Andrew E. Nuquist and the Founding of the Vermont League of Cities and Towns

One of the main forces behind the establishment of the Vermont League of Cities and Towns (VLCT) was Andrew Nuquist, a professor of political science at the University of Vermont (UVM). Nuquist and the UVM Center for Governmental Study (now the Center for Research on Vermont) provided leadership and administrative support in helping VLCT become an organized and operating association. This article tells the story of Andrew Nuquist.

Andrew Edgerton Nuquist was born in Osceola, Nebraska, on December 3, 1905. He was the oldest of the four children (three boys and a girl) of Andrew F. and Maude (Edgerton) Nuquist.

Local Government Day 2017

Wednesday, February 15th, dawned gray and cloudy, but the snow held off and local officials from the farthest reaches of Vermont had no trouble getting to Montpelier for Local Government Day in the Legislature. Their keen interest in the day’s activities was evident from the start as they began to ply VLCT staff with questions about local governance almost as soon as they passed the registration table.

Following introductory remarks from Executive Director Maura Carroll, Montpelier Mayor John Hollar, and Director of VLCT Advocacy and Public Policy Karen Horn, the attendees moved on to the three policy briefing roundtables: the State budget, implementation of the Vermont Water Quality Act, and a Q&A session with clerks, treasurers, and listers regarding the property transfer tax. The sessions were packed and the exchanges between presenters and attendees were lively.

(continued on page 19)
Andrew E. Nuquist
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Nuquist grew up in Osceola, a small (pop. 900) rural town in the Nebraska heartland. After graduation from high school, he attended Doane College, a private college in Crete, Nebraska, where in 1926 he earned a Bachelor of Arts degree and later, after teaching English at a Methodist school in China, earned his Master of Arts degree in 1936. During this time, he married Edith E. Wilson.

Two years later, Nuquist was attending the University of Wisconsin in pursuit of a Ph.D. degree when UVM hired him as a political science instructor. He, his wife, and his young son promptly moved to Burlington. In 1939, upon completion of his Ph.D. (his thesis was titled “Chinese Legal Codes as Causation and Effect in Chinese Political Thought”) he became a professor in the Department of Political Science. In a 2004 article (https://vermonthistory.org/journal/72/vt720203.pdf) published in the Vermont Historical Society’s quarterly, Vermont History, Nuquist’s daughter Elizabeth Raby writes about her family’s move to Vermont:

My father and mother, Andrew E. and Edith W. Nuquist, came to Burlington, Vermont, in 1938, when my father was hired as an instructor in political science at the University of Vermont. My father was glad to have found a job during such difficult economic times. Natives of Nebraska, my parents did not then suspect that the move to Vermont would be permanent. To make the trip to Burlington from the University of Wisconsin, where he had been a student in the Ph.D. program, my father purchased an ancient truck. Mother remembered with considerable embarrassment the final laborous climb of the old truck, backfiring and spewing exhaust, up Pearl Street to the apartment my father had rented for his family. Everything they owned was crammed into or tied to the top of the overloaded vehicle. When my father arrived in Vermont, his field of interest was international relations. Very soon, however, he became fascinated by his adopted state. Although he always retained his internationalist outlook, he became a specialist in the local and state governments of Vermont.

Soon after his arrival in Vermont, Nuquist met James P. Taylor, who was the Executive Secretary of the Vermont Chamber of Commerce. Among Taylor’s many accomplishments were the founding of the Green Mountain Club to create and build the Long Trail and the establishment of the annual Vermont town report contest, which later became the James P. Taylor Awards of Excellence for Town Reports. Taylor invited Nuquist to help judge the town reports and he agreed. Taylor made sure that Nuquist became acquainted with Vermont local government by taking him along to many meetings, as Nuquist notes in the introduction to his book, *Town Government in Vermont*:

It was Jim Taylor who came to me one day and asked if I would be interested in doing some work on Town Reports; upon my affirmative answer there began an active and burdensome relationship that ended only with Jim Taylor’s death in 1950 [1949]. The meetings which had already been scheduled and which Jim thought I should attend – there were meetings for mayors, for town manag-
VLCT AND HEALTH INSURANCE BENEFITS:
A LONG-TERM COMMITMENT TO HELP MEMBERS
MANAGE A COMPLEX AND EXPENSIVE EMPLOYEE BENEFIT

Vermont cities and towns have provided health insurance benefits to their employees for many, many years. Shortly after its founding in 1967, VLCT began to help its members purchase high quality and low-cost (relatively speaking) health insurance. In conjunction with our 50th anniversary year, we wanted to follow a separate timeline of VLCT’s involvement in health insurance plans.

Employer-provided health insurance plans began during World War II. Wage and price controls made employment at various companies unappealing, so employers started offering health insurance coverage as an inducement to attract employees. At that time, health insurance was a very affordable benefit to offer, much like life and disability insurance are today. By the 1970s, however, health insurance premiums began to go up rapidly.

The VLCT Health Trust, Inc., was established as a Vermont non-profit corporation on March 3, 1982. Before then, VLCT had a sponsored municipal health insurance program with Blue Cross Blue Shield. There was no formal relationship or governance structure, but Blue Cross experience-rated municipalities as a separate group (that is, they based premiums on the claim experience of that group, as opposed to a broader group).

In 1971, Blue Cross Blue Shield offered special health insurance monthly premiums for VLCT members: $10.95 for one person, $23.35 for two persons, and $27.63 for family coverage.

At their October 1, 1981, meeting, the VLCT Board discussed developments in the Blue Cross Blue Shield program. The board, including then-Mayor of Burlington Bernard Sanders, adopted a resolution opposing “any further Blue Cross-Blue Shield rate increases until Blue Cross-Blue Shield demonstrates its commitment to a broad, comprehensive and effective program to reduce costs throughout the entire medical system.” The first “whereas” clause of the resolution read “Whereas, the Vermont League of Cities and Towns believes that affordable quality medical care is the right of every American and every Vermonter.” This resolution was in response to a 19.3 percent increase in health insurance rates.

In 1982, VLCT founded the VLCT Health Trust, Inc., and asked Blue Cross to propose a self-insured program for the Trust. Because Blue Cross refused to do so, the Health Trust solicited bids to provide a self-insured trust program. Blue Cross did not submit a bid.

The Health Trust began offering self-insured health insurance plans to member municipalities on July 1, 1982. At that time, the Trust offered three benefit packages: Gold, Silver, and Bronze.

In 2012, more than 30 years after the VLCT Board adopted this position, Vermont adopted health reform legislation that included language stating that health care is a human right. The health plans offered today through the federal Affordable Care Act insurance exchanges include Gold, Silver, and Bronze plans. Clearly, VLCT was well ahead of its time.

After a difficult three-year start-up period with Connecticut General (CIGNA), the Health Trust moved the health insurance program to Blue Cross Blue Shield. This change was originally from the trust arrangement that existed with CIGNA to a fully insured arrangement, an arrangement that continued until a trust agreement could be negotiated with Blue Cross. That arrangement occurred in 1986.

In February of 1987, the Health Trust Board discussed a proposed 30 percent rate increase from Blue Cross. The increase was due to medical trends that were “quite high.” Commented one Board member “...town budgets would be strained to the limit.” This would not be the last time this grievance was heard.

Insurance rates continued their inexorable rise. In 1988, the VLCT Health Trust’s Blue Cross Blue Shield J-Y Family Health Insurance Plan monthly rate was $262.31, almost ten times the 1971 rate. In 2005, the

(continued on page 9)
A SELECTBOARD’S FIRST MEETING; THE POST-TOWN MEETING PROCESS; FILLING SELECTBOARD VACANCIES

What appointments does the selectboard make at its first meeting after town meeting day? What else should happen at that meeting?

State law requires the selectboard appoint a legally-qualified voter to serve as the town tree warden. 24 V.S.A. § 871. The tree warden is the town official with responsibility for caring for the shade and ornamental trees within the town’s public ways and places and enforcing the laws relating to such trees.

State law allows (but no longer requires) the selectboard to appoint three fence viewers; a poundkeeper (for whom residency within the town is not required); one or more inspectors of lumber, shingles and wood; one or more weighers of coal; and a town service officer. These positions once played an active role in local government but presently are only called upon to act in limited situations. As such, many selectboards have stopped making these appointments on an annual basis.

The above appointments should be made at the first selectboard meeting after town meeting day. This “organizational meeting” of the selectboard is also the time when the board must elect a chair and, if it deems necessary, a selectboard clerk. 24 V.S.A. § 871. Certificates of election for these positions must be recorded with the town clerk. The organizational meeting of the selectboard is also a good time to establish the board’s regular meeting schedule and adopt rules of procedure for selectboard meetings. VLCT’s Model Selectboard Rules of Procedure are available on the VLCT website at http://www.vlct.org/assets/Resource/Models/p_SB_Rules_Proc.pdf. The selectboard may also want to use the organizational meeting to designate physical locations in the town for posting meeting notices, choose the town’s newspaper of record for public notices, and authorize a designated selectboard member to sign orders on behalf of the town, pursuant to 24 V.S.A. §1623. More information about signing selectboard orders is available in the August/September 2015 edition of the VLCT News at http://www.vlct.org/assets/Resource/ATL/2015/ATL-signing-orders.pdf.

Sarah Jarvis, Staff Attorney II
VLCT Municipal Center

Need a written legal opinion? Looking for expertise drafting a new ordinance? Need help updating that personnel policy?

VLCT’s attorneys can provide your municipality with legal assistance at highly competitive rates. Please call Abby Friedman for more information at 1-800-649-7915.

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

The Post-Town Meeting Process
(This article updates an article that appeared in the March editions of the 2013, 2014, and 2016 editions of the VLCT News.)

The gavel has come down and the polls are closed, but the work necessary to ensure a truly successful town meeting is just beginning. This article will help you navigate the numerous post-town meeting legal requirements found in Vermont statutes.

The Official Record. Under state law, the town clerk must record "all proceedings of all town meetings.” There is no requirement that the clerk create a full transcript of
Ask the League
(continued from previous page)

the meeting, but the record should at least include the following information: all articles introduced, the substance of any motions made, the identity of the motion-makers and of those who spoke in regard to the articles and motions, and the results of all votes taken. Once it is created, the record must be approved by any two of the following officials who were present at the meeting: moderator, selectpersons, and justices of the peace. The clerk must request approval of the record from these officials within seven days after the meeting and the request must be given prompt consideration. 24 V.S.A. § 1152.


• Town Clerk: File a certificate of election or appointment and a copy of the official oath with the county clerk within six days of the election or appointment. This certificate must be signed by the moderator if the clerk is elected from the floor; by the chair of the board of civil authority if the clerk is elected by Australian ballot; or by the selectboard if the clerk is appointed. 24 V.S.A. § 1151.

• Treasurer: Report the name of the town treasurer to the state treasurer on or before July 1st of every year. 24 V.S.A. § 1166.

• Selectpersons: File with the secretary of state a list of the names and addresses of selectpersons elected and notify the secretary of state of any changes in the list as filed. 17 V.S.A. §§ 2645(b), 2663.

• Lister: Names, post office addresses, and lengths of term of office of each lister must be reported to the director of the Division of Property Valuation and Review after each annual meeting and in the event that a lister is appointed to fill a vacancy. 24 V.S.A. §1168.

• First Constable: Certify the name and post office address of the person elected to the county clerk. 24 V.S.A. § 1169.

• Justice of the Peace: Send or deliver to each candidate that is elected a certificate (on a form provided by the secretary of state) signed by the town clerk and one other election official. The town clerk shall also file with the secretary of state a list of the names and addresses of justices of the peace and notify the secretary of state of any changes in the list as filed. 17 V.S.A. § 2592(i).

Announcing and Reporting Votes. The clerk’s post-town meeting responsibilities also include reporting certain actions taken by the voters at town meeting. When a town votes to raise a tax, borrow money, or to make any appropriation, the town clerk must certify such vote within five days to the town treasurer and selectboard chair. 24 V.S.A. § 1167. If the townspeople voted to amend their town charter, the clerk must, under direction of the selectboard, announce and post the results of the vote immediately after it is counted. Within ten days, the clerk must certify facts of the origin and procedure followed for each amendment adopted, if any, to the secretary of state and certify the result before any subsequent action on the amendment by the Vermont Legislature. 17 V.S.A. §§ 2645(b), 2663.

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(802) 654-7377 (phone) (802) 654-7379 (fax) Bond-bank@vtbondagency.org www.vmbb.org

Colchester Town Playground
New Vermont Municipal Human Resources Group

VLCT’s Human Resources (HR) Assistance Program was created to help members skillfully manage their human resources responsibilities. One of its initiatives is a no-cost learning and networking opportunity for municipal officials and employees who deal with various aspects of HR. The group meets in the spring and the autumn to discuss employment-related legislation and “hot topics,” share resources and best practices, and network with peers.

Human resources responsibilities and tasks can vary widely. We encourage you to join this group if you are responsible for any of these functions:

• new hire processing and orientation
• benefits administration
• payroll administration
• safety and wellness
• recruitment activities
• job description writing and maintenance
• performance management
• training and development
• workers’ compensation reporting and oversight
• personnel policy/union contract implementation
• staying abreast of employment-related laws and regulations

Meeting locations rotate among town offices in both northern and southern Vermont. Upcoming meetings are scheduled for April 5th in Springfield and April 6th in Williston. Meetings are limited to two to three hours to allow participants time to return to their busy schedules.

To join the group’s email invitation list, please contact Jill Muhr, Human Resources Consultant, at MAC-HR@vlct.org. If you attended one of the 2016 meetings, you are automatically on the list.

Jill Muhr
VLCT Human Resources Consultant

Professional and Consulting Services

- Experienced local officials and professional staff available
- Areas include municipal law and governance, financial management, human resources, land use, law enforcement, and more
- Services include ordinance and by-law development, drafting and review, executive searches, audits and analysis of municipal services, and additional legal assistance
- Water resources assistance
- Additional services as needed

Workshops and Training

- Workshops in Central Vermont and around the state
- Custom, on-site workshops
- On-site land use training

Municipal Inquiry Service

- Attorneys and professional staff available to answer VLCT members’ questions

Online Resources

- Available at www.vlct.org

Publications

- Handbooks
- Technical papers
- Newsletter articles
- Posters
- Survey reports

Help your local government be the best it can be.

Contact MAC today at 800-649-7915 or info@vlct.org.
Visit the Municipal Assistance Center page at www.vlct.org for more information.
Laurie Broe Retires

On March 7, Town Meeting Day, Georgia Town Clerk Laurie Broe will retire after a 28-year career. Laurie started working for the State of Vermont in Burlington but, after eight and a half years, realized she wanted to work closer to her Georgia home. A bookkeeper/payroll officer/selectboard clerk position with the town opened and she got it. Later, she served as assistant town clerk, and then when her predecessor, Judy Green, retired in 2002, she became Georgia Town Clerk.

One of her proudest achievements, she says, was getting all of the town’s land records microfilmed. And while all of the scanned records haven’t yet been posted online, Laurie feels like the town clerk’s office has at last moved into the 21st century.

“Laurie has always been one of those people in our community who won’t say no when help is needed,” says Georgia Town Administrator Michael McCarthy. “She has worn more hats and been the clerk of more boards over the years (Planning Commission, Zoning Board, Historical Society, to name a few) just to help out. She was also a Boy Scout Troop leader for a number of years here in town. Though she often defers to how much Judy Greene did, which is true, Laurie has set her own legacy of service to Georgia that need to be recognized as well.”

Following her retirement, she will move to Florida to be close to members of her family. But, typically, Laurie won’t be idle. She has already applied for a job there in county government.

David Gunn
Editor, VLCT News

On-site Workshops
Let the VLCT MAC Staff Travel to You!

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

Each workshop costs $825, though VLCT PACIF members are eligible for a reduced rate of $415 for many of the topics listed below (except for land use). PACIF members may also be eligible for a PACIF scholarship, which can cover the cost of the training. Please call PACIF Loss Control at 800-649-7915, or visit www.vlct.org/rms/pacif/pacif-scholarships/ for more information on the program. In addition, MAC can develop custom workshops upon request. To discuss or schedule a workshop, please contact Abigail Friedman or call 800-649-7915.

On-site Workshop Program Offerings:

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

Pick from these topics or develop your own!

Municipal Assistance Center Workshops

Spring Selectboard Institute
Saturday, March 18, 2017
Capitol Plaza Hotel and Conference Center, Montpelier, Vermont

VLCT Economic Development Forum
Wednesday, March 22, 2017
Capitol Plaza Hotel and Conference Center, Montpelier, Vermont

To register for or learn more about upcoming events, bookmark www.vlct.org/eventscalendar.
Cities and Towns believes that affordable quality medical care is the right of every American and every Vermonter.” This resolution was in response to a 19.3 percent increase in health insurance rates.

**March 3, 1982:** The VLCT Health Trust is established.

**Sep. 30, 1982:** Robert Stewart resigns as VLCT Executive Director.

**Nov. 1982:** VLCT moves offices to 52 State Street in Montpelier.

**Dec. 20, 1982:** Steven Jeffrey is appointed Executive Director.

**1983:** VLCT Health Trust offers Gold, Silver, and Bronze plan options to VLCT members for FY83.

**Feb. 3, 1983,** *VLCT News* article titled *House Committee Hears Suggestions on Health Cost Bill*: Charles Blanksteen and Dominick Ciarniello from the New York Office of William M. Mercer, Inc., testified today before the House Health and Welfare Committee on H.221, a bill proposed to control rising health care expenditures. The Mercer Company is the largest firm of employee benefit consultants in the country and designed the program currently used by the Vermont League of Cities and Towns for 5,000 Vermont municipal employees and their families. ... VLCT arranged for the consultants to advise the committee without charge to the State or the League. Company officials feel Vermont could enact legislation which could become a model for the entire nation.”

**June 18, 1986:** The VLCT Property and Casualty Intermunicipal Fund (PACIF) is established.

**1988:** When discussing health insurance rates for FY88, one Health Trust Board member comments that “town budgets would be strained to the limit.”

**1988:** Blue Cross Blue Shield J-Y Family Health Insurance Plan rate is $262.31.

**1989:** The VLCT Municipal Law Center (now the Municipal Assistance Center) is established.

**1991:** VLCT moves offices to 12½ Main Street in Montpelier.
The 1980s and ’90s
(continued from previous page)

March 11, 1992: VLCT insurance trust files are destroyed in the Montpelier flood. These were old records stored in the basement of the previous VLCT office at 52 State Street. There was no damage to the property at 12½ Main Street.

1993: VLCT takes a giant technological leap forward by supplying its staff with desktop computers.

1993: VLCT Health Trust and PACIF jointly hire a Wellness Coordinator.

1994: Forrest Gump wins the Academy Award for Best Picture.

Dec. 1995: VLCT reaches 100 percent membership of the state’s cities and towns.

March 28, 1997: VLCT moves to its new quarters at City Center, 89 Main Street in Montpelier.

Health Insurance Benefits
(continued from page 3)

VLCT Health Trust’s monthly health insurance rates for VLCT members for the J-Plan were $513.09 for one person, $1,059.53 for two persons, and $1,321.03 for the family plan, a five-fold increase from 1988.

As medical costs in general have increased substantially over the years, so have Health Trust rates, though the latter increases did not occur in a straight-line manner. They were as high as 46.5 percent, while in other years the rates actually decreased. From 1995 through 2005, the average annual Health Trust rate increase was 10.09 percent. While this is certainly a high number, it is much lower than Blue Cross’s statewide medical inflation trend, which averaged 16.0 percent per year over the same time period. The chart below shows that the cumulative rate increase for the Health Trust from 1995 to 2005 was 298.73 percent, substantially less than the cumulative increase in the Blue Cross Blue Shield medical inflation trend of 509.16 percent. For comparison’s sake, the cumulative increase in general inflation during this same period was 126.2 percent (as noted in the Consumer Price Index).

In 2006, the Health Trust issued a request for proposals for its health insurance program. After much deliberation, the board voted to move the program from Blue Cross Blue Shield to CIGNA effective January 1, 2007. This change prompted some members to leave the Health Trust due to collective bargaining or other issues.

Because of impending federal and state health system reforms plus an aging demographic of municipal employees, the VLCT Health Trust discontinued its group health insurance program in 2012 and began offering members Carrier Choice – which allowed them to access different health insurance carriers for services and products. Working with Hickok Boardman Group Benefits, a health and employee benefits insurance broker, the Health Trust helped VLCT members secure their health insurance in the commercial market.

In 2014, Vermont Health Connect began operations as a federal Affordable Care Act health insurance exchange. Unlike exchanges in other states, Vermont Health Connect was the only source of health insurance for individuals and small groups of fewer than 50 employees. This included the vast majority of Vermont municipalities. VLCT and the Health Trust worked hard to help members with the transition. By 2016, most remaining municipalities – with up to 100 employees – were required to provide their group health plans through Vermont Health Connect.

In 2015, meanwhile, the VLCT Health Trust merged with the VLCT Unemployment Insurance Trust to form the VLCT Employment Resource and Benefits Trust (VERB). VERB continues to help members navigate the new health insurance system and manage their health insurance benefits through advisory services contracts.

From 1971 to 2016, the cost of a top-quality family health insurance plan has increased 6,678 percent! Clearly, much remains to be accomplished to make health insurance affordable in Vermont. Discussion of possible approaches and solutions to this challenge would require much more space than is available in a single issue of the VLCT News.

David Sichel
Deputy Director, Risk Management Services

VLCT Employment Resource and Benefits Trust
By and for Vermont municipalities

We encourage all subscribers to consider switching from paper copies to online viewing of the VLCT News. The benefits are many: a smaller carbon footprint, lower printing and postage costs, less paper used, full-color rendering of color photographs, and immediate access to web links.

If you are ready to access the VLCT News completely online, please email us so we can remove you from our postal mailing list and make sure that your correct email address is on our News email list.

To view the current VLCT News or the archives, please go to www.vlct.org/newsletter.
Every municipal government and at various levels of responsibility. You trust your municipal officials and employees to provide effective governance doesn't run on volunteers.

Individuals working hard for recurring volunteer opportunities and local committees in your municipality are much more accessible and effective governance doesn't run on volunteers. Consider the municipalities closest to us all – is much more accessible and effective governance doesn't run on volunteers.

[Insert any other information you take notes of all the contact information below. You may notice that the last line of each panel box.

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EyeMed Vision Care® recently informed the VERB Trust that our designated contact (person, not lens) for the past six months, Michael Santangelo, has been promoted to other endeavors. Everyone who wears the Benefits Manager hat at the groups with VERB's Vision program will please note that our new EyeMed account representative is Brook Berry. Although she inherited much of Michael's former contact information, there are important differences that appear in boldface type below. Brook's email address, dberry@eyemed.com, is noteworthy because it varies from the typical formula.

Brook Berry
Account Manager, Small and Mid-Market Business
4000 Luxottica Place, Mason, OH 45040
Email: DBerry@eyemed.com
Phone: 513-765-3648 Toll Free: 1-877-241-6989 Fax: 513-492-3977

Feel free to reach out to Brook directly or contact Kelley Avery (kavery@vlct.org) or Larry Smith (lsmith@vlct.org) at VLCT at 800-649-7915 for any EyeMed related issues.

We bid Michael a fond farewell and look forward to moving forward with Brook!

(continued on next page)
2016 UI Annual Wage Reports

In early February, all members in the VERB Trust’s Unemployment Insurance (UI) program should have received a letter and an email from Kelley Avery asking that the appropriate person complete and return the group’s 2016 UI Annual Wage Report. The report, an Excel file, was attached to the email and is also located for download from the Unemployment Insurance page of VLCT's website, www.vlct.org.

If you are your municipal entity’s designated UI annual wage reporter, please carefully follow the instructions in the Excel file, mindful that your accurate 2016 wage report will be instrumental in determining your 2018 UI program contribution.

- Include wages for all full-time, part-time, temporary, and seasonal employees who worked for the municipality in 2016.
- Do not include wages for any elected officials or any non-salaried volunteer firefighters, ambulance workers, or EMTs. These workers are not eligible for unemployment insurance based on their work for your group.
- Provide only one entry per employee.
- Be sure to include employee department info for each employee listed so that we can provide you with your breakdown. If you leave this field blank, we will assume you do not want to receive a breakdown.
- Use only the new 2016 report version provided, as there have been updates to the file.
- Email your completed report in Excel file format – not as a PDF file – to kavery@vlct.org by May 1, 2017.

If you have any questions regarding the above information, please email Kelley at kavery@vlct.org or call her at 800-649-7915.

Application Period for Round 1 of 2017 PACIF Grants. January 1 to April 30, 2017. PACIF Grants compensate members for up to 50 percent of pre-approved purchases that are likely to significantly reduce their risk of workers’ compensation, property/casualty, or liability insurance claims. Most of the $200,000 allotted for 2017 grants is expected to be awarded during Round 1, so we encourage PACIF members to read the newest guidelines, consider their group’s needs, and compile their application materials sooner rather than later. Guidelines and application are posted at www.vlct.org/rms/pacif/pacif-equipment-grants/. Round 1 award notification letters will be sent to applicants during May.

PACIF’s Annual Workers’ Compensation Audits. February to May, 2017. PACIF members should expect an email or phone call from Larry Smith or an Underwriting team member (Pam Fecteau, Vicky Abare, or Susan Benoit) to schedule a time to review 2016 payroll records in order to reconcile 2016 contributions.

2017 Worksite Wellness Conference and Governor’s Awards. Thursday, March 23, 8:00 a.m. to 4:00 p.m., Sheraton Hotel and Conference Center, South Burlington. People from a wide variety of organizations will attend this annual event, which will include announcing the 2016 Worksite Wellness Award winners, a keynote speech, networking, exhibits, breakout sessions, and fitness breaks with exercises to take back to your workplace. This year’s theme is Wellness Without Borders. For more information and to register, go to http://healthvermont.gov/wellness/physical-activity-nutrition/workplace.

Managing Underground Safety Training (MUST) Safety Breakfast Seminars. Five dates at Vermont-area locations listed below, registration 7:00 a.m., breakfast 7:30 a.m., program 8:00 a.m. to 11:00 a.m. Prepare your field crews for a safe excavation season ahead with a free, three-hour breakfast seminar. Learn about the potential safety hazards of utility damage, the “Dig Safe” laws and rules, new methods of call center notification, damage prevention best practices, utility marking standards, what to do if a line is damaged, and the enforcement process. Space is limited. Sign up now at www.must-ne.com or by calling 802-951-0370.

Certified Playground Safety Inspector (CPSI) Course and Exam. 15-hour training on playground hazards identification and risk management methods is offered by the National Recreation and Parks Association and hosted by the Vermont Recreation and Parks Association (VRPA) every three years. Appropriate for designers, administrators, supervisors, operators, and caretakers of all types of playgrounds. Reading the pre-course study materials and attending the two-day course prepares attendees to take the two-hour CPSI exam (either the next morning or by computer at a later date), and passing the exam earns a three-year CPSI designation. Space is limited, so register early. Costs: training $500 ($475 for VRPA members), lunch included in both training days; exam $120. For more information and the registration form, go to www.vrpa.org/courses--workshops.html (or call 802-878-2077).
“WorkStrong, a free benefit to all members of VLCT PACIF, is an evolving program for measuring and gradually increasing the flexibility and physical resilience of municipal employees as a means of reducing or preventing soft tissue injuries such as muscle strains. Heidi Joyce, VLCT’s Senior Loss Control Consultant for Wellness, works with employees in groups and individually as an evaluator, trainer, and healthy lifestyle coach. Currently, Heidi visits members’ sites to conduct two main WorkStrong components: a 45-minute group session held every other year to acquaint employees with the elements of the program, and individual consultations held every three months or so to evaluate and coach employees more privately.

In the group session, employees learn what to expect during the individual consultations. Heidi explains and illustrates the eight tests that comprise the evaluation. She also gives some examples of the techniques and approaches she recommends for employees to improve their mobility, fitness, and overall well-being. A representative from Invest EAP is usually also on hand to explain the valuable benefits of the Employee Assistance Program. The goal of the group meeting is for employees to sign up for individual consultations as a step toward enhancing their personal safety and wellness.

Every individual WorkStrong consultation begins with the employee thinking of one thing they want for their own health and well-being and writing it down on their personal Wellness Action Plan. After Heidi asks some questions to make sure the physical tests will be appropriate and safe for this particular employee, she measures their blood pressure, weight, body composition (percent body fat), biceps strength, hamstring/low back flexibility, muscular endurance, abdominal circumference, and cardiovascular fitness. The cardio measurement uses a heart rate monitor during a step test in which the employee’s heart rate is kept safely at or below 85 percent of the maximum for his or her age.

“I am very impressed by the WorkStrong program. We have varying levels of participation across the various Town departments. Some employees find the individual evaluations to be especially valuable. ... I thank you, Heidi, for your gentle persistence. I choose both of those words carefully. Your persistence is obtaining the great outcome of healthier individuals and teams in municipalities all across Vermont. Your gentle way of pushing the program is effective. It makes us want to participate and, frankly, makes us feel a bit guilty when we don’t. Thank you!”

— Peter Elwell
Town Manager, Brattleboro

“Heidi, enjoyed meeting you today and was enthusiastic about the exercises you demonstrated... they were well received! (I) look forward to your return.”

— Jerry Storey
Selectperson, Shelburne
Individual employees’ results are completely confidential, and each person receives a printout of their results compared to other people of the same age and gender – as well as to their first results if they have been evaluated before. Heidi’s consultation takes into account the employee’s particular results that day as well as his or her life circumstances. Her coaching can include demonstrating helpful stretches, discussing dietary concepts, and suggesting lifestyle adjustments that can make for subtle but worthwhile improvement. Before leaving, the employee writes on the Wellness Action Plan three positive changes they can start right away, such as cutting out 100 non-nutritive calories each day (by eating fewer sweets or chips, or by drinking less soda, energy drinks, or alcohol), walking 10 minutes a day three days a week, and doing two stretches three days a week. Each employee’s first individual session takes about 30 minutes, and Heidi can return every three months for 10- to 15-minute individual follow-ups to re-test the things each person is working on and help them figure out how to improve in their areas of biggest need. Be forewarned: Heidi recommends putting your current Wellness Action Plan on your refrigerator as a daily inspiration to change for the better!

“I feel better when I stretch every day! The exercises you gave us are great!”

Thanks.

— Art, Hinesburg

Hi Heidi... you came and met with several Stowe departments regarding WorkStrong and stretching. Thank you for your efforts. If you make a difference with just one person, it is worth it.”

— Charles Safford
Stowe Town Manager

WHAT?
NO Dental Insurance?

With VLCT’s new Individual Direct Dental, ANYONE who can’t get dental through work can now buy excellent coverage at low rates directly from Delta Dental just by using this link:

http://bit.ly/1SD0sMQ

For more information contact Larry Smith at lsmith@vlct.org or 802-229-9111
ers, for business leaders, for state officers, for political figures, or for all combined. The inevitable opening statement, until I had made the rounds and was known at least by sight to most of the men, and made in his own inimitable style which is not here reproduced was, “This young pup wants to learn something about local government and since you know all about it, it is time you start teaching him a part of what you know.”

Nuquist’s son, Andrew S. – who we discovered lives a mile from the VLCT offices – remembers seeing town reports spread out on the floor at home as his father worked to review them all.

Nuquist’s interest in Vermont state and local government then became a main focus of his career at UVM. Besides the aforementioned Town Government in Vermont, published in 1964, he also wrote, with his wife Edith, Vermont State Government and Administration, which was published in 1966. In 1999, the Snelling Center for Government and the Center for Research on Vermont published Vermont State Government Since 1965, which updated information in Nuquist’s book.

In 1946, Nuquist launched an unsuccessful bid for U.S. Congress on the Republican ticket. He ran against incumbent Congressman Charles Plumley. Elizabeth Raby’s previously cited Vermont History article gives a wonderful account of the Nuquist campaign. Nuquist’s son Andrew S. recalls travelling around the state with his father as he campaigned. He gained respect for his father’s ability to engage with people from all walks of life. He once asked his father what he was going to speak about at a campaign stop. “I don’t know,” he answered, “they haven’t told me yet.” Nuquist was apparently able to speak on any topic.

A side note: Nuquist’s mother Maude also ran for political office. She was the first woman to run for Governor in Nebraska (in 1934). She ran in the Democratic primary where she finished sixth out of nine candidates. Raby also wrote an article about her campaign that was published by the Nebraska Historical Society (http://www.nebraskahistory.org/publish/pul- licat/history/full-text/NH1998Nuquist.pdf).

In the early 1960s, while writing his book about Vermont local government, Nuquist also worked with local government officials to establish a statewide organization to represent the interests of Vermont cities and towns.

On September 22, 1965, a meeting for the organization of a state municipal league was held in Montpelier. While attendance and interest was not enough to launch the league, a slate of temporary officers was elected to continue to pursue the idea.

On June 27, 1967, Montpelier was the site of another organizational meeting. A memo from Andrew Nuquist, dated June, 9, 1967, announced the meeting.

Brattleboro Town Manager Corwin Elwell, who presided over the organizational meeting, later described it thusly:

City and Town officials gathered in Montpelier City Hall in response to a call by Andrew E. Nuquist, UVM Professor and chief initiator of the Vermont League of Cities and Towns. The meeting was called “to create a permanent organization to function effectively in serving the needs of local governments in Vermont.” At that meeting, Mr. Hollis Yorke of Readsboro stated that he thought the League be a good idea, and that it should above all have a strong and effective lobbyist at the legislature.” Mr. Joseph Abair of Montpelier agreed saying “that his years of observing the legislature have convinced him there is a need for a real lobbyist for the towns.”

Upon VLCT’s official organization, Andrew Nuquist became its Acting Executive Director, a role he held until April 14, 1968, when Henry Warren, Town Manager of Woodstock,
treasurer fails to appoint an assistant within ten days of a selectboard’s request to do so, the selectboard may appoint one for him or her. Appointments for both offices must be recorded in the town clerk’s office.

Administering Oaths of Office. A handful of town officers must be sworn into office before carrying out any of their duties. Among them are the clerks and their assistants (24 V.S.A. §§ 831 and 1171); justices of the peace (4 V.S.A. § 491); selectpersons, constables, listers, grand jurors, and fence viewers (24 V.S.A. § 831); village clerks, treasurers, and collectors of taxes (24 V.S.A. § 1306); assistant election officials (17 V.S.A. § 2454(a)); and members of the board of civil authority (32 V.S.A. § 4405). State law prescribes different oaths for different town officers. The town clerk may administer oaths of office whenever they are required and must keep a record of all oaths taken. 24 V.S.A. § 1160. The clerk’s oath may be administered by a justice of the peace; notary public; supreme, superior, or assistant court judge; presiding officer, secretary, or clerk of either chamber of the Vermont General Assembly; or by the Governor. 12 V.S.A. § 5852. A listing of the different oaths of office is posted on the Elections Division page of the Secretary of State’s Office website, https://www.sec.state.vt.us/elections/town-clerks-election-workers.aspx.

Settling Accounts. When a new treasurer is elected, his or her successor must immediately pay over to his or her successor all funds belonging to the town and town school district and deliver all official books and papers in his or her possession. 24 V.S.A. § 1578. Similarly, if there is a change regarding the collection of taxes, the predecessor collector must give the treasurer all uncollected tax bills and all moneys collected thereon. These bills must be audited and reissued to the new collector, who must in turn provide a receipt for them. 32 V.S.A. § 4671.

Bonding Requirements. Certain officers and employees must provide a bond conditioned on the faithful performance of their duties. These include constables, road commissioners, collectors of taxes, treasurers, clerks, assistant treasurers when appointed by the selectboard, and any other officer or employee of the town authorized to receive or disburse town funds. 24 V.S.A. § 832. The purpose of the bonding requirement is to protect the municipality financially from the possible wrongdoing, misappropriation, or honest mistake committed by its officers or employees. Bond amounts are set by the selectboard and paid for by the town. 24 V.S.A. § 835. Such bonding is customarily done through the town’s insurance carrier or a specialty surety company. (VLCT PACIF provides coverage to its member municipalities that meets the statutory requirement for bonding but is technically not a bond. Certain acts committed by elected and appointed officials and employees are covered by the PACIF program as stated in the coverage document. PACIF will facilitate the procurement of additional coverage.) On approval, the selectboard must file all bonds with the town clerk who must record them in a separate book kept for that purpose. 24 V.S.A. § 833.

Garrett Baxter, Senior Staff Attorney VLCT Municipal Center

How do we fill a vacancy (or vacancies) on the selectboard?

The process that must be used to fill vacant selectboard seats depends on the number of vacancies that exist. Following are three scenarios that illustrate the different procedures that may be required.

Assume that the selectboard consists of three members. One member resigns, creating a single vacancy. State law provides that the selectboard must give notice of the vacancy by posting such notice within ten days of the creation of the vacancy in the town clerk’s office and at least two public places in town. 24 V.S.A. § 961(a). The notice serves to inform the public of the change in leadership and of the right to petition for a special town meeting to elect someone to the position. 24 V.S.A. § 961(a). Interestingly, even though the public has the right to demand an election to fill the vacant seat, the selectboard has an obligation to appoint someone to that seat “forthwith” (i.e., as soon as possible). 24 V.S.A. § 963. It is up to the remaining selectboard members to decide whether to solicit or interview candidates for the vacant seat, and they may use the public notice of vacancy to advertise the availability of the office to interested applicants. Note that the selectboard may fill the vacancy prior to posting notice, though not prior to the creation of the vacancy. Posting the notice of vacancy is...
Andrew E. Nuquist
(continued from page 14)

began work as permanent Executive Director. (See related article at http://www.vlct.org/assets/Resource/General_Articles/2017/vlct’s-first-executive-director.pdf.) The original VLCT office shared space with the UVM Government Research Center in the “Old Mill Building” on the UVM campus and soon thereafter at a UVM building at 475 Main Street in Burlington.

Andrew Nuquist
(continued from previous page)

required in all instances, regardless of whether the selectboard fills the vacancy prior to posting the notice. The appointee will remain in office until the next annual town meeting (if no special town meeting is called), at which time the voters will elect a replacement to fill the balance of the unexpired term, if any, or to a new term. If a special town meeting is called before the next annual town meeting, the newly elected selectboard member will still only serve the remainder of the original term.

Now, imagine a situation where two of the three members of the selectboard resign simultaneously, creating a majority of vacant seats on the board. In this situation, another provision of the statute applies: “… [I]n the event of vacancies in a majority of the selectboard at the same time, such vacancies shall be filled by a special town meeting called for that purpose.” 24 V.S.A. § 963.

Selectboards have authority under state law to call special town meetings; however, to do so requires the selectboard to take action, i.e., take a vote to set a date for the special town meeting. This type of action – indeed any binding selectboard action – requires a quorum of the selectboard. (A quorum is the majority of the total membership of the board – in this example, a quorum is two.) How then does less than a quorum of the selectboard call a special town meeting? Out of necessity, we think the statute impliedly grants the remaining selectboard member the authority to act on behalf of the board in order to call a special town meeting. 17 V.S.A. § 2643(a). Alternatively, special town meetings may also be called by a petition of five percent of the voters in town. 17 V.S.A. § 2643(a).

In a final example, assume that all three members of the selectboard resign at the same time. State law provides that in such a (rare) situation “the Secretary of State shall call a special election to fill any vacancies….” To ensure the town continues to function in the interim, the Secretary of State must also “appoint and authorize the town clerk or another qualified person to draw orders for payment of continuing obligations and necessary expenses until the [selectboard] vacancies are filled.” 24 V.S.A. § 963.

Carl Andeer, Staff Attorney I
VLCT Municipal Assistance Center

Ask the League
(continued from previous page)

David Sichel
Deputy Director, Risk Management Services

Carl Andeer, Staff Attorney I
VLCT Municipal Assistance Center
HELP WANTED

Zoning Administrative Officer. The Towns of Hinesburg and Richmond are partnering to recruit for a Zoning Administrative Officer position (up to 20 hours per week for each town, for a combined 40 hours). Duties include: administering the zoning and subdivision regulations; issuing zoning permits; answering questions and providing information to the public regarding zoning and land use; researching permit files; investigating complaints and violations; and recommending corrective action as necessary to resolve complaints and violations. In Richmond, the Zoning Administrative Officer serves as E911 Coordinator, staffs the Development Review Board (one Wednesday evening per month), drafts Development Review Board decisions, and staffs Development Review Board meetings one night per month. In Hinesburg, the Zoning Administrative Officer is not responsible for these duties, and there are no regular evening meeting responsibilities. The position requires land use and/or zoning experience, the ability to read and interpret regulations and permit requirements; and the ability to effectively communicate zoning regulations and permit requirements to the public. The individual must enjoy working in a small office and assisting the public and town boards with excellent follow-through and attention to detail. The ideal candidate will have knowledge of V.S.A. 24 Chapter 117 and be experienced in working with attorneys, engineers, and land development professionals. Excellent writing and organizational skills and proficiency in MS Word and Excel are also desired. Experience with ArcGIS and NEMRC software a plus. Full job descriptions for each town are at www.richmondtvt.gov under “Documents” and www.hinesburg.org/employment.html. Direct any questions to Richmond Town Manager Geoffrey Urbanik (802-434-5170) or Hinesburg Town Administrator Trevor Lashua (802-482-2281 ext. 221). Salary dependent upon qualifications and experience within an hourly pay range of $18-$21. Please email cover letter, resume, and three current references to both townmgr@gmavt.net and tlashua@hinesburg.org. (01-31)

Town Clerk/Treasure/Delinquent Tax Collector. The Town of Stowe, a premiere four-season resort community located in north-central Vermont known for its recreational opportunities and natural beauty, seeks a Town Clerk/Treasurer/Delinquent Tax Collector who will be responsible for fulfilling the statutory responsibilities of the position. Duties (continued on next page)

VERMONT STATE INFRASTRUCTURE BANK (SIB) LOAN FUND

Jointly operated by VEDA and VTrans, the Vermont State Infrastructure Bank (SIB) has low-interest loan funds available for transportation-related projects that enhance economic opportunity and help create jobs. Municipalities, RDCs, and certain private sector companies may qualify for financing to:

- Construct or reconstruct roads, bridges, sidewalks and bike paths;
- Make safety improvements such as highway signing and pavement marking;
- Make operational improvements such as traffic control and signal systems;
- Construct rail freight and intermodal facilities, and public transit facilities; and
- In certain cases, electric vehicle charging stations and natural gas refueling stations that are available for public use.

www.veda.org
802-828-JOBS

CLASSIFIEDS

Please visit the VLCT website www.vlct.org/marketplace/classifiedads/ to view more classified ads.
Associate’s degree in accounting, paralegal studies or related field, supplemented by three years of progressively responsible experience with office/records/account management or any combination of relevant education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. The ideal candidate will have strong customer service skills, be detail oriented, and be able to lead a team of talented employees. Starting weekly salary, $1,012 to $1,551, depending on qualifications, with excellent benefits. A job description and employment application are posted at www.townofstowevt.org under Jobs and Volunteering. Email completed employment application, resume, and letter of interest with salary requirements to recruit@townofstowevt.org, or send to Charles Safford, Town Manager, Town of Stowe, PO Box 730, Stowe, VT 05672. Applications accepted until position is filled. Scheduling of interviews will begin in mid-March. EOE. (02-07)

Wastewater Treatment Operator. The City of South Burlington seeks a Wastewater Treatment Operator for its Water Quality Department. The ideal candidate should be able to repair wastewater treatment facility equipment and perform related maintenance as required. A full job description is posted at www.vlct.org/marketplace/classifiedads/wastewater-treatment-operator/. For more information, please email South Burlington HR Director Janice Ladd at jladd@sburl.com. (02-07)

**STAFF NEWS**

One of VLCT’s own, Deputy CFO Jeremiah Breer, recently passed the last of the Government Finance Officers Association’s (GFOA) five examinations to become only the third Vermonter to be certified as a CPFO (Certified Public Finance Officer). Jeremiah joins the illustrious ranks of VLCT’s finance consultant and long-time municipal finance officer Bill Hall as well as Susan Chapman, Finance Officer for the Chittenden Solid Waste District.

To earn the certification, Jeremiah had to study for and pass exams in five major areas of municipal finance: accounting, auditing, and financial reporting; treasury and investment management; debt management; operating and capital budgeting; and retirement and benefits, risk management, and procurement. He successfully completed all five exams (without retaking any of them) between October 2014 and March 2016, juggling a new job at VLCT with his home life that featured two brand new baby boys. In addition to passing the exams within a seven-year period, a CPFO is also required to have three years of experience in municipal finance, a goal Jeremiah reached this past December.

Jeremiah is the 31st New Englander to be certified, joining many Connecticut finance officers, as well as some from Maine, Massachusetts, and Rhode Island. In addition to the CPFO designation, he is also a Certified Public Accountant (CPA) and a member of the Vermont CPA Society as well as both the Vermont and National GFOA. He started at VLCT in December 2013 as an Accountant III and was promoted to Deputy CFO in January 2015, managing the finances for the trust operations. His accounting and analytical skills as well as his commitment and motivation have contributed to his success here at VLCT!

Jill George, meanwhile, celebrates her 20th year with VLCT on March 24! Jill began her career here as a Secretary, then went on to serve as an Administrative Assistant, coordinating the Weekly Legislative Reports until 1999. In 2000, she assumed the role of Technology Specialist, and later became VLCT’s Information Systems Administrator, a position she held until last March. That’s when she moved into the Risk Management Services Department to fill the new role of Business Analyst. Cheers to Jill for twenty more! (That is, years, not Jills – since there can only be one Jill.)
Local Gov. Day 2017
(continued from page 1)

Technical difficulties limited the ability of political analyst Mike Smith of WDEV to interview local officials about legislative action important to their towns at the Capitol Plaza, but they did happen later when Mike was back in his radio studio. Telephone interviews with Jared Cadwell, VLCT President and Fayston Selectboard Chair, Rutland Mayor Chris Louras, and Burlington Mayor Miro Weinberger are archived at http://wdevradio.com/open-mike-wednesday-21517/.

Later, armed with talking points, local officials addressed the ongoing concerns of municipalities in testimony before various committees. In a joint meeting of the Senate and House Transportation committees, for example, the cost of municipal roads permits and stormwater management was discussed; in a meeting of the House Natural Resources, Fish and Wildlife Committee, they made it clear how the State Treasurer’s Clean Water Report’s demands on towns would, without financial assistance from the State, over tax local budgets. Director Maura Carroll also gave an eloquent testimony regarding local control before a meeting of the Joint House and Senate Government Operations committees. (Her testimony is posted online at http://www.vlct.org/advocacy/advocacy-testimony-and-comments/.)

The always fascinating tour of the State House by State House Curator and Raconteur Extraordinaire David Schutz welcomed a surprise guest when Lieutenant Governor – and, for the day, Acting Governor – David Zuckerman passed by, stopping long enough to extol the virtues of Vermont state government.

At the Capitol Plaza luncheon, senators and representatives sat with their constituents as Senate President Pro Tem Tim Ashe – who began life in local government as a fence viewer – talked about state government’s reliance on local government. He also claimed to be the bearer of good news because he cited a dozen instances of states around the country that were far worse off than Vermont, thanks to their relatively astronomical budget deficits. Alaska’s budget deficit for 2017, for example, is almost $2.92 billion.

In the afternoon, a Special Business Meeting of VLCT membership proved to be short and sweet as a single bylaw change simplifying the presentation of policy amendments at the annual meeting passed unanimously. Simultaneously, across the street in the House Chamber, the House of Representatives passed a resolution congratulating VLCT on its 50th anniversary. (When we receive a written copy of the resolution, we’ll post it on our website.) Testimony continued in meeting rooms throughout the State House on topics as diverse as law enforcement matters, conflicts of interest, elections, municipal governance and taxation issues, tax increment financing, and combined assessment districts for unified school districts – topics that may seem dull, but which are crucial to the well being of any local government.

Towards the end of the day, attendees gathered in the State House cafeteria for a slice of VLCT 50th Anniversary cake, a sugary send-off for local government officials as they then returned to their far-flung offices to continue the work that makes Vermont such a special place in which to live!

David Gunn
Editor, VLCT News

Counterclockwise from left: Mike Smith interviews Jared Cadwell; East Montpelier Selectperson Carl Etnier testifies before the joint House and Senate Gov Ops committees; during lunch, hearty trenchermen hang on every word from Senate President Pro Tem Tim Ashe (inset); the VLCT 50th Anniversary cake before it falls victim to premeditated acts of gustation; Acting Governor David Zuckerman crashes the State House tour – but in a good way.
Upcoming Events

Questions? Visit www.vlct.org/eventscalendar to register and to read about the latest events.

Spring Selectboards Institute
Saturday, March 18
Capitol Plaza, Montpelier

Economic Development Conference
Wednesday, March 22
Capitol Plaza, Montpelier

Town Health Officers
Wednesday, March 29
Holiday Inn, Rutland
Thursday, March 30
Capitol Plaza, Montpelier

Tax Appeals
Wednesday, April 26
Lake Morey Resort, Fairlee
Tuesday, May 2
Capitol Plaza, Montpelier

Municipal Human Resources
Wednesday, May 10
Capitol Plaza, Montpelier

Governmental Auditing and Accounting Symposium
Wednesday, June 7
Capitol Plaza, Montpelier

Additional Upcoming Workshops
Visit our website for dates.

Planning and Zoning Forum
Municipal Attorneys Forum

Save the Date!

Vermont League of Cities & Towns
TOWNFAIR2017
October 4-5, Killington Grand Hotel

Check out all of the upcoming MAC workshops online at www.vlct.org/eventscalendar!