

Board Members' Handbook



July 2011

Table of Contents

Getting Started..... 2
 Welcome to CCRPC..... 2
 Vision Statement..... 2
What is CCRPC?..... 3
Enabling Legislation 3
Getting to Know the Organization 4
 Representation..... 4
 Committees 5
The Role of the Citizen Planner 8
Board Member Roles, Responsibilities, & Expectations 9
Planning Basics 10
 Regional Planning..... 10
 Transportation Planning 12
 The Importance of Public Engagement..... 13
Resources 14
Appendix A: Bylaws 15
Appendix B: Committee Charters 31
Appendix C: Board Member Job Description & Duties..... 38
Appendix D: Contact Information for Board & Committee Members 41

Getting Started

Welcome to CCRPC

This *Board Member's Handbook* describes:

- What the Chittenden County Regional Planning Commission (CCRPC) is;
- How it is organized;
- What activities the CCRPC can and must do;
- The planning and funding processes;
- The powers and duties you have as a board member;
- How you can be an effective board member; and
- The resources available to you.

The *Handbook* cannot possibly answer every question you will have. Please do not hesitate to ask your fellow Commissioners (especially members of the Executive Committee) and the Executive Director for guidance and assistance. They can supplement the *Handbook's* resources by describing how the Commission previously has addressed your concern and concerns similar to it.

Serving on the Commission calls upon you to think regionally and invest your best efforts to help CCRPC succeed on behalf of all of the communities and organizations it convenes. Your service requires a certain level of commitment and investment of time. The learning curve is fairly steep, but there are plenty of people and resources available to help and support you.

We want you to succeed as a board member. To be successful, you should:

- Prepare thoroughly before each meeting by reading the board packet and related materials;
- Communicate the ideas and opinions of your community or organization clearly;
- Listen fully to the ideas and opinions of others;
- Be flexible and diplomatic; and
- Be true to the organization's guiding principles and laws.

The more you invest in the organization, the more rewarding you will find your service to be.

Vision Statement

To be a pre-eminent, integrated regional organization that plans for healthy, vibrant communities, economic development, and efficient transportation of people and goods while improving the region's livability.

What is CCRPC?

The mission of the *Chittenden County Regional Planning Commission* (CCRPC) is to act as the principal forum for planning, policy and community development in the region. We do this by providing planning and technical assistance that meets the needs of our member municipalities and the public, while remaining consistent with our federal and state requirements. Our work will result in the development and implementation of plans that support sustainable development and improve the region's quality of life and environment.

The Chittenden County Regional Planning Commission is an organization that combines the previously separate Chittenden County Regional Planning Commission (CCRPC) and Chittenden County Metropolitan Planning Organization (CCMPO). The CCRPC and CCMPO were combined with the adoption of these bylaws and subsequent actions to form one combined organization by action of the CCRPC and CCMPO Boards of Directors on May 18, 2011.

Enabling Legislation

Here's your first taste of technical jargon. The legal basis and powers for Chittenden County Regional Planning Commission serving as the region's regional planning commission stem from Vermont laws and are as stipulated in 24 V.S.A. § 4301 et seq., as amended, 24 V.S.A. § 4345 et seq. The CCRPC was chartered by the municipalities of Chittenden County on May 2, 1966 with amendments to the original charter dated May 26, 1997 and September 28, 1998 and is funded in part through the State of Vermont property transfer tax as outlined in 24 V.S.A. § 4306(a).

The CCMPO conducts Metropolitan Transportation Planning pursuant to 23 U.S.C. 134 and was designated by the Governor of Vermont on June 10, 1983 pursuant to Federal Highway Act of 1962, as amended (23 U.S.C. 101 et. seq.); the Urban Mass Transportation Act of 1964, as amended (49 U.S.C. 1601 et. seq.); and by agreements dated April 20, 1983 and January 28, 1998 to serve as the metropolitan planning organization (MPO). In an agreement dated January 28, 1998 the CCMPO added membership to include the nine rural communities formerly members of the Chittenden County Rural Planning Organization.

Getting to Know the Organization

Representation

The CCRPC is made up of representatives from:

Bolton	Buel's Gore
Burlington	Charlotte
Colchester	Essex
Essex Junction	Hinesburg
Huntington	Jericho
Milton	Richmond
St. George	Shelburne
South Burlington	Underhill
Westford	Williston
Winooski	
Vermont Agency of Transportation (VAOT)	US Federal Highway Administration (FHWA)
Agriculture	Industrial/Business
Socio-Economic-Housing	Conservation/Environmental
Burlington International Airport (BIA)	Federal Transit Administration (FTA)
Chittenden County Transportation Authority (CCTA)	Railroad Industry

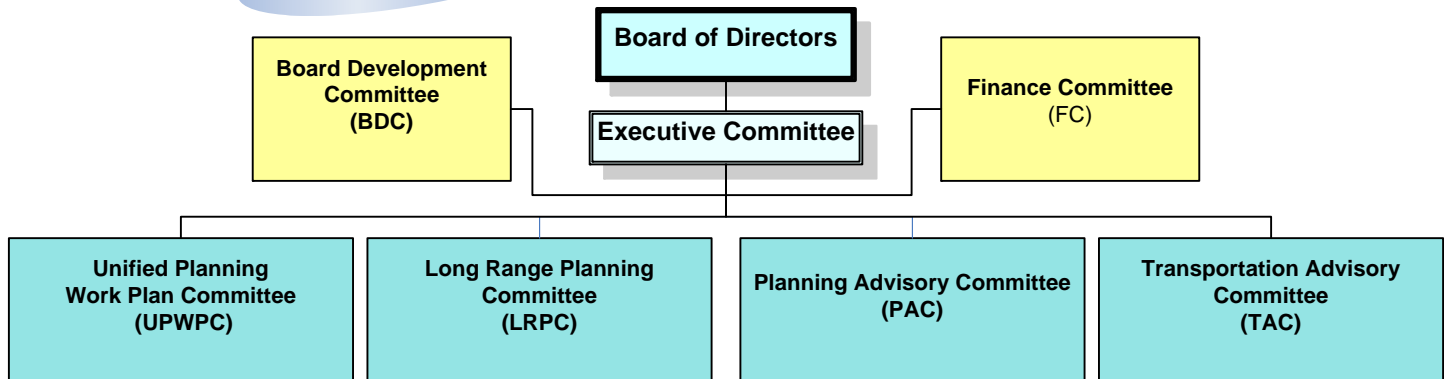
Each member municipality's locally elected legislative body appoints a representative to the Commission and that representative's alternate. You can learn more about this in the Bylaws section in the back of this handbook in Appendix A.

All non-municipal Board members are At-Large Board members. At-large Board members (Agriculture, Socio-Economic-Housing, Industrial/Business, Conservation/Environmental and Railroad Industry) are appointed by the Commission. The Vermont Secretary of Transportation or his/her designated alternate represents the State of Vermont Agency of Transportation. In addition, the following entities appoint their respective representatives and alternates: FHWA, FTA, CCTA, and the BIA.

Committees

The CCRPC has seven committees. They are: Executive, Finance, Board Development, Unified Planning Work Plan, Long Range Planning, Planning Advisory, and Technical Advisory.

CCRPC New Organizational Chart



All CCRPC Board members are encouraged to participate in a minimum of at least one standing committee. For details about the committees, their focus, membership, and charge, please see the Committee Charts in Appendix B.

Executive Committee

The Commission annually elects three officers, a Chair, Vice-Chair, and Secretary/ Treasurer as members of the Executive Committee. In addition, the Chittenden County Regional Planning Commission annually elects two municipal Board members to the Executive Committee. One municipal Board member of the Executive Committee represents a community of 5000+ population; the other, a community of less than 5000 population, based on information from the latest census or population estimate completed by the US Census Bureau.

Key Duties

1. Facilitate the administration of the Chittenden County Regional Planning Commission
2. Ensure that policy and planning recommendations are brought before the Board
3. Ensure that the decisions of the Chittenden County Regional Planning Commission are implemented

Finance Committee (FC)

The Finance Committee oversees the Commission finances and matters related to organizational

finances. The Chair of the Finance Committee is the Commission Secretary/Treasurer. There may be up to three additional members including the Commission Vice-Chair and two members of the Board.

Key Duties

1. Oversee Organizational Finances
2. Oversee Annual Budget
3. Oversee Annual Organizational Audit and Report

Board Development Committee (BDC)

The Board Development Committee oversees the Commission's nominating process, updates to the bylaws, board member development, communications, and engagement. The Chair of the Board Development Committee is the Immediate Past (unless he/she is unavailable and then the Executive Committee appoints a Chair). There may be up to four additional members of the Board of Directors.

Key Duties

1. Preparation of Slate of Officers
2. Review/Update of Organizational Bylaws
3. Conduct Board Member Recruitment In Coordination with Municipal Legislative Bodies

Unified Planning Work Plan Committee (UPWPC)

The Unified Planning Work Plan Committee oversees the Commission's annual work plan development process. The Chair of the Unified Planning Work Plan Committee is a Board member. There may be up to 12 members.

Key Duties

1. Develop Draft Annual UPWP
2. Develop Performance Measures and Monitor the Implementation of the UPWP

Transportation Advisory Committee (TAC)

The Transportation Advisory Committee oversees the Commission's transportation activities and policy development funded primarily through the Federal Highway Administration Metropolitan Planning Organization (MPO). The Chair of the Transportation Advisory Committee is a TAC member. There may be up to 33 members and representatives of organizations.

Key Duties

1. Review MTP Updates and Amendments

2. Recommend the TIP and TIP Amendments, Sidewalk & Transportation Enhancement
3. Oversee the Selection of Consultants for MPO Funded Projects & Programs

Planning Advisory Committee (PAC)

The Planning Advisory Committee oversees the Commission's regional planning activities and policy development. The Chair of the Planning Advisory Committee will be a PAC member. There may be up to 31 members and representatives of organizations.

Key Duties

1. Review of Municipal Plans
2. Review Act 250 & Section 248 Policy & Projects of Regional Significance
3. Coordinate Cross Cutting Planning Issues with the Regional Plan

Long Range Planning Committee (LRPC)

The Long Range Planning Committee oversees Commission's development of the Metropolitan Transportation Plan (MTP), the Regional Plan (RP), and other associated long range planning activities. The Chair of the Long Range Planning Committee will be a Board member. There may be up to 14 members and representatives of organizations.

Key Duties

1. Develop the Metropolitan Transportation Plan
2. Develop the Regional Plan
3. Prepare an Annual Report of Indicators on the Region's Progress Towards Meeting Regional and Transportation Planning Goals

Contact information for all Board and Committee Members may be found in Appendix C.

The Role of the Citizen Planner

As a Citizen Planner you can look forward to a rich and challenging experience! To help you better understand your role, please read the Board Member Job Description in Appendix D.

Being an effective Board member requires you to get involved in your community, be informed, communicate with your Selectboard, Trustees or City Council, and use common sense, fairness, and objectivity in all of the decisions that come before you. It is your responsibility to balance the public good with private rights and interests. Most of all, this Board makes decisions that impact an entire region, so it is important to be able to “think regionally” even though you are representing a local municipality or organization.

To understand what “regional planning” is, it helps first to understand that a “region” is a set of places that share common features or characteristics so that they relate to each other in one or more significant ways. These relationships may be defined by a specific geography (i.e. Chittenden County), a common natural resource (such as a watershed), a feature of the built-environment (such as a highway corridor), or a non-physical social, economic, or political feature (such as a housing market area).

Each place in a region is interrelated with the other places in the region. Consequently, it is challenging for any one place to successfully address a regional concern without considering what is happening in the region’s other places. By understanding what is happening in the entire region and coordinating local actions, a region’s places can address opportunities and problems more effectively and efficiently.

Board Member Roles, Responsibilities, & Expectations

Take a look at the Job Description and Expanded Duties in Appendix D. Your role is important and the public trust is invested in you.

BOARD MEMBER JOB DESCRIPTION

Roles and Responsibilities

1. Define and oversee the vision and mission of the organization and keep it relevant to the needs of the region and its individual local governments and communities;
2. Approve programs and services and monitor their effectiveness and usefulness;
3. Provide strategic guidance to the organization and the Executive Director; and
4. Ensure financial solvency, integrity, and soundness.

Keep Your Commitments

- a. Know the organization's vision, mission, goals, products, and services;
- b. Do your homework before all meetings; and
- c. Focus on solving problems and achieving positive results for the region.

Here are some tips to help you in this role:

- Recognize and avoid, or make public, any conflict of interest your position may place you in as defined in Article XII of the CCRPC Bylaws;
- Don't pursue special privileges;
- Maintain confidentiality;
- Let your behavior contribute to the smooth operation of the Board. Since so much of your time is spent in meetings, you can help them run efficiently by preparing ahead and following the rules and agreements;
- Ask questions to gain a fuller understanding of the topics at hand;
- Communicate regularly with your local legislative body and/or constituents; and
- Become familiar with the laws that cover public open meetings and hearings.

During your term, you will become conversant in planning lingo: new terms, acronyms, and legal citations such as Act 250, SPGA, ANR will be rolling off your tongue. There will be a virtual alphabet soup of just the acronyms. (Never be afraid to ask for explanations of terms you don't understand.)

You will form new relationships with other boards and commissions; you will learn to write legally binding policies; and you will have the opportunity to influence decision making that may stand for decades.

There will be times when your decisions, in whole or in part, may not be popular. Some of these may be challenged in court or written up in the local paper. You'll be thought of as a villain by some and a hero by others and the tides can change easily.

There will be times when the learning curve is steep. So take advantage of training sessions offered at the start of each board meeting in order to learn about general planning issues and technical topics which will be the underpinning of your decision making process.

Planning Basics

Regional planning involves a wide range of activities such as:

- Land use planning;
- Economic development;
- Community wellness;
- Transportation planning;
- Conservation and recreation;
- Historic preservation; and
- Fiscal planning.

Planning can address just about any issue of regional concern. The regional planning commission is the primary body responsible for planning for the region, concentrating on writing the regional plan. The regional planning commission or other groups may also prepare plans on specific topics, for instance, the Greater Burlington Industrial Corporation may develop a plan for economic development or the Chittenden Solid Waste District may develop a plan for solid waste. Regional planning can be divided into two steps:

1. [Planning](#) where the visions and goals of the community are discussed and established and a means of achieving the goals are determined. Typically this is done in conjunction with the adoption or amendment of a municipal plan but doesn't need to be. The development of a specific plan such as a recreation plan or open space plan would follow the same process.
2. [Implementation](#) where the goals from the planning stage are brought to reality through projects or regulations. The development of projects and regulations is principally undertaken by local and state government in Vermont.

Regional Planning

Planning for an entire region is especially challenging. While we all agree that Chittenden County should be a "great place to live, work and play," there are myriad visions of exactly what this means and which actions we should undertake to achieve this goal. CCRPC is statutorily designated as the County's official forum for developing public consensus on the future of Chittenden County.

In Vermont, planning is performed collaboratively by the State, RPCs, and municipalities. Laws define how this collaboration is to work, specifying different responsibilities for each level of government. This means that the regional planning undertaken by each RPC is intended to be different from the planning undertaken by municipalities and the State.

Regional planning performed by RPCs is at an intermediate level between the most local planning performed by municipalities and the most general planning performed by the State. As a consequence, it makes sense that the regional planning responsibilities of RPCs are intended primarily to promote the coordination and collaboration of planning activities, both between each RPC's member municipalities and between those municipalities and the State.

The State calls upon each RPC to fulfill the following duties:

1. Promote the mutual cooperation of the RPC's member municipalities and cooperate with neighboring states, regions, counties, and municipalities;
2. Assist and advise municipalities in the preparation of plans, studies, and Bylaws regarding the appropriate development and use of the region's physical and human resources;
3. Prepare a regional plan at least every eight years;
4. Review proposed State capital expenditures for compatibility with the RPC's regional plan and assist municipalities in assessing compatibility with municipal plans;
5. Appear before District Environmental Commissions to aid in *Act-250* reviews of proposed developments and appear before the Public Service Board to aid in *Section-248* reviews of proposed utilities; and
6. Confirm municipal planning programs and approve municipal plans.

In order to fulfill these responsibilities, the State empowers each RPC to exercise certain powers:

1. Prepare studies, plans, and recommendations on a broad set of issues;
2. Retain staff and consultant assistance, enter upon land with the prior approval of the owner to make examinations and surveys, hold public hearings, and require municipalities and the State to provide information;
3. Carry out, with the cooperation of member municipalities, programs for the appropriate development and use of the region's physical and human resources; and
4. Perform other acts or functions that the RPC deems to be necessary or appropriate.

The *Bylaws* provide details on many of these powers and duties, as well as the strategies that CCRPC has embraced to use them to promote the well-being of Chittenden County.

Transportation Planning

The surface transportation system is not just highways, but a wide array of modes that are used to provide mobility and serve the economic and social needs of the region.

A region, however you define it, can have a range of transportation types, but to get them to function effectively as a system takes transportation planning to develop the initiatives, both projects and operational strategies, that will optimize its utility.

Regional transportation needs at any level can be met by some combination of several planning approaches:

1. Modifying or adopting strategies to improve the efficiency and effectiveness of existing operations;
2. Developing policies to influence transportation behavior and practice; and
3. Construction of new or enhancement of existing capital projects.

As the region changes over time, transportation needs, and the demands on the existing system, are also likely to change. So transportation planning is an ongoing process that has to factor in how the system is performing in relation to those changing needs and demands; and performance will be affected by the condition of the system's components.

Transportation planning is about more than just transportation. It must account for the extended and unintended impacts of the transportation system, and strike a balance in relation to non-transportation policies. The location, construction, and operation of transportation systems have effects that are the focus of non-transportation statutes.

Transportation shapes and is shaped by all aspects of community life. Non-transportation policy decisions -- on land use, housing, economic development, and social services -- made by State, regional, and local agencies can have a bearing on transportation decisions.

Because of this interdependency, a number of other laws—Federal, State, and local—bear on transportation planning.

- **Land use decisions** are generally in the purview of State governments and have often been delegated down to the city and county level. This means that generally State DOTs and MPOs do not control this process.
- Because **traffic congestion contributes significantly to air pollution**, planning efforts to reduce congestion are a key Federal requirement.
- Federal transportation law and regulations tie into **the National Environmental Policy Act (NEPA)**, which requires varying levels of environmental review, depending upon the nature of the transportation initiative.
- **The Americans with Disabilities Act (ADA)** requires universality of design. In transportation, this particularly impacts public transit infrastructure and vehicles.

- **Environmental justice under Title VI of the Civil Rights Act** means that the effects of transportation initiatives may not adversely affect the well-being of any subgroup of the population in a discriminatory manner.

Planning is clearly important, but regional transportation planning is essential. Planning that pulls in adjoining jurisdictions, the affected stakeholders, and the public has the greatest likelihood of yielding a system that will anticipate and support future needs.

The Importance of Public Engagement

Community planning and regional planning enable people with different outlooks and awareness to learn about important and sometimes controversial matters, to agree on common objectives, and to collaborate on undertaking coordinated agendas of actions. Planning by public bodies strives to engage people not only because our laws and democratic traditions require it, but also because public engagement makes planning better. Planning that engages affected people, communities, and organizations promotes

- Greater understanding of key facts,
- Deeper and more widespread appreciation of divergent views,
- Increased consensus on important goals and objectives, and
- Improved collaboration in undertaking complicated sequences of interrelated actions.

Resources

The staff provides administrative and technical support to the organization to support the mission and vision. Get to know them and partner with them as you fulfill your duties on the board. Here is a list of staff members and their areas of expertise:

Charlie Baker, Executive Director
Michele Boomhower, Assistant/MPO Director
Dan Albrecht, Senior Land Use Planner
Daryl Benoit, Transportation Planner
Leslie Bonnette, Executive Assistant
Janet Botula, Administrative Assistant
Pam Brangan, Senior Land Use Planner
Jason Charest, Transportation Planning Engineer
Eleni Churchill, Senior Trans. Planning Engineer
Forest Cohen, Business Manager
Bryan Davis, Transportation Planner
Bernie Ferenc, Business Manager
Christine Forde, Senior Transportation Planner
Peter Keating, Senior Transportation Planner
Claire Leonard, Associate Planner
Paul Luciano, Emergency Management Planner
Melanie Needle, Senior Land Use Planner
Julie Potter, Senior Land Use Planner
David Roberts, Senior Trans. Planning Engineer

Organizational Administration
Transportation Program Oversight
Byways, Stormwater, and Fluvial Hazards
Transportation Data Management
Administration & Communications
Administration
GIS and IT Administration
Transportation Technical Assistance
Corridor & Technical Transportation Studies
Finance Oversight
Multi-Modal & Small Community Assistance
Transportation Finance
Scoping and Trans. Planning Initiative (TIP)
Public, Bike & Pedestrian Trans. Planning
Land Use Data Management
Emergency Preparedness and Mitigation
Land Use Modeling and Planning
Brownfields, Air/Energy/Climate Planning
Tech. Asst., Transportation Model & ITS

Appendix A: Bylaws

CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION BYLAWS

ARTICLE I. NAME, VISION AND MISSION

The name of this regional planning organization is the Chittenden County Regional Planning Commission. These by-laws shall regulate and govern the affairs of the Chittenden County Regional Planning Commission.

The Chittenden County Regional Planning Commission's organizational vision is to be a pre-eminent, integrated regional organization that plans for healthy, vibrant communities, economic development, and efficient transportation of people and goods while improving the region's livability.

The mission of the Chittenden County Regional Planning Commission is to act as the principal forum for planning, policy and community development in the region. We will do this by providing planning and technical assistance that meets the needs of our member municipalities and the public, while remaining consistent with our federal and state requirements. Our work will result in the development and implementation of plans that support sustainable development and improve the region's quality of life and environment.

ARTICLE II. ENABLING LEGISLATION

The Chittenden County Regional Planning Commission is an organization that combines the previously separate Chittenden County Regional Planning Commission (CCRPC) and Chittenden County Metropolitan Planning Organization (CCMPO). The CCRPC and CCMPO were combined with the adoption of these bylaws and subsequent actions to form one combined organization by action of the CCRPC and CCMPO Boards of Directors on May 18, 2011.

The legal basis and powers for Chittenden County Regional Planning Commission serving as the region's regional planning commission stem from and are as stipulated in 24 V.S.A. § 4301 et seq., as amended, 24 V.S.A. § 4345 et seq. and such other laws as may be enacted by the General Assembly of the State of Vermont. The CCRPC was chartered by the municipalities of Chittenden County on May 2, 1966 with amendments to the original charter dated May 26, 1997 and September 28, 1998 and is funded in part through the State of Vermont property transfer tax as outlined in 24 V.S.A. § 4306(a). To the extent a conflict exists with a provision in Vermont statutes governing regional planning commissions, the Vermont statutes will control.

The CCMPO conducts Metropolitan Transportation Planning pursuant to 23 U.S.C. 134 and was designated by the Governor of Vermont on June 10, 1983 pursuant to Federal Highway Act of 1962, as amended (23 U.S.C.

101 et. seq.); the Urban Mass Transportation Act of 1964, as amended (49 U.S.C. 1601 et. seq.); and by agreements dated April 20, 1983 and January 28, 1998 to serve as the metropolitan planning organization (MPO). In an agreement dated January 28, 1998 the CCMPO added membership to include the nine rural communities formerly members of the Chittenden County Rural Planning Organization.

These bylaws hereby replace the charter and bylaws of the CCRPC and bylaws of the CCMPO.

ARTICLE III. DUTIES, RESPONSIBILITIES AND DUES

In keeping with its purpose, the Chittenden County Regional Planning Commission will have the following duties and responsibilities:

- A. In order to carry out the responsibilities of the regional planning commission, the Chittenden County Regional Planning Commission should carry out the duties as stipulated in 24 V.S.A. Chapter 117, Section 4301 et seq., as amended, and such other laws as may be enacted by the General Assembly of the State of Vermont.
- B. In order to carry out the responsibilities of the metropolitan planning organization (MPO), the Chittenden County Regional Planning Commission should carry out the duties as stipulated in 23 CFR § 450.300 et seq., as amended, and such other laws and rules as may be enacted by the Congress of the United States, the United States Department of Transportation or the General Assembly of the State of Vermont.
- C. Member communities provide local match funds for Chittenden County Regional Planning Commission programs funded in the annual work program under State and Federal law. Communities shall be assessed their reasonable fair share based on their community's proportional equalized education grand list of the Chittenden County Regional Planning Commission region. The most current data available for this grand list shall always be utilized in this distribution
- D. The duties and responsibilities of members and alternates will be articulated in job descriptions developed by the Chittenden County Regional Planning Commission.

ARTICLE IV. APPOINTMENT OF REPRESENTATIVES, TERM OF OFFICE

A. Board Membership in Chittenden County Regional Planning Commission is as follows:

Bolton	Buel's Gore
Burlington	Charlotte
Colchester	Essex
Essex Junction	Hinesburg
Huntington	Jericho
Milton	Richmond
St. George	Shelburne
South Burlington	Underhill
Westford	Williston
Winooski	
Vermont Agency of Transportation (VAOT)	US Federal Highway Administration (FHWA)
Agriculture	Industrial/Business
Socio-Economic-Housing	Conservation/Environmental
Burlington International Airport (BIA)	Federal Transit Administration (FTA)
Chittenden County Transportation Authority (CCTA)	Railroad Industry

- B. Each member municipality's locally elected legislative body shall appoint a representative to the Chittenden County Regional Planning Commission and that representative's alternate, with the alternate having voting privileges in the absence of the representative. It is desirable that the representative be a current or past member of the locally elected legislative body. Representatives and alternates shall serve at the pleasure of their respective locally elected legislative bodies and may be removed during their term. The term of the representatives and alternates will be for two years beginning July 1st with the exception of fiscal year 2012 as follows in this section. Communities whose beginning letter falls between A through K shall appoint a representative for even numbered fiscal years; and, communities whose beginning letter falls from L through Z shall appoint a representative for odd numbered fiscal years. For fiscal year 2012 only (July 1, 2011 through June 30, 2012) appointments from communities whose beginning letter falls between L through Z shall be appointed to a one year term. Appointments by locally elected legislative bodies to fill a vacancy shall be for the unexpired term.
- C. All non-municipal Board members are At-Large Board members. At-large Board members (Agriculture, Socio-Economic-Housing, Industrial/Business, Conservation/Environmental and Railroad Industry) shall be appointed by the Chittenden County Regional Planning Commission for a term of two years for even numbered fiscal years at the June meeting. At-large Board members shall serve at the pleasure of the Chittenden County Regional Planning Commission Board and may be removed during their term.
- D. The Vermont Secretary of Transportation or his/her designated alternate will represent the State of Vermont Agency of Transportation.
- E. The following entities will appoint their respective representatives and alternates: FHWA, FTA, CCTA, and

the BIA. Representatives of these organizations serve at the pleasure of their appointing bodies and may be removed during their term.

Article V. QUORUM & VOTING

- A. MPO business is defined comprehensively to include all activities undertaken by the Chittenden County Regional Planning Commission to carry out its responsibilities and authority as a metropolitan planning organization.
- B. MPO voting. When conducting MPO business, the voting power of the Chittenden County Regional Planning Commission shall consist of a total of 24 votes apportioned as follows:

Municipality	Votes	Municipality	Votes
Bolton	1	Burlington	4
Charlotte	1	Colchester	2
Essex	1	Essex Junction	1
Hinesburg	1	Huntington	1
Jericho	1	Milton	1
Richmond	1	St. George	1
Shelburne	1	South Burlington	2
Underhill	1	Westford	1
Williston	1	Winooski	1
VT Agency of Transportation	1		

A majority of the voting power (i.e. 13 of 24 votes) shall constitute a quorum for the transaction of MPO business at meetings. A majority of the voting power (i.e. 13 of 24 votes) and a majority of the municipalities (10 of 18) is required to adopt or amend MPO business.

Notwithstanding the need to make adjustments as a result of official corrections to the decennial census urbanized area boundary, the Chittenden County Regional Planning Commission shall review, and amend as it deems appropriate, its voting mechanisms and voting distribution for the purposes of MPO business within one year of the publication of each decennial census urbanized area boundary.

- C. All other business. For the purposes of voting on all other business, including elections, FHWA, VAOT, CCTA, Railroad Industry, FTA and BIA are non-voting Board members. A majority of the total of municipal and voting At-large Board members shall constitute a quorum for the transaction of all other business at meetings of the Chittenden County Regional Planning Commission unless otherwise noted. Each Board member has one vote. At-large Board members shall not vote on approving municipal plans and planning processes per 24 V.S.A. § 4350.

ARTICLE VI. EXECUTIVE DIRECTOR

A. Executive Director shall:

- 1) Be responsible to the Chittenden County Regional Planning Commission.
- 2) Conduct a regional planning program, within the framework of 24 V.S.A., Chapter 117, and other state statutes relevant to regional planning.
- 3) Carry out all aspects of the regional transportation planning program.
- 4) Manage contracts with consultants for the purpose of implementing the duly adopted Unified Planning Work Program.
- 5) Recommend changes to the bylaws, etc. to reflect the passage of new federal or state legislation.
- 6) Be responsible for the office.
- 7) Hire and manage staff including consultation with the Executive Committee when hiring the Assistant/MPO Director.
- 8) Be in charge of all general correspondence of the Chittenden County Regional Planning Commission.
- 9) Assist the Secretary/Treasurer, and in this capacity shall be responsible for:
 - a) Keeping minutes of regular and special meetings of the Chittenden County Regional Planning Commission;
 - b) Notifying Board members of their election to office or appointment to committees;
 - c) Receiving all money due the Chittenden County Regional Planning Commission.
- 10) Prepare an annual budget and UPWP, including estimated revenues and expenditures, for the fiscal year to be reviewed by the Executive Committee of the Chittenden County Regional Planning Commission prior to submission for approval by the full Board.
- 11) Disburse the funds in accordance with the budget and as authorized by the Secretary/Treasurer.
- 12) Keep accounts which shall at all times be open to inspection by the Board members.
- 13) Undertake such other duties as the Chittenden County Regional Planning Commission shall assign.
- 14) Prepare an annual written report after the completion of each fiscal year.
- 15) Prepare a calendar for the ensuing year, which shall be presented to the Chittenden County Regional Planning Commission.
- 16) Prepare quarterly financial reports in a format approved by the Executive Committee and the Chittenden County Regional Planning Commission.

B. Job descriptions and responsibilities for additional staff shall be on file.

ARTICLE VII. OFFICERS & EXECUTIVE COMMITTEE

A. Election of Officers and Executive Committee

The Chittenden County Regional Planning Commission shall annually elect three officers, a Chair, Vice-Chair, and Secretary/ Treasurer. In addition, the Chittenden County Regional Planning Commission shall annually elect two municipal Board members to the Executive Committee. One municipal Board member of the Executive Committee shall represent a community of 5000+ population; the other, a community of less than 5000 population, based on information from the latest census or population estimate completed by the US Census Bureau.

The Board Development Committee shall render its report of nominations to fill ensuing vacancies prior to the June meeting. The Board Development Committee may nominate one or more candidates for each office. Candidates may also be nominated from the floor.

The officers of the Chittenden County Regional Planning Commission shall be elected by a two-thirds majority of the Board members present and voting pursuant to 24 V.S.A. § 4343(b). The results of the voting shall be announced at the June meeting of each year. In the event a majority for any office is not reached, the top two vote getters will have a run-off election and the Chittenden County Regional Planning Commission will continue to vote until a majority is reached.

B. Qualifications and Duties of Officers

- 1) As a qualification for office, the Chair shall have served at least one year as a representative on the Chittenden County Regional Planning Commission or its predecessor organizations. The Chair shall have the power to call special meetings, establish agendas, preside over Chittenden County Regional Planning Commission meetings and, with concurrence of the Chittenden County Regional Planning Commission, establish and appoint committees and their members. The Chittenden County Regional Planning Commission will have at least those committees delineated in Article XI of these by-laws.
- 2) The Vice-Chair shall serve in the absence of the Chair, and in his/her absence have the same powers as the Chair.
- 3) The Secretary/Treasurer shall be responsible for such secretarial and financial duties as are customary to the office.

C. Membership and Elections for Vacancies of the Executive Committee

The members of the Executive Committee shall consist of six members: the Chair, Vice-Chair, Secretary/Treasurer, immediate past Chair and the two municipal members described in Section A above, elected at the June meeting. In the event of a vacancy existing between annual elections, the Chittenden County Regional Planning Commission shall elect a member to the Executive Committee to serve until the next June meeting.

D. Terms of Office

The terms of office of Executive Committee members shall begin immediately after the June meeting of each year at which they are declared elected and shall end immediately after the next June meeting unless re-elected; but officers shall hold office until their successors have been elected and installed. The Chair, Vice-Chair and Secretary/Treasurer shall serve no longer than two consecutive years in any one office. Municipal members of the Executive Committee may not serve more than four consecutive years in that position.

E. Purpose, Power and Duties of the Executive Committee

The purpose of the Executive Committee shall be to facilitate the administration of the Chittenden County Regional Planning Commission, ensure that policy and planning recommendations are brought before the Board, and ensure that the decisions of the Chittenden County Regional Planning Commission are implemented.

The Executive Committee shall be subject to the orders of the Chittenden County Regional Planning Commission voting membership, and none of its acts shall conflict with action taken by the Chittenden County Regional Planning Commission. The duties of the Executive Committee will include, but not be limited to, the following:

- 1) To monitor and assure the implementation of Chittenden County Regional Planning Commission Board of Director decisions;
- 2) To oversee the development of the agenda for Chittenden County Regional Planning Commission meetings;
- 3) To oversee the affairs of the Chittenden County Regional Planning Commission between its regular meetings but to act for the Chittenden County Regional Planning Commission only when immediate action is required and the Chittenden County Regional Planning Commission Board of Directors would not be able to take the necessary action;
- 4) To annually recommend to the full Chittenden County Regional Planning Commission at the June meeting representatives and alternate representatives At-Large to be elected to represent the categories prescribed in Article IV. A.
- 5) To oversee the activities of the Finance Committee (FC), Board Development Committee (BDC), Unified Planning Work Program Committee (UPWPC), Transportation Advisory Committee (TAC), Planning Advisory Committee (PAC), and Long Range Planning Committee (LRPC) and to review Committee recommendations prior to submission to the Board of Directors;
- 6) To oversee organizational and personnel policies;
- 7) To employ, support, and annually review an Executive Director, subject to Chittenden County Regional Planning Commission approval;
- 8) To assist the Executive Director in the hiring of the Assistant/MPO Director;
- 9) To determine, recommend and transmit to the Chittenden County Regional Planning Commission for approval all recommendations concerning public policy and plan recommendations forthcoming from the Chittenden County Regional Planning Commission's program, which would affect the Chittenden County region and its individual constituent cities and towns;
- 10) To develop and update the Chittenden County Regional Planning Commission strategic plan and report findings to the Board of Directors;
- 11) To establish sub-committees on an as needed basis; and
- 12) To submit a written report of its activities and/or minutes of its meetings prior to each Chittenden County Regional Planning Commission meeting.

F. Executive Committee Meetings

Meetings will be held, at a minimum, in advance of the regular meeting of the Chittenden County Regional Planning Commission. Special meetings can be called at the request of the Chair or the Executive Director. A quorum to conduct business shall consist of four members.

Article VIII. MEETINGS

The rules of procedures of the Chittenden County Regional Planning Commission shall be Robert's Rules of Order the latest edition. These procedures will be followed except where superseded by these by-laws. Board members will be sent their meeting notification, agendas, and appropriate documents at least one week prior to the actual meeting date, except in the case of special meetings. The Chittenden County Regional Planning Commission is a public body and shall comply with the Vermont Open Meeting Law (1 V.S.A. § 310 et seq.) and Access to Public Records Laws (1 V.S.A. §§ 315-320 et seq.). Special meetings may be called by the Chair or by a combined group of 50 percent or more of the voting Board members. The Chittenden County Regional Planning Commission Board may employ a “Consent Agenda” process when appropriate for expediting minor administrative actions related to the efficient operation of the Chittenden County Regional Planning Commission and the management of Chittenden County Regional Planning Commission programs and documents (e.g., qualifying TIP amendments). Any administrative change to Chittenden County Regional Planning Commission documents, policies, or procedures, other than items defined in Article X of these by-laws, may be identified and included in the Consent Agenda element of the full agenda for a regularly-scheduled Board meeting.

At the beginning of each Board meeting, under the “Changes to the Agenda” item, the Chair will entertain requests from any Board member to move individual Consent Agenda items to the Deliberative Agenda for discussion and action. The Board will then act on the Consent Agenda. If a Consent Agenda item is moved to the Deliberative Agenda for discussion and action, Board members will have the opportunity to request additional information on the item from staff, municipalities, and/or agencies, as appropriate. The Board may then (1) move and vote to approve the item moved from the Consent Agenda to the Deliberative Agenda, at which time the subject administrative change becomes effective, or (2) move and vote to send the change to the appropriate body (e.g., Executive Committee, TAC, or staff) for further review and recommendation.

Article IX. FISCAL YEAR & MEETING DATES

The Chittenden County Regional Planning Commission’s fiscal year shall be July 1st through June 30th.

The Annual Meeting shall be set by the Executive Committee and affirmed by the Chittenden County Regional Planning Commission Board.

The June Meeting of the Chittenden County Regional Planning Commission shall each year include the election of the organization’s Officers and the Executive Committee.

The Chittenden County Regional Planning Commission Board shall annually establish the day, time, and location of the Chittenden County Regional Planning Commission regular meetings. Meetings of the Chittenden County Regional Planning Commission shall be conducted at least quarterly.

Article X. ADOPTIONS OR AMENDMENTS.

A. Bylaws

Upon recommendation of the Executive Committee or upon request by resolution through written ballot by a majority of the Board members any proposed amendment to the by-laws shall first be sent to the Board

members and the Board member municipalities' locally elected legislative bodies in preliminary form for consideration and comment for a period of not less than thirty days. Not later than thirty days after this period, the Executive Committee shall submit to the Chittenden County Regional Planning Commission, (1) a report summarizing the comments received and recommendations of the Executive Committee; and (2) if authorized by the Chittenden County Regional Planning Commission, the proposed amendment in final form as a written ballot. If submission of the amendment as a ballot is not authorized by the Chittenden County Regional Planning Commission, but within ninety days after issuance of the report such submission is requested by a petition signed by at least twenty-five percent of the Board members, the Executive Committee shall, within thirty days following receipt of said petition, submit to the Chittenden County Regional Planning Commission a written ballot of the proposed amendment as originally submitted. Adoption of any amendments shall require the affirmative vote of two-thirds majority of the Board members.

B. MPO Business

Before the Chittenden County Regional Planning Commission may adopt or make other than minor amendments or administrative changes to MPO business, notice to Board member municipalities' locally elected legislative bodies and to the general public shall be given consistent with the Public Participation Plan. Upon adoption, the MTP shall be integrated into and become part of the Regional Plan.

Minor amendments to the UPWP, such as reallocating dollars between approved tasks, can be done with Chittenden County Regional Planning Commission Board approval, without a public hearing.

No municipality or organization shall challenge the validity of the TIP, UPWP, or MTP as adopted according to this article, for procedural defects, after thirty (30) days following the day on which it was adopted.

C. Regional Plan

The Chittenden County Regional Planning Commission shall hold public hearings and seek comments on a proposed Regional Plan or amendments consistent with 24 V.S.A. § 4348. The Chittenden County Regional Planning Commission shall hold public hearings and review municipal plans and planning processes consistent with 24 V.S.A. §4350.

Article XI. COMMITTEES

There shall be committees of the Chittenden County Regional Planning Commission as described herein. All Chittenden County Regional Planning Commission Board members are encouraged to participate in a minimum of at least one standing committee. The Chair may appoint ad hoc committees for a specific purpose with the approval of the Chittenden County Regional Planning Commission. Committees should include subject matter experts as needed to provide advice to the Chittenden County Regional Planning Commission Board.

A. Finance Committee (FC)

The Finance Committee shall oversee the Chittenden County Regional Planning Commission finances and matters related to organizational finances as specifically described in items 1-8 of this section.

The Chair of the Finance Committee shall be the Chittenden County Regional Planning Commission Secretary/Treasurer. There shall be up to 3 additional members including the Chittenden County Regional Planning Commission Vice-Chair and two members of the Board of Directors.

The Finance Committee shall meet on a quarterly basis or as needed to conduct the following activities:

- 1) Oversee Chittenden County Regional Planning Commission finances;
- 2) Oversee the Chittenden County Regional Planning Commission annual budget development and report findings to the Executive Committee in cooperation with the Unified Planning Work Plan Committee;
- 3) Oversee the Chittenden County Regional Planning Commission annual audit and report findings to the Executive Committee;
- 4) Oversee the staff benefit structure on an annual basis and report recommendations and/or findings to the Board;
- 5) Oversee the staff compensation pool recommendations on an annual basis and report recommendations and/or findings to the Board;
- 6) Oversee the development of a compensation study on a five year basis and report recommendations/findings to the Board;
- 7) Conduct other duties as assigned by the Board and/or Executive Committee; and
- 8) Establish sub-committees on an as needed basis.

B. Board Development Committee (BDC)

The Board Development Committee shall oversee the Chittenden County Regional Planning Commission nominating process, updates to the Chittenden County Regional Planning Commission bylaws, Board member development, communications, and engagement as specifically described in items 1-10 of this section.

The Chair of the Board Development Committee shall be the Chittenden County Regional Planning Commission Immediate Past Chair (should there not be an available Immediate Past Chair the Executive Committee shall appoint a Chair). There shall be up to 4 additional members of the Board of Directors.

The Board Development Committee shall meet on a semi-annual basis or as needed to conduct the following activities:

- 1) Prepare a slate of officers;
- 2) Review and recommend updates of the Chittenden county regional planning commission bylaws on an as needed basis and report findings to the executive committee;
- 3) Conduct new board member recruitment in coordination with municipal locally elected legislative bodies;
- 4) Oversee board member training and development;
- 5) Conduct board performance evaluations;
- 6) Oversee and conduct Chittenden county regional planning commission outreach and communications (or delegate to an ad hoc community engagement committee);

- 7) Oversee and conduct Chittenden county regional planning commission marketing and branding (or delegate to an ad hoc community engagement committee);
- 8) Review and recommend updates of the Chittenden county regional planning commission public participation plan on an as needed basis (or delegate to an ad hoc community engagement committee) and report findings to the executive committee;
- 9) Conduct other duties as assigned by the board and/or executive committee; and
- 10) Establish sub-committees on an as needed basis.

C. Unified Planning Work Plan Committee (UPWPC)

The Unified Planning Work Plan Committee shall oversee the Chittenden County Regional Planning Commission annual work plan development process as specifically described in items 1-5 of this section.

The Chair of the Unified Planning Work Plan Committee shall be a Board member. There shall be up to 12 members as follows:

- 3-5 Board members
- 2 Transportation Advisory Committee members
- 2 Planning Advisory Committee members
- Vermont Agency of Transportation
- Federal Highway Administration (ex-officio, non-voting)
- Chittenden County Transportation Authority (ex-officio, non-voting)

The Unified Planning Work Plan Committee shall meet on a semi-annual basis or as needed to conduct the following activities:

- 1) Develop a draft annual Unified Planning Work Program (UPWP) and report findings to the Executive Committee in cooperation with the Finance Committee;
- 2) Review and recommend updates to the UPWP development process policies on an as needed basis and report findings to the Executive Committee;
- 3) Develop performance measures to monitor the implementation of the UPWP, update the performance measures on an as needed basis, monitor the implementation of the UPWP using the established performance measures and report findings to the Executive Committee;
- 4) Conduct other duties as assigned by the Board and/or Executive Committee; and
- 5) Establish sub-committees on an as needed basis.

D. Transportation Advisory Committee (TAC)

The Transportation Advisory Committee shall oversee the Chittenden County Regional Planning Commission transportation activities and policy development funded primarily through the Federal Highway Administration Metropolitan Planning Organization (MPO) program as specifically described in items 1-11 of this section.

The Chair of the Transportation Advisory Committee shall be a TAC member. There shall be up to 33 members and representatives of organizations as follows:

- 1 Board members
- Representatives of the 18 municipalities eligible to vote on MPO business as described in Article V.
- Vermont Agency of Transportation
- Federal Highway Administration
- Chittenden County Transportation Authority
- Burlington International Airport
- Campus Area Transportation Management Association
- Special Services Transportation Agency
- Person representative of the Business Community
- Person representative of the Disabled Community
- Person representative of the Elderly Community
- Person representative of the Environmental Community
- Person representative of the Freight Shippers/Receivers Community
- Person representative of the Bicycle and/or Pedestrian Community
- Person representative of the Private/Intercity Bus Providers
- Person representative of the Rail Industry

The terms of TAC members will be for two years beginning July 1st, communities whose beginning letter falls between A and K shall appoint a representative to serve beginning in even numbered fiscal years and communities whose beginning letter falls from L through Z shall appoint a representative to serve beginning in odd numbered fiscal years. Appointments of all other members will be on an annual basis by the Board Chair. Appointments to fill a vacancy shall be for the unexpired term.

The Transportation Advisory Committee shall meet on a monthly basis or as needed to conduct the following activities:

- 1) Review Metropolitan Transportation Plan (MTP) updates, revisions, and amendments as developed by the Long Range Planning Committee;
- 2) Review and recommend to the Board the Transportation Improvement Program (TIP) and TIP amendments, Sidewalk and Transportation Enhancement Grant program recommendations and priorities and other program ranking recommendations as needed;
- 3) Review and recommend technical planning/engineering studies for inclusion in the UPWP;
- 4) Review and present completed MPO funded planning and scoping studies to the Board;
- 5) Oversee the selection of consultants to be retained for MPO funded projects and programs;
- 6) Evaluate and prioritize MPO funded technical assistance;
- 7) Review and suggest revisions to staff and consultant MPO funded technical assistance work;
- 8) Undertake MPO related technical and policy activities similar to the Planning Advisory Committee;
- 9) Coordinate transportation land use activities with the Planning Advisory Committee;
- 10) Conduct other duties as assigned by the Board and/or Executive Committee; and
- 11) Establish sub-committees on an as needed basis.

E. Planning Advisory Committee (PAC)

The Planning Advisory Committee shall oversee the Chittenden County Regional Planning Commission regional planning activities and policy development as specifically described in items 1-13 of this section.

The Chair of the Planning Advisory Committee shall be a PAC member. There shall be up to 31 members and representatives of organizations as follows:

- 1 Board member
- Representatives of the 18 incorporated municipalities and Buel's Gore
- 3-5 members of public/interest groups
- Vermont Agency of Transportation and other interested state agencies (ACCD, ANR, AOA)
- Federal Highway Administration (ex-officio, non-voting)
- Chittenden County Transportation Authority (ex-officio, non-voting)

The terms of PAC members will be for two years beginning July 1st, communities whose beginning letter falls between A and K shall appoint a representative to serve beginning in odd numbered fiscal years and communities whose beginning letter falls from L through Z shall appoint a representative to serve beginning in even numbered fiscal years. Appointment of all other members will be on an annual basis by the Board Chair. Appointments to fill a vacancy shall be for the unexpired term.

The Planning Advisory Committee shall meet on a quarterly basis or as needed to conduct the following activities:

- 1) Review municipal plans (with the inclusion of ad hoc Committee members from the involved and adjacent communities);
- 2) Review and make recommendations to the Board regarding Act 250 and Section 248 policy and projects of regional significance;
- 3) Review and recommend regional planning technical/planning/engineering studies for inclusion in the UPWP;
- 4) Provide interface between the Board, work groups and functions related to cross cutting planning issues and the Regional Plan;
- 5) Develop regional planning policy recommendations for Board consideration and/or action;
- 6) Provide guidance to MTP, UPWP, and TIP development, and other transportation planning processes, on issues or projects of a regional nature;
- 7) Oversee the selection of regional planning and MTP consultants to be retained for projects and programs;
- 8) Evaluate and prioritize regional planning technical assistance;
- 9) Review and make recommendations to the Board regarding Regional Plans of adjacent regions;
- 10) Undertake regional planning related technical and policy activities similar to the Transportation Advisory Committee;
- 11) Coordinate transportation land use activities with the Transportation Advisory Committee;
- 12) Conduct other duties as assigned by the Board and/or Executive Committee; and
- 13) Establish sub-committees on an as-needed basis.

F. Long Range Planning Committee (LRPC)

The Long Range Planning Committee shall oversee the Chittenden County Regional Planning Commission development of the Metropolitan Transportation Plan (MTP), the Regional Plan (RP), and other associated long range planning activities as specifically described in items 1-8 of this section.

The Chair of the Long Range Planning Committee shall be a Board member. There shall be up to 14 members and representatives of organizations as follows:

- 3-6 Board members
- Up to 2 TAC members
- Up to 2 PAC members
- Up to 3 members of public/interest groups
- Vermont Agency of Transportation

The Long Range Planning Committee shall meet on a semi-annual basis or as needed to conduct the following activities:

- 1) Develop the Metropolitan Transportation Plan at least every five years and present to the Board for adoption;
- 2) develop the Regional Plan at least every eight years and present to the Board for adoption;
- 3) develop policy recommendations related to the MTP and RP for Board consideration and/or action;
- 4) Provide guidance to the MTP, RP, UPWP, and TIP development and other land use transportation planning processes on issues and/or projects of a long range planning nature;
- 5) Coordinate activities with the TAC and PAC to assure consistency in plans and policy recommendations to the Board;
- 6) Prepare an annual report of indicators to benchmark the region's progress towards meeting regional and transportation planning goals;
- 7) Conduct other duties as assigned by the Board and/or Executive Committee; and
- 8) Establish sub-committees on an as needed basis.

Article XII. Resolving Conflicting Interests

A. Preamble

A public official must exercise his or her authority solely for the benefit of the public and, in fact, stand in a fiduciary relationship to the public. He or she is held by the law to a most rigid standard with respect to any activity which places his or her individual interest in a position where collision with public responsibility becomes possible. The law requires that not only must public officials actually separate private interests from public responsibility, but must also give every appearance of this separation.

A real conflict of interest exists when a private interest exists leading to a personal benefit or gain. An apparent conflict of interest exists when there is a perception that a conflict of interest exists leading to a personal benefit or gain.

Such a conflict would arise when (1) a Board member, (2) any member of his or her immediate family, (3) his or her partner, or (4) an organization which employs or is about to employ any of (1) through (3) above, have a financial or other interest in the firm selected for the award.

Board members of both the Chittenden County Regional Planning Commission and the Chittenden County Regional Planning Commission's subgrantees will neither solicit nor accept gratuities, favors, or items of value (excluding calendars, pens, and other nominal items) from contractors, potential contractors, or parties to sub-agreements.

When a significant real or apparent conflict of interest arises the concerned parties shall discuss the matter with the Executive Committee. Board members should raise the issue of a potential conflict of interest of another Board member or staff person whenever they feel one exists and the person in question does not declare a real or apparent conflict of interest. All real conflicts of interest require compliance with Section B below. The Executive Committee will determine all apparent conflicts of interest. If there is an actual conflict of interest the Committee shall decide on a case-by-case basis whether an individual can participate in discussions, but the individual shall not vote. Alternatively, if there is an apparent conflict of interest the Committee will decide whether and how an individual may participate and if the individual may vote.

B. Board Member Actions

In the event a real conflict of interest, as herein defined, does or would result, the Board member shall act as follows:

- 1) **Disclosure.** In the event a proposed contract, material or labor is to be furnished to the Chittenden County Regional Planning Commission, the Board member shall state on the record the nature of his or her conflict of interest. He or she shall not communicate, either formally or informally, with any other Board member with respect to the awarding of such contract and shall not vote on the question of its issuance.
- 2) **Disclosure of Fiduciary Relationship.** In the event the Board member has fiduciary relationship with any individual, partnership, firm or corporation seeking to contract with the Chittenden County Regional Planning Commission, or to provide materials or labor thereto, or has a fiduciary interest in a project or a project before Act 250 or other regulatory board where the Chittenden County Regional Planning Commission is a party, the Board member shall, regardless of contract amount, state on the record the nature of his or her interest, refrain from all formal or informal discussion with any other Board members with respect to such contract or project, and shall not vote on the question of its issuance or approval or disapproval.
- 3) **Form.** Upon joining the Chittenden County Regional Planning Commission or at the beginning of the fiscal year, Board members will sign a form indicating that they have read and understand this Section.

ARTICLE XIII. APPROPRIATIONS TO THE CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION

The Chittenden County Regional Planning Commission may receive and expend monies from any source.

CCRPC Charter

ADOPTED by the Commission May 2, 1966.

AMENDED by the Commission May 26, 1997

AMENDED by the Commission September 28, 1998

Superseded by the Commission, May 18, 2011, effective July 1, 2011

CCRPC Bylaws

Amended by CCRPC September 23, 1991

Amended by CCRPC May 27, 1997

Amended by CCRPC February 27, 2006

Superseded by the Commission, May 18, 2011, effective July 1, 2011

CCMPO Bylaws

Adopted by the Chittenden County Metropolitan Planning Organization July 15, 1983. Amended March 16, 1984, December 17, 1984, May 28, 1985, July 23, 1985, July 11, 1988, April 17, 1990, August 25, 1993, January 28, 1998, March 17, 1999, December 18, 2002, July 21, 2004, June 20, 2007 and superseded on by the bylaws of the CCRPC dated May 18, 2011, effective July 1, 2011.

Appendix B: Committee Charters

Committee Name/Acronym	Executive Committee (EC)
Number of Members	6
Chair of Committee	Board Chair
Named Members	Vice Chair, Secretary/Treasurer, Municipal Member (>5,000 population), Municipal Member (<5,000 population), Immediate Past Chair
Meeting Frequency	In advance of Board meetings or as needed
Committee Charge <u>Key Duties</u> <ol style="list-style-type: none"> 4. Facilitate the administration of the Chittenden County Regional Planning Commission 5. Ensure that policy and planning recommendations are brought before the Board 6. Ensure that the decisions of the Chittenden County Regional Planning Commission are implemented 	<ol style="list-style-type: none"> 1. Monitor & Assure Implementation of Board Decisions 2. Oversee Board Agenda Development 3. Oversee the Affairs of the Organization and Act on Behalf of the Board in Emergencies 4. Annually Recommend At-Large Members to the Board 5. Oversee the Activities of the Finance, Board Development, UPWP, TAC, PAC, & LRPC and Review Committee Recommendations Prior to Submission to the Board 6. Oversee Organizational Personnel Policies 7. Retain, Support and Annually Review an Executive Director 8. Assist in the Hiring of an Assistant/MPO Director 9. Prepare Planning & Policy Recommendations for the Board In Coordination with Other Board Committees 10. Develop and Update Organizational Strategic Plan and Report Findings to the Board 11. Establish Sub-Committees as Needed 12. Submit Minutes of Meetings/Activities to the Board

Committee Name/Acronym	Finance Committee (FC)
Number of Members	4
Chair of Committee	Board Secretary/Treasurer
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	Vice Chair, *2 Board Members
Meeting Frequency	Quarterly or as needed
Committee Charge	
<u>Key Duties</u>	
<ol style="list-style-type: none"> 1. Oversee Organizational Finances 2. Oversee Annual Budget 3. Oversee Annual Organizational Audit and Report 	<ol style="list-style-type: none"> 1. Oversee Organizational Finances 2. Oversee Annual Budget Development and Report Findings to the Executive Committee in Cooperation with the UPWP Committee 3. Oversee Annual Organizational Audit and Report Findings to the Executive Committee 4. Oversee Annual Staff Benefit Structure Recommendations and Report Findings to the Board 5. Oversee Annual Staff Compensation Pool Recommendations and Report Findings to the Board 6. Oversee the 5 Year Compensation Study Process and Report Findings to the Board 7. Conduct Other Duties as Assigned by the Board and/or Executive Committee 8. Establish Sub-Committees as Needed

Committee Name/Acronym	Board Development Committee (BDC)
Number of Members	5
Chair of Committee	Immediate Past Chair
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	Immediate Past Chair, *4 Board Members
Meeting Frequency	Semi-Annually or as needed
Committee Charge	
<u>Key Duties</u>	
<ol style="list-style-type: none"> 1. Preparation of Slate of Officers 2. Review/Update of Organizational Bylaws 3. Conduct Board Member Recruitment In Coordination with Municipal Legislative Bodies 	<ol style="list-style-type: none"> 1. Preparation of Slate of Officers 2. Review/Update of Organizational Bylaws and Report Findings to the Executive Committee 3. Conduct Board Member Recruitment In Coordination with Municipal Legislative Bodies 4. Oversee Board Training & Development 5. Conduct Board Performance Evaluation 6. Oversee and Conduct Organizational Outreach & Communications (or delegate to ad hoc Community Engagement Committee) 7. Oversee Organizational Marketing & Branding (or delegate to ad hoc Community Engagement Committee) 8. Review and Recommend to the Board Updates, Revisions, Amendments to the Public Participation Plan (or delegate to ad hoc Community Engagement Committee) 9. Conduct Other Duties as Assigned by the Board and/or Executive Committee 10. Establish Sub-Committees as Needed

Committee Name/Acronym	Unified Planning Work Plan Committee (UPWPC)
Number of Members	Up to 12
Chair of Committee	*Board Member
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	*3-5 Board Members 2 TAC Members 2 PAC Members VTrans Federal Highway Administration (FHWA) (ex-officio) Chittenden County Transportation Authority (CCTA) (ex-officio)
Meeting Frequency	Semi-Annually or as needed
Committee Charge <u>Key Duties</u> 1. Develop Draft Annual UPWP 2. Develop Performance Measures and Monitor the Implementation of the UPWP	1. Develop Draft Annual UPWP and Report Findings to the Executive Committee in Cooperation with the Finance Committee 2. Develop UPWP Development Process Policy Recommendations and Report Findings to the Executive Committee 3. Develop Performance Measures and Monitor the Implementation of the UPWP 4. Conduct Other Duties as Assigned by the Board and/or Executive Committee 5. Establish Sub-Committees as Needed

Committee Name/Acronym	Transportation Advisory Committee (TAC)
Number of Members	Up to 33
Chair of Committee	TAC Member
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	*Board Member Representatives of the 18 Municipalities VTrans Federal Highway Administration (FHWA) Chittenden County Transportation Authority (CCTA) Burlington International Airport (BIA) Campus Area Transportation Management Association (CATMA) Special Services Transportation Agency (SSTA) Business Community Representative Person of the Disabled Community Person of the Elderly Community Person of the Environmental Community Freight Shipper/Receiver Representative Bike/Pedestrian Representative Private/Intercity Bus Representative Rail Industry Representative
Meeting Frequency	Monthly or as needed
Committee Charge <u>Key Duties</u> 1. Review MTP Updates and Amendments 2. Recommend the TIP and TIP Amendments, Sidewalk & Transportation Enhancement 3. Oversee the Selection of Consultants for MPO Funded Projects & Programs	1. Review MTP Updates, Revisions, Amendments as Developed by the Long Range Planning Committee 2. Review and Recommend to the Board the TIP and TIP Amendments, Sidewalk & Transportation Enhancement Program Priorities, and Other Program Ranking Recommendations as Needed 3. Review and Recommend Technical Planning/ Engineering Studies for Inclusion in the UPWP 4. Review and Present Completed MPO Planning & Scoping Studies to the Board 5. Oversee the Selection of Consultants to be Retained for MPO Funded Projects & Programs 6. Evaluate and Prioritize MPO Technical Assistance 7. Review & Suggest Revisions to all Staff & Consultant MPO Technical Assistance Work 8. Undertake MPO Technical & Policy Activities Similar to the PAC 9. Coordinate Transportation Land Use Activities with the Planning Advisory Committee 10. Conduct Other Duties as Assigned by the Board and/or Executive Committee 11. Establish Sub-Committees as Needed

Committee Name/Acronym	Planning Advisory Committee (PAC)
Number of Members	Up to 31
Chair of Committee	PAC Member
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	*Board Member Representatives of the 18 Municipalities & Buel's Gore 3-5 Members of the Public/Interest Groups VTrans & Other Interested State Agencies (ACCD, ANR, AOA) Federal Highway Administration (FHWA) (ex-officio) Chittenden County Transportation Authority (CCTA) (ex-officio)
Meeting Frequency	Quarterly or as needed
Committee Charge <u>Key Duties</u> 1. Review of Municipal Plans 2. Review Act 250 & Section 248 Policy & Projects of Regional Significance 3. Coordinate Cross Cutting Planning Issues & the Regional Plan	1. Review of Municipal Plans (with ad hoc members from involved/adjacent communities) 2. Review and Make Recommendations to the Board Regarding Act 250 & Section 248 Policy & Projects of Regional Significance 3. View and Recommend Regional Planning Technical Planning/Engineering Studies for the UPWP 4. Provide Interface Between the Board, Work Groups & Functions Related to Cross Cutting Planning Issues with the Regional Plan 5. Develop Regional Planning Policy Recommendations for Board Consideration/ Action 6. Provide Guidance to MTP, UPWP, and TIP Development, and other Transportation Planning Processes On Issues or Projects of a Regional Nature 7. Oversee the Selection of Regional Planning and MTP Consultants to be Retained 8. Evaluate and Prioritize Regional Planning Technical Assistance 9. Review and Make Recommendations to the Board Regarding Regional Plans from Adjacent Regions 10. Undertake Regional Planning Technical & Policy Activities Similar to the TAC 11. Coordinate Transportation Land Use Activities with the Transportation Advisory Committee 12. Conduct Other Duties as Assigned by the Board and/or Executive Committee 13. Establish Sub-Committees as Needed

Committee Name/Acronym	Long Range Planning Committee (LRPC)
Number of Members	Up to 14
Chair of Committee	*Board Member
Named Members * for the purposes of Committee assignments "Board Members" shall be voting Municipal Board members	*3-6 Board Members Up to 2 TAC Members Up to 2 PAC Members Up to 3 Members of the Public/Interest Groups VTrans
Meeting Frequency	Semi-Annually or as needed
Committee Charge <u>Key Duties</u> 4. Develop the Metropolitan Transportation Plan 5. Develop the Regional Plan 6. Prepare an Annual Report of Indicators on the Region's Progress Towards Meeting Regional and Transportation Planning Goals	1. Develop the MTP at least every 5 Years and Present to the Board for Consideration/ Action 2. Develop the Regional Plan at least every 5/8 Years and Present to the Board for Consideration/ Action 3. Develop Policy Recommendations Related to the MTP & RP for Board Consideration/ Action 4. Provide Guidance to MTP, Regional Plan, UPWP, and TIP Development, and other Land Use/Transportation Planning Processes On Issues or Projects of a Long Range Planning Nature 5. Coordinate Activities with the TAC & PAC to Assure Consistency in Recommendations to the Board 6. Prepare an Annual Report of Indicators to Benchmark the Region's Progress Towards Meeting Regional and Transportation Planning Goals 7. Conduct Other Duties as Assigned by the Board and/or Executive Committee 8. Establish Sub-Committees as Needed

Appendix C: Board Member Job Description & Duties

BOARD MEMBER JOB DESCRIPTION

Roles and Responsibilities

5. Define and oversee the vision and mission of the organization and keep it relevant to the needs of the region and its individual local governments and communities;
6. Approve programs and services and monitor their effectiveness and usefulness;
7. Provide strategic guidance to the organization and the Executive Director; and
8. Ensure financial solvency, integrity, and soundness.

Keep Your Commitments

- a. Know the organization's vision, mission, goals, products, and services;
- b. Do your homework before all meetings; and
- c. Focus on solving problems and achieving positive results for the region.

Commitments

1. Attend each meeting of the board or ensure an alternate is present
2. Participate in the board's retreats
3. Participate in statewide and regional activities of the organization
4. Serve on at least one committee
5. Hold the organization to a high, ethical standard and monitor its performance regularly
6. Prepare for all meetings thoroughly by reading the meeting packet
7. Listen carefully and considerately to others and maintain an open mind
8. Promote decisions and solutions that are in the best interest of the region and the organization
9. Respect the confidentiality of the board's business
10. Be familiar with the open meeting laws
11. Avoid conflicts of interest

Board Member Expanded Duties

A. Establish Policy

1. Focus on the needs of your region and constituents
2. Focus on the common good of the region, not just your individual community or organization
3. Set policies that guide the regional board to run effectively , legally, and ethically
4. Recognize policy decisions as those that effect the region as a whole
5. Establish policy and governance frameworks needed to allow management and staff to implement the vision and priorities of the board

B. Establish a Partnership with the Executive Director

1. Set guidelines for authority, responsibility, and accountability of the Executive Director
2. Provide support as necessary for management to succeed in advancing board goals and policies
3. Do NOT micromanage the day-to-day operations of the organization
4. Understand that the board is not the same as a local government

C. Nurture a Vision

1. Establish a shared vision, sense of mission, and common goals at the board level
2. Be able to articulate it to others
3. Take the long-term view with incremental performance measures to evaluate progress
4. Provide direction through regular strategic planning to establish long-terms goals and objectives

D. Communicate Effectively

1. Conduct regular outreach and feedback sessions with the public
2. Don't limit your input and feedback to only board members
3. Convey the issues and decisions facing the region back to your local legislative body or organization, seek input, and relay their comments and perspectives back to the board
4. Provide constructive and timely feedback
5. Respect the diversity of thoughts and opinions
6. Speak for the board only when authorized to do so

E. Maintain the Financial Integrity of the Organization

1. Develop a financial vocabulary
2. Have a firm understanding of the financial condition of the organization including its financial position, obligations, operations, budget, and expenditures
3. Conduct an annual financial audit using a reliable outside firm
4. Monitor financial outcomes and performance

F. Participate Responsibly

1. Commit the time necessary to serve on the board
2. Understand your role as a leader of this organization
3. Keep local politics in perspective relative to regional needs and priorities
4. Review meeting agendas and materials prior to attending any meeting
5. Ask informed, thoughtful questions
6. Work at the board level, not at the staff level
7. Follow the conflict of interest policy
8. Be open to participating on committees and serve on at least one
9. Support member retention and recruitment efforts
10. Maintain confidentiality
11. Develop trust
12. Think regionally even when you act locally
13. Evaluate performance at all levels including your own
14. Be a goodwill ambassador for the organization at the local, regional, and state levels

Appendix D: Contact Information for Board & Committee Members

CHITTENDEN COUNTY REGIONAL PLANNING COMMISSION MEMBERSHIP LIST

Effective 7/13/11

* Indicates Executive Committee member

COMMUNITY	REPRESENTATIVE	PHONE NUMBER	TERM EXPIRES
Bolton (Immed Past Chair)	Leslie Pelch* PO Box 335 Bolton, VT 05466	h-343-2260 o-862-3002 email: lesliep@vcgi.org	6/2013
Buel's Gore	Garret Mott 129 Old County Road Buel's Gore, VT 05487	h-238-0003 email: garretmott@hotmail.com	6/2013
Burlington (Sec-Treas FY12)	Andy Montroll* 409 So. Union Street Burlington, VT 05401	h: 658-2478 o: 864-7062 email: andym@montrollaw.com	6/2013
Charlotte	Jim Donovan PO Box 321 Charlotte, VT 05445	h: 425-4560 o: 425-5061 email: broadreachjdd@gmavt.net	6/2013
Colchester Chair FY12	Marc Landry* 216 Biscayne Heights Colchester, VT 05446	h – 864-6286 o – 862-5775 fax: 862-5078 email: marclandry1@mac.com	6/2013
Essex	Jeff Carr 23 Greenfield Road Essex Junction, VT 05452	h-878-3479 o-878-0346 email: jbc@epreconomics.com	6/2013
Essex Junction	John Lajza 14 South Hill Drive Essex Junction, VT 05452	h-316-4327 email: vze39ncx@myfairpoint.net	6/2013
Hinesburg	Andrea Morgante 56 Mechanicsville Rd. Hinesburg, VT 05461	cell: 363-3179 h -482-5120 email: morgante@gmavt.net	6/2013
Huntington	Edmund Booth 4859 Main Road Huntington, VT 05462	h-434-4031 email: eaboorth3962@yahoo.com	6/2013

Jericho (>5,000 Muni FY12)	Catherine McMains* 20 Bentley Lane Jericho, VT 05465	h-899-1235 email: Catherine.mcmains@gmail.com	6/2013
Milton (Vice-Chair FY12)	Lou Mossey* 24 Cooper Road Milton, VT 05468	o-660-5313 h-893-1712 email: lmossey@town.milton.vt.us	6/2013
Richmond (<5,000 Muni FY12)	Erik Filkorn* 1379 Williams Hill Road Richmond, VT 05477	h: 434-4898 o: 238-4560 email: filkee@gmavt.net	6/2012
St. George	Philip Gingrow 154 Leeway Circle St. George, VT 05495	c: 238-7692 email: rfc2323@yahoo.com	6/2012
Shelburne	John Zicconi 67 Aspen Circle Shelburne, VT 05482	h/o: 985-4097 c: 343-7280 email: john.zicconi@comcast.net	
South Burlington	Sandra Dooley 44 East Terrace South Burlington, VT 05403	h: 862-7019 cell: 598-1927 email: sdooley@sburl.com	6.2012
Underhill	Steve Owen 180 River Road Underhill, VT 05489	c-355-4321 h- 899-4986 email: snsowen@myfairpoint.net	6/2012
Westford	Suzanne Blanchard P.O. Box 65 Westford, VT 05494	c: 735-2135 email: sblanchard@gmail.com	6/2012
Williston	Chris Roy 726 Hanon Drive Williston, VT 05495	h- 879-7322 o: 846-8323 email: vtroys@comcast.net	6/2012
Winooski	Michael O'Brien 60 Lapointe Street Winooski, VT 05404	h - 655-4879 o - 658-1053, ext.4 email: moknok@sover.net	6/2012
State of Vermont	Brian Searles, Secretary Vermont Agency of Transportation 1 National Life Drive, Drawer 33 Montpelier, VT 05633-5001	1-828-2657 email: Brian.Searles@state.vt.us	
Agriculture	VACANT		

Conservation/Env.	Don Meals 84 Caroline Street Burlington, VT 05401	h- 862-6632 email: dmeals@burlingtontelecom.net	6/2012
Industrial/Business	Brad Worthen 1050 Southview Drive Richmond, VT 05477	o - 343-0861 email: bworthen@btv.aero	6/2012
Socio/Econ/Housing	Justin Dextrateur The Hartland Group Community Developers & Consultants, LLC 299 College Street Burlington, VT 05401	o - 863-1173 h - 865-6991 email: justin@hartlandgroup.biz	6/2012

ALTERNATE REPRESENTATIVES:

Bolton	Vacant		
Burlington	William Aswad 74 Ridgewood Drive Burlington, VT 05408	h: 862-2067 email: wna@burlingtontelecom.net	6/2013
Charlotte	Marty Illick 442 Lewis Creek Road Charlotte, VT 05445	o- h-425-2002 email: martylewiscreek@gmavt.net	6/2013
Colchester	VACANT Colchester, VT 05446	h- email:	6/2013
Essex – 1st	Irene Wrenner 15 Thrush Lane Essex Junction, VT 05452	o-879-0011 h-879-7267 email: imwren@aol.com	6/2013
Essex – 2nd	Max Levy 8 Bashaw Drive Essex Junction, VT 05452	o: 769-9575 h: 878-5267 email: MaxGLevyinEssex@aol.com	6/2013
Essex Jct.	Daniel Kerin 10 Southview Road Essex Junction, VT 05452	h-879-8343 fax: 878-6946 email: trooperkerin@yahoo.com	6/2013

Hinesburg	Joe Colangelo, Town Administrator 10632 Route 116 Hinesburg, VT 05461	o-482-2096 h-989-9551 email: jcolangelo@hinesburg.org	6/2013
Huntington	Heather Pembroke 31 Blackbird Swale Drive Huntington, VT 05462	h-434-3870 fax: 434-4807 email: Pembrookh@gmavt.net	6/2013
Jericho – 1 st	Tim Nulty P.O. Box 1121 Jericho, VT 05465	c-363-6660 h-899-4582 email: t_nulty@yahoo.com	6/2013
Jericho – 2 nd	Kim Mercer 2 Mountain View Road Jericho, VT 05465	h-899-5190 email: KimNormanMercer@gmail.com	6/2013
Milton	Lori Donna 3 Barnum Street Milton, VT 05468	h – 893-1241 o – email: lmdonna@comcast.net	6/2012
Richmond	John Kart 44 Old Brooklyn Court Richmond, VT 05477	h: 241-3652 email: jonjkart@hotmail.com	6/2012
St. George	Debra Kobus 90 Shady Nook Lane St. George, VT 05495	email: dkobus.stgeorgeselectboard@gmail.com	6/2012
Shelburne	George Schiavone 196 Pierson Drive Shelburne, VT 05482	o -985-2886 email: gschiavone@mac.com	6/2012
So. Burlington	Marcel Beaudin 102 South Beach Road South Burlington, VT 05403	h-862-9633 fax: 862-0283 email/: beaudin@comcast.net	6/2012
Underhill	Brad Holden 60 Covey Road. Underhill, VT 05489	899-5896 email: bholden.selectboard@gmail.com	6/2012
Westford – 1 st	Dave Tilton 1542 Old Stage Road Westford, VT 05494	h- 876-7263 email: TiltonD@aol.com	6/2012

Westford – 2 nd	Gary Estus 1713 VT Route 128. Westford, VT 05494	h-893-2007 o-879-4306 fax: 879-6503 email: highwayforeman@gmail.com	6/2012
Williston	Debbie Ingram 2120 South Road Williston, VT 05495	h- email: ingramdeb@comcast.net	6/2012
Winooski	Tom Buckley 31 A. Hall Street Winooski, VT 05404	o: 865-7339 email: tbuckley@burlingtonelectric.com	6/2012
Agriculture	VACANT		
Conservation/Env.	VACANT		
Industrial/Business	Dawn Francis 60 Main Street, Ste. 100 Burlington, VT 05401	o - 863-3489 ext. 210 email: Dawn@vermont.org	6/2012
Socio/Econ/Housing	VACANT		

Ex-officio, Non-voting:

CCTA	Meredith Birkett, Interim Gen. Mgr. 15 Industrial Parkway Burlington, VT 05401	o – 864-0211 email: mbirkett@cctaride.org	
Burlington Int'l Airport	Brad Worthen 1050 Southview Drive Richmond, VT 05477	o - 343-0861 email: bworthen@btv.aero	
Railroad Industry	VACANT		
Federal Highway Administration	Christopher Jolly Planning & Programming Engineer P. O. Box 568 Montpelier, VT 05602	828-4572 email: Christopher.Jolly@fhwa.dot.gov	
Federal Transit Administration	William Gordon Planning Assistance Division FTA 55 Broadway, Suite 904 Cambridge, MA 02142	(617) 494-3514 email: William.Gordon@dot.gov	

Other VTrans personnel: 1 National Life Drive, Drawer 33, Montpelier, VT 05633-5001

Sue Minter	Deputy Secretary	828- 2657 email: Sue.Minter@state.vt.us
Chris Cole	Director, Policy & Planning & Intermodal Development Division	828-1647 email: chris.cole@state.vt.us
Amy Bell	MPO Planning Coordinator	828-2678 email: amy.bell@state.vt.us
Matthew Langham	State Transportation Improvement Coordinator (STIP)	828-5578 email: Matthew.Langham@state.vt.us

CCRPC STAFF:

Individual Email addresses:

	<u>Ext.</u>
Charlie Baker, Executive Director	cbaker@ccrpcvt.org 23
Michele A. Boomhower, Assistant/MPO Director	mboomhower@ccmpo.org 15
Dan Albrecht, Senior Planner	dalbrecht@ccrpcvt.org 29
Daryl Benoit, Transportation Planner	dbenoit@ccmpo.org 12
Leslie Bonnette, Executive Assistant	lbonnette@ccrpcvt.org 21
Janet Botula, Administrative Assistant	jbotula@ccmpo.org 18
Pam Brangan, Senior Planner	pbrangan@ccrpcvt.org 22
Jason Charest, Transportation Planning Engineer	jcharest@ccmpo.org 32
Eleni Churchill, Senior Transportation Planning Engineer	echurchill@ccmpo.org 11
Forest Cohen, Business Manager	fcohen@ccrpcvt.org 19
Bryan Davis, AICP, Transportation Planner	bdavis@ccmpo.org 17
Bernadette Ferenc, Business Manager	bferenc@ccmpo.org 10
Christine Forde, AICP, Senior Transportation Planner	cforde@ccmpo.org 13
Peter R. Keating, Senior Transportation Planner	pkeating@ccmpo.org 14
Claire Leonard, Associate Planner	cleonard@ccrpcvt.org 26
Paul Luciano, Staff Planner	pluciano@ccrpcvt.org 25
Melanie Needle, Senior Planner	mneedle@ccrpcvt.org 27
Juliana Potter, Senior Planner	jpotter@ccrpcvt.org 30
David Roberts, Senior Transportation Planning Engineer	droberts@ccmpo.org 16
Main Conference Room	31
Small Conference Room	24

We can be reached at:

CCRPC

110 W. Canal Street, Suite 202

Winooski, VT 05404-2109

fax: (802) 660-4079 or 846-4494

Email: info@ccmpo.org OR info@ccrpcvt.org

Website: www.ccmpo.org OR www.ccrpcvt.org