

VLCT NEWS

A PUBLICATION OF THE VERMONT LEAGUE OF CITIES & TOWNS

SERVING AND STRENGTHENING VERMONT LOCAL GOVERNMENTS

August 2003

SOMETHING OLD, SOMETHING NEW

TOWN FAIR 2003 HAS IT ALL

VLCT's annual conference, trade show and Snowplow Rally return to Barre, Vermont on October 1 and 2 with a host of favorite traditions and a good dose of new ones in the making.

Our theme, **Hometown Homecoming**, celebrates Town Fair's return to the recently remodeled Barre Municipal Civic Center after a

five-year sojourn at the Killington Resort and Conference Center.

What's New? The Alumni Hall meeting spaces at the Civic Center have been renovated (brightened and enlarged), joined with the Auditorium, and made handicapped-accessible. Their new configuration is better able to accommodate Town Fair's large and small group meetings. Attendees won't have to board buses to travel all over Barre City in search of accessible meeting spaces! Moving back to Barre also allows us to offer indoor exhibit space for large pieces of equipment, something our members and exhibitors will appreciate if the weather isn't ideal. Town Fair will also run over two days instead of one, with the Snowplow Rally happening on Wednesday, October 1. VLCT's Annual Meeting, workshops and annual awards luncheon will all occur on Thursday, October 2. Exhibits in the B.O.R. indoor arena will be open on both days; on Thursday exhibits will also be set up in the Auditorium.

What's Old and Treasured? A lively trade show with exhibitors selling everything
(Continued on Page Twelve)

LOCAL GOVERNMENT VOLUNTEERISM UNDER THE LENS

LEADERSHIP CHAMPLAIN PROGRAM STUDIES RICHMOND

What if a team of nine successful leaders, drawn from the business, non-profit, education and government sectors, offered to study one of your town's important issues and offer some recommendations for improvements? For free?

Most likely, your selectboard would gladly say yes to such an offer. That is just what the Town of Richmond did last year when it agreed to let the Leadership Champlain Class of 2003 take a look at how volunteers are working with and for Richmond's local government.

(Leadership Champlain is an annual, ten-month educational program of the Lake Champlain Regional Chamber of Commerce. Participants attend monthly seminars on important public policy issues and work on projects on behalf of community organizations.)

Enter the Town of Richmond. Selectboard member Fran Thomas approached Leadership Champlain with the idea that Richmond could benefit from the talents of one of its classes. Initially, the project was envisioned to be an

(Continued on Page Eight)



TRAVELING WORKSHOP SERIES VERY WELL RECEIVED BY TOWNS

Staff from the newly created Municipal Assistance Center (MAC) have hit the ground running this summer with the Onsite Workshop Series. With a portfolio that ranges from the general ("Conducting Effective Meetings and Hearings") to the specific ("Local Officials and the Property Tax Appeals Process"), the MAC team has delivered



workshops for the towns of Shelburne, Dorset, and Wilmington and is headed to Fairlee in September.

According to Wilmington Town Manager, Sonia Alexander, "VLCT did a fabulous job... I received many compliments on the workshop and people seemed to get a lot of out of it."

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VLCT THEN AND NOW

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I recently celebrated my 25th anniversary of employment by the Vermont League of Cities and Towns. As trite as it sounds, it really does seem like it was just yesterday that I first walked into the League's office (located right behind the large blue and red neon "Restaurant" sign with the lobster on it at 118 Main Street in Montpelier). Armed with the impressive-sounding title of Associate Director and knowing that municipal league work was

movies. Garfield first appeared in the comics and "Dallas" began its 14-year run on television. Fleetwood Mac won the Grammy for best album with "Rumors" and disco was hot with "Saturday Night Fever."

There were three staff in total, plus a university intern, so it soon became apparent that "chief cook and bottle washer" was all the Associate Director's job description needed to say. That only got more interesting when, during the first three months of my employment, it was discovered that VLCT had a deficit equal to 56% of our operating budget and the Executive Director was indicted for embezzling from the League and left on a lengthy medical leave. His medical and legal problems were to hamstring him and the League until his resignation four years later. In addition, the newly created VLCT Unemployment Trust, our first venture into pooled insurance programs, fell victim to the recession (which would later beleaguer Jimmy Carter), amassing a deficit of 10% of its budget after faring well in its inaugural 1978 year. As few as 227 cities and towns paid their dues. Clearly, the outlook wasn't brilliant for the Mudville nine that day.

What should have happened shortly after I unpacked my bags 25 years ago was that municipal officials should have turned their backs and closed their wallets to their state association. VLCT, only 12 years old, should have just withered away, and I should have tried

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FROM THE EXECUTIVE DIRECTOR

enjoyable (from my previous two and one half year stint with our Connecticut counterpart), I thought that three or so years of experience here would prepare me for bigger and better things elsewhere. Little did I realize that first day the challenges I would face or that the "bigger and better" thing I was looking for, I had already found.

That office had the latest 1978 could offer for technology. We had one Selectric typewriter, a liquid toner copier and an Addressograph machine for addressing envelopes that appeared to be a direct and recent descendant of something constructed by Gutenberg. We had no computers, fax machines or cell phones. Jimmy Carter was president and Gov. Richard Snelling was starting on his first reelection campaign. "Superman" and "Animal House" were the "in"



Last month, in honor of Executive Director Steve Jeffrey's 25 years of employment with VLCT, staff and members of the VLCT Board of Directors dressed up in bow ties and presented Steve with a surprise cake.



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WATER RESOURCES BOARD REJECTS STATE'S STORMWATER PERMITS

The Water Resources Board recently issued a decision that will no doubt have broad implications for legislators, regulators, municipal officials, and citizens throughout the state.

On June 2, 2003, the Water Resources Board (WRB) issued a decision reversing the Agency of Natural Resources' (ANR) issuance of watershed improvement permits (WIPs) for four watersheds located in Chittenden County (Lake Champlain drainage basin) that are impaired by stormwater runoff. The reversal leaves cities and towns that are subject to stormwater permits without clear guidance from ANR as to what is required in order to comply with state laws and regulations.

The basis for the WRB's decision rested on

surfaces such as streets, driveways, parking lots, and rooftops. As stormwater travels over these roads, highways, and parking lots, it can mix with sediment, motor oil, anti-freeze, heavy metals, and fertilizers; eventually this mix drains into our lakes, ponds, streams, and rivers.

The waterbodies involved in the WIPs under appeal are defined as impaired waters for stormwater. Impaired waters are those waters that are identified as not meeting state water quality standards. Currently, approximately 25 streams in Vermont are impaired primarily due to stormwater runoff. *Id.*

All waters listed as impaired become subject to the Total Maximum Daily Load (TMDL) process under the Clean Water Act. The

to complete total maximum daily loads for each of the water bodies at issue unless remediation will be completed prior to the scheduled TMDL completion deadline, which is 2009 for all four bodies of water.

Watershed Improvement Permits

WIPs are an alternative to TMDLs that ANR may use to permit discharges to waterbodies that are impaired by stormwater. *Id.* Vermont is the first state to attempt this innovative approach. This option may only be utilized, however, if the WIPs include a schedule *reasonably designed* to bring the receiving waters into compliance with the Vermont Water Quality Standards within five years. Docket No. WQ-02-04, WQ-02-05, WQ-02-06, and WQ-02-07 (Consolidated) Findings of Fact, Conclusions of Law, and Order (Vt. Water Res. Brd. June 2, 2003). If a watershed improvement permit cannot be designed to ensure compliance within five years, then ANR must establish and implement a TMDL for the receiving waters instead of issuing a WIP. 10 V.S.A. §§, 1258,1263(c).

Act 109 of 2002 authorizes ANR to issue "watershed improvement permits as a means of ensuring the water quality standards are achieved and maintained" in impaired waters.

(Continued on next page)

The reversal leaves cities and towns that are subject to stormwater permits without clear guidance from ANR as to what is required in order to comply with state laws and regulations.

its finding that ANR's issuance of the permits was not in compliance with state law. Specifically, the WRB ruled the WIPs are unlawful because it determined they are not reasonably designed to *assure* that the receiving waters will comply with the Vermont Water Quality Standards within five years and do not ensure that new discharges will not cause or contribute to a violation of the Vermont Water Quality Standards. Docket Nos. WQ-02-04, WQ-02-05, WQ-02-06, and WQ-02-07 (Consolidated) Findings of Fact, Conclusions of Law, and Order (Vt. Water Res. Brd. June 2, 2003).

In short, the WRB held that, because ANR failed to develop a watershed improvement permit that effectively addressed existing and new discharges, and because ANR has not yet developed a total maximum daily load for the receiving waters, new or increased discharges of pollutants of concern into these water bodies are prohibited until ANR develops an effective cleanup plan that complies with state law. *Id.*

Stormwater Runoff, Impaired Waters, and Total Maximum Daily Loads

Stormwater runoff is water that is deposited from rain or snowstorms and not absorbed by the ground due to the existence of impervious

TMDL process requires the development of a plan that identifies what is causing the impairment and how to achieve the cleanup and restoration of the water body. A TMDL is a pollution cap or ceiling for the water body and an associated cleanup plan that determines exactly how to attain that cap. Vermont's 2000 Section 303(d) List identifies the need for ANR

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LEGAL CORNER -

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10 V.S.A. § 1264. WIPs are based on the best management practices contained in ANR's 2002 Stormwater Manual. ANR's best management practices form the backbone of the watershed improvement permit program and rely primarily on "end of the pipe" structural treatment controls and do not include nonstructural requirements such as erosion prevention, riparian buffer restoration, and wetland protection and restoration.

Watershed Improvement Permits Appealed to the WRB

ANR issued the watershed improvement permits for Bartlett Brook, Centennial Brook, Englesby Brook, and Morehouse Brook on July 1, 2002. These are impaired water bodies due primarily to excessive sediment loading caused by stormwater runoff.

On appeal, the WRB held that the WIPs were unlawful because they failed to include a schedule of compliance that assured attainment of water quality within five years as required by law. The WRB's findings were in large part based on testimony of ANR experts, one of whom testified that ANR cannot tell whether the watershed improvement permits will be enough to meet the Vermont Water Quality

Standards. Docket Nos. WQ-02-04, WQ-02-05, WQ-02-06, and WQ-02-07 (Consolidated) Findings of Fact, Conclusions of Law, and Order (Vt. Water Res. Brd. June 2, 2003).

The WRB also ordered ANR to establish TMDLs for the water bodies due to the absence of a lawful WIP. *Id.* Although ANR argued against the use of TMDLs and claimed it should be able to use a "phased approach that relies on the iterative application of [best management practices] over an indefinite period of time," the WRB dismissed the argument, reminding ANR that under "Vermont law, compliance with the Vermont Water Quality Standards is not an aspiration but a requirement." *Id.* The WRB further explained that it is "possible to establish and implement TMDLs, even in the face of scientific uncertainty, by adjusting the use of [best management practices] and other components of TMDLs based on monitoring and experience." *Id.*

It is important to note that the WRB's decision does not invalidate the watershed improvement permit regulatory scheme. The decision only applies to the four permits on appeal to the WRB because they did not offer sufficient assurance to the WRB that the impaired bodies of water would comply with the Vermont Water Quality Standards within five years.

Moreover, the WRB specifically held that WIPs may be used to address both direct and indirect stormwater runoff despite ANR's assertion that its regulatory authority is limited to "collected" runoff from point sources only. The WRB also suggested that ANR may be more effective in implementing WIPs if it considered approaches, other than end of the pipe regulations, in developing cleanup plans that include the protection of riparian buffers and wetlands which can help assimilate sediment loads before they reach the impaired water bodies.

In the wake of its decision and ANR's claims that it will seek a legislative amendment to remove the five-year compliance requirement from 10 V.S.A. § 1264(f), the WRB has initiated a rarely used process of opening an "investigative docket." The process will allow the public, regulators, and scientists to participate in a review and discussion of the legal and scientific issues surrounding WIPs and impaired waters outside of the context of a contested case in an effort to establish accurate information and to find common ground. VLCT will be following and reporting on the progress of the WRB's investigative hearings during the upcoming months and will be exploring creative ways municipal land use regulations can be implemented to ensure that local water quality is protected.

- Julie Fothergill, Staff Attorney, Municipal Assistance Center

Municipal Assistance Center



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- ◆ *Review of proposed ordinances, policies, and contracts.*
- ◆ *Onsite workshops on topics such as financial management, land-use planning, and the proper functioning of municipal boards and commissions.*
- ◆ *Consulting services such as meeting facilitation, mediation, and personnel recruitment.*
- ◆ *Manuals and handbooks which provide a plain-English guide to state and federal laws.*
- ◆ *Regular surveys on salaries and benefits, municipal practices, rates and fees, etc.*
- ◆ *Model ordinances, bylaws, and policies.*

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2003 – 2004 MUNICIPAL CALENDAR MAILED

VLCT member municipal clerks, treasurers, managers, administrators and administrative assistants, as well as associate and contributing members, received the 2003–2004 Municipal Calendar poster in the mail last month. Production of the Calendar was a few weeks late due to the last minute approval of H. 460, the "Implementing the Federal Help Americans Vote Act," by the Vermont Legislature. We apologize for the delay, but thought the provisions of H. 460 warranted inclusion in the Calendar.

Extra copies of the Calendar are available at a very reasonable cost. Please contact VLCT (800/649-7915 or info@vlct.org) if you would like to order an extra copy for your municipal office.

Finally, VLCT extends its appreciation to the Chittenden Bank for its continued financial support of the Calendar.



ASK THE LEAGUE

FIRE DISTRICT ABATEMENTS; PART-TIME BENEFITS; COVERED BRIDGES & WEIGHT LIMITS

Who bears requests for the abatement of taxes assessed against property within a fire district?

The general powers of a fire district include the authority to abate any taxes assessed by the district against the property of individuals residing within the limits of the district.

A fire district has its own board of abatement separate from that of the town board of abatement. Its board consists of members of the prudential committee (the governing body), the district clerk and any justices of the peace and listers *residing within the fire district*. The board has the authority to abate taxes accruing to the fire district in all cases, except where the

district's municipal governing charter, articles of incorporation or bylaws provide otherwise. 20 V.S.A. § 2488. The statutes pertaining to fire districts are silent with regard to notice and procedural requirements for abatement hearings. Absent any specific charter or bylaw provision to the contrary, the district clerk should follow the same notice requirements for town board of abatement meetings. Thus, the clerk should provide written notice of the abatement hearing to each member of the board of abatement and post the notice in at least two public places within the fire district a minimum of five days before the hearing date. 24 V.S.A. §§ 1534, 801. Likewise, in making its determination, the fire district board should

follow the general statutory procedures and criteria set forth for abatement of taxes pursuant to 24 V.S.A. §§ 1535 et seq.

- Gail Lawson, Associate, VLCT Municipal Assistance Center

Is the town required to provide the same health benefits to part-time employees as it does to full-time employees?

No. Under the Fair Labor Standards Act (FLSA), an employer is not obligated to offer the same benefit to different classifications of

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ASK THE LEAGUE -

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employees. If it is the intent of the board to provide different levels of health care reimbursement or other employment benefits to part-time

TRIVIAL PURSUIT

Congratulations to **Cynthia Green**, Executive Secretary to the Brattleboro Town Manager, who sent in the correct answer to last month's Trivial Pursuit. Cynthia knew that the first stretch of railroad that went into operation in Vermont was built by Central Vermont railroad and ran from White River Junction to Bethel. Here is this month's query:

Born in the Village of Rutland on February 7, 1804, this man attended Middlebury College briefly before becoming a blacksmith and moving west in 1836. There he perfected a plow moldboard design that better suited the sticky soil of his new home, and in doing so, lent his name to a company that is still thriving today. Who was he? Bonus question: What was his wife's name and what small Vermont town was she from?

Contact us with your answer: VLCT, 89 Main Street, Ste. 4, Montpelier, VT 05602; 800/649-7915; fax, 802/229-2211, e-mail, kroe@vlct.org.

employees, the basis for that policy should be reflected in the town's personnel policies.

The first step in documenting this is to define the employee classification system and establish the benefit qualifications for each class in a *written* personnel policy manual. As a guide, the following text is taken from a soon-to-be released VLCT personnel handbook:

Classifying employees: For the purposes of salary administration and eligibility for overtime payments and employment benefits, municipalities should classify employees as follows:

- i) Full-time Regular Employees - Employees hired to work normal, full-time 40 hour (or your town's FT equivalent hours) work weeks on a regular basis. Such employees may be "exempt" or "non-exempt" as defined by the FLSA.
- ii) Part-time Regular Employees - Employees hired to work fewer than 40 hours (or your town's FT equivalent) per week on a regular basis. Such employees may be "exempt" or "non-exempt" as defined by the FLSA.
- iii) Temporary Employees - Employees engaged in work full-time or part-time with the understanding that their employment will be terminated at the completion of a specific project or at a specified time. Such employees may be "exempt" or "non-exempt" as defined by the FLSA.

Next, using this classification system, the personnel policy should specify the type and level at which benefits would be offered to the various employee classifications and, in the case of health premiums, the percentage of required employee contributions, if any.

Equally as important as creating a well-defined employee classification and benefit

system is the need for fair and equitable compensation policies and procedures to help the municipality attract and retain qualified employees and help prevent lawsuits on a variety of wage discrimination related issues.

For sample personnel policies or assistance with drafting and/or review of your town's policy, contact the VLCT Municipal Assistance Center.

- Gail Lawson, Associate, VLCT Municipal Assistance Center

Can a 35,000-lb. farm vehicle, which is exempt from the overweight permitting requirements, use a covered bridge that is posted at 10,000 lbs?

No. Weight limitations for covered bridges are strictly enforced and there are no exemptions. Vermont's covered bridges receive heightened protection due to fact that they are widely recognized as important cultural, economic, educational, aesthetic, and historic resources.

Excluding the use of covered bridges, farm vehicles may be exempt from weight limits on certain bridges. Farm vehicles may be permitted to operate on the highways and bridges of the municipality in excess of weight and size limits only after receiving an overweight permit from the local municipality. 24 V.S.A. § 1400a. "A farm tractor or a farm trailer shall be exempt from the [overweight vehicle] permit requirements of [24 V.S.A.] sections 1400 and 1400a." 23 V.S.A. § 370. Therefore, a bridge which is posted for 24,000 lbs. may still be used by a 35,000 lb. farm harvesting machine, as long as the owner has made an application for a permit to the appropriate local legislative body. The permit received under this guise is not valid for covered bridges.

Covered bridges receive heightened protection. Selectboards have the authority to "restrict the use of the bridge to vehicles which are within limits as to weight, height and width." 19 V.S.A. § 313. With this authority, selectboards may post the restrictions for the covered bridges and ensure that there are signs posted for the most direct, alternate, unrestricted route. Combining the factors of an unrestricted, alternate route, and the importance placed on these cultural resources, covered bridges will be protected from all overweight vehicles to ensure their structural integrity and preserve these cultural resources for future generations.

- Daniel S. Phillips, VLCT MAC Summer Associate

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WIND TOWERS

Has your town adopted any language in its town plan regulating the placement of wind generation facilities? Has your town added any provisions to its zoning bylaw regulating wind generation facilities which are not connected to the power supply grid? Has your town taken any other steps to regulate wind facilities? If so, VLCT would like to know. Please send any copies of this information to the Vermont League of Cities and Towns, 89 Main Street, Suite 4, Montpelier, VT 05602-2948, or email to bmonaghan@vlct.org.



RICHMOND -

(Continued from Page One)

examination of small town governance in Chittenden County. However, participants quickly realized how all encompassing that particular topic was, and focused their study on one aspect of small town governance: volunteerism. Their objective became to:

“Evaluate the enlistment and retention of qualified volunteers to serve in small town government using the Town of Richmond as a model.”

FINDINGS - NATIONAL

What did the team find out? In their report's brief, introductory review of research on volunteerism and civic engagement trends nationwide and within Vermont, the class found mixed results. On the one hand, voting numbers are down, but on the other, the leisure time afforded by our increasingly affluent society has allowed more citizens to donate their time to their churches, schools, local governments, little leagues, etc. More recent research has, however, sounded alarms about the stresses placed on volunteerism by single parenting, dual income couples and electronic entertainment, to name just a few obstacles mentioned in the class's report. All in all, it appears that the answer to the question of whether volunteerism is truly in trouble is an inconclusive “well, maybe.”

What is not inconclusive, however, is the social and economic value of volunteerism. As stated in the report, “Volunteerism often achieves two very important results. It helps to create a society that is stable and cohesive; it also adds value to the services that governments provide.” In fact, the U.S. Department of Labor assigns a monetary value to an hour of volunteer time: \$16.05 (2001). This is a value that Richmond, and many other small towns in Vermont, know well. Just imagine for a minute how your town's budget would look without the contribution of all of its committed volunteers!

FINDINGS - RICHMOND

Turning its lens specifically to Richmond, and more generally to several other, comparable Vermont towns for background information, Leadership Champlain concluded that “small town government depends on volunteers to function and, subsequently, volunteers become an “added value” to the communities in which they serve.”

Given this finding, the class set out to see how Richmond is doing vis-à-vis recruiting volunteers, and how effective those volunteers are. Surveys of Richmond volunteers and non-

volunteers (for more on the study's methodology, view the final report at <http://www.richmondvt.com/documents.php>) indicated the following barriers to recruiting volunteers:

- ◆ Lack of time (perceived and real)
- ◆ Lack of inspiration (“people need to be inspired to donate the time”)
- ◆ Lack of awareness (volunteers need to know the benefits for themselves and for the town of their work, and need some recognition for it)

The effectiveness of current volunteers was found to be compromised by:

- ◆ Lack of understanding of the mission of their committee
- ◆ Ineffective meetings/wasted time
- ◆ Slow progress

The Leadership Champlain report made the following recommendations to increase the recruitment and effectiveness of Richmond's local government volunteers:

1. Enhance Committee Operations

- a. Develop clear and concise mission statements; review on a regular basis
- b. Establish accountability to the selectboard
- c. Revisit committee missions on a regular basis
- d. Document missions on a regular basis (publish “Volunteer Handbook”)
- e. Establish the “Right-size” committee/board for each task
- f. Establish leadership training protocol for chairpersons

2. Prioritize Actions to Increase Volunteer Base

- a. Raise community awareness
- b. Inspire people to donate their most important commodity – time

- c. Just ask
- d. Offer recognition

3. Establish processes to maintain focus and linkage in the system – strengthen management systems

- a. Basic actions on committee operations, recruitment and recognition
- b. Creation of position entitled “Volunteer Coordinator”
- c. Study whether town manager governmental structure frees up volunteer committees to be more effective

This is a long list of recommendations, which already overburdened local officials might be tempted to relegate to the “wishful thinking” shelf. Richmond, according to Town Administrator Ron Rodjenski, is going to start by exploring the establishment of a volunteer coordinator position (volunteer, of course).

“This solution seems to be the best fit to improve networking and communication with elected and paid staff, in that volunteers would benefit from a regular volunteer newsletter, an annual celebration and thank you notes for service completed or projects well done,” Rodjenski said.

And even in spite of its numerous recommendations, the Leadership Champlain report concludes with an upbeat assessment of volunteerism in Richmond: “The underscored lesson learned was that people are willing to volunteer. People do volunteer. ... The Town of Richmond has a great deal to offer its inhabitants above and beyond a beautiful scenic backdrop. It is loaded with social capital that is merely untapped and is, quite honestly, bursting at the seams.”

- Katherine Roe, VLCT Communications Coordinator



RICHMOND STATS...

- ◆ 33 Full- and part-time paid employees
- ◆ 24 Elected and appointed statutory volunteers
- ◆ 92 Volunteers appointed to town committees and commissions
- ◆ 22 Volunteer firefighters (paid minimum wage while on duty only)
- ◆ 4,090 Population (2000 U.S. Census)

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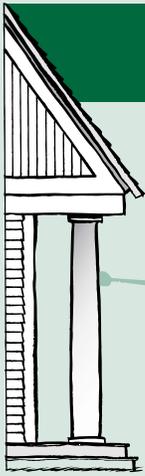
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WELCOME TO VLCT PACIF

Town of Fairfax, our 326th member!

ONLINE PUBLIC SECTOR WORKERS' COMPENSATION SURVEY UNDERWAY

The Public Entity Risk Institute (PERI) recently launched a nationwide Public Sector Workers' Compensation Survey to collect and analyze workers' compensation loss rates in the public sector. The survey is being conducted entirely on line, and is now available at <http://peermap.org/peermap/periloss.nsf>.

PERI is urging all public entities to participate in the survey. Potential survey participants include municipalities, townships, counties, special districts, transit systems, public schools, and universities. Governmental entities that participate in the survey will then have access to online interactive reports.

The Public Sector Workers' Compensation Survey is an initiative of PERI's PEER MAP (Public Entity Enterprise Risk Management and Performance) service.

"This study will provide comparative data on workers' compensation costs, which any local government decision maker will find valuable," said Gerry Hoetmer, PERI Executive Director. "It will give public entities of all sizes a picture of how their categories of costs compare to other entities within their state, as well as overall trends across the country."

Survey results will be examined for patterns by loss types for medical costs, worker cash payments for lost time and permanent injuries, and legal costs, ratios between these types of losses by government type, size of government, and by state.

For more information on how to complete the survey, visit: <http://peermap.org/peermap/periloss.nsf>. Access to the survey is also available at: www.riskinstitute.org/peermap.

For questions about the Public Sector Workers' Compensation Survey, please contact PERI's Jim Smith at jgsmith@riskinstitute.org.

ATTENTION HEALTH TRUST MEMBERS

The BCBSVT Preferred Brand Name Drug List has been updated as of August 1, 2003. The list is available at the BCBSVT Web site (<http://www.bcbsvt.com>). Click on RX Center, then click on Preferred Brand-name Drug List. If you do not have web access and would like a copy of this list, please call Niki White in Member Relations at 800/649-7915.

EMPLOYEE ASSISTANCE PROGRAM

Money a problem? Not enough to go around ... living paycheck to paycheck ... credit card debt piling up ... wondering about financing a house, college or retirement?

EAP can help! Call 800/287-2173 for assistance.

(Co-sponsored by the VLCT Health and PACIF Trusts for their member municipalities. Employees and their household members are eligible to use the EAP for free.)

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BE PREPARED

KNOW WHAT TO DO IN A WORKPLACE EMERGENCY

September 11, 2003 marks the second anniversary of the World Trade Center disaster. One of the best ways to commemorate the tragedy is to make sure that you're well prepared to deal with a workplace emergency - whether it's a fire, violence, hazardous spill or

natural disaster. Make sure you know:

- ◆ How to report an emergency situation and to whom.
- ◆ How the emergency alarm or signal sounds.
- ◆ At least two emergency evacuation routes from your work area and other areas of the facility where you spend time.
- ◆ The locations of fire extinguishers, first aid kits and how to use them.
- ◆ What, if any, your responsibilities are for shutting down operations, systems or assisting co-workers, visitors or customers to evacuate.
- ◆ The assigned point for assembling after evacuating the hazardous area so that the whereabouts and safety of all can be accounted for.
- ◆ How to recognize the possible "danger signs" of workplace violence and how to protect yourself from such violence.
- ◆ What to do in the event of a natural disaster, such as a flood or hurricane.

When an emergency occurs, events happen very fast - too fast to allow time to find out how to respond. Take the time next month in remembrance of September 11 to make sure you are prepared to survive any kind of workplace emergency. If you feel unprepared or unsure of what to do, talk to your supervisor today. If they need assistance or have questions, please call your Loss Control Consultant at VLCT PACIF, tel. 800/649-7915. Maureen Turbitt or Brian FitzPatrick will be happy to connect you with the Consultant for your region of the State.

If you would like information on how to prepare for the unexpected at home and are planning to attend the VLCT Town Fair on October 2, 2003, the Red Cross will be conducting a presentation on "Developing a Family Disaster Plan." If you can't attend, I am sure that a call to your local chapter of the Red Cross will get you the information you need.

Don't leave your survival to chance.

- Brian Fitzpatrick, Manager, VLCT Safety and Health Promotion

WEB RESOURCE FOR LOCAL EMERGENCY MANAGEMENT DIRECTORS

Robert W. Schell, Chief of Field Operations, Vermont Emergency Management (VEM), recently announced the online availability of a manual for local emergency management directors (EMDs). (See <http://www.dps.state.vt.us/vem/emd/>.)

The manual is written to serve as an operational guide and resource during disaster response. Also featured are a VEM organizational chart, EMD position description, the four phases of emergency management - Preparedness, Response, Recovery, Mitigation - and 16 appendices. The appendices feature numerous forms including the local declaration of a state of emergency form (app. 10). The manual may be downloaded to either PDF or MS Word format. The site additionally features the *Vermont Homeland Security Unit First Responder Guide to an Act of Terrorism* and a map of the Vermont Terrorism/Emergency Management Districts.

For more information, contact VEM, 103 South Main Street, Waterbury, VT 05671-2101; tel., 800/347-0488 or 802/244-8721; Web, <http://www.dps.state.vt.us/vem> or <http://www.vtemergencytraining.org>.



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TOWN FAIR - (Continued from Page One)

from snow plows to software; a complete, traditional turkey dinner; the Conversation Corner; educational workshops and meetings, approval of the *VLCT 2004 Municipal Policy* (see related article elsewhere in this issue); awards and raffles; etc. Truly, there is something for everyone.

It's not too late to register. Fill out the pre-registration form inside this issue or visit our Web site at www.vlct.org for more information. We look forward to seeing you at the Fair!

- Katherine Roe, VLCT Communications
Coordinator

GOLF TOURNAMENT

There will be no Municipal Officials Golf Tournament this year. This pre-Town Fair event, held for the last five years at Killington, did not easily fit into the new Town Fair schedule in Barre. We know many of you will be disappointed, and promise to keep exploring how we might offer this event in the future.

2004 MUNICIPAL POLICY: TIME FOR AN OVERHAUL

Directly on the heels of the Legislature's May adjournment, the *2004 Municipal Policy* development process began.

From the outset, it was clear that with the passage of a new education funding law, ongoing discussions over Act 250 permit reform proposals, and other pending legislation, numerous changes to the *2003 Municipal Policy* were needed to produce a solid legislative platform for 2004.

In addition to drafting new policy statements, a concerted effort was made to shorten each of the four *Policy* sections. To do so, the preambles of the *Policy* sections were deleted and replaced with a single, unified introductory preamble, and policy statements were either combined or deleted in order to reduce redundancy. As a result of extensive editing, many statements that were not changed will be underlined as new language simply because they were moved within the document.

VLCT's four volunteer legislative committees - **Finance, Administration, and Intergovernmental Relations (FAIR); Transportation; Public Safety; and Quality of Life** - met in July to discuss proposed staff revisions, proposed new *Policy*, and make changes to be recommended to the VLCT Board of Directors. Two of the committees, Transportation and Quality of Life, had guests who provided insight into some of the policies discussed - **Representative Frank Mazur**, Chair of the House Transportation Committee, and **Jeffery Wennberg**, Commissioner of the Department of Environmental Conservation, respectively.

The VLCT Board of Directors met at the end of July to review the draft *Policy* and approve final changes to be voted on by the general membership at the VLCT Annual Meeting at Town Fair. The draft will be sent to members this month, with a form that can be used to submit proposed changes to the VLCT Board. Please review the draft *2004 Municipal Policy* to see that it addresses your legislative concerns as a local official. You are welcome to contact Karen Horn, Director, VLCT Legislative and Membership Services, and Todd Odit, Associate, VLCT Legislative and Membership Services, with your ideas at 800/649-7915 or khorn@vlct.org and todit@vlct.org.

- Todd Odit, Associate, VLCT Legislative and
Membership Services

TOWN FAIR GLOSSARY

If you are new to Town Fair, we hope the following "glossary" will help you out:

Annual Meetings, PACIF/Unemployment: The VLCT Property and Casualty Intermunicipal Fund and the VLCT Unemployment Trust hold a combined annual meeting to hear reports from the past year and elect board members and officers.

Annual Meeting, VLCT: Voting delegates (one from each member city and town) discuss and approve VLCT's legislative platform, the *VLCT 2004 Municipal Policy*. Officers and new members of the VLCT Board of Directors are also elected.

Awards Luncheon: A perennial favorite at Town Fair is the traditional turkey dinner with all the fixings, followed by an awards ceremony recognizing the Municipal Person of the Year; Legislator of the Year; Town Government Award; Town Citizenship Award; and VLCT Lifetime Achievement Award.

Conversation Corner: An informal café, set up in the exhibit area on Thursday morning, offering a place to enjoy a continental breakfast with your local government colleagues. This year the Conversation Corner will be sponsored by

The Chittenden Bank and Banknorth Vermont, and catered by Montpelier's New England Culinary Institute.

Raffle Fun: VLCT gives away \$100 gifts to ten lucky raffle winner. Many exhibitors raffle off lovely gifts, from a Vermont products basket to samples of their own wares.

Snowplow Rally: Municipal highway crews from around the State enjoy this good-natured competition to see who can most accurately drive a snowplow, with wing, around a course in the shortest amount of time. Yes, there are mailboxes involved!

Trade Show: Over 100 companies and organizations dedicated to serving municipalities around the State will be exhibiting their products at Town Fair. Bring your questions and be ready to learn about the different ways our exhibitors' products can help your municipality achieve its goals.

Workshops: Local government officials, volunteers and employees can pick from a wide variety of educational workshops offered by VLCT staff and outside experts. The "curriculum" is very broad, with something for everyone planned over the course of the day.

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2003 VLCT TOWN FAIR EXHIBITORS

The businesses, government agencies and organizations listed below are signed up to exhibit at Town Fair as of mid-August. Many of them also are advertising in this special Town Fair Preview issue of the *VLCT News*. Please take a moment to visit these businesses and others at Town Fair on October 1 & 2. Don't forget to mention that you saw them in the *VLCT News*!

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Efficiency Vermont

Energy efficiency resource

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Structural and site engineering

Forcier Aldrich & Associates

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G. Stone Motors, Inc.

Construction equipment, sales & rentals

Governor's Committee on

Employment of People with Disabilities

Promotion of the employment of people with disabilities

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CPAs, municipal audit, accounting and GASB 34

Green Mountain Credit Union

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Hawkensen Equipment Co., Inc.

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Consulting engineering

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Provider of public entity property and casualty insurance

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Power

Pressure washers, parts, detergents and service

New England Municipal Consultants, Ltd.

Assessment software for listers

New England Pipe Cleaning Co.

Sanitary sewer system rehabilitation

New England Tank Systems

Aquastore water and wastewater tanks

Northeast Delta Dental

Dental insurance

Northeast Rural Water Association

Assistance to rural water/wastewater systems

Otter Creek Engineering

Engineering

Patsy's Bus & Transportation Sales

Bus and mobility vehicles

QPR, a Division of Lafarge

High performance cold patch

Red Hed Supply, Inc./Ferguson

Waterworks

Pipe, valves, hydrants, construction fabrics

Reed Supply Co., Inc.

Fasteners, fire extinguishers, safety products, abrasives

Rileighs Outdoor Décor

Holiday decorations and lighting, custom/seasonal

Schaefer Systems International, Inc.

Waste containers for curbside collection

Sears Ecological Applications Co.

Environmentally-friendly ice melting and dust control

Severn Trent Services

Hydra-stop/pipe services

Simon Integrated Services, LLC

Sewer line flushing and video camera work

Southworth-Milton, Inc.

Construction equipment, parts, machine sales, service

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Environmental consulting

Summit Engineering, Inc.

Civil engineering services

SWP Environmental, LLC

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Treeworks, Ltd.

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(Continued on next page)



TOWN FAIR EXHIBITORS -

(Continued from previous page)

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Vermont Center For Geographic Information, Inc.

GIS and online data resources

Vermont Deferred Comp/Benefits Corp.

Deferred compensation plan

Vermont Dept. of Forests, Parks & Recreation

Assistance to communities in managing public trees

Vermont Dept. of Housing & Community Affairs

VCDP, Downtown Program, historic preservation, planning

Vermont Housing & Conservation Board

Grants for affordable housing and land

Vermont Local Roads Program

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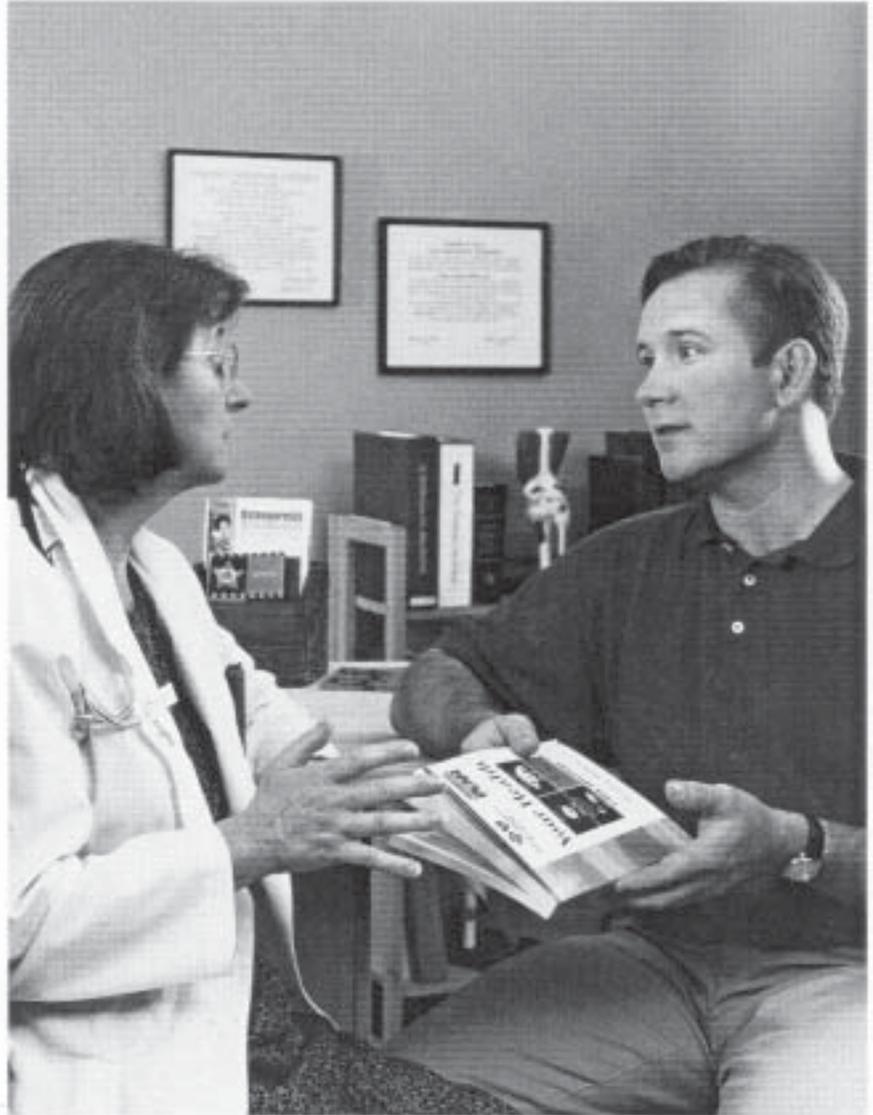
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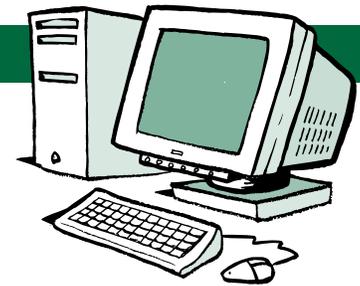
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Tech Check

USING THE "IF" FUNCTION IN EXCEL

One of the logical functions available to Excel users is the "If" function. I have found it to be extremely useful when comparing columns of numbers or text after combining two tables, or when checking my calculations one column or row against another. It is a fairly simple procedure best understood by breaking it into three basic steps:

1. Logical test – What is it that you are trying to determine to be true or false? Example: Is the number or text in column A, row 1 the same as that in column B, row 1?
2. Value if true – What do you want to appear if column A, row 1 and column B, row 1 are equal? You might want to see a "Yes" or a "True" or maybe a "Right" or "BINGO!"
3. Value if false - What do you want to appear if column A, row 1 and column B, row 1 are NOT equal? Choices might be a "No" or a "False" or "Wrong" or "LOSER!"

Let's assume you have two tables in two different worksheets or workbooks, each with four columns of data. The first column in both tables contains employee names. The next three columns in the first table include salary, number of hours worked, and job title. The second table's last three columns include health insurance cost, dental insurance cost and employer's share of retirement benefit cost. You want to combine the columns from the two tables and make sure all the rows line up so that you have all the right payroll and benefits

information for each employee.

The first step is to cut and paste the table from one worksheet next to the table in the other worksheet. After you have completed that step, you want to compare the two columns of names to be sure that the employee's name from the first table (column A) is in the same row as that same employee in the second table (column E, the fourth column over). Here's how you do it:

1. Place your cursor in the cell in column I, row 1 (which should be the next blank column in the worksheet). This is where you want your answer to the question "Is column A, row 1 the same as column E, row 1?" Click on the **Paste Function** icon in your standard toolbar. (If you don't see this toolbar, click on **View** in the main menu, then **Toolbars**, then **Standard**.) A dialogue box will appear that allows you to choose a Function Category and a specific Function Name. Choose the category **Logical** and function **If**, then click **OK**.
2. Another box appears (called a Formula Palette) that will take you through the three steps I described above. The first step is to tell Excel what you are trying to determine is true or false in the **Logical Test** box. We

(Continued on next page)

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EXCEL TIPS

This Tech Check is the fourth in an occasional series on using Excel that Mike Gilbar has written for the Tech Check column over the last few years. Here is an index of the others, to help you answer that particularly vexing Excel question:

- June 2001** "Budgeting with Excel"
- November 2002** "Four Practical Excel Formulas for Local Officials"
- April 2003** "Excel Functions: SUMIFs for the Function Challenged"



ONSITE WORKSHOPS -

(Continued from Page One)

The Onsite Series was created to allow a municipality to focus on its own specific training needs and receive the training right at its town office. VLCT generally charges \$600 for the workshop plus mileage and expenses. Towns that are interested in a workshop may want to consider a cost share arrangement with a nearby municipality or their regional planning commission.

Workshops typically last two and a half hours and can be offered during business hours or after work during the time slot usually reserved for board meetings.

While we currently have a specific slate of workshop offerings (see sidebar below), new workshops can also be created based on a request. For requests where the Municipal Assistance Center lacks the in-house experience, the Center contracts with an external partner who has specific expertise on the topic and can join MAC staff in the presentation.

The Onsite Workshop Series is one of many services members can receive from the Municipal Assistance Center for an additional fee beyond VLCT membership dues. Additional services include written legal opinions, meeting facilitation, personnel searches, document and ordinance review, board retreats, and management consulting.

For more information on using the Municipal Assistance Center to help solve some of the problems facing your town, call Dominic Cloud, MAC Manager, tel. 800/229-9111 or e-mail dcloud@vlct.org.

TECH CHECK -

(Continued from previous page)

want to know if cell A1 is equal to cell I1. If you click on the icon that looks like a miniature spreadsheet with a red arrow, you will be taken to your worksheet. You can then click on cell A1. Next, type in the "=" sign and then click on I1. You should now see in a box the upper left corner of your worksheet the formula "A1=I1." Click on the mini spreadsheet icon to return to the Function Palette.

3. Click in the **Value If True** box. Here you can type whatever word or symbol you want to appear if the two cells are equal. You can type a "Yes," "True," or something clever if you have a fertile imagination. You can tell

it to show a blank cell by typing two quotation marks together ("").

4. Click in the **Value If False** box. Here you can type whatever word or symbol you want to appear if the two cells are NOT equal. You can type a "No," "False," or pretty much anything else you desire. Click **OK** to end the function.

Copy the formula down the column so it appears in all rows that contain data and you can quickly see if your names are lining up properly. You can use the same function to compare numbers or dates as well.

What Excel functions or processes would you like to see in a future Tech Check? Contact me at mgilbar@vlct.org.

- Michael Gilbar, Director, VLCT
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ATVs AND LOCAL ROADS

A legislative amendment to the definition of an all-terrain vehicle (ATV), enacted this past session, has resulted in numerous towns being petitioned to open roads to ATV travel.

The amendment clarifies what sections of the motor vehicle statutes apply to ATVs when they are operated on public highways. With their status on public highways now governed more clearly by state law, ATV owners are now more comfortable asking for permission to be on those highways. As a result, selectboards are facing decisions that have the potential to become quite controversial – this is an issue that tends to split citizens into opposing camps.

If your selectboard is petitioned, it is imperative that it is aware of the board's authority to allow and to regulate the operation of ATVs on municipal roads.

For starters, ATV use along public highways is prohibited unless:

1. The highway is not being maintained during the snow season; or,
2. The highway has been opened to all-terrain vehicle travel by the local legislative body and is so posted by the municipality. Signage must consistent with the *Manual of Uniform Traffic Control Devices* standards as required in 23 V.S.A. § 1025. (23 V.S.A. §3506)

The only exception to ATV use prohibition along public roads is if the ATV is being used for agricultural purposes, and is operated not closer than three feet from the traveled portion of any highway for the sole purpose of traveling within

the confines of a farm. 23 V.S.A. § 3506(b)(1).

However, there is more to the story of legally operating on public highways than simply opening the roads. Specifically, in order for an ATV to legally operate on a road that is open to ATV use, the ATV must be registered and have:

1. One or more working headlights;
2. A red rear light which works, both of which must be on during operation 30 minutes after sunset to 30 minutes before sunrise;
3. A number plate bracket;
4. Brakes in good mechanical condition;
5. A United States Forest Service qualified spark arrester; and
6. A muffler system that produces a noise level of not more than 82 decibels on the A scale at 50 feet. (23 V.S.A. § 3505)

In addition to the above requirements, an individual who is less than 18 years or age may not operate an ATV on a public highway open to ATV use unless:

1. the operator is taking a prescribed safety education training course and operating under the direct supervision of a certified all-terrain vehicle safety instructor; or
2. the operator holds an appropriate safety education certificate issued by Vermont or issued under the authority of another state or province of Canada.
 - a. A person who is required to hold an appropriate safety education certificate as

(Continued on next page)

VLCT THEN AND NOW -

(Continued from Page Two)

to find that “bigger and better thing” much earlier than I had planned. But it didn't die and I couldn't leave. Ninety percent of town selectboards did pay their VLCT dues despite newspaper headlines carrying accusations of mismanagement. Local officials serving on the VLCT Board - with luminary names in Vermont public service history like Paquette, Godnick, Elwell, Lambert, Hurley, Flaherty and Clavelle - risked their reputations and careers to face down the problems VLCT was encountering, attending Board meeting after endless meeting with attorneys, auditors and accusers. The members and the leaders refused to let the valuable service VLCT provided to the cities and towns of Vermont be terminated.

Today, I have the pleasure to work for a Board of Directors of municipal officials as dedicated to making VLCT work as those sitting in the same chairs 25 years ago. (One of them is now on the Board again, though representing a different municipality and holding a different office.) Instead of three staff I have 42 co-workers, with an array, quantity and quality of services for members that exceeds the growth in sheer numbers of staff manifold. Three pooled risk programs provide almost any kind of benefit or exposure protection a municipality wishes to secure. Municipalities entrust almost \$41 million of their precious tax dollars to VLCT and its programs. All 246 cities and towns have chosen to be members, along with almost 150 other municipal corporations, including villages, fire districts and counties.

The League offices have moved three times since being located behind the lobster restaurant sign. The sign itself is still there, though it's now perched atop the building and has molted its lobster. VLCT has become that bigger and better thing that I felt I would be forced to look elsewhere for.

Thanks for 25 great years to all the municipal officials and board members who stood by VLCT in its times of need and who value the services you allow us to provide to you. Thanks to all the great employees with whom I have had the pleasure to serve over the years, who have wanted little more than the chance to serve and strengthen Vermont cities and towns. Together, we, and the staff and members who will succeed us, will continue to support Vermont's tradition of strong and vibrant local governments.

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ATVs -

(Continued from previous page)

stated above, must exhibit the safety education certificate upon demand of a law enforcement officer having the authority to enforce 23 V.S.A. Chapter 31.

3. An individual that is less than 12 years old must meet the same requirements above and be under the direct supervision of a person at least 18 years old. (23 V.S.A. § 3506)

Beyond the requirements set forth in the Vermont statutes, municipalities also have the authority to regulate the time, manner, location or operation of all-terrain vehicles in their jurisdiction. However, in order to do so, the selectboard must adopt a municipal ordinance and the ordinance must be consistent with state law (23 V.S.A. §§ 3210, 3510). If you would like guidance in preparing an ordinance, or a copy of a model ATV ordinance, please contact the VLCT Municipal Assistance Center.

Even though municipalities do have the authority to regulate ATVs as described above, municipal officials should be aware of the difficulties most municipalities are experiencing enforcing the provisions of 23 V.S.A. Chapter 31 and their ATV ordinances. Unfortunately, according to legislative testimony, some ATV operators easily elude law enforcement, trespass on private land, illegally operate on public lands and display a general disregard for law enforcement and the rights of individuals to reasonably enjoy the use of their property.

Considering ATV use on public roads and lands is a contentious issue. VLCT strongly encourages municipalities to actively solicit public input anytime there is a petition to open or close public highways to ATV use. Without doing so, it is possible that those who oppose the selectboard's action will petition for a permissive referendum under 24 V.S.A. § 1973 in order to disapprove the action. To potentially avoid such a situation, a municipality may find it beneficial to seek mediation or facilitation services so that a consensus resolution can be reached before an ordinance is adopted. If your municipality is interested in learning how mediation or facilitation services may help you address ATV-related issues or others, please contact the Municipal Assistance Center at VLCT.

As an example of trying to find a consensus solution at the state level, Representative Frank Mazur, Chair of the House Transportation Committee, recently convened a group of stakeholders and concerned citizens to identify the problems each group faces regarding ATV

use. Representative Mazur is hopeful that the problems discussed and solutions suggested will lead to legislation in the next session that is acceptable to all who are concerned.

Because any ATV legislation would impact a municipality's ability to regulate ATV use in its jurisdiction, VLCT will closely follow any proposed ATV legislation next year and keep you informed of any developments. Two ATV bills that were introduced last session, H. 4 and H. 177, will be alive next session and can be found on the State's legislative web page using the legislative bill tracking system. The address for the State's legislative homepage is: <http://www.leg.state.vt.us/>. Or, local officials may contact Todd Odit at 800/649-7915 or todit@vlct.org for a copy.

- Todd Odit, Associate, VLCT Legislative and Membership Services

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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 \$37.00 per ad.

For more information on classified and display advertising, 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 or visit www.vlct.org/news.cfm.

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Epson DFX 5000+ Printer with 7 new printer cartridges. High performance, heavy duty machine for professional applications. Twin high-speed tractor feeds for continuous paper. Excellent condition. \$775 or best offer. For more information contact Betty, Town of Shelburne, P.O. Box 88, Shelburne, VT 05482; tel. 802/985-5121; fax 802/985-9550; email; bmarcher@shelburnevt.org.

Dump Truck. The Town of Stratton will sell by bid a 1991 Ford L9000, 300HP L-10 dump truck - 9 speed Road Ranger - locking rear-end, includes plow/wing, sander body and chloride tank - two direction front and back discharge. Approximately 90,000 miles. Additional details may be obtained from the Stratton Town Office at 802/896-6184 or from the Road Foreman at the Town Garage - 802/896-6224. Please submit sealed bids, plainly marked FORD L9000, no later than 7:30 PM Monday, September 22, 2003. Address bids to the Selectboard, 9 West Jamaica Road, Stratton, VT 05360. The Selectboard reserves the right to reject any and all bids.

Fire Truck. The Town of Morristown has for sale a 1968 Maxim Pumper. It has a 1000 gpm Hale pump, a 750-gallon booster tank. It is powered by Detroit Diesel (not original equipment). Body was replaced in early 1980s with a new aluminum one. Fire Department is looking for \$5,000. Contact Brian Kellogg at 802/888-5629 or 802/253-9059 for further information.

HELP WANTED

Planner. The Town of Essex, Vermont, a growing community of about 19,000 persons, seeks qualified applicants for the position of Planner. Essex is the state's second largest community and maintains a team of professionals dedicated to creating partnerships that enhance a vibrant quality of life for the community. This position assists the Community Development Director with the local regulatory review process, thereby requiring experience in landscape architecture and design review. The position also involves professional and technical work in administering and implementing planning activities for the Town. The Community Development Department consists of four full-time positions in addition to the Planner. This position is appointed by the Town Manager and reports to the Community Development Director. Qualifications: BA/BS in planning, public administration, civil engineering, landscape architecture, or related field; two years of relevant experience; knowledge of planning laws (plans, zoning, subdivision); technical expertise in planning for special project tasks; computer literacy with word processing, spreadsheet, database, and e-mail systems; effective communication and customer service skills. Salary & Benefits: \$35,000 plus excellent benefits including medical, dental, long-term/short-term disability insurance, optical, fitness allowance, and retirement plan. Application Process: Full job description available at:

www.essex.org. Position open until filled. Priority given to cover letters and resumes received by **Sept. 18, 2003** to: Patrick Scheidel, Town Manager, Town of Essex, 81 Main Street, Essex Junction, Vermont 05452. EOE
Planning Director. The Town of Milton, Vermont is seeking a qualified person to fill the position of Planning Director. Under the direction of the Town

Manager, this position serves as the senior in-house resource for planning issues and directs the functions of the Planning and Zoning Department. Salary DOQ/E; excellent benefit package. To apply, send cover letter, resume and salary history/requirements to: "Planning Director" c/o Mary Pelissier, 43 Bombardier Road, Milton, VT, 05468 or Mpelissier@town.milton.vt.us. **Open until filled.** EOE.

Town Manager. Hooksett, NH (12,200). Salary: range \$65K - 75K DOQ/E + excellent benefits. 2 managers since 1991. 9 member town council/town manager/town meeting form of government. 125 full-time employees. 20 part-time employees. 12.4 M municipal budget exclusive of schools. Located just North of Manchester. About 1 hour from Boston, skiing, ocean and mountains. Hooksett is a very fast growing community. Requires BA in PA or related field. Prefer MA. 5 or more years administrative experience, preferably in municipal government; or any equivalent combination of education or experience which demonstrates possession of the required knowledge, skill and ability. Demonstrated experience in economic development as well as strong communication, interpersonal relations, leadership and management skills. For additional details, see www.jacquesper.com. How to apply: Resume, cover letter and 3 professional references to Hooksett Search, c/o Jacques Personnel, P.O. Box 300, Warner, NH 03278. Tel. 603/456-2677, fax, 603/456-3332, e-mail, gary@jacquesper.com. Reply by **Aug. 29, 2003.** EOE.

Town Manager (search reopened). Randolph, Vermont (5,000). Salary DOQ/E+auto and benefits. Great community in central Vermont with State Technical College, hospital, 18-hole golf course and revitalized downtown. Requires demonstrated ability to interact with business and community leaders as well as all socio-economic groups of a diversified community. Full service town including water and sewer. Desire experience in municipal administration; knowledge of budgeting, accounting, personnel, grant-writing, community and economic development. Leadership and communication skills are critical. Report to

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five-person selectboard. Send letter of interest, resume and references by **Sept. 12, 2003** to "Town Manager Search-Confidential," Town of Randolph, P.O. Drawer B, Randolph, VT 05060.

Research And Information Assistant.

Interested in Government, Public Service, or Law? Want to learn more about Vermont's

cities and towns? VLCT is accepting applications for the position of Research and Information Assistant. VLCT is a membership organization comprised of Vermont's 246 cities and towns as well as more than 130 municipal associate members. This position works in VLCT's Municipal Assistance Center providing research and administrative assistance to the Center's legal, consulting, and education team. This entry level, professional position requires

excellent communication skills, attention to detail, and a strong customer service orientation. A complete job description is available at www.vlct.org/classifieds. Hiring range is \$22,500 - \$28,000 with excellent benefits. Resume review will begin on **Sept. 15, 2003**. To apply, e-mail cover letter and resume to jobsearch@vlct.org with "VLCT 1" in subject line, or mail to VLCT 1, 89 Main Street, Montpelier, VT 05602.



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