A lot has been happening—and also not happening—at the local level in Vermont concerning energy conservation and renewable energy. I conducted a survey of Vermont towns in July and August and more than 100 of them said they have energy committees or energy coordinators in place. The array of projects being planned or already in progress is impressive! But while many towns have a few dedicated, creative, and extremely effective energy committee members, the funds and information available to help implement complex local plans often lag behind. And many energy committees have difficulty expanding their local membership.

Local Projects

- Norwich is developing a municipally-owned 250-kW solar array project, thanks in part to a $5000 grant under the Clean Energy Development Fund (CEDF).

Healthier people are healthier workers, so it stands to reason that healthier workers have fewer health claims. Is it also true that if healthier workers have fewer job-related injuries or illnesses, then health promotion and wellness programs are valid tools in workers’ compensation plans?

**Health Trends Dictate Change**

Health prevention innovations are a reaction to the state of Americans’ health and the cost of the healthcare system. A look at one of many preventable maladies—obesity—illustrates the situation. A Johns Hopkins study surveyed medical and injury surveillance data on employees in eight aluminum manufacturing plants in 2002 and 2003 and determined that 85 percent of those injured were overweight or obese. In 2008, a survey of employees of Duke University showed that workers classified as obese filed twice as many workers’ comp claims as employees who were not overweight. Moreover, among obese employees, lost workdays were 13 times higher, medical claims were seven times higher, and indemnity costs were 11 times higher than for non-obese empleadoes.

Obesity is also expensive for employees themselves. A 2007 “Research Highlights” publication by the RAND Corporation reported that obese people spent 36 percent more on healthcare services and 77 percent more on medication.
Wellness Comp
(continued from previous page)

more on medications than their normal-weight counterparts.

Treating the conditions of cancers, diabetes, heart disease, hypertension, stroke, mental disorders, and pulmonary conditions cost $277 billion in 2003, and the impact on business productivity through absenteeism (lost workdays) and presenteeism (showing up but not performing well) was calculated at more than $1 trillion. In 2007, researchers from the Milken Institute identified potential areas for making reasonable improvements in preventing and managing chronic disease. They calculated that if these improvements were implemented for 20 years, avoidable costs would amount to 27 percent of total costs of these health conditions, or more than $1 trillion of the projected $3.4 trillion for that year.

When there’s an injury on the job, healthier workers tend to recover more quickly, which then benefits the employer through less loss of productivity, and so on.”

— Robert Hartwig, President, Insurance Information Institute

Wellness Programs on the Rise

The popularity of wellness programs has grown along with rising healthcare costs. Generally, these screenings, fitness programs, and nutritional “lunch and learns” are the purview of human resources or the benefits manager. Is workers’ compensation taking advantage of the health improvement craze?

“Yes, we are seeing it,” says Nim Treager, director of Casualty Services for Travelers Risk Control, “but not to a degree that we’d like to see. Most customers that implement a wellness program do so on a voluntary basis, and so attract employees that are already predisposed to being healthy,” she says. “Those that need it the most may not be benefited by such programs.”

“Comp is sort of along for the ride,” admits Robert Hartwig, president of the Insurance Information Institute (I.I.I.). This, despite the fact that “The workers’ comp specialist can bring evidence that if you can help eliminate the bad habits in our workforce, you’re going to save comp money.”

It’s a matter of seeing the overall health of the individual and how it relates to every aspect of the company, according to Dr. Greg Wagner, senior scientist at the National Institute for Occupational Safety and Health. “If you’re looking at preserving and enhancing the health and well-being of the workforce, you can’t focus exclusively on individual health risks or the work environment,” he explains. “You need a comprehensive look at the health of the worker.”

That, he says, takes integration.

In the ultimate act of integration, Wisconsin-based printing company Quad/Graphics started on-site medical clinics for its employees. The company provides 13,000 employees in five states with a “one-stop shop for primary care services,” says Dr. Dennis Schultz, occupational medicine physician for QuadMed, the company’s medical division. It also offers pharmacy, dental, eye care, rehabilitation, counseling, and fitness services, as well as visits from specialists such as cardiologists. “We found that individuals who presented for low-back pain were much more likely to be overweight and smokers. So we thought — aha! Our wellness programs are what we should be focusing on when we treat low-back pain,” Schultz says. “We implemented an integrated system for low-back pain.” The only difference when treating an occupational injury is for the clinic staff to check a “workers’ comp” box in the record.

Finding an Inroad

“We want our people to come in with minor stuff, because that’s an opportunity to ask ‘How are you sleeping, are you smoking, are you overweight?’” says Schultz. It’s a different approach than at most primary care clinics today, where “You have to run through people very quickly, and you don’t have the luxury of asking them about these things.”

ComPsych, a provider of employee assistance programs, says that disability management can be an entry point for wellness program involvement. “In the event of a disability claim, the disability case manager can draw upon the wellness coach to help the employee’s return to work,” the company says.

“Organizations are attempting to have some type of ‘prime integrator,’ and maybe

(continued on page 5)
At TD Banknorth, our Government Banking Team knows how demanding it is to run local, state, and county municipalities. That’s why we’re focused exclusively on helping communities make the most of taxpayer dollars. With personal, responsive service, our local team will go above and beyond to meet your banking needs.

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The Vermont Enhanced 9-1-1 Board is now providing a free, statewide Published Map File (PMF), called *VT E9-1-1 PMF Map*, which can be viewed through the free software *ArcReader*. Originally designed for responders to use in the field, the VT E9-1-1 PMF map can also be used by E9-1-1 coordinators, town officers, and dispatchers. The PMF map allows the user to locate addresses, X-Y coordinates, and pan/zoom around the map without having to flip through atlas pages. The ability to see adjacent towns through the statewide data system is an advantage for E9-1-1 coordinators when working to resolve addressing issues along town boundaries. PMF data include all E9-1-1 atlas data, as well as information such as contours, geographic features, parcels, trails, and Emergency Service Zones (ESZ).

Responders and other users with a mobile laptop can use a global positioning system (GPS) to locate their position on the map. If the user does not have a GPS unit, GPS antennas with 5-10 meter accuracy and a USB cord are reasonably affordable and can be purchased at most electronic stores. Please contact the E9-1-1 Board (E911-info@state.vt.us) for information about receiving a GPS antenna and/or to set up training in how to use one.

The VT E9-1-1 PMF Map is available, with instructions, for download from Vermont E9-1-1’s website. Setup typically takes 15-30 minutes. The PMF data is updated monthly.

To get started:

- Go to the VT E9-1-1 Board website at [http://e911.vermont.gov](http://e911.vermont.gov)
- Click on *Municipalities* (from the menu on the left of the screen)
- Click on *PMF Map & GIS Data* (from the menu on the top right of the screen).
- Click on the FTP site link
- Download the zipped folder titled *VTE911_PMF_MM_DD_YY*
- After download, open the folder and open *PMF_setup_instructions.txt* for setup instructions and navigation tips.

If you have any questions, contact the E9-1-1 Board at E911-info@state.vt.us, 802-828-4911, or 800-342-4911 (within Vermont, only).
that’s a health coach,” explains Terry Garrison, senior consultant in the Group and Healthcare practice at Watson Wyatt in San Francisco. “Part of the claim process is to hook the employee up to a health coach to identify all the benefits and programs available to them. For example, exercise programs as a part of body hardening, but also for weight reduction.”

“Part of the problem is that we haven’t been capturing data around issues such as obesity in the work comp file,” says Garrison. Early adopters have done it, such as a trucking company that discovered a clear correlation between weight issues and comp claims for their drivers. But overall, data that would help make a business case are not readily available.

Larry Chapman, chair of Summex (a health management division of WebMD), published an evaluation of studies in 2003 that indicates a value to workers’ comp of

(continued on page 9)
Questions asked by VLCT members and answered by the League's legal and research staff

**ASK THE LEAGUE**

HOMEOWNERS’ ASSOCIATIONS; REOPENING DEVELOPMENT REVIEW HEARINGS; APPEALING SELECTBOARD PERMIT GRANTS

It seems that more developers are creating homeowners’ associations to manage infrastructure in subdivisions and planned unit developments. How are homeowners’ associations formed and how do they operate? What can we do to make sure these associations function as planned?

A homeowners’ association (HOA) is a legal entity created by a real estate developer for the purpose of managing a development of homes. Most Vermont HOAs are non-profit corporations, subject to Vermont statutes that govern other non-profit corporations. Depending on the size of the development, the HOA may also be subject to the Vermont Common Interest Ownership Act. 27A V.S.A. §§ 1-101 et seq.

Based on corporate filings with the Vermont Secretary of State, some 400 HOAs appear to be operating in Vermont. While HOAs are relatively rare in many parts of the state, they are very common in the rest of the country. According to the Community Associations Institute, HOAs governed 24 million American homes and 59.5 million residents in 2008. The total annual operating revenue for all community associations in the United States was more than $41 billion.

An HOA is typically created when the developer files a declaration of covenants, conditions, and restrictions in the town land records. Under these declarations, each lot or unit owner in the development is a member of the HOA. The declarations usually contain a description of the development’s common elements – things like roads, open space, and recreational amenities – and vest responsibility for management of the common elements with the HOA. The declarations also provide a method for the HOA to assess lot owners for a share of the cost of maintaining the common elements.

In essence, an HOA operates like a private government. It has an elected governing board and officers. Residents hold annual meetings and adopt budgets to fund HOA operations. HOAs have an enforceable right, created through the declarations, to “tax” residents for services through the levy of assessments and, like property taxes, unpaid assessments are usually an enforceable lien against property in the development. HOAs can also regulate use of property within the development and enforce those use restrictions in court.

Unfortunately, problems within an HOA can cause it to fail to run as planned. Members stop paying assessments and the HOA stops maintaining the development infrastructure. In these cases, residents sometimes turn to the municipality for help, but there are a few things a municipality can do through the zoning and subdivision approval processes to prevent or mitigate some of these problems.

The first to is to anticipate the HOA’s failure and require infrastructure in all new developments – roads, water lines, and sewer lines – to be built in accordance with town specifications. Along these lines, the municipality can require the developer to post a performance bond and can adopt a process for issuance of certificates of completion under 24 V.S.A § 4464(b)(2). So if the HOA is unsuccessful and the municipality ultimately takes over the infrastructure, this can

(continued on next page)
insure that the infrastructure has been properly constructed and meets the municipality’s specifications.

The next is to have the municipality’s attorney review the proposed declarations. The attorney can help the zoning board, planning commission, or DRB determine whether the declarations adequately describe the infrastructure that will be the responsibility of the HOA, whether responsibility for these common elements will be legally transferred to the HOA, and whether there is a process to levy and enforce assessments for infrastructure maintenance costs. Under 24 V.S.A § 4440(d), the municipality can establish procedures for requiring the developer to pay the cost of this legal review.

The board might also require the applicant to submit a maintenance plan and capital budget for development infrastructure and a proposed annual operating budget for the HOA. The plan and budget could project repair and replacement events and costs that the HOA will encounter over the next 20 or 30 years. The budget would include all operating expenses for the HOA, (e.g., common area maintenance, electrical, insurance, landscaping, road maintenance, snowplowing, contribution to reserves, legal fees, postage). From this, the board could specify minimum financial reserves that the HOA must maintain so that the HOA could weather a difficult financial period if one should arise.

As Vermont’s HOAs continue to grow in number, they’ll likely suffer the same growing pains that are inherent in any developing organization. But municipalities can help keep problems to a minimum by giving some consideration to future operations of the HOA and taking a few proactive steps to mitigate those problems.

Jim Barlow, Senior Staff Attorney
VLCT Municipal Assistance Center

How does an appropriate municipal panel (AMP) reopen a hearing for development review?

There are several reasons why an AMP (a development review board, a board of adjustment, or a planning commission with review authority) may reopen a hearing for development review after it has been closed. Maybe an AMP, after orally approving an application, realized that the information it had relied upon was inaccurate or incomplete and that it needs to receive new evidence and reconsider its decision. Whatever the reason, an AMP can reopen a hearing, but in order to do so it will first need to rewarn it.

Ordinarily, an AMP could continue a hearing simply by adjourning to a date and time certain. “Any hearing held under this section may be adjourned by the appropriate municipal panel from time to time; provided, however, that the date and place of the adjourned hearing shall be announced at the hearing.” 24 V.S.A. § 4468. Making this announcement during the course of an open hearing obviates the need to again notify the public and all potentially interested parties of the hearing date and place. In contrast, when a hearing is closed, any subsequent hearing will be considered a new hearing. Consequently, one of the necessary prerequisites to reopening a hearing is that it must be warned anew. This means providing the public and interested persons with proper notice of the hearing all over again.

Other conditions must be met before reopening a hearing. First, a hearing can only be reopened prior to the expiration of the time for appeal of the AMP’s decision. The Vermont Environmental Court has allowed AMPs to reopen hearings even after a written decision had been rendered on evidence to submit that is crucial to the final disposition of an application, or maybe an AMP, after orally approving an application, realized that the information it had relied upon was inaccurate or incomplete and that it needs to receive new evidence and reconsider its decision. Whatever the reason, an AMP can reopen a hearing, but in order to do so it will first need to rewarn it.

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to Vermont’s Open Meeting Law, deliberative session allows AMPs to weigh, examine, and discuss the reasons for and against approving a land use application, but “expressly excludes the taking of evidence and the arguments of parties.” 1 V.S.A. § 310(1). Whichever option it employs, an AMP should make clear that it will adjourn, recess, or enter into deliberative session for the purpose of determining whether additional evidence is needed, after which time it should move to formally close the hearing.

Garrett Baxter, Staff Attorney
VLCT Municipal Assistance Center

The selectboard issued a curb cut permit according to 19 V.S.A. § 1111 (b). A neighbor would like to appeal the grant of the permit. Who hears the appeal?

When the statute provides no route for an appeal, the appeal is brought in Superior Court according to Vermont Rules of Civil Procedure (V.R.C.P.) Rule 75, Review of Governmental Action. This is the process of appeal for any decision of “an agency of the state or a political subdivision thereof, including any department, board, commission, or officer” when there is no statutory appeal process. According to this rule, when no time limit is specified by statute, “the complaint shall be filed [with the Court] within 30 days after notice of any action or refusal to act of which review is sought ... and, in the event of a failure to act, within six months after expiration of the time in which action should reasonably have occurred.” V.R.C.P. 75(c).

There are other instances in the law where no statutory appeal route exists, such as decisions of the board of abatement (24 V.S.A. § 1535), decisions of a legislative body or tree warden to remove public shade trees (24 V.S.A. § 2509), or decisions of a legislative body to restrict travel on a public right of way (19 V.S.A. § 1110).

If a property owner disagrees with a decision of the legislative body, or any other appointed board or commission, VLCT cautions towns against providing legal advice to individuals who question its actions or decisions. The town should direct the individual to contact his or her own attorney for legal advice.

Stephanie Smith (AICP), Senior Associate
VLCT Municipal Assistance Center

TRIVIA

The Roxbury town clerk, Tammy Legacy, knew that in 1985 a British photography team built a temporary billboard in (wait for it) Roxbury. No one else even hazarded a guess. Hmm, perhaps I need to work up to the more obscure questions?

Try this one:
Only one municipality in Vermont elects people to attend town meeting from its neighborhoods. Which is it?

Email your answer to dgunn@vlct.org. Then watch this space in the gripping November issue for the answer.
“multi-component worksite health promotion programs.” The paper concludes “The evidence is very strong for average reductions in sick leave, health plan costs, and workers’ compensation and disability costs of slightly more than 25 percent.”

A WORKERS’ COMP COROLLARY BETWEEN SAFETY AND HEALTH PROMOTION

To gauge the potential effect of a health promotion program, look at the effectiveness of safety programs, which many people say offer a close parallel.

“As safety and loss control can mitigate and prevent injuries, so can health and wellness,” says Nancy Brennan, vice president of Specialty Risk Services in Hartford, Conn.

That may mean redefining what it means to create a safe environment, says Michael Thompson, a principal with PricewaterhouseCoopers’ health practice in New York. “I’ve heard some refer to a ‘safe, secure, and healthy environment,’” he says. “A lot of the lessons we’ve learned in safety are transferrable.” If you look at the lost productivity issue, “you realize that the impact here is actually much greater than the impact of our safety programs.”

Asking employees to share in the responsibility of being healthier has a parallel with safety, too, Thompson says, because both are efforts taken in a “shared work environment.”

However, “We move into somewhat murky territory when we begin to say we’re going to require that the employee bear the responsibility to be fit for their job,” says Dr. Glorian Sorensen, professor of society, human development, and health at the Harvard School of Public Health. While the employee has a responsibility to be able to do the job, “We have to balance that with the employer’s responsibility to make sure that any potential efforts that need to be taken to prevent injuries are actually in place.”

The investment in worker health may actually be more justifiable on the workers’ compensation side. “Workers’ comp has more ability to cover what is available in the medical world than group health,” says Dr. Adam Seidner, Travelers’ national medical director. “We can look at new technologies and say yes, they are expensive, and in three to five years we may recoup the cost” through reductions in both medical and indemnity payouts.

**AT THE SAME TABLE**

Workers’ compensation specialists should at least be at the table for discussions on how to make the workforce healthier. Health and productivity shifts the basic value proposition, according to Aon, an insurance brokerage and consulting service, into the question “How can [healthcare] plans be modified to incent employees to adopt healthy behaviors, moderate cost increases, and minimize absenteeism and presenteeism?”

“Sometimes it’s the employers that come up with the innovative ideas, other times the carriers or third party agents,” says SRS’s Brennan. “In this case, it’s got to be a kind of coming together.” She says that will happen as the links between data and costs become clearer. “They’re working through the organizational issues of who owns wellness and who has the dollars for it.”

“If you want to make a quantum change in the cost of delivering workers’ comp benefits,” Hartwig says, “you’re going to have to attack the problem at its roots. There are two roots: one is an unsafe workplace, and we can fix that. The other is a worker who is, in fact, a ticking time bomb. An unhealthy worker who comes into the workplace is invariably going to cost you more. … It takes resolve on the part of the employer to provide incentives and of the worker to follow through.”

Bringing up health improvement after a workplace injury can be “a very touchy subject,” says occupational medicine physician Schultz. But if wellness programs are part of everyday life at the company and part of every medical interaction, “then they’re not at all surprised when the provider says, ‘We’re going to treat your back, but guess what, as soon as your back gets better, we’re going to start working on the weight, too.’”

Adapted with permission from an article published by the National Council on Compensation Insurance, Inc. in its 2008 Workers Compensation Issues Report, available at www.ncci.com.
PACIF Renewal  
(continued from page 1)

spreadsheets to a single software program geared toward municipal clients and customized to fit PACIF’s needs. This switch comes after months of hard work dissecting, analyzing, re-thinking, and streamlining the entire underwriting process, including data collection and storage, risk analysis, ratings calculation, and reporting. The result is a system that provides much more reliable and useful information in conjunction with convenient, efficient procedures.

The Underwriting staff has been using the new software, called NavRisk, since early August. Having tested the program repeatedly, and after checking the integrity of the data on file as far as possible, Dan, Pam, and Vicky are becoming familiar with using NavRisk and are ready for the 2010 renewal season! In order to accommodate a tight implementation timeline, renewal forms are being sent later than in previous years, yet January 1 will arrive on schedule, so the Underwriting team is relying on PACIF members to review and submit their renewal paperwork without delay. (Although using NavRisk should shorten the time it takes our staff to process the renewals, doing so for the first time will inevitably present special challenges.) When you get your renewal forms, learning to navigate them shouldn’t take much time.

1. Review your forms carefully. Information is standardized across the new forms, so learning to review and submit their renewal paper-works should shorten the time it takes our staff to process the renewals, doing so for the first time will inevitably present special challenges.) When you get your renewal forms, learning to navigate them shouldn’t take much time.

2. Mark necessary updates clearly. Accuracy counts, so if you have any questions, call immediately.

3. Sign and return your forms (to VLCT, Attn: Underwriting) as soon as you can without compromising accuracy.

4. Relax, knowing that PACIF is better prepared than ever to process your renewal.

YakTrax Group Purchasing Redux

Last fall’s group purchasing program of YakTrax® winter footgear was so popular that PACIF is offering it again – at the same low prices (less than half of retail)! These clever rubber-and-coil contraptions stretch on over the soles of your shoes or boots to improve traction on slippery ice-and-snow-covered surfaces. Any PACIF member municipality that can meet the minimum $100 order requirement can take advantage of this great opportunity. In some cases last year, municipalities bought them for employees to use while on the job; in others, employees bought them through the municipality for themselves.

Two models are available. The light duty Walker, ideal for pedestrians, is quick to put on and holds on to the toe, heel and sides of the shoe. A pair can retail for $20 but is available through this group purchasing program for $9. The heavy duty Pro has an additional strap over the instep and is a good choice for extended wear and use by laborers and runners. Each Pro pair has a suggested retail price of $30 but is available now for $13.50.

Please place only one order per municipality and provide only one municipal check (made out to Implus Footcare LLC) to pay for the entire order. Order forms have been distributed to all PACIF members, and a link to a PDF of the form is posted on the VLCT home page, www.vlct.org. Please send your check with a completed order form to VLCT, Attn: Shawna O’Neill, 89 Main Street, Suite 4, Montpelier, VT 05602-2948, no later than Friday, October 30. If you have a question, call Shawna at 802-229-9111.


Municipal employers should take the opportunity in October to support National Drug-Free Work Week by promoting safe, healthy, and drug-free work environments. This includes encouraging employees to be wary of impairment among their co-workers and communicating the workplace’s drug and alcohol policy.

Substance abuse and the workplace is a harmful combination. Alcohol and drug use can seriously impair judgment and coordination, which can lead to workplace accidents and crashes, injuries, or death. Even if the abuse doesn’t create an immediate danger, it can still lower the productivity of the abuser as well as co-workers.

(continued on next page)
A High-Voltage Experience

In order to better understand PACIF claims involving police use of force, Kelly Kindestin, VLCT’s Manager of Property and Casualty Claims, and Nancy Sheahan, Esq., of McNeill Leddy Sheahan LLC, spent a couple of hours with the Burlington Police Department, during which they were — how else to say it? — thoroughly shocked.

Kelly and Nancy joined officers being trained in the technology and use of a Taser® device. How, more than when, to use a Taser was the emphasis of this class, and a key part of the lesson was to feel the effects of this temporarily incapacitating technology. That is, our very mild-mannered Kelly had to shoot and be shot with a Taser.

*Those five seconds felt like an eternity.*

— Kelly Kindestin, Manager, Property and Casualty Claims, Risk Management Services, VLCT

Officially, the correct term is not shoot but “discharge,” and, to be honest, the discharging was at a target, not a person. That part was not difficult at all. The device (a Taser® X26) is compact and lightweight. It has the grip of a handgun and its power sources are a rechargeable battery and a cartridge containing a capsule of compressed nitrogen. The nitrogen propels two small dart-like electrodes (called probes) a distance of up to 35 feet — with enough force that, when used on a person, each probe will penetrate one inch of clothing to contact the recipient’s skin. Thin wires connect the probes to the device and conduct 50,000 volts (minus some line loss) during each five-second discharge. The person using the Taser feels no kickback from the weapon.

Learning what it feels like to be tased (or tasered; both verbs are used) is an important part of formal Taser training. After learning basic information about the technology and (continued on next page)
During the shock, some people can’t help but let loose with a profane word or two (or several), but a minute later, there is no residual effect except, perhaps, bee-sting-like marks where the probes were. As Kelly explains, “the only aftereffect I can possibly attribute to the tasing was a charley horse in bed that night.”

The Taser device is equipped with record-keeping materials. A computer chip records every time that the device is used, and each probe-and-nitrogen cartridge contains several pieces of confetti that uniquely identify the cartridge. Officers collect at least one bit of confetti and the spent probes to keep as evidence of the use of the Taser. These can be referred to in conjunction with written reports.

When to use a Taser is a matter of each police department’s policy. Although boiler-plate policies can be acquired from various sources, Vermont police agencies will do well to implement policies that they have adapted or developed for their specific departments. As with other matters of safety and procedure, the guideline is: adopt a policy, train to the policy, and follow the policy. Kelly’s personal policy now includes “Never do anything to get Tased again!”

A video about the class that Kelly and Nancy joined is posted on the Burlington Free Press website. To view it, go to www.burlingtonfreepress.com/video/, and use the Video Search function with the phrase Burlington Police Train.

Ione L. Minot
Contributing Editor, VLCT News

Even sweet-tempered Kelly had to utter a curse while the current took charge of her body.
In partnership with Green Mountain Power, Plainfield is moving ahead with a project to develop a run-of-river hydroelectric facility at the site of the Old Batchelder Mill Dam. The town’s share of the energy generated would supply electricity for municipal buildings, including the water and wastewater facilities.

Three years ago, a group of local residents founded Waterbury LEAP (Local Energy Action Partnership), a volunteer organization that helps Waterbury and the surrounding area become more energy efficient, expand renewable energy, and reduce emissions. Projects the group has undertaken include arranging free energy audits for municipal buildings and local businesses (many of the recommended upgrades have been made); distributing more than 2,000 compact fluorescent bulbs; offering free home weatherization workshops; holding an annual LEAP Energy Efficiency Rally that attracted more than 225 people; and distributing energy efficiency materials at town events.

Burlington may be the first but won’t be the only municipality to adopt a Clean Energy Assessment District (CEAD) in 2010. (See page 14.)

Winhall is investigating the possibility of erecting a municipal wind farm.

The Public Service Department lists funding opportunities through the CEDF, including the much anticipated (but not yet functioning) Energy Efficiency and Conservation Block Grants (EECBG). The CEDF grant program assists pre-project assessments, large- and small-scale systems, community-scale systems, and special demonstration projects over 15 kW in size (or 1 million Btu/hour for thermal projects or 15 tons of capacity for geothermal projects). The maximum award is $500,000, and all projects require at least a 50% match. There are two grant rounds per year; the next RFP will be issued in January 2010.

The Municipal Technical Assistance Grant Program provides up to $5,000 per grant for renewable energy assessment studies. Up to $50,000 is available for this program in FY10. Funding is available for up to 90% of a project’s cost (10% cash match is required from the grantee). Applications are due the first Thursday of every month.

The Loan Program assists large-scale systems over 15 kW in size (or 1 million Btu/hour for thermal projects or 15 tons of
EDUCATION (continued from previous page)

city, town, town school district, incorporat-
eds to “units of local government” (i.e., "a
public service"
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related repair, health, and safety measures required to be
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has developed the following efficiency measures that may meet these requirements,
ject to project-specific costs and savings
(continued on next page)

VLCT News Online

We still encourage all subscribers, espe-
cially single-use readers, to seriously con-
sider switching from paper prints to online
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are many: a smaller carbon footprint, lower
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Clean Energy Assessment District.

Last session, the legislature passed a
Clean Energy Assessment District (CEAD)
statement that enables municipalities to estab-
lish CEADs – known elsewhere in the U.S.
as Property Assessed Clean Energy. Efficien-
cy Vermont, the energy efficiency utility for
all cities and towns except Burlington, has
developed a list of projects that a munici-
pality might deem eligible within its own
CEAD plus details to establish and fund
such a district.

Eligible energy efficiency improvement
projects are limited to measures permanent-
ly attached to the property for which CEAD
financing is being secured, measures that re-
duce the net energy requirements of the af-
fected building, and energy-related repair,
health, and safety measures required to be
cluded in a comprehensive energy efficiency improvement project. Efficiency Ver-
son has developed the following efficiency
measures that may meet these requirements,
ject to project-specific costs and savings
assessment.

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Commercial Building Measures: energy efficient light fixtures (hard-wired); thermal insulation; heat recovery; upgrading HVAC system to higher efficiency; variable speed drives; upgrading refrigeration system; heat recovery ventilation system; insulating pipes; upgrading water heating system; hot water heat recovery system; ceiling fans; daylighting and controls; and services of energy expert/professional.

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Norwich is developing a municipally-owned 250-kW solar array project, thanks in part to a $5000 grant under the Clean Energy Development Fund (CEDF).

The most likely types are solar water heating systems, biomass energy heating systems, small wind systems, micro-hydro systems, solar water or space heating systems, solar electric (photovoltaic) systems, and small wind or micro-hydro systems. For most of these projects, only solar water heating is likely to be supportable with financing alone. Other small-scale renewable energy projects will likely need their costs reduced by owner investment, grants, tax credits, or other funding sources to the level where savings can cover the annual financed payments. Efficiency measures, when combined with renewable energy measures, may also help a combined package meet minimum benefit/cost requirements.

BUTTON UP VERMONT WORKSHOPS.
Highly successful last year, Button Up workshops are back. The workshops show residents how homes lose energy and how to save energy – incrementally through simple, do-it-yourself measures or significantly by extensive energy retrofits. They also provide available technical and financial resources. Workshops typically occur around the state from late September to early winter.

Button-Up Vermont arranges for an energy auditor to visit a community at no cost and deliver a slide presentation and provide educational and publicity materials. The community is responsible for organizing and coordinating the workshops, publicizing the program, and distributing educational materials. To schedule a Home Energy Saving Workshop, contact Paul Markowitz at paul@markowitzvt.com.

Now that the fall is here and people are back from summer activities, local officials may expect that action items which have been under discussion for some time will become reality. Be prepared – update your municipality’s energy plans now!

Karen Horn
Director, Public Policy and Advocacy
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### VLCT News Advertising Policy

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

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 copy deadline for 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. For details on display or municipal marketplace advertising, email vlctnews@vlct.org. Instructions for ad requirements may also be downloaded at [www.vlct.org/aboutvlct/vlctnewsletter/advertisinginformation/](http://www.vlct.org/aboutvlct/vlctnewsletter/advertisinginformation/).

### Help Wanted

**Director, Human Resources.** The Vermont League of Cities and Towns, a unique, member-owned organization, has an immediate need for an experienced human resources professional to join our management team. Reporting to the Executive Director, this key role serves as internal consultant and strategic partner in the furtherance of our mission to serve and strengthen Vermont local governments. The HR Director manages all aspects of human resources while being willing to provide hands-on customer service to staff and our municipal members as needed. Areas of responsibility include employee relations, recruiting, compensation management, benefits administration, legal compliance, performance management, training, record keeping, and ergonomics and safety. The Director manages a staff of three and retains overall responsibility for facilities management and the reception area. Requirements: Bachelor’s degree (or equivalent experience) plus at least five years at a professional, managerial level in human resources; excellent verbal and written communication skills; strong knowledge of state and federal payroll, benefits and human resources-related laws; strong listening and coaching skills; the ability to work well independently and as part of a team; excellent research and analytical skills; and the ability to anticipate with both sensitivity and strategic thinking. General knowledge of facilities management, supervisory experience, SPHR designation or human resources certificate from accredited college or university are strongly preferred. We offer a quality workplace located in convenient, downtown Montpelier and an excellent total compensation package including defined benefit and defined contribution plan choices with up to 12.1% total employer contribution. Additional benefits include long-term care insurance, Section 125 plan, life and disability insurances, dental, and choice of two health plans. Please submit cover letter, resume, and contact information for three references to jobsearch@vlct.org with HR as subject. (8-28)

**Administrative Assistant.** The Town of Littleton, N.H. seeks a multi-tasked, detailed person who can answer phones, log calls, take messages, issue pistol permits, dispatch non-emergency calls, prepare correspondence, transcribe reports, and handle clerical work. We require someone with excellent organizational skills and good oral, written, and computer communication skills who is available Monday through Friday. Hours are variable (34 hours per week) with some evening hours. Requirements: High school graduate with 3 years experience or any equivalent preferred; former work in Public Safety a plus. Starting wage, $12.50-$14.50 per hour DOE, plus a small benefits package. A full job description is available upon request from the Police Department at the address below. To apply, please submit resume and cover letter to Chief Smith, Town of Littleton Police Department, 2 Kittredge Lane, Littleton, NH 03561. Position open until filled. E.O.E. (8-18)

(continued on next page)
### Classifieds

(continued from previous page)

**Assistant Chief Administrative Officer, Finance.** This full-time position in the City of Burlington’s Clerk/Treasurer’s Office is responsible for managing the financial, accounting, personnel, and administrative activities of the City Clerk/Treasurer’s office. Responsibilities include coordinating all City accounting functions, central payroll, investments, and administration of the City’s budget program. The ideal candidate will have a Bachelor’s degree in Business Administration, with a major in accounting or finance or a related field. Master’s degree preferred. A minimum of five years of relevant experience in accounting, finance, and personnel administration with at least two years of supervisory and fund accounting experience is required. For a complete job description and application, visit [www.hrjobs.ci.burlington.vt.us](http://www.hrjobs.ci.burlington.vt.us), or call Human Resources at 802-865-7145. To apply, please send resume, cover letter, and City of Burlington application to Human Resources Department, 131 Church Street, Burlington, VT 05401. Position open until filled. E.O.E.

**For Sale**

**Dump Trucks.** The Town of Killington has two trucks for sale by bid: (1) 2001 Mack dump truck, 300-hp, 9-speed transmission, very good condition, sold fully equipped with a 11’ plow, 11’ wing plow, and hydraulic tailgate spreader, 115,000 miles, suggested minimum bid, $36,000; (2) 2004 F350 diesel 4-wheel-drive Ford dump truck, 6-speed transmission, very good condition, sold fully equipped with a 9’ Fischer all-angle plow and dual auger tailgate spreader, 56,000 miles, suggested minimum bid, $20,000. The trucks may be viewed by appointment at the Killington Town Garage, 2981 River Road, Killington (802-422-9821). Bids must be signed by the bidder and include the bidder’s name, address, and telephone number. Seal bids in an envelope marked “Dump Truck Bid” and submit to Town Manager’s Office, 2706 River Road, PO Box 429, Killington, VT 05751. The Town reserves the right to waive informalities in, or to reject any and all bids, or to accept any bid deemed to be in the best interest of the Town of Killington. (8-1)

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**VLCT Staff News and Notes**

This month, two vital employmental components of the Vermont League of Cities and Towns are movin’ on. Although rumor has it that John Condon, erstwhile manager of the Underwriting Division, was spirited off by members of the Insurancistas, in reality he left of his own accord to wield the vice presidential reins of Union Mutual of Vermont, an insurance company.

When Jill Muhr, HR Director, started working at VLCT ten years ago, human resources was still in the hunter-gatherer stage and administrative in nature. Jill’s brand new position had only a part-time HR component to it. In the ensuing years (and years and years!), her role morphed and expanded – much like VLCT did – until her responsibilities integrated organizational philosophy with (corporate-speak alert!) system theory.

Jill says she plans to go back to school, help friends launch a business, and homeschool her daughter. (Question: According to Coast Guard Regulations, all pressure vessels other than unfired steam boilers shall be protected by pressure-relieving devices that prevent the pressure from rising more than 10 percent above the maximum allowable working pressure, true or false?*) Bonnie chance, Jill.

David Gunn
Co-editor, VLCT News

* The answer is, of course, true.

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All ads will be output in black and white.

For more details, please visit http://www.vlct.org/about vlct/vlctnewsletter/advertisinginformation/ or call (800) 649-7915.
For more information about the following workshops or events, please contact Jessica Hill, Manager, VLCT Administrative Services, tel. (800) 649-7915; email jhill@vlct.org. Or visit www.vlct.org’s Events Calendar and select a workshop for more information or to register online. For non-VLCT events listed below, please contact the individuals directly. (The online registration option is available for VLCT workshops and events only.)

Cash Management: Banking and Investments. This workshop will be offered on October 6 at the Hartford Town Offices and October 8 at the Milton Town Offices to accommodate our members in those regions. Sponsored by the VLCT Municipal Assistance Center. Cash management is at the center of the financial operations of all local governments, regardless of size. Protecting public funds and managing them wisely has always been one of the most important jobs of finance professionals. No other responsibility in municipal government has had as strong an impact on the population as the way governments manage their finances. This workshop will provide treasurers and finance officers with the basic tools they need for effective cash management and investment of municipal funds.

Small Mines Compliance Seminar “Managing Risk by Knowledge and Training.” This workshop will be offered on October 7 at the Johnson Municipal Building and October 21 at the Springfield Fire House to accommodate our members in those regions. This seminar is presented by VLCT PACIF and the MSHA Small Mines Office and is designed for PACIF member employees who operate or work in gravel pits and/or have related operations that fall under MSHA regulation. Of particular importance is a review of a new MSHA interpretation that results in MSHA regulation of formerly “exempted operations.” The change means that virtually any entity that screens gravel or soil may now fall under MSHA purview.

Contracting for Municipal Projects. October 13, 2009. Capitol Plaza Hotel, Montpelier. Sponsored by the VLCT Municipal Assistance Center. Municipal infrastructure projects, from highways and bridges to buildings and water and wastewater systems, require local officials to make tough decisions, such as how to pay for the project and how to insure the highest quality in a reasonable timeframe. This workshop will feature financing options as well as town officials sharing best practices and success stories in municipal contracting.


Visit our website www.vlct.org/eventscalendar/upcomingevents/ for the most up to date list of events!