



TOWN OF HARTFORD SELECTBOARD AGENDA

Tuesday, March 21, 2023, 6:00PM
Hartford Town Hall, 171 Bridge Street
White River Junction, VT 05001

This meeting will be conducted in person at Town Hall

The meeting will also be available on Zoom
<https://zoom.us/j/549799933> - Please mute your
microphone. youtube.com/catv810 – click “live now”. If
you're calling in from phone dial:(415) 762-9988 Type in
the Room ID: 549-799-933 followed by # Press # a
second time and Press *9 to raise your hand for public
comment

I. Call to Order the Selectboard Meeting

II. Pledge of Allegiance

III. Local Liquor Control Board

New: a. Consider the Approval of Northern Stage Company, 76 Gates Street,
White River Junction, VT 05001 (Outside Consumption)

Renewals:

- a. Consider the Renewal of Cumberland Farms of Vermont, INC. Doing
Business As: Cumberland Farms #8007, 1167 Hartford Avenue, White River
Junction, VT 05001 (2nd, Tobacco and Tobacco Substitute Endorsement)
- b. Consider the Renewal of Little Istanbul Inc. Doing Business As: Little
Istanbul, 27 North Main Street, White River Junction, VT 05001 (2nd)
- c. Consider the Renewal of Jennifer Kaar, Doing Business As: The Filling
Station, 70 Gates Street, White River Junction, VT 05001 (1st, 3rd)
- d. Consider the Renewal of It's About Thyme, Doing Business As: Thyme
Restaurant, 85 North Main Street, White River Junction, VT 05001 (1st, 3rd
and Outside Consumption)
- e. Consider the Renewal of Montshire Services, LLC Doing Business As: Bob's
Service Center, 4 Ballardvale Drive, White River Junction, VT 05001 (2nd and
Tobacco)

IV. Local Cannabis Control Board: None

V. Order of Agenda

VI. Selectboard

1. Public Comment

2. Selectboard Comments and Announcements

3. Appointments

- a. Consider the Appointment of Jennifer Kravitz to the Committee on
Housing and Homelessness for a two year term beginning March
21, 2023 and ending March 20, 2025.
- b. Consider the Reappointment of Katie Mann on the Hartford
Conservation Commission for a four year term beginning March 21,
2023 and ending March 20, 2027.

4. Significant Activity Report

5. Board Reports, Motions & Ordinances

- a. Town Hall Heat Pump Overview
- b. UNH's Sustainability Institute, Jennifer Andrews, Project Director
- c. EMPG 20 Local Emergency Management and EOC Enhancement Grant
- d. Selection of Vendor to conduct Town Manager Search
- e. Confirm Selectboard Training Coordinator
- f. Ratify change to Town Manager Search Committee charge

VII. Consent Agenda

Approve Payroll Ending: 3/18/2023

Approve Meeting Minutes of: 3/6/2023 and 3/9/2023

Approve A/P Manifest of: 3/17/2023 and 3/21/2023

Approve Selectboard Meetings: 4/4/2023 and 4/18/2023

- VIII. Executive Session:** That in accordance with Vermont's Open Meeting Law 1 V.S.A. § 313, I move that the Selectboard enter into Executive Session: To discuss the appointment or employment or evaluation of a public officer or employee

IX. Adjourn the Selectboard Meeting

All Meetings of the Hartford Selectboard are open to the public. Persons who are seeking action by the Selectboard are asked to submit their request and/or materials to the Selectboard Chair or Town Manager's office no later than 5pm on the Tuesday two weeks prior to the meeting date. Requests received after that date will be addressed at the discretion of the Chair.

Individuals wishing to address the board should do so during the Public Comment period.

Please Note: The Hartford Selectboard offers public viewing of meetings live at Town Hall, and additionally as a courtesy generally on YouTube, Channel 1085, and Zoom. If a member of the public has technical difficulties accessing this meeting remotely, please alert us by emailing

Selectboard@hartford-vt.org.

Lana Livingston

From: Sherry West
Sent: Monday, March 6, 2023 2:12 PM
To: Lana Livingston
Subject: 2023 Application Northern Stage OSC
Attachments: Northern Stage Outside Consumption.pdf

Attached please find the application for the Northern Stage Outside Consumption Area. This was inspected at the same time of the Building Inspection, it is just that they hadn't submitted the application form officially and didn't get it completed in time to go with mail package. Therefore it is being put on the agenda separately.

Thank you.

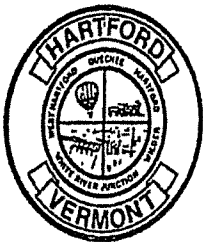
Sherry A. West

Hartford Asst. Town Clerk
171 Bridge St.
White River Jct., VT 05001
802-295-2785
swest@hartford-vt.org

PLEASE NOTE: HARTFORD does not bear any responsibility or liability for missing or incorrect information or documents.

*Please note that any documents we supply we do so as a courtesy. Public record law does not require us to conduct research to find documents or to furnish faxes/emailed copies. We have done our best to provide the items that you requested but we do not guarantee that the following are complete or that there are no other relevant documents.

Please note that any response or reply to this electronic message may be subject to disclosure as a public record under the Vermont Public Records Act.



TOWN OF HARTFORD

MUNICIPAL OFFICES

171 Bridge Street

White River Junction, Vermont 05001

Telephone: 802/295-9353 • Fax: 802/295-6382

website: www.hartford-vt.org



Serving the Villages of Hartford ♦ West Hartford ♦ White River Junction ♦ Wilder ♦ Quechee

2022 LIQUOR LICENSE ADDITIONAL INFORMATION

PLEASE NOTE: ALL information must be completed.

Incomplete applications will be returned.

Date: 1/16/23 Applicant: Northern Stage Company
Doing Business As: Northern Stage
Mailing Address: 716 Gates St., White River Jct, VT 05001

Telephone Number(s): 802-296-7000

Other Contact Name: (if applicable) _____

Please list below ALL licensees, directors, owners, stockholders name & dates of birth:

Carol Dunne Hackett [REDACTED]

Please list any violations any licensee, director, owner, stockholder has been charged with. *If no violations, please answer "None".*

None

ALL Liquor/Tobacco License Violations PAST - PRESENT (including violations taking place on licensee's premises and/or charges against employee, etc.): If unsure of violations, contact DLC and obtain your records of violations. *If no violations, please answer "None".*

None

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

Carol Dunne Hackett Carol Dunne Hackett 1/16/23
Licensee's Signature Printed Name Date

Licensee's Signature

Printed Name

Date

Application
DLL - Application - 20080

APPLICATION DETAILS**RELATED INFORMATION**

Primary Phone No

Primary Contact Person

DLL - Application Id

Internal Status

DLL - Application - 20080

Application sent to municipality

Business Entity Name

External Status

Northern Stage Company

Application sent to municipality

Business Entity Phone

Historical Id

802-296-7000

OUTC

Foundational License

Application Type

Permit

Renewal Application

Application Category

OCP

Town User Approval/Rejection Comments

Application For

Outside Consumption Permit

Contact Engagement

Applicant Email

[rklink@northernstage.org \(mailto:rklink@northernstage.org\)](mailto:rklink@northernstage.org)

Applicant Name:

Applicant Action Comments

License/Permit Location Description

Start date of event

End date of event

Physical Location Street 1

Physical Location Name

76 Gates Street

Barrette Center for the Arts

Physical Location Street 2/Unit/Suite

Physical Location State

Vermont

Town Clerk/ Municipal Jurisdiction

Outside Side Consumption End time

Hartford

Physical Location City/Town

Outside Side Consumption Hours Requested

Hartford

Landlord Name

Business Location

Outside Side Consumption Start time

Approximate Number of Persons Expected:

Physical Location Zip
05001

Last Modified By
[Katie Fleury \(/DLLLicenseManagment/s/profile/005t000000Af8v8AAB\)](#)
, 3/1/2023 3:02 PM

Location
[LN-024078 \(/DLLLicenseManagment/s/detail/a0At0000002ZQ4pEAG\)](#)

Outside Side Consumption Days Requested

Describe the type of event/ OCP Area

The area is a theater behind the Barrette Center for the Arts. We will only be selling alcohol in conjunction with public ticketed events. Right now, that is only scheduled for Wednesday, June 14 through Sunday, July 9, 2023, however, there may be other events scheduled over the summer. The left side of the space is 78 feet and 2 inches long, with a permanent building wall as its barrier. The back of the seating area is 45 feet and 3 1/2 inches long, with a wall barrier. There are two staircases that lead up to another level at the back of the seating area that will be roped off during performances. The wall where concessions/alcohol will be served is against a building wall that 80 feet long. The only public entrance to the area is approximately 28 feet wide, and only ticketed customers will be permitted through the entrance. This will be stanchioned off before and during any public performance. There will also be signage stating that no alcohol is permitted beyond the stanchioned areas.

Days or specific bingo date(s)

Created By
[Ryan Klink \(/DLLLicenseManagment/s/profile/005t0000008o10bAAA\)](#)
, 2/27/2023 3:02 PM



Hartford Police Department

Memo



To: Lisa O'Neil, Sherry West

From: Deputy Chief Connie Kelley *CKK*

CC:

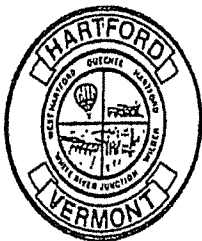
Date: January 31, 2023

Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

Northern Stage Co
76 Gates St

Carol Dunne Hackett



TOWN OF HARTFORD

MUNICIPAL OFFICES

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HARTFORD LIQUOR/TOBACCO LICENSE - ADDITIONAL INFORMATION

ALL information must be completed (use separate sheet, if necessary).

Incomplete applications will cause delays in processing

Date: 1/24/2023 Applicant: CUMBERLAND FARMS OF VERMONT, INC.

Doing Business As: CUMBERLAND FARMS #8007

Mailing Address:
165 Flanders Rd. Westborough Ma. 01581

Telephone Number(s): 802-281-7001 E-mail VT-RETAIL-LICENSING@EG-AMERICA.COM

Other Contact Name: (if applicable) Laura Salvucci Licensing Supervisor LAURA.SALVUCCI@EG-AMERICA.COM

Please list below ALL licensees, directors, owners, stockholders name & dates of birth:

CAROLINE E. TAITELBAUM	PRESIDENT	[REDACTED]	OFFICER & DIRECTOR
NICHOLAS UNKOVIC	SECRETARY	[REDACTED]	OFFICER & DIRECTOR

STOCKHOLDER - CUMBERLAND FARMS INC. 100%

Please list violations for the past THREE years any licensee, director, owner, stockholder has been charged with(See Hartford Liquor Policy for Details). If no violations, please answer "None". NONE

Liquor/Tobacco License Violations for the past THREE Years (See Hartford Liquor Policy for Details) including violations taking place on licensee's premises and/or charges against employee, etc.: If unsure of violations, contact DLL and obtain your records of violations. If no violations, please answer "None". NONE

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

Laura Salvucci

Licensee's Signature

Laura Salvucci

Printed Name

1/24/2023

Date

Licensee's Signature

Printed Name

Date

Application
DLL - Application - 17300

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id
DLL - Application - 17300
Phone number:

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee
70

Physical Location Name
Cumberland Farms #8007

Physical Location Street 1
1167 Hartford Avenue

Physical Location Street 2/Unit/Suite

Created By

 [Laura SALVUCCI \(/DLLLicenseManagment/s/profile/0058z000000rmUGAAY\)](https://vermont.force.com/DLLLicenseManagment/s/profile/0058z000000rmUGAAY)

, 1/24/2023 9:56 AM

External Status
Application sent to municipality
Town Clerk/ Municipal Jurisdiction
Hartford
Historical Id
SECN
Application Type
License
Application For
Second Class License
Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location City/Town
White River Junction

Physical Location State
Vermont

Physical Location Zip
05641

Application

DLL - Application - 17537

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id

DLL - Application - 17537

Phone number:

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee

0

External Status

Application sent to municipality

Town Clerk/ Municipal Jurisdiction

Hartford

Historical Id

TOBC

Application Type

License

Application For

Tobacco License

Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Yes

Physical Location Name

Cumberland Farms #8007

Physical Location Street 1

1167 Hartford Avenue

Physical Location Street 2/Unit/Suite

Physical Location City/Town

White River Junction

Physical Location State

Vermont

Physical Location Zip

05641

Created By

[Laura SALVUCCL\(/DLLLicenseManagment/s/profile/0058z000000rmUGAAY\)](#), 1/30/2023 9:48 AM

Application
DLL - Application - 17704

APPLICATION DETAILS**RELATED INFORMATION**

Primary Phone No

Primary Contact Person

DLL - Application Id
DLL - Application - 17704

Internal Status
Application sent to municipality

Foundational License
[LP-011801\(/DLLLicenseManagment/s/detail/a5At0000000CnW2EAK\)](#)

External Status
Application sent to municipality

Renewal Application

Historical Id
TSEP

Town User Approval/Rejection Comments

Application Type
Permit

Contact Engagement

Application Category
Tobacco
Application For
Tobacco Substitute Endorsement
Applicant Name:

Applicant Action Comments

License/Permit Location Description

Start date of event

End date of event

Physical Location Street 1
1167 Hartford Avenue

Physical Location Name
Cumberland Farms #8007

Physical Location Street 2/Unit/Suite

Physical Location State
Vermont

Town Clerk/ Municipal Jurisdiction
Hartford

Outside Side Consumption End time

Physical Location City/Town
White River Junction

Outside Side Consumption Hours Requested

Landlord Name

Business Location

Outside Side Consumption Start time

Approximate Number of Persons Expected:

Physical Location Zip

Last Modified By

Firefox

<https://vermont.force.com/DLLLicenseManagment/s/dll-application...>

05641

[Violette Maring \(/DLLLicenseManagment/s/profile/005t000000Af8ukAAB\)](#)
, 1/31/2023 2:49 PM

Outside Side Consumption Days Requested

Describe the type of event/ OCP Area

Days or specific bingo date(s)



State of Vermont Department of Liquor and Lottery

Wendy Knight, Commissioner

Violation Warning
2022-2023

May 25, 2022

#63-013
Cumberland Farms of Vermont, Inc.
Cumberland Farms #8007
1167 Hartford Ave
White River Jct. VT 05001

Dear Licensee:

The Division of Liquor Control is concerned about the extent of tobacco products use by minors and in our efforts to prevent tobacco use by underage persons, we recently conducted a compliance check to help determine the extent that licensees are selling tobacco products to underage customers. On 5/9/2022 at 4:44 p.m., a tobacco product (Swisher Sweet) sale was made to a 19-year-old person at your licensed premises. Our records indicate this is the first violation detected during a tobacco compliance test. Following the penalty schedule as outline in Title 7, V.S.A. § 1007 (2), the penalty for this violation is a Letter of Warning.

1st Offense - Letter of Warning

This letter is to inform you of the unlawful sale and of the importance of obeying the law and keeping tobacco products out of the hands of minors by routinely checking proper identification. Title 7, V.S.A. § 1003 (a) of the Liquor Control Laws and Regulations clearly states that it is unlawful to sell tobacco products to anyone under the age of twenty-one.

Therefore, you are hereby given this as a Letter of Warning that will remain on file with the Division of Liquor Control. If you disagree with any of the statements or information contained in the Investigators report, which resulted in this administrative penalty, please submit the reasons for disagreement in writing to the Division of Liquor Control for review and decision, no later than ten days after receipt of this letter.

Please sign the enclosed Waiver of Hearing form and forward it to the Department of Liquor and Lottery within 10 days of receiving this notice.

If you have any questions, please call us at our office at 802-828-2339.

Sincerely,

Skyler Genest
Director of Compliance & Enforcement
cc: Sgt. Welch
cc: Hartford Clerk

Board of Liquor and Lottery:

Martin Manahan, Chair; Megan Cicio, Edward Flanagan, Sam Guy, Thom Lauzon – Members

Division of Liquor Control
13 Green Mountain Drive
Montpelier, VT 05620-4501
[phone] 802-828-2345
[fax] 802-828-1031

Division of Lottery
1311 US Route 302, Suite 100
Barre, VT 05641
[phone] 802-479-5686
[fax] 802-479-4294



May 25, 2022

I hereby waive my rights to a formal hearing in the matter of tobacco violation Title 7, V.S.A. 1003(a) which occurred on 5/9/2022 that allegedly occurred on the licensed premises of:

#63-013
Cumberland Farms of Vermont, Inc.
Cumberland Farms #8007
1167 Hartford Ave
White River Jct. VT 05001

I hereby indicate the option I have chosen with respect to the administrative action(s). This will not have any effect on or preclude any court action.

_____ Accept the Letter of Warning for violation Title 7, V.S.A. 1003 (a)

_____ I decline the above waiver and request a hearing
before the Board of Liquor and Lottery

Signature: _____

Title: _____

Date: _____

This form must be returned within 10 days of receipt.

If you have any questions, please contact us at 802-828-2339.

Vermont Department of Liquor Control Education,
Licensing and Enforcement Division
Tobacco Compliance Report

License Number: 00063013TOBC001
License Class: T
Owner Name: Cumberland Farms of Vermont Inc.
DBA Name: Cumberland Farms #8007 00063013TOBC001 White River Junction 05/01/2022
Address: 1167 Hartford Avenue
City: White River Junction
Zip Code: 05001
County/Town: White River Junction
Telephone No. (802)281-7001

Seller Information

Was sale completed? **Yes** Date and time: **05-09-2022 14:44 (-4 GMT)**
Name/Description of Employee: **Tanner**
Gender of Employee: **Male** Age **19**
Was minor asked for identification? **Yes**
If yes, type of product purchased: **Swisher sweets**
Cost: **6.35** Quantity/Package: **5 pack**
Tobacco Sign Posted: **Yes** Brand of Gas: **Unbranded**
Designated Driver Sign Posted: _____

Initials of minor purchasing/attempting to purchase **CB** **Male** Age **19**

Supervising Liquor Control Investigator: **Michael Welch** (DIGITAL SIGNATURE)
Signature

Has employee been trained via In-Person Seminar or Online Training? **No**
If so, when? _____ Type of Training: _____ Instructor: _____

Has employee been trained by his/her employer as required by Title 7 VSA § 239(c)? **No**
If so, date trained: _____ Trained by: _____

Investigator verified certificate on file at licensed premise **No**

As of this date I have not been trained to sell Alcohol or Tobacco **3D**
Circle one Signature of Employee Date

**Hartford Police
Department**

Memo

To: Lisa O'Neil, Sherry West
From: Deputy Chief Connie Kelley *CRK*
Date: January 27, 2023
Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

**Cumberland Farms
1167 Hartford Ave**

Caroline Taitelbaum
Nicholas Unkovic

Inspection Summary

Hartford Fire Department

Inspection 8335



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Alan Beebe
Unit Number HFM3
Shift DFM

Scheduled 01/25/2023 12:00
Inspected On 01/31/2023 10:00
Finished At 01/31/2023 10:45
Next Inspection
Scheduled
Inspection Length 0.75

Occupant

Occupant Name Cumberland Farms
Building Name
Contact Name Laura Salvucci
Address 1167 HARTFORD AVE
City, State and Zip White River Junction, VT 05001-
Phone 802-281-7001

Owner

Owner / Company CFI PROPCO 2 LLC
Contact Name
Address 165 FLANDERS RD
City, State and Zip WESTBOROUGH, MA 01581-
Phone

Comments

Violation Summary

Status	Violation	Location
Closed	4.4.3.1 - Unobstructed Egress In every occupied building or structure, means of egress from all parts of the building shall be maintained free and unobstructed. Comments: Rear Exit area found partially blocked with a roller cart and piled boxes. The clear opening of the door needs to be open for easy, quick egress. Required Action: Remove items from near the exit and near the fire alarm pull station next to the exit.	Exit Area
Closed	1:11.5.1.7.1 - Periodic Inspection of Heating Appliances All fuel fired heating appliances shall be cleaned and maintained in accordance with the manufacturer's instructions, and shall be inspected at least once during any 2 year period by person(s) certified in accordance with section 1.13. Inspections shall be in accordance with the standards and recommended procedures for inspection of existing appliances established under NFPA 31, 54 and 211, including the measurement of carbon monoxide in the flue gas. At the time of inspection the appliance shall be marked with the date of the inspection and the name and certificate number of the person who performed the inspection. When the inspection determines the existing situation involves a distinct hazard to life or property and requires immediate action, the	

violation(s) shall be immediately corrected or the certified inspector conducting the inspection shall contact the AHJ and disconnect the heating appliance from operation.

Comments: - Fuel fired heating appliance noted and operational.

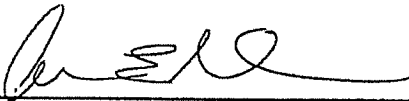
Required Action: - Provide supporting documentation of appliance inspection and compliance done in the past 2 years..

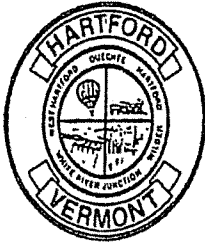
Tickler History

Date	Type	Inspector	Narrative
02/02/2023	Emailed Notice	Beebe, Alan	emailed report to Laura Salvucci

Signatures

Inspector

	<u>2/2/23</u>
Alan Beebe	Date



TOWN OF HARTFORD

MUNICIPAL OFFICES

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White River Junction, Vermont 05001

Telephone: 802/295-9353 • Fax: 802/295-6382

website: www.hartford-vt.org



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HARTFORD LIQUOR/TOBACCO LICENSE - ADDITIONAL INFORMATION

ALL information must be completed (use separate sheet, if necessary).

Incomplete applications will cause delays in processing

Date: 2/3/23 Applicant: Little Istanbul Inc
Doing Business As: Little Istanbul
Mailing Address: 302 Runnals Rd, White River Junction VT 05001
Telephone Number(s): [REDACTED] E-mail: [REDACTED]
Other Contact Name: (if applicable) [REDACTED]

Please list below ALL licensees, directors, owners, stockholders name & dates of birth: Vural Oktay [REDACTED]

Jacqueline Oktay [REDACTED]

Please list violations for the past THREE years any licensee, director, owner, stockholder has been charged with (See Hartford Liquor Policy for Details). If no violations, please answer "None".

None

Liquor/Tobacco License Violations for the past THREE Years (See Hartford Liquor Policy for Details) including violations taking place on licensee's premises and/or charges against employee, etc.: If unsure of violations, contact DLL and obtain your records of violations. If no violations, please answer "None".

None

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

Jacqueline Oktay
Licensee's Signature

Jacqueline Oktay 02/03/23
Printed Name Date

Vural Oktay
Licensee's Signature

Vural Oktay 02/03/2023
Printed Name Date



Application
DLL - Application - 18096

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id
DLL - Application - 18096
Business Entity Name
Little Istanbul, Inc.
Phone number:

Applicant Email

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee
70

Business Entity Phone

Physical Location Name
Little Istanbul

Physical Location Street 1
27 North Main Street

Physical Location Street 2/Unit/Suite

External Status
Application sent to municipality
Town Clerk/ Municipal Jurisdiction
Hartford
Historical Id
SECN
Application Type
License
Application For
Second Class License
Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location City/Town
White River Junction
Physical Location State
Vermont

Physical Location Zip
05001

Created By



Jacqueline Oktay (/DLLLicenseManagment/s/profile/0058z000000vGbrAAE), 2/3/2023 4:41 PM

Hartford Police Department



Memo

To: Lisa O'Neil, Sherry West

From: Police Chief Greg Sheldon 

CC:

Date: February 9, 2023

Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

Little Istanbul
27 North Main St

Jacqueline Oktay
Vural Oktay

Inspection Summary

Hartford Fire Department

Inspection 8451



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Alan Beebe
Unit Number HFM3
Shift DFM

Scheduled 02/13/2023 12:00 Scheduled
Inspected On 02/14/2023 12:00
Finished At 02/14/2023 12:30 Inspection Length 0.50
Next Inspection 03/06/2023

Occupant

Occupant Name Little Istanbul Inc
Building Name
Contact Name Jacqueline Oktay
Address 27 N MAIN ST
City, State and Zip White River Junction, VT 05001-
Phone 802-274-1604

Owner

Owner / Company RAILROAD ROW LLC
Contact Name
Address PO BOX 267
City, State and Zip HANOVER, NH 03755-
Phone

Comments

Violation Summary

Status	Violation	Location
Closed	12.4.1 - Fire Doors and Other Opening Protectives The installation and maintenance of assemblies and devices used to protect openings in walls, floors, and ceilings against the spread of fire and smoke within, into, or out of buildings shall comply with Section 12.4 and NFPA 80, Standard for Fire Doors and Other Opening Protectives. [80:1.1] Comments: Storage room door noted to be chocked open Required Action: To facilitate compartmentalization and isolation of one room to another, the closet door should be kept closed	Closet
Closed	110.26 - Spaces About Electrical Equipment Access and working space shall be provided and maintained about all electrical equipment to permit ready and safe operation and maintenance of such equipment. Comments: - Electrical panels must have a minimum of 36 inches of clearance in front of the panel - A minimum clearance width of 30-inches or the width of the equipment, whichever is greater. - The clearance space must allow the electrical panel door to open at a 90-	Electrical Panel

degree angle.

Required Action: Remove obstructing objects and maintain distances required by marking the floor or posting a sign on the electrical panel

Closed	4.5 - Flexible Cords and Cables Flexible cords and cables shall not be used as follows: (1) As a substitute for the fixed wiring of a structure (2) Where run through holes in walls, ceilings, or floors (3) Where run through doorways or windows, under carpets, and so forth (4) Where attached to building surfaces Flexible cords or cables used as a substitute for fixed wiring to supply outlets in rooms or areas shall be removed and, where required, shall be replaced with permanently installed receptacles using an approved wiring method.	office and behind register
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Comments: Extension cords noted in both areas. Extension cords cannot be used as permanent wiring

Required Action: Remove extension cords

Closed	11.1.8 - Covers (Electrical) All panelboard and switchboards, pull boxes, junction boxes, switches, receptacles, and conduit bodies shall be provided with covers compatible with	ceiling and display hanging from ceiling
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the box or conduit body construction and suitable for the conditions of use.

Comments: Exposed wiring noted in ceiling junction box (1) and display junction box (2)

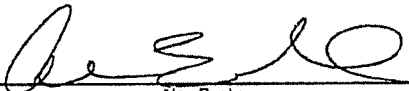
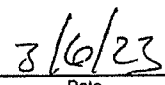
Required Action: Replace/Repair covers

Tickler History

Date	Type	Inspector	Narrative
02/14/2023	Emailed Notice	Beebe, Alan	Emailed report to Jackie

Signatures

Inspector

	
Alan Beebe	Date



TOWN OF HARTFORD

MUNICIPAL OFFICES

171 Bridge Street
White River Junction, Vermont 05001

Telephone: 802/295-9353 • Fax: 802/295-6382
website: www.hartford-vt.org



Serving the Villages of Hartford ♦ West Hartford ♦ White River Junction ♦ Wilder ♦ Quechee

HARTFORD LIQUOR/TOBACCO LICENSE - ADDITIONAL INFORMATION

ALL information must be completed (use separate sheet, if necessary).

Incomplete applications will cause delays in processing

Date: 12/22/22 Applicant: Jennifer Kear
Doing Business As: The Flying Station
Mailing Address: PO Box 234, White River Junction 05001
Telephone Number(s): [REDACTED] E-mail: [REDACTED]
Other Contact Name: (if applicable) Robert Linn - Manager

Please list below ALL licensees, directors, owners, stockholders name & dates of birth: Jennifer Kear - [REDACTED]

Caleb Byrley - [REDACTED]

Please list violations for the past THREE years any licensee, director, owner, stockholder has been charged with (See Hartford Liquor Policy for Details). If no violations, please answer "None". NONE

Liquor/Tobacco License Violations for the past THREE Years (See Hartford Liquor Policy for Details) including violations taking place on licensee's premises and/or charges against employee, etc.: If unsure of violations, contact DLI and obtain your records of violations. If no violations, please answer "None". NONE

We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

Jennifer Kear Jennifer Kear 12/22/22
Licensee's Signature Printed Name Date

Caleb Byrley Caleb Byrley 12-28-22
Licensee's Signature Printed Name Date

Application
DLL - Application - 15721

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id

DLL - Application - 15721

Phone number:

Renewal Application

Applicant Action Comments

1/3/2022 per our discussion

License/Permit Location Description

Town Fee

115

External Status

Application sent to municipality

Town Clerk/ Municipal Jurisdiction

Hartford

Historical Id

1RST

Application Type

License

Application For

First Class Restaurant/Bar License

Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location Name *Sneaky Wheel Iba*
Filling Station Restaurant & Lounge, The

Physical Location Street 1

70 Gate Street

Physical Location Street 2/Unit/Suite

Physical Location City/Town

White River Junction

Physical Location State

Vermont

Physical Location Zip

05001

Created By



[jennifer.kaar \(/DLLLicenseManagment/s/profile](#)
[/005t000000AJVuUAX\)](#)

, 12/21/2022 3:46 PM

Application
DLL - Application - 15722

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id
DLL - Application - 15722
Phone number:

Renewal Application

Applicant Action Comments
1/3/2022 per our conversation
License/Permit Location Description

Town Fee
0

Physical Location Name *Squeaky Wheel dba*
Filling Station Restaurant & Lounge, The

Physical Location Street 1
70 Gate Street

Physical Location Street 2/Unit/Suite

Created By

 [jennifer kaar \(/DLLLicenseManagment/s/profile/005t000000AJVuUAAX\)](#)

, 12/21/2022 3:50 PM

External Status
Application sent to municipality
Town Clerk/ Municipal Jurisdiction
Hartford
Historical Id
3RST
Application Type
License
Application For
Third Class Restaurant/Bar License
Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location City/Town
White River Junction
Physical Location State
Vermont
Physical Location Zip
05001



DEPARTMENT OF LIQUOR AND LOTTERY

CERTIFICATE OF ACHIEVEMENT

AWARDED TO

jennifer kaar

FOR COMPLETING

1st Class Server Training Program 2022 (Final Exam)

COMPLETION DATE
October 28, 2022

SCORE
95%

Hartford Police Department

Memo



To: Lisa O'Neil, Sherry West
From: Acting Chief Connie Kelley *CKK*
CC:
Date: January 4, 2023
Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

The Filling Station Restaurant & Lounge
7 Gate St

Jennifer Kaar
Caleb Byerly

Inspection Summary

Hartford Fire Department

Inspection 8246



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Alan Beebe
Unit Number HFM3
Shift DFM

Scheduled 01/11/2023 12:00 Scheduled Beebe
Inspected On 01/17/2023 16:00
Finished At 01/17/2023 16:30 Inspection Length 0.50

Next Inspection

Occupant

Occupant Name The Filling Station
Building Name
Contact Name Jennifer Carr
Address 70 GATES ST
City, State and Zip White River Junction, VT 05001-
Phone 802-282-7346

Owner

Owner / Company Squeaky Wheel
Contact Name Jennifer Carr
Address Po Box 234
City, State and Zip White River Junction, VT 05001-
Phone 802-282-7346

Comments

There is standing water from an unknown source in the basement. This will lead to mold/mildew. The source of the water leak should be repaired.

Initial Inspection Notes:

All noted violations shall be properly addressed and completed within a limited but reasonable time. Immediate life safety hazards shall be addressed and corrected IMMEDIATELY. A response with a plan of action is REQUIRED within 30 days of receipt of this fire inspection report - A final inspection shall be completed before a clear fire inspection report can be obtained. Please contact me by phone 603-359-6418 or by email at abeebe@hartford-vt.org when violations are completed and or a plan of corrective action is ready for review

Violation Summary

Status	Violation	Location
Closed	4.4.3.1 - Unobstructed Egress In every occupied building or structure, means of egress from all parts of the building shall be maintained free and unobstructed. Comments: The rear exit that is clearly marked, is being secured by an unapproved device Required Action: The current locking mechanism shall be removed and an approved locking mechanism shall be installed	

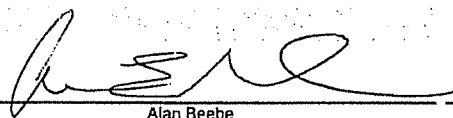
Closed	11.1.8 - Covers (Electrical) All panelboard and switchboards, pull boxes, junction boxes, switches, receptacles, and conduit bodies shall be provided with covers compatible with the box or conduit body construction and suitable for the conditions of use.	Basement
Closed	4.5 - Flexible Cords and Cables Flexible cords and cables shall not be used as follows: (1) As a substitute for the fixed wiring of a structure (2) Where run through holes in walls, ceilings, or floors (3) Where run through doorways or windows, under carpets, and so forth (4) Where attached to building surfaces Flexible cords or cables used as a substitute for fixed wiring to supply outlets in rooms or areas shall be removed and, where required, shall be replaced with permanently installed receptacles using an approved wiring method. Comments: . Extension cords are not to be used in place of permanent wiring. Numerous extension cords are being used in the basement Required Action: All extension cords shall be removed.	Basement
Closed	11.1.2 - Electrical Systems All electrical wiring and equipment shall be installed and maintained in accordance with NFPA 70, National Electrical Code and NFPA 73, Residential Safety Code, and as adopted by Electricians Licensing Board. Comments: Many unused/possibly live wires in the basement Required Action: All wires shall be secured or if not being used shall be removed. The open electrical connection in the basement needs to be properly contained.	Basement
Closed	9.9 - Portable Fire Extinguishers Portable fire extinguishers shall be located, installed, inspected and maintained in accordance with NFPA 1 section 13.6. Comments: Extinguisher behind the bar was last inspected in 2020 Required Action: Extinguisher needs to be current.	Work Area
Closed	4.6.12.3 - General Requirements (Out of service/Inoperable Devices) Existing life safety features obvious to the public, if not required by the Code, shall be either maintained or removed. When systems are inoperable or taken out of service but the devices remain, they present a false sense of safety. Comments: Numerous pressurized cylinders are standing without covers and are not secure. Required Action: All pressurized cylinders shall have covers and be secured.	Basement

Tickler History

Date	Type	Inspector	Narrative
02/21/2023	Follow up Inspection	Beebe, Alan	2/20/23: Most violations found to be corrected. Two open violations left that will be completed this week.

Signatures

Inspector

 3/1/23
Alan Beebe Date

Lana Livingston

From: Sherry West
Sent: Thursday, March 9, 2023 9:33 AM
To: Lana Livingston
Subject: Please place 2023 Renewal on Agenda
Attachments: Thyme Renewal to TM.pdf

Lana,

Attached are the renewal licenses for It's About Thyme d/b/a Thyme: 1st Class, 3rd Class, Outside Consumption.

Thank You.

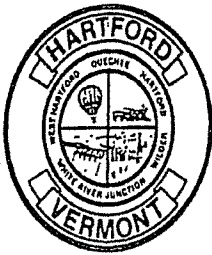
Sherry A. West

Hartford Asst. Town Clerk
171 Bridge St.
White River Jct., VT 05001
802-295-2785
swest@hartford-vt.org

PLEASE NOTE: HARTFORD does not bear any responsibility or liability for missing or incorrect information or documents.

*Please note that any documents we supply we do so as a courtesy. Public record law does not require us to conduct research to find documents or to furnish faxes/emailed copies. We have done our best to provide the items that you requested but we do not guarantee that the following are complete or that there are no other relevant documents.

Please note that any response or reply to this electronic message may be subject to disclosure as a public record under the Vermont Public Records Act.



TOWN OF HARTFORD

MUNICIPAL OFFICES

171 Bridge Street
White River Junction, Vermont 05001

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website: www.hartford-vt.org



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HARTFORD LIQUOR/TOBACCO LICENSE -ADDITIONAL INFORMATION

ALL information must be completed (use separate sheet, if necessary).

Incomplete applications will cause delays in processing

Date: 2/17/23 Applicant: THYME RESTAURANT ITS ABOUT THYME
Doing Business As: THYME RESTAURANT
Mailing Address: 85 N. MAIN ST WRT VT 05001
Telephone Number(s): [REDACTED] E-mail: [REDACTED]
Other Contact Name: (if applicable) [REDACTED]

Please list below ALL licensees, directors, owners, stockholders name & dates of birth:

ELEAN A. M'GUICKIN [REDACTED]

Please list violations for the past THREE years any licensee, director, owner, stockholder has been charged with (See Hartford Liquor Policy for Details). If no violations, please answer "None".

NONE

Liquor/Tobacco License Violations for the past THREE Years (See Hartford Liquor Policy for Details) including violations taking place on licensee's premises and/or charges against employee, etc.: If unsure of violations, contact DLL and obtain your records of violations. If no violations, please answer "None".

NONE

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

Elean A. M'Guickin ELEANA M'GUICKIN 2/17/23
Licensee's Signature Printed Name Date

Licensee's Signature

Printed Name

Date

Application
DLL - Application - 19308

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id

DLL - Application - 19308

Business Entity Name

It's About Thyme, LLC

Phone number:

Applicant Email

[emcg45@gmail.com \(mailto:emcg45@gmail.com\)](mailto:emcg45@gmail.com)

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee

115

Business Entity Phone

603-381-3138

Physical Location Name

Thyme

Physical Location Street 1

85 North Main Street

Physical Location Street 2/Unit/Suite

Created By

[Eileen McGuckin \(/DLLLicenseManagment/s/profile/0058z000000wOp0AAE\)](#)

2/16/2023 9:13 PM

External Status

Application sent to municipality

Town Clerk/ Municipal Jurisdiction

Hartford

Historical Id

1RST

Application Type

License

Application For

First Class Restaurant/Bar License

Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location City/Town

White River Jct

Physical Location State

Vermont

Physical Location Zip

05001

Application
DLL - Application - 19309

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id

DLL - Application - 19309

Business Entity Name

It's About Thyme, LLC

Phone number:

Applicant Email

[emcg45@gmail.com \(mailto:emcg45@gmail.com\)](mailto:emcg45@gmail.com)

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee

0

Business Entity Phone

603-381-3138

Physical Location Name

Thyme

Physical Location Street 1

85 North Main Street

Physical Location Street 2/Unit/Suite

Created By

[Eileen McGuckin \(/DLLLicenseManagment/s/profile/0058z000000wOp0AAE\)](#)

, 2/16/2023 9:17 PM

External Status

Application sent to municipality

Town Clerk/ Municipal Jurisdiction

Hartford

Historical Id

3RST

Application Type

License

Application For

Third Class Restaurant/Bar License

Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location City/Town

White River Jct

Physical Location State

Vermont

Physical Location Zip

05001

Application
DLL - Application - 12230

APPLICATION DETAILS**RELATED INFORMATION**

Primary Phone No

Primary Contact Person

DLL - Application Id

Internal Status

DLL - Application - 12230

Application sent to municipality

Business Entity Name

External Status

It's About Thyme, LLC

Application sent to municipality

Business Entity Phone

Historical Id

603-381-3138

OUTC

Foundational License

Application Type

[LP-017823 \(/DLLLicenseManagment/s/detail/a5At0000000Cp5AEAS\)](#)

Permit

Renewal Application

Application Category

OCP

Town User Approval/Rejection Comments

Application For

Outside Consumption Permit

Contact Engagement

Applicant Email

[emcg45@gmail.com \(mailto:emcg45@gmail.com\)](mailto:emcg45@gmail.com)

Applicant Name:

Applicant Action Comments

License/Permit Location Description

Start date of event

End date of event

Physical Location Street 1

Physical Location Name

85 North Main Street

Thyme

Physical Location Street 2/Unit/Suite

Physical Location State

85 N Main St.

Vermont

Town Clerk/ Municipal Jurisdiction

Outside Side Consumption End time

Hartford

Outside Side Consumption Hours Requested

Physical Location City/Town

Hartford (White River Jct)

Landlord Name

Business Location

Outside Side Consumption Start time

Approximate Number of Persons Expected:

Physical Location Zip

05001

Last Modified By

Katie Fleury (/DLLLicenseManagment/s/profile
/005t000000Af8v8AAB/

, 2/17/2023 10:55 AM

Location

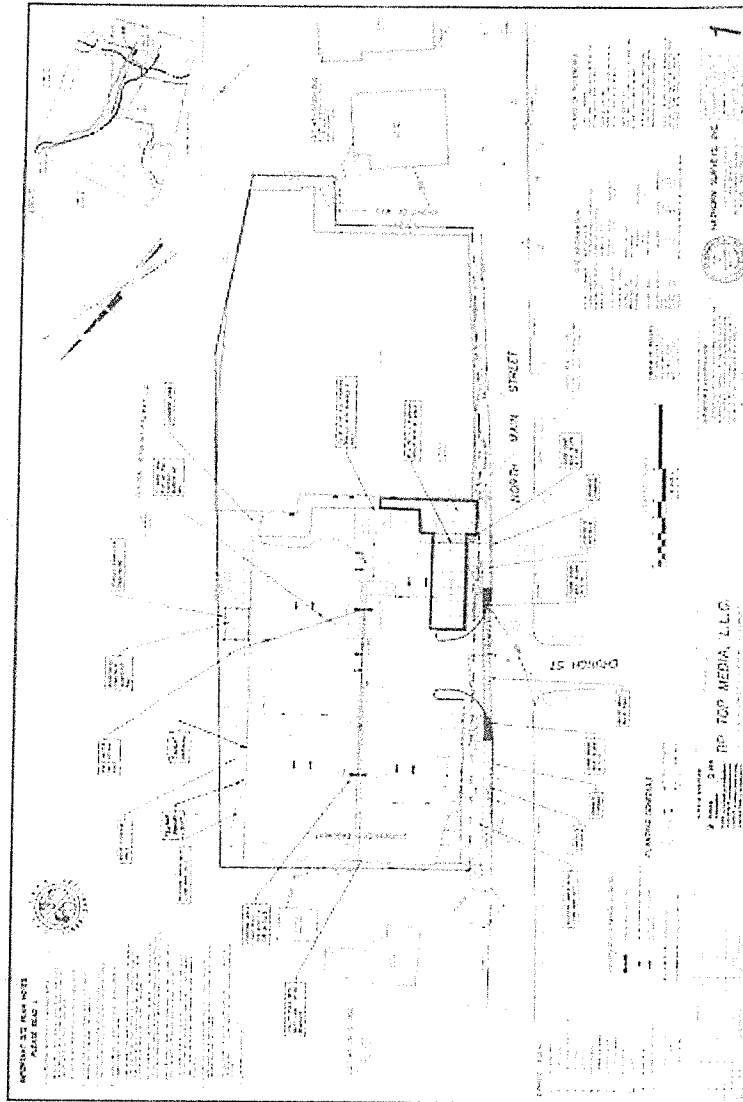
LN-019620 (/DLLLicenseManagment/s/detail
/a0At0000002ZNSKEA4)

Outside Side Consumption Days Requested

Describe the type of event/ OCP Area

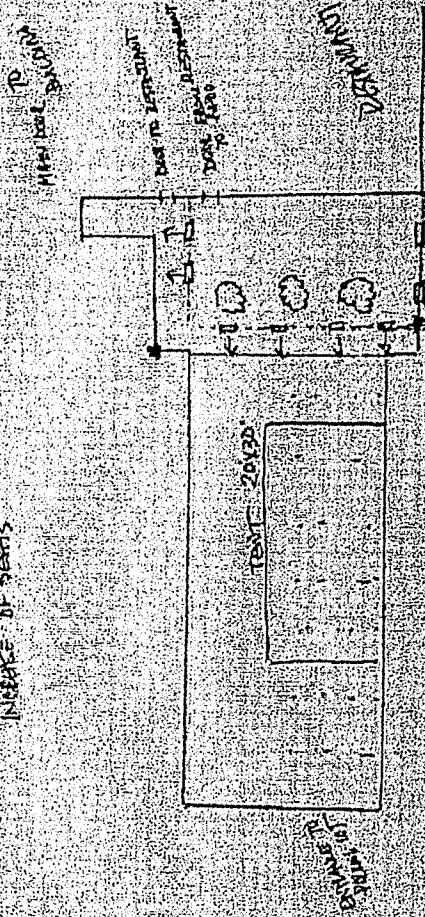
32'X22' enclosed area including the existing sidewalk. Barriers are metal radiators. To also include a 20'X30' tent enclosed by rope. Permanent use 11:30 AM - 12:00 PM

Days or specific bingo date(s)



MODIFICATION OF OUTDOOR CONNECTIONS PERMIT

1. EXISTING EXISTING PATIO
2. PUT UP TENT TO MINIMIZE NOISE OF TESTS



EXISTING PATIO BOUNDARY
BUILT-UP

Hartford Police Department

Memo



To: Lisa O'Neil, Sherry West
From: Police Chief Greg Sheldon
CC:
Date: February 21, 2023
Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

Thyme
85 North Main St

Eileen McGuckin

Inspection Summary

Hartford Fire Department

Inspection 8594



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Alan Beebe
Unit Number HFM3
Shift DFM
Scheduled 03/01/2023 00:00
Inspected On 03/01/2023 11:30
Finished At 03/01/2023 12:15
Next Inspection 03/08/2023
Scheduled
Inspection Length 0.75

Occupant

Occupant Name It's About Thyme
Building Name
Contact Name Eileen McGuckin
Address 85 N MAIN ST
City, State and Zip White River Junction, VT 05001-
Phone 802-295-3312

Owner

Owner / Company Matt Bucy
Contact Name
Address 85 N. Main Street
City, State and Zip White River Junction, VT 05001-
Phone 802-356-1933

Comments

Violation Summary

Status	Violation	Location
Closed	110.26 - Spaces About Electrical Equipment Access and working space shall be provided and maintained about all electrical equipment to permit ready and safe operation and maintenance of such equipment. Comments: Electrical panel behind door to kitchen is partially blocked Required Action:- Electrical panels must have a minimum of 36 inches of clearance in front of the panel - A minimum clearance width of 30-inches or the width of the equipment, whichever is greater. - The clearance space must allow the electrical panel door to open at a 90-degree angle.	
Closed	210.8 - GFCI Outlets All 125-volt, single-phase, 15- and 20-ampere receptacles installed in the locations specified in 210.8(A)(1) through (10) shall have ground-fault circuit interrupter protection for personnel. ie (Bathroom,Garage,Outdoors,Crawl spaces,Unfinished	near sink in bar area

basements,Kitchen,Sinks,Boathouses,Bathrooms,Laundry Areas)

Comments: GFCI outlets NOT noted in these areas:

- Along wall that sink is located. (bar area)

Required Action:All 125-volt, single-phase, 15- and 20- ampere receptacles installed in the locations specified above shall have ground-fault circuit interrupter protection. Replace outlets with GFCI outlets in all noted applicable areas.

Any outlet with in 6' or on same counter as a source of water

Closed	4.5 - Flexible Cords and Cables Flexible cords and cables shall not be used as follows: (1) As a substitute for the fixed wiring of a structure (2) Where run through holes in walls, ceilings, or floors (3) Where run through doorways or windows, under carpets, and so forth (4) Where attached to building surfaces Flexible cords or cables used as a substitute for fixed wiring to supply outlets in rooms or areas shall be removed and, where required, shall be replaced with permanently installed receptacles using an approved wiring method.	Ceiling
--------	--	---------

Comments: Extension cords noted to lights that shine on artwork in dining area as well as onto to rugs hanging on walls in function room

Required Action:Remove all extension cords. Add outlets if needed

Closed	4.4.3.1 - Unobstructed Egress In every occupied building or structure, means of egress from all parts of the building shall be maintained free and unobstructed.	Dining Room
--------	--	-------------

Comments: Both emergency exits noted to be partially blocked.

Required Action:Pathway to any means of egress are to remain clear of any obstructions.

Closed	4.6.12.3 - General Requirements (Out of service/Inoperable Devices) Existing life safety features obvious to the public, if not required by the Code, shall be either maintained or removed. When systems are inoperable or taken out of service but the devices remain, they present a false sense of safety.
--------	--

Comments: Exit sign to North Main street side is not illuminated.

Exit sign to parking lot is covered with some sort of cardboard.

Required Action:All Exit signs are to illuminated and working properly

Tickler History

Date	Type	Inspector	Narrative
03/01/2023	Emailed Notice	Beebe, Alan	emailed notice to Ellen McQuicken

Signatures

Inspector

Alan Beebe

Date

Inspection Summary

Hartford Fire Department

Inspection 8594



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Alan Beebe
Unit Number HFM3
Shift DFM
Scheduled 03/01/2023 00:00
Inspected On 03/01/2023 11:30
Finished At 03/01/2023 12:15
Next Inspection 03/08/2023
Scheduled
Inspection Length 0.75

Occupant

Occupant Name It's About Thyme
Building Name
Contact Name Eileen McGuckin
Address 85 N MAIN ST
City, State and Zip White River Junction, VT 05001-
Phone 802-295-3312

Owner

Owner / Company Matt Bucy
Contact Name
Address 85 N. Main Street
City, State and Zip White River Junction, VT 05001-
Phone 802-356-1933

Comments

Violation Summary

Status	Violation	Location
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basements, Kitchen, Sinks, Boathouses, Bathrooms, Laundry Areas)

Comments: GFCI outlets NOT noted in these areas:

- Along wall that sink is located. (bar area)

Required Action: All 125-volt, single-phase, 15- and 20- ampere receptacles installed in the locations specified above shall have ground-fault circuit interrupter protection. Replace outlets with GFCI outlets in all noted applicable areas.

Any outlet within 6' or on same counter as a source of water

Closed	4.5 - Flexible Cords and Cables Flexible cords and cables shall not be used as follows: (1) As a substitute for the fixed wiring of a structure (2) Where run through holes in walls, ceilings, or floors (3) Where run through doorways or windows, under carpets, and so forth (4) Where attached to building surfaces Flexible cords or cables used as a substitute for fixed wiring to supply outlets in rooms or areas shall be removed and, where required, shall be replaced with permanently installed receptacles using an approved wiring method.	Ceiling
--------	---	---------

Comments: Extension cords noted to lights that shine on artwork in dining area as well as onto rugs hanging on walls in function room

Required Action: Remove all extension cords. Add outlets if needed

Closed	4.4.3.1 - Unobstructed Egress In every occupied building or structure, means of egress from all parts of the building shall be maintained free and unobstructed.	Dining Room
--------	--	-------------

Comments: Both emergency exits noted to be partially blocked.

Required Action: Pathway to any means of egress are to remain clear of any obstructions.

Closed	4.6.12.3 - General Requirements (Out of service/Inoperable Devices) Existing life safety features obvious to the public, if not required by the Code, shall be either maintained or removed. When systems are inoperable or taken out of service but the devices remain, they present a false sense of safety.
--------	--

Comments: Exit sign to North Main street side is not illuminated.

Exit sign to parking lot is covered with some sort of cardboard.

Required Action: All Exit signs are to be illuminated and working properly

Tickler History

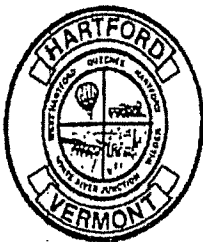
Date	Type	Inspector	Narrative
03/01/2023	Emailed Notice	Beebe, Alan	emailed notice to Ellen McQuicken

Signatures

Inspector

Alan Beebe

Date



TOWN OF HARTFORD

MUNICIPAL OFFICES

171 Bridge Street

White River Junction, Vermont 05001

Telephone: 802/295-9353 • Fax: 802/295-6382

website: www.hartford-vt.org



Serving the Villages of Hartford ♦ West Hartford ♦ White River Junction ♦ Wilder ♦ Quechee

HARTFORD LIQUOR/TOBACCO LICENSE -ADDITIONAL INFORMATION

ALL information must be completed (use separate sheet, if necessary).

Incomplete applications will cause delays in processing

Date: 7/14/23 Applicant: MONTSHIRE SERVICES, LLC

Doing Business As: BOBS SERVICE CENTER

Mailing Address:

4 BALLADURIE DR HARTFORD, VT 05001

Telephone Number(s): [REDACTED] E-mail: BOBSSUNOCO05001@GMAIL.COM

Other Contact Name: (if applicable) CHRIS DE GRASSE 802-688-2451

Please list below ALL licensees, directors, owners, stockholders name & dates of birth:

CINNAMON DECATO [REDACTED]

CHRIS DE GRASSE [REDACTED]

Please list violations for the past THREE years any licensee, director, owner, stockholder has been charged with (See Hartford Liquor Policy for Details). If no violations, please answer "None".

NONE

Liquor/Tobacco License Violations for the past THREE Years (See Hartford Liquor Policy for Details) including violations taking place on licensee's premises and/or charges against employee, etc.: If unsure of violations, contact DLL and obtain your records of violations. If no violations, please answer "None".

NONE

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified.

[Signature]

Licensee's Signature

CHRIS DE GRASSE

Printed Name

7/14/23

Date

[Signature]

Licensee's Signature

Cinnamon Decato

Printed Name

8/1/77

Date

Application
DLL - Application - 18595

APPLICATION DETAILS**RELATED INFORMATION**

DLL - Application Id
DLL - Application - 18595
Business Entity Name
Montshire Services, LLC
Phone number:

Applicant Email

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee

70

Business Entity Phone

External Status
Application sent to municipality
Town Clerk/ Municipal Jurisdiction
Hartford

Historical Id
SECN

Application Type
License

Application For
Second Class License

Town User Approval/Rejection Comments

Eligibility of Tobacco Fee waiver

Physical Location Name
Bob's Service Center

Physical Location Street 1
4 Ballardvale Dr.

Physical Location Street 2/Unit/Suite

Physical Location City/Town
Hartford

Physical Location State
Vermont

Physical Location Zip
05001

Created By



[Chris DeGrasse \(/DLLLicenseManagment/s/profile/0058z000000v6bDAAQ\)](#)

, 2/9/2023 10:30 AM

Application
DLL - Application - 19214

APPLICATION DETAILS

RELATED INFORMATION

DLL - Application Id
DLL - Application - 19214
Business Entity Name
Montshire Services, LLC
Phone number:

Applicant Email

Renewal Application

Applicant Action Comments

License/Permit Location Description

Town Fee
0

Business Entity Phone

Physical Location Name
Bob's Service Center

Physical Location Street 1
4 Ballardvale Dr.

Physical Location Street 2/Unit/Suite

Created By
 [Chris DeGrasse \(/DLLLicenseManagment/s/profile/0058z000000v6bDAAQ\)](#)
, 2/16/2023 9:07 AM

External Status
Application sent to municipality
Town Clerk/ Municipal Jurisdiction
Hartford
Historical Id
TOBC
Application Type
License
Application For
Tobacco License
Town User Approval/Rejection Comments
Eligibility of Tobacco Fee waiver
Yes

Physical Location City/Town
Hartford
Physical Location State
Vermont
Physical Location Zip
05001

Hartford Police Department

Memo



To: Lisa O'Neil, Sherry West
From: Police Chief Greg Sheldon
CC:
Date: February 15, 2023
Re: Liquor Licenses

The following establishment and subsequent person(s) listed on the application have been checked through the Hartford Spillman RMS system as well as the Vermont Spillman RMS system. This check did not reveal any recent activity that would negatively impact their respective application.

Bob's Service Center
4 Ballardvale Dr

Cinnamon Decato
Chris DeGrasse

Inspection Summary

Hartford Fire Department

inspection 8508



Inspection

Type Liquor License Inspection
Status Open/In-progress
Inspector Alan Beebe
Unit Number HFM3
Shift DFM

Scheduled 02/21/2023 09:30
Inspected On 02/21/2023 09:45
Finished At 02/21/2023 10:30
Next Inspection
Scheduled
Inspection Length 0.00

Occupant

Occupant Name Bob's Service Center
Building Name Montshire Towing
Contact Name Chris DeGrasse
Address 4 BALLARDVALE DR
City, State and Zip White River Junction, VT 05001-
Phone 802-295-2341

Owner

Owner / Company Cinnamon Decato Montshire Towing
Contact Name Chris DeGrasse
Address
City, State and Zip , VT
Phone 802-698-2451

Comments

Violation Summary

Status	Violation	Location
Open	10.11.1 - Premises Identification New and existing buildings shall have approved address numbers placed in a position to be plainly legible and visible from the street or road fronting the property. Comments: New and existing buildings shall have approved address numbers placed in a position to be plainly legible and visible from the street or road fronting the property. Address identification noted as not visible from road. Required Action: - Building shall have approved address numbers placed in a position to be plainly legible and visible from the street or road fronting the property. Address number SHALL NOT be less than 4" in size.	710 Clinton St 2-21-23 Brayshaw
Open	110.26 - Spaces About Electrical Equipment Access and working space shall be provided and maintained about all electrical equipment to permit ready and safe operation and maintenance of such equipment. Comments: Numerous electrical panels found to be partially blocked	

Date: 02/21/2023

Page: 1

Required Action: Electrical panels must have a minimum of 36 inches of clearance in front of the panel
 A minimum clearance width of 30-inches or the width of the equipment, whichever is greater.
 The clearance space must allow the electrical panel door to open at a 90-degree angle.

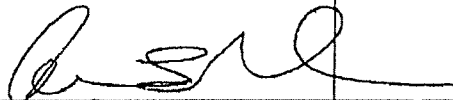
Open	4.5 - Flexible Cords and Cables Flexible cords and cables shall not be used as follows: (1) As a substitute for the fixed wiring of a structure (2) Where run through holes in walls, ceilings, or floors (3) Where run through doorways or windows, under carpets, and so forth (4) Where attached to building surfaces Flexible cords or cables used as a substitute for fixed wiring to supply outlets in rooms or areas shall be removed and, where required, shall be replaced with permanently installed receptacles using an approved wiring method. Comments: Extension cords found as being used for permanent wiring Required Action: Remove cords, add outlets as needed.	Computer in bays, through wall to bays, back room to freezer
Open	31.3.5.13 - Portable Fire Extinguishers Portable fire extinguishers inside individual apartment or condo units shall be permitted to be 2-1/2 pound dry chemical capacity. All other occupancy types or locations shall be provided with fire extinguishers in accordance with NFPA 1:13.6. Comments: Extinguishers found to be in need of annual service (was last done Oct 2021) Some extinguishers are not mounted correctly Required Action: - Unit shall have an all purpose fire extinguisher (ABC) Dry Chemical installed. The bottom of the extinguisher needs to be at least 4in off the ground and the top not more than 5ft from the ground.	Called Craft MESSIAH W/ VERNON FIRE 2/21/23 2/23/23 VERNON FIRE INSQ / RYDALE
Open	11.1.8 - Covers (Electrical) All panelboard and switchboards, pull boxes, junction boxes, switches, receptacles, and conduit bodies shall be provided with covers compatible with the box or conduit body construction and suitable for the conditions of use. Comments: Open electrical box noted in bays and in bac room Required Action: Remove any dead wires or cap and cover	

Tickler History

Date Type Inspector Narrative

Signatures

Inspector



Alan Beebe

2/21/23

Date

VERMONT FIRE EXTINGUISHER

196 MERCHANT STREET
BARRE, VT. 05641

FIRE EXTINGUISHERS
RECHARGING
SALES & SERVICE

BATTERIES
ACCESSORIES
RECYCLING

Tel. 476-6116 Toll Free In VT 1-800-339-6113

CUSTOMER'S
ORDER NO.

1500722

DATE

2-17-73

M

ADDRESS

CITY

STATE

SOLD BY	CASH	C.O.D.	CHARGE	ON ACCT.	MOSE. RETD.	PAID OUT	
JK							5
QUANTITY	DESCRIPTION	PRICE	AMOUNT				
1	1500 FINEST		6000				
1	1500 70W. DET.		17000				
1	5000 R-100K		1900				
1	5000 100W. DET.		2900				
3	5000	500	1500				
			29500				
7	1000 100W. DET.	500	10000				
1	1000 100W. DET.		2000				
			15000				
Payment Due within 20 Days Thank You ALL claims and returned goods MUST be accompanied by this bill.						SUB TOTAL	29500
						SALES TAX	1150
						LABOR	1500
Received by						TOTAL	32150

49596

ADVISORY BOARD/COMMISSION APPLICATION

I. APPLICANT DATA:

II. EDUCATION:

III. WORK HISTORY:

03/10/2020

IV. PROFESSIONAL EXPERIENCE:

- a. If you were appointed to a board or commission which meet in the evenings, how many nights a month could you serve? Please provide days of the week which you are generally available. Would you be available for evening meetings? I'm generally available
- b. Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute? I have long been interested in using my time and talents to help those in need. Everyone in our community deserves a chance to live a safe and useful life
- c. What are your past experiences in Municipal, State or Federal Government? voting
- d. What civic or social organizations have belonged to and what positions did you hold? I have been a mentor with Windsor County Mentors for 6 years. I organized and headed the Social Service outreach at my church. I was a volunteer for Listen Community dinner for years
- e. What do you perceive as areas of need in the municipality which could be addressed by either the administration or one of the advisory boards/commissions? housing, homelessness
- f. What might some solutions be? Items 1-6 of the Committee's charge
- g. Other hobbies/interests: music, sewing, biking, hiking, reading

V. REFERENCES: (Please list three)

Name: JoAnne DeMoulin Telephone: [REDACTED]

Name: Mary Boechara Telephone: [REDACTED]

Name: Carol White Telephone: [REDACTED]

Jennifer Knäut
APPLICANT'S SIGNATURE

3/9/23
DATE

TOWN OF HARTFORD
171 BRIDGE STREET
White River Jct., VT 05001
802-295-9353 (Tel.) 802-295-6382 (Fax)
PLEASE PRINT LEGIBLY OR TYPE

ADVISORY BOARD/COMMISSION APPLICATION

Application for ___ appointment(s) or X re-appointment to: Hartford Conservation Commission

I. APPLICANT DATA:

Name: Katie Mann

Address: 63 Worcester Ave White River Jct VT 05001

Telephone: (Home) (Work) (Other)

Email Address:

How long have you been a Hartford resident? 7.5 years

Are you a registered voter? Yes

II. EDUCATION:

High School: Las Vegas Academy for the Visual, Performing Arts and International Studies Year Graduated: 1999

College 1: University of New Mexico Degree Earned: BS

Course of Study: Anthropology Year: 2005

College 2: University of Nevada, Reno Degree Earned: MS

Course of Study: Geography Year: 2010

III. WORK HISTORY:

Please list Employer name & address (most recent first)	Dates of Employment	Position held	Job duties
Appalachian Trail Conservancy	1/1/2019-present	Grant Manager	Federal grant management
Appalachian Trail Conservancy	4/20/2015-12/31/2018	Outreach Coordinator	Volunteer and partner coordination and outreach

IV. PROFESSIONAL EXPERIENCE:

- a. If you were appointed to a board or commission which meet in the evenings, how many nights a month could you serve? Please provide days of the week which you are generally available.

Would you be available for evening meetings?

The HCC meetings are the first Monday of the month. This has not posed an issue the last 3 years of my term.

- b. Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute? I have been an active participant for the last 3 years. I have an interest in how the Town Forest is managed as well as the education and conservation projects that are ongoing.

- c. What are your past experiences in Municipal, State or Federal Government? My experience is the last 3 year on the HCC.

- d. What civic or social organizations have belonged to and what positions did you hold? Hartford Conservation Commission member and vice chair, Green Mountain Club - member, The Appalachian Trail Conservancy-member

- e. What do you perceive as areas of need in the municipality which could be addressed by either the administration or one of the advisory boards/commissions? At this point, I bring a unique perspective to the HCC being a mother of a young family who utilizes and has a conservation background. During the last 3 years, we have updated the Forest Management Plan and Recreation Plan, completed a section harvest, entered into an MOU with the Upper Valley Mountain Biking Association, held numerous education activities annually in person and as well as through mail, improves wayfinding to and in the Hartford Town Forest, and held annual work days in the Town Forest in conjunction with the Upper Valley Mountain Biking Association.

- f. What might some solutions be? I would like to continue these efforts such as updating the animal inventory for the Town Forest, additional education about the succession of the forest that has been harvested, removal of invasive species at the three Town properties managed by HCC, and seek ways that the HCC can assist with meeting goals of the Hartford Climate Change Action Plan.

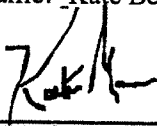
g. Other hobbies/interests: Outdoor recreation: hiking, biking, canoeing, skiing

V. REFERENCES: (Please list three)

Name: Hawk Metheny Telephone: [REDACTED]

Name: Katie Ombalski Telephone: [REDACTED]

Name: Kate Berry Telephone: [REDACTED]



2/17/2023

APPLICANTS SIGNATURE

DATE

SIGNIFICANT ACTIVITY REPORT FOR MARCH 21, 2023

PUBLIC WORKS

Highway:

Repairing equipment from storm damage.
Multiple back-to-back storms, two of which were 8" plus.
Monitoring gravel roads.
Bartlett tree removed a dangerous tree on Red Barn.
Pushing back snowbanks for sight distance issues.
Still working on tree list, this last storm added another dozen trees to the list.

Quechee Wastewater:

1 person covering for March 2-10, so not much more than day to day.
Lots of storm cleanup.
Lab work.
Set up samplers and run composite samples.
Maintenance and testing on autoclave.
24,000 gallons sludge to WRJ.
fine screen auger maintenance at headworks.
repair chemical pump.

White River Wastewater:

Sent in February state reports to the State of Vermont.
Performed routine maintenance at all ten wastewater pump stations.
Unplugged pumps at Bridge Street wastewater pump station. (Two times)
Unplugged the polymer pump for dewatering.
Working on Fire Dept. safety list.
Called Richard Electric about installing GFI breakers. (Fire Dept. safety list)
Plowing and snow blowing treatment plant yard and walk-ways.
Working with High-way Dept. picking up snow around downtown.

Water Department:

Michael Griswold started 2/27/2023 for the Water Department
Training Michael Griswold
Michael Martin had classes for his License.
Assisted Highway with snowstorms.
Finished Lead and Copper sample plan for Quechee.
Met with Alan Beebe for fire inspection with Quechee.
Sent out Monthly Operations Report to state.
Worked on LCRR inventory.

TOWN CLERK

- Election Notes
 - 🗳️ The election process went smoothly. Special thanks to: Sherry West, Assistant Clerk for helping manage the pre-election tasks; to Parks & Rec. for lamination services and for

transporting to and assembling of election items in the gym the day before election. Also, a huge thanks to Jeremy Delisle & Chip Haley/DPW for removing & disposing the old, rickety upright voting booths. The use of only the carousel-type voting booths was well-received. My personal thanks to all staff for their always present moral support during election season!

- ✚ 1699 Hartford voters participate in the 2023 Annual Town & School District Election on Tuesday, March 7th. Of those 58% voted in-person; 42% voted by Early/Absentee Ballot. All articles passed. The incumbents were re-elected to the two open Select Board seats. All other open seats for School Board; Moderator; Treasurer and Library Trustees were uncontested.
- ✚ Thanks to Paula Nulty for posting the unofficial results to the Authentic Town Facebook page on election night, and to Will Casella, Dillon Walsh, Lana Livingston, and Paula Nulty for posting the Official Results on Wednesday to the website, Listserv and Social Media-I really appreciate it!
- ✚ The BCA and community members who acted as Assistant Election officials did a great job on Tuesday! Although the pace was generally slow, nearly 1000 voters trickled in to vote in-person over the 12-hours the polls were open.

- Sherry is continuing to work with liquor license holders to get through the licensing process.
- **Reminders to Hartford Dog Owners:** All dogs 6 months or older must be licensed annually per Vermont Statute by April 1st. The fee is \$9 if the dog is spayed/neutered; \$13, if unaltered. A late fee will be assessed after April 1st. We sent out reminder postcards in January to owners who licensed their dogs in 2022; reminders have also been posted on Facebook; the Listserv; the electronic message board located on the corner of Bridge St. & Maple St., and two ads will run in the Valley News this month.
- We will be coordinating a date for Abatement Hearings in the coming weeks.

PARKS AND RECREATION

Program and Park Highlights

- Our Spring and Summer Program Guide is complete and currently at the printers. The brochure is available electronically at www.hartfordrec.com Much appreciation to the Parks & Recreation Staff for putting together a superb looking program guide showcasing all the exciting offerings this season.
- Over the past two weeks the department has processed 849 registrations and has brought in \$71,794.00 in revenue. A vast majority of the registration is for our after-school offerings and summer camps. Since January 1st we have processed 1241 registrations and received \$104,477.50 in revenue.
- The WABA Arena season is winding down. The weekend of March 17-19 we will be hosting 26 games for the Pot of Gold Hockey Tournament. The tournament is organized by the Woodstock Youth Hockey Association. Tournament sites include WABA, Union Arena and

Campion Rink. Next week, WABA has 3 additional days of operation followed by Ice-Out Procedures.

- Appreciation goes out to the WABA Staff for a successful season. A 7 day per-week operation of nights and weekends can take its toll on staff. A big thank you goes out to: Corey Kenison, Korrigan Allen, Justin Bettis, David Fitzgerald, Matt Beloin, Josh Baker and Shane Barnes. Additionally, Karen McNall and Elissa Smith develop and maintain the group skate schedule and billing which is a task that continues throughout the year. The Department wishes to thank them all for their hard work and effort this season.
- After School Programs such as our Lego Club, Improv Comedy, Chess Club, Dothan Brook UVAC Swim Lessons and Comics Class continues.
- Youth Karate, Adult Basketball, Adult Ultimate Frisbee continue as well.
- February Break Vacation Ventures was a success with 32 enrolled participants.
- Our new Kayak Trailer arrived, and staff are taking time throughout ice operations putting it together. We are excited about adding kayaks to our offerings this summer.
- We are working with Sourcewell and a local implement dealer on the purchase of our skid steer unit.
- The Department continues to work on our Agency Accreditation Annual Report which is due to the CPRA Review Team next month.
- We have started advertising for seasonal positions with Camp Ventures, Sherman Manning Aquatic Facility and Park Maintenance.

ASSESSOR

- Processed permits, homestead declarations, and transfers
- Attended VALA monthly meeting as well as educational webinars
- Worked with the CAMA vendor Vision on new system exports
- Worked on “rental unit” estimates for Planning
- Assisted tax payers with questions

POLICE DEPARTMENT

Hartford Police Department

Nature of Incident	Total Incidents

Agency: Hartford Police Department	
911 Hangup Call	11
Agency Assistance	11
Animal Problem	2
Assault	5
Burglary Alarm	25
Citizen Assist	15
Citizen Dispute	6

Condition of Release Violation	1	
Traffic Accident with Damage	6	
Untimely	1	
Directed Patrol	145	
Disorderly Conduct/Noise	1	
Controlled Substance Problem	3	
Family Fight/Domestic	8	
Foot Patrol	6	
Found Property	5	
Fraud	3	
Harassment	2	
Information Report	2	
Intoxicated Person	2	
Juvenile Problem	4	
Litter/Pollution/Public Health	2	
Lock Down Drill	1	
Lockout	1	
Loitering	1	
Medical Emergency	1	
Mental Health Emergency	4	
Motor Vehicle Complaint	23	
Overdose	1	
Panic Alarm	1	
Paperwork Service	16	
Parking Problem	6	
Property Damage, Non Vandalism	1	
Restraining Order	2	
Seizure	1	
Sex Offense	5	
Sexual Assault	1	
Suicide Threat	1	
Suspicious Person	11	
Suspicious Person/Circumstance	18	
Theft	9	
Threatening	1	
Traffic Hazard	4	
Trespassing	1	
Unresponsive Person	4	
Utility Problem	2	
Unlawful Mischief	1	
VIN Number Inspection	1	
Wanted Person	1	
Welfare Check	11	

Total Incidents for This Agency:	396	

FIRE DEPARTMENT

Incident Log:

Calls for Service 3/03/23-3/16/23	108		
Incident Type Categories			
Fires	2		
Overpressure Rupture/Explosion	0		
Rescue/Medical	76		
Hazardous Conditions	2		
Service Calls	14		
Good Intent	7		
False Alarm	7		
Weather Emergency	0		
Special Incident/Other	0		

Members of the department participated in annual continuing education for paramedic refresher training. Probationary firefighters are enrolled in an advanced emergency medical technician program (AEMT). This training and licensure will enhance the department's ability to provide advanced level medical services to the community.

The fire prevention office completed numerous inspections during this period: liquor licensing, follow-up inspections, joint health inspections and new construction inspections.

ENVIRONMENTAL SUSTAINABILITY COORDINATOR

-The Energize UV energy fair being held on April 1st at Listen's 42 Maple St. in White River Junction coming together. The Hartford Energy Commission, Norwich Energy Committee, and Lebanon Energy Advisory Committee have all pitched in to make this happen. If someone is interested in IRA rebates for their homes, job training programs, or guidance on energy efficiency there will be someone at the event to help them.

- The Dartmouth Energy Alliance, staff from COVER, and members of the Hartford Energy Commission met at the West Hartford Library to perform an energy audit on the building. They took measurements, documented the appliances, and performed a blower door test to see how leaky the building envelope is. They are currently doing the calculations and hope to have a report and materials to present at the Energize Upper Valley event on April 1st.

-The Environmental Sustainability Coordinator met with Thomas Stuessy from Vermont Adult Learning to finalize plans for their training program and discuss how the Hartford Energy Commissions and Climate Action Steering Team can help support them as they gear up for their training that will run April

10-19 at the Hartford Area Career and Technical Center. This training will focus on heat pump installation, students will get their OSHA 10 hour certification and EPA certification to handle heat pump fluids. Transportation and child care stipends are available. The class is limited to 8 students, but if we have a lot of interest in the area we can run additional trainings.

-The Vermont and New Hampshire Clean Cities Coalition's kicked off their month long electric bus tour here in Hartford March 8-10th in partnership with Butler's Bus. Members of the Hartford Energy Commission, Advanced Transit, Vital Communities, and more attended the event and got to ride in a modern electric bus, learn about what kinds of range these buses can cover, and how to charge them.

PLANNING

- TIF Program – Second testimony before the Senate Finance Committee on 3/3/23 regarding Town bill to extend the District's deadlines to incur debt and to collect tax increment. The bill moves into Joint Committee this week.
- Town Plan Housing Chapter Update – The first of four community forums on updating the Housing Chapter was held on February 28th. This interactive on-line community discussion about "Homes for Hartford" explored the availability, affordability and type of housing that exists and what is needed today and in the future. "Homes for Hartford" information can be accessed via the front page of the Planning and Development section of the Town website, including video recordings of the 2/28 community discussion and breakout sessions. A second community forum is being planned for mid-April.
- Hartford Historic Preservation Performing Arts History Project- On Wednesday, March 15th, the Historic Preservation Commission hosted a presentation by consultant Neil Silberman who has been conducting research and recently began the oral history interview component. He also is working on a written report. The presentation was recorded and will be available to view on the Planning and Development page of the Town website the week of March 27th. A second presentation is planned for June.
- Property Development Applications for Zoning Board of Adjustment and/or Planning Commission Public Hearings
 - The ZBA and PC reviewed and continued an application for a self-storage facility on Route 14 pending additional information. Planning Commission approved 4-lot subdivision on Stacey Lane and Birchwood Drive.
 - Upcoming March/April: The following new applications were submitted on 3-13-23 and being reviewed by staff: addition of a dwelling unit to an existing structure; and a mural on the south side of the COVER building. Request for Sketch Plan review (not Public Hearing) for a multi-unit residential project off Sykes Mt. Ave and Hickory Ridge.

- Ongoing Planning and Development: The department continued to assist applicants regarding general inquiries and submittal of Zoning/Building permit applications; reviewed/approved building/zoning and design review applications; and conducted inspections of completed projects for issuance of Certificates of Occupancy.
- Railroad crossing on Tigertown Road in West Hartford - On Wednesday, March 15th, the Hartford Historic Preservation Commission (HHPC) reviewed a Section 106 Request regarding any potential historic impact from a Federal Railroad Administration proposed railroad crossing safety improvements. The HHPC concurred that these are necessary safety improvements which will have no adverse effect on the historic resources in the West Hartford Village Historic District.



AGENDA MEMORANDUM

March 21, 2023

Town Selectboard Meeting Item: 5a

Submitted by: Dana Clawson, Environmental Sustainability Coordinator

Subject: Town Hall HVAC system update.

Background: The heat pumps at the Hartford Town Hall frequently fail leaving the building without heat in the winter, cooling in the summer, and staff working in uncomfortable conditions. There are a number of possible reasons for this:

- Hartford was an early adopter of heat pump technology and issues typically arise with newer technologies due to technical issues and a lack of experienced installers.

- The firm that designed and over saw the construction of Town Hall has stated that the low-price point of the LG system that is installed played a large part in the Town selecting the system.

- LG systems are not very prevalent in this region, few HVAC companies have technicians that are familiar with the systems and there is not an HVAC parts distributor in the area, this may be because these systems don't perform well in our climate.

- There are concerns that the outside condensers have accumulated a lot of road grime from nearby streets and the salt is causing corrosion on wires and other components.

Solutions that are being explored:

- A permanent form of back up heat, such as baseboard electric heating, is being looked into as well as having designated outlets wired for space heaters to avoid blowing fuses.

- Replacement of sections of the heat pump system as well as replacing the systems all together is being explored.

Discussion: The Town Hall heat pump system is less than 8 years old, typically these systems last 15-20 years, one question that we are asking is at what point do we look at replacing the system? It should be noted that Town Hall is not plumbed for gas or propane and these options would conflict with the Town's Climate Action Plan and greenhouse emissions goals. Heat pump technology has come a long way in recent years and these systems are not uncommon, though in climates like Vermont having some form of back up heat is usually installed as well. Back up heat could be something like electric resistance base board like you find in some homes, it could be heating coils in the heads (ceiling units) that heat up and the units fan blows over them to provide heat. These issues and options are currently being worked through as we continue to solicit ideas and information from HVAC companies and other experts and worked toward finding a long term solution.



AGENDA MEMORANDUM

March 21, 2023

Town Selectboard Meeting Item: 5b

Submitted by: Dana Clawson, Environmental Sustainability Coordinator

Subject: UNH Carbon Clinic greenhouse gas assessment of Hartford's municipal operations.

Background: Hartford's *Resolution Implementing the Town of Hartford Climate Action Plan* that was approved on September 7th 2021 requires the Town to assess and track municipal greenhouse gas emissions on an annual basis. To meet this goal the Environmental Sustainability Coordinator enrolled the Town in the University of New Hampshire's Carbon Clinic program to ensure that the assessment was objective and followed standardized and universal carbon accounting principles. To complete the assessment UNH faculty and students reviewed Hartford's building and vehicle fuel and electrical usage, losses of HVAC coolant, waste water processed, etc. This data was then put into SIMAP (Sustainability Indicator Management and Analysis Program), a UNH greenhouse gas modeling program, and estimates of Hartford's greenhouse gas footprint from various sources were generated.

Discussion: The UNH report confirms what we know from the Climate Action Plan and provides us with a tool to track the Town's progress on lowering greenhouse gas emissions. Clearly, we need to continue with the electrification of our buildings and vehicle fleet whenever feasible and make upgrades to our buildings to make them more efficient and prevent unnecessary energy losses. What the study also makes clear is that there are some emissions, such as with wastewater processing, that are going to be much harder to address, as cost-effective low-carbon technology for wastewater treatment is not readily available.

The UNH Carbon Clinic also highlighted that the Town of Hartford landfill, although capped, is still most likely the Town's biggest source of greenhouse gas emissions because of the methane created as the materials breakdown. This methane has been omitted from the report because there is a lack of data on when the landfill was opened, what communities may have used the landfill at different points in time, and how much material is there. However, even with conservative estimates of the landfill being used only by Hartford residents over 20 years the methane that would be created would make the landfill the Town's largest emitter of greenhouse gas. Although methane is a powerful greenhouse gas, it is also one that can be captured and used for various purposes including heating. In fact the University of New Hampshire utilizes biogas from a capped landfill as fuel for their campus combined heat and power plant.

Action: Hartford should continue to electrify its buildings and vehicle fleet as outlined in the Climate Action Plan and monitor the municipalities progress on reaching its emissions goals. It should also develop a more complete understanding of its methane emissions from the landfill and wastewater treatment facilities and explore mitigation opportunities.

Town of Hartford, Vermont

Carbon Footprint Report



January 2023

Analysis conducted by the [University of New Hampshire's Carbon Clinic](#)

Student Team: Matt Oriente, Sam Gobeil, Tommy Tran

Peer Mentor: Jason Staples

Faculty Mentor: Jennifer Andrews, M.A.

Town of Hartford client: Dana Clawson, Environmental Sustainability Coordinator



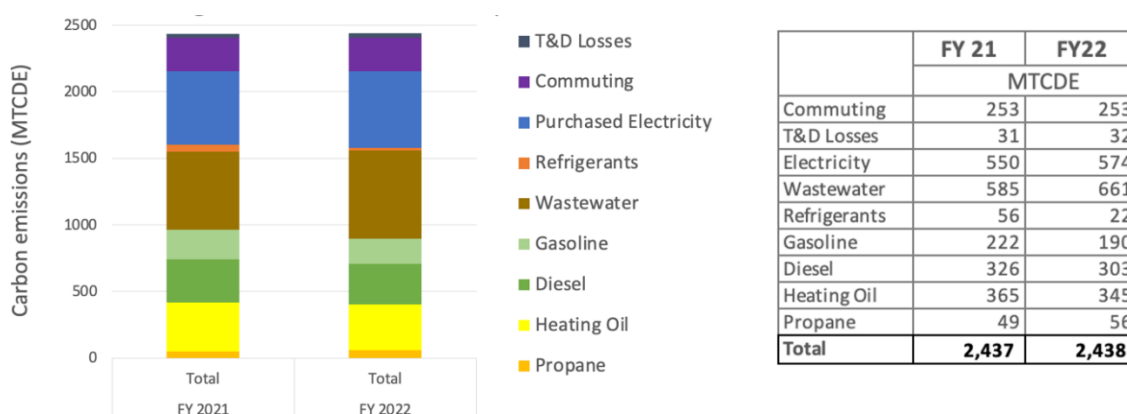
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Executive Summary

The Town of Hartford is leading by example to reduce its community and municipal government emissions. It has a carbon neutrality goal of 2030 for town-wide emissions and 2027 for municipal emissions. In fall 2022, the Town partnered with the University of New Hampshire, a leader in sustainability, to participate in its new Carbon Clinic and thereby work with a team of students and faculty to update the Town's municipal operations greenhouse gas inventory.

The Carbon Clinic team estimated a carbon footprint for the Town of 2,437 metric tons carbon dioxide equivalent (MTCDE) in FY21 and 2,438 MTCDE in FY22. Though the absolute totals were consistent between the two years, the impact of individual activities and source varied year to year, as represented in the table and figure below.



These FY21 and FY22 totals were higher than the FY19 footprint in the Town's Climate Action Plan. However, emissions from buildings and fleet were actually estimated to be lower in FY21 and FY22; the overall increase was due to a large change in totals from wastewater and water treatment, as well as some additional emission sources included in the FY21 and FY22 analyses. The difference in wastewater/water treatment emissions may be due to methodological differences between the two studies, rather than actual changes in activity.

There is not one "silver bullet" for the Town of Hartford to reduce emissions; multiple drivers of emissions must be reduced simultaneously in order to meet Hartford's goals. The Town is moving forward on multiple projects that will have a tangible reductions impact, and there are additional future opportunities to explore as well. The "Footprint Reduction Scenarios" section of this report summarizes a brief reduction scenario analysis, conducted by the Carbon Clinic team, outlining a path to >50% emissions reduction with strategies that are readily available.

Moving forward, the Town of Hartford should continue to report its carbon footprint, and to make its process for doing so more simple and streamlined; to implement cost-effective emission reductions strategies already identified; to explore the impact of longer-term potential initiatives that were beyond the scope of this study—tracking and mitigating emissions from its closed landfill, and separating out its combined sewer overflow system to reduce emissions and improve climate resilience, and to connect with other communities and organizations across northern New England that are on the same journey toward a zero carbon, climate resilient future.

1. Responding to Climate Change in Hartford, Vermont

Human-induced climate change is having significant impacts across the globe, including in Vermont. In response, countries, states and communities have mobilized to address this crisis with new policies, engagement efforts and commitments. In 2019, the Town of Hartford joined thousands of other communities across the world¹ in demonstrating climate leadership, when the Selectboard & School Board declared a Climate Emergency and set a community-wide emissions reduction target of net-zero by 2030, and a municipal operations goal of climate neutrality by 2027, to “lead by example.” One aspect of this commitment was the decision to analyze and report municipal GHG emissions annually, and community wide emissions at least every three years.

Since committing to these targets, the Town has taken on additional analysis, planning and action steps to help meet them. In 2020, Hartford engaged the firm Pale Blue Dot to create a community GHG inventory, vulnerability assessment and community climate action plan. The climate action plan was prepared and formally adopted in 2021; it included both the community (“town-wide”) carbon footprint (93,706 metric tons of carbon dioxide equivalent, or MTCDE, for FY 19) and local government operations (“municipal operations”) carbon footprint (1,682 MTCDE for FY19), as well as projections of emissions out to 2030.

The report that follows is an extension of Hartford’s commitment to regular reporting of its progress toward its greenhouse gas reduction goals. It is an updated snapshot of municipal operations emissions. With this information in hand, the Hartford Energy Commission and Climate Action Steering Team can continue to have a strong basis to continue to design, implement and evaluate practices, policies, plans for greenhouse gas reductions.

2. About the Carbon Clinic

To undertake this analysis, the Town of Hartford signed on as a fall 2022 client of the University of New Hampshire [Carbon Clinic](#). As part of its land-grant, sea-grant and space-grant mission to serve the public good, the university of New Hampshire has long been a leader in sustainability. The Carbon Clinic, piloted in spring 2022 and fully launched in fall 2022, is an extension of that leadership. Led by the university’s [Sustainability Institute](#), the program has dual objectives.

- To introduce students to the field of carbon accounting, providing expert training and real-world experience to expand a workforce pipeline of sustainability experts and leaders
- To provide a valuable service to businesses, organizations and communities—like Hartford—that are “leading by example” to track and manage their own carbon footprints

To accomplish these goals, the students work with faculty experts (see Appendix 3 for faculty bios). They are taught industry standards, including most notably those set forth by the [Greenhouse Gas Protocol](#), to calculate the carbon footprint of the client organization. The students are also tasked with producing materials to summarize their client organization’s carbon footprint, aid in the understanding of what the inventory results mean and suggest solutions that

¹ See for example the [Race to Zero](#), and the [Global Covenant of Mayors](#)

might be considered to reduce emissions in the future. The end goal is to deliver useful materials to support clients' climate leadership efforts.

The Carbon Clinic is an expanding project. With the success of the pilot program and fall 2022 launch semester, UNH is refining the model and expanding it for spring 2023 and beyond. By virtue of participating in the Carbon Clinic, the Town of Hartford not only met the reporting commitments made to local residents; it also helped to provide a powerful opportunity for emerging new sustainability professionals to “learn by doing” and gain invaluable real-world experience in climate leadership.

3. Calculation Process

In keeping with greenhouse gas inventory guidelines from the Greenhouse Gas Protocol, the steps the Carbon Clinic team used to calculate Hartford's carbon footprint were as follows:

- Define system boundaries
- Collect activity data
- Process the data set
- Enter the data set into a footprint calculation tool (SIMAP)
- Choose calculation methods
- Analyze the results with normalizations
- Analyze scenarios for reductions

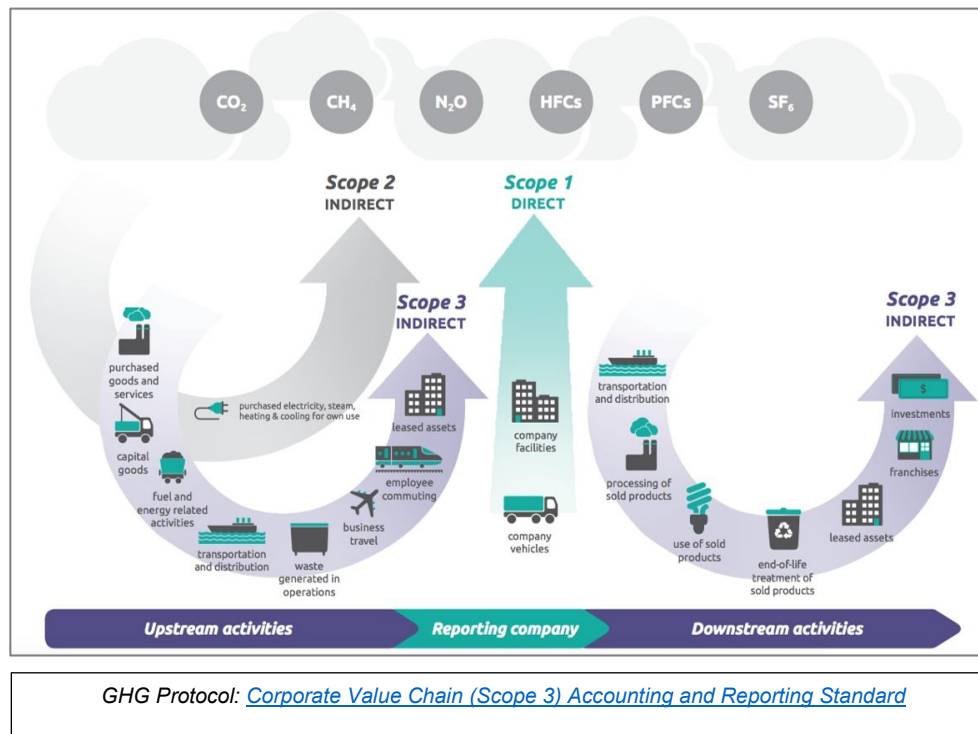
4. System Boundaries

The team's first task was to establish three types of boundaries:

- 1) **Temporal Bounds** describe the years for which data will be collected. The team analyzed data for Hartford Municipal Operations for FY21 and FY22, with the beginning of the FY being July 1 and end being June 30th. Going back to FY20 was deemed impractical from the perspective of data availability, and unnecessary given that FY20 had a period of time during the onset of the global COVID-19 pandemic in which municipal operations were somewhat disrupted—making the data anomalous.
- 2) **Organizational Bounds** determine which facilities are considered “part” of the organization and thus included in the inventory. The two primary approaches that can be employed in setting these boundaries; one based on operational control, the other based on financial control of a given facility. An operational control approach includes facilities/locations under the day-to-day control of the organization, whether or not the organization owns them. A financial control approach only includes locations that are owned by the organization. For Hartford, an operational control approach was employed—which meant including the Town Hall, Public Safety building, Public Works facility, WABA ice rink, Hartford Freshwater Treatment Plant, Quechee and White River Junction wastewater treatment plants and Bugbee Senior Center, and various stoplights; and excluding the Library.

- 3) **Operational Bounds** define what activities and emission sources are considered in the inventory. These are broken down into three “scopes” based on the framework provided by the GHG Protocol.

Figure 1: Operational Boundaries – “Scopes” Framework



Scope 1 applies to direct, on-site emissions. Hartford’s Scope 1 emissions comprise a range of sources:

- stationary combustion emissions (i.e. from using heating oil and propane),
- mobile combustion emissions (i.e. from using gasoline and diesel fuel in police vehicles, fire trucks and public works trucks, and other fleet vehicles),
- fugitive emissions (i.e., from biochemical process in the wastewater treatment plants, and a small amount of refrigerant leakage in equipment; emissions from the fertilizer application on public grounds would also fall into this category, but data about fertilizer application was not available and this category was deemed likely to be “de minimus” (i.e., less than five percent of the total footprint, and thereby able to be omitted with documentation to that effect; emissions of methane from the town’s closed landfill would also be considered a Scope 1 emissions source but ended up being excluded from the Town’s organizational boundaries for purposes of this analysis, due to lack of data availability)

Scope 2 applies to utility emissions. Hartford’s municipal operations Scope 2 emissions are from purchased electricity, delivered by Green Mountain Power.

Scope 3 applies to indirect “upstream” and “downstream” emissions. Scope 3 is considered optional, though GHG Protocol requires all scope 1 and 2 sources to be included. The Town of Hartford opted to include Scope 3 emissions from commuting.

5. Activity Data Collection

With the above boundaries established, the client representative, Environmental Sustainability Coordinator Dana Clawson, began compiling Hartford municipal activity data for the Carbon Clinic team to process and enter into SIMAP. Specific data points, including activities, desired units, data format and source are indicated in Appendix 1 of this report.

Certain items were easy to verify such as those produced from itemized bills. Others relied on the integrity of the Town’s records. There were two emissions sources which were applicable, but for which data not available: fugitive Scope 1 emissions from fertilizer application and from the Town’s closed landfill. These were omitted of necessity.

Data regarding on-site solar generation were determined to be inapplicable, since the Town does not retain the Renewable Energy Certificates that would allow it to claim the zero-carbon environmental attributes from these solar installations; likewise, the Town did not buy or sell Renewable Energy Certificates in FY21 or FY22 so no such renewable energy market transactions were applied to its Scope 2 footprint.

For wastewater, data was available for Calendar Year (CY) 2020 and 2021, but not for CY22. This meant that the team did not have data for the last part of FY21 for wastewater treatment, and had to extrapolate—which was done as follows: The team first calculated that for the two available years of data, the first half of the year received an average of 25% more influent than the second half. Using this 25% increase estimate, the available activity data for the first six months of FY22 was multiplied by 2.25 to arrive at an estimated total of gallons treated in FY22.

For commuting, the Team developed an employee survey that was distributed to all 105 of Hartford’s town employees by email, with a request to respond. The response rate to that survey was 33%, which was robust enough to be used credibly in these analyses (though it could obviously be improved upon in future updates.) The employee commuting profile was assumed to be the same for both years of the study.

The Carbon Clinic team recommends that the Town adopt processes to collect the data more easily and consistently for refrigerant leakage, fertilizer application and commuting.

6. Raw Data Processing

The GHG inventory data collection process often involves converting units or standardizing information to conform with the boundaries that the organization has adopted and/or with available calculation factors and methods. For Hartford’s inventory, there were three primary data processing tasks: 1) sorting and grouping the stationary fuels data by location; 2) transposing the fleet fuel data from hundreds of combined gasoline and diesel purchase line items in a PDF document organized by calendar year, into an Excel document that would sum the line items by fuel type, location and fiscal year; and 3) converting the individual responses to

the employee commuter survey into weighted averages by location for commute distance, commute frequency, and commute mode.

The spreadsheet templates that were used to do this data processing have been provided as a part of the final deliverables package to the Town of Hartford and could be re-used for future inventories if the raw data continues to be tracked in the same fashion. Notes about how fleet vehicles and commuter survey respondents were “assigned” to the specific locations are in the respective spreadsheets.

Note, however, that the exercise of transposing the fleet fuel data was labor-intensive and introduced the possibility of significant transcription errors by virtue of requiring manual data transfer from the PDF to Excel documents; the team recommends that the Town of Hartford consider whether there may be more streamlined ways to collect/aggregate its annual (FY) expenses for gasoline and diesel fuel by vehicle type/location.

If the Town wishes to issue the same commuter survey in future years, it will need to either distribute and compile results manually, or enter the survey questions into some other digital platform (e.g. perhaps utilize a Google form.) A PDF version of the survey is part of the deliverables package provided to the Town of Hartford.

7. SIMAP data entry and methods selection

Once all the raw data was collected and processed, it was entered into the Sustainability Indicator Management and Analysis Platform (SIMAP). SIMAP is a web-based service built and hosted by the UNH’s Sustainability Institute. It is a scientifically robust, well-established, widely used carbon and nitrogen accounting platform, designed to align with the standards of the Greenhouse Gas Protocol and with industry best practices. Initially built to track emissions on college and university campuses, the tools available are constantly under development to serve a greater variety of institutions and businesses.

Data is entered using the “data entry” tab; having been entered, Hartford’s FY21 and FY22 data points can be viewed on this tab, using the navigation on the left-hand sidebar to find the activity in question. As part of its participation in the Carbon Clinic, the Town of Hartford has been granted a complimentary one-year, Tier 2 license for SIMAP. (Login information has been provided, and can be re-accessed/reset as needed by contacting SIMAP support team.) The Tier 2 license allows for multi-location emission tracking. SIMAP licenses must be renewed annually to maintain access; however, SIMAP features the ability to export all activity data, emissions factors and inventory results if/as desired.

SIMAP is updated annually to include the newest scientific data pertaining to emissions factors and methods. Users need to input/select several methodological parameters:

- **eGrid factor purchased electricity:** The national power grid is divided into multiple regions based on the EPA eGrid database. Each region has its own ratio of greenhouse gas emissions based on the power production sources. Hartford, Vermont is in the NEWE E-Grid region, which was entered into SIMAP.

- **Scope 2 Reporting Method:** When accounting for scope 2 sources, the GHG Protocol recommends that emissions be calculated and reported using two methods, and that one of them then be selected for setting targets and/or analyzing reduction scenarios. The two methods are 1) market-based approach, 2) location-based approach. The market-based approach allows for the incorporation of renewable power market transactions; it allows organizations to apply supplier-specific emissions factors and the purchase/sale/retention of Renewable Energy Certificates (RECs). The location-based approach solely considers the carbon intensity of the organization's grid, which allows for an accurate reflection of the impact of regional grid operation on an organization's footprint. The Carbon Clinic team focused on results using the Market-Based approach, but Hartford's Location-Based totals can be viewed in Appendix 2.
- **Global Warming Potential version:** This greenhouse gas (GHG) inventory includes the primary GHGs noted and required in the GHG Protocol Framework. For Hartford, this includes carbon dioxide (CO₂), methane (CH₄), nitrous oxides (N₂O), and various refrigerants. Global Warming Potential (GWP) conversion factors are used to aggregate the impact of these various greenhouse gases into one standard unit: that of "metric tons carbon dioxide equivalent (MTCDE)." For context, one MTCDE roughly represents the emissions that would be produced by the average gasoline-powered vehicle if it were to travel around the world once. Estimates of GWP values change over time, as scientific understanding increases, and the composition of the atmosphere evolves. GWP factors are available for different time scales as well. For this analysis, Town of Hartford elected to use the GWP version: AR5 100-year.²

8. FY21 and FY22 Footprint Results

The Town of Hartford's emissions from municipal operations were estimated to be 2,437.38 metric tons of carbon dioxide equivalent (MTCDE) in FY21, and 2,437.76 MTCDE in FY22 (see Figure 2 and Table 1 below), using the Market-Based method for Scope 2 calculations.

The consistency in absolute emissions values from FY21 to FY22 masks differences in activity year to year. Emissions associated with the use of heating oil, gasoline, diesel and refrigerants dropped in FY22 (by 5%, 14%, 7% and 61% respectively); however, these reductions were offset by an 4% increase in emissions from purchased electricity, and an 13% increase in fugitive emissions from wastewater treatment. Hartford has a Combined Sewer Overflow (CSO) collection system that routes not only wastewater from homes and businesses, but also stormwater from stormwater drains to its wastewater treatment facilities, this creates the need to treat more wastewater during years in which there are more significant precipitation events. Precipitation levels were higher in FY22, which had the effect of increasing Hartford's carbon footprint from wastewater treatment that year.

² For more information about GWP and its versions in SIMAP, see <https://unhsimap.org/cmap/resources/gwp-versions>

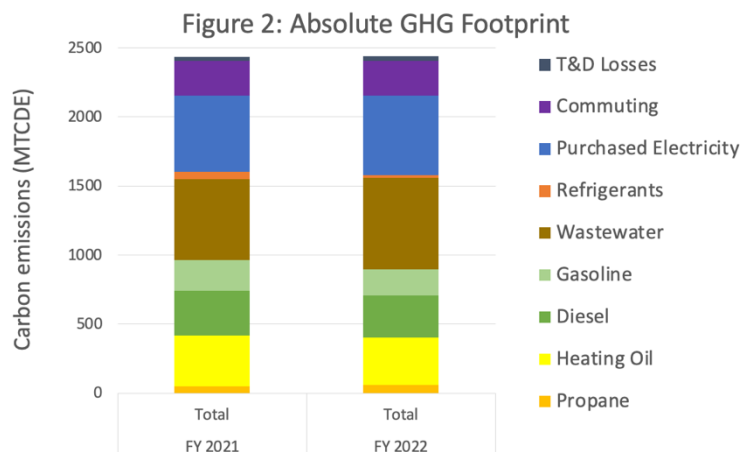
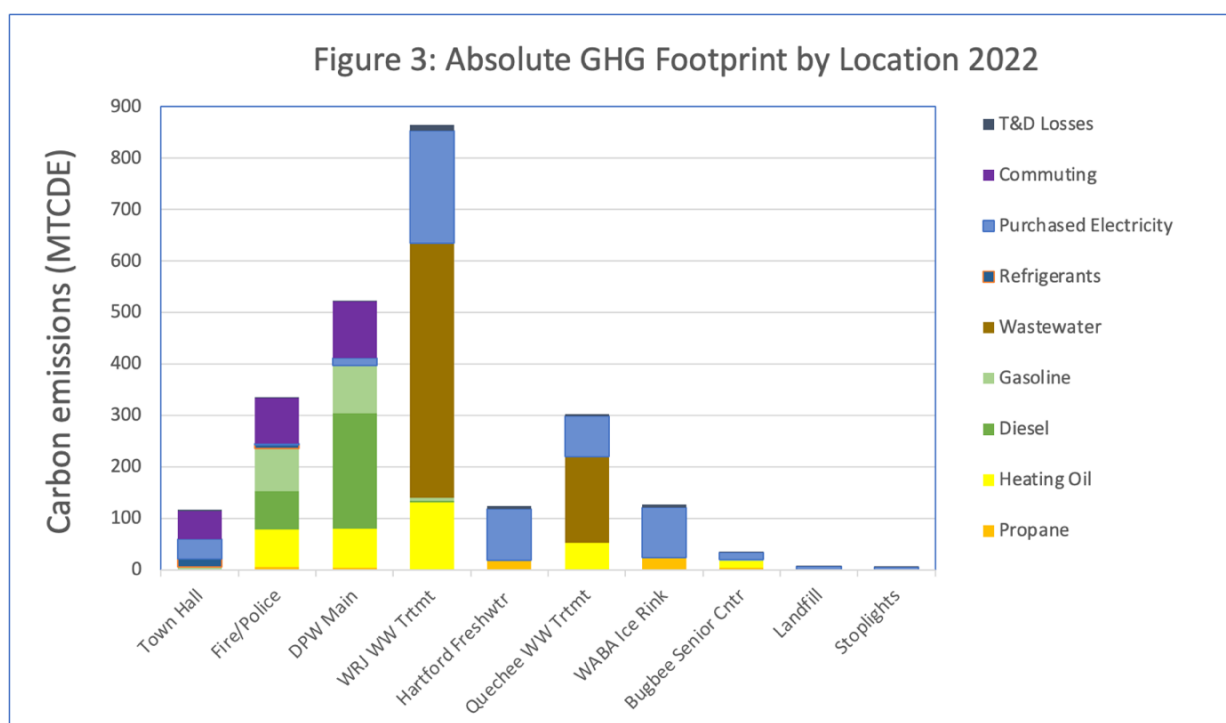


Table 1: Absolute GHG Footprint

	FY 21	FY22
	MTCDE	
Commuting	253	253
T&D Losses	31	32
Electricity	550	574
Wastewater	585	661
Refrigerants	56	22
Gasoline	222	190
Diesel	326	303
Heating Oil	365	345
Propane	49	56
Total	2,437	2,438

Looking at absolute emissions by location provides another way to understand what is driving the Town's municipal carbon footprint. Figure 3 makes it easy to see that the White River Junction Wastewater Treatment plant is the Town's highest-emitting facility, due to fugitive emissions from the wastewater treatment process and electric and stationary fuel demands. Looking at emission through the lens of location also illuminates the impact of mobile combustion (i.e. diesel and gasoline usage), which makes up the bulk of the footprint for the Public Safety and DPW locations, and the impact of stationary combustion (i.e. the use of heating oil and propane).



9. Changes Since FY19 Footprint

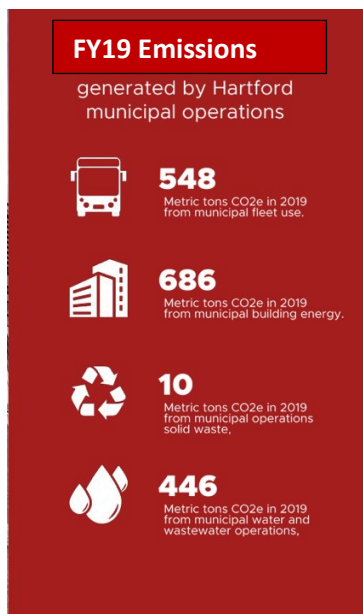
Hartford's FY22 footprint of 2,438 MTCDE compares to an estimated 1,682 MTCDE in FY19 in the inventory conducted by Pale Blue Dot (see Figure 4 and Table 2, below). At first glance, this would seem to suggest that the Town's emissions may have increased over the past three years; however, this conclusion bears further examination for the following reasons:

We cannot verify consistency of methods between the previous analysis and this one. The significant difference in estimated emissions from water and wastewater treatment suggest a potential difference in calculation methodology for those sources, which would make comparison moot.

The current analysis includes emissions from Scope 3 sources which were not included in the FY19 inventory: namely those from employee commuting and transmission and distribution (T&D) losses for from purchased electricity.

Two key sources of emissions, those from buildings and from fleet use, actually appear have been reduced since FY19: a 10% reduction for buildings and a 12% reduction for fleet use.

FY19 Analysis from Climate Action Plan



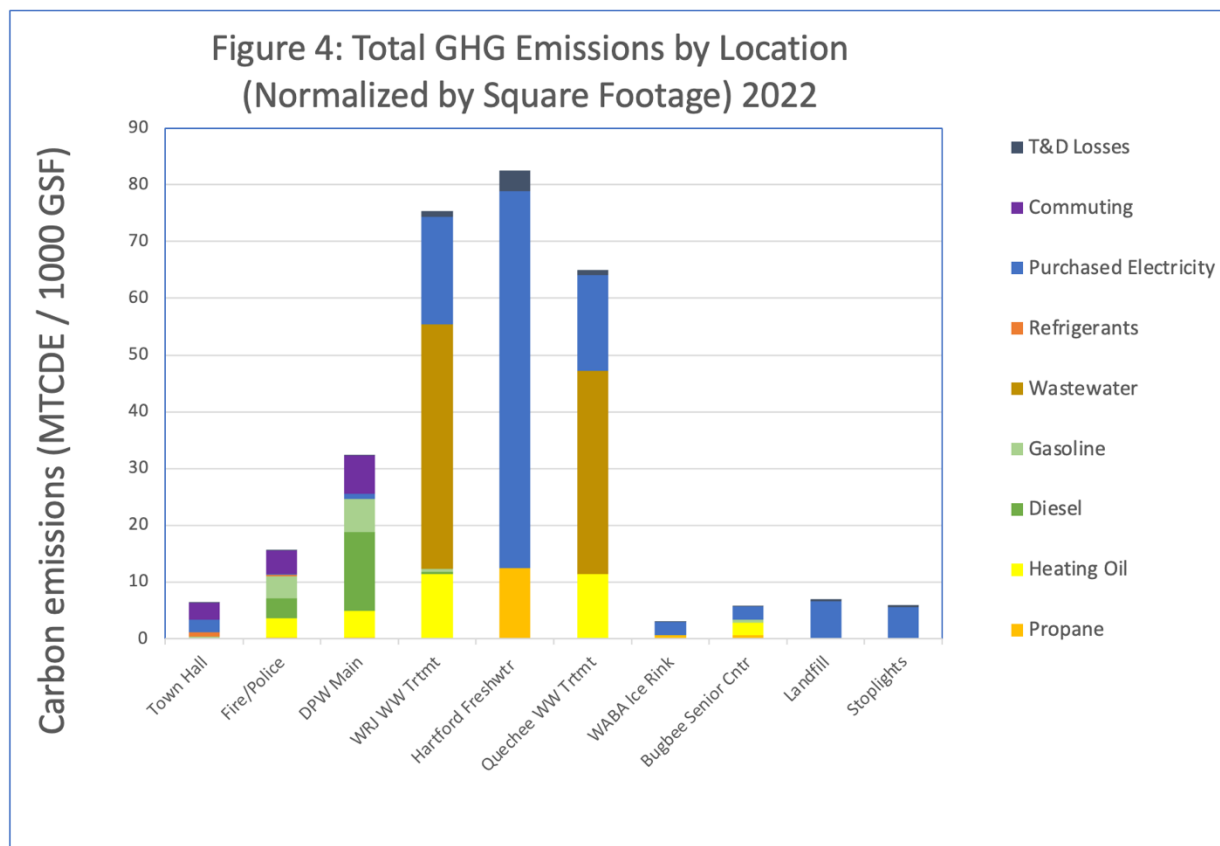
Current Analysis from Carbon Clinic

	FY 21	FY22
	MTCDE	
Fleet Use	549	494
Buildings	619	602
Waste	NC	NC
Water/Wastewater	986	1057
Commuting	253	253
T&D	31	32

10. Footprint Normalizations

Once all information was entered into SIMAP by location, and emissions results were available, the team performed a normalization analysis as well. This standardizes information based on key figures such as the number of employees at an office, or the size of the premises.

For Hartford, this normalization exercise further emphasized the carbon intensity of its water and wastewater treatment functions. It also demonstrates the relatively low carbon footprint of Town Hall, where efficiency upgrades and electrification efforts have occurred.



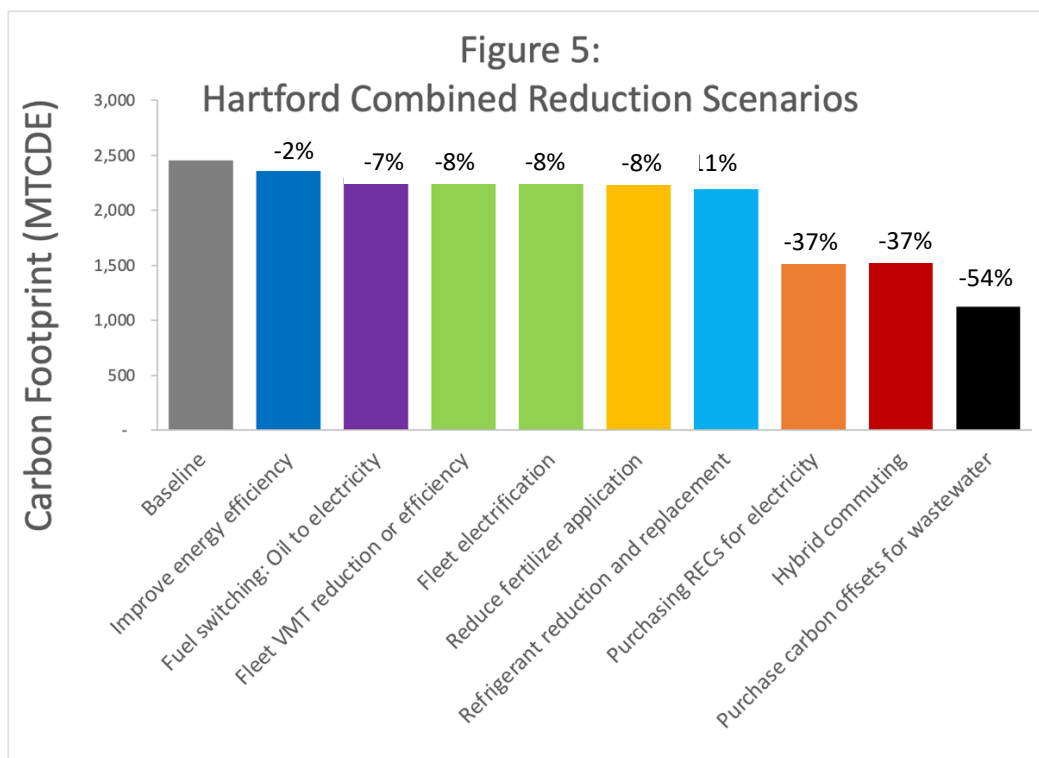
To perform the normalization, data was extracted from SIMAP and placed into an Excel workbook; this workbook was provided with the other project deliverables.

11. Footprint Reduction Scenarios

With the footprint analysis complete, the team also evaluated a handful of reduction scenarios deemed relevant to the Town of Hartford. Figure 5 below illustrates the results of this analysis. It considers seven scenarios, which when combined could have the potential of reducing the Town's emissions by a total of 54%:

- Improving energy efficiency – The team modeled a scenario in which significant efficiency upgrades were made at the Bugbee Senior Center, including repairs and insulation in the ceiling, resulting in a 50% drop in energy consumption; also at a 15% decrease of energy use at the Public Safety Building and 10% at the WABA Ice Rink. In the long run this could be cost neutral or even result in cost savings.
- Continuing the Town's move toward air source heat pump technology – Shifting from oil to heat pumps at the DPW main building, public safety building and WABA ice rink. Over time this could result in cost savings.

- Improving the fuel efficiency of fleet vehicles – Using idle mitigation and investing in more fuel-efficient trucks and SUVs as they become available. These will result in long-term cost-savings, and could drop emissions by 5% or more.
- Electrifying the fleet – Shifting half of Town-owned passenger cars and trucks, and police cruisers, to EV technology, as more options for a wider range of vehicles becomes available, could be cost neutral or even result in cost savings. When paired with renewable energy purchases, this would have a large impact on the Town’s footprint.
- Purchasing renewable energy – Whether through negotiations with Green Mountain Power to retain/retire more of the RECs from existing solar installation, participating in new power purchase agreements, or buying unbundled RECs for 100% of Hartford’s power supply (after moving to heat pumps and EVs as described above). Looking at unbundled REC prices for FY23, this might entail annual investment of roughly \$11,280 for electricity after the above strategies are taken into account (i.e., increased demand for vehicles and heat pumps.)
- Increasing remote work – Though police, fire and public works staff may not be able to work remotely, planning and other staff may be able to add one or more days of remote work per week.
- Carbon offsets for wastewater – Since there are no real zero carbon centralized wastewater treatment technologies presently in existence, purchase carbon offsets to equal fugitive emissions from wastewater treatment. Carbon offset prices and quality vary widely—but imagining a carbon price of \$20/ton, this would require an annual investment of \$8,440 at present wastewater treatment levels.



This analysis was done in an Excel workbook, which has likewise been provided with the package of deliverables. Using the “how-to guide” also included, the Town may view the detailed assumptions, and standalone results for each scenario, it could also update or expand upon these scenarios.

12. Recommendations and Next Steps

Based on the above analysis, Hartford’s Carbon Clinic team recommends the following next steps for the Town:

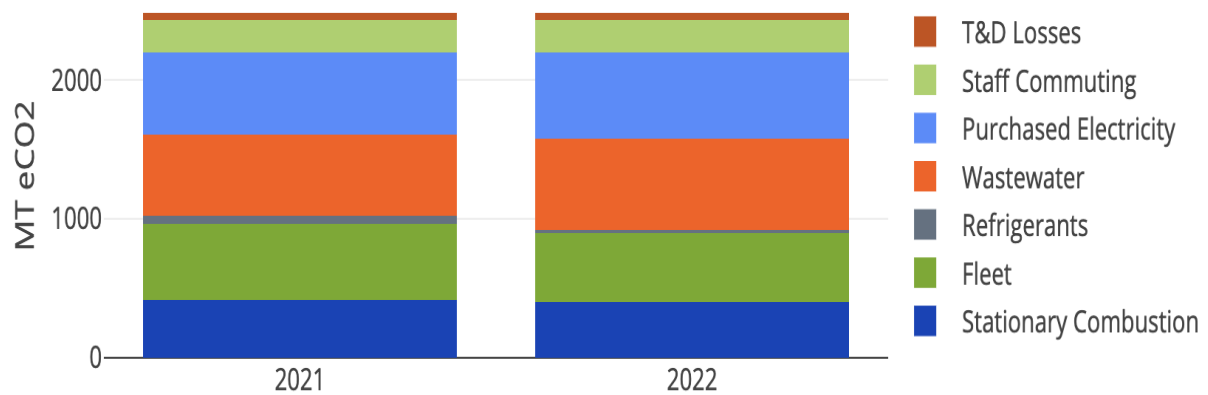
- 1) Continue GHG tracking and put processes in place to make it even easier: Consider collecting and organizing fleet fuel data in a way that does not require transposition. Require refrigerant refills to be logged in central location. Ditto wastewater treatment volumes.
- 2) Follow up with landfill analysis (and potentially, emissions mitigation): A closed landfill will still generate methane emission for decades after it is capped. The EPA provides a useful spreadsheet tool to help communities estimate emissions from these sources—but it requires several data points that were unavailable for this study: the landfill opening date, the closing date, and the volume of materials deposited annually. Using Vermont state data regarding waste generation and census data regarding the number of households in Vermont, it is possible to estimate the volume deposited annually, but the opening and closing dates are still necessary. The team did a sample calculation, using Vermont average waste generation values, to determine the potential emissions still coming from the landfill annually if it was in operation for 24 years and closed in 2018. The answer: 3,800 tons annually—more than the rest of the Town of Hartford’s emissions combined. This sample calculation illustrates the importance of following up on this if the Town is serious about its climate leadership goals.
- 3) Follow up on reduction opportunities outlined above: The Town has additional cost-effective measures available to it for GHG reduction and needs to pursue them aggressively in order to meet its carbon neutrality by 2027 goal.
- 4) Explore separating the Town’s CSO: As described above, the Town is spending energy and money treating stormwater as wastewater, by virtue of its combined sewer overflow (CSO) system. With predictions of increased frequency and severity of precipitation events in New England because of climate change, this issue is likely to be exacerbated in coming decades. Converting the system will be a considerable investment and undertaking but may nevertheless bear exploration.
- 5) Take advantage of community climate action networks and initiatives: Many organizations and initiatives exist to support communities in their climate leadership efforts, from the New England Municipal Sustainability Network to ICLEI to the Global Covenant of Mayors. Getting further acquainted and connected with these resources can be a useful aid to the Town of Hartford as it continues its climate leadership journey.

Appendix 1: Data Collection and Processing Notes

	Town of Hartford GHG Inventory 2023 Data Collection Process Notes			
	Desired units	Source	Format	Other Notes
Size of Facilities (for normalization purposes)	gross square feet	internal records	manual entry into data tracking template	
Stationary Energy (Propane, #2 Oil, On-site Solar)	gallons, MMBTU's/kWh	Dead River Fuels bills	compiled spreadsheet	data for on-site generation not included in Scope 1, since the RECs are not retained
Renewable Energy Certificates (retained from onsite solar)	MWh	N/A	N/A	N/A
Mobile Fuel Use (Gasoline and Diesel)	gallons	Town purchasing records queried for individual fuel purchases	exported in PDF form by calendar year	manually transposed data from the PDF into a spreadsheet created to capture data by FY and location
Refrigerant Leakage	lbs refilled	service invoices	PDF	lbs not consistently noted on invoices; consider future vendor requirement to include this info
Wastewater Treatment	gallons treated	internal records	email, manual entry	
Fertilizer Application	lbs applied, N ratio, synthetic/organic	unavailable	unavailable	unavailable
Closed Landfill Operations	open and close date, volume MSW added annually	unavailable	unavailable	unavailable
Purchased Electricity	kWh or MWh	Green Mountain Power	downloaded spreadsheets	used "billed quantity" column on GMP spreadsheets to determine annual consumption
Renewable Energy Certificates (Bought/Sold)	MWh	N/A	N/A	N/A
Commuting - (#, frequency, mode and distance)	days, miles, type of conveyance	survey develop by UNH	Qualtrics	sent to 105 employees; data from 35 respondents assigned to respective locations, assumed to be representative of all employees

Appendix 2: Emissions w/Location-Based Method

	FY 21	FY22
	MTCDE	
Commuting	253	253
T&D Losses	33	35
Electricity	590	616
Wastewater	585	661
Refrigerants	56	22
Gasoline	222	190
Diesel	326	303
Heating Oil	365	345
Propane	49	56
Total	2,480	2,482



Appendix 3: Carbon Clinic Faculty Bios

Jennifer Andrews, M.A.

Jennifer Andrews is a Project Director at the UNH Sustainability Institute where for the past nine years she has led a range of sustainability programs, including UNH's sustainability reporting to AASHE STARS and the Climate Commitment; its SIMAP initiative; and the Sustainability Fellows program. Before coming to UNH, Jenn spent 13 years at the nonprofit Clean Air-Cool Planet, promoting and supporting practical climate solutions for colleges and universities as well as municipalities and businesses. During her tenure there she helped to launch, oversee and continually develop the Campus Carbon Calculator, to the point where it has become an indispensable carbon management and sustainability tool for hundreds of colleges and universities nationwide. She holds a B.A. in English and an M.A. in mental health, both from the University of New Hampshire.

Dr. Allison Leach

Dr. Allison Leach is a postdoctoral researcher with the UNH Sustainability Institute. She is a developer of the nitrogen footprint approach, and she is a co-developer of SIMAP, the campus carbon and nitrogen footprint tool hosted by the UNH Sustainability Institute. Allison leads the research, new development, intern recruitment and support, outreach, and user support for SIMAP. In addition, she is an active member of the international nitrogen research community and regularly gives talks on her nitrogen footprint research and food footprint label research. Prior to arriving at UNH, Allison was a researcher and graduate student at the University of Virginia where she developed the first-ever university level nitrogen footprint model. She holds a B.S. and M.S. in Environmental Sciences from the University of Virginia and a Ph.D. in Natural Resources and Environmental Studies from the University of New Hampshire. Her dissertation was titled "The Nitrogen Challenge: Footprints Tools and On-Farm Solutions."



AGENDA MEMORANDUM

March 21, 2023

Town Selectboard Meeting Item:

Submitted by: Scott Cooney, Fire Chief

Subject: **2022 Local Emergency Operations Center Enhancement Grant**

Background: In the fall of 2022 Vermont Emergency Management had funding available to support Local Emergency Management and Emergency Operations Center (EOC) improvement projects. This funding, provided through the Emergency Management Performance Grant (EMPG), would allow Cities, Towns, Villages, and Regional Emergency Management Committees to build capacity at the local and regional levels of Vermont and increase preparedness, capabilities, and resources to adequately respond to threats and hazards. Improvements include, but are not limited to auxiliary power, technology, communications, and operational aids to enhance EOC capabilities.

Discussion: The Town applied to replace current training room tables and chairs with movable tables and chairs on wheels. With limited available staffing at the Public Safety building movable furniture would allow a single individual to move and assemble the room to an EOC configuration. Additionally, purchase five (5) automatic external defibrillators and install in five (5) Hartford Police vehicles. The Town was conditionally awarded \$13,609.40 (Federal Share: \$6,804.70, Local Match: \$6,804.70) for the purpose of purchasing portable tables and chairs. AED's were not awarded.

Financial

Impact: There is a 50% match required. \$6804.70 would be funded from the general fund. The FY 23 fire, police and communications budget would allocate the needed funding by reducing planned expenditures.

Recommendation

Motion: I move to authorize the Board Chair to sign the subgrant agreement (EMPG 20 Agreement# 02140-31028C-023) for the award amount of \$6,804.70 and authorize the allocation of 50% matching funds from the FY 23 fire, police and communications budget.

Town Manager

Attachments: EMPG 20 Local Emergency Management and EOC Enhancement Grant



VERMONT DEPARTMENT OF PUBLIC SAFETY

**STATE OF VERMONT
STANDARD SUBRECIPIENT AGREEMENT**
(Federal Fund Source to Non-State Subrecipient)

FEDERAL PROGRAM TITLE
EMPG 20 Local Emergency Management and EOC Enhancement Grant

AGREEMENT WITH
Town of Hartford
Agreement #02140-31028C-023

Award Amount: \$6,804.70

DPS Financial Office Use Only

- ☒ *Checked Unique Entity ID#* Date: 1/24/23 Initials: MA
 - ☒ [SAM.gov](https://sam.gov) checked for Suspension and Debarment Exclusions Date: 1/24/23 Initials: MA
 - ☒ *DPS Restricted Parties List Checked* Date: 11/30/22 Initials: NB
 - ☒ *Risk Assessment Completed* Date: 11/30/22 Initials: NB
 - ☒ *Subrecipient vs. Contractor Determination Form Completed* Date: 11/30/22 Initials: NB
 - ☒ *Single Audit Check & Delinquent SAR (VT Bulletin 5_Eligibility Query in VISION)* Date: 11/30/22 Initials: NB
 - ☒ *BGS Office of Purchasing & Contracting Debarment List Checked* <https://bgs.vermont.gov/purchasing-contracting/debarment> Date: 11/30/22 Initials: NB
 - ☒ *Certificate of Insurance* Date: 1/18/23 Initials: NB
 - ☐ *Executive Compensation Checked (if subaward \$30K or over)* Date: _____ Initials: _____
- Entered In: ☐ *VT Grant Tracking (VISION)* Date: _____ Initials: _____
- ☐ *FFATA (if \$30K or over)* Date: _____ Initials: _____
- ☐ *FFATA (if required) Executive Compensation Amount* Date: _____ Initials: _____

Federal Fund Standard Format to Non-State Subrecipients Only

VERMONT DEPARTMENT OF PUBLIC SAFETY

STATE OF VERMONT GRANT AGREEMENT				Part 1-Grant Award Detail			
SECTION I - GENERAL GRANT INFORMATION							
¹ Grant #: 02140-31028C-023				² Original ☒ Amendment # _____			
³ Grant Title: EMPG 20 Local Emergency Management and EOC Enhancement Grant							
⁴ Amount Previously Awarded:		⁵ Amount Awarded This Action:		⁶ Total Award Amount:			
\$ 0.00		\$ 6,804.70		\$ 6,804.70			
⁷ Award Start Date: Execution Date		⁸ Award End Date: 9/15/2023		⁹ Subrecipient Award: YES ☒ NO ☐			
¹⁰ Vendor #: 40704		¹¹ Grantee Name: Town of Hartford					
¹² Grantee Address: 171 Bridge Street							
¹³ City: White River Junction				¹⁴ State: VT		¹⁵ Zip Code: 05001	
¹⁶ State Granting Agency: Department of Public Safety						¹⁷ Business Unit: 02140	
¹⁸ Performance Measures: YES ☒ NO ☐		¹⁹ Match/In-Kind: \$6,804.70		Description: 50% Match			
²⁰ If this action is an amendment, the following is amended: Amount: ☐ Funding Allocation: ☐ Performance Period: ☐ Scope of Work: ☐ Other: ☐							
SECTION II - SUBRECIPIENT AWARD INFORMATION							
²¹ Grantee UEI #: SZNMKKN8CHS4				²² Indirect Rate: _____%		²³ FFATA: YES ☒ NO ☐	
²⁴ Grantee Fiscal Year End Month (MM format): Jun-06				(Approved rate or de minimis 10%)		²⁵ R&D: ☐	
²⁶ DUNS Registered Name (if different than VISION Vendor Name in Box 11):							
SECTION III - FUNDING ALLOCATION							
STATE FUNDS							
Fund Type	²⁷ Awarded Previously	²⁸ Award This Action	²⁹ Cumulative Award	³⁰ Special & Other Fund Descriptions			
General Fund	\$0.00	\$0.00	\$0.00				
Special Fund	\$0.00	\$0.00	\$0.00				
Global Commitment (non-subrecipient funds)	\$0.00	\$0.00	\$0.00				
Other State Funds	\$0.00	\$0.00	\$0.00				
FEDERAL FUNDS (includes subrecipient Global Commitment funds)					Required Federal Award Information		
³¹ Assistance Listings# (formerly CFDA#)	³² Program Title	³³ Awarded Previously	³⁴ Award This Action	³⁵ Cumulative Award	³⁶ FAIN	³⁷ Federal Award Date	³⁸ Total Federal Award
97.042	EMPG 20 Local Emergency Management and EOC Enhancement Grant	\$0.00	\$6,804.70	\$6,804.70	EMB-2020-EP-00006	10/1/2019	\$3,063,060.00
³⁹ Federal Awarding Agency: Department of Homeland Security-FEMA				⁴⁰ Federal Award Project Descr:			
		\$0.00	\$0.00	\$0.00			\$0.00
Federal Awarding Agency:				Federal Award Project Descr:			
		\$0.00	\$0.00	\$0.00			\$0.00
Federal Awarding Agency:				Federal Award Project Descr:			

STATE OF VERMONT GRANT AGREEMENT				Part 1-Grant Award Detail			
		\$0.00		\$0.00	\$0.00		\$0.00
Federal Awarding Agency:			Federal Award Project Descr:				
		\$0.00		\$0.00	\$0.00		\$0.00
Federal Awarding Agency:			Federal Award Project Descr:				
Total Awarded - All Funds		\$0.00	\$6,804.70	\$6,804.70			
SECTION IV - CONTACT INFORMATION							
STATE GRANTING AGENCY				GRANTEE			
NAME: Nathalie Townsley				NAME: Scott D. Cooney			
TITLE: Financial Administrator				TITLE: Fire Chief/EMD			
PHONE: (802) 272-0609				PHONE: 802-295-3232			
EMAIL: DPS.EMPGroup@vermont.gov				EMAIL: scooney@hartford-vt.org			

Part 2- Grant Agreement

Parties: This is an Agreement between the State of Vermont, **Department of Public Safety (DPS)** (hereinafter called "State"), and the **Town of Hartford** (hereinafter called "Subrecipient").

The Subrecipient must be in compliance with the Vermont statutory requirements relating to taxation of business entities operating within the State. If Subrecipient does not have a Business Account Number, it is the Subrecipient's responsibility to contact the Vermont Department of Taxes to determine if, by law, the Subrecipient is required to have a Vermont Department of Taxes Business Account Number.

Subrecipient Federal Tax Identification Number: 03-6000505

Subject Matter: The subject matter of this Agreement is **as outlined in Attachment A: Scope of work to be performed.**

Award Details: Amounts, dates and other award details are as shown in the above Agreement Part 1-Grant Award Detail. Detailed services to be provided by the Subrecipient are described in Attachment A.

Agreement Term: **State will not reimburse any expenses incurred prior to the execution date of this agreement unless an Advance Notice to Proceed has been issued (DPS Form ADM-105). The execution date is defined as the date the Department of Public Safety representative(s) signs this agreement. The only exception to this rule is for FEMA Public Assistance awards under the Stafford Act (see Attachment E for execution date details).**

Amendment: No changes, modifications, or amendments in the terms and conditions of this Agreement shall be effective unless reduced to writing, numbered, and signed by the duly authorized representative of the State and Subrecipient. An amendment is a request to make a programmatic, administrative, or substantial financial change to this Agreement (refer to Attachment B, Payment Provisions). Examples include changes in scope of work, budget modification, and change in Subgrant term (period of performance).

Cancellation: This Agreement may be suspended or cancelled by either party by giving written notice at least **30** days in advance.

Attachments: This Agreement consists of **20** pages including the following attachments that are incorporated herein:

Please initial that you have read and understand each Attachment

- _____ Grant Agreement-Part 1 – Grant Award Detail
- _____ Grant Agreement-Part 2
- _____ Attachment A - Scope of Work to be Performed
- _____ Attachment B - Payment Provisions
- _____ Attachment C - Customary State Agreement Provisions
- _____ Attachment D - Other Provisions
- _____ Attachment E - Funding Source Special Conditions

We, the undersigned parties, agree to be bound by this agreement, its provisions, attachments and conditions contained herein.

STATE OF VERMONT
Department of Public Safety

SUBRECIPIENT
Authorized Representative

By:

By:

Signature

Signature

Commissioner/Deputy Commissioner

Printed Name:

Title:

Date: _____

Date: _____

Your signature on this agreement attests to the acceptance of all provisions, attachments and conditions contained herein.

ATTACHMENT A SCOPE OF WORK TO BE PERFORMED

Objective:

Update EOC furniture to accommodate a faster setup and increase configurability.

Activity to be performed:

The Town of Hartford will purchase movable tables and chairs (on wheels) to update the furniture in the EOC.

Performance Measures:

The Town of Hartford will complete these activities during the period of performance.

ATTACHMENT B PAYMENT PROVISIONS

The State agrees to compensate the Subrecipient for services performed, up to the Federal share amount stated below, provided such services are within the scope of the Agreement and are authorized as provided for under the terms and conditions of this Agreement.

Budget Detail:

Salaries and Benefits	\$
Contractual	\$
Supplies	\$
Travel & Mileage	\$
Equipment *	\$ 13,609.40
Other Costs	\$
Indirect Cost **	\$
 Total Federal Share	 \$ 6,804.70
Total Non-Federal Share (Match)	\$ 6,804.70

Subrecipient agrees that grant funds awarded will be used to supplement existing funds for program activities and will not supplant (replace) non-Federal funds Subrecipients must be able to document local funds were not supplanted with funds from this award **(for example: personnel expenses must be supported with actual budget allocations which include this funding source).**

* Federal equipment threshold is \$5,000.00¹. Please reference Federal equipment compliance requirements.² Subrecipients must follow their own procurement policy unless the Federal and State requirements are more restrictive.

** Current Rate Approval Letter (under 2 CFR 200.332(a)(4) must be on file with DPS. It is also important to note that indirect rates may be subject to statutory caps of the Federal program which supersede the requirements of the Uniform Guidance. Refer to Bulletin 5 for further guidance.

During the performance of this Agreement, any of the cost categories may be increased or decreased by up to 10% of the total award with prior written approval without the need for an official amendment. Contact the DPS Financial Office shown on page 3. Approval will be given provided:

1. It is within the Total Award Amount in effect at the time of the adjustment
2. It does not change the Scope of Work in Attachment A

PROGRAMMATIC REPORTING REQUIREMENTS:

- Under 2 CFR 200.329 (e) *Significant Developments*: Events may occur between the scheduled performance reporting dates that have significant impact upon the supported activity. In such cases, the subrecipient **must** inform DPS *as soon as* the following types of conditions become known:
 1. Problems, delays, or adverse conditions which will *materially impair* the ability to meet the objective of the award. This disclosure **must** include a statement of the action taken, or contemplated, and any assistance needed to resolve the situation.
 2. Favorable developments which enable meeting time schedules and objectives *sooner or at less cost* than anticipated or producing *more or different beneficial results* than originally planned.

¹ 2 CFR § 200.313 (d)(1)

² 2 CFR § 200.313 (d)(2)

- The subrecipient **must** certify in writing to DPS at the end of the award that the project or activity was completed, or the level of effort was expended. If the required level of activity or effort was not carried out, the amount of the Federal award must be adjusted.
- Changes in principal personnel or scope of effort **must** receive the prior written approval of DPS.

The subrecipient must submit programmatic reports using either the DPS Subgrant Progress Report Form or another format that includes all information required on the DPS form. The reporting periods are October 1 – December 31 (due January 30), January 1 – March 31 (due April 30), April 1 – June 30 (due July 30), and July 1 – September 15 (due October 15).

FINANCIAL REPORTING REQUIREMENTS /PAYMENT REQUESTS:

The State, at its discretion, will reimburse the Subrecipient by one of the following options depending on the needs of the Subrecipient and their standing with the State at the time they request Agreement funds:

- 1. Subrecipient will provide Financial Office with:**
 - a. Purchase Order, if invoice is dated after the end of the performance period, if applicable.**
 - b. Copy of Invoice.**
 - c. Copy of the Cancelled Check.**
 - d. Program Progress Report Form.**
 - 2. Requests for reimbursements, with complete Program Progress Report form must be submitted to the Vermont Department of Public Safety, no later than the end of the month following the month in which the expenses were incurred.**
 - 3. Subrecipient will track the grant funds to ensure that the project is completed before the expiration date.**
 - 4. Subrecipient will notify in writing of any proposed changes to the allowable expenditures.**
 - 5. Subrecipient will report all funds not expended upon completion of the project.**
 - 6. Either party can cancel this agreement within 30 days' notice.**
 - 7. All expenses must be incurred by 9/15/2023. These expenses must be paid no later than the end of the month following the month in which the expenses were incurred.**
- Reimbursement in arrears of expenditures with attached documentation. Subrecipient must submit the DPS Financial Report Form (**DPS Form ADM-116a**) with attached detailed documentation of incurred expenses paid to receive payment.
 - Limited cash advance with prior approval. Subrecipient must submit the DPS Financial Report Form with detailed documentation of incurred expenses marked "Goods/Services received, not paid." DPS will process and make payment to Subrecipient. Next, the Subrecipient **MUST** make payment to the vendor and provide DPS proof of such (i.e. copy of cancelled check) within ten (10) days of receipt of the State of Vermont payment. Subrecipients may receive cash advance however they may be required to deposit funds in an interest-bearing account and possibly return interest earned more than \$500 per year (see 2 CFR §200.305(b)(8)). Any interest earned must be reported to the Department of Health and Human Services, Payment Management System.

Requests for reimbursement, or payment, must be made using the DPS Financial Report Form (DPS Form ADM-116a), and must be supported by detailed supporting documentation. Examples of detailed supporting documentation may include payroll reports, timesheets, general ledger reports, paid vendor invoices, and cancelled checks.

These requests must be submitted to the Vermont Department of Public Safety, Financial Office, no later than the end of the month following the month in which the expenses were incurred. Please send to:

Name: Nathalie Townsley

Via mail: Vermont Department of Public Safety/Financial Office
45 State Drive
Waterbury, VT 05671-1300

Via fax: 802-241-5553

Via email: DPS.EMPGGroup@vermont.gov

DPS will not make any payments on this Agreement unless the Subrecipient meets all provisions contained herein.

CLOSEOUT:

When a performance period is nearing its end, the subrecipient should ensure all work is complete and file their reports by the deadline noted in Attachment B of the subrecipient agreement. If they have determined a need for an extension, it must be requested with sufficient time to allow for DPS to review and approve prior to the end of the current award term. If the performance period and date for the final report ends and the subrecipient does not contact DPS for an extension, the Financial Office will close out the award. Upon final payment and verification that all reporting obligations have been met, a closeout letter will be issued to the Subrecipient.

**ATTACHMENT C: STANDARD STATE PROVISIONS
FOR CONTRACTS AND GRANTS
REVISED DECEMBER 15, 2017**

1. Definitions: For purposes of this Attachment, "Party" shall mean the Contractor, Grantee or Subrecipient, with whom the State of Vermont is executing this Agreement and consistent with the form of the Agreement. "Agreement" shall mean the specific contract or grant to which this form is attached.

2. Entire Agreement: This Agreement, whether in the form of a contract, State-funded grant, or Federally-funded grant, represents the entire agreement between the parties on the subject matter. All prior agreements, representations, statements, negotiations, and understandings shall have no effect.

3. Governing Law, Jurisdiction and Venue; No Waiver of Jury Trial: This Agreement will be governed by the laws of the State of Vermont. Any action or proceeding brought by either the State or the Party in connection with this Agreement shall be brought and enforced in the Superior Court of the State of Vermont, Civil Division, Washington Unit. The Party irrevocably submits to the jurisdiction of this court for any action or proceeding regarding this Agreement. The Party agrees that it must first exhaust any applicable administrative remedies with respect to any cause of action that it may have against the State with regard to its performance under this Agreement. Party agrees that the State shall not be required to submit to binding arbitration or waive its right to a jury trial.

4. Sovereign Immunity: The State reserves all immunities, defenses, rights or actions arising out of the State's sovereign status or under the Eleventh Amendment to the United States Constitution. No waiver of the State's immunities, defenses, rights or actions shall be implied or otherwise deemed to exist by reason of the State's entry into this Agreement.

5. No Employee Benefits For Party: The Party understands that the State will not provide any individual retirement benefits, group life insurance, group health and dental insurance, vacation or sick leave, workers compensation or other benefits or services available to State employees, nor will the State withhold any state or Federal taxes except as required under applicable tax laws, which shall be determined in advance of execution of the Agreement. The Party understands that all tax returns required by the Internal Revenue Code and the State of Vermont, including but not limited to income, withholding, sales and use, and rooms and meals, must be filed by the Party, and information as to Agreement income will be provided by the State of Vermont to the Internal Revenue Service and the Vermont Department of Taxes.

6. Independence: The Party will act in an independent capacity and not as officers or employees of the State.

7. Defense and Indemnity: The Party shall defend the State and its officers and employees

against all third party claims or suits arising in whole or in part from any act or omission of the Party or of any agent of the Party in connection with the performance of this Agreement. The State shall notify the Party in the event of any such claim or suit, and the Party shall immediately retain counsel and otherwise provide a complete defense against the entire claim or suit. The State retains the right to participate at its own expense in the defense of any claim. The State shall have the right to approve all proposed settlements of such claims or suits.

After a final judgment or settlement, the Party may request recoupment of specific defense costs and may file suit in Washington Superior Court requesting recoupment. The Party shall be entitled to recoup costs only upon a showing that such costs were entirely unrelated to the defense of any claim arising from an act or omission of the Party in connection with the performance of this Agreement.

The Party shall indemnify the State and its officers and employees if the State, its officers or employees become legally obligated to pay any damages or losses arising from any act or omission of the Party or an agent of the Party in connection with the performance of this Agreement.

Notwithstanding any contrary language anywhere, in no event shall the terms of this Agreement or any document furnished by the Party in connection with its performance under this Agreement obligate the State to (1) defend or indemnify the Party or any third party, or (2) otherwise be liable for the expenses or reimbursement, including attorneys' fees, collection costs or other costs of the Party or any third party.

8. Insurance: Before commencing work on this Agreement the Party must provide certificates of insurance to show that the following minimum coverages are in effect. It is the responsibility of the Party to maintain current certificates of insurance on file with the State through the term of this Agreement. No warranty is made that the coverages and limits listed herein are adequate to cover and protect the interests of the Party for the Party's operations. These are solely minimums that have been established to protect the interests of the State.

Workers Compensation: With respect to all operations performed, the Party shall carry workers' compensation insurance in accordance with the laws of the State of Vermont. Vermont will accept an out-of-state employer's workers' compensation coverage while operating in Vermont provided that the insurance carrier is licensed to write insurance in Vermont and an amendatory endorsement is added to the policy adding Vermont for coverage purposes. Otherwise, the party shall secure a Vermont workers' compensation policy, if necessary to comply with Vermont law.

General Liability and Property Damage: With respect to all operations performed under this Agreement, the Party shall carry general liability insurance having all major divisions of coverage

including, but not limited to:

Premises - Operations
Products and Completed Operations
Personal Injury Liability
Contractual Liability

The policy shall be on an occurrence form and limits shall not be less than:

\$1,000,000 Each Occurrence

\$2,000,000 General Aggregate

1,000,000 Products/Completed Operations Aggregate

\$1,000,000 Personal & Advertising Injury

Automotive Liability: The Party shall carry automotive liability insurance covering all motor vehicles, including hired and non-owned coverage, used in connection with the Agreement. Limits of coverage shall not be less than \$500,000 combined single limit. If performance of this Agreement involves construction, or the transport of persons or hazardous materials, limits of coverage shall not be less than \$1,000,000 combined single limit.

Additional Insured. The General Liability and Property Damage coverages required for performance of this Agreement shall include the State of Vermont and its agencies, departments, officers and employees as Additional Insureds. If performance of this Agreement involves construction, or the transport of persons or hazardous materials, then the required Automotive Liability coverage shall include the State of Vermont and its agencies, departments, officers and employees as Additional Insureds. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

Notice of Cancellation or Change. There shall be no cancellation, change, potential exhaustion of aggregate limits or non-renewal of insurance coverage(s) without thirty (30) days written prior written notice to the State.

9. Reliance by the State on Representations:

All payments by the State under this Agreement will be made in reliance upon the accuracy of all representations made by the Party in accordance with this Agreement, including but not limited to bills, invoices, progress reports and other proofs of work.

10. False Claims Act: The Party acknowledges that it is subject to the Vermont False Claims Act as set forth in 32 V.S.A. § 630 *et seq.* If the Party violates the Vermont False Claims Act it shall be liable to the State for civil penalties, treble damages and the costs of the investigation and prosecution of such violation, including attorney's fees, except as the same may be reduced by a court of competent jurisdiction. The Party's liability to the State under the False Claims Act shall not be limited notwithstanding any agreement of the State to otherwise limit Party's liability.

11. Whistleblower Protections: The Party shall not discriminate or retaliate against one of its employees or agents for disclosing information concerning a violation of law, fraud, waste, abuse of authority or acts threatening health or safety, including but not limited to allegations

concerning the False Claims Act. Further, the Party shall not require such employees or agents to forego monetary awards as a result of such disclosures, nor should they be required to report misconduct to the Party or its agents prior to reporting to any governmental entity and/or the public.

12. Location of State Data: No State data received, obtained, or generated by the Party in connection with performance under this Agreement shall be processed, transmitted, stored, or transferred by any means outside the continental United States, except with the express written permission of the State.

13. Records Available for Audit: The Party shall maintain all records pertaining to performance under this agreement. "Records" means any written or recorded information, regardless of physical form or characteristics, which is produced or acquired by the Party in the performance of this agreement. Records produced or acquired in a machine readable electronic format shall be maintained in that format. The records described shall be made available at reasonable times during the period of the Agreement and for three years thereafter or for any period required by law for inspection by any authorized representatives of the State or Federal Government. If any litigation, claim, or audit is started before the expiration of the three-year period, the records shall be retained until all litigation, claims or audit findings involving the records have been resolved.

14. Fair Employment Practices and Americans with Disabilities Act: Party agrees to comply with the requirement of 21 V.S.A. Chapter 5, Subchapter 6, relating to fair employment practices, to the full extent applicable. Party shall also ensure, to the full extent required by the Americans with Disabilities Act of 1990, as amended, that qualified individuals with disabilities receive equitable access to the services, programs, and activities provided by the Party under this Agreement.

15. Set Off: The State may set off any sums which the Party owes the State against any sums due the Party under this Agreement; provided, however, that any set off of amounts due the State of Vermont as taxes shall be in accordance with the procedures more specifically provided hereinafter.

16. Taxes Due to the State:

- A) Party understands and acknowledges responsibility, if applicable, for compliance with State tax laws, including income tax withholding for employees performing services within the State, payment of use tax on property used within the State, corporate and/or personal income tax on income earned within the State.
- B) Party certifies under the pains and penalties of perjury that, as of the date this Agreement is signed, the Party is in good standing with respect to, or in full compliance with, a plan to pay any and all taxes due the State of Vermont.
- C) Party understands that final payment under this Agreement may be withheld if the Commissioner of Taxes determines that the

Party is not in good standing with respect to or in full compliance with a plan to pay any and all taxes due to the State of Vermont.

- D) Party also understands the State may set off taxes (and related penalties, interest and fees) due to the State of Vermont, but only if the Party has failed to make an appeal within the time allowed by law, or an appeal has been taken and finally determined and the Party has no further legal recourse to contest the amounts due.

17. Taxation of Purchases: All State purchases must be invoiced tax free. An exemption certificate will be furnished upon request with respect to otherwise taxable items.

18. Child Support: (Only applicable if the Party is a natural person, not a corporation or partnership.) Party states that, as of the date this Agreement is signed, he/she:

- A) is not under any obligation to pay child support; or
- B) is under such an obligation and is in good standing with respect to that obligation; or
- C) has agreed to a payment plan with the Vermont Office of Child Support Services and is in full compliance with that plan.

Party makes this statement with regard to support owed to any and all children residing in Vermont. In addition, if the Party is a resident of Vermont, Party makes this statement with regard to support owed to any and all children residing in any other state or territory of the United States.

19. Sub-Agreements: Party shall not assign, subcontract or subgrant the performance of this Agreement or any portion thereof to any other Party without the prior written approval of the State. Party shall be responsible and liable to the State for all acts or omissions of subcontractors and any other person performing work under this Agreement pursuant to an agreement with Party or any subcontractor.

In the case this Agreement is a contract with a total cost in excess of \$250,000, the Party shall provide to the State a list of all proposed subcontractors and subcontractors' subcontractors, together with the identity of those subcontractors' workers compensation insurance providers, and additional required or requested information, as applicable, in accordance with Section 32 of The Vermont Recovery and Reinvestment Act of 2009 (Act No. 54).

Party shall include the following provisions of this Attachment C in all subcontracts for work performed solely for the State of Vermont and subcontracts for work performed in the State of Vermont: Section 10 ("False Claims Act"); Section 11 ("Whistleblower Protections"); Section 12 ("Location of State Data"); Section 14 ("Fair Employment Practices and Americans with Disabilities Act"); Section 16 ("Taxes Due the State"); Section 18 ("Child Support"); Section 20 ("No Gifts or Gratuities"); Section 22 ("Certification Regarding Debarment"); Section 30 ("State Facilities"); and Section 32.A ("Certification Regarding Use of State Funds").

20. No Gifts or Gratuities: Party shall not give title or possession of anything of substantial value (including property, currency, travel and/or education programs) to any officer or employee of the State during the term of this Agreement.

21. Copies: Party shall use reasonable best efforts to ensure that all written reports prepared under this Agreement are printed using both sides of the paper.

22. Certification Regarding Debarment: Party certifies under pains and penalties of perjury that, as of the date that this Agreement is signed, neither Party nor Party's principals (officers, directors, owners, or partners) are presently debarred, suspended, proposed for debarment, declared ineligible or excluded from participation in Federal programs, or programs supported in whole or in part by Federal funds. Party further certifies under pains and penalties of perjury that, as of the date that this Agreement is signed, Party is not presently debarred, suspended, nor named on the State's debarment list at: <http://bgs.vermont.gov/purchasing/debarment>

23. Conflict of Interest: Party shall fully disclose, in writing, any conflicts of interest or potential conflicts of interest.

24. Confidentiality: Party acknowledges and agrees that this Agreement and any and all information obtained by the State from the Party in connection with this Agreement are subject to the State of Vermont Access to Public Records Act, 1 V.S.A. § 315 et seq.

25. Force Majeure: Neither the State nor the Party shall be liable to the other for any failure or delay of performance of any obligations under this Agreement to the extent such failure or delay shall have been wholly or principally caused by acts or events beyond its reasonable control rendering performance illegal or impossible (excluding strikes or lock-outs) ("Force Majeure"). Where Force Majeure is asserted, the nonperforming party must prove that it made all reasonable efforts to remove, eliminate or minimize such cause of delay or damages, diligently pursued performance of its obligations under this Agreement, substantially fulfilled all non-excused obligations, and timely notified the other party of the likelihood or actual occurrence of an event described in this paragraph.

26. Marketing: Party shall not refer to the State in any publicity materials, information pamphlets, press releases, research reports, advertising, sales promotions, trade shows, or marketing materials or similar communications to third parties except with the prior written consent of the State.

27. Termination:

- A. **Non-Appropriation:** If this Agreement extends into more than one fiscal year of the State (July 1 to June 30), and if appropriations are insufficient to support this Agreement, the State may cancel at the end of the fiscal year, or otherwise upon the expiration of existing appropriation authority. In the case that this Agreement is a Grant that is funded in whole or in part by Federal funds, and in the event Federal funds become unavailable or reduced, the State may suspend or cancel this Grant immediately, and the State shall have no obligation to pay Subrecipient from State revenues.

B. Termination for Cause: Either party may terminate this Agreement if a party materially breaches its obligations under this Agreement, and such breach is not cured within thirty (30) days after delivery of the non-breaching party's notice or such longer time as the non-breaching party may specify in the notice.

C. Termination Assistance: Upon nearing the end of the final term or termination of this Agreement, without respect to cause, the Party shall take all reasonable and prudent measures to facilitate any transition required by the State. All State property, tangible and intangible, shall be returned to the State upon demand at no additional cost to the State in a format acceptable to the State.

28. Continuity of Performance: In the event of a dispute between the Party and the State, each party will continue to perform its obligations under this Agreement during the resolution of the dispute until this Agreement is terminated in accordance with its terms.

29. No Implied Waiver of Remedies: Either party's delay or failure to exercise any right, power or remedy under this Agreement shall not impair any such right, power or remedy, or be construed as a waiver of any such right, power or remedy. All waivers must be in writing.

30. State Facilities: If the State makes space available to the Party in any State facility during the term of this Agreement for purposes of the Party's performance under this Agreement, the Party shall only use the space in accordance with all policies and procedures governing access to and use of State facilities which shall be made available upon request. State facilities will be made available to Party on an "AS IS, WHERE IS" basis, with no warranties whatsoever.

31. Requirements Pertaining Only to Federal Grants and Subrecipient Agreements: If this Agreement is a grant that is funded in whole or in part by Federal funds:

A. Requirement to Have a Single Audit: The Subrecipient will complete the Subrecipient Annual Report annually within 45 days after its fiscal year end, informing the State of Vermont whether or not a Single Audit is required for the prior fiscal year. If a Single Audit is required, the Subrecipient will submit a copy of the audit report to the granting Party within 9 months. If a single audit is not required, only the Subrecipient Annual Report is required.

For fiscal years ending before December 25, 2015, a Single Audit is required if the subrecipient expends \$500,000 or more in Federal assistance during its fiscal year and must be conducted in accordance with OMB Circular A-133. For fiscal years ending on or after December 25, 2015, a Single Audit is required if the subrecipient expends \$750,000 or more in Federal assistance during its fiscal year and must be conducted in accordance with 2 CFR Chapter I, Chapter II, Part 200, Subpart F. The Subrecipient Annual Report is required to be submitted within 45 days, whether or not a Single Audit is required.

B. Internal Controls: In accordance with 2 CFR Part II, §200.303, the Party must establish and maintain effective internal control over the Federal award to provide reasonable assurance that the Party is managing the Federal award in compliance with Federal statutes, regulations, and the terms and conditions of the award. These internal controls should be in compliance with guidance in "Standards for Internal Control in the Federal Government" issued by the Comptroller General of the United

States and the "Internal Control Integrated Framework", issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

C. Mandatory Disclosures: In accordance with 2 CFR Part II, §200.113, Party must disclose, in a timely manner, in writing to the State, all violations of Federal criminal law involving fraud, bribery, or gratuity violations potentially affecting the Federal award. Failure to make required disclosures may result in the imposition of sanctions which may include disallowance of costs incurred, withholding of payments, termination of the Agreement, suspension/debarment, etc.

32. Requirements Pertaining Only to State-Funded Grants:

A. Certification Regarding Use of State Funds: If Party is an employer and this Agreement is a State-funded grant in excess of \$1,001, Party certifies that none of these State funds will be used to interfere with or restrain the exercise of Party's employee's rights with respect to unionization.

B. Good Standing Certification (Act 154 of 2016): If this Agreement is a State-funded grant, Party hereby represents: (i) that it has signed and provided to the State the form prescribed by the Secretary of Administration for purposes of certifying that it is in good standing (as provided in Section 13(a)(2) of Act 154) with the Agency of Natural Resources and the Agency of Agriculture, Food and Markets, or otherwise explaining the circumstances surrounding the inability to so certify, and (ii) that it will comply with the requirements stated therein.

(End of Standard Provisions)

**ATTACHMENT D
OTHER GRANT AGREEMENT PROVISIONS**

**CERTIFICATIONS REGARDING LOBBYING; DEBARMENT, SUSPENSION AND OTHER
RESPONSIBILITY MATTERS; DRUG-FREE WORKPLACE REQUIREMENTS; PROCUREMENT;
ORGANIZATIONAL AND FINANCIAL REQUIREMENT; FOLLOWING SUBRECIPIENT
PROCEDURES: DISCLOSURE OF INFORMATION AND CONFLICT OF INTEREST;**

Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instructions for certification included in the regulations before completing this form. Signature of this agreement provides for compliance with certification requirements under 10 CFR Part 601 "New Restrictions on Lobbying," and 10 CFR Part 1036 "Government wide Debarment and Suspension (Nonprocurement) and Government wide Requirements for Drug-Free Workplace (Grants)." The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Department of Public Safety determines to award the covered transaction, grant, or other agreement.

1. LOBBYING

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. The undersigned shall require that the language of this certification be included in the award documents for all sub awards at all tiers (including subcontracts, Agreements, and contracts under grants, loans, and cooperative agreements) and that all Subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

2. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS

1. The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:

(a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;

(b) Have not within a three-year period preceding this proposal been convicted of or had a civil

judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

2. Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

3. Applicable CFR's and Federal Executive Orders 12549 and 12689 prohibit non-federal entities from contracting with or making sub-awards under covered transactions to parties that are suspended or debarred or whose principals are

suspended or debarred. Covered transactions include procurement contracts for goods or services equal to or in excess of \$25,000 and non-procurement transactions such as grants or cooperative agreements. By signing this Agreement, the Subgrantee agrees it will verify the status of potential vendors prior to any federal funds being obligated to prevent any debarred or suspended agencies or vendors from receiving federal funds. The Subrecipient can confirm the status of potential vendors by conducting a search on the System for Award Management (SAM) website (<https://www.sam.gov/portal/public/SAM/>). At this time, DPS does not require Subrecipients to submit proof of verification with any reimbursement request; however, the Subrecipient must maintain this information, in the form of a screen print, with other grant documentation. This documentation shall be available for review per Attachment C.

3. DRUG-FREE WORKPLACE

This certification is required by the Drug-Free Workplace Act of 1988 (Pub.L. 100-690, Title V, Subtitle D) and is implemented through additions to the Debarment and Suspension regulations, published in the Federal Register on January 31, 1989, and May 25, 1990. The Subrecipient will or will continue to provide a drug-free workplace by: ³

1. Maintaining a Zero Tolerance Drug Policy;
2. Posting in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the

Subrecipient's workplace and specifying the actions that will be taken against employees for violations of such prohibition;

3. Stating in all solicitations or advertisements for employees or subcontractors placed by or on behalf of the Subrecipient that the Subrecipient maintains a drug-free workplace;
4. Establishing an ongoing drug-free awareness program to inform employees about:
 - (a) The dangers of drug abuse in the workplace;
 - (b) The Subrecipient's policy of maintaining a drug-free workplace;
 - (c) Any available drug counseling, rehabilitation, and employee assistance programs; and
 - (d) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - (e) Including the provisions of the foregoing clauses in all third party contracts, subcontracts, and purchase orders that exceed ten thousand dollars (\$10,000.00), so that the provisions will be binding upon each subcontractor or vendor.

4. PROCUREMENT:

The Subrecipient agrees to abide by their respective procurement rules, policies, and/or procedures as outlined in 2 CFR §§ 200.317 to 200.327.

1. Subrecipient must comply with proper competitive bidding procedures as required by the applicable federal and state rules.
2. The subrecipient entity must maintain written standards of conduct covering conflict of interest and governing the actions of its employees and engaged in selection, award, and administration of contracts.⁴
3. The subrecipient must take all necessary affirmative steps to assure that minority business, women's business enterprises,

and labor surplus area firms be used when possible. Please see 2 CFR § 200.321 for the affirmative steps that must be taken.

5. ORGANIZATIONAL AND FINANCIAL REQUIREMENTS

1. All Subrecipients are required to establish and maintain accounting systems and financial records to accurately account for funds awarded to them. Determining allowability of costs claimed will be consistent with the requirements of the grant award and its applicable regulations.

a. Subrecipients have the responsibility to employ the organizational and management techniques necessary to assure proper administration and cost allocation, including accounting, budgeting, reporting, auditing and other review controls.

b. All Subrecipients will accept responsibility for expending and accounting for funds in a manner consistent with an approved project, plan and or program as evidenced by their acceptance of an Agreement award by the Department of Public Safety; Policies, procedures, reporting requirements or other special conditions established by the appropriate Federal agency, if applicable, and the Department of Public Safety.

2. Subrecipients must have an adequate system of internal controls which:

a. Presents, classifies and retains all detailed financial records related to the Agreement award. Financial records must be retained by the Subrecipient and be available for review for a period of three (3) years after the expiration of the grant period except that records must be retained until completion or resolution of all issues arising

³ 2 CFR § 182
ADM-107a- January 2021

⁴ 2 CFR § 200.318(c)(1)
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from audit, litigation or claims started before the expiration of the three year period, whichever is later.

b. Provides reasonable assurance that Federal awards are managed in compliance with Federal statutes, regulations, and the terms and conditions. These internal controls should be in compliance with the guidance in “Standards for Internal Control in the Federal Government” issued by the Comptroller General of the United States and the “Internal Control Integrated Framework,” issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

c. Provides information for planning, control and evaluation of direct and indirect costs;

d. Provides cost and property control to ensure optimal use of the grant funds;

Controls funds and other resources to ensure that the expenditure of grant funds and use of any property acquired under the grant are in conformance with established guidelines and policies.

3. Notification of Organizational Changes Required:

a. The recipient shall provide DPS written notification within 30 days should any of the following events occur:

i. having new or substantially changed systems

ii. having new compliance personnel

iii. loss of license or accreditation to operate program

iv. organizational restructuring.

6. FOLLOWING SUBRECIPIENT PROCEDURES:

The undersigned certifies that the Subrecipient organization has in place standard policies and procedures that govern the Subrecipient’s payroll, purchasing, contracting and inventory control in accordance with 2 CFR 200 Subpart E, Appendix A, Section C 1.e or 2 CFR 200.302. The undersigned further certifies that the Subrecipient organization will use those policies and procedures for any approved expenditure under this Agreement and for any equipment purchased with Agreement funds. The undersigned also agrees to make the policies and procedures available for examination by any authorized representatives of the State or Federal Government. This does not relieve the Subrecipient from requirements of federal financial management, requirements in: **(a)** 2 CFR 200 § 302 Financial Management

7. DISCLOSURE OF INFORMATION:

Any confidential or personally identifiable information (PII) acquired by subrecipient during the course of the subgrant shall not be disclosed by subrecipient to any person, firm, corporation, association, or other entity for

any reason or purpose whatsoever without the prior written consent of the Department of Public Safety either during the term of the Agreement or in the event of termination of the Agreement for any reason whatsoever. Subrecipient agrees to abide by applicable federal regulations regarding confidential information and research standards, as appropriate, for federally supported projects.

8. CONFLICT OF INTEREST

Subgrantee/Contractor covenants that, to the best of its knowledge, no person under its employ, including subcontractors, who presently exercises any functions or responsibilities in connection with Board, Department, or projects or programs funded by Board or Department, has any personal financial interest, direct or indirect, in this Subgrant Agreement /Contract.

1. Subgrantee/Contractor further covenants that in the performance of Subgrant Agreement/Contract, no person having such conflicting interest shall knowingly be employed by Subgrantee/Contractor.

2. Any such interest, on the part of Subgrantee /Contractor or its employees, when known, must be disclosed in writing to Department.

ATTACHMENT E

FUNDING SOURCE SPECIAL CONDITIONS

This Agreement is subject to the requirements of all federal laws, policies, and bulletins. Most notably:

Article I - Activities Conducted Abroad

Recipients must ensure that project activities carried on outside the United States are coordinated as necessary with appropriate government authorities and that appropriate licenses, permits, or approvals are obtained.

Article II - Reporting of Matters Related to Recipient Integrity and Performance

If the total value of any currently active grants, cooperative agreements, and procurement contracts from all federal awarding agencies exceeds \$10,000,000 for any period of time during the period of performance of this federal award, then the recipients must comply with the requirements set forth in the government wide Award Term and Condition for Recipient Integrity and Performance Matters located at 2 C.F.R. Part 200, Appendix XII, the full text of which is incorporated here by reference in the award terms and conditions.

Article III - Trafficking Victims Protection Act of 2000 (TVPA)

Recipients must comply with the requirements of the government-wide financial assistance award term which implements Section 106(g) of the Trafficking Victims Protection Act of 2000 (TVPA), codified as amended at 22 U.S.C. section 7104. The award term is located at 2 C.F.R. section 175.15, the full text of which is incorporated here by reference.

Article IV - Federal Leadership on Reducing Text Messaging while Driving

Recipients are encouraged to adopt and enforce policies that ban text messaging while driving as described in E.O. 13513, including conducting initiatives described in Section 3(a) of the Order when on official government business or when performing any work for or on behalf of the federal government.

Article V - Debarment and Suspension

Recipients are subject to the non-procurement debarment and suspension regulations implementing Executive Orders (E.O.) 12549 and 12689, which are at 2 C.F.R. Part 180 as adopted by DHS at 2 C.F.R. Part 3000. These regulations restrict federal financial assistance awards, subawards, and contracts with certain parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in federal assistance programs or activities.

Article VI - Fly America Act of 1974

Recipients must comply with Preference for U.S. Flag Air Carriers (air carriers holding certificates under 49 U.S.C. section 41102) for international air transportation of people and property to the extent that such service is available, in accordance with the International Air Transportation Fair Competitive Practices Act of 1974, 49 U.S.C. section 40118, and the interpretative guidelines issued by the Comptroller General of the United States in the March 31, 1981, amendment to Comptroller General Decision B-138942.

Article VII - Americans with Disabilities Act of 1990

Recipients must comply with the requirements of Titles I, II, and III of the *Americans with Disabilities Act*, Pub. L. No. 101-336 (1990) (codified as amended at 42 U.S.C. sections 12101-12213), which prohibits recipients from discriminating on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities.

Article VIII - Duplication of Benefits

Any cost allocable to a particular federal financial assistance award provided for in 2 C.F.R. Part 200, Subpart E may not be charged to other federal financial assistance awards to overcome fund deficiencies; to avoid restrictions imposed by federal statutes, regulations, or federal financial assistance award terms and conditions; or for other reasons. However, these prohibitions would not preclude recipients from shifting costs that are allowable under two or more awards in accordance with existing federal statutes, regulations, or the federal financial assistance award terms and conditions.

Article IX - Copyright

Recipients must affix the applicable copyright notices of 17 U.S.C. sections 401 or 402 and an acknowledgement of U.S. Government sponsorship (including the award number) to any work first produced under federal financial assistance awards.

Article X - Civil Rights Act of 1968

Recipients must comply with Title VIII of the Civil Rights Act of 1968, Pub. L. No. 90-284, as amended through Pub. L. 113-4, which prohibits recipients from discriminating in the sale, rental, financing, and advertising of dwellings, or in the provision of services in connection therewith, on the basis of race, color, national origin, religion, disability, familial status, and sex (see 42 U.S.C. section 3601 et seq.), as implemented by the U.S. Department of Housing and Urban Development at 24 C.F.R. Part 100. The prohibition on disability discrimination includes the requirement that new multifamily housing with four or more dwelling units-i.e., the public and common use areas and individual apartment units (all units in buildings with elevators and ground-floor units in buildings without elevators)-be designed and constructed with certain accessible features. (See 24 C.F.R. Part 100, Subpart D.)

Article XI - Best Practices for Collection and Use of Personally Identifiable Information (PII)

Recipients who collect PII are required to have a publicly available privacy policy that describes standards on the usage and maintenance of the PII they collect. DHS defines personally identifiable information (PII) as any information that permits the identity of an individual to be directly or indirectly inferred, including any information that is linked or linkable to that individual. Recipients may also find the DHS Privacy Impact Assessments: Privacy Guidance and Privacy Template as useful resources respectively.

Article XII - Limited English Proficiency (Civil Rights Act of 1964, Title VI)

Recipients must comply with Title VI of the Civil Rights Act of 1964, (42 U.S.C. section 2000d et seq.) prohibition against discrimination on the basis of national origin, which requires that recipients of federal financial assistance take reasonable steps to provide meaningful access to persons with limited English proficiency (LEP) to their programs and services. For additional assistance and information regarding language access obligations, please refer to the DHS Recipient Guidance: <https://www.dhs.gov/guidance-published-help-department-supported-organizations-provide-meaningful-accesspeople-limited> and additional resources on <http://www.lep.gov>.

Article XIII - Hotel and Motel Fire Safety Act of 1990

In accordance with Section 6 of the Hotel and Motel Fire Safety Act of 1990, 15 U.S.C. section 2225a, recipients must ensure that all conference, meeting, convention, or training space funded in whole or in part with federal funds complies with the fire prevention and control guidelines of the Federal Fire Prevention and Control Act of 1974, (codified as amended at 15 U.S.C. section 2225.)

Article XIV - Disposition of Equipment Acquired Under the Federal Award

When original or replacement equipment acquired under this award by the recipient or its sub-recipients is no longer needed for the original project or program or for other activities currently or previously supported by DHS/FEMA, you must request instructions from DHS/FEMA to make proper disposition of the equipment pursuant to 2 C.F.R. Section 200.313.

Article XV - Patents and Intellectual Property Rights

Recipients are subject to the Bayh-Dole Act, 35 U.S.C. section 200 et seq, unless otherwise provided by law. Recipients are subject to the specific requirements governing the development, reporting, and disposition of rights to inventions and patents resulting from federal financial assistance awards located at 37 C.F.R. Part 401 and the standard patent rights clause located at 37 C.F.R. section 401.14.

Article XVI - DHS Specific Acknowledgements and Assurances

All recipients, subrecipients, successors, transferees, and assignees must acknowledge and agree to comply with applicable provisions governing DHS access to records, accounts, documents, information, facilities, and staff.

1. Recipients must cooperate with any compliance reviews or compliance investigations conducted by DHS.
2. Recipients must give DHS access to, and the right to examine and copy, records, accounts, and other documents and sources of information related to the federal financial assistance award and permit access to facilities, personnel, and other individuals and information as may be necessary, as required by DHS regulations and other applicable laws or program guidance.
3. Recipients must submit timely, complete, and accurate reports to the appropriate DHS officials and maintain appropriate backup documentation to support the reports.

4. Recipients must comply with all other special reporting, data collection, and evaluation requirements, as prescribed by law or detailed in program guidance.

5. Recipients of federal financial assistance from DHS must complete the DHS Civil Rights Evaluation Tool within thirty (30) days of receipt of the Notice of Award or, for State Administering Agencies, thirty (30) days from receipt of the DHS Civil Rights Evaluation Tool from DHS or its awarding component agency. After the initial submission for the first award under which this term applies, recipients are required to provide this information once every two (2) years as long as they have an active award, not every time an award is made. Recipients should submit the completed tool, including supporting materials, to CivilRightsEvaluation@hq.dhs.gov. This tool clarifies the civil rights obligations and related reporting requirements contained in the DHS Standard Terms and Conditions. Subrecipients are not required to complete and submit this tool to DHS. The evaluation tool can be found at <https://www.dhs.gov/publication/dhs-civil-rights-evaluation-tool>.

6. The DHS Office for Civil Rights and Civil Liberties will consider, in its discretion, granting an extension if the recipient identifies steps and a timeline for completing the tool. Recipients should request extensions by emailing the request to CivilRightsEvaluation@hq.dhs.gov prior to expiration of the 30-day deadline.

Article XVII - Procurement of Recovered Materials

States, political subdivisions of states, and their contractors must comply with Section 6002 of the Solid Waste Disposal Act, Pub. L. No. 89-272 (1965), (codified as amended by the Resource Conservation and Recovery Act, 42 U.S.C. section 6962.) The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition.

Article XVIII - Terrorist Financing

Recipients must comply with E.O. 13224 and U.S. laws that prohibit transactions with, and the provisions of resources and support to, individuals and organizations associated with terrorism. Recipients are legally responsible to ensure compliance with the Order and laws.

Article XIX - Civil Rights Act of 1964 - Title VI

Recipients must comply with the requirements of Title VI of the Civil Rights Act of 1964 (codified as amended at 42 U.S.C. section 2000d et seq.), which provides that no person in the United States will, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. DHS implementing regulations for the Act are found at 6 C.F.R. Part 21 and 44 C.F.R. Part 7.

Article XX - Prior Approval for Modification of Approved Budget

Before making any change to the DHS/FEMA approved budget for this award, you must request prior written approval from DHS/FEMA where required by 2 C.F.R. Section 200.308. DHS/FEMA is also utilizing its discretion to impose an additional restriction under 2 C.F.R. Section 200.308(e) regarding the transfer of funds among direct cost categories, programs, functions, or activities. Therefore, for awards with an approved budget where the Federal share is greater than the simplified acquisition threshold (currently \$250,000), you may not transfer funds among direct cost categories, programs, functions, or activities without prior written approval from DHS/FEMA where the cumulative amount of such transfers exceeds or is expected to exceed ten percent (10%) of the total budget DHS/FEMA last approved. You must report any deviations from your DHS/FEMA approved budget in the first Federal Financial Report (SF-425) you submit following any budget deviation, regardless of whether the budget deviation requires prior written approval.

Article XXI - Acknowledgement of Federal Funding from DHS

Recipients must acknowledge their use of federal funding when issuing statements, press releases, requests for proposal, bid invitations, and other documents describing projects or programs funded in whole or in part with federal funds.

Article XXII - Acceptance of Post Award Changes

In the event FEMA determines that changes are necessary to the award document after an award has been made, including changes to period of performance or terms and conditions, recipients will be notified of the

changes in writing. Once notification has been made, any subsequent request for funds will indicate recipient acceptance of the changes to the award. Please call the FEMA/GMD Call Center at (866) 927-5646 or via e-mail to ASK-GMD@fema.dhs.gov if you have any questions.

Article XXIII - Rehabilitation Act of 1973

Recipients must comply with the requirements of Section 504 of the Rehabilitation Act of 1973, Pub. L. No. 93-112 (1973), (codified as amended at 29 U.S.C. section 794,) which provides that no otherwise qualified handicapped individuals in the United States will, solely by reason of the handicap, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.

Article XXIV - False Claims Act and Program Fraud Civil Remedies

Recipients must comply with the requirements of the False Claims Act, 31 U.S.C. sections 3729-3733, which prohibits the submission of false or fraudulent claims for payment to the federal government. (See 31 U.S.C. sections 3801-3812, which details the administrative remedies for false claims and statements made.)

Article XXV - Nondiscrimination in Matters Pertaining to Faith-Based Organizations

It is DHS policy to ensure the equal treatment of faith-based organizations in social service programs administered or supported by DHS or its component agencies, enabling those organizations to participate in providing important social services to beneficiaries. Recipients must comply with the equal treatment policies and requirements contained in 6 C.F.R. Part 19 and other applicable statutes, regulations, and guidance governing the participations of faith-based organizations in individual DHS programs.

Article XXVI - Lobbying Prohibitions

Recipients must comply with 31 U.S.C. section 1352, which provides that none of the funds provided under a federal financial assistance award may be expended by the recipient to pay any person to influence, or attempt to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any federal action related to a federal award or contract, including any extension, continuation, renewal, amendment, or modification.

Article XXVII - Education Amendments of 1972 (Equal Opportunity in Education Act) - Title IX

Recipients must comply with the requirements of Title IX of the Education Amendments of 1972, Pub. L. No. 92-318 (1972) (codified as amended at 20 U.S.C. section 1681 et seq.), which provide that no person in the United States will, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any educational program or activity receiving federal financial assistance. DHS implementing regulations are codified at 6 C.F.R. Part 17 and 44 C.F.R. Part 19.

Article XXVIII - Age Discrimination Act of 1975

Recipients must comply with the requirements of the Age Discrimination Act of 1975, Pub. L. No. 94-135 (1975) (codified as amended at Title 42, U.S. Code, section 6101 et seq.), which prohibits discrimination on the basis of age in any program or activity receiving federal financial assistance.

Article XXIX - National Environmental Policy Act

Recipients must comply with the requirements of the National Environmental Policy Act of 1969 (NEPA), Pub. L. No. 91-190 (1970) (codified as amended at 42 U.S.C. section 4321 et seq.) and the Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Provisions of NEPA, which require recipients to use all practicable means within their authority, and consistent with other essential considerations of national policy, to create and maintain conditions under which people and nature can exist in productive harmony and fulfill the social, economic, and other needs of present and future generations of Americans.

Article XXX - Assurances, Administrative Requirements, Cost Principles, Representations and Certifications

DHS financial assistance recipients must complete either the Office of Management and Budget (OMB) Standard Form 424B Assurances - Non-Construction Programs, or OMB Standard Form 424D Assurances - Construction Programs, as applicable. Certain assurances in these documents may not be applicable to your program, and the DHS financial assistance office (DHS FAO) may require applicants to certify additional assurances. Applicants are required to fill out the assurances applicable to their program as instructed by the awarding agency. Please contact the DHS FAO if you have any questions. DHS financial

assistance recipients are required to follow the applicable provisions of the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards located at Title 2, Code of Federal Regulations (C.F.R.) Part 200, and adopted by DHS at 2 C.F.R. Part 3002.

Article XXXI - USA PATRIOT Act of 2001

Recipients must comply with requirements of Section 817 of the Uniting and Strengthening America by Providing Appropriate Tools Required to Intercept and Obstruct Terrorism Act of 2001 (USA PATRIOT Act), Pub. L. No. 107-56, which amends 18 U.S.C. sections 175-175c.

Article XXXII - Non-Supplanting Requirement

Recipients receiving federal financial assistance awards made under programs that prohibit supplanting by law must ensure that federal funds do not replace (supplant) funds that have been budgeted for the same purpose through non-federal sources.

Article XXXIII - Drug-Free Workplace Regulations

Recipients must comply with drug-free workplace requirements in Subpart B (or Subpart C, if the recipient is an individual) of 2 C.F.R. Part 3001, which adopts the Government-wide implementation (2 C.F.R. Part 182) of Sec. 5152-5158 of the Drug-Free Workplace Act of 1988 (41 U.S.C. sections 8101-8106).

Article XXXIV - Universal Identifier and System of Award Management

Recipients are required to comply with the requirements set forth in the government-wide financial assistance award term regarding the System for Award Management and Universal Identifier Requirements located at 2 C.F.R. Part 25, Appendix A, the full text of which is incorporated here by reference.

Article XXXV - Reporting Subawards and Executive Compensation

Recipients are required to comply with the requirements set forth in the government-wide award term on Reporting Subawards and Executive Compensation located at 2 C.F.R. Part 170, Appendix A, the full text of which is incorporated here by reference in the award terms and conditions.

Article XXXVI - Energy Policy and Conservation Act

Recipients must comply with the requirements of the Energy Policy and Conservation Act, Pub. L. No. 94-163 (1975) (codified as amended at 42 U.S.C. section 6201 et seq.), which contain policies relating to energy efficiency that are defined in the state energy conservation plan issued in compliance with this Act.

Article XXXVII - Whistleblower Protection Act

Recipients must comply with the statutory requirements for whistleblower protections (if applicable) at 10 U.S.C. section 2409, 41 U.S.C. section 4712, and 10 U.S.C. section 2324, 41 U.S.C. sections 4304 and 4310.

Article XXXVIII - Federal Debt Status

All recipients are required to be non-delinquent in their repayment of any federal debt. Examples of relevant debt include delinquent payroll and other taxes, audit disallowances, and benefit overpayments. (See OMB Circular A-129.)

Article XXXIX - Use of DHS Seal, Logo and Flags

Recipients must obtain permission from their DHS FAO prior to using the DHS seal(s), logos, crests or reproductions of flags or likenesses of DHS agency officials, including use of the United States Coast Guard seal, logo, crests or reproductions of flags or likenesses of Coast Guard officials.

Article XL - Notice of Funding Opportunity Requirements

All the instructions, guidance, limitations, and other conditions set forth in the Notice of Funding Opportunity (NOFO) for this program are incorporated here by reference in the award terms and conditions. All recipients must comply with any such requirements set forth in the program NOFO.

Article XLI - SAFECOM

Recipients receiving federal financial assistance awards made under programs that provide emergency communication equipment and its related activities must comply with the SAFECOM Guidance for Emergency Communication Grants, including provisions on technical standards that ensure and enhance interoperable communications.

Final Guidance must be followed, 2 CFR 200 Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards.

PROHIBITION ON CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT

- a) Recipients and subrecipients are prohibited from obligating or expending loan or grant funds to:
 - 1.) Procure or obtain;
 - 2.) Extend or renew a contract to procure or obtain; or
 - 3.) Enter into a contract (or extend or renew a contract) to procure or obtain equipment, services, or systems that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. As described in Public Law 115-232, section 889, covered telecommunications equipment is telecommunications equipment produced by Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities).
 - i.) For the purpose of public safety, security of government facilities, physical security surveillance of critical infrastructure, and other national security purposes, video surveillance and telecommunications equipment produced by Hytera Communications Corporation, Hangzhou Hikvision Digital Technology Company, or Dahua Technology Company (or any subsidiary or affiliate of such entities).
 - ii.) Telecommunications or video surveillance services provided by such entities or using such equipment.
 - iii.) Telecommunications or video surveillance equipment or services produced or provided by an entity that the Secretary of Defense, in consultation with the Director of the National Intelligence or the Director of the Federal Bureau of Investigation, reasonably believes to be an entity owned or controlled by, or otherwise connected to, the government of a covered foreign country.
- b) In implementing the prohibition under Public Law 115-232, section 889, subsection (f), paragraph (1), heads of executive agencies administering loan, grant, or subsidy programs shall prioritize available funding and technical support to assist affected businesses, institutions and organizations as is reasonably necessary for those affected entities to transition from covered communications equipment and services, to procure replacement equipment and services, and to ensure that communications service to users and customers is sustained.
- c) See Public Law 115-232, section 889 for additional information.
- d) See also §200.471.

This Agreement is also subject to the requirements of the State of Vermont grant and audit policies. The most pertinent bulletins and addendums are:

- Bulletin 5, Single Audit Policy for Agreements
- Bulletin 5 - Procedure #1
- Bulletin 5 - Procedure #2

VERMONT LEAGUE OF CITIES AND TOWNS EXECUTIVE RECRUITMENT SERVICES PROPOSAL

for
Hartford, Vermont



MUNICIPAL ASSISTANCE CENTER
VERMONT LEAGUE OF CITIES & TOWNS
DIRECTOR: ABIGAIL FRIEDMAN
P: 802-262-1926
E: AFRIEDMAN@VLCT.ORG

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Samples and Supporting Documents

- Sample advertising sources and cost estimates
- Waterbury Municipal Manager Position Profile
- Municipal manager and administrator salary information from the 2022 VLCT Compensation and Benefits Report
- Cost sheet for Burgess Loss Prevention background checks: criminal, civil, credit, and adverse social media search.

February 17, 2023

Michael Hoyt, Selectboard Chair
Town of Hartford
171 Bridge Street
White River Junction, VT 05001

RE: Proposal for Town Manager Search Services

I am writing to offer VLCT executive recruitment support services as the Town of Hartford begins its search for a new Town Manager.

VLCT has many years of experience working with municipalities to develop and implement effective personnel searches. We provide a full range of services to support legislative bodies during the recruitment process, and we work closely with members to customize the tasks outlined in the attached proposal as needed. All work is done as directed and in collaboration with the Selectboard (and search committee if appointed).

We are excited that Dominic Cloud, St. Albans City Manager, has recently rejoined VLCT as a new Executive Search/Management Consultant. He has extensive municipal recruitment experience, both in his current role (since 2008) as well as during his tenure as Director of VLCT's Municipal Assistance Center.

The following proposal includes a summary of services and deliverables along with more detailed descriptions, estimated and estimated costs. We would be happy to attend a Selectboard meeting to review the proposal and answer questions about it.

Sincerely,

Abigail Friedman,
Director Municipal Assistance Center
Vermont League of Cities & Towns

VLCT RECRUITMENT SERVICES EXECUTIVE SUMMARY

Thank you for the opportunity to present the VLCT Municipal Assistance Center's recruitment services for your municipal executive search. For more than 30-years we have helped towns hire municipal managers and administrators. Our role is to provide administrative support and guidance to the legislative body throughout its hiring process.

SERVICES PROVIDED - Deliverables Include:

The services we provide will utilize best practices in municipal human resources and employment law. We will endeavor to maintain confidentiality throughout the search and keep the Selectboard informed along each step of the process. The Board will work in tandem with us by providing necessary information and making key decisions. Our services include:

- Prepare a recruitment plan and advertising plan for Board approval.
- Review job description and pay range.
- Prepare and place employment advertisements.
- Assist in screening process of applications for first round interviews.
- Schedule interviews and assist with question selection and interviews.
- Assist with development of final interview process; assist with question selection, evaluation, and assist with final interviews.
- Conduct reference and background checks, provide sample employment agreements as well as consultation as needed during the negotiation process.

ADDITIONAL SERVICES: The cost estimate and timetables below are based on services as outlined in this proposal. Any changes to the deliverables may be requested by the Selectboard, such as citizen participation in the process, on-line surveys, and other add-on services. These changes may result in an increase in the consultant's time and result in an increase in cost. Such changes must be approved in advance by both the Town and VLCT and reflected in a change in the services agreement.

Timetable

Weeks	Step	Activity – in consultation with the Selectboard as needed
1 - 2	1	Prepare recruitment and advertising plans covering search process and timeline. Prepare draft job description and pay range; prepare position profile
2 – 4	2	Prepare and post advertisement; begin to receive applications
5 – 6	3	Screen applications as received; identify individuals for further consideration; Plan first round interview process with Selectboard/search committee
6 – 8	4	Schedule and conduct first round of interviews; Plan and finalize final round interview process
9 – 11	5	Schedule and conduct final round of interview process;
12 – 16	6	Check references; background check on finalist(s). Report to Selectboard; offer advice on employment agreement negotiations;

Cost Estimate

VLCT does its best to minimize costs and bring affordability and professionalism to the search process. A sample cost breakdown is below. Actual costs will vary depending on the number of candidates and unique aspects of each search. VLCT and the Selectboard will sign an agreement including consultant time and direct expense outlined below. Any changes must be approved in advance by VLCT and the Selectboard.

Consultant time is \$100/hour and tracked by VLCT on a weekly basis. The Selectboard will receive status updates of time spent within the approved agreement amounts. Administrative tasks and expenses are covered by a flat fee.

Direct expenses, including advertising, interview costs and background check service vary by search, so estimates are provided in wide ranges.

Estimate

General Pricing Structure and Cost Estimates	Consultant Time	Direct Costs
VLCT consultant time: tasks and deliverables (average 75 hours)	\$7,500	
VLCT Administration fee	\$2,500	
Advertising Expenses		\$2,000 - \$2,500
Candidate Interview Travel Expenses (candidate flight, lodging, car, and/or mileage)		\$100 - \$1,500
Background Checks (including criminal, civil and credit) and Other Expenses		\$490 - \$1,000
Optional Custom Training – Manager and Selectboard Roles and Responsibilities		\$415*
SUBTOTALS	\$10,000	\$2,590 – \$5,000
Estimated Total		\$12,590 - \$15,000

* (PACIF Member rate)

Agreement and Invoicing

An agreement between VLCT and the Selectboard will outline terms and a not-to-exceed contract amount. VLCT will keep Selectboard apprised of costs and arrange for invoicing monthly or upon completion of the recruitment

Scope of Services – Work Plan and Methodology

It is our understanding that the Town of Hartford wishes to identify outstanding, professional candidates for the town's next Manager. We recommend a six-step process with the services described below.

Step 1: Develop recruitment plan, define job qualifications and requirements for position.

Before embarking on the process of selecting a new Town Manager, it is important to discuss the desired characteristics for the position and develop a plan on how the recruitment process will be undertaken and who will be participating. This involves developing a recruitment and an advertising plan. In addition, the existing job description and/or sample descriptions for other municipalities will be reviewed. The goal is to establish a framework and criteria for evaluation of applicants.

Job Description

The job description for the position will need to be updated as one of the first steps in the process. Job descriptions are a foundational element in making personnel decisions, setting salaries, determining scope of duties, evaluating essential duties, and so on. Once the document has been updated, it is helpful to have the Selectboard formally vote to approve the updated description.

Pay Range

Before finalizing the job description and advertisement, the Selectboard should set a salary range for the position. We highly recommend including the salary range in the job advertisement.

If you would like to compare salary ranges for other municipal Managers in your region or of similar population size, we can send you data from the 2021 VLCT Compensation and Benefits Report.

Take into consideration the total compensation for the position, including all benefits (e.g., insurances, retirement, leave). Some managers may need compensation packages that differ from other municipal employees because of the hours of work required, scope of duties, or relocation needs. If you need additional assistance with salary and benefits, MAC can assist with that research on request.

Position Profile (Recommended/Optional)

Before embarking on the process of recruiting a new top Manager, it is important to step back and talk about the desired characteristics for the position along with other

important factors that should be considered. This work can be done on your own or with assistance from the VLCT. The key is to present a clear picture of the type of person you are looking for, the key issues the individual will be required to address and basic information about the community and organization. The Position Profile can then be used by candidates to gain a better understanding of what expectations they will be held to and can be used by interviewers as a guide of what to look for in candidates. It would be posted on the town website with the job description and advertisement.

Elements of a good Position Profile include the following:

- General information about the community,
- Information about the organization and position,
- Recruitment schedule,
- Fringe benefits,
- Specific requirements or characteristics or personal qualities desired,
- Future challenges and opportunities,
- Pay range; and
- Recruitment timetable

A sample of a position profile for the Town of Norwich is included.

Confidentiality

Confidentiality is especially important to some applicants, particularly those who are currently employed. The Selectboard must decide at the beginning how open you wish to make the hiring process. If the application process is fully open, applicants should be informed as soon as possible, either in the advertisement, before they submit their resumes, or prior to scheduling an interview.

That said, we highly recommend adopting a confidential application process up to the final interview, to the extent that is practicable. This will increase the number of applicants working as professional administrators and managers.

To assist municipal officials in maintaining confidentiality we assign a number to each application received. The application number may be referenced during discussions and in other communications in lieu of the candidates' names.

During the search there should be one public spokesperson for the town. That person should be circumspect about making public comments regarding the status of an open position, particularly when discussing candidates.

Step 2 Identify and recruit qualified candidates.

Once you have a good idea on the type of person you would like as the next Municipal Manager, it's time to advertise the position opening and begin to receive applications from

interested candidates. To develop a strong pool of candidates, it is a good practice to get the word out about the community and position to a wide range of professionals in the field of local government.

Advertisement

Targeted advertising is very important in securing a healthy pool of well-qualified candidates. VLCT has experience with a wide variety of regional and national print and web advertising publications. We recommend placing an advertisement in a mix of digital and print ad sources. We also use several low cost or free ad sources such as, neighboring state leagues websites, and college and university alumni portals. See included sample advertising plan for Hartford.

Receive and Acknowledge resumes received.

As resumes are received, we will send an acknowledgement along with additional information including the position profile. Copies of each resume will be made available in electronic form for review by town designated officials or search committee.

Step 3 Screen/Evaluate applicants.

The Town's involvement in this step of the process may involve a search committee charged with the responsibility of reviewing the resumes received, selecting a limited number for first round interviews, conducting the actual interviews, and then recommending final candidates for further consideration by the Selectboard. The Selectboard can be responsible for the entire process or, it may enlist assistance for the initial work by a search committee consisting of Selectboard members, employees, and/or citizens. Remember: the board is ultimately responsible for hiring the new municipal Manager.

Review Resumes

As the deadline for receipt of resumes approaches, we will review each resume to make sure they meet the minimum qualifications set. Once review has been completed, we will then notify the town designated officials (search committee) which candidates have been selected for further consideration.

Evaluate, Screen and "Winnow" Down Applicants to Interview

We will work with the town search committee in the screening process to further narrow the number of candidates under consideration. As part of this process, we will conduct up to 5, 30-minute screening interviews by telephone to assess candidate qualifications. We will also develop a ranking system for use by the search committee and meet with the committee to finalize its selections. The goal is to narrow the number of candidates under consideration to between 5 and 10 candidates.

Notify Candidates

Once the search committee has completed its work, all candidates will be notified of the status of their application.

Step 4 Conduct First Round of Interviews

The goal of this step is to take a large group of candidates (normally 5 to 10) and through interviews reduce the number to 2 to 3 finalists. These interviews can be via video conference or in person depending on the distance candidates must travel and any travel or health restrictions that may be in place at the time of the scheduled interview.

Schedule Interviews

We will work with the search committee to schedule the selected candidates for a first round of interviews. This involves coordinating the schedules of the search committee members and picking one or two dates for the interviews.

Prepare Questions and Interview Evaluation Forms

Given the legal exposure when asking inappropriate questions and the need to ask questions that provide the search committee with sufficient feedback to evaluate each candidate, we will work with the committee to develop a list of questions system to track information. Each candidate should be asked the same base set of questions, with options to ask about individual experience.

Conduct Interviews

We will assist the search committee during the actual interviews by facilitating introductions, enforce time limits, monitor questions and wrap-up each interview.

Debrief Interviewers

We will assist committee members debriefing their interview impressions with one or more members of the Selectboard. The debriefing process for each committee member does not necessarily involve much time but it is important to listen to the opinions and recommendation of each member. This information will help the Selectboard select candidates for second round interviews.

Step 5 Conduct Second Round of Interviews

The final step in the recruitment process might involve a number of activities including a tour of the Town, town facilities, group interviews with department heads, town citizens and finally a formal interview with the Selectboard. The final interview may include a written assignment or presentation. The goal is to narrow the field of candidates to one or two finalists.

We will work with the Selectboard in developing a final interview process that best meets the needs of Hartford.

Schedule Interviews and Help Plan Itineraries

We will work with the Selectboard to pick dates for the final interview process. This involves coordinating the schedules of the Selectboard members and then developing an itinerary for each candidate.

Prepare Questions and Evaluation Forms

We will compile a set of questions for each group involved in the final interview process by consulting with each participant and then developing a list for each participant to ask. Follow-up questions are encouraged but as in the first round of interviews, each candidate should be asked the same base set of questions.

Conduct Interviews

We will assist each group involved in this part of the process by facilitating introductions, coordinating implementation of the itinerary, enforcing time limits, and wrap-up.

Debrief Interviewers

We will assist the Selectboard debriefing each participant in the final interview process. Our assistance will include working with the Selectboard on the set of questions to ask as well as attending the meetings and supporting the board if it would like us to do so.

Select Finalist

After the Board has listened to each participant, it should then take some time to deliberate and decide which candidate should be offered the position.

Step 6 Complete Reference and Background Check

During this phase, references will be checked, a background investigation will be conducted, and we will be available to provide advice on employment agreement negotiations.

Check references and conduct background investigation.

Before the finalist is offered the position, we will conduct a reference check and initiate a civil, a criminal background check, and if desired a social media review. Results will be reported to the Board. We recommend that a VLCT vetted private investigator conduct both civil and criminal background checks on finalist(s). The cost for a basic check is \$350-450, this cost may vary depending on the geographical location or number of records on an individual applicant.

See the list of national and statewide checks conducted as part of a basic check. Burgess Loss Prevention conducts the criminal and civil background checks, while VLCT staffers conduct reference checks.

Credit Check Review

Under state law, credit checks are allowed only if the position of employment involves access to confidential financial. Since the position of Municipal Manager does involve such access, the Town is permitted to conduct a credit check through VLCT. However, the Town may not use an employee's or applicant's credit report or history as the sole factor in decisions regarding employment, compensation, or a term, condition, or privilege of employment.

Employment Agreement Negotiations

Once the reference checks are completed along with the background investigation and credit check verbal report will be given to the Selectboard. Following this report, should the Selectboard decide to offer the position to a candidate, a formal, public vote should be taken to offer the position subject to successful negotiation of the terms and conditions of employment.

To settle on the terms and conditions of employment we recommend that an employment agreement be drafted. The draft should be prepared by the Town's legal counsel and reviewed by the Board before offering it to the finalist. Examples from other communities are available and can be used as a base for developing one for Hartford.

Once the terms and conditions of employment have been agreed upon by both parties, a formal public vote by the Board is required on the employment agreement.

Consultant Experience and Qualifications

Dominic Cloud

Dominic Cloud has served as City Manager in St. Albans, Vermont since 2008. During his tenure the City has prioritized public / private partnerships for economic development, investments in place making and neighborhood stabilization, and regionalizing public safety services to reduce costs and improve outcomes. Prior to St. Albans, Dominic served as the Director of the VLCT Municipal Assistance Center and as a lobbyist on the VLCT legislative team. Dominic received an MPA from the Maxwell School in Syracuse and lives with his family in Essex. In his free time, he enjoys cross country skiing and sailing.

Abigail Friedman

Abby has been providing training and technical assistance to local government officials for more than 20 years. She joined VLCT in 2008 as the Director of the Municipal Assistance Center, which provides local officials with training, technical assistance, and information to help them carry out their roles and responsibilities. The MAC team has expertise in municipal law and best practices in public administration, government finance and research methods.

Abby enjoys developing programs and resources that are helpful to municipal officials. Before coming to VLCT, she worked for the National Association of Counties in Washington, D.C from 1996 - 2008. She lives with her family in Montpelier.

**Vermont League of Cities and Towns
Executive Recruitment Service**

Advertising Quotes: Sample						
Newspaper/Website	Location	Run	Cost Per Run	Deadline	Estimated Cost (Actual Amounts Vary)	Notes
ICMA Newsletter/website	National	Newsletter and Online 60 days	\$600.00	Rolling	\$450.00	60 days online (renewable at no cost), newsletter included. Paid w/VLCT cc includes 1% discount; ICMA members receive additional discount
Seven Days	Burlington	Weekly rates; online 30 days	250-600	Friday for Wednesday print; immediate online	\$540.00	Wide northern distribution with weekly print and online for thirty days (Estimate based on 2 runs with abbreviated ad)
Regional Newspaper	Vermont	Print/Online	Pricing \$210.40/weekday \$230.24/Sunday; Pricing Structure updated	Thursday for Sunday print	\$600.00	Full month online and print: 86.40 for first three lines (additional per line fee)
Argus/Herald Newspaper	Vermont	Print/Online	\$200-250 per run	Monday for Wednesday print	\$600.00	Abbreviated ad size, recommend 2-4 ads on weekend in both papers for widest distribution
Association: Public Careers, Business, Diversity Trade	National	Online, newsletters, email blasts	450-650	online 30-60 days	\$550.00	Full ad for online job board and newsletter/emails
MA Municipal Association	Massachusetts	Online 30 days	\$270.00	Rolling	\$270.00	30 days online
New Hampshire League of Municipalities	New Hampshire	Online 30 days	\$150.00	Rolling	\$150.00	30 days online
Maine Municipal Association	Maine	Online 30 days	no charge	Rolling	\$0.00	Reciprocal agreement. Ad is run at no charge until deadline
Connecticut Conference of Municipalities	Connecticut	Online 30 days	no charge	Rolling	\$0.00	Reciprocal agreement. Ad is run at no charge until deadline
VLCT Newsletter and website, distribution to members	Vermont	Online 30 days	no charge	1st week of month for newsletter inclusion; Rolling for online	\$0.00	Ad is run at no charge until deadline
Run in 13 academic institutions Alumni and Student Job Boards	National	Online until deadline	no charge	Rolling	\$0.00	Alumni and University Career Board for Multiple Academic Institutions (targeted to desire candidate profiles)
Total Potential Cost					\$3,160.00	
The information above shows a sample of potential advertising sources, selection of sources and number and duration of ads is up to the discretion of the legislative body. This sheet provides options only. The body many want to select some sources, all sources, add additional sources not noted, or alter run schedule. If you have additional questions about advertising options please let us know. We are happy to work with you on a strategy that works best for you.						

Additional regional and national job boards available - discuss appropriate options with MAC

2022 Compensation and Benefits Survey Report Excerpt: Chief Administrative Officers (CAOs)

Organization	Pop.	Position Title	Hire Date	Reg Hrs	Pay Rate	Gross Pay 2022 (Estimated)	Contract	PY Gross	Total VT Experience	Total CAO Experience
Barre City	8590	City Manager	10/18/2010	40.00	\$52.04	\$108,243.20		\$109,693.23	12	12
Barre Town	7747	Town Administrator	9/30/1991	40.00	\$58.98	\$115,011.00				
Bennington Town	15046	Town Manager	2/13/1973	40.00	\$57.00	\$118,560.00		\$114,730.03	30	30
Berlin Town	2795	Town Administrator	2/15/2021	40.00	\$36.78	\$76,502.40			1	30
Brandon Town	3749	Town Manager	3/7/2012	40.00	\$44.59	\$92,747.20	\$92,750.00	\$93,418.13	10	7
Brattleboro Town	11462	Town Manager	11/29/2021	37.50	\$61.54	\$119,999.88	\$120,000.00	\$9,028.52	11	4
Burlington City	42645	City Manager	4/3/2012	40.00	\$57.71	\$120,036.80				
Cambridge Town	3819	Town Administrator		40.00	\$55.29	\$57,500.00	\$60,950.00		4	4
Castleton Town	4544	Town Manager	1/29/2018	40.00	\$39.13	\$81,390.40	\$81,395.00	\$85,239.15	7	6
Cavendish Town	1302	Town Manager	12/3/2014	40.00	\$38.46	\$80,000.44	\$65,792.00	\$71,100.08		
Charlotte Town	3817	Town Administrator	4/20/1999	40.00	\$40.76	\$84,780.80	\$84,780.00	\$75,119.20	29	19
Chester Town	3036	Town Manager	3/7/2005	40.00	\$39.42	\$81,993.60	\$82,000.00	\$81,685.15	17	
Coventry Town	938	Town Administrator	1/11/2021	40.00	\$26.44	\$54,999.88		\$54,172.99	20	20
Dorset Town	1595	Town Manager	12/1/2008	40.00	\$44.23	\$91,999.96	\$92,000.00	\$90,741.08	13	13
East Montpelier Town	2564	Town Administrator	5/5/2022	40.00	\$38.46	\$79,999.92			1	20
Fairfield Town	2258	Town Administrator	9/27/2021	40.00	\$26.44	\$55,000.14	\$55,000.00	\$11,538.48	5	1
Ferrisburgh Town	2729	Town Administrator*	11/1/1998	40.00	\$30.00	\$62,400.00		\$53,631.20		
Georgia Town	4757	Interim Administrator	9/3/2019	40.00	\$28.12	\$58,493.52			5	0
Glover Town	1063	Town Administrator	3/4/2014	4.15	\$20.00	\$2,158.75		\$2,158.75	8	24
Grafton Town	530	Town Administrator	9/11/2007	35.00	\$28.73	\$50,794.64		\$49,344.29		
Guilford Town	1820	Town Administrator	11/15/2016	40.00	\$30.14	\$62,691.20		\$59,821.27		
Hardwick Town	2873	Town Manager	9/27/2021	40.00	\$38.94	\$80,999.88	\$81,000.00	\$20,267.80	20	6
Hartland Town	3483	Town Manager	7/7/2017	40.00	\$45.28	\$94,182.40	\$81,000.00	\$85,806.60	10	20
Highgate Town	3647	Town Administrator	5/2/2012	40.00	\$25.31	\$52,644.80	\$52,649.00	\$63,485.50	10	10
Huntington Town	1850	Town Administrator	5/1/2012	40.00	\$32.93	\$68,491.02	\$68,491.00	\$65,629.46	10	10
Hyde Park Town	2981	Town Administrator	9/1/2011	40.00	\$35.11	\$73,028.80		\$74,474.68	30	30
Johnson Town	3625	Town Administrator	8/1/2016	40.00	\$35.87	\$74,609.60	\$68,000.00	\$71,591.96	6	6
Killington Town	678	Town Manager	11/29/2012	40.00	\$46.34	\$96,390.06	\$96,390.00	\$101,320.89	10	4
Londonderry Town	1800	Town Administrator/ZA	1/1/2019	40.00	\$28.85	\$59,999.94	\$58,000.00	\$58,999.90		
Ludlow Town	1769	Municipal Manager	4/23/2018	40.00	\$48.56	\$100,998.56		\$110,626.32	15	11
Manchester Town	4239	Town Manager	1/8/2007	37.50	\$54.80	\$110,423.82	\$110,423.80	\$110,296.32	15	15
Mendon Town	974	Town Administrator	1/1/2000	64.00	\$26.60	\$44,262.40		\$57,302.98	23	23
Middlebury Town	8721	Town Manager	10/24/2011	40.00	\$54.64	\$113,651.20		\$121,004.04	30	24
Milton Town	10912	Town Manager	7/1/2003	40.00	\$58.52	\$121,721.60		\$118,500.61	19	6
Montpelier City	7434	City Manager	3/13/1995	40.00	\$70.54	\$146,723.20	\$146,723.20			
Morristown Town	5485	Town Administrator	6/15/2021	40.00	\$45.00	\$93,600.00		\$36,822.85	6	1
Newport City	4244	City Manager	7/7/1997	40.00	\$47.45	\$98,696.00	\$98,697.40	\$90,144.59	29	24
Northfield Town	6221	Town Manager	7/21/2014	40.00	\$46.02	\$95,721.60			17	17
Pittsford Town	2795	Town Manager	4/18/2022	40.00	\$43.27	\$90,000.04	\$90,000.00		2	7
Proctor Town	1754	Town Manager	8/30/2021	40.00	\$33.65	\$69,999.90		\$20,921.67	1	6

2022 Compensation and Benefits Survey Report Excerpt: Chief Administrative Officers (CAOs)

Organization	Pop.	Position Title	Hire Date	Reg Hrs	Pay Rate	Gross Pay 2022 (Estimated)	Contract	PY Gross	Total VT Experience	Total CAO Experience
Putney Town	2447	Town Manager	10/2/2017	40.00	\$36.78	\$76,502.40	\$76,500.00	\$71,383.00	9	4.5
Richmond Town	4129	Town Manager	11/5/2018	40.00	\$41.46	\$86,236.80		\$87,537.52	3	3
Rockingham Town	5008	Municipal Manager	10/19/2020	40.00	\$42.66	\$88,732.80	\$88,740.00	\$96,135.08	2	28
Shaftsbury Town	3446	Town Administrator	7/23/2014	40.00	\$38.57	\$80,232.97			11	8
Springfield Town	8935	Town Manager	2/22/2021	40.00	\$58.05	\$120,744.00		\$97,310.40	15	15
St. Albans City	6796	City Manager	3/10/2008	40.00	\$88.19	\$183,425.57			20	15
St. Johnsbury Town	7162	Town Manager	5/17/2015	40.00	\$44.97	\$93,544.88			7	16
Stowe Town	4447	Town Manager	4/9/2007	40.00	\$62.21	\$129,396.80		\$130,640.10	31	29
Swanton Town	6542	Town Manager	12/2/2021	40.00	\$33.08	\$68,806.40		\$5,250.00	50	30
Swanton Village	2328	Village Manager		40.00	\$30.16	\$125,486.00	\$125,486.00			
Thetford Town	2546	Town Manager	2/1/2021	40.00	\$40.38	\$83,985.20	\$82,500.00	\$74,567.38	1.5	22
Underhill Town	3086	Town Administrator	5/24/2021	40.00	\$30.58	\$63,599.90	\$63,600.00	\$52,920.35	4	1
Vernon Town	2392	Town Administrator	8/30/2021	40.00	\$26.44	\$54,999.88		\$17,163.54		
Waitsfield Town	1697	Town Administrator	1/2/2020	40.00	\$33.91	\$70,532.80		\$60,638.23	3	3
Wallingford Town	2279	Town Administrator	8/26/2013	40.00	\$22.03	\$45,822.40				
Warren Town	1688	Town Administrator	10/11/2004	40.00	\$34.34	\$66,956.24	\$66,956.00	\$63,165.96		
Waterbury Town	5154	Town Manager	3/15/1988	40.00	\$61.45	\$127,816.00		\$125,678.14	40	40
Weathersfield Town	2740	Town Manager	1/27/2020	40.00	\$39.15	\$81,432.00	\$81,421.38	\$88,766.78	2.5	2.5
West Rutland Town	2224	Town Manager	12/10/2007	40.00	\$41.46	\$86,242.00	\$86,242.00	\$98,304.94		13
West Windsor Town	1224	Town Administrator	8/8/2005	40.00	\$34.04	\$70,803.20		\$66,660.36		
Westford Town	2328	Town Administrator	3/6/2001	53.22	\$33.03	\$45,705.09		\$66,520.92		
Williamstown Town	3498	Town Manager	8/1/2011	40.00	\$38.47	\$80,017.60		\$81,407.11	42	20
Wilmington Town	1791	Town Manager	8/28/2017	40.00	\$51.57	\$107,265.60	\$107,269.00	\$101,682.33	40	5
Windsor Town	3354	Town Manager	8/1/2011	40.00	\$65.25	\$135,720.00	\$135,716.60	\$156,882.89	11	
Winooski City	7320	City Manager	5/16/2022	40.00	\$59.14	\$123,011.20			6	0.5

*Also Town Clerk

Respondents 65
Total CAOs Vermont 93

Average	39.87	\$42.45	\$86,745.64	\$86,682.41	\$74,224.66	14.48	13.58
Median	40.00	\$39.42	\$81,993.60	\$82,250.00	\$74,521.03	10.50	12.00



6/24/2022

Position Profile

WATERBURY MUNICIPAL MANAGER

WATERBURY MUNICIPAL OFFICE
28 NORTH MAIN ST., SUITE 1
WATERBURY, VT 05676
WATERBURYVT.COM

Town of Waterbury
Town Manager
Position Profile

Introduction

The position profile is a summary of the position and the type of person the community would like to hire as the next Municipal Manager. It is intended to provide guidance to candidates for the position as well as those involved in the selection process and will be shared with the interview panel and all candidates. This position profile was developed using the recently updated job description, input from the current Municipal Manager, Search Committee along with other pertinent information from a variety of sources including the Waterbury Town Plan.

The Community

The Town of Waterbury (pop. 5,155) features a rural area and lifestyle, scenic beauty and natural resources, as well as a quality school system. Its' citizens are well educated and with an increasingly diverse population. The Edward Farrar Utility District which covers water, and sewer services to 600 customers in the village area is an independent utility within the Town. In addition, the District provides water service to an additional 200 customers in the Towns of Waterbury, Duxbury, and Moretown. Sewer service is only provided to the 600 customers in the old Village area of Waterbury.

The Town of Waterbury offers a lively downtown and numerous tourist attractions. The community places an emphasis on healthy living and family life along with a business-friendly economic climate. For these reasons and others, the community has become a regional hub and is home to: Ben & Jerry's, the Vermont State Office Complex, and a number of fast growing high-technology employers. The village section of the town grew as a regional transportation and commercial center and was incorporated in 1882 to provide services such as fire and police protection, and sidewalks. The village's public water system was constructed in 1898 and the sewer system was built in 1906.

In 2011, the community experienced a major flood event when Tropical Storm Irene hit the community. Tropical Storm Irene flooded the majority of buildings along Waterbury's Main Street. Given the location of Waterbury's historic village alongside the Winooski River, the flooding was widespread and pervasive. With floodwaters rapidly rising to five feet over portions of Main Street.

With its small-town values, employment opportunities, and recent disaster recovery experience, Waterbury faced the challenge of rebuilding after the destruction wrought by Irene and continues to maintain its thoughtful approach to future development.

Waterbury is a regional employment center, and as of preliminary 2017 data, employs 3,834 individuals, a slight decrease from the number employed in 2000. Much of the variability in Waterbury's employment numbers can be attributed to the shifts in the locations of state employees in the aftermath of Tropical Storm Irene.

Population growth in both the town and village area of Waterbury has been modest over the past several decades. The median age of the town and village (district) combined is just over 41 years. Reported incomes for Waterbury— particularly outside the village— tend to be higher than regional or statewide medians; as a result, poverty rates are typically lower. Waterbury residents are generally better educated than county and state residents on average.

Located between the Worcester Range and Mt. Mansfield State Forest in the Green Mountains, Waterbury's landscape is a patchwork of farm fields, rural neighborhoods, village centers and highly visible and scenic ridgelines. Working farm and forest lands sustained generations of Waterbury residents and remain an essential component of our landscape.

The Winooski River and Waterbury Reservoir are also significant natural resources that have shaped this community. The 1927 flood and, more recently, Tropical Storm Irene remind us of the need to plan and prepare for flood resiliency, mitigation and restoration.

The Position

The current Municipal Manager is retiring in good standing after serving as Manager of Waterbury for the past 34 years.

The Municipal Manager is responsible for supervising and coordinating the overall operations of the town and is responsible for managing the day-to-day affairs under the general direction of the five-member select board as provided for under Vermont law. The Town's annual budget is about \$8.3 million with 25 full time and permanent part-time employees. The town has reserve and trust funds totaling to more than \$2.8 million.

In addition, similar to the Town, the Manager is responsible for managing the day-to-day affairs of the Edward Farrar Utility District under the general direction of the five-member elected District Board. It's operating budget is about \$2.4 million with reserve and capital funds totaling about \$1.8 million and a revolving loan funds with assets of nearly \$2 million. The district has 7 full-time and permanent part-time employees.

The manager plays a significant role in the administration and accounting of all the reserve funds, the investment of the assets of the funds, makes recommendation for lending from the revolving loan funds and manages the loan portfolios, including collection of loan payments.

The position may involve hours beyond the normal workday.

Services provided by the Town include maintenance of town roads, maintenance of town parks, recreational programming, planning & zoning, fire services and a library.

Police services are provided through a contract with the state of Vermont. Rescue services is provided by the private, not-for-profit Waterbury Ambulance Service. Fire Service is provided by the Town of Waterbury Fire Department, which is owned, funded and managed by the town. Fire fighters, including the chief, are paid “volunteers”. The chief is appointed by the Town Manager. They staff two separate stations, one of which is located in the downtown section.

For additional information concerning the position including characteristic duties and responsibilities, minimum qualifications, physical requirements and other related information, please refer to the job description.

Fringe Benefits Summary:

- Health Insurance – The Town or District provides a monthly allowance to employees who are scheduled to work 30 hours per week or more to purchase health insurance. In 2022, the allowance ranges from \$827 per month to \$2,048 per month depending on the employee’s family status. Employees pick insurance plans from the state’s health exchange that meets their needs. Depending on the plan chosen, employees may have to pay the difference through payroll withholdings or may direct an excess to an HRA or their own HSA. Employees who can prove coverage through the plan of a family member may decline to buy their own plan choosing to accept a taxable stipend of \$135 per month. The two municipalities make decisions about health insurance, including the value of the allowances, if any, each autumn.
- Retirement – The Town contributes to the Vermont Municipal Employees Retirement system and has elected to offers two (2) plans; Plan B and Plan DC which require employees to contribute 5.625%, and 5%, respectively, of gross wages while the Town contributes , 6.75% and 5.125% respectively.
- Long Term Disability and Life Insurance - The Town provides long-term disability (LTD) insurance for its employees. The insurance pays 60% of an employee’s pre-disability monthly earnings, reduced by deductible income, up to a maximum benefit of \$6,250 per month.

Personal Qualities Expected

The most important quality desired for the new Municipal Manager is the need for someone with strong people skills. The new Municipal Manager should have excellent communication skills. The Select Board and District Board are looking for someone who brings enthusiasm to the job, has a good sense of humor, and is friendly and welcoming. Strong supervisory and management skills were also identified as being important. An appreciation of diverse styles and talent will help the new Municipal Manager relate well to the staff and community members. The position at times will require decisive action

and the new Manager must be capable of this, while maintaining a collegial atmosphere. Being able to think “outside the box” on occasion is another valued trait.

Technical skills, while less valued than people skills, are still an important part of the job. In particular, having some experience and ability to work through human resource matters in a timely and fair fashion is important. Also important is for someone to have the financial competence to assist in the development and implementation of annual operating and capital budgets, the presentation of financial statements, and to advise the boards about management and investment of reserve and trust funds.

Finally, being able to maintain a clear vision of the future while balancing innovation with the needs of the community will be a plus for any candidate. The Select Board and District Board are both hoping to find a candidate who is kind, respectful and compassionate who can maintain a cohesive team and stay engaged with the public.

Future Challenges and Opportunities

Board Relationships - The Selectboard and EFUD Board work cooperatively in the sharing of resources, staff and equipment to provide the necessary services to the residents of Waterbury in an ongoing basis. The Boards often work together on common policies and addressing issues facing Waterbury.

Members of both the Select Board and the District Board met to develop a list of key challenges facing Board in the future. In addition, a short survey was conducted on-line seeking community input on what the priorities should be. From this information, a series of future challenges facing the community were identified.

Edward Farrar Utility District Long-term Issues and Goals (in no particular order as to priority)

1. Working with the Duxbury Moretown Fire District to receive their assets including water distribution system to simplify the oversight and operation of the service to the 80 to 100 connections in the Duxbury Moretown Fire District.
2. Complete a major revision to the water and sewer rate structure to update for changes in fixtures and state regulation effecting revenues and changes in public uses.
3. Determine the level of regulation of multiple public uses in the Watershed necessary to protect the community water Supply Source.
4. Determine the future use and disposition of the empty lot at 51 South Main Street.

Town Goals – These are still being finalized and will be available before the end of July.

Minimum Qualifications

The successful candidate will have a minimum of a bachelor's degree from an accredited college in public or business administration along with 4 to 6 years of relevant financial and managerial experience or an equivalent combination of experience and training. Some municipal experience in an administrative or managerial capacity may be helpful.

Recruitment and Selection Process

The goal is to have the new Municipal Manager begin work by November 1, 2022. The tentative schedule is as follows:

Dates	Step	Tasks
April 25, 2022		Contract Start
April 25 th to June 30 th	1	Define job qualifications & requirements for position
July 4 th to July 28 th	2	Advertising Period - Recruit qualified candidates
July 28 th		Preferred deadline for submitting applications
July 28 th to August 1 st	3	Screen/Evaluate applicants
August 1 st to August 14 th	4	Conduct first round of interviews
August 15 to August 26 th	5	Conduct second round of interviews
August 29 th to September 14 th	6	Complete reference & background check
September 15 to September 30 th		Employment Agreement negotiations
October 1 st		Candidate gives 30-day notice to employer
November 1 st		Start work

The first round of interviews will be conducted by a panel of five screening committee including a mixture of community, Select Board and District Board members. The first round of interviews will be conducted between August 1st and August 14th. The second round will be limited to the top 2 or 3 candidates and will involve submitting a written response to questions provided to the candidates by the town, a chance to meet with town staff, a tour of the town and town facilities and a formal interview before the Select Board. The final decision for hiring rests with the Select Board and the District Board.

Finalists for the position will be required to pass a background check and a thorough check of references.

BURGESS LOSS PREVENTION ASSOCIATES, LLC

10 Manchester Drive, Lebanon, NH 03766 Phone 603-448-3869 Fax 603-448-0505

Fee Structure for Background Checks

Comprehensive Check \$395.00

Verify Social Security Number

Previous address confirmation

Criminal Records Statewide Records for State of Residence* (if available)
or if Statewide Records are not available the County of Residence

Federal Court for State of Residence

National Crime Supplement

Civil Court Records for the county of residence (In VT all counties)

Sex Offender Registries (All available states)

Federal Court Bankruptcy Search for State of Residence

State Driving History for State of Residence

Education Verification for most recent degree

Patriot Act Search (Nationwide)

Additional Checks Available

Additional Criminal Records (per State or County)* \$50.00

*NY State Criminal Records are \$110.00

Adverse Social Media Search (searches social media sites for any activity
that may be offensive/damaging to the reputation of a potential employer \$95.00

Credit Check \$95.00

Town of Hartford

Executive Search Services - Town Manager

PROPOSAL / March 2, 2023



March 2, 2023

Michael Hoyt
Chair, Selectboard
Town of Hartford
Hartford Municipal Building
171 Bridge St
White River Junction, VT 05001

Subject: Proposal for Executive Search Services

Dear Mr. Hoyt:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 140 of the country's leading local government consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the Town of Hartford (Town) comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 300 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the Town of Hartford. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Julia Novak'.

Julia Novak
Executive Vice President



Making our world better.

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

TNCG is Now Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 140 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

[+ VISIT **RAFTELIS.COM** TO LEARN MORE](#)



We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit Hartford and help to make this project a success.



RESOURCES & EXPERTISE

This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 140 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide Hartford with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



DECADES OF COLLECTIVE EXPERIENCE

Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.



PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



NICHE EXPERTISE

Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

Firm Capabilities



FINANCE

Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



COMMUNICATION

Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



STRATEGIC PLANNING

Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



ORGANIZATION

Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



TECHNOLOGY

Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



EXECUTIVE RECRUITMENT

Identify top talent to lead local governments and utilities

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



39% of our recruitments resulted in the hiring of **women**

21% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Work Plan

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE TOWN MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first meet with members of the Selectboard individually and as a group to discuss the recruitment timeline and process. We will also facilitate a total of three meetings to gather input from department directors and key stakeholders. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Vermont and the nation. We will prepare a position profile that is unique to the Town of Hartford. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position. We will develop a recruitment brochure for advertising the position which includes the position profile, as well as information on the organization, the Town, and the community. We will work with the Town to eliminate barriers to underrepresented groups, including years of service, levels of education, and other strict requirements that might eliminate someone who can do the job.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the Town has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the hiring manager. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, recruitment brochure, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. Our recruitment strategy includes a robust outreach strategy with the goal of building a diverse candidate pool. Our recruiters have participated in conferences like NFBPA and Engaging Local Government Leaders for networking, a Diversity, Equity, and Inclusion cohort through International City/County Management Association, and several leadership academies for women in local government in different states.

We will place job postings with International City/County Management Association; Vermont, New Hampshire, and other New England professional associations for city and town managers; and other places as identified in the recruitment plan. We also recommend national organizations such as Engaging Local Government Leaders (ELGL), NFBPA, and

Local Government Hispanic Network to attract underrepresented groups and provide a more diverse applicant pool. We will also reach out to historically black colleges and universities and other targeted alumni networks that have graduates from diverse backgrounds and ask them to share our postings.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the Town of Hartford.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the Town's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the Town. We will then meet with the Town to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Town's direction, we will finalize a list of candidates to invite for in-person interviews.

DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a Town contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the Town.

The Town will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

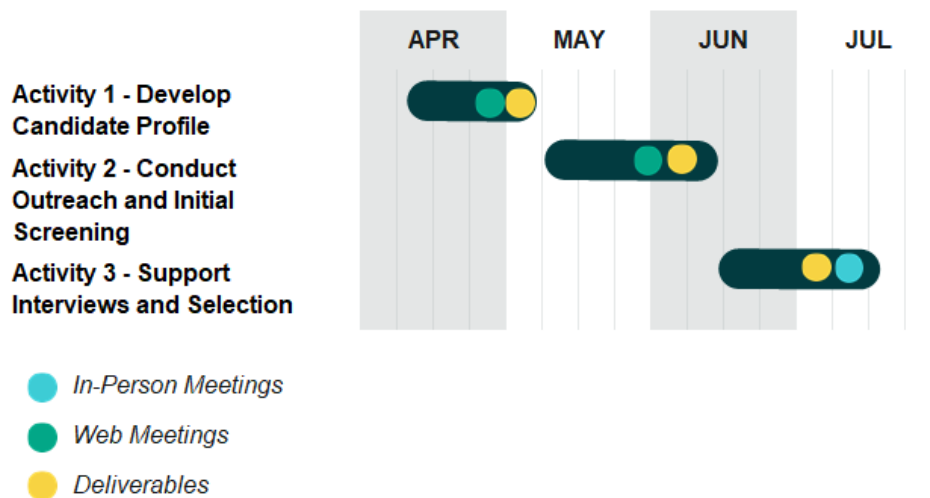
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES

- Interview book materials including references and background checks

Recruitment Timeline

Included below is a draft timeline. We expect to review this with the Town during Activity 1 and adjust it as necessary as we develop the recruitment plan.



References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
Town of Hanover, New Hampshire Town Manager (2022)	Alex Torpey, Town Manager (603) 643-0701 alex.torpey@hanovernh.org
City of Fairfax, Virginia - City Manager (2018) - Police Chief (2018)	Robert Stalzer, City Manager (703) 385-7850 rob.stalzer@fairfaxva.gov Sara Greer, Director of Human Resources (703) 385-7835 sara.greer@fairfaxva.gov
City of Gaithersburg, Maryland - City Manager (2020) - Director of Finance and Administration (2019) - Engineering Services Division Chief (2019) - Finance Director (2020, 2022) - IT Director (2022) - Public Works Director (2013, 2020)	Tanisha Briley, City Manager (301) 258-6300 tanisha.briley@gaithersburgmd.gov Dennis Enslinger, Deputy City Manager (301) 258-6310 dennis.enslinger@gaithersburgmd.gov

Recent Executive Search Experience

Client	Position
AZ Central Arizona Project	General Manager
AZ Clarkdale	Town Manager
AZ Cottonwood	City Manager
AZ Oro Valley	Chief Financial Officer
AZ Oro Valley	Police Chief
AZ Payson	Town Manager
AZ Peoria	Human Resources Director
AZ Scottsdale	Economic Development Director
AZ Yuma	City Administrator
AZ Yuma	Engineering Director
AZ Yuma	Finance Director
AZ Yuma	Planning and Neighborhood Services Director
CO Aspen	Community Development Director
CO Boulder	Chief Human Resources Officer
CO Boulder	City Attorney
CO Boulder	City Manager
CO Boulder	HRIS Manager
CO Boulder	Human Resources Director
CO Boulder	Human Resources Senior Manager
CO Boulder	Independent Police Monitor
CO Boulder	Planning and Development Services Director
CO Boulder	Total Rewards Senior Manager
CO Boulder	Utilities Engineering Manager
CO Denver	Independent Monitor
CO Fort Collins	Deputy City Manager
CO Fort Collins	Community Services Director
CO Fort Collins	Community Development and Neighborhood Services Director

Client	Position
CO Fort Collins	Environmental Services Director
CO Fort Collins	Natural Areas Director
CO Fort Collins	Recreation Director
CO Fort Collins	Utilities Executive Director
CO Health District of Northern Larimer County	Executive Director
CO Lafayette	City Administrator
CO Louisville	City Manager
CO Louisville	Director of Parks and Recreation
CO Louisville	Director of Planning and Building Safety
CO Louisville	Human Resources Director
CO Loveland	Budget Manager*
CO Loveland	Chief Financial Officer*
CO Loveland	City Clerk*
CO Loveland	Economic Development Director*
CO Northglenn	Human Resources Director
CO Pueblo West Metropolitan District	District Manager
CO Westminster	Parks, Recreation, and Library Director
CT Greenwich	Town Administrator
CT Mansfield	Town Manager
CT Meriden	City Manager
CT Windsor	Police Chief
DE Kent County	County Engineer/Public Works Director
DE Lewes	Municipal Planning and Development Officer
DE Milford	City Manager
DE Milton	Town Manager
DE Rehoboth Beach	City Manager
IA Cedar Rapids	Utilities Director

Client		Position
IA	Cedar Rapids	City Attorney
IA	Cedar Rapids	Public Works Director
IL	Peoria County	Director, Animal Protection Services
IN	Bloomington	Traffic and Transportation Engineer
KS	Baldwin City	City Administrative Officer
KS	Edgerton	Building Inspector
KS	Edgerton	Community Development Director
KS	Johnson County	Human Resources Director
KS	Merriam	Finance Director
KS	Olathe	Director of Economy
KS	Tonganoxie	City Manager
LA	Orleans Parish School Board	Chief Operations Officer
MD	Aberdeen	Director of APG Privatization
MD	Aberdeen	Police Chief
MD	Aberdeen	Public Works Director
MD	Berwyn Heights	Code Supervisor
MD	Berwyn Heights	Town Administrator
MD	Cambridge	City Manager
MD	Charles County	Director of Community Services*
MD	Charles County	Engineer IV*
MD	Gaithersburg	City Manager
MD	Gaithersburg	Director of Finance and Administration
MD	Gaithersburg	Engineering Services Division Chief
MD	Gaithersburg	Finance Director
MD	Gaithersburg	Public Works Director
MD	Gaithersburg	Public Works and Engineering Director
MD	Gaithersburg	Director of Information Technology

Client		Position
MD	Garrett Park	Town Manager
MD	La Plata	Planning Director
MD	La Plata	Police Chief
MD	La Plata	Town Manager
MD	La Plata	Town Treasurer
MD	Maryland Municipal League	Executive Director/CEO
MD	Mount Rainier	City Manager
MD	New Carrollton	City Administrative Officer
MD	Ocean Pines Association	General Manager
MD	Riverdale Park	Town Manager
MD	Riverdale Park	Police Chief
MD	Rockville	City Attorney
MD	Rockville	City Manager
MD	Rockville	Community Planning and Development Services Director
MD	St. Michaels	Town Administrator
MD	Sykesville	Town Manager
MD	Takoma Park	City Manager
MD	Takoma Park	Deputy City Manager*
MD	Westminster	Finance Director
MD	Westminster	Human Resources Director
MI	Novi	Assistant City Manager
MI	Novi	Finance Director
MI	Rochester Hills	Chief Financial Officer
MO	Chesterfield	City Administrator
MO	Clayton	City Manager
MO	Lee's Summit	Human Resources Director
MT	Helena	City Manager

Client		Position
NC	Guilford County	Assistant County Manager for Strong Communities
NC	Guilford County	Assistant County Manager for Successful People
NC	Guilford County	County Attorney
NC	Guilford County	Communications and Public Relations Director
NC	Guilford County	Deputy Finance Director
NC	Guilford County	Equity and Inclusion Manager
NC	Guilford County	Public Relations Director
NC	High Point	Assistant City Manager
NC	High Point	Planning Director
NC	Matthews	Assistant Town Manager
NC	Rolesville	Human Resources Director
NH	Keene	City Manager
NH	Hanover	Town Manager
NM	Las Cruces	City Manager
NY	Batavia	City Manager
NY	Livingston County Water and Sewer Authority (LCWSA)	Executive Director
NY	Oneonta	City Manager
OH	Centerville	City Manager
OH	Delaware County	Director of Economic Development
OH	Delaware County Transit District	Executive Director
OH	Hilliard	Deputy Police Chief
OH	Hilliard	Police Chief
OH	Hudson	City Manager
OH	Cleveland Heights	City Manager
OH	Cleveland Heights	Finance Director
OH	Dayton	Financial Officer
OH	Dublin	Director of Public Service

Client		Position
OH	Dublin	Deputy City Manager/Chief Operations Officer
OH	Granville	Village Manager
OH	Hilliard	City Manager
OH	Hudson	City Manager
OH	Jackson Township	Township Administrator
OH	Miami Township	Township Administrator
OH	Moraine	City Manager
OH	Oberlin	Fire Chief
OH	Oberlin	Police Chief
OH	Portsmouth	City Manager
OH	Prairie Township	Township Administrator
OH	Sandusky	City Manager
OH	Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH	The Port - an Ohio Port Authority	General Counsel
OH	The Port - an Ohio Port Authority	Industrial Development Manager
OH	The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH	The Port - an Ohio Port Authority	Vice President of Economic Equity
OH	Union County	County Administrator
OH	Upper Arlington	Assistant City Manager*
OH	Upper Arlington	Police Chief
OH	Washington Township	Assistant Fire Chief
OH	Washington Township	Township Administrator
OH	West Chester Township	Township Administrator
OH	Westerville	City Manager
OH	Westerville	Deputy Director of Planning and Development
OH	Westerville	Finance Director
OH	Worthington	Assistant Fire Chief

Client	Position
OH Wyoming	City Manager
OR Beaverton	City Manager
OR Beaverton	Finance Director
OR Beaverton	Interim City Manager
OR Beaverton	Police Chief
OR Beaverton	Public Works Director
OR Gresham	City Manager
OR Gresham	Police Chief
OR Hillsboro	Employee and Labor Relations Manager
OR Hillsboro	Library Director
OR Lake Oswego	City Attorney
OR Lane County	Public Works Director
OR Newberg	Assistant City Manager
OR Newburg	Police Chief
OR Newberg	Public Works Director
OR Salem	City Manager
OR Scappoose	Finance Administrator
OR Sunrise Water Authority	Finance Director
OR Tigard	Assistant City Manager
OR Tigard	Finance Director
OR Tigard	Human Resources Director
OR Tualatin	City Attorney
OR Tualatin Hills Park & Recreation District	Chief Financial Officer
OR Tualatin Hills Park & Recreation District	City Attorney
OR Tualatin Hills Park & Recreation District	District Finance Director
OR Washington County	County Administrator
OR Washington County	Interim County Administrator

Client	Position
OR Washington County	Chief Financial Officer
OR Washington County	County Counsel
OR Washington County	Assistant County Administrators
PA Breakneck Creek Regional Authority	Manager
PA Carlisle Borough	Police Chief
PA Farrell	City Manager
SC Mount Pleasant Waterworks	General Manager
TX Abilene	City Engineer
TX Abilene	Library Director
TX Lancaster	Assistant City Manager
TX Lancaster	Finance Director
TX University Park	Human Resources Director
VA Albemarle County	Chief Financial Officer
VA Albemarle County	County Attorney
VA Albemarle County	Deputy Director of Community Development
VA Albemarle County	Police Chief
VA Albemarle County	DEI Director
VA Albemarle County	Deputy Chief Financial Officer
VA Albemarle County	Diversity, Equity, and Inclusion Director
VA Albemarle County	Human Resources Director
VA Alexandria	Controller
VA Arlington County	Central Library Services Division Chief*
VA Arlington County	Housing Director*
VA Ashland	Town Manager
VA Bedford County	County Administrator
VA Bedford County	Deputy Fire Chief*

Client	Position
VA Bedford County	Finance Director
VA Fairfax	City Manager
VA Fairfax	Police Chief
VA Fairfax County	County Executive
VA Fairfax County	Deputy County Executive
VA Harrisonburg	City Manager
VA Harrisonburg	Human Resources Director
VA Harrisonburg	Police Chief
VA Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)	Executive Director
VA Leesburg	Town Attorney
VA Leesburg	Planning and Zoning Director
VA Loudoun County	Animal Services Director
VA Loudoun County	Assistant County Administrator
VA Loudoun County	Assistant Director of Human Resources
VA Loudoun County	Chief Financial Officer
VA Loudoun County	County Attorney
VA Loudoun County	Economic Development Director
VA Loudoun County	Family Services Director
VA Loudoun County	Finance Director
VA Loudoun County	Housing and Community Development Director
VA Loudoun County	Information Technology Director
VA Loudoun County	Mapping and Geographic Information Director
VA Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA Loudoun County	Parks, Recreation, and Community Services Director
VA Loudoun County	Planning and Zoning Director

Client	Position
VA Loudoun County	Systemwide Fire Chief
VA Loudoun County	Community Corrections Director
VA Newport News	Engineering Director
VA Newport News	Waterworks Director
VA Newport News	Human Resources Director
VA Prince William County	Deputy County Executive for Public Safety
VA Virginia Retirement System	Human Resources Director
VA Warrenton	Town Manager
WA Bothell	City Manager
WA Bothell	Community Development Director
WA Bothell	Finance Director
WA Camas	City Administrator
WA Central Pierce Fire and Rescue	Fire Chief
WA Sammamish	Public Works Director
WA Shoreline	Administrative Services Director
WA Shoreline	City Manager
WA Shoreline	Human Resources and Organizational Development Director
WA Shoreline	Human Resources Director
WA Spokane Regional Health District	Community Health Director
WA Spokane Regional Health District	Deputy Administrative Officer
WA Spokane Regional Health District	Health Officer
WA Spokane Regional Health District	Human Resources Manager
WI Central Brown County Water Authority	Manager
WI Mequon	City Administrator
WV Morgantown	City Manager

Recruitment Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE TOWN'S RECRUITMENT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the Town with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER

Vice President – Executive Search

PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Vice President (2021-present); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Pamela J. Wideman

RECRUITER

Senior Manager

PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served at the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela has shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 4,600 affordable housing units, created, and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. She is known for contributing to organizational growth and development initiatives. Pamela is highly sought after as speaker for her expertise in affordable housing and has spoken on numerous panels across the country. She has participated in numerous executive-level collaborations engaging multiple community partners in the business and philanthropic fields. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves as a member of the International City/County Management Association, the Urban Land Institute, and the National Forum for Black Public Administrators.

Previously, she served on the Board of Directors for the PNC Community Development Bank and as the Vice-Chair of the N.C. Department of Transportation's Affordable Housing Committee where she provided guidance and recommendations for policy and funding approaches to support and encourage the development of affordable housing near transit stops. She is past President of the Southern Piedmont Chapter of the National Forum for Black Public Administrators and a former member of the Board of Directors for the Mental Health Association of the Greater Carolinas.



Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

Heather Gantz

RECRUITER

Senior Manager

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 13 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 65 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis: Senior Manager (2022-present); Manager (2020 – 2021)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Robert Colichio

RECRUITMENT SPECIALIST

Senior Consultant

PROFILE

Robert has over seven years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served leading and coaching them through complicated organizational change ranging from individual executive employees transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and development multiple large group workshops for companies. He further has extensive and diverse project management experience including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Consultant (2021-present)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

Professional Memberships

- SHRM/PHRMA

Kelsey Batt

RECRUITMENT SPECIALIST

Associate Consultant

PROFILE

Before joining Raftelis as a recruitment specialist in 2021, Kelsey earned her bachelor's degree in Professional Writing and Creative Writing from Purdue University in West Lafayette, Indiana.

During her time as a student, Kelsey worked at the Purdue Writing Lab as an undergraduate tutor where she paired with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Track and Cross-Country teams while at Purdue.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she was responsible for producing and editing social media and blog content. Kelsey enjoys consuming and contributing to the world of journalism, having worked as a student journalist at the Purdue Exponent for several years.



Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Associate Consultant (2021-present)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

Alexa Worrell

RECRUITMENT SPECIALIST

Associate Consultant



PROFILE

In May 2022, Alexa joined Raftelis as a recruitment specialist, having completed an internship with the firm's Executive Recruitment Team where she supported numerous search activities.

Prior to Raftelis, Alexa worked as a Talent Generalist Intern at Textron Specialized Vehicles, where she developed a comprehensive leave process guide to ensure more consistent application of the company's policies; researched human resource procedures, policies, and applicable employment laws; and marketed and facilitated an informational event for employees to set up banking needs.

Through her prior work as a Receptionist/HR Assistant, Alexa developed her interviewing and recruiting skills and gained experience in redesigning training manuals for various roles to enhance training processes for future hires.

During her time as a student, Alexa served as recruitment chair of her sorority, where she recruited a new incoming class of over 30 members while also developing positive relationships with the new class and the established members in the chapter. She also assisted with facilitating monthly business development events as a member coordinator for the Advancing Women in Entrepreneurship Business Club.

Alexa earned her bachelor's degree in Sociology and Human Capital Leadership and Management from Miami University in Oxford, Ohio.

Specialties

- Executive search
- Recruiting
- Relationship building

Professional History

- Raftelis: Associate Consultant (2022-present)
- Textron Specialized Vehicles: Talent Generalist (2021-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Miami University, Oxford, OH (2021)

Cost for Services

The total fixed fee to complete the Town Manager recruitment, as outlined in this proposal, is \$35,900. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the Town, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background checks	Estimated at \$175-\$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by the Town

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – \$9,659	After delivery of the recruitment documents • Recruitment plan • Recruitment brochure • First-year goals
Activity 2 – \$15,149	After the candidate review
Activity 3 – \$11,092	After the interviews are completed

Within six (6) months of the final interview process, should an additional candidate be hired by the Town from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

From: [Michael Hoyt](#)
To: [Gail Ostrout](#); [Paula Nulty](#)
Subject: Fw: Hartford VT - Town Manager Recruitment
Date: Wednesday, March 15, 2023 1:54:48 PM

Response from MRI below.

Thanks,

Mike

From: Lannie Collins <lcollins@hartford-vt.org>
Sent: Wednesday, March 15, 2023 1:47 PM
To: Michael Hoyt <mhoyt@hartford-vt.org>
Subject: Fw: Hartford VT - Town Manager Recruitment

Lannie Collins
Hartford Selectboard Member

From: Alan Gould <agould@mrigov.com>
Sent: Tuesday, February 21, 2023 2:51 PM
To: Lannie Collins <lcollins@hartford-vt.org>
Subject: Hartford VT - Town Manager Recruitment

You don't often get email from agould@mrigov.com. [Learn why this is important](#)

[**EXTERNAL EMAIL: DO NOT CLICK** on **links** or open **attachments** unless you are sure the content is safe.]

Hi Lannie and thank you for contacting us. As I understand it, you're looking for some help with a town manager recruitment. Currently, we just don't have the capacity to commit to another recruitment. In fact, we just committed to Thetford and that will have to be the last one until we finalize a few processes. It seems like everyone is trying to hire at the same time and there are very few qualified candidates seeking public management jobs especially in the polarized, uncivil public sector.

You can feel free to call me at 603-765-5998 if you'd like to chat.

Thank you-Alan

Alan S. Gould
President, Chief Operating Officer
Municipal Resources, Inc.
66 Main Street
[Plymouth, NH 03264](#)
119 International Drive
[Portsmouth, NH 03801](#)

Office (603) 279-0352 x320

Cell (603) 765-5998

agould@mrigov.com

www.mrigov.com

From: Christian Pearsall <cpearsall@mrigov.com>

Sent: Tuesday, February 21, 2023 12:01 PM

To: Alan Gould <agould@mrigov.com>

Subject: Hartford VT - TMR

Lannie Collins – BOS Hartford VT (pronounced Laney)

802-356-2883

lcollins@hartford-vt.org

Looking for a town manager recruitment process – only! They have an acting TM

Christian Pearsall

Municipal Resources, Inc.

Municipal Technology Systems, LLC

66 Main Street, Suite B

Plymouth, NH 03264

Office (603) 279-0352 x304

Cell (603) 496-7043

www.mrigov.com



Town Manager Search Committee 2023

Town of Hartford, VT

The appointed Town Manager Search Committee ("Committee") shall be responsible for assisting and advising the Selectboard in the search for a new Town Manager.

The ultimate hiring decision will be made solely by the Selectboard. The deadline for applications to serve on the committee is February 27, 2023. Applications will be considered and appointments made by the Hartford Selectboard on Monday, March 6, 2023.

MEMBERSHIP

The Committee shall consist of 9 members appointed by the Selectboard, including one member of the Selectboard and one employee of the Town of Hartford. The members of the Committee shall be residents of Hartford, except for the Town of Hartford employee who may be a non-resident. The Town of Hartford employee and the Selectboard member will both serve as non-voting members. The Committee shall designate a Chair and Vice Chair by vote of the members.

DUTIES

The duties of the Committee shall include:

- (a) Reviewing a draft Town Manager position description and making changes if necessary
- (b) Identifying critical issues that the Town Manager is likely to encounter over the next five years and considering these issues as it assesses candidate qualifications
- (c) Advertising the job posting for the Town Manager giving consideration to multiple advertising resources

- (d) Providing regular updates on progress to the Selectboard
- (e) Identifying and implementing ways to receive feedback from the Hartford community
- (f) Reviewing candidate resumes and other application materials
- (g) Conducting interviews of candidates
- (h) Preparing a final list of candidates and submitting a written report of its final recommendations to the Selectboard
- (i) The committee shall adhere to the town's purchasing policy for all proposed expenditures

TERM

The Town Manager Search Committee shall be dissolved once the Town of Hartford has entered into an employment agreement with a candidate.

STATUTORY REQUIREMENTS

The Committee shall operate in accordance Vermont law and the Ordinances and Policies of the Town of Hartford. All meetings will be warned and open to the public and the minutes of these meetings will be recorded and posted in accordance with Vermont's Open Meeting Law.

Approved by the Hartford Selectboard February 7, 2023