stewart, Administrative Manager, Central Vermont Solid Waste Management District, at 802/229-9383 ext. 102 or adminmanager@cvswwmd.org. (4-18)

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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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. Or visit 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.)

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 day-long 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, visit www.snellingcenter.org or call 802/859-3090.

Web Mapping: the New Geography. Monday, June 2, 2008, Davis Student Center at the University of Vermont, Burlington. Sponsored by the Vermont Center for Geographic Information. Contact Leslie Pelch at lesliep@vcgi.org or 802/882-3002, or visit <http://www.vcgi.org/geoweb>.

Small Communities Sewage Solutions Conference. Wednesday, June 4, 2008, Randolph. 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. For information about the conference, contact Faith Ingulsrud at DHCA, 802/828-5228, or e-mail 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 explore 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 more.

Introduction to GIS Training. July 9, 16 and 23, 2008, Rutland, or August 6, 13 and 20, 2008, Montpelier. This 12-hour course over three days is sponsored by the Vermont Center for Geographic Information. For complete details visit http://www.vcgi.org/commres/?page=/.events/training/default_content.cfm#intr or contact Leslie Pelch at 802/882-3002 or lesliep@vcgi.org.