

# VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

April 2012

## LOCAL GOVERNMENT DAY



VLCT Executive Director Steve Jeffrey welcomes attendees (top left). Stowe Town Clerk Alison Kaiser displays a street sign that meets new Manual on Uniform Traffic Control Devices standards (right). Deputy Director of Risk Management Services Dave Sichel chairs a roundtable discussion of health insurance legislation (below).



There were clear sidewalks, mild temperatures, and partly sunny skies for Local Government Day in the Legislature on February 15, 2012, and approximately 150 local officials from every corner of the state attended the event. Following welcoming comments from retiring Montpelier Mayor Mary Hooper and President of the Vermont Municipal Clerks' and Treasurers' Association Sandy Pinsonault, Disaster Recovery Officer Sue Minter updated attendees on the flood recovery process; VLCT Executive Director Steve Jeffrey discussed municipal education property taxes; and Deputy Director of



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## RUTLAND CITY'S RETURN TO WORK PROGRAM

This article is the third in a series on employers setting up Return To Work (RTW) programs to help maintain an experienced workforce and manage workers' comp costs. The first article, published in January 2012, introduced the concepts of these programs. The second, in the February issue, explained some details and

included to-do lists for employers. This month features an interview with Hon. Chris Louras, Mayor of Rutland City, who instituted a program that has helped turned the fortunes of Rutland City's workers' comp experience.

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## CLERKING CLASS HEROES

Last month, Town Clerk Susie Haughwout described how she and a few dedicated co-workers saved Town records as Tropical Storm Irene inundated Wilmington. She attributed much of her success to preparation: "I can't emphasize enough how years of attending training kicked in during the emergency. I had attended numerous sessions on records preservation, disaster preparedness, incident command and records management."

Many Vermont municipal clerks and treasurers agree, and their training typically involves a slew of initials: VMCTA, IIMC, NEMCI&A (formerly NEMCI), CMC, MMC, CVC, and CVT.

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## TOWN FAIR 2012

### SAVE THE DATE!

The **2012 VLCT Town Fair** will be held on **Thursday, October 4**, at the Robert E. Miller Exposition at the Champlain Valley Fairgrounds in Essex Junction.

We are soliciting for new training ideas! Is there a topic you would like to see included at Town Fair? Do you want to offer a training to our members? If so, please email Jessica Hill, Manager of Administrative Services, at [jhill@vlct.org](mailto:jhill@vlct.org). You may also complete our Town Fair survey at [www.vlct.org/events-news-blogs/town-fair/](http://www.vlct.org/events-news-blogs/town-fair/).



*The Town Fair entrance at the Robert E. Miller Expo Centre (top left). Gubernatorial candidate Peter Shumlin answers questions (top right). Attendees vote at the Annual Meeting. (The photos are from 2010, when Town Fair was last held at the Champlain Valley Fairgrounds.)*

## VERMONT STATE INFRASTRUCTURE BANK LOAN FUNDS ARE AVAILABLE THROUGH VEDA

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# ASK THE LEAGUE

## DOG LICENSING FEE REPORTING; FARM TRUCK WEIGHT LIMITS; TOWN SCHOOL DISTRICT BOARD VACANCIES

### Who does the town clerk report dog licensing fees to?

All owners of dogs (including wolf-hybrids) that are six months old or older must license them on or before April 1st every year. So, too, must any person who becomes an owner of a six-month old dog after April 1st or who owns a dog that become six months old after April 1st. 20 V.S.A. §§ 3581, 3582. The licensing fee is \$4.00 for each neutered/spayed dog and \$8.00 for each unneutered dog. These fees are adjusted upward or downward depending on the timely filing for licensure, the number of dogs owned, and whether they are used for farming or breeding. A town may also have its own license fee surcharge of up to \$10.00 to

fund its rabies control program. In addition to these basic fees, fee surcharges, and special license fees, the State of Vermont also imposes a mandatory \$1.00 and \$3.00 fee per license to fund its rabies control and spay/neutering programs, respectively.

State law directs clerks receiving such fees to "pay the same into the municipal treasury, within sixty days of the receipt thereof, retaining to their own use \$2.00 for each license or permit, and shall return therewith a sworn statement of the amount of moneys thus received and paid over by them." 20 V.S.A. § 3588.

The funds not retained by the town clerk (if paid by fees) or the town are paid over to the state. Town clerks must report and forward the state's share of the dog licensing

fees to the State Treasurer.

According to statute,

"The clerks shall forward the fees collected under this subsection to the state treasurer on or before the 15th day of May, September and January of each year, together with an accounting of the licenses sold." 20 V.S.A. § 3581(f).

These fees must be reported to the state, which can be accomplished by filling out an electronic form at the State Treasurer's website, [www.vermonttreasurer.gov/sites/treasurer/files/pdf/accounting/AnimalLicenseFeeReturn.pdf](http://www.vermonttreasurer.gov/sites/treasurer/files/pdf/accounting/AnimalLicenseFeeReturn.pdf). The completed form and fees due to the state are then sent to the State Treasurer's office.

If a town waives the licensing fees for an impounded dog upon a showing of current vaccinations and financial hardship, the state does not receive its portion of the license fee. 20 V.S.A. § 3621(b).

For additional information about these reporting requirements, please contact the State Treasurer's office at 802-828-2301.

VLCT has developed a Municipal Dog and Wolf-Hybrid Licenses and Fees poster that lists licensing requirements and the fees municipal clerks can charge for dog and wolf-hybrid licenses. You can purchase one online at [www.vlct.org/marketplace/bookstore/posters/municipal-dog-and-wolf-hybrid-licenses-and-fees-2010/](http://www.vlct.org/marketplace/bookstore/posters/municipal-dog-and-wolf-hybrid-licenses-and-fees-2010/).

*Garrett Baxter, Staff Attorney II  
VLCT Municipal Assistance Center*

**Are farm trucks exempt from weight limits on town highways? What about on roads posted during mud season?**

Yes and no. These issues are addressed in two separate Titles of Vermont law. Farm

*(continued on next page)*

**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 **Abby Friedman** for more information at **1-800-649-7915**.



### SAMPLE PROJECTS:

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



## ASK THE LEAGUE

(continued from previous page)

trucks that do not exceed 60,000 pounds are exempt from local overweight permitting requirements, and farm tractors and trailers are exempt regardless of weight, as outlined in sections 1400 and 1400a of Title 23. 23 V.S.A. § 370 (d) and (e). A town also may not accept compensation as permitted under 23 V.S.A. § 1400a (c)(1) to reimburse for the “extra wear or maintenance” on a bridge or highway due to overweight farm trucks, tractors, and trailers. Definitions for these classifications of farm vehicles are found in 23 V.S.A. § 4 (72), (68) and (69), respectively.

A town may also post restrictions on traveling its highways in mud season, a measure taken to prevent damage to town roads when they are in their most vulnerable condition. The Municipal Assistance Center believes that farm vehicles that are exempt from town highway weight limits as outlined in Title 23 are not exempt from restrictions posted for mud season as outlined in Title 19. A person who violates a town’s mud season rules is both guilty of a traffic offense and “shall be liable to the state or town in which the damage is done for all damages to the highway to be recovered in a civil action.” 19 V.S.A. § 1110.

For more information on mud season rules or highway weight limits, search the League Resources page, <http://www.vlct.org/league-resources/search-vlct-resources/>.

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

### **Which board appoints to fill a vacancy on the town school district board: the selectboard or the town district school board?**

Since 2007, a vacancy on the town school district board is filled by a majority vote of the remaining town school district board members until an election at the annual or special meeting is held. 16 V.S.A. § 424 (a). However, a selectboard may have a role in filling a vacancy on a union school district board, also referred to in statute as a board of directors. If the member vacancy is in a town without a school board, the clerk must notify the selectboard and, within 30 days of the receipt of the notice, “the selectboard shall appoint a person who is otherwise eligible to serve as a director from that district to fill the vacancy until an election at a special or annual district meeting is held.” 16 V.S.A. § 706l.

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

## MOBILE RADIO FUNDING OPPORTUNITY

The Vermont Homeland Security Unit is seeking applications from local highway departments for mobile radios through the Homeland Security Grant Program (HSGP). The focus for this funding will be to provide narrowband capable mobile radios to local highway departments currently using non-narrowband capable radios to enable interoperability with other highway departments and emergency dispatch services. **Applications are due by Friday, April 13, 2012**; award notifications will be made prior to Friday, June 1. For more information – including an HSGP application cover sheet, budget detail worksheet, and asset list – visit the Funding Programs page on the Vermont Homeland Security website, <http://hsu.vermont.gov/funding/highway>.

### UPCOMING MUNICIPAL ASSISTANCE CENTER WORKSHOPS

#### PLANNING AND ZONING FORUM II April 11, Capitol Plaza, Montpelier

The Planning and Zoning Forum II offers participants a chance to discuss pressing issues in municipal planning and zoning with officials from across the state. The workshop will provide a dynamic mix of legal information, practical solutions, policy discussions, as well as many opportunities to ask questions and share experiences. AICP Certification Maintenance and Continuing Legal Education credits are being sought for this workshop.

#### SELECTBOARD INSTITUTE II Saturday, April 28, Lake Morey Resort

The Selectboard Institute provides Vermont selectboards with the skills they need to manage the affairs of their town. Delivered over the course of two Saturdays, the program will focus on the fundamentals of municipal governance and current issues facing selectboards. Topics will include reviews of the Open Meeting Law and responding to public records requests, how to reduce the risk of embezzlement, managing municipal highways, emergency preparedness, local law enforcement issues and options, land use roles and responsibilities and VLCT’s insurance offerings.

### SAVE THE DATES

**May 8, Middlebury Inn, Middlebury**  
**May 10, Lake Morey Resort, Fairlee**  
Conducting Effective Tax Appeals

**May 31, Capitol Plaza, Montpelier**  
Human Resources Management  
Workshop

**June 7, Capitol Plaza, Montpelier**  
Municipal Attorneys Forum

**June 19, Capitol Plaza, Montpelier**  
Finance Symposium

**June 27, Capitol Plaza, Montpelier**  
Managing Municipal Assets Held in  
Trust

For registration and other information, please visit [www.vlct.org/events-calendar/upcomingevents](http://www.vlct.org/events-calendar/upcomingevents), call 800-649-7915, or email [info@vlct.org](mailto:info@vlct.org).



## ADVISOR AND CONSENT

VLCT Deputy Director of Risk Management Services Dave Sichel has held a variety of positions and met a plethora of needs in his 30 years of working in Vermont local government. Last month, he added a state-level function: serving on the General Advisory Committee to the Green Mountain Care Board (GMCB). The five-member board was appointed by Governor Shumlin last September in compliance with Act 48, "An Act Relating to a Universal and Unified Health System." According to the act,

"The board shall establish a consumer, patient, business, and healthcare professional advisory group to provide input and recommendations to the board." In December, the board announced that it was accepting nominations for the committee, and, after some consideration, Sichel submitted his application.

"I will bring to the GMC Board the benefit of my experience with Vermont health care from a variety of perspectives including system user, employer health insurance pur-

chaser, health insurance pool administrator, and health insurance underwriter," he wrote in his application. He added that his work for the Health Trust has included negotiating rates and designing plans with health insurance carriers as well as managing costs by offering extensive wellness programs that help build a culture of health in the workplace and encourage smart and informed use of the healthcare system.



*Dave Sichel*

Last month, Sichel learned that he had been appointed to the advisory committee – one of 41 selected from more than 120 applicants. The GMCB has a wide mandate, and this committee represents a broad range of experience and interests: members include medical and mental health professionals, consumer and human rights advocates, insurance experts, representatives of professional organizations, owners of small and large businesses, hospital administrators, HR professionals, and private citizens. Despite their differences, these people have the shared goal of wanting to help solve Vermont's health care challenges.

According to Steve Jeffrey, VLCT Executive Director, Sichel's appointment will give local government a strong voice in the development of Green Mountain Care. "Health care insurance premiums comprise the second largest line item in many municipalities' budget, behind only salaries," Jeffrey said. "It is essential that we actively participate in the development of this initiative that could very well alter the role of the employer in the provision of health care coverage and have a dramatic impact on the property taxpayers of Vermont."

### ON-SITE WORKSHOPS LET THE VLCT MAC STAFF TRAVEL TO YOU!

Since 2005, VLCT Municipal Assistance Center staff have been conducting customized on-site workshops in municipal offices across the state.

Each workshop costs \$800, though VLCT PACIF members are eligible for a reduced rate of \$400 for many of the topics listed below (except for land use). PACIF members may also be eligible for a PACIF scholarship, which can cover the cost of the training. Please call PACIF Loss Control at 800-649-7915, or visit [www.vlct.org/rms/pacif/pacif-scholarships/](http://www.vlct.org/rms/pacif/pacif-scholarships/) for more information on the program. In addition, MAC can develop custom workshops upon request. To discuss or schedule a workshop, please contact Abigail Friedman or call 800-649-7915.

#### ON-SITE WORKSHOP PROGRAM OFFERINGS:

- Improving the Relationship Between Independent Officers and the Selectboard
- Roles and Responsibilities of Town Officers
- Conducting Effective Selectboard Meetings
- Conducting Effective Tax Appeal Grievances and Hearings
- A Field Guide to the Open Meeting Law and Executive Session
- How to Write a Good Hearing Decision
- The Role of the Manager and the Role of the Selectboard
- An Orientation to Local Government for New Selectboard Members
- How to Respond to a Public Records Request
- Developing and Managing the Town Budget
- Financial Management, Internal Controls, Fraud Risk Assessment
- Inter-local Agreements
- Municipal Charter Adoption and Amendment
- Many specific topics for local land use boards

**PICK FROM  
THESE TOPICS  
OR DEVELOP  
YOUR OWN!**



# PACIF EQUIPMENT GRANT BRIGHTENS BENNINGTON'S CHECKPOINTS

Bennington police officers were warm and easy to see on a cold evening last December because they were wearing new high-tech jackets that their department bought with the help of a 2011 PACIF Equipment Grant. These jackets protect their wearers in many ways: they are highly visible both day and night, they are warm even with a high wind chill factor, and they are particularly resistant to bloodborne pathogens and five common crash scene chemicals.

The PACIF grant reimbursed the Bennington Police Department \$5,000 toward the purchase of 24 of these jackets and 24 high-visibility reflective raincoats. Day and night, for conducting enforcement activities or routing traffic around construction or an accident, these garments are certainly keeping Vermonters safer.



*Above photo:* in normal light, the jackets are black and high-visibility yellow with light gray bands at waist, elbows, upper back, and side of chest.

*Left photo:* in low light, the black and yellow areas of the police officer's jacket (on the left) seem to glow, and the light gray bands turn bright white. The sheriff's jacket (on the right) has a distinctly smaller reflective area.



The entire black area of the new jacket glows in lower light.

To see the photos in color, please view the April newsletter on our website at [www.vlct.org/assets/News/Newsletter/2012/vlctnews\\_2012-04.pdf](http://www.vlct.org/assets/News/Newsletter/2012/vlctnews_2012-04.pdf).

## MAC MUNICIPAL CONSULTANTS

MAC is pleased offer the services of our expert municipal consultants. To learn more or discuss a possible project, contact Abby Friedman at 800-649-7915, extension 1926, or [afriedman@vlct.org](mailto:afriedman@vlct.org).

MAC's consulting team consists of:

- **Bill Hall**  
Senior Municipal Finance Consultant
- **Doug Hoyt**  
Municipal Law Enforcement Consultant
- **Brendan Keleher**  
Municipal Management and Finance Consultant



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# MINIMIZING UNEMPLOYMENT COSTS

*This information is provided by TALX, the VLCT Unemployment Insurance (UI) Trust's partner for claims administration. [©2010 by TALX Corporation. All rights reserved.]*

Unemployment costs are one of the few employment-related costs that employers can control, and each unemployment claim that goes uncontested or is lost can directly affect your bottom line. Here are a few strategic approaches that may help you reduce your unemployment costs.

- 1. Document, document, document!** Effective documentation is crucial. In the majority of cases involving discharge, documentation (meeting the burden of proof) is the only means an employer may have to back up the decision to terminate. Be sure to provide your policies and policy updates to all employees, and always get their sign-off.
- 2. Compose effective written warnings.** A warning is an aspect of progressive discipline that ensures an employee understands what is expected of them. State unemployment agencies look for warnings to determine if misconduct is involved. Elements of a good written warning include the violation, expected action to improve, the consequences if the standard is not met, action plan and comments, and the signatures of employee, witness, and issuer.
- 3. Hire wisely.** Practices such as performing detailed reference checks and thorough talent assessment before hire will alleviate problems down the road with turnover and its related costs.
- 4. Track unemployment costs and budget appropriately.** Track claims, monitor potential liability, and review past history to forecast budgets for unemployment taxes. Be familiar with the base period and benefit year in your state and use tax information to ensure budgets are adequate. (UI Trust members, please note that the last part of this doesn't apply to you because your contribution to the Trust already accounts for these.)
- 5. Know the difference between quits and discharges.** In a voluntary quit, the burden of proof is on the employee to show he or she had no choice but to quit. In a discharge, the employer must prove willful and intentional misconduct. In all

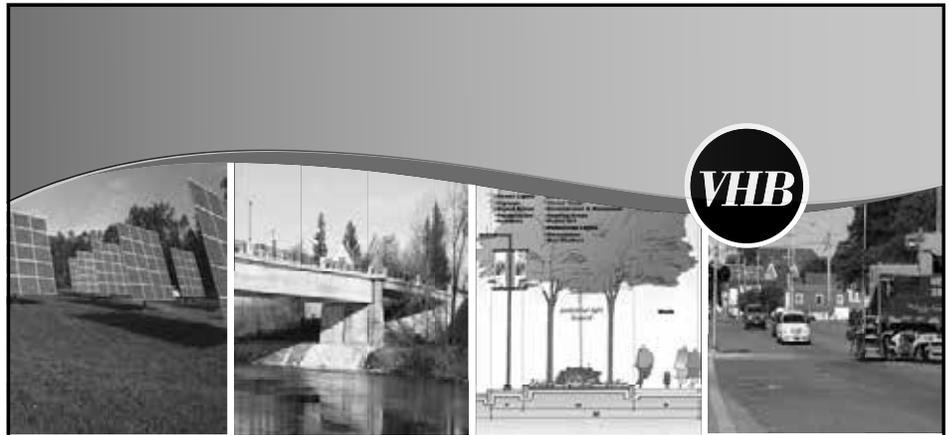
cases, a claimant must be able, available, and actively seeking work.

- 6. Be prepared for hearings.** Always try to arrange for direct, first-hand testimony to testify to the facts and events around an employee separation. Have all documents readily available during the hearing.
- 7. When warranted, file an appeal.** An appeal is your request to the state to schedule a hearing because you believe the eligibility rules have not been properly applied. Be prepared to present facts and evidence.
- 8. Weigh consequences of partial employment and independent contrac-**

**tors.** Under-employed employees, such as part-timers and those who are on-call, can collect benefits. For independent contractors, be prepared to prove they are not employees.

- 9. Consider a reemployment strategy.** Helping transitioning employees find another job rapidly after a reduction, position elimination, or other separation can help control the duration of non-contestable claims – the claims that normally result in the longest duration and highest total benefit payout.

*(continued on page 13)*



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## PACIF PDs RECEIVE FREE TRAINING CALENDARS

The Public Agency Training Council (PATC), PACIF's partner for law enforcement related initiatives, created a unique wall calendar that has been provided to the police department of every PACIF member. Rather than a photo or a drawing above each month's grid of days and weeks, these calendars have "roll call" trainings on the activities that PATC has identified as the 12 high-risk critical tasks of law enforcement. The trainings are short enough to be presented during a daily roll call, yet they contain crucial information about how law enforcement personnel should behave when conducting high-risk activities.

Each month's lesson has three main parts: an overview of the issue with a discussion of the relevant policy and its guiding principles; one or two scenarios that illustrate an opportunity to apply the policy; and questions and answers explaining the appropriate response for each scenario. Some include additional information, such as a list of circumstances that can satisfy a particular criterion. Examples of the topics are Use of Force, Search and Seizure, High-Speed Pursuit, and Handling Evidence.

"Police departments can use this calendar to help them teach one topic every month, highlighting the most important concepts without interrupting their regular work schedules," says Joe Damiata, Manager, Underwriting, Safety and Health Promotion of Risk Management Services at VLCT. "This won't replace thorough training, but it will provide a minimum introduction or refresher to staff. We hope police departments across Vermont will take advantage of this convenient cheat sheet by devoting one day every month to that month's topic."

## 2011 WELLNESS LEADER AND HLR RESULTS

Health Trust members that participated in the 2011 Wellness Leader and their employees who took advantage of the Trust's Healthy Lifestyle Rewards (HLR) program won big again in 2011.

Fifty-nine municipalities participated in the sixth year of the Wellness Leader program, which the Health Trust organized to provide a financial incentive to employers that foster employee health and wellness in certain meaningful and fun ways. **A total of \$168,676 was distributed to the municipalities that successfully completed the 2011 Leader requirements.**

Each municipality's reward was proportional to its annual health insurance premium and reflected its level of success in the Leader program. The highest single 2011 reward was \$21,447 to the Town of Essex; the four Health Trust members that received the highest score in their size category are the Town of Marshfield (91%), Addison County Solid Waste Management District (86%), the Windham Regional Planning Commission (79%), and the Town of Burke (79%).

The VLCT Health Trust developed the Healthy Lifestyle Rewards (HLR) program to encourage healthy behavior among people insured through the Trust. Covered employees and spouses could earn \$50 to \$200 by having a health screening, taking a health assessment, and participating in pedometer and weight management programs. **In 2011, 600 people participated and received checks totaling \$48,625.**

In addition to their financial rewards, all HLR participants were entered in a drawing for one of two mini-getaways sponsored by CIGNA. The recent winners were Diane Wrinn, whose husband Eugene is Chief of Police for the Town of Brattleboro, and Keith Stone, who works on the road crew of the Town of Halifax. Diane and her husband have already enjoyed a spa weekend in the White Mountains of New Hampshire, but Keith has yet to choose where and when to use his prize.

## 2012 WELLNESS INITIATIVES

For 2012, Health Trust members will find that although some of the wellness programs they know and appreciate are being adapted in light of the Trust's new multi-carrier approach, many of their tried-and-true resources will continue, and one or two new resources have come on board. Wellness is always a good investment for promoting employee health as well as organizational wellbeing and stability.

Here is a summary of what's up wellness-wise for 2012:

- Initiatives that continue to be available to all Health Trust members are on-site health screenings and flu shot clinics, materials for the Pedometer and Keep It Off challenges, access to EAP (which includes coaching for personal improvement efforts), and wellness initiatives workshops to help municipal employees and officials promote wellness among staff and their families.
- Instead of receiving the HOPE Health newsletter at home four times a year, everyone covered through the Trust (employees, spouses, and retirees) now has 24/7/365 access to a website with a variety of resources and five different newsletters every month.

**Welcome New  
PACIF Member**

**Westminster Fire  
District No. 5**

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# MENT SERVICES

## RETURN TO WORK

(continued from page 1)

**Did you have any prior experience with RTW programs before you became mayor?**

Not at all. I took over a small family business which never even had workers' comp coverage – much less a Return to Work program – and before that, I was active duty military for ten years.

**How did you decide that Rutland could benefit from a transitional Return to Work program?**

PACIF's Loss Control division had identified Rutland City as paying one of the highest workers' comp rates of all PACIF members. Wade [Masure, Loss Control Consultant for southern Vermont] and Joe [Damiata, Manager, Safety and Health Promotion] approached me to try to help change that. They had hard data showing that our workers' comp contribution was very high specifically because of the city's claims history, and they pointed out that a single year's claims can increase contributions for three or more years. Joe and Wade described a few ways to reduce future claims, including a Return To Work program.

At about the same time, I was approached by Dick Trono, who lives in Rutland City and works in Rutland Regional Medical Center's Occupational Health program. In his work, Dick had noticed that city dollars were being spent on a high number of non-working employees. As a taxpayer, he sought me out to strongly suggest that Rutland implement a Return To Work policy.

When I started looking around at our municipal departments, it became apparent that we had a culture – among management and department heads as well as employees – of *no* desire to get injured individuals back to work quickly. In fact, there was a misplaced thought process that the municipality would save money by letting the workers' comp policy make payments for salaried employees. The input I received from Dick, Joe, and Wade convinced me that Rutland



Mayor Chris Louras

City's high workers' comp cost was a problem worth tackling.

**What were the biggest challenges you encountered in creating Rutland's RTW program, and how was each solved?**

I was extremely reliant on the League's advice and help. The main task was to meet with department heads to share the numbers that I had learned from Joe and Wade and to present VLCT's proposal for improvement. I learned that each department had different reasons for using workers' comp heavily. I listened carefully, realized that *most of the reasons were mistaken beliefs that simply had to be changed*, and got the department heads started in figuring out ways to overcome their perceived obstacles. Without any real push-back, all the department heads strategized

(continued on next page)

## 2012 RMS CALENDAR

**PACIF Workers' Comp Payroll Audits.** Throughout March and April, 2012. Members of VLCT's Member Relations and Underwriting teams are visiting PACIF members to review their 2011 payroll records. PACIF member contacts who haven't received an email saying when a representative will be in their area or who would like more information should contact their Member Relations representative or Larry Smith at [lsmith@vlct.org](mailto:lsmith@vlct.org) or 1-800-649-7915.

**Safety Roundtable Breakfast.** Tuesday, April 3, 8:00 a.m., Holiday Inn, Rutland. Presented by the Associated General Contractors of Vermont Safety Committee. Topic: PPE, Silica, and Airborne Contaminants. Speakers: Terese Churchill of Evergreen Environmental and Dan Whipple of VOSHA. Open to AGC members as well as non-members. No fee to attend, but registration is required. To register, either go to [www.agcvt.org](http://www.agcvt.org) and click on the date of the event on the calendar, or email [safety@agcvt.org](mailto:safety@agcvt.org).

**Application Deadline for May 2012 PACIF Equipment Grants.** April 30. All PACIF members who haven't received a safety equipment grant in the last calendar year can apply for 50/50 matching funds toward certain safety-oriented equipment. See page 7 for how Bennington used its 2011 grant. Please go to [www.vlct.org/rms/pacif/pacif-equipment-grants/](http://www.vlct.org/rms/pacif/pacif-equipment-grants/) for this year's guidelines and application. Completed applications must be received by Jim Carrien at VLCT Risk Management Services by April 30, 2012.

**30th Annual Vermont Municipal Highway Association Expo.** Wednesday, May 9, 7:30 a.m. to 3:00 p.m., Barre Civic Center. The one chance all year for road and highway crews from around the state to gather, see what new equipment and free goodies the exhibitors have on hand, swap stories, and compete in the snow plow rodeo and backhoe competition. For more information, email [Debbie@agcvt.org](mailto:Debbie@agcvt.org).

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## RETURN TO WORK

(continued from previous page)

on how to turn the workers' comp situation around. They have really helped change our workplace culture to make our RTW program succeed.

### *Can you give us examples of some particular departments' perceived problems and successful solutions in creating the Return To Work program?*

In Police/Public Safety, the old thought was that because every absence meant paying overtime to another employee to fill in, having an injured employee work modified duty just added another salary – and also compelled someone else to “make work” for the modified duty worker. Now, injured officers generally work in the front desk area to take care of walk-in traffic so the dispatcher can work without frequent interruptions. This has the added benefit of streamlining responses to both callers and walk-ins, thereby helping with public relations.

In the Fire Department, there tends to be very little light or modified duty work to do, and many of the firefighters are used to working nights. I initially supported having injured firefighters help the chief with paperwork during normal office hours, but the union objected to the potential change in working hours. Now, recovering employees work their regular shift in the firehouse as a 24-hour dispatcher. The bonus here is that it keeps overnight fire calls from always having to be forwarded to the Police Department dispatcher.

In the Department of Public Works, the old belief was that people who were eligible for workers' comp were better kept away from other workers, due to the two misplaced perceptions that modified-duty employees make more problems for full-duty workers, and if modified duty is too easy, more people will seek it. The solution started with *making it clear to all employees that modified duty is not a way to slack off*. Now, injured workers have clearly defined tasks to accomplish within their permitted work time, so although they generally aren't working with their regular crews, they are held accountable for the work they do. For example, someone who can't lift anything heavy can be assigned to paint eight fire hydrants in an eight-hour shift. Another option is for DPW employees to work in the department's administrative office in City Hall, such as taking phone calls or monitoring sewer

and water accounts. In some cases, spending time at a desk seems to speed the employee's return to outdoor work.

### *How does the money work? What part of the budget includes the cost of paying workers not to be on workers' comp?*

We didn't try to expand departmental budgets to pay for workers transitioning back to full duty. Instead, we took the advice of Fred [Satink, Loss Control Specialist] and created a new line item in the budget to pay for modified duty, using an amount based on VLCT's empirical data. This way, it is easy to track how “expensive” our Return To Work program is, and we can easily compare what we spend on it to the gradual reduction in our workers' comp contribution. If the budgeted amount is not all spent in a given year, it is rolled into surplus and returned to taxpayers as a lowered tax rate. The first year, we did have extra money there. This year, two injuries in the Police Department have required surgery, and even though these involve long recovery periods in which modified duty is not appropriate, we might spend the entire RTW budget. But we'll keep funding the program this way because it works well for us.

### *What have you learned in this process that other municipal officials should know?*

A few things occur to me.

- **Cross-departmental work assignments haven't been necessary in Rutland City.** We were open to the idea, but it just didn't end up being a good fit for us — and not only because of any union opposition. But this hasn't caused any real problems, because each department is large enough and has done a great job of identifying and fulfilling modified-duty tasks for their own employees.
- **The positive results reach farther than I had hoped.** For one thing, we found that most of our eligible employees wanted to get back to work for their own well-being and their own sake, so this program is generally not a hard sell. In fact, for employees who are at all troublesome before their injury, an RTW program sometimes helps tip the scales one way or the other: the employee either gets on

(continued on next page)



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## RETURN TO WORK

(continued from previous page)

board and has a better attitude afterward, or declines the RTW offer and walks away from the job completely. Moreover, our aldermen were so impressed with the results of the program that they thanked our municipal employees on public access TV, which created good feelings all around. You can't ask for better than that.

### **Do you have any advice for PACIF members who are approached by Loss Control staff about Workers' Comp issues?**

Yes: Listen to them. Their goal is for us to operate as efficiently as possible. The primary payoff [of a Return To Work program] is in lowered costs for the municipality, but it is a win-win all around: *it helps both the bottom line of the municipality and the well-being of the workforce.*

*Interview conducted and edited by Ione L. Minot, Marketing Specialist VLCT Risk Management Services*

## WELLNESS INITIATIVES

(continued from page 10)

- Wellness incentives for employees now vary by carrier: the Healthy Lifestyle Rewards program is being continued for members with Blue Cross/Blue Shield (BCBS) plans; MVP's Wellstyle Rewards program pays covered people up to \$300 for a wide variety of healthy activities; and employers with Cigna (limited to those with 50 or more employees) can work to win a \$5,000 wellness grant from Cigna and allocate some of it to employee incentives.
- The Health Trust has discontinued Wellness Leader rewards for this year; however, we strongly encourage employers to continue the core activities of the Leader. These include enacting up-to-date safety- and wellness-oriented policies; operating a safety and health committee that get non-managers from all departments involved in identifying issues and implementing solutions; making it easy for employees to get health screenings, health assessments, and flu

shots; and running annual exercise and weight control programs. 2011 Leader participants might want to direct their 2011 rewards into a fund for their 2012 program. The principles of the Wellness Leader are sound, and the Trust believes its members will find them to be worthwhile.

## MINIMIZING COSTS

(continued from page 9)

- 10. Use available resources to stay informed.** Look to expert assistance for informational content, including blogs, e-seminars, and industry highlights.

TALX's experience, expertise, and proven results help employers navigate the uncertainty of the unemployment insurance system. For additional information regarding this article or other proactive unemployment cost management techniques, visit the TALX corporate blog at <http://blog.talx.com>. As always, Kelley Avery at VLCT is ready to respond to questions posed via email ([kavery@vlct.org](mailto:kavery@vlct.org)) or phone (800-649-7915, ext. 1965).



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## CLERKING CLASS HEROES

(continued from page 1)

The CVC (Certified Vermont Clerk) and CVT (Certified Vermont Treasurer) are certification programs that the 76-year-old Vermont Municipal Clerks' and Treasurers' Association (VMCTA) offers to Vermont's clerks and treasurers. The designation is awarded after a clerk or treasurer successfully attends training sessions in elections, vital statistics, recording and records management, municipal law, and more. The certifications need to be re-accredited every five years, a requirement that recognizes the need for continuing education.

Presently, 65 Vermont clerks have earned a CVC designation from VMCTA; more than half of them are also Certified Vermont Treasurers.

By contrast, only a dozen Vermont clerks have attained the designation of CMC (Certified Municipal Clerk). The CMC, and its big sister, the MMC (Master Municipal Clerk), are offered by the International Institute of Municipal Clerks (IIMC), a professional, nonprofit association that promotes

### VERMONT'S CERTIFIED MUNICIPAL CLERKS

Doreen Aldrich, Rockingham	Alison Kaiser, Stowe
Deborah Beckett, Williston	Tammy Legacy, Roxbury
Nicole Daigle, Derby	Pattie McCoy,* Poultney
Colleen Haag, Shelburne	Sandy Pinsonault, Dorset
Sandra Harris, Vernon	Linda Spence,* Manchester
Elizabeth Jenks, Winhall	Georgette Wolf-Ludwig, Fairlee

\*also MMC

continuing education through college-based institutes and provides networking services to its members around the world. IIMC grants the CMC certification to clerks who have completed three years of attendance at a recognized institute (such as NEMCI&A, the New England Municipal Clerks' Institute and Academy) and/or fulfilled other educational requirements. The MMC certification is granted to clerks who have completed IIMC's Master Municipal Clerk's Academy, a program with even more rigorous education-

al components. Unlike VMCTA, IIMC has no requirement to re-certify its graduates, since they sign a continuing education commitment letter.

Poultney Town Clerk and Treasurer Pattie McCoy began working towards her CMC certification in 1993 and received it in 1996; in 2005, she was awarded an MMC designation. "I am grateful my predecessor pushed me to seek these designations," she says, "because "there is no college or university that

(continued on next page)

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## CLERKING CLASS HEROES

(continued from previous page)

teaches you how to become a municipal clerk.”

Manchester Town Clerk Linda Spence holds the only other MMC designation in Vermont. “Because of my affiliation with IIMC,” she says, “I now network with clerks from all over the United States and the world. IIMC is a wonderful entity that gives both professional and personal growth to its members along with many educational and networking opportunities.”

“It has been an empowering experience for every clerk who has ever graduated from the program,” she adds.

Patti Lewis, Fayston Town Clerk/Treasurer and Selectboard Assistant, is one of Vermont’s two Directors to the NEMCI&A Board. (Dorset Town Clerk Sandy Pinsonault is the other.) She calls the training the institute offers nothing less than life changing. In 2007, she completed a three-year educational program through NEMCI&A. “Most of us who go through the NEMCI&A program then go for our Certified Municipal Clerk designation,” she says. “In 2014, my goal is to obtain that certification as well. Then, on to the MMC designation.”

“The public speaking classes taken at NEMCI&A were the best,” says Sandy Pinsonault. “I am now able, without too much fear, to stand in front of a large group of people and speak.” Other course topics at the institute include communication skills, management theory, inter-governmental relations, media relations and written communication, public speaking, and parliamentary procedure.

Alison Kaiser, Stowe Town Clerk and VLCT Board member, graduated in 2011 from NEMCI&A, having also earned a Clyde McGee Scholarship to return to the academy. McGee, a professor of political science at Trinity College, asked many thought-provoking questions about how government worked, and he and Kaiser often had long debates about the education funding system. “We’re told that you’ll get professional development skills (there),” she says, “but you don’t realize how valuable the skills you develop will be.”

“It is a piece of the continuing education puzzle” Kaiser adds. “When you have all those levels of certification, it’s further proof to your taxpayers that you’re committed to learning. You can’t attend these programs

and hope to just skate through!”

“A lot of clerks in Vermont do not belong to our association,” says Sandy Pinsonault, referring to VMCTA, “and therefore can’t receive the CVC designation. ‘We get excuses of (a lack of) education funding, ‘my selectboard won’t let me,’ or ‘I can’t close my office to attend.’ And in some cases, these are towns that face problems because they aren’t up to speed on changes in law” or the clerks “have been doing the job for so long, they don’t feel they need training.”

Thus, some clerks favor the idea of making clerk training obligatory. In 2006, the Vermont Municipal Land Records Commission – whose members included South Burlington City Clerk/Treasurer Donna Kinville, Marshfield Town Clerk/Treasurer Bobbi Brimblecombe, and Pattie McCoy – issued a report to the Vermont Legislature that recommended such a mandate. The problem the commission ran into was how to require the training when most clerks are elected. Because some towns didn’t want to pay for the training, said Kinville, “we discussed creating a training fund by collecting certain fees, such as a fee from PTTRs (property tax transfer returns).” Or, if clerks had to research land records online, they could charge a fee for the service and then earmark a portion of that fee to a training fund, thereby eliminating any expense to the towns.

The commission’s follow-up report to the legislature a year later noted other difficulties with mandatory training. “Many municipalities do not finance education for the clerks and the clerk is made to pay for any training out of his/her own pocket and pay for a person to sit in their office to cover his/her hours or close

the office and not get paid the time that they are training. Do we create an accreditation program that does not charge for training (revenue needed) or do you create a statute that mandates every municipality pay for education of the clerk? Is this program just for clerks or all support staff in the clerk’s office?”

Talk to any of these Vermont’s town clerks and treasurers and you’ll soon be convinced of their dedication to continuing their professional and personal growth, to raising the standards of the municipal clerk profession and the level of administrative expertise needed in the increasingly complex world of municipal government, and to their lifetime commitment to continuing their education.

David Gunn, Co-editor  
VLCT News



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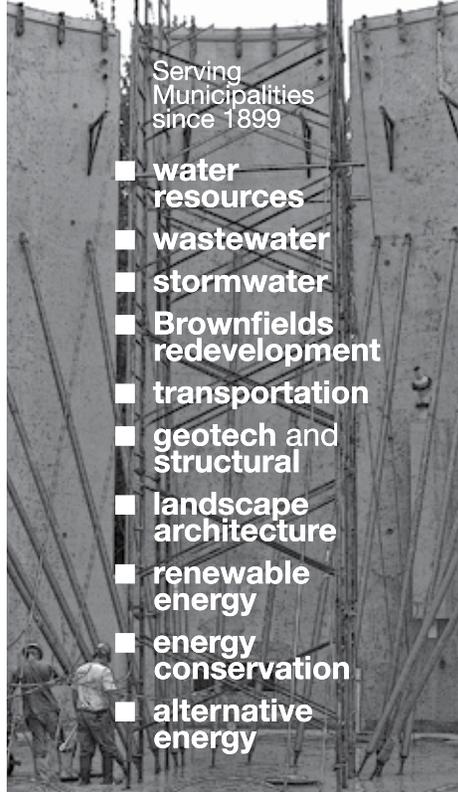
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# LOCAL GOVERNMENT DAY

(continued from page 1)

Risk Management Services Dave Sichel gave his perspective on the current health insurance legislation. Local officials proceeded to the State House, where they met with Transportation, Ways & Means, and Government Operations committees, listened to legislative action on the floor of both the House and Senate, and, later in the day, had the option of touring the historic building with the State House Curator.

Some local officials testified about a range of issues that are under discussion in the State House, including education funding and state collection of the education property tax, lessons learned from Tropical Storm Irene and the spring floods, transportation funding in 2012 and 2013, handling public records and vital records requests, requirements for open meeting, and health care.

Over lunch at the Capitol Plaza, Lieutenant Governor Phil Scott thanked local officials for the help they provided and the hope they maintained in the wake of Tropical Storm Irene's devastation last summer. He emphasized that recovery is a long road to negotiate, and lots of Vermonters are still struggling to get back to a normal way of life. He also thanked the governor for his response to the weather-related disasters and for his commitment to helping Vermonters rebuild.

VLCT Board member and Stowe Town Clerk Alison Kaiser wowed Local Government Day attendees by displaying a new street sign that meets the Manual on Uniform Traffic Control Devices (MUTCD) standards ordaining the size of lower case letters. The sign will be located next to Stowe's



historic covered bridge, after which the road is named.

We want to thank all of the local officials who made the trip to Montpelier to meet with their legislators in formal committees, over lunch, and in the hallways of the State House, and also thank the legislators for likewise taking the time to discuss matters with local officials.

If you attended Local Government Day, did you find the event worthwhile? Conflicting priorities conspired to lessen attendance from previous years. If you were not able to join us, please let us know why by emailing Administrative Services Manager Jessica Hill at [jhill@vlct.org](mailto:jhill@vlct.org). We also welcome any suggestions you may have for future events.

*Jessica Hill  
Manager, Administrative Services, and  
Karen Horn  
Director, Public Policy and Advocacy*



*VLCT Senior Municipal Finance Consultant Bill Hall and Middlebury Town Manager Bill Finger discuss still other bills currently before the legislature (above left).*

*The always dynamic State House Curator David Schutz leads a tour of the capitol (left).*

*Burlington City Manager Sandy Miller, Montpelier City Manager Bill Fraser, and Burlington Deputy City Manager Bob Rusten take a break between legislative hearings (above right).*

## TRIVIA

Add a little Italian pastry to the mix and suddenly Trivia is crawling with correct answerers. Louise Luring, Jackie Higgins, Carol Hammond, Cheryl Barker, Roy Rogers, Roberta Dana, R.J. Burke, Shirley Twitchell, Laurie Emery, Judith Butson, and Bill Basso of Saxtons River, Williamstown, Vernon, Weston, Woodstock, Groton, East Haven, Londonderry, the Central Vermont Regional Planning Commission, the Northeastern Vermont Development Association, and Mount Tabor, respectively, knew that America gave birth to her first canal at Bellows Falls in 1802. (The canal's nine locks gave rise to the village's bagel and cream cheese industry, which still thrives today.)

The pastry in question, the cannoli, has nothing to do with this month's query (except that I wish I had one now):

**Vermont elected the nation's first female lieutenant governor. Who was it and when was she elected?** Here's a hint: She was also the first woman to try (and win) a murder case in Vermont.

As always, email your answer to [dgunn@vlct.org](mailto:dgunn@vlct.org). About the time you get caught in your first Mud Season driving adventure of 2012, the exceptionally acceptable May issue will appear with the answers, no fooling.



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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.

Classified ads are generally limited to 150 words and run for one issue. These ads are also placed on the VLCT website for up to one month.

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

The deadline for submitting advertisements is the first Friday of the month prior to the issue date. Space is sometimes available for late additions; please feel free to check with the editor for availability.

For more information on placing classified ads in the *VLCT News*, contact [classifieds@vlct.org](mailto:classifieds@vlct.org). For details on display advertising, email [vlctnews@vlct.org](mailto:vlctnews@vlct.org). Information on ad requirements may also be downloaded at [www.vlct.org/events-news-blogs/newsletter-archive/advertising-information/](http://www.vlct.org/events-news-blogs/newsletter-archive/advertising-information/).

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**Finance Director.** The Town of Milton seeks a qualified person to fill the position of Finance Director. The Finance Director is primarily responsible for the professional administration of the Town's financial operations. Other duties include: ensuring the financial strength and viability of the Town and assisting in its strategic development and planning by formulating sound financial pol-

icies; performing complex financial and accounting work for the Town, administering its operating budget, and overseeing its computerized accounting system; assisting in developing all budgets, overseeing spending, and maintaining the Town's Journal; administering the business aspects of the Town, including grants and contracts; and assisting and making recommendations to the Town Manager on numerous issues that affect the business of the Town. This is an appointed full-time, "hands on" exempt position that serves as the department head and staff supervisor in the Finance Department. Pay range, \$52,000 to \$62,000 with benefits, based on qualifications and experience. An employment application is available at the Town Manager's office or on the Town website, [www.milton.govoffice2.com](http://www.milton.govoffice2.com). A full job description is available at the Town Manager's office, 43 Bombardier Road in Milton. To apply, complete a Town of Milton

application and submit their resume to the Town Manager's office. Equal Opportunity Employer. (3-06)

**Research and Information Assistant.** Are you interested in government, public service, or law? Do you want to learn more about Vermont's cities and towns? VLCT seeks a part-time (22½ hrs/week) Research and Information Assistant for its Municipal Assistance Center (MAC). This entry-level, professional position provides administrative and research support to MAC's legal, consulting, and education team. Further duties include coordinating and overseeing publication of key member surveys, assisting with personnel searches, editing web content, maintaining resource files, proofreading, and handling billing details. We seek a well-organized and diplomatic team player with excellent communication skills, strong attention to detail, and a stellar

*(continued on page 19)*

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# STAFF NEWS

Remember when, a couple of months ago, I said VLCT was fully staffed? Well, I lied. Sure, I didn't know it at the time, but still I inadvertently prevaricated. Mispoke. Fibbed, fabricated, and falsified. Here's why:

**Peggy Gates** (no relation to either Bill or "the world's most trusted name in belts, hoses, and hydraulics") is VLCT's new Workers' Compensation Claims Representative, and has worked in the insurance industry for 19 years. A seventh generation Vermonter, she collects trolls (Ed. note: In Scandinavian folklore, trolls are associated with particular landmarks formed when a troll is exposed to sunlight; according to Old Norse legend, trolls dwell in isolated mountains and rocks and collect royalties from sales of Hemingway's memoir, "For Whom the Bell Tolls,") and sings with the Barre-Tones, a barbershop-style women's chorus. Peggy lives with her family (and trolls) in Waterbury.



*Peggy Gates with the Barre-Tones*



*Jim Carrien hiking Yellowstone*

**Jim Carrien** (and please, no more references to his former name of Carrien-Luggage) is the new Loss Control Trainee/Administrative Assistant for Risk Management Services. He is also VLCT's third Jim, sometimes confounding Microsoft Outlook. After graduating from Sterling College in Craftsbury, Jim3 worked for the public school system, developing and implementing after-school programs for students of all ages. He also has a ten-year history of fire service and was recently promoted to Captain of the East Montpelier Volunteer Fire Department. An outdoors kind o' guy, Jim3 enjoys hiking, fishing, hunting, gardening, and clashing with the occasional troll. Okay, *now* are we fully staffed?

*David Gunn  
Co-editor, VLCT News*

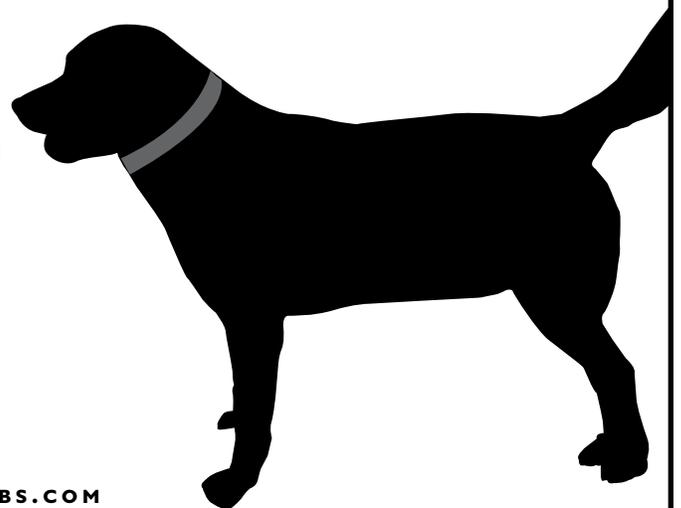
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## CLASSIFIEDS

(continued from page 17)

customer service orientation. Bachelor's degree or equivalent training and experience required. Strong writing skills and experience with Windows-based computer software, preferably Microsoft Office, are desired. Salary range, \$18,000-\$22,500, based on experience. VLCT is a great place to work. We offer a convenient Montpelier location and an excellent total compensation package, including two health insurance options, retirement choices up to 12.1% total employer contribution, and more. To apply, please email a cover letter and resume to [jobsearch@vlct.org](mailto:jobsearch@vlct.org) with RIA in subject line. Application review begins immediately and continues until position is filled. (3-05)

**Assessor.** The Town of Norwich is seeking qualified applicants for the part-time position (24 hours per week) of Assessor. In cooperation with the Board of Listers, the Assessor is responsible for the assessing functions of the Town of Norwich including inventory, appraisal and assessment of all taxable property, and defense of values. The position reports to the Town Manager. A BA in Business Administration and five years of experience as an assessor, or equivalent, are required. A full job description is available on the Town's website, [www.norwich.vt.us](http://www.norwich.vt.us), under Town Departments/Listers. To apply, send cover letter and resume to Town of Norwich, Town Manager's Office, PO Box 376, Norwich, VT 05055. (2-17)

**Assessing Clerk.** Norwich is seeking a part-time (20 hours per week) Assessing Clerk to be responsible for a variety of assessing functions, including the provision of assessment information, processing of property transfers, preparation of assessment reports, file maintenance, basic corrections to property record cards and assessment related activity in the Assessor's Office. The position reports to the Town Manager and is under the general supervision of the Assessor. A full job description is available on the Town's website, [www.norwich.vt.us](http://www.norwich.vt.us), under Town Departments/Listers. To apply, send cover letter and resume to Town of Norwich, Town Manager's Office, PO Box 376, Norwich, VT 05055. (2-17)

**Planning and Zoning Administrator.** The City of St. Albans is seeking a Planning and Zoning Administrator to administer and enforce the City's Land Development Regulations and assist with the City's planning program and grant management. A full job description is available at [www.stalbansvt.com](http://www.stalbansvt.com) under Employment Opportunities. The hiring range is expected to be between \$40,000 and \$50,000. To apply, please send a resume and cover letter to [p.strait@stalbansvt.com](mailto:p.strait@stalbansvt.com). Resume review begins Monday, April 2, 2012. EOE. (3-8)

**Village Manager.** The Village of Northfield, Vermont (pop. 2,101), seeks a highly responsible and collaborative village manager. Home to Norwich University, the oldest private military college in the United States, Northfield is located in the heart of Vermont's Green Mountains, close to the state capital, Montpelier, and three hours from either Boston or Montreal. Northfield offers easy access to both idyllic rural and culturally diverse, cosmopolitan settings. The village was incorporated in 1855 and is the community's commercial, industrial, and residential center. The manager reports to the board of trustees and is responsible for the day-to-day operations of the village and municipal utilities for both Northfield Town and Village, which comprises, water, sewer, and electric. The village owns about \$20 million in assets and combined expenditures for village services are about \$6 million. The manager supervises 12 employees, administers an operating budget of several million dollars, and oversees all personnel, financial, public works, and community-relations matters. A detailed job description is available at [www.northfield-vt.gov](http://www.northfield-vt.gov) under "Current Notices." This is a part-time position that may increase to full-time. Salary commensurate with experience and includes an excellent competitive benefits package. A Bachelor's degree is required; Master's in public administration or a related field is preferred. Previous experience in municipal government, managing electric, water, and sewer departments and enterprise funds and working with Vermont's Public Service Board is preferred. Additional experience in government financial management is a plus. To apply, please send a cover letter, resume, and three referenc-

es to Northfield Village Manager Search, c/o VLCT, 89 Main Street, Montpelier, VT 05602-2948, or email your application to [municipal.recruitment@vlct.org](mailto:municipal.recruitment@vlct.org) with Northfield Village in the subject line. Resume review begins April 16, 2012. E.O.E. (3-09)

## REQUEST FOR PROPOSALS

**Auditor's Services.** The Town of Morris-town, Vermont, is accepting proposals for an audit of its financial statements for the fiscal year periods ending June 30, 2012, 2013, and 2014. Proposals should be submitted to the Selectboard, Town of Morris-town, PO Box 748, Morrisville, VT 05661, **by March 30, 2012**. Please direct all questions regarding this RFP to Finance Director Carol Bradley ([cbradley@morristownvt.org](mailto:cbradley@morristownvt.org)) or Tina Sweet, Assistant Finance Director, at 802-888-6374. The scope of services, qualifications and staffing, compensation, and general requirements are posted online at [www.vlct.org/marketplace/classifiedads/auditor-s-services/](http://www.vlct.org/marketplace/classifiedads/auditor-s-services/). (2-16)

## FOR SALE

### 1989 Vac-Con cleaning/flushing unit.

Ford chassis, 3-stage fan, 5-yard debris body, 2,000-gallon water. Chassis has 41,526 miles/4,539 hours; Vac-Con unit has 4,691 hours. Good condition overall; city unit. Asking \$20,000. Call 802-655-6410 for more information. (2-22)

## VLCT ADVOCACY IS ON FACEBOOK!

Get timely updates on what's happening under the golden dome from the local government perspective. We will also share links to relevant articles, legislative and administration policy initiatives, as well as the latest actions taken by municipalities to address local issues.

Just type "VLCT Advocacy" in the Facebook search box, then click on the like button to begin receiving our status updates.

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# Calendar

*For more information about the following workshops or events, please call Jessica Hill, Manager, VLCT Administrative Services, at 800-649-7915, or email [jhill@vlct.org](mailto:jhill@vlct.org). You may also visit [www.vlct.org/events-news-blogs/event-calendar/](http://www.vlct.org/events-news-blogs/event-calendar/) and select a workshop for more information or to register online. Please check back frequently for program updates. Final agendas and online registration are available six weeks prior to the event date. For non-VLCT events listed below, please contact the individuals directly. (The online registration option is available for VLCT workshops and events only.)*

**Selectboard Institute I**  
**Saturday, March 31, Capitol Plaza, Montpelier**  
*(Sponsored by the VLCT Municipal Assistance Center)*

The Selectboard Institute provides Vermont selectboards with the skills they need to manage the affairs of their town. Delivered over the course of two Saturdays, the program will focus on the fundamentals of

municipal governance and current issues facing selectboards. Topics will include reviews of the Open Meeting Law and responding to public records requests, how to reduce embezzlement risk, managing municipal highways, emergency preparedness, local law enforcement issues and options, land use roles and responsibilities and VLCT's insurance offerings.

**Planning and Zoning Forum II**  
**April 11, Capitol Plaza, Montpelier**  
*(Sponsored by the VLCT Municipal Assistance Center)*

This workshop includes discussion of best practices for land use officials, such as rules of procedure, decision making, application of conditional use review and variance criteria by the appropriate municipal panel, zoning enforcement, and a foray into common land use case law.

**Selectboard Institute II**  
**Saturday, April 28, Lake Morey Resort, Fairlee**  
*(Sponsored by the VLCT Municipal Assistance Center)*

See description under Selectboard Institute I.

**Conducting Effective Tax Appeals**  
**May 8, Middlebury Inn, Middlebury**  
**May 10, Lake Morey Resort, Fairlee**  
*(Sponsored by the VLCT Municipal Assistance Center)*

With the property tax under increasing pressure – and the subject of more and more attention – it is essential that the appeals process be properly administered. Come learn what your town can do to conduct effective property tax grievances and appeals.

**Human Resources Management Workshop**  
**May 31, Capitol Plaza, Montpelier**  
*(Sponsored by the VLCT Municipal Assistance Center)*

Both municipal managers and their staff will find this workshop indispensable as it covers the fundamentals of personnel administration in a municipal setting. It will focus on the major state and federal employment laws and cases affecting municipalities as employers, including emerging employment issues.

Visit our website [www.vlct.org/events-news-blogs/event-calendar/](http://www.vlct.org/events-news-blogs/event-calendar/) for the most up to date list of events.