TOWN OF HARTFORD SELECTBOARD AGENDA

Tuesday, April 15, 2025, 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 are 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 (6:00)
II. Pledge of Allegiance (6:01)
III. Local Liquor Control Board: None
IV. Local Cannabis Control Board: None
V. Order of Agenda (6:02)
VI. Selectboard

1. Public Comment (6:03)
   Public comment is an opportunity for the public to comment. It is not the place for dialogue.
2. Selectboard Comments and Announcements (6:13)
3. Appointments (6:20)
   a. Consider the Re-Appointment of Tom Franklin to the Zoning Board of Adjustment for a three year term beginning April 15, 2025 and ending April 14, 2028. (Term expired on April 4, 2025)
   b. Consider the Re-Appointment of Scott Cooney as the Vermont Town Forest Fire Warden for Hartford to commence on April 18, 2025 and terminate on June 30, 2030.
4. Town Manager's Report (6:30)
   Significant Activity Reports Link: https://www.hartford-vt.org/Archive.aspx?ADID=507
5. Board Report, Motions & Ordinances
   a. Consider a Selectboard Liaison Appointment for the 250th Commemoration Committee (6:40)
   b. Consider Request to Fly Pride Flag at Town Hall (6:50)
   c. Public Hearing on Proposed Realignment of Hickory Ridge Road (7:00)
   d. Consider Adoption of Public-Private Partnership Policy (7:10)
   e. Update on Economic Development Chapter of the Town Plan (7:40)
   f. Consider Future of Town's Curbside Recycling Program (8:10)
   g. Review Bid on Curbside Recycling Program Contract (8:40)

VII. Commission Reports (9:05)
VIII. Consent Agenda (9:10)

Approve Payroll Ending: 4/12/2025
Approve A/P Manifest: 4/11/2025 & 4/17/2025
Approve Meeting Minutes of: 4/1/2025
Future Meetings: 4/22/2025 (Special Meeting); 4/29/2025; 5/13/2025 and 5/27/2025

IX. Adjourn the Selectboard Meeting (9:15)

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.

ER p. 4/4/2025
4/15 - SB mtg.

From: noreply@civicplus.com <noreply@civicplus.com>
Sent: Monday, March 3, 2025 10:17 PM
To: Lana Livingston <llivingston@hartford-vt.org>; JD Hawks <jhawks@hartford-vt.org>
Subject: Online Form Submittal: Boards, Committees & Commissions Application

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

Boards, Committees & Commissions Application

Name of the board, committee, or commission	Zoning Board of Adjustment
Application for	Re-appointment
Date of application	3/3/2025
First Name	Tom
Last Name	Franklin
Address1	192 Gifford Rd
Address2	*Field not completed.*
City	White River Junction
State	VT
Zip	05001
Phone Number	[redacted]
Email Address	[redacted]
How long have you been a Hartford resident?	48 yrs.
Are you a registered voter?	Yes
Education	
High School	Robbinsdale MN
Year Graduated	1969
College 1	Univ. of Minnesota

Degree Earned	DVM
Course of Study	veterinary medicine
Year	1975
College 2	*Field not completed.*
Degree Earned	*Field not completed.*
Course of Study	*Field not completed.*
Year	*Field not completed.*
Work History	
Most recent employer name and address	Retired7-8 nights/ mo.
Dates of employment	*Field not completed.*
Position held	*Field not completed.*
Job duties	*Field not completed.*
Employer name and address	*Field not completed.*
Dates of employment	*Field not completed.*
Position held	*Field not completed.*
Job duties	*Field not completed.*
Employer name and address	*Field not completed.*
Dates of employment	*Field not completed.*
Position held	*Field not completed.*
Job duties	*Field not completed.*
Professional Experience	
If you were appointed to a board or commission which meet in the evenings, how many nights a month could	7-8 nights per month, if necessary. Available most days and evenings.

you serve? Please provide days of the week which you are generally available. Would you be available for evening meetings?	
Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute?	I have been on the ZBA nine years, and would like to continue working on the ZBA to serve my town which has done so much for me over many years.
What are your past experiences in Municipal, State or Federal Government?	ZBA nine years, Hartford call firefighter/EMT from 1987 to 1998, Deputy Town Health Officer 2000-2023.
What civic or social organizations have belonged to and what positions did you hold?	White River Firefighters Association, president
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?	Severe housing shortage, and high cost of housing
What might some solutions be?	Following town guidelines to increase allowable development
Other hobbies/interests:	Golf, hiking, woodworking, music

References (Please list three)

Name	Steve Legasse, ZBA
Phone number	*Field not completed.*
Name	Chris Lowe, ZBA
Phone number	*Field not completed.*

Name	*Field not completed.*
Phone number	*Field not completed.*

Email not displaying correctly? View it in your browser.

Lana Livingston

From: John Haverstock
Sent: Wednesday, March 19, 2025 10:51 AM
To: Scott Cooney; Lisa O'Neil
Cc: Lana Livingston
Subject: RE: VT Forests, Parks & Recreation - Fire Warden Reappointment for Scott Cooney

OK. Let's plan on April 15. We can discuss later whether your presence (in person or remote) is required. Can you please generate a memo (including re-appointment form (if available) for the April 15 packet?

Thanks.

John Haverstock
Town Manager, Hartford, VT
802/295-9353 x216

From: Scott Cooney <scooney@hartford-vt.org>
Sent: Wednesday, March 19, 2025 10:41 AM
To: John Haverstock <jhaverstock@hartford-vt.org>; Lisa O'Neil <loneil@hartford-vt.org>
Subject: Re: VT Forests, Parks & Recreation - Fire Warden Reappointment for Scott Cooney

Yes. They just called me as well. I wish to be reappointed. I'm in Florida on April 1. 15 th if you want me present otherwise I am fine with the BOS appointment in my absence.

Scott D. Cooney, CFO
Fire Chief
Town of Hartford
Vermont
802-295-3232

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Wednesday, March 19, 2025 10:29:36 AM
To: Lisa O'Neil <loneil@hartford-vt.org>; Scott Cooney <scooney@hartford-vt.org>
Subject: RE: VT Forests, Parks & Recreation - Fire Warden Reappointment for Scott Cooney

Chief.

Let me know your wishes and let me know if you would like for this to appear on a Selectboard agenda (April 1 or 15, for example).

Thanks.

John Haverstock
Town Manager, Hartford, VT
802/295-9353 x216

From: Lisa O'Neil <loneil@hartford-vt.org>
Sent: Wednesday, March 19, 2025 10:16 AM

To: Scott Cooney <scooney@hartford-vt.org>
Cc: John Haverstock <jhaverstock@hartford-vt.org>
Subject: Fw: VT Forests, Parks & Recreation - Fire Warden Reappointment for Scott Cooney

FYI RE: Town Fire Warden Appointment due

Lisa M. O'Neil, CVC

Hartford Town Clerk

171 Bridge St.

White River Jct., VT 05001

802-295-2785

loneil@hartford-vt.org

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

From: anr.webmaster@vermont.gov <anr.webmaster@vermont.gov>
Sent: Wednesday, March 19, 2025 9:59 AM
To: Lisa O'Neil <loneil@hartford-vt.org>
Subject: VT Forests, Parks & Recreation - Fire Warden Reappointment for Scott Cooney

You don't often get email from anr.webmaster@vermont.gov. Learn why this is important
[**EXTERNAL EMAIL: DO NOT CLICK** on **links** or open **attachments** unless you are sure the content is safe.]

The term of office for your Town Forest Fire Warden is due to expire on June 30, 2025. A Town Forest Fire Warden may be reappointed for successive five-year terms by the Commissioner or until a successor is approved by the selectboard and appointed by the Commissioner.

The current Fire Warden has met the requirements for reappointment, and we recommend reappointment of the current Fire Warden.

Should the town support this reappointment, please fill out the reappointment form, obtain appropriate signatures of the Select Board (the chairperson and at least two members of the board) and Fire Warden,

then return the form to this office for final approval and signing via email or regular mail. The deadline is April 18, 2025. Click here for the reappointment form.

If your town would like to appoint a different qualified person as Fire Warden, please send a letter stating your reasons for the change along with the recommended nominee. You can click here to view the duties and click here to view the qualifications.

If we do not receive a reply by April 18, 2025, it may result in reappointment of the current Fire Warden by the Department.

If you need additional information before acting on this reappointment, please feel free to call this office at 802-917-2241.

You can view the official notice here.

PLEASE NOTE: This is an auto-generated email. DO NOT REPLY.

Qualification for a New Town Forest Fire Warden or Deputy Warden:

1. Candidate must be 18 years or older.
2. Candidate must have a valid driver's license.
3. Candidate must have a valid working phone.
4. Candidate must be able to conduct the duties and responsibilities of the town forest fire warden as described above in major duties.
5. Candidates who are members of the local fire department are preferred.
6. Candidates who are in general good health are preferred.

FIRE WARDEN JOB DESCRIPTION

Forest Fire Wardens are appointed by the Commissioner of Forests, Parks and Recreation, with the approval of the selectboard, and shall serve for a term of five (5) years or balance of former warden's term, with an unlimited number of reappointments possible subject to approval by the Commissioner or designee (10 V.S.A. Chapter 83 §2641).

Major Duties:

1. ***Suppression of wildland fires within the town*** (10 V.S.A. § 2644). Takes personal charge of wildland fire fighting operations, and ensures all fire suppression expenditures are necessary and reasonable. Manages fire department resources in unified command with that department's highest-ranking officer at an incident. Anticipates need for outside assistance. Demonstrates up- to-date suppression knowledge.

2. ***Maintains records and submits reports.*** Completes an accurate and thorough fire report for every wildland that occurs within the town, and submits reports to the Department of Forests, Parks and Recreation within 14 days of a fire's extinguishment. Keeps a record of "Permit to Kindle Fire" (burning permits) issued. Maintains Vermont Fire Prevention Ticket book and keeps all records in accordance with provided instructions.

3. ***Enforcement of Forest Fire Open Burning Laws*** *(*10 V.S.A. § 2645; 10 V.S.A. § 2648; 10 V.S.A § 2672*).* Regulates open burning within the town by issuing burning permits, inspecting problem sites, and informing townspeople in proper burning practices. Acts upon violations promptly. Makes initial contact with persons responsible for wildland fires and assists other authorities in fire investigations when requested. Knows and understands all forest fire laws and demonstrates active interest in fire prevention efforts within the town. Communicates with the public in a courteous manner.

Additional Responsibilities:

1. Keeps informed and up to date by attending all training sessions called by the Commissioner or their designee.
2. Maintains working relationship with town officials and fire departments who provide fire protection to any portion of the warden's town.

Vermont Town Forest Fire Warden

Reappointment Form

Mail to:
Agency of Natural Resources
VT Dept. of Forests, Parks, and Recreation
100 Mineral Street, Suite 304
Springfield, VT 05156-3168

I hereby accept the reappointment to the position of TOWN FOREST FIRE WARDEN for the town of Hartford, Vermont in Windsor County for a term to commence on April 18, 2025, and terminate on June 30, 2030, or until I resign or am removed for causes. I will discharge the duties of the office in accordance with the Vermont Statutes to the best of my ability.

Yours very truly,

Signed:

_____

Hartford Town Forest Fire Warden

Scott Cooney Printed Full Name of Warden	**802-295-7795** Home Phone
603 Maple St Mailing Address	**802-598-0061** Cell Phone
White River Jct, VT 05001 Mailing Town / State / Zip	**802-295-3232** Work Phone
603 Maple St Physical Address	**Home** Which Is Your Primary Phone?
White River Jct, VT 05001 Physical Town / State / Zip	**scooney@hartford-vt.org** Email Address

Approved:

Chair - Selectboard	***Member*** - Selectboard	***Member*** - Selectboard
Member - Selectboard	***Member*** - Selectboard	***Date***
Town Forest Fire Warden		***Date***
Commissioner of Dept. of Forests, Parks and Recreation or Designee		***Date***

Town Manager's Report

April 15, 2025

Clerical Workers' Union

There was another meeting between the Clerical Worker's Union and the Town's management team on Friday, April 11. The Town Manager plans to provide an update on negotiations to the Selectboard in Executive Session soon.

Site Visit for Hickory Ridge Road Realignment

There was a Selectboard site visit on April 15 at 4:30 pm with regard to the proposed Hickory Ridge Road Realignment. This is part of the process related to housing to be built on Sykes Mountain Avenue.

Capitol for a Day Events

On Monday, April 7, there were several events held in Windsor County by Governor Scott's Administration as part of their Capitol for a Day program.

Vermont's Labor Department, HireAbility and the Vermont Business Industry and Rehabilitation (VABIR) toured the Upper Valley Acquatic Center and discussed the importance of providing employment opportunities for the disabled.

Police Chiefs and Selectboard Chairs were invited to meet for a discussion of drug abuse, mental illness, community nurses, embedded social service providers and affordable housing.

The Governor paid a visit to the Hartford Career and Technical Center.

The Tax Commissioner was also in the area, addressing assessors and listers on potential changes to assessing laws and the revaluation process in Vermont.

Police Outreach Efforts

The third monthly Hartstat Meeting was held on Tuesday, April 8 at the Public Safety Building. These meetings allow the Police Outreach Division and its Crime Data Analyst to exchange information with area social service providers.

The first Community Coalition meeting will take place on April 24 at 5:30 pm at the Public Safety Building.

Special Selectboard Meeting

In keeping with the Selectboard's 6-0 vote at its April 1 meeting, there will be a Special Selectboard Meeting here in this room on Tuesday, April 22 at 6:00 pm to consider adoption of a Resolution calling for a ceasefire in Gaza.

Significant Activity Report
April 15, 2025

Parks and Recreation Department

- The field of debris dumped in public parks continued along the railroad tracks near Kilowatt. One location is identified within the Great River Hydro property boundary. There are 3 locations we will be cleaning up. One area had over 150 needles that were dumped. The Health Officer collected the needles for disposal. We will be renting a dumpster and plan to use the DPW excavator with thumb bucket to remove the debris and dispose of it.
- Staff met with the Hartford School Districts Buildings and Grounds Director to understand further impacts on the district facility PCB remediation. It is understood that most of our seasonal activities will be impacted by this project and likely impact future pool operations and our summer camps.
- The Lyman Park Working Group and other interested individuals attended a walking tour of Lyman Park with Park Architects who are performing an assessment and future design for park improvements. Currently, we are accepting survey responses for Lyman Park. The survey can be found on the town web page and at hartfordrec.com.
- Seasonal rink operations are complete, and the facility is now being used by the school district for spring sports. Parks & Recreation programs will be using the facility as well to conduct spring sport evaluations prior to forming teams.
- The WABA Arena reservations for the season peaked at 402 reservation permits. This equated to 1530 hours of operation. Public skating at the arena was successful overall with 4,154 visits compared to the previous season total of 4,031 visits. Skate rentals equaled 1,325 compared to the previous season with 1,487. We sharpened 133 pairs of customer skates compared to 141 in the previous season. Overall operational revenue for the rink will be reported in our next significant activity report due to outstanding group rental balances that are due the end of April.
- Staff are preparing parks for seasonal opening. Official opening is May 1st but gates and access often take place mid-April.
- Bid Openings for the P&R Truck and the Emerge Building took place on April 4th.
- Velco Power Company held a site visit with their Forester to discuss the Vegetation Management Project at Kilowatt and the Water Treatment Facility that is under the right of way for the power lines. Several trees will be removed in Kilowatt and there is a plan for herbicide treatment in specified areas that are under their herbicide permit issued by the Vermont Agency of Natural Resources. Information can be found on the Town Web Page.

Department of Planning and Development

- Certified Local Government Grant: Closed out historic preservation grant to develop two Taft's Flat Historic District Nominations to the National Register of Historic Places. The VT Division for Historic Preservation has completed its review, and review by the Vermont Advisory Council on Historic Preservation (VACHP) is anticipated for June 26th. Once approved it goes to the National Park Service for review and approval.

- North Hartland Road Sidewalk Project – The planned new sidewalk between Ballardvale Road and Arboretum Lane went out to bid for construction. Bids are due April 29th. This is a section of sidewalk that has been in the planning with the state for several years. Another, and final section for this area of RT 5 is in the design phase.
- Town Plan Economic Development Chapter– Completed revisions to the draft for review and input from the Selectboard at its April 15th meeting. The next step after this is a community wide review and discussion.
- 2025 Green-Up Day – Preparations have begun for this year's event on May 3rd. Keep a lookout for more information on how to sign-up individually or as a group.
- Housing Project – Submitted grant application to the state to assist in the development of 48 units of mixed income apartments located at 444 Sykes Mountain Avenue.
- Land Development and Permitting – Staffed Zoning Board March 26th and Planning Commission March 31st Public Hearings, and finalized Decisions for Chairs' signatures. Applications approved:
  - setback waiver
  - construction of a driveway near stream
  - two lot line adjustments
  - one lot subdivision and one subdivision amendment
  - addition of 3rd unit to a 2-unit dwelling, and
  - conversion of hotel suites to standard rooms.

  Continued assisting the public regarding general development and permitting inquiries, and processing building permit applications.
- Development Projects - Completed a draft Public Private Partnership process for Selectboard review.
- Rental Inventory - Finalized rental inventory survey after receiving Selectboard input. Anticipate rolling of the inventory survey over the next few weeks.
- WRJ TIF District – Annual audit of TIF District Annual Report completed for submittal to the State.

Environmental Sustainability Coordinator

- The Environmental Sustainability Coordinator attended Efficiency Vermont's Better Building by Design conference. This conference is focused on energy efficiency and holds sessions on best practices, new innovations in building practices, and updates to energy codes.

-On Wednesday April 9th emergency services mechanic Paul Saucier and DPW mechanic Erik Bergeron started a four-part training titled EV Training for Technicians and Related Workforce. This training will provides a high-level overview on working with electric vehicles and the necessary safety precautions that should be taken.

Communications and Media Specialist

- Created the latest edition of Hartford News

- Working with Parks and Recreation to create a video for their reaccreditation process. The goal is to feature Town-owned park facilities and show off their offerings and departmental programming. It has required lots of gathering footage, shooting interviews, and editing.
- Working with the Emergency Communications Center to create a video for the National Public Safety Telecommunicators Week. The CMS gathered interviews, simulated footage, and photos for a social media awareness campaign.
- Wrote an introduction for Lexi Webster, the Housing and Development Specialist, and posted it to the website and social media.
- Took photos at the Fire Department's swift-water rescue training on the Mascoma River.
- Coordinated with VABIR on the Capital for a Day Tour and accompanied the Town Manager, Planning Department Director, and Housing and Development Specialist on a tour of UVAC.
- Populated website calendar with upcoming meetings and events
- Updated the website to reflect the current news/ updates in the town.
- Updated social media and sent out listserv messaging

Assessor Department

- Updated Tyler Technologies on Grievance Hearing requirement.
- Ran additional reports to check on progress of Tyler's work, and to estimate equity of updated values.
- Spring Permit inspections (pick-ups)
- Processing homestead declarations (1567 total so far of expected 2750)
- On going Subsidized Housing valuation

Department of Public Works

Administration:
Staff visited Chittenden County Solid Waste District's household hazardous waste facility for a tour and an overview of how they operate their facility.
Staff met with a representative from Quantified Ventures to review our current water rate structure.
Staff met with representatives from Sanborn Head to discuss alternative options regarding the C&D stockpile at the Transfer Station.
Completed annual reporting to the state regarding solid waste and recycling collected at the Transfer Station.
Held RFP opening for residential recycling and worked on presentation for 4/15 Selectboard meeting.

Highway Division:
Continuing Springtime maintenance to include pothole repair, sweeping of paved roads, grading of gravel roads, and tree debris removal from the March 29 ice event.
Repaired road washouts on Jericho Road.
Two members attended a roadside mower maintenance class.

Water Division:

Replaced a problematic service line on Maple Street.
Started spring hydrant flushing and hydrant flow tests.
Working on Consumer Confidence Report for 2024.
Attended Webinar on Regulatory Communications and Recordkeeping for Small Water Systems.

WRJ Pollution Abatement Plant
Received one price quote for the various pieces of equipment that were exposed to high water levels during the recent pump room flooding event and staff are evaluating how to process with getting other price quotes.
Main influent Pump # 3 variable frequency drive (VFD) was replaced, and the pump is back online.

Quechee Pollution Abatement Plant
Contractor is rebuilding the impeller system for the # 1 pump at the Main Pump station. This is one of three pumps that transport wastewater from the north side of the village to the main treatment facility.
The contractor has completed the pipe replacement at Whitman Brook Pump station (all 3 pumps).
Contractor has replaced the control module and calibrated it on the effluent filter panel.
Still researching the best means and method to replace the aeration blower for SBR #1 and working with contractors on securing price quotes. This has led to higher levels of E.coli in the effluent going into the Ottaquechee River and we have posted public notices by the river per State rules and regulations.

Solid Waste/Transfer Station
Nothing significant to report.

Finance Department
ARPA Annual Reporting
Grant Reporting
Preparation for FYE 2025 Audit

Town Clerk

- The Dog License deadline was April 1st for all dogs 6 months or older. The fees for licensing after April 1st are $13 if dog is spayed/neutered; $19.00 if the dog is unaltered. The Clerk's Office accepts cash or check only (we do not accept credit/debit cards). Only about two-thirds of dogs licensed in 2024 have been licensed to date this year. Licensing dogs is required by VT law and is for the health & safety of the community and the your dog. The Clerk's Office sent reminder postcards in January to all those who licensed their dogs in 2024; licensing information was advertised in the Valley News; noted in the Significant Activities reports, the Town Newsletter; and posted regularly on Facebook & Hartford Listserv.

- The Assistant Clerks have been processing Liquor License applications and following up with Town Departments and applicant, as needed.
- The Town Clerk attended one of the Vermont Municipal Clerks and Treasurer's Association (VMCTA) Spring Trainings held in Danville on April 8th.
- The Clerk has been closely following the Election legislation now being considered by the VT Senate Government Operations Committee after passing through the VT House of Representatives.
- The Board of Abatement will hold hearings for five Abate3ment requests on Thursday, April 10th.
- All the Clerks will be attending training on the new Vermont Election Management System throughout the month of April; the Secretary of State's Office plans to roll out the new system on May 5th.

Police Department

It is with heavy heart that we share the passing of Retired Captain Timothy Rich. Captain Rich served the Town of Hartford for 38 years and will be greatly missed by all of us here at HPD.

Officer Simon Keeling and Officer Daniel Bennett were promoted to Corporal after a competitive promotional process.

Officer Kelsi Nanatovich successfully completed Level 2 Training at the Vermont Police Academy and was sworn in by Town Manager Haverstock as HPD's newest officer. Officer Nanatovich began her field training and will attend Level 3 Training at the Vermont Police Academy later this year.

HPD was present during the "Hand Off" Protest which occurred on Maple Street stretching from the intersection of US Route 5, VT Route 14 and US Route 4 and went into Lebanon on US Route 4. Per the organizers of the event, 2100 people were present. HPD gladly reports there were no issues during this peaceful protest.

HPD was given conditional approval for equipment totaling $26,393.00 by the Department of Public Safety Homeland Security Unit. This grant was applied for through the State Homeland Security Grant Program and will fund the purchase of a Utility Terrain Vehicle (UTV), an enclosed trailer for the UTV and replacement filters for HPD issued Air Purifying Respirators.

The Criminal Investigations Division is investigating another fraud of an elderly female in Hartford, VT. The victim was defrauded of over $400,000. HPD is working in part with our Federal Partners on this case.

Sgt. Will Furnari has been temporarily reassigned as the Acting Lieutenant of the Outreach Division.

Hartford Police Department Calls for Service

Nature of Incident	Total	Total Incident
911 Hangup Call		11
Abandoned Vehicle		1
Agency Assistance		10
Animal Bite		1
Animal Problem		8
Attempt to Locate		1
Burglary Alarm		10
Chest Pain		1
Citizen Assist		19
Citizen Dispute		4
Condition of Release Violation		1
Court Time		1
Traffic Accident with Damage		16
Traffic Accident with Injuries		2
Directed Patrol		46
Driving - License Suspended		1
Controlled Substance Problem		3
DUI Alcohol or Drugs		1
Family Fight/Domestic		4
Foot Patrol		9
Found Property		5
Fraud		6
Harassment		4
Dumping		1
Information Report		2
Intoxicated Person		1
Juvenile Problem		1
Litter/Pollution/Public Health		1
Lock Down Drill		1
Lost Property		1
Mental Health Emergency		2
Missing Person		2
Motor Vehicle Complaint		16
Noise Disturbance		4

Overdose	2
Paperwork Service	6
Parking Problem	3
Phone Problem /Harrassment	2
Public Speaking	2
Search Warrant	4
Seizure	1
Sex Offense	1
Special Detail	2
Structure Fire	1
Attempted Suicide	1
Suicide Threat	3
Suspicious Person	4
Suspicious Person/Circumstance	34
Theft	12
Theft of Motor Vehicle	2
Threatening	6
Traffic Hazard	3
Traffic Violation	4
Trespassing	8
Unresponsive Person	3
VIN Number Inspection	2
Wanted Person	6
Welfare Check	10
Total Incidents for This Report	319

Emergency Communications Center Calls Taken and Dispatches

Nature of Call	Calls Received	% of Total

911 Hangup Call	23	3.11
Abandoned Vehicle	1	0.14
Abdominal Pain	7	0.95
Agency Assistance	34	4.59
Animal Bite	1	0.14
Animal Problem	10	1.35
Assault	3	0.41
Attempt to Locate	1	0.14
Back Pain	1	0.14
Bleeding	6	0.81
Brush Fire	5	0.68
Burglary Alarm	14	1.89
Car Fire	2	0.27
Chest Pain	5	0.68
Chimney Fire	1	0.14
Citizen Assist	33	4.46
Citizen Dispute	7	0.95
CO Detector NO Symptoms	2	0.27
Condition of Release Violation	1	0.14
Court Time	3	0.41
CPR	1	0.14
Traffic Accident with Damage	23	3.11
Accident with Extrication	1	0.14
Traffic Accident with Injuries	10	1.35
Dead Animal or Carcass	1	0.14
Diabetic Emergency	3	0.41
Breathing Difficulty	15	2.03
Directed Patrol	64	8.65
Dispatch Reminder	5	0.68
Driving - License Suspended	1	0.14
Controlled Substance Problem	5	0.68
DUI Alcohol or Drugs	1	0.14
Falls	21	2.84
Family Fight/Domestic	5	0.68
Fingerprints	4	0.54

Fire Alarm	12	1.62
Fire Call Undetermined Type	1	0.14
Foot Patrol	9	1.22
Found Property	7	0.95
Fraud	8	1.08
Harassment	5	0.68
Head Injuries	1	0.14
Headache	1	0.14
Heart Problems	10	1.35
Highway Call Out	3	0.41
Illegal Burning	1	0.14
Dumping	2	0.27
Information Report	5	0.68
Paramedic Intercept	2	0.27
Intoxicated Person	1	0.14
Juvenile Problem	2	0.27
Lift Assist	12	1.62
Litter/Pollution/Public Health	2	0.27
Lock Down Drill	1	0.14
Lost Property	1	0.14
Medical Emergency	30	4.05
Medical Alarm	5	0.68
Mental Health Emergency	5	0.68
Missing Person	3	0.41
Motor Vehicle Complaint	23	3.11
Noise Disturbance	4	0.54
Odor Investigation	1	0.14
Overdose	2	0.27
Panic Alarm	1	0.14
Paperwork Service	11	1.49
Parking Problem	5	0.68
Phone Problem /Harrassment	2	0.27
Power Line Down	4	0.54
Property/Home Watch	2	0.27
Public Speaking	2	0.27
Restraining Order	1	0.14

Search Warrant	4	0.54
Seizure	6	0.81
Service Call	6	0.81
Sex Offense	1	0.14
Unknown Medical Emergency	13	1.76
Smoke in a Building	1	0.14
Special Detail	4	0.54
Stroke	1	0.14
Structure Fire	3	0.41
Attempted Suicide	2	0.27
Suicide Threat	4	0.54
Suspicious Person	6	0.81
Suspicious Person/Circumstance	49	6.62
Theft	14	1.89
Theft of Motor Vehicle	2	0.27
Threatening	7	0.95
Traffic Hazard	12	1.62
Traffic Violation	5	0.68
Training	4	0.54
Transformer Fire	2	0.27
Trash or Dumpster Fire	1	0.14
Trauma	1	0.14
Trespassing	9	1.22
Transfer ALS Emer	6	0.81
Transfer ALS NonE	2	0.27
Transfer BLS Emer	1	0.14
Transfer BLS NonE	12	1.62
Transfer Unspecif	7	0.95
Unresponsive Person	15	2.03
Utility Problem	3	0.41
VIN Number Inspection	5	0.68
Wanted Person	6	0.81
Water Dept Call Out	2	0.27
Welfare Check	17	2.3

Total Calls	740	

John Haverstock

From: Dennis Brown <dlbm35vt@gmail.com>
Sent: Saturday, March 29, 2025 10:26 AM
To: John Haverstock; Gwen Tuson
Cc: Mary Erdei; Michael Hoyt; Gwen Tuson
Subject: Re: Request for a 250 Commemoration Committee Liaison

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

Hi John,

Thanks for the reply, April 15th will be great!

I don't think we need to attend and hope you will let us know who the liaison will be.

Best,

Dennis

Dennis L. Brown
dlbm35vt@gmail.com

On Thu, Mar 27, 2025 at 1:07 PM John Haverstock <jhaverstock@hartford-vt.org> wrote:

> Hi Dennis.
>
> We missed the deadline for the April 1 meeting, but April 15 is a possibility.
>
> Thanks.
>
> John Haverstock
>
> Town Manager, Hartford, VT
>
> 802/295-9353 x216
>
> **From:** Dennis Brown <dlbm35vt@gmail.com>
> **Sent:** Wednesday, March 26, 2025 7:56 PM

To: Mary Erdei <merdei@hartford-vt.org>; Michael Hoyt <mhoyt@hartford-vt.org>; John Haverstock <jhaverstock@hartford-vt.org>
Cc: Gwen Tuson <gltuson@yahoo.com>
Subject: Request for a 250 Commemoration Committee Liaison

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

Hi Mary and Mike,

The 250 Commemoration Committee would like to request a select board liaison for our committee. Please consider adding this topic to a future agenda. Part of the attractiveness of being an official town committee was that we thought we would have a liaison to help communicate our activities with the select board, thus the town. If we are fortunate to have a new liaison, please let us know who it will be.

Thanks for any consideration!

cc: Gwen Tuson

Best,

Dennis

Dennis L. Brown

Hartford's 250 Commemoration Committee, vice chair

dlbm35vt@gmail.com

802-356-2452 cell or text

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, VERMONT
250th COMMEMORATION COMMITTEE (A TEMPORARY COMMITTEE)
BYLAWS
JANUARY 21, 2025

1. **Purpose:** To plan, encourage, develop, coordinate, and promote observances and activities to be held in Hartford in commemoration of the historic events associated with the United States 250th anniversary of the 1776 signing of the Declaration of Independence, the Revolutionary War between 1775 and 1777, the founding of Vermont in 1777, and the creation of the political foundations of the United States of America.

2. **Mission:** The mission of the 250th Commemoration Committee (250th Committee) is to engage the Hartford community through the many programs, projects, and events over the next three years, thereby inspiring future leaders and celebrating Vermonters' contributions to the nation over the last 250 years. The hope is to inspire Hartford residents and visitors to learn from the history, legacy, and context of the past to build stronger communities for the future.

3. **Acknowledgement:** This Committee is formed to commemorate the origins of the United States of America recognizing that the Town of Hartford, the State of Vermont, and the original thirteen colonies were founded on the unceded homelands of indigenous peoples.

4. **Term:** The term of the 250th Committee will begin following Selectboard approval of the Bylaws. The 250th Committee will dissolve by the end of the State of Vermont's 250th Commission time-period conclusion of September 1, 2027 or earlier.

5. **Membership**

   A. The 250th Committee shall consist of seven members appointed by the Selectboard. Each member shall be a resident of Hartford.

   B. The 250th Committee will work with the Vermont 250th Anniversary Commission on any or all activities.

   C. All members shall serve without compensation.

6. **Officers**

   A. The 250th Committee shall elect the officers: Chairperson, Vice-Chairperson and Clerk from the Selectboard appointed members.

   B. The Chairperson shall preside at all 250th Committee meetings when he or she is present.

   C. The Vice-Chairperson shall assume all duties and powers in the absence of the chairperson.

   D. The Clerk shall keep minutes of all meetings and proceedings of the 250th Committee and record any action taken. The Clerk shall assume the duties of the Chairperson whenever the Chairperson and Vice-Chairperson are both absent.

7. Staff Support

A. The Department of Planning and Development will provide staff assistance to the 250th Committee mostly consisting of posting Committee meeting notices and minutes, and guidance on relevant Town procedures and policies.

B. The Department of Parks and Recreation will coordinate with the 250th Committee on opportunities to include 250th commemoration themes, activities and events into Parks and Recreation regularly scheduled activities and events.

8. Meetings

A. All activities of the 250th Committee shall be in accordance with the terms of the Vermont Open Meeting Law.

B. All 250th Committee meetings shall be open to the public and be held at a regular time and place when possible. The time and place of each meeting shall be posted at the Town Hall, the Town website and other posting locations not less than 48 hours in advance for regular meetings and 24 hours for special meetings.

C. A simple majority of the number of appointed 250th Committee members shall constitute a quorum.

D. All records and minutes of 250th Committee meetings or actions shall be maintained at the Department of Planning and Development, on the Town website and be available to the public.

9. Working Groups

Working Groups may be appointed by the 250th Committee as the need may arise. At least one voting member of 250th Committee must serve on each Working Group. Information from Working Groups meetings shall be reported back to the 250th Committee at the next regularly scheduled meeting.

Adopted by the Hartford Selectboard on January 21, 2025

Policy Title	Selectboard Committee Liaison Policy
Keywords	Appointment, Board, Committee, Commission, Selectboard, Liaison

Purpose of Policy

The Selectboard seeks an open line of communication between its Boards and Commissions and seeks to foster a positive experience for members of the public serving on Boards and Commissions. The assignment of a Selectboard liaison to each Committee can further these objectives.

Policy Scope

This policy shall apply to all Town Boards, Commissions, and Committees.

Definitions

Town Boards, Commissions, & Committees shall hereafter be referred to as "Committees."

Policy Statement

Role of Committee Liaison

The primary role of the liaison is to serve as an efficient conduit for information exchange between the Selectboard and the Committee; identify when questions of alignment emerge between the Selectboard and the Committee; and collaborate with the Committee Chair to seek timely resolution of questions.

Selectboard liaisons are not expected to attend every meeting. When they do attend, they are expected to reflect the Selectboard's priorities and perspective.

Liaisons are, by definition, non-voting participants On committees where there is already one or more Selectboard members serving, an additional liaison shall not be appointed.

Appointment

The Selectboard shall appoint one of its members as a Committee Liaison to each of the Standing Committees listed in the Addendum. Appointments shall be made annually after the organizational meeting or as soon as practical thereafter. Appointments shall be for one year, by majority vote, either as a slate or for an individual liaison based on the applicant's experience, qualifications, and interest.

Resignations, Removals, and Vacancies

A liaison may resign their appointment at any time. The Selectboard may remove a liaison with or without cause by majority vote of the Selectboard. A vacancy shall be filled as soon as practical.

Staff Liaisons

The Town Manager may appoint a non-voting staff liaison to all Town Committees. Staff may actively participate in meetings and may assist the Chair in developing agendas, work plans, and work product.

Responsible Owner:	Selectboard	
Approved By:	Selectboard: Michael Hoyt Dan Fraser Kim Souza Lannie Collins Mary Erdei Rocket Ally Tufenkjian	
Date Policy in Effect:	02/20/24	Version #1
Amendment Dates:	N/A	N/A
Related Policies & Procedures:	Hartford Committee List Addendum Hartford Committee, Commission & Board Appointment Policy Hartford Committee, Commission & Board Vacancy Notification Policy Selectboard Rules of Procedure Town of Hartford Advisory Board/Commission Application	
Attachments/Links		

Selectboard Committee Liaison Policy Addendum

Standing Committees of the Town

1. Community Resilience Organization (Resilient Hartford)
2. Conservation Commission
3. Energy Commission
4. Hartford Business Revolving Loan Fund
5. Historic Preservation Commission
6. Parks & Recreation Commission
7. Planning Commission
8. Sister Cities Committee
9. Town & School Meeting Committee
10. Tree Board
11. WRJ Design Review Committee
12. Zoning Board of Adjustment

John Haverstock

From: Mary Erdei
Sent: Monday, March 31, 2025 11:24 AM
To: John Haverstock; White River Junction Pride
Cc: Michael Hoyt
Subject: Re: WRJ Pride flag request

Thank you. I appreciate it. As John said, we will discuss at a near future agenda setting.

Mary M. Erdei
Selectboard Member

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Monday, March 31, 2025 8:19 AM
To: White River Junction Pride <wrjpride@gmail.com>; Mary Erdei <merdei@hartford-vt.org>
Subject: RE: WRJ Pride flag request

Hi Danny.

I will speak with Selectboard leadership about getting this matter on an upcoming agenda. Stay tuned...

Thanks.

John Haverstock
Town Manager, Hartford, VT
802/295-9353 x216

From: White River Junction Pride <wrjpride@gmail.com>
Sent: Saturday, March 29, 2025 9:32 AM
To: Mary Erdei <merdei@hartford-vt.org>
Cc: John Haverstock <jhaverstock@hartford-vt.org>
Subject: WRJ Pride flag request

Some people who received this message don't often get email from wrjpride@gmail.com. Learn why this is important

[**EXTERNAL EMAIL: DO NOT CLICK** on **links** or open **attachments** unless you are sure the content is safe.]
Hello Mary Erdei,
I am writing to ask to be included at an upcoming meeting for the Select Board to consider the WRJ Pride Committee request for the Town of Hartford to fly the Pride flag from July 20 3pm-July 27th 3pm. For the last 5 years we have run WRJ Pride events during the last week in July and for the last two, have flown a Pride flag during that week per the Town Hall Flagpole Policy. We hope you will consider our request.
Thank you,
Danny Brzozowski

WRJ PRIDE Committee

c/o *The Main Street* **MUSEUM**
58 Bridge Street WRJ, VT 05001
(802)369-5722
www.mainstreetmuseum.org/wrjpride
www.facebook.com/WRJpride

9/6/22 adopted

Town Hall Flagpole Policy

PURPOSE

It is the intent of the Town of Hartford to establish a Town-wide policy which follows the United States and State of Vermont provisions governing the display of flags, including the United States flag, the State flag, and special flags. Any additions must be approved by the Hartford Selectboard.

REFERENCE

United States and State of Vermont provisions governing the display of flags. These can be found in the United States Code, Title 4, Chapter 1[1] and the Vermont Statutes, Title 1, Chapter 11[2] (hereinafter "Flag Code and Protocol").

APPLICATION

This Policy applies to all buildings owned or controlled by the Town of Hartford and all individuals employed by or who volunteer with the Town of Hartford, unless a provision of the policy conflicts with a contract or statute (e.g., Collective Bargaining Agreement, Civil Service Rule, or Memorandum of Understanding).

GUIDANCE

Display and Care of Flags

The Town of Hartford follows the Federal and State of Vermont Flag Code and Protocol governing the display and care of flags, including the United States flag, and the State flag.

Display of Additional Flags Indoors or Outdoors

In addition to the above flags, other "Special Flags or Banners" may be displayed on the flagpole located on the right side of the front door of Town Hall. Such Special Flags or Banners may only be displayed upon approval from the Hartford Selectboard.

Examples of Special Flags or Banners include, but are not limited to, Sister Town flags, Heritage Month flags (e.g., Black History Month, Pride Month, Asian/Pacific American History, National Hispanic Heritage, and Indigenous peoples' heritage), POW/MIA flags received in recognition of awards, flags received from visiting groups, or flags designating an event or accomplishment.

When selecting or approving a request for flying a Special Flag, the Selectboard shall consider and determine that the Special Flag meets at least one or more of the following criteria:

[1] United States Code Title 4, Chapter 1

[2] VSA Title 1 Chapter 11

- Whether the United States or State of Vermont has recognized the flag though statute or proclamation;

- Whether the flag represents an organization dedicated to the public good for the Town of Hartford;

- Whether the flag represents a National, State, or Town interest;

- Whether the flag is an historic American flag that has or continues to have a primary positive message of American history and unity;

- Whether the flag promotes unity and community with another Town, state, country, or other jurisdiction; or

- Whether the flag represents a positive interest or value worthy of public recognition.

Unless otherwise stated or determined by the Selectboard, all Special Flags or Banners shall be flown or displayed for a limit of thirty (30) calendar days after their approval.

Any Special Flag or Banner flown from a flagpole at Town Hall must not be larger than the flag of the United States of America and must be located beneath the flag of the United States of America when flown on the same staff.

AGENDA MEMORANDUM
April 15th, 2025
Town Selectboard Meeting Item: 5.c
Submitted by: Christopher Holzwarth, Assistant Director DPW – Planning and Permitting

Subject: **Public Hearing for Road Realignment and Partial Discontinuance of Town Highway 144, (Hickory Ridge)**

Background: On February 18, 2025 the Selectboard voted to initiate proceedings pursuant to 19 V.S.A. §708 in response to a written request and presentation from Black Rock Investments, LLC to make alterations to, and to discontinue a portion of the Town Highway 144 (Hickory Ridge) in accordance with plans approved by the Zoning Board of Adjustment under Conditional Use Approval 13-23 and by the Planning Commission under Planned Development Approval 23-24, Boundary Line Adjustment Approval 23-22, and Site Plan Approvals 23-23 and 23-25.

Discontinuance of Highway: The above approvals require a portion of Hickory Ridge to be discontinued for two-way vehicular traffic without extinguishing the right of way and the Town's rights in it. This section of highway is described as *"Beginning at the intersection with Sykes Mountain Avenue (TH 10) and proceeding in a northerly direction for 125 feet to the southerly end of the Blackman driveway".* See Exhibit A.

The Town's requirements to discontinue a Town Highway is laid out under Article VII, §75-40 of the Town of Hartford Transportation Ordinance, adopted November 13, 2012 and effective January 12, 2013 which is also regulated by state statute 19 V.S.A. Chapter 7.

Alteration of Highway: The approvals also require a section of Hickory Ridge to be altered with a turnaround to accommodate the proposed dead end. This section of highway is described as *"Beginning at a point 125 feet northerly of the intersection with Sykes Mountain Avenue at the southerly end of the Blackman driveway and extending 46 feet northerly past the Blackman driveway".* See Exhibit A.

The Town's requirements to discontinue a Town Highway is laid out under Article VII, §75-39 of the Town of Hartford Transportation Ordinance, adopted November 13, 2012 and effective January 12, 2013 which is also regulated by state statute 19 V.S.A. Chapter 7.

Examination of Premises & Public Hearing: Pursuant to Title 19, Chapter 7, Section 709 of the Vermont Statutes, the town scheduled the examination of the premises starting at 4:30 PM on April 15, 2025. The timed inspection will allow Black Rock's consultants to be available to point out the existing and proposed features to individual board members only. Board members may make observations and take personal notes only. There is to be no quorum on-site and no testimony will be taken. Anyone participating is requested to park along the easterly side of Hickory Ridge without blocking driveways.

The required public hearing on the matter at which time a formal presentation of the project by Black Rock's consultants will be made, public and board comments and questions taken, with opportunities for responses by the appropriate parties provided, is scheduled to take place at the regularly scheduled Selectboard Meeting on April 15, 2025, which begins at 6:00 PM.

Discussion: The Town may approve this petition to alter and discontinue a portion of Hickory Ridge to two-way traffic if they find the project to comply with the Town's objectives for §75-39 and §75-40, and in compliance with the applicable general requirements of §75-41.

§75-39 - Town Objectives for Altering a Highway: The board may entertain the alteration when it results in greater safety and/or improved efficiency of the system. The decision to alter the highway is at the sole and absolute discretion of the Selectboard, who should act in the best interest of the inhabitants of the Town. When considering whether or not to accept the

alteration the Selectboard may consider the length of the road, type of road, if the road is a dead end or loop road, number of existing or proposed dwellings or businesses served by the road, connectivity to other public roads, increase in the safety of the traveling public, convenience of the residents of the Town and/or efficiency of the transportation system.

§75-40 - Town Objectives for Discontinuing a Highway: The Town may entertain the application to discontinue a portion of the highway if the proposed changes are in the public good, necessity and convenience of the inhabitants of the municipality. The decision of an application to reclassify or discontinue a highway or trail is reserved to the sole and absolute discretion of the Selectboard, who will consider the grant or denial of an application based on the best interest of the inhabitants of the Town.

Decisions: Within sixty (60) days of examining the premises and hearing any interested parties, the Selectboard shall return the petition with a report of their findings and a decision whether or not to alter and discontinue a portion of the highway by resolution of the Selectboard (19 V.S.A. §711(a)).

Appeals: An interested person or party not satisfied with the decision may appeal to the district court (19 V.S.A. §726) or to the superior court (19 V.S.A. §740).

Recording requirements: The Selectboard's order shall be recorded by the Town Clerk (19 V.S.A. §711(a)).

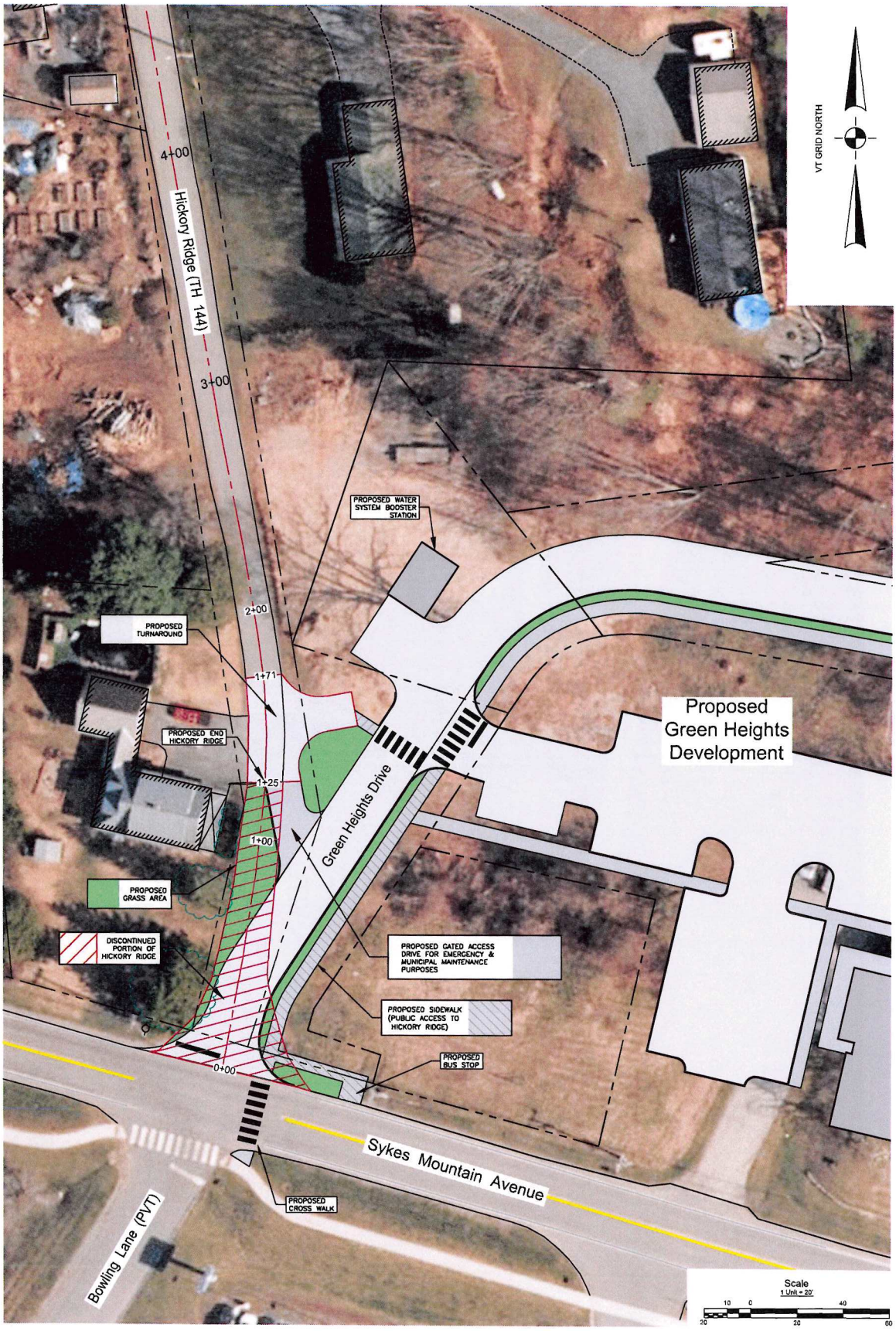
Impact: There is no direct financial impact created by implementing this petition as all costs are to be paid by Black Rock Investments, LLC or its successors.

Town Approvals: Staff, the Planning Commission, and the Zoning Board of Adjustment have approved this unique project in the interest of increasing the available housing inventory by a total of 240 units while protecting the privacy and traveling safety of the adjoining single-family residential neighborhood (Hickory Ridge).

Further, staff finds that: (1) The changes are in the public good, necessity and convenience of the inhabitants of the municipality promoting critically needed housing while protecting the character and safety of the existing single-family residences along Hickory Ridge. (2) The improvements will result in greater safety and/or improved efficiency of the system by eliminating opportunities for new traffic to enter Hickory Ridge from the proposed Private Highway to be named Green Heights Drive. (3) The improvements will not impact the Town's ability to maintain Hickory Ridge, will insure continued emergency access to Hickory Ridge, will insure pedestrian and bicycle access from Hickory Ridge to Sykes Mountain Avenue along dedicated improvements, and will promote housing opportunities in keeping with the Town and Regional Plans within a Designated Growth Center.

Recommendation: That the Selectboard after conducting an examination of the premises and public hearing provide staff with their conclusions whether or not to alter and discontinue a portion of Hickory Ridge for the purpose of preparing a decision whether or not to alter and discontinue a portion of the highway by resolution of the Selectboard (19 V.S.A. §711(a)) utilizing a template to be provided by the Town's consulting attorney for this matter at the next warned hearing.

Exhibit A



2	DRAWN BY: C.D.H.	Hickory Ridge Alterations Schematic	REVISIONS
SHEET 1 OF 2	CHECKED BY:		REV. DESCRIPTION BY: DATE:
	DATE: 2/26/2025	1+00 - 1+73 Hickory Ridge - TH 144	
	PROJ. NO. 2025-H1	White River Junction - Town of Hartford Vermont	

Exhibit A

1	DRAWN BY: C.D.H.	Hickory Ridge Alterations Vicinity Map	REVISIONS	
SHEET 1 OF 2	CHECKED BY:		REV: DESCRIPTION BY: DATE:	
	DATE: 2/26/2025	1+00 - 1+73 Hickory Ridge - TH 144		
	PROJ. NO. 2025-H1	White River Junction - Town of Hartford Vermont		

John Haverstock

From: Peter Raymond <praymond@sheeheyvt.com>
Sent: Thursday, April 10, 2025 8:59 AM
To: Christopher Holzwarth; John Haverstock
Cc: Bryan Gazda; Kristen Shamis; Carolyn Murray; Adam Morse
Subject: RE: Partial Discontinuance and Alteration of Hickory Ridge Road

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

Good morning, Chris and John,

Enclosed in the following link Black Rock documents are four documents for the upcoming hearing on the Hickory Ridge partial discontinuance and alteration. These are: 1) The Green Heights Housing Plan Set for Lot 45-162 by Engineering Ventures; 2) The MOU Between Black Rock and The Town for the Realignment and Reconfiguration of Hickory Ridge; 3) The Traffic Study by VHB for the Green Heights Drive Housing Project supplied as part of the ZBA/PC proceedings; and 4) The Survey plat by DiBernardo Associates, LLC entitled Plan Showing Planned Development Properties of Black Rock Investments, LLC.

Items 1,2 and 4 were previously included in our letter dated February 12, 2025, but are provided here separately for the Selectboard's convenience. We are planning to present and will have these available on our laptop as well. I wanted to provide in advance for the Board's reference.

Thank you,

Peter

Peter Raymond (he/him)
Sheehey Furlong & Behm P.C.
30 Main Street, 6th Floor | P.O. Box 66 | Burlington, Vermont 05402
Office: 802.864.9891 | Direct: 802.865.6355
Email: praymond@sheeheyvt.com

Sheehey
FURLONG & BEHM P.C.
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From: Christopher Holzwarth <cholzwarth@hartford-vt.org>
Sent: Wednesday, April 9, 2025 4:25 PM

To: Peter Raymond <praymond@sheeheyvt.com>; John Haverstock <jhaverstock@hartford-vt.org>
Cc: Bryan Gazda <bgazda@hartford-vt.org>; Kristen Shamis <kshamis@msvtlaw.com>; Stacey Reyome <sreyome@sheeheyvt.com>
Subject: EXTERNAL Re: Partial Discontinuance and Alteration of Hickory Ridge Road

You can present through the zoom platform if you have a laptop to bring, otherwise dow can make arrangement to bring a laptop.

Get Outlook for iOS

From: Peter Raymond <praymond@sheeheyvt.com>
Sent: Wednesday, April 9, 2025 3:17:35 PM
To: Christopher Holzwarth <cholzwarth@hartford-vt.org>; John Haverstock <jhaverstock@hartford-vt.org>
Cc: Bryan Gazda <bgazda@hartford-vt.org>; Kristen Shamis <kshamis@msvtlaw.com>; Stacey Reyome <sreyome@sheeheyvt.com>
Subject: RE: Partial Discontinuance and Alteration of Hickory Ridge Road

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Thank you, Chris,

That's understood. We are planning on presenting at the hearing. For the presentation, if we would like to use the technology, do we need to resubmit our plans specifically for this hearing? I will prepare a file to send tomorrow if that's preferred.

Best,

Peter

Peter Raymond (he/him)
Sheehey Furlong & Behm P.C.
30 Main Street, 6th Floor | P.O. Box 66 | Burlington, Vermont 05402
Office: 802.864.9891 | Direct: 802.865.6355
Email: praymond@sheeheyvt.com

Sheehey
FURLONG & BEHM P.C.
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From: Christopher Holzwarth <cholzwarth@hartford-vt.org>
Sent: Wednesday, April 9, 2025 3:08 PM
To: Peter Raymond <praymond@sheeheyvt.com>; John Haverstock <jhaverstock@hartford-vt.org>
Cc: Bryan Gazda <bgazda@hartford-vt.org>; Kristen Shamis <kshamis@msvtlaw.com>; Stacey Reyome

<sreyome@sheeheyvt.com>
Subject: EXTERNAL Re: Partial Discontinuance and Alteration of Hickory Ridge Road

Peter,

The board will expect a presentation from your team, while we are facilitating the project it will be up to you to sell it to the board. The criteria you will need to meet is under § 75-39, § 75-40 and § 75-41 of our Transportation Ordinance.

> Town of Hartford
>
> Town of Hartford Transportation Ordinance Chapter 75 Adopted: November 13, 2012 Effective date: January 12, 2013
>
> www.hartford-vt.org

I will have a memo to the board outlining the criteria and general requirements for release by midday tomorrow.

Chris

Christopher Holzwarth

Assistant Director, Planning and Permitting

173 Airport Road

White River Junction, VT 05001

802-295-3622 phone

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.

From: Peter Raymond <praymond@sheeheyvt.com>
Sent: Wednesday, April 9, 2025 2:29 PM
To: John Haverstock <jhaverstock@hartford-vt.org>
Cc: Bryan Gazda <bgazda@hartford-vt.org>; Kristen Shamis <kshamis@msvtlaw.com>; Christopher Holzwarth <cholzwarth@hartford-vt.org>; Stacey Reyome <sreyome@sheeheyvt.com>
Subject: Partial Discontinuance and Alteration of Hickory Ridge Road

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

Good afternoon, John,

Attached is a letter on behalf of Black Rock in support of the Partial Discontinuance and Alteration of Hickory Ridge Road for the Selectboard's consideration. We will also be in attendance at the site visit and hearing next Tuesday.
Thank you for your assistance.

Sincerely,

Peter

Peter Raymond (he/him)
Sheehey Furlong & Behm P.C.
30 Main Street, 6th Floor | P.O. Box 66 | Burlington, Vermont 05402
Office: 802.864.9891 | Direct: 802.865.6355
Email: praymond@sheeheyvt.com

Sheehey
FURLONG & BEHM P.C.
ATTORNEYS

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AGENDA MEMORANDUM
April 15, 2025
Town Selectboard Meeting Item: 5.d.

Submitted by: **Lexi Webster, Housing & Development Specialist, Planning & Development Department & Lori Hirshfield, Director, Planning & Development Department**

Subject: **General Understanding of Public-Private Partnerships (PPPs) & Criteria for Considering PPPs**

Background: The Planning and Development Department has been working on two documents regarding the topic of public-private partnerships (PPPs). PPPs are a popular, formalized way for the public and private sectors to work together to deliver large infrastructure or development projects. One document explains what PPPs are in general, different types, and recent case studies in Vermont. The other document builds on this foundational understanding of PPPs and sets forth criteria that can be used to evaluate specific PPP proposals.

Discussion: A public-private partnership (hereafter referred to as PPP) is a collaboration between a government entity and a private enterprise, often on very large infrastructure projects that the private sector entity may finance, plan, or execute. These projects often involve concessions (from the public side) of tax or other operating revenue, protection from liability, or partial ownership rights over public services and property. The Planning and Development Department has developed three Benchmark Levels as criteria that could be utilized by the Selectboard to consider whether the Town should participate in specific PPP proposals. PPPs are an effective and efficient way for large projects to be viable and provide benefits for the public good. However, PPPs should be frequently monitored and not be used to solely serve private developers' needs. A mutual level of understanding must exist between the public and private partners, aligned around common goals. In many ways Hartford's WRJ TIF District is a form of a PPP - the Town invests in public infrastructure to support the greater development by the private sector, which generates increased tax revenue and more robust business and housing sectors.

Financial Impact: No specific financial commitments at this time, but commitments will vary based on if the Selectboard decides to go forth and participate in a specific PPP.

Requested Action: The Planning and Development Department is seeking feedback on these documents, and requests that the Selectboard adopt the criteria document as what the Town will use to consider specific PPP proposals that may come forth.

Attachment: Introduction to PPPs & Criteria for Considering PPPs Documents

Introduction to Public-Private Partnerships (PPPs)

A public-private partnership (hereafter referred to as PPP) is a collaboration between a government entity and a private enterprise, often on very large infrastructure projects that the private sector entity may finance, plan, or execute. These projects often involve concessions (from the public side) of tax or other operating revenue, protection from liability, or partial ownership rights over public services and property. Although PPPs are effective ways to get needed projects funded and completed, they can sometimes blur the lines between legitimate public purposes and for-profit activity. Toll roads and highways are traditional examples of PPP projects, and more recently business and housing projects have used this vehicle to complete projects (The Investopedia Team, 2024).

Although PPPs generally fit the definition provided above, there are different types of PPPs:

Build, Operate, Transfer

A government hands overall construction and operations to a private party for a set number of years. After that period of time, it is transferred to the government.

Build, Operate, Own

The same as BOT, but the private entity is not required to ever transfer the project to the government.

Design-Build

A government contracts with a private party to design and construct a project for a fee. The government retains ownership and may either operate it itself or contract out operations.

Buy, Build, Operate

A government sells a pre-existing project that has already been completed (and may have been operated by the government for some time) to a private party, who will take it over fully. The private party may need to invest in rehabilitating or expanding the project.

There are benefits and risks associated with PPPs.

Common risks:

- cost overruns,
- project delays,
- political opposition,
- condition at hand-back, and
- complex principal-agent problems.

Benefits:

- capital needed to start and complete a project,
- private sector innovation and technology,
- improved operational efficiency, and
- diversifying the government entity's economic base (The Investopedia Team, 2024).

In some ways, PPPs are comparable to what the Town already does with some HUD & CDBG grants. Sometimes the Town is awarded a grant, then some portion of the grant (or all of it) is given to a sub-grantee to carry out the program and objectives associated with the grant, while the Town monitors the implementation of the grant and reports back to the awarding entity. In many ways Hartford's WRJ TIF District is a form of a PPP - the Town invests in public infrastructure to support the greater development by the private sector, which generates increased tax revenue and more robust business and housing sectors.

There are several other local government entities in Vermont that have participated in PPPs. Most recently, the City of Rutland has been participating in a Build, Operate, Own PPP. The City is partnering with private developers to bring a hotel, apartments, a restaurant, and bar (all in one large social space) to the downtown area. The project will be located on a site that was once vacant for many years and contaminated. This site will be revitalized and rehabilitated and expected to bring lots of activity to this area of the City. In order to reap the benefits that this project will spurn, the City has agreed to incentives, such as $4.6 million in reduction of future taxes over the next 12 years and $750,000 in waived permit fees, water and sewer rate reductions, and business personal property tax over the first 10 years (Rutland Development Authority, 2025).

In addition to the Rutland PPP currently in progress, the City of Saint Albans assembled a Buy, Build, Operate hybrid PPP in 2023 to construct workforce housing units on a city owned vacant behind City Hall. The City's role in this project was to assemble the parcels, complete the environmental remedies needed, and construct the parking space needed (Cloud, 2023). In 2025, St. Albans then issued a Purchase, Sale, and Development agreement and transferred

ownership of the property and development to private developers. The private partner/developer is the one to build the apartment buildings and develop the property (St. Albans City Council, 2025).

Reference List

Cloud, D. (2023, November 13). *FAQs about St. Albans City's new housing proposal.* https://www.stalbansvt.com/index.asp?SEC=9F3C5CF8-B8A0-4023-8721-14AD06B40624&DE=F8CA86AC-3599-4412-92A3-C89594C7EFC9

Rutland Development Authority. (2025, February 19). *Public-private partnership brings city and downtown hotel + living project to Rutland.* https://www.rutlandvtbusiness.com/public-private-partnership-brings-city-and-downtown-hotel-living-project-to-rutland/

St. Albans City Council (2025, February 10). *Purchase, sale, and development agreement* (beginning at p. 10 of overall packet). 250210_Regular_Council_Packet.pdf

The Investopedia Team. (2024, June 6). *Public-private partnerships (PPPs): Definition, how they work, and examples.* https://www.investopedia.com/terms/p/public-private-partnerships.asp

Criteria for Considering Public-Private Partnerships (PPPs)

When the Town of Hartford is considering participating in a PPP project, there are several benchmarked criteria to consider before deciding on whether the project is a quality candidate. PPPs require the Town to invest in certain commitments and the Town's citizens and taxpayers will require justification on why the Town is making such an investment in a private sector project. Below are benchmark levels and questions associated with each level that the Town's decision makers need addressed when considering a PPP. If contemplating whether to employ a PPP for a particular project, the Town should start with the following Benchmark Levels. The Town's objective is to consider all the specific benefits and risks associated with the project before proceeding forward to the next level.

➢ Benchmark Level One

The main purpose of Benchmark Level One is to get clarification from the developer on the proposed benefits and proposed Town concessions associated with the project. Questions that the developer will need to answer with specific data to back up their proposal are:

- What is the mission and vision for the project?
- What commitments and/or incentives is the Town being asked to provide?
- How will this project specifically benefit the public and its citizens? (Qualitatively and quantitatively/monetarily)
- What are the potential risks with the project?

➢ Benchmark Level Two

The main purpose of Benchmark Level Two is to understand if the Town concludes the proposed PPP is a good fit and would be an effective use of taxpayer dollars. Questions that Town decision makers will need to answer are:

- Is the Town prepared to offer the concessions and/or incentives being requested by the developer, or is negotiation on such concessions and/or incentives preferred?
- Do all major stakeholders (developer and the Town) agree on the mission and vision?
- Are there diverse and engaged partners present on all sides of the partnership?
- How will the Town hold the private partner accountable?
- Are the potential risks within the project acceptable or too uncertain?
- Will most community members be receptive to this project once they have an in-depth understanding of the Town's role in it?

- **Benchmark Level Three**

The main purpose of Benchmark Level Three is to understand the formalized next steps, commitments from each party, funding sources, and public benefits that will result from the project. Questions that Town decision makers will need to answer are:

- What is the timeline for the next steps and overall project milestones?
- What are the formal commitments from each party involved?
- What are the committed obligations from funding sources?
- If there is a deficit in funding, how will this be solved?
- What are the projections for how the public will benefit from this, in a monetary sense? (not just focusing on the public as private developers, business owners etc.)

In conclusion, PPPs are an effective and efficient way for large projects to be viable and provide benefits for the public good. However, PPPs should be frequently monitored and not be used to solely serve private developers' needs. A mutual level of understanding must exist between the public and private partners, aligned around common goals.

AGENDA MEMORANDUM
April 15, 2025

Town Selectboard Meeting Item: 5.e.

To: **Selectboard and Town Manager**

Submitted by: **Lori Hirshfield, Planning and Development Department Director**
Matt Osborn, Town Planner

Subject: **Draft Economic Development Chapter of the Town Plan Presentation**

Background: In November 2022, the Selectboard approved the submittal of an application to Vermont Municipal Planning Grant (VMPG) to update the Economic Development Chapter of the Town Plan. The grant was awarded. A Request for Proposals was released. The Town received one application from economic development consultant Better City who does consulting throughout the U.S. and has worked in New England. Staff interviewed Better City, signed a contract with them and began work on the project in early 2024.

Process: The project had extensive community input. An ad hoc Steering Committee was formed to work closely with staff and the consultant on the update. The Steering Committee consisted of the Planning Commission and representatives from the Selectboard, Energy Commission, Vital Communities, Hartford Area Chamber of Commerce and the Two Rivers-Ottauquechee Regional Commission. The Steering Committee met a total of six times throughout the Chapter update process. The project kicked off with a community forum, three focus group discussions and stakeholder interviews. It was followed by a community survey last spring and a second community forum in the summer.

Economic Development Chapter: The Economic Development Chapter consists of five sections and an appendix. Section 1 is a brief introduction. Section 2 describes the community input elements. Section 3 is the economic profile for Hartford. Section 4 is the strategic plan with the following five key strategies:

- Identity/Positioning
- Village Centers
- Nature Economy
- Creative Economy
- Innovative Economy

Each strategy has a goal, objectives, strategic actions and key metrics. Section 5 are the metrics with the responsible entity for stewardship and the timeline. Section 6 is the appendix. See attached Economic Development Chapter.

Action: There is no action requested at this time. This is the third community meeting of the project. Jason Godfrey of Better City along with staff will be presenting the Draft Economic Development Chapter to the Selectboard and the public to seek feedback.

Next Steps: Following the presentation of the Draft Economic Development Chapter to the Selectboard, staff will return to the Selectboard at a future meeting to present the Draft Housing Chapter. Following that meeting, a community meeting will be scheduled to present and seek public input on the Draft Housing and Economic Development Chapters. Following the community meeting, staff and the Planning Commission will determine if the Draft Plan is ready to begin the formal Town Plan adoption process.

Hartford, Vermont

Town Plan Economic Development Chapter

Prepared by Hartford Department of Planning and Development with assistance from Better City, LLC. This project was funded by a Vermont Municipal Planning Grant and supplemented with Town funds.

April 2025

Draft

Acknowledgement

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- Matt Osborn, Town Planner, *Planning and Development Department*

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- Serra Gullu, *Director*
- Payton Capes-Davis, *Associate*

Planning Commission

- John Reid, *Chair*
- Bruce Riddle, *Vice Chair*
- Toby Dayman
- John Heath
- Dillon Bianchi
- Colin Butler
- Dylan Kreis

Economic Development Town Plan Steering Committee

- Kim Souza, *Selectboard Liaison*
- Jesse Pollard, *Energy Commission*
- Havah Armstrong Walther, *Hartford Area Chamber of Commerce*
- Meghan Asbury, *Two Rivers-Ottauquechee Regional Commission*
- Alana Redden, *Vital Communities*

Focus Group Participants

Havah Armstrong Walther, Samia Arnold, Meghan Asbury, Adams Carroll, Harley Clark, Steve Dandeneau, Samantha Davidson Green, Steve Davis, Joan Ecker, Mark Estes, Scott Farnsworth, Mel Hall, Bob Haynes, Jason Hill, Helen Hong, Nathaniel Krom, Brett Long, Dick MacKay, Gayle Ottmann, Owen Parker, Charles Rattigan, Allan Reetz, Evan Rose, Kate Schaal, Kim Souza, Erin Wetherell and Samia Arnold.

Interview Participants:

Clay Adams, Jay Benson, David Briggs, Sue Buckholtz, Matt Bucy, Lannie Collins, Mary Erdei, Scott Farnsworth, Ida Griesemer, John Haverstock, Mike Hoyt, Ed Kerrigan, Joe Major, Michelle Ollie, Michael Riva, P.J. Skehan, Brandon Smith, Kim Souza, and Chuck Wooster

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1 Introduction

Hartford is the largest town in the Two Rivers-Ottauquechee Region, and together with Lebanon and Hanover, New Hampshire serves as the functional capital of the Upper Valley area. Hartford is distinguished by its vibrant community spirit, highly educated, highly engaged workforce, and exceptional quality of life.

As Hartford looks to the future, it must adeptly navigate broad macroeconomic shifts, such as technological advancements and the changing housing and work style preferences of younger generations. These shifts present both challenges and opportunities.

This chapter provides an overview of Hartford's current economic landscape, identifies key economic drivers, and outlines strategic goals and actions to foster economic growth. Emphasis is placed on supporting existing businesses and ensuring that economic development efforts are aligned with the community's core values and needs. The strategic direction of this plan is rooted in extensive community engagement and a thorough industry analysis, which are detailed in the Appendix. This foundational work ensures that the strategic goals and actions outlined in this chapter are not only responsive to current economic conditions but also reflective of the community's aspirations and priorities. By leveraging its inherent strengths and proactively addressing challenges, Hartford will create a vibrant and resilient economy that benefits all residents.

It must be noted that the current housing shortage and dramatic increase in home prices, highlighted in the Housing Chapter of this plan, directly impacts the local economy. The lack of affordable and sufficient housing options strains the workforce and makes it difficult for employers to attract and retain talent. Higher housing costs also affects consumer spending within the community as residents have less to spend on local goods and services. The Housing Chapter provides an in-depth analysis of this issue, and it will not be further elaborated upon here to avoid redundancy and confusion.

Process for Updating the Economic Development Chapter

The process of updating the Economic Development Chapter of Hartford's Town Plan was a collaborative effort led by the Planning and Development Department, the Planning Commission and the Economic Development Steering Committee. This significant update was funded by a Vermont Municipal Planning Grant, supplemented with Town funds, and facilitated by the consulting firm Better City.

Community Engagement

To ensure that the Economic Development Chapter reflects the priorities and character of the community, extensive community outreach was conducted including two community forums, four focus group discussions, fifteen interviews, and a town-wide survey that garnered 139 survey responses from residents, property owners, businesses, and workers in Hartford.

Data Analysis

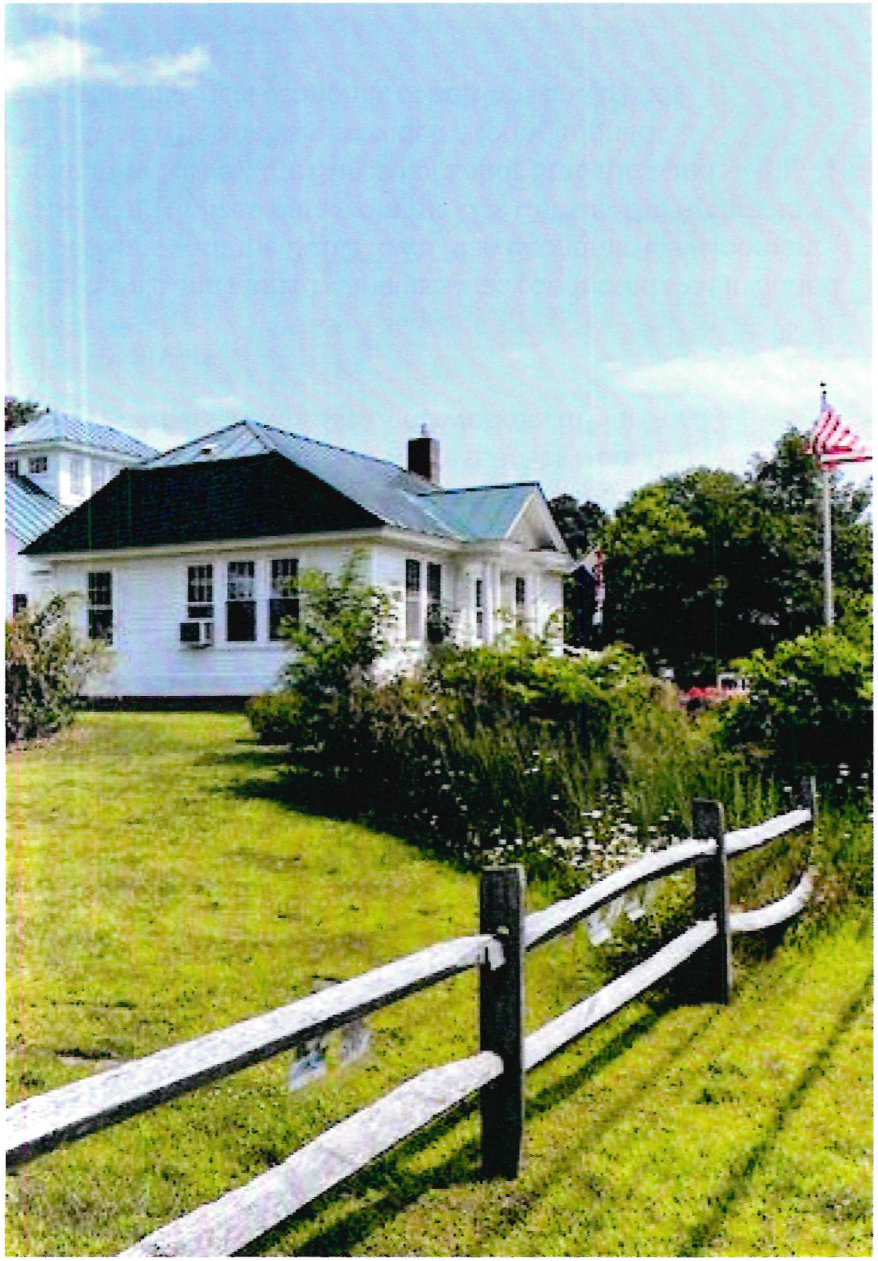
An economic and industry analysis was conducted that included comparisons with the 2002 Town Plan Economic Development Chapter and utilized data from the U.S. Census, the American Community Survey, the Bureau of Labor Statistics, and OnTheMap. The analysis provided a foundation for understanding local economic conditions and trends.

Review of Past Plans

To ensure alignment with broader regional and local planning efforts, several key documents were reviewed, including the 2019 Town Plan, the 2023 Draft Town Plan Housing Chapter, the 2020-2025 Comprehensive Economic Development Strategy (CEDS), and the Two Rivers-Ottauquechee Regional Plan.

The Planning and Development Department and the Planning Commission/ Economic Development Steering Committee were involved throughout the process. These entities helped determine which goals and strategic actions best reflect the needs and aspirations of the community. Fifteen meetings and discussions were held to refine these goals and actions and ensure they accurately reflect the community's priorities.

The goals, objectives, and strategic actions presented in this chapter reflect the diverse perspectives and insights gathered from the community and are designed to promote sustainable and inclusive economic growth in Hartford.



2 Public Input

To ensure that the Economic Development Chapter reflects the needs of our community, an extensive amount of public input was gathered in the form of two community forums, four focus group discussions, fifteen interviews, and a town-wide survey from a variety of stakeholders within the Town of Hartford. Overall themes from the public input highlighted the need for more affordable housing, access to community facilities and recreation spaces, high-paying jobs, and workforce development.

Focus Groups/Interviews

Our focus groups and analysis provided information about what different sectors of the Town are most concerned with in terms of economic development. Small businesses encouraged the Town to focus on infrastructure and support for all villages, not just White River Junction. Small businesses could use support in areas like marketing, branding, tourism opportunities, and improving accessibility. The small business sector also noted positive aspects of the Town such as the community spirit and safety, while also noting some drawbacks such as finding loyal employees and insufficient public transportation.

The developers focus group observed incremental growth and high property appreciation due to demand. Developers are also noticing population dynamics such as the decrease in the average household size, an aging population, and demand for housing from healthcare workers because of the large presence of the healthcare sector in the Town and region. Perhaps most importantly, developers do not expect home prices to drop and are aware of the challenge of high housing and childcare costs that the Town's population is facing.

A variety of community organizations also participated in the community focus groups. Organizations noted significant workforce and economic challenges such as the lack of affordable childcare options, the high cost of housing, and inadequate transportation for the community. Organizations believe that there is a need for greater collaboration among the various types of community organizations, downtown revitalization organizations, and getting the chamber of commerce to create a more centralized ecosystem. The community organizations focus group also called attention to underutilized resources that exist within the Town such as recreational and cultural assets (like gyms, parks, trails, libraries, etc.) and community spaces. A solution to getting the word out about these underutilized resources in the Town is social media.

The final focus group consisted of local high school students. This group was uniquely positioned to answer the question of what would make them stay in Hartford as an adult. Students noted that they wanted more affordable housing and a broader range of activities to do. Currently, many students find themselves driving around or leaving Hartford due to limited options in Town. For more students to stay in Hartford as an adult, they need more affordable housing options in the area, more public transportation options, more technical and trade schools, and better access to recreational facilities.

Community Survey/Community Forum Analysis

Of the 140 people who participated in the survey, 14 respondents were in the 18-35 age group, 77 respondents were in the 35-65 age group, and 49 respondents were in the 65+ age group. No one under the age of 18 participated in the survey. Of the respondents, 5 people had lived in Hartford for less than 1 year, 29 people had lived in Hartford between 1-5 years, and 106

people had lived in Hartford for 6+ years. When asked to rate their quality of life in Hartford, 24 people were very satisfied, 78 were satisfied, 29 were neutral, 8 were dissatisfied, and 1 was very dissatisfied.

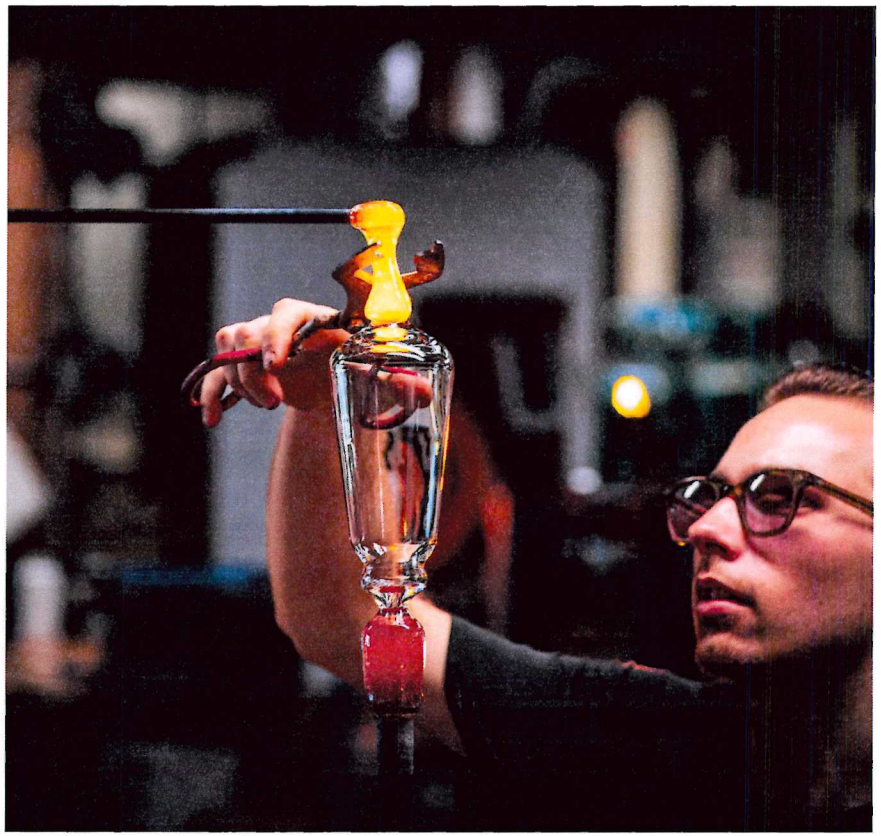
The survey and community forums noted a variety of amenities in the Town that respondents felt were lacking or in need of improvement: recreation, leisure activities, infrastructure, transportation, community services, facilities, housing development, environmental health, governance, and communication. Similarly to what the high school focus group noted, initiatives are needed to make Hartford more attractive to the younger generation. These include feeling that home ownership is readily accessible and there are high-paying job opportunities.

Hartford as Unique and Special

Recognizing the challenges the Town is facing and improvements that stand to be made, there are several reasons that community members find Hartford unique and special. People enjoy Hartford's vibrant community spirit, arts and creativity culture, natural beauty and resources, and outdoor recreation. Hartford is also unique in the sense that each of its five villages boasts distinctive character and offerings, which presents opportunities to build upon the Town's accomplishments and uniqueness.

Looking Ahead

As a result of the public input that this chapter highlights, a vision for Hartford for the next 5-10 years has been developed. This vision includes a strong emphasis on creating more affordable housing and having sustainable urban growth, as well as enhanced community spaces and family-friendly amenities. The community desires for members to increasingly utilize natural resources and transportation services that the Town already has in place. To continue to attract diverse members to the community and keep current members here, the Town must encourage diverse employment opportunities and high-paying jobs to help offset the rising costs of living expenses, particularly housing expenses. If the Town addresses the challenges discussed above and continues to improve upon what makes it special, Hartford's future will be bright and attract a more diverse population.



3 Economic Profile

During the background research, extensive analysis was conducted that looked at demographic, social, industry, and economic data. The following are the curated observations that were most relevant and salient.

Demographics

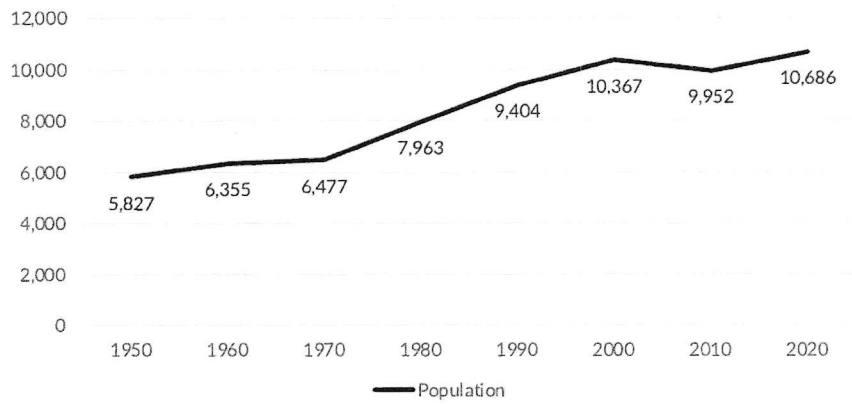
Since the beginning of the 21st century, Hartford's total population size has remained relatively stable, though there have been significant changes in the age demographics of its residents. The character of the Town's residents has remained consistent, with a significant portion of the community that is educated, highly engaged, and self-sufficient and values a high quality of life.

Between 1970 and 2000, Hartford experienced an average annual population growth rate of 2%. However, from 2000 to 2020, this growth nearly stagnated, averaging only 0.2%. While the overall population numbers remained largely static, there was considerable movement of residents in and out of the Town during this period. By 2020, the number of residents over the age of 64 increased by 821, with this age group growing from 14.6% to 22.4% of the total population. At the same time, the Town experienced a net loss of 502 residents under the age of 65.

Hartford's residents can be characterized as follows:

- **Educated:**
  - 34% more residents hold bachelor's degrees or higher compared to the national average (see Figure 14).
- **Highly engaged workforce:**
  - The labor force participation rate is 67.5%, which is 6% higher than the national average, despite the median age being nearly four years older and fewer people being in the traditional working ages.
  - The poverty rate is 9.2%, which is 36% lower than the national average.
  - The percent of local students receiving free and reduced lunches is 41.84% - 12.4% lower than the state average (47.8%). [1]
  - The unemployment rate is only 3.4%, which is 65% below the national rate.

Figure 1: Population Growth by Decade



Source: U.S Census Bureau

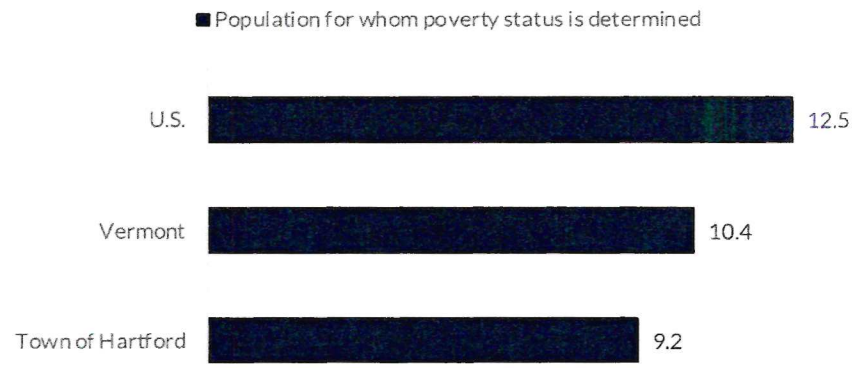
Figure 2: Labor Participation Rates, 2022

	Hartford	Vermont	U.S
Labor Force Participation Rate	67.5%	64.9%	63.5%

Source: American Community Survey

[1] https://education.vermont.gov/sites/aoe/files/documents/edu-report-nutrition-2024-free-and-reduced-corrected.pdf

Figure 3: Poverty Rates, 2022



Source: American Community Survey

Figure 4: Income Levels, 2022

	Hartford	Vermont	U.S
Median Income (Dollars)	69,138	74,014	75,149

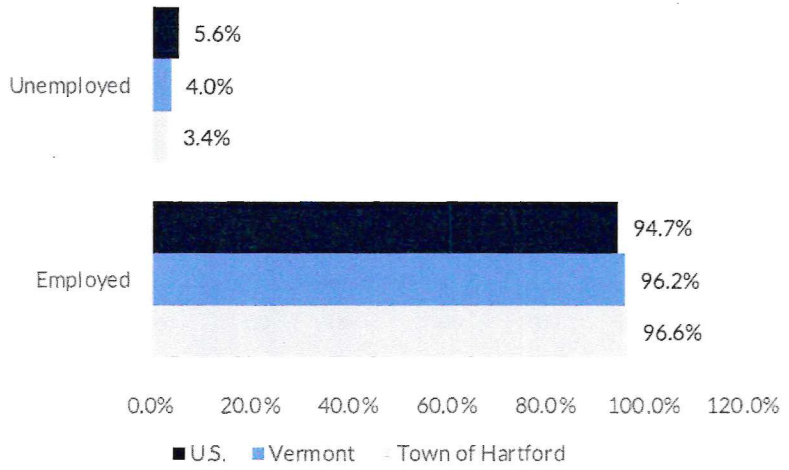
Source: American Community Survey

- **Quality of life focus:**

The Town's exceptional quality of life, sense of community, and vibrant cultural scene are strong attractions for people to locate in Hartford. Also, historically Hartford was considered an affordable location within the Upper Valley. However, over the last decade housing costs have risen much faster than wages, creating financial challenges for many of its residents.

Still, Hartford is home to many long-term residents and seniors whose families have lived here for generations. These individuals are deeply rooted in the community and continue to contribute to its social fabric. This mix of new arrivals and long-term residents has become a strength of the community because of an environment where diversity of background and experience is embraced. Having greater opportunities for higher wages across diverse employment sectors is an important factor in growing our community.

Figure 5: Employment Status, 2022



Source: American Community Survey

Labor Market

Hartford serves as a regional employment hub, with the total number of jobs in the Town (10,604) nearly exceeding the number of residents (10,686). The number of people employed in Hartford is growing rapidly. From 2002 to 2021, the number of jobs in the Town nearly doubled, increasing by 82% from 5,842 to 10,604.

Figure 6: Labor Market, 2021

Town of Hartford Labor Market (All Jobs)		
In-Hartford Labor Force Efficiency (All Jobs)		
Living in Hartford and Employed in Hartford or Outside	4,567	100%
Living and Employed in Hartford	1,162	25.4%
Living in Hartford but Employed Outside	3,405	74.6%
In-Hartford Employment Efficiency (All Jobs)		
Employed in Hartford	10,604	100%
Employed and Living in Hartford	1,162	11.0%
Employed in Hartford but Living Outside	9,442	89.0%

Source: On the Map

However, there is a significant mismatch between the skills and career paths of Town residents and the jobs available locally. While there are 2.4 jobs in the Town for each of its 4,567 employed residents, only 25% (1,162) work within the Town. Every workday, 3,405 residents commute outside of Hartford for work, while 9,442 workers from surrounding areas commute into the Town.

As a result, 75% of Hartford's workers commute out of the Town daily, passing three times their number headed in the opposite direction.

Figure 7: Jobs by Worker Age

Jobs by Worker Age				
	2021		2002	
	Count	Share	Count	Share
Age 29 or younger	1,892	17.8%	1,330	22.8%
Age 30 to 54	5,110	48.2%	3,525	60.3%
Age 55 or older	3,602	34.0%	987	6.9%

Source: On the Map

Figure 8: Jobs by Earnings

Jobs by Earnings[1]				
	2021		2002	
	Count	Share	Count	Share
$1,250 per month or less	3,610	34.0%	2,606	44.6%
$1,251 to $3,333 per month	2,805	26.5%	2,110	36.1%
More than $3,333 per month	4,189	39.5%	1,126	19.3%

[1] The numbers have not been adjusted for inflation and the count reflects the individuals.

Source: On the Map

The Area Profile from 2021 compared to previous years shows the following trends:

- **Increase in Local Jobs:** From 5,842 in 2002 to 10,604 in 2021
  - 94% of the new jobs are in the Health Care and Social Assistance industries
- **Aging Workforce:** The share of workers aged 55 or older increased from 16.9% in 2002 to 34.0% in 2021
- **Increased Earnings**: The share of jobs paying more than $3,333 per month has increased from 19.3% in 2002 to 39.5% in 2021

Several key findings emerge from the economic performance analysis:

- Despite lower income levels relative to state and national averages, Hartford's high quality of life makes it an attractive place to live. This underscores the importance of maintaining and enhancing factors that contribute to this quality, such as community services, recreational opportunities, and environmental stewardship.
- With its high employment rates, Hartford remains a strong economic performer within the region.
- The low unemployment rate indicates that residents have good access to jobs, though this also points to a tight labor market that could hinder the attraction of new employers.
- Income levels in Hartford have not kept pace with state and national averages, suggesting a need for economic strategies that support higher wages and job diversification.
- Limited housing availability and rising living costs continue to be significant obstacles, affecting both the attraction of new workers and the living standards of current residents.

Industry

The story of Hartford's job growth over the last 20 years has been heavily influenced by the healthcare sector. Of the 4,762 new jobs added in Hartford from 2002 to 2021, 94% (4,483) were in the healthcare field. Although the VA White River Junction Medical Center has been a key driver of this growth, it now accounts for only approximately 19% of healthcare employment in the Town.

Figure 9: Jobs by NAICS Industry Sector by Years

	Jobs by Earnings						
	2002		2010		2021		Difference (2002 and 2021)
	Count	Share	Count	Share	Count	Share	
Agriculture, Forestry, Fishing and Hunting	35	0.6%	27	0.2%	16	0.2%	-19
Mining, Quarrying, and Oil and Gas Extraction	0	0.0%	0	0.0%	7	0.1%	7
Utilities	23	0.4%	24	0.2%	17	0.2%	-6
Construction	196	3.4%	224	2.0%	204	1.9%	8
Manufacturing	134	2.3%	76	0.7%	118	1.1%	-16
Wholesale Trade	198	3.4%	185	1.7%	262	2.5%	64
Retail Trade	**637**	**10.9%**	**551**	**5.0%**	**591**	**5.6%**	-46
Transportation and Warehousing	408	7.0%	484	4.4%	328	3.1%	-80
Information	96	1.6%	91	0.8%	79	0.7%	-17
Finance and Insurance	109	1.9%	194	1.7%	281	2.6%	172
Real Estate and Rental and Leasing	87	1.5%	65	0.6%	128	1.2%	41
Professional, Scientific, and Technical Services	**235**	**4.0%**	**392**	**3.5%**	**530**	**5.0%**	295
Management of Companies and Enterprises	0	0.0%	0	0.0%	55	0.5%	55
Administration & Support, Waste Management and Remediation	140	2.4%	146	1.3%	149	1.4%	9
Educational Services	**470**	**8.0%**	**575**	**5.2%**	**440**	**4.1%**	-30
Health Care and Social Assistance	**1,910**	**32.7%**	**6,766**	**61.0%**	**6,393**	**60.3%**	4,483
Arts, Entertainment, and Recreation	68	1.2%	115	1.0%	202	1.9%	134
Accommodation and Food Services	**574**	**9.8%**	**680**	**6.1%**	**381**	**3.6%**	-193
Other Services (excluding Public Administration)	378	6.5%	367	3.3%	327	3.1%	-51
Public Administration	144	2.5%	126	1.1%	96	0.9%	-48
Total	**5,842**	**100%**	**11,088**	**100%**	**10,604**	**100%**	**4762**

* Industries with the largest changes are highlighted in bold.

Source: On the Map

The remaining growth is distributed across various healthcare providers, non-profits, and human resources services, reflecting a broader diversification within the sector. This expansion has led to a significant concentration of employment in healthcare and social assistance, which now represents 60.3% of all jobs in Hartford.

The Location Quotient (LQ) is an analysis tool used to compare the concentration of employment in a community to that of the state. An LQ of 1 indicates that the percentage of workers employed in a particular industry cluster is the same in Hartford as it is at the state level. An LQ of 2 signifies double the state percentage, while an LQ of 0.5 means the concentration of employment is half that of the state.

Hartford's Location Quotient for the healthcare industry is 3.24, indicating that the Town has more than triple the percentage of its workers in this industry compared to the state average. Such a high concentration of employment in a single industry sector poses an economic risk to the community should there be a dramatic shift in the industry or the entity.

When excluding the healthcare industry, the adjusted Location Quotient analysis reveals that the groups of industries with the highest concentrations of employment in Hartford are:

- **Arts & Entertainment**: 3.03
- **Professional Services**:
  - Real Estate: 2.36
  - Finance & Insurance: 1.78
  - Professional & Scientific: 1.72
  - Management: 1.44
- **Logistics**:
  - Transportation and Warehousing: 2.61
  - Wholesale Trade: 1.63

A high Location Quotient in Arts and Entertainment aligns with Hartford's concentration of artists, craftspeople, entertainment venues, and establishments. These businesses are a key part of Hartford's identity, character, and economy.

The overrepresentation of professional industries corresponds with the high education levels of the workforce. These industries have also experienced strong growth over the past 20 years.

Industries with low concentrations in Hartford include:

- **Manufacturing**: 0.23
- **Agriculture and Forestry**: 0.28
- **Public Administration**: 0.42
- **Education**: 0.65

There are proportionally fewer jobs in the Public Administration and Education sectors in the Town compared to the state average.

Figure 10: Location Quotient Analysis by 2021

Jobs by NAICS Industry Sector by 2021 (*Town/State Comparison*)	Town of Hartford (Share)	Vermont (Share)	Location Quotient
Agriculture, Forestry, Fishing and Hunting	0.20%	1.10%	0.18
Mining, Quarrying, and Oil and Gas Extraction	0.10%	0.20%	0.50
Utilities	0.20%	0.50%	0.40
Construction	1.90%	5.40%	0.35
Manufacturing	1.10%	9.90%	0.11
Wholesale Trade	2.50%	3.10%	0.81
Retail Trade	5.60%	12.60%	0.44
Transportation and Warehousing	3.10%	2.40%	**1.29**
Information	0.70%	1.50%	0.47
Finance and Insurance	2.60%	3.00%	0.87
Real Estate and Rental and Leasing	1.20%	1.00%	**1.20**
Professional, Scientific, and Technical Services	5.00%	6.00%	0.83
Management of Companies and Enterprises	0.50%	0.70%	0.71
Administration & Support, Waste Management and Remediation	1.40%	3.90%	0.36
Educational Services	4.10%	13.00%	0.32
Health Care and Social Assistance	60.30%	18.60%	**3.24**
Arts, Entertainment, and Recreation	1.90%	1.30%	**1.46**
Accommodation and Food Services	3.60%	8.40%	0.43
Other Services (excluding Public Administration)	3.10%	2.80%	**1.11**
Public Administration	0.90%	4.40%	0.20

* Industries with the largest changes are highlighted in bold.

Source: On the Map

Figure 11: Location Quotient Analysis (Excluded Health Care and Social Assistance) by 2021

Jobs by NAICS Industry Sector by 2021 (*Town/State Comparison*)	Town of Hartford (Share)	Vermont (Share)	Location Quotient
Manufacturing	2.8%	12.2%	0.23
Agriculture, Forestry, Fishing and Hunting	0.4%	1.4%	0.28
Public Administration	2.3%	5.4%	0.42
Utilities	0.4%	0.7%	0.62
Educational Services	10.4%	16.0%	0.65
Construction	4.8%	6.6%	0.73
Administration & Support, Waste Management and Remediation	3.5%	4.8%	0.73
Mining, Quarrying, and Oil and Gas Extraction	0.2%	0.2%	0.77
Accommodation and Food Services	9.0%	10.3%	0.88
Retail Trade	14.0%	15.5%	0.91
Information	1.9%	1.9%	0.99
Management of Companies and Enterprises	1.3%	0.9%	**1.44**
Wholesale Trade	6.2%	3.8%	**1.63**
Professional, Scientific, and Technical Services	12.6%	7.3%	**1.72**
Finance and Insurance	6.7%	3.7%	**1.78**
Other Services (excluding Public Administration)	7.8%	3.4%	**2.30**
Real Estate and Rental and Leasing	3.0%	1.3%	**2.36**
Transportation and Warehousing	7.8%	3.0%	**2.61**
Arts, Entertainment, and Recreation	4.8%	1.6%	**3.03**

* Industries with the largest changes are highlighted in bold.

Source: On the Map

Overall, several important findings and takeaways emerge from the industry analysis[1]:

- **Health Care and Social Assistance** is the largest industry sector, with employment nearly doubling from 32.7% in 2002 to 60.3% of all jobs in 2021.
- The **Professional Services** sector added 235 jobs from 2002 and has grown by 20%. This growth in higher-skilled jobs aligns with the Town's educational resources and proximity to Dartmouth College.
- **Manufacturing** remains a small part of the economic base at 1.1%, indicating that Hartford has not significantly increased its manufacturing sector since 2002.
- Diversifying the economic base by attracting industries such as **Innovative High-tech Manufacturing** and **Professional Services** can reduce dependency on the **Health Care Sector** and provide higher-paying job opportunities.
- Enhancing **Creative Sectors** and **Retail Trade** around rivers and Village Centers can further diversify the economy and improve the quality of life for residents.
- Leveraging regional partnerships with regional bodies can help address broader economic and infrastructural challenges.

[1]Disclaimer: Any of the recent data used throughout this plan include the years impacted by COVID-19. These severe economic disruptions of the COVID years create distortions in data trends. The most recent data points largely indicate that the economy has largely recovered with few long-term impacts from the anomalous years of the pandemic. It will take several more years of historical data, however, to be able to conclusively understand the full effects.

4 Strategic Plan

The data collected through community forums, focus group discussions, interviews, and the town-wide survey were shared with residents during public forums and Steering Committee meetings. This input was instrumental in refining the goals and actions presented in this chapter. The process was also guided by the previous Town Plan, insights from the resident survey, and state economic development policies.

The goals, objectives and strategic actions outlined below are designed to foster economic growth across various sectors, increasing support for existing businesses and promoting more innovation while maintaining Hartford's unique character.

To ensure accountability and track the success of the proposed actions, specific metrics are provided at the end of the strategy. These metrics will measure progress and effectiveness in achieving the outlined goals, allowing for adjustments and improvements over time.

The table on the right provides explanations of the key terms used in the strategies and outlines the hierarchy and definitions.

Figure 12: Strategic Planning Framework

Goals	Broad primary outcome that sets the direction for more specific objectives and actions.
Objectives	Specific and more precise steps that are taken to achieve the larger goals.
Strategic Actions	Specific practical activities or initiatives that will be undertaken to meet the objectives.
Key Metrics	Indicators that are used to measure the effectiveness of the strategic actions and the progress towards achieving the goals.

1. Identity / Positioning

Goal

Establish and communicate a clear, compelling identity for Hartford that unifies the community and guides economic development decisions.

Identity and positioning help the community understand and agree on shared economic goals, creating a unified vision for the Town's development. This consensus ensures that all stakeholders are aligned and working towards common objectives. Additionally, a well-defined identity provides a competitive advantage, distinguishing Hartford from neighboring communities . By highlighting its unique strengths and opportunities, Hartford can attract businesses, investors, and visitors.

A strong identity also instills a sense of pride and ownership among residents, enhancing community engagement and support for local initiatives. Finally, this strategy directs efforts and resources toward specific economic outcomes, ensuring that investments are strategically aligned with Hartford's long-term vision.

Objectives

- **Define Hartford's Unique Identity:**
  - Identify and articulate the Town's core economic values, strengths, and future aspirations to create a cohesive and inspiring vision for economic development.
- **Communicate the Positioning and Unity:**
  - Foster a sense of pride, cohesion, and shared purpose among residents and businesses by effectively communicating Hartford's economic positioning.
  - Engage diverse community groups in the communication process to enhance inclusivity and representation.
- **Inform Decisions:**
  - Ensure that economic development decisions are consistently aligned with the community's core identity and values.

Strategic Actions

- **Identity Positioning Statement**
  - Establish a Town appointed Economic Development Committee staffed by the Department of Planning and Development.
  - Use the input from the visioning workshops to create a clear and compelling economic positioning statement that captures Hartford's unique identity and vision for the future, ensuring it represents all community segments.
- **Communication Plan**
  - Formulate a plan to share the identity with the community. Utilize town meetings, social media, local media, and printed materials to ensure widespread awareness and engagement.
- **Policy Alignment**
  - Integrate core values and vision into the decision-making process for economic development policies and initiatives.

Metrics

- **Adoption of Identity Positioning Statement**
  - The Selectboard establishes the Economic Development Committee.
  - Hartford Identity Positioning Statement is formally adopted by the Town Selectboard.

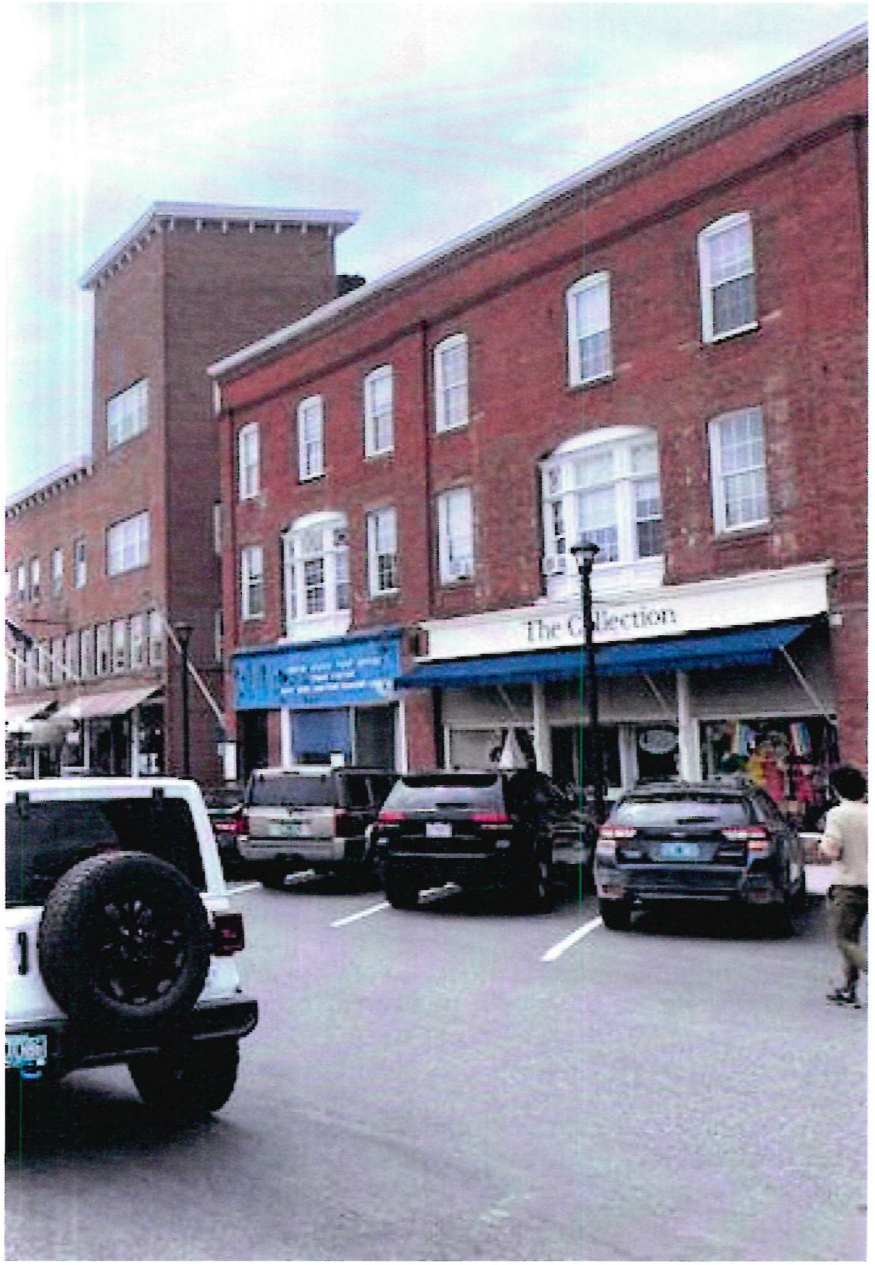
2. Village Centers

Goal

Establish a procedural and organizational framework to enable Hartford's Village Centers to become vibrant, economically dynamic hubs that enhance community life for villages and surrounding areas and cater to contemporary preferences for density and diverse amenities.

The concept of Village Centers is to create a hub which includes a mix of residential, commercial, and mixed-use development at the heart of the community, reflecting its character and culture. These authentic spaces provide a place where people come together for shopping, dining, socializing, and participating in cultural activities. The concentration of diverse uses and amenities within a walkable area creates a vibrant and dynamic environment, fostering a strong sense of place and community identity.

Within Hartford, each of the five villages has its distinctive characteristics. Each Village Center should be developed to amplify its unique identity while complementing the overall character of the Town. Improving multi-modal connectivity between the Village Centers will encourage greater community engagement, stimulate local economic activity, and making it easier for residents to access services and participate in local events. The Transportation Chapter of the Town Plan provides strategies for creating greater connections and these strategies have clear economic benefit.



Objectives

- **Foster Community Leadership and Engagement:**
  - Strengthen the role of community leaders to enhance representation and participation in decision-making processes.
- **Streamline Project Support and Development:**
  - Promote systematic and collaborative development that aligns with the unique characteristics and needs of each village center.
- **Enhance Economic Vitality:**
  - Attract new businesses and residents to the Village Centers.

Strategic Actions

- **Village Ambassadors Program**
  - Create the program.
    - Define the role of village ambassadors as liaisons between the community and the Town Village Coordinator. Ambassadors will represent community interests, gather feedback, and communicate project updates.
    - Establish a transparent process for selecting Village Ambassadors. This could include nominations from community members, application reviews, and selection criteria based on community involvement and leadership.
    - Develop a formal process for ambassadors to petition the Town for support on projects. This process should include guidelines for submitting proposals, obtaining necessary endorsements, and presenting to relevant town committees.
  - Establish the Role of Village Coordinator.
    - Formally integrate the role of a Village Coordinator within the Planning and Development Department. The Village Coordinator will work with village ambassadors, facilitate project approvals, and ensure alignment with Town goals.
- **Visioning**
  - Use the 2011 Visioning Project and 2018 community engagement documents as a foundation. Incorporate recent community feedback to ensure the vision reflects current needs and aspirations.
  - Create dedicated sections for each Village within the updated vision document. Highlight unique characteristics, historical elements, and future goals for each area.
  - Ensure the updated vision and Village-specific sections are accessible to the public via the Town's website. Use this platform to gather ongoing feedback and keep the community informed.
- **Village Project Application Process**
  - Establish a formalized process for Village Ambassadors to seek support for their projects. This should include clear steps for project proposal submissions, review, and approval.
  - Encourage Ambassadors to collaborate with residents, business owners, property owners, and local stakeholders.
  - Each project proposal should include a specific timeline, detailed steps, and measurable objectives.

Ambassadors should work closely with the Village Coordinator to ensure feasibility and alignment with town goals.

- **Funding**
  - Identify and apply for grants, private investments, and public funds to support the development of Village Centers such as Better Places. Apply for grants and funds for village green initiatives such as Village Greens Initiative.
- **Phased Development**
  - Begin with pilot projects in selected Village Centers to demonstrate success and gradually scale up the development efforts.
- **Private - Public Partnership**
  - Establish policies and parameters for engaging in Private Public Partnerships (PPPs).
    - Clear and transparent objective principles and parameters engaging in PPPs should be agreed upon before any project is presented to ensure decision-making is objective. Include criteria for evaluating projects, defining roles and responsibilities, and ensuring accountability.
    - Ensure that every potential PPP project aligns with the broader community goals and delivers tangible benefits to the public.
    - Recognize legitimate and compelling reasons for municipal involvement in real estate projects, such as when a project will have a large, lasting impact on the community, when there is potential downside from non-optimized development, or when the cost of desired community features makes the project unfeasible for private developers alone.
  - Identify and secure diverse funding sources and resources such as TIF, revenue bonds based on projections of future tax revenues, and property acquisition.

Metrics

- **Village Ambassador Engagement**
  - Track active village ambassadors and their participation in community meetings and projects.
- **Community Satisfaction and Involvement**
  - Conduct annual surveys to gather feedback on the effectiveness of village center initiatives and community involvement.
  - Monitor engagement through website analytics and social media interactions.
- **Funding and Resource Allocation**
  - Track the total funds received from grants, private investments, and public funds.
  - Record the number of grants applied for and awarded and evaluate the utilization of these funds in village center projects.

3. Nature Economy

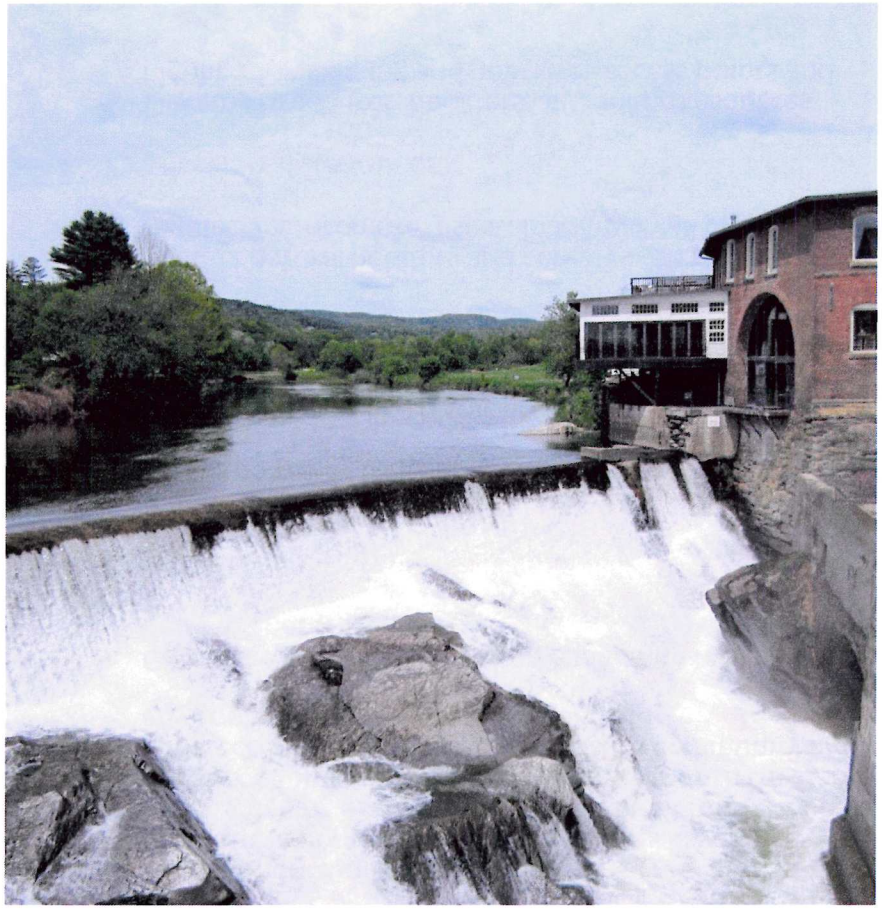
Goal

Expand and improve access to nature: the rivers, parks, and trails to increase the community's desirability as a place to work and live.

The presence of natural amenities such as parks, rivers, trails, hills, ridges, and green spaces significantly enhances residents' quality of life. These natural assets provide recreational opportunities, scenic beauty, and a peaceful environment that are highly valued by the community.

Natural amenities influence economic factors. Studies have shown that communities with more natural amenities are more desirable as places to live, and residents are willing to pay higher housing prices and accept lower wages to enjoy the quality of life offered. It is also reflected in Hartford's economic data, where labor force participation and educational attainment are high, and unemployment remains low despite lower income levels compared to state and national averages.

The impact of Hartford's Parks & Recreation Program on the local nature economy is considerable, as the agency employs seasonal and part-time workers, engages vendors who complete work for the Town, and purchases products and services that support the use of natural amenities. Many of the Town's natural resources and park amenities enhance local tourism, generating significant economic benefits for the business community.



The increased volatility in weather patterns and recent historic flooding will necessitate prudent precautions when considering developments proximate to the rivers. Temporary retail structures that can be easily relocated during flood events and other such accommodations may be necessary to protect the businesses while also enhancing access to the rivers.

Hartford's trail network including Appalachian Trail, is another key asset that contributes to both residents' well-being and the local economy. The extensive system of trails provides opportunities for hiking, biking, snowshoeing, and cross-country skiing, drawing both local and regional outdoor enthusiasts.

Trail tourism has become increasingly important nationally. As visitors come to experience Hartford's scenic landscapes, they will also visit local businesses such as retail shops, restaurants, and lodging. Expanding and enhancing the trails not only strengthens Hartford's position as a destination for eco-tourism but also promotes active, healthy lifestyles for residents. As more communities seek to invest in sustainable tourism, Hartford's trail network can become a model of how outdoor recreation can blend seamlessly with economic development and environmental stewardship.

Objectives

- **Improve Access to Natural Assets and Improve User Experience:**
  - Enhance and expand river access trail points and amenities.
  - Enhance connections between parks and trails through expanded multi-modal trail networks.
- **Promote Environmental Stewardship:**
  - Ensure all river and trail development projects integrate environmental protection measures to preserve natural habitats.
- **Boost Economic Activity:**
  - Increase local economic activity by attracting businesses through temporary mobile retail structures and tourists to the riverfront areas.

Strategic Actions

- **Feasibility Study and Design**
  - Assess existing river access points and conditions to identify gaps, opportunities, and areas for improvement. Collaborate with the Parks and Recreation Department to ensure alignment with local recreational goals.
  - Assess opportunities to expand some river access points for commercial activities such as kayaking rentals, fishing excursions, and riverfront food trucks to boost economic activity, in collaboration with the Parks and Recreation Department to ensure community and environmental interests are balanced.
  - Conduct Feasibility Studies on expanding trail networks between natural amenities.
- **Construction**
  - If determined feasible, plan and build additional river access points or trail networks.
  - Install amenities like picnic areas, benches, informational signage, and restrooms at strategic locations along the riverfront or trails to enhance user experience.
  - Protect natural habitats and comply with relevant regulations, promoting sustainability in all projects.
- **Promotional Resources**
  - Develop brochures, booklets, and online resources highlighting existing and new river access points and

trails to raise awareness and attract visitors.

- **Maintenance Plans**
  - Create and implement long-term maintenance plans to ensure the sustainability and upkeep of new infrastructure, preserving quality over time.

Metrics

- **River Access and Amenity Usage**
  - Track the construction and enhancement of river access points and amenities and miles of new trails.
  - Monitor usage rates through visitor counts and surveys.
- **Environmental Impact**
  - Conduct regular environmental assessments and audits to ensure that development projects comply with regulations and effectively protect natural habitats.
- **Economic Activity**
  - Track the number of new businesses (e.g., kayaking rentals, fishing tours, food trucks) established along the riverfront and monitor their revenue and economic impact through business reports and local economic data.

4. Creative Economy

Goal

Strengthen the Town's creative economy.

Vermont's creative economy is a network of artisans, innovators, educators, performers, designers, writers, and preservationists, all contributing to the state's cultural and intellectual landscape. This sector accounts for 9.3% of the state's employment and contributed 2.85% to Vermont's GDP in 2022. 85% of Vermonters recognize art as an important part of their community, and 94% value arts in education.

Over the past two decades, the creative economy has blossomed particularly in Downtown White River Junction and been an integral part of the village's revitalization. Hartford's unique retail landscape benefits the creative economy as smaller; artisan shops don't have to compete with big-box stores. Residents and visitors support unique, locally owned businesses, performing arts, and visual arts that reflect the Town's character and creativity. By promoting a vibrant creative sector, Hartford presents a unique experience that attracts tourists, new residents, and businesses who value its distinctive and vibrant cultural offerings.

The creative economy's emphasis on diversity, inclusivity, and collaboration aligns well with the Town's character. By promoting and investing in the creative sector, Hartford can enhance these cultural assets, create job opportunities, strengthen its unique identity and heritage, and continue to improve quality of life in the Town.

Figure 13: Creative Economy in Vermont, 2022

9.3% Employment in creative firms

3.2% of Vermont's GDP

85% of Vermonter's say art is an important part of community

$79 million creative economy employment earnings

Source: Think Vermont

The Hartford Business Revolving Loan Fund (HBRLF) is a local financial resource designed to support the Town's businesses with low-interest loans and/or matching funds for conventional bank loans. The primary aim of the fund is to help businesses grow, create jobs, and stimulate the local economy. Loans can be used for improvements, equipment, expansion, or working capital.

The HBRLF operates on a revolving basis, meaning that as businesses repay their loans, the money is returned to the fund and made available to other businesses in need of financial assistance.

Objectives

- **Increase community engagement and collaboration:**
  - Foster deeper collaboration between local government and the creative community to drive the development of the creative economy.
- **Strengthen cultural infrastructure:**
  - Develop and enhance the infrastructure necessary to support and grow the creative sectors within Hartford.
- **Promote and Support Local Creatives:**
  - Encourage the growth of local businesses and entrepreneurs within the creative sectors to diversify and strengthen Hartford's economy.

Strategic Actions

- **Creative Economy Steering Committee**
  - Form a committee, under the Planning and Development Department, to develop cultural infrastructure and integrate the creative sector into broader economic initiatives.
  - Determine actions to promote the creative economy, such as creating websites, brochures, and other promotional materials.
  - Establish a network for local creatives to share resources, collaborate on projects, and support each other's work. Regular networking events, collaborative projects, and a shared online platform can facilitate community building.
  - Partner with the regional Cornerstone Creative Community (3CVT) to enhance collaborative efforts.
  - Host and expand annual cultural festivals and markets to celebrate local talent and attract visitors.
  - Promote the Hartford Business Revolving Loan Fund to provide financial and coordinative support for new creative ventures.
- **Inventory and Mapping**
  - Perform a detailed inventory of creative assets in Hartford, including artists, resources, and venues, to identify strengths, gaps, and opportunities for growth. This initiative could be a collaborative cross-class project or internship with educational institutions such as Dartmouth College.
- **Education and Training in the Creative Sector**
  - Collaborate with local educational institutions to offer courses and workshops that enhance skills in the arts. This could include artist residencies where experienced artists mentor emerging talent.
- **Creative Spaces**
  - Sustain and develop incubators, maker spaces, and studios in Hartford to support local artists and entrepreneurs, thereby preserving and building upon the Town's creative infrastructure.

Metrics

- **Cultural Infrastructure Development**
  - Track the development and improvement of cultural infrastructure, including maker spaces, and studios.
  - Monitor the usage rates and occupancy of these spaces.
- **Support and Growth of Local Creatives**
  - Track the number of artists and creative entrepreneurs receiving support through initiatives like the Hartford Business Revolving Loan Fund.
  - Measure the economic impact of these creatives on the local economy through business growth and revenue generated.

5. Innovative Economy

Goal

Leverage Hartford's high-skilled local talent and its proximity to world class educational institutions to foster innovation, increase wages and reduce commute times.

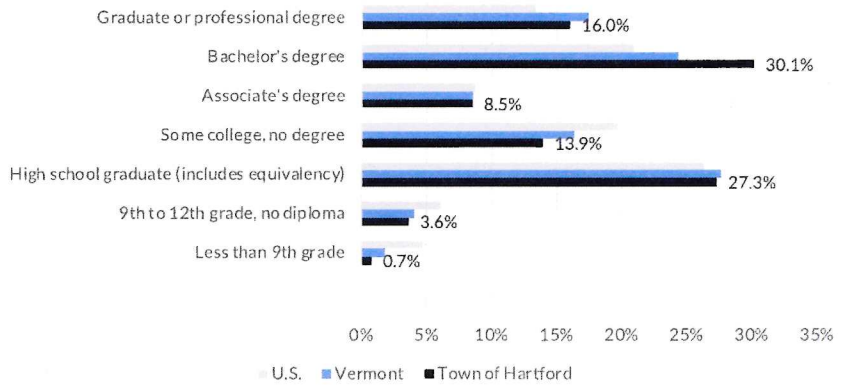
The Innovative Economy leverages creativity, technology, entrepreneurship, and sustainable practices to drive economic growth and development. This economy enhances productivity, creates high-quality jobs, and improves the overall quality of life in the community. Hartford's educational attainment levels support the foundation for an innovative economy, with 30% of Hartford's workforce holding a bachelor's degree and 16% a graduate/professional degree—far higher than national and state averages (see Figure 14). A high level of educational attainment is a critical asset that enables innovation.

Technology and innovation-based jobs tend to offer significantly higher wages compared to other sectors. For example, the median annual wage for technology-related jobs in the U.S. was $104,420 in 2023, more than twice the median wage for all occupations, which stood at $48,060.[1] This wage disparity highlights the importance of fostering tech jobs as they can significantly boost local incomes and improve the overall economic health of Hartford.

Hartford also has a robust entrepreneurial ecosystem. The total value of loans to small businesses per civilian labor force in the Town ($3,195) was 43% higher than the national average ($2,230)

[1] https://www.bls.gov/ooh/Computer-and-Information-Technology/

Figure 14: Educational Attainment by Population 25 Years and over, 2022



Source: American Community Survey

Figure 15: Small Business Loans Distribution

	U.S.	Vermont	Windsor County	Town of Hartford
Amount of Loans to Businesses with Gross Annual Revenues <= $1M (Thousands)	374,445,725	537,829	56,164	19,157
Civilian Labor Force	167,857,207	350,677	30,316	5,995
Total Amount of Loans per Civilian Labor Force	$2230	$1533	$1852	$3195

Source: FFIEC, CRA Aggregate Data

and 108% higher than Vermont ($1,533). This strong financial support for small businesses is indicative of an entrepreneurial spirit and a vibrant ecosystem that forms the backbone of an innovative economy.

Implementing an innovative economic strategy will help Hartford build on its strengths by creating an environment that supports startups, remote workers, and unique entrepreneurial ventures. Expanding this focus on technology jobs and innovation will further accelerate wage growth, benefiting both the local workforce and the broader economy. It is important to note that, in general, higher wages are needed across all sectors of the economy, not just those associated with technology and innovation-based industries.

Objectives

- **Develop entrepreneurial infrastructure:**
  - Establish facilities and support systems that encourage the creation and growth of innovative startups and businesses.
- **Increase quality of life:**
  - Increase quality of life by reducing commute times and increasing wages.
- **Enhance collaboration with educational institutions:**
  - Strengthen ties with educational institutions such as Dartmouth College, Community College of Vermont, Center for Cartoon Studies, Community College System of New Hampshire and other educational entities to align with local business needs.

Strategic Actions

- **Audit and Development of Resources**
  - Perform a detailed audit of existing businesses, educational facilities, financial resources, and other resources available and/or needed to support startups and innovative businesses.
- **Transformation of Non-Traditional Spaces**
  - Explore non-traditional spaces in the Town, such as public libraries, to incorporate workspaces for startups, entrepreneurs, and remote workers, thereby enhancing accessibility and resource availability.
- **Dedicated Shared Maker Spaces**
  - Collaborate with county and regional resources and the Green Mountain Economic Development Corporation to program and fund these initiatives.
  - Convert underutilized properties into shared maker spaces tailored to the needs of Hartford's entrepreneurs. Ensure these spaces provide necessary amenities and equipment.
  - Actively promote these new spaces and programs to foster a collaborative entrepreneurial ecosystem and attract participants.
  - Develop marketing strategies to attract and retain talent, emphasizing Hartford's innovative environment and opportunities.

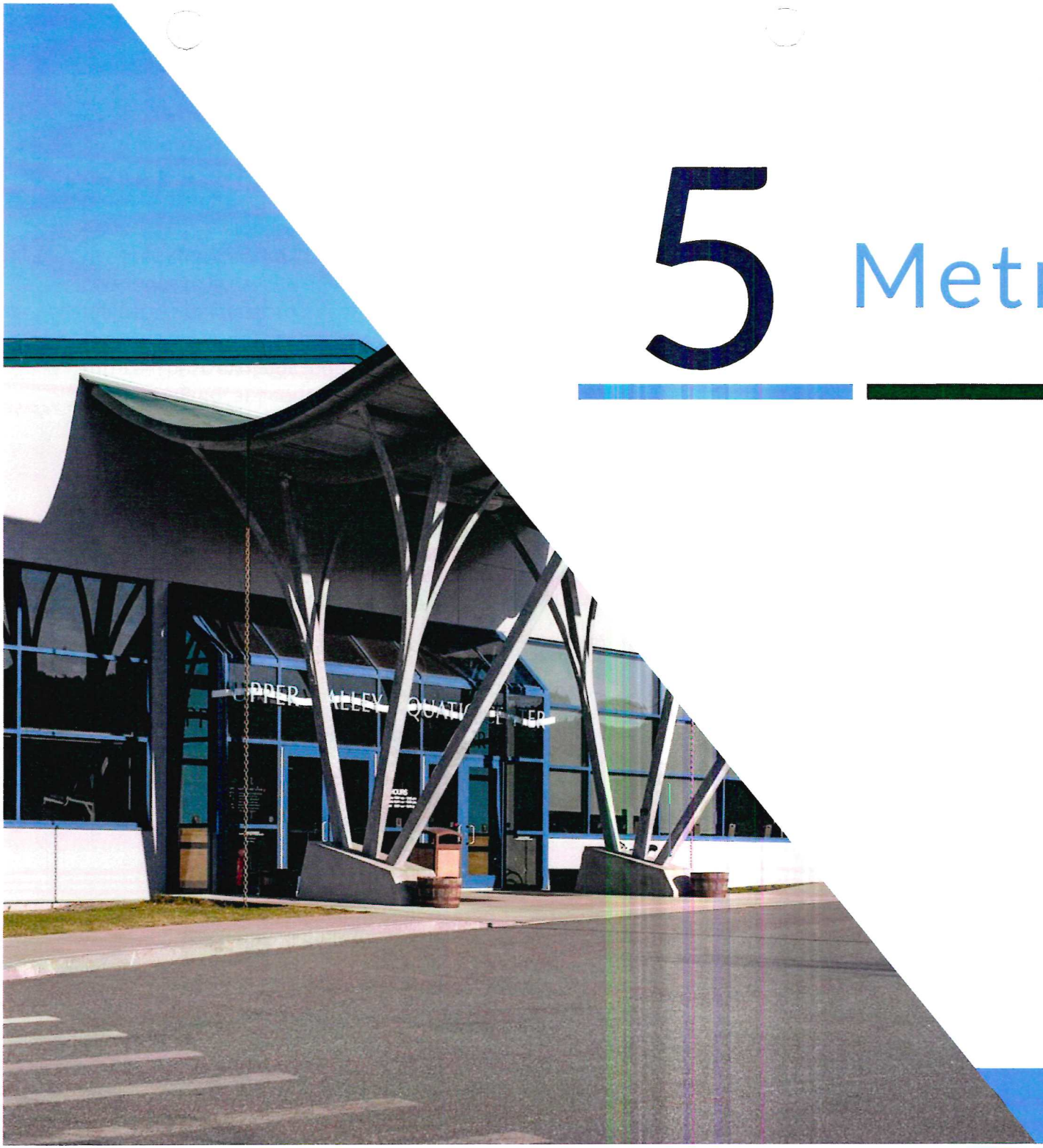
Metrics

- **Resource Utilization and Development**
  - Track the completion of the resource audit and the subsequent development of identified resources. Monitor the usage rates of these resources by local startups and entrepreneurs.
- **Community Engagement and Collaboration**
  - Record the number of formal partnerships established with organizations and property owners. Track the usage rates of non-traditional spaces converted into workspaces for startups, entrepreneurs, and remote workers.
- **Maker Space Utilization and Economic Impact**
  - Track the development of shared maker spaces and monitor their occupancy rates. Measure the economic impact of these spaces through business growth, job creation, and local economic activity.

While the current plan focuses on five primary areas, it is important to acknowledge that there are other sectors within Hartford that, while not prominent today, have the potential to become significant contributors to the local economy in the future. These evolving industries, such as clean energy and agro-tourism, may not yet be at the forefront, but they hold promise as mainstays of Hartford's economic landscape. As the community continues to grow and adapt, this plan can be revisited and updated to reflect emerging trends and opportunities. The Economic Development Committee will monitor and evaluate these evolving sectors regularly, ensuring that the Town remains flexible and proactive in its approach. This will help Hartford to pivot and support new industries as they rise to prominence, allowing all residents, regardless of their job type or income level, to continue thriving in this dynamic and eclectic community.

Workforce training plays a critical role in supporting Hartford's evolving innovative economy - especially as technology and entrepreneurship increasingly shape the local job market. As Hartford seeks to maintain its competitive edge, the Planning and Development Department could become a key facilitator and collaborator in workforce development efforts. By working with local educational institutions, businesses, and workforce organizations, the Department can help bridge skills gaps, ensuring residents are prepared for high-demand fields like technology and sustainable industries. In this capacity, the Department can support training programs that align with the Town's economic development goals, fostering a more adaptable and skilled workforce for the future.

5 Metrics



		Stewardship	Timeline
1. Identity / Positioning			
Adoption of Identity Positioning Statement	• Hartford Identity Positioning Statement is formally adopted by the Town Select Board.	• Town Selectboard • Planning and Development Department	• Q4 2024
2. Village Centers			
Village Coordinator Engagement	• Track village coordinator's participation in meetings and projects.	• Planning and Development Department	• Starting from Q4 2024 • Ongoing, with quarterly reviews
Community Satisfaction and Involvement	• Conduct annual surveys to assess village center initiatives and community involvement. • Monitor engagement using website analytics and social media interactions.	• Planning and Development Department	• Starting from Q4 2025 • Annual survey in Q4
Funding and Resource Allocation	• Track funds from grants, private investments, and public sources. • Record grant applications and awards; evaluate fund utilization in projects.	• Planning and Development Department • Finance Department	• Annual review and reporting

		Stewardship	Timeline
3. Nature Economy			
Nature Access and Amenity Usage	• Track construction of river access points, amenities, and new trails. • Monitor usage with visitor counts and surveys.	• Parks and Recreation Department • Planning and Development Department	• Starting from Q2 2025 • Ongoing, with semi-annual reports
Environmental Impact	• Conduct regular environmental assessments to ensure regulatory compliance and habitat protection.	• Planning and Development Department	• Annual assessments
Economic Activity	Track new riverfront businesses and monitor their revenue and economic impact.	• Planning and Development Department • Finance Department	• Starting from Q4 2025 • Annual review in Q4
4. Creative Economy			
Cultural Infrastructure Development	• Track development and improvement of cultural spaces. • Monitor usage and occupancy rates.	• Planning and Development Department • 3CVT • Steering Committee	• Starting from Q1 2025 • Ongoing, with annual reports
Support and Growth of Local Creatives	• Track creatives receiving support through local initiatives. • Measure their economic impact through business growth and revenue.	• Planning and Development Department • 3CVT • Steering Committee	• Starting from Q1 2025 • Ongoing, with annual reports

		Stewardship	Timeline
5. Innovative Economy			
Resource Utilization and Development	• Track resource audit completion and usage by startups.	• Planning and Development Department • Green Mountain Economic Development Corporation	• Audit completion by Q4 2025 • Ongoing usage tracking
Community Engagement and Collaboration	• Record partnerships with libraries and usage by startups.	• Planning and Development Department	• Starting from Q3 2025 • Ongoing, with annual reviews
Maker Space Utilization and Economic Impact	• Track maker space development and measure economic impact.	• Planning and Development Department • Green Mountain Economic Development Corporation	• Starting from Q3 2026 • Ongoing, with annual economic impact report

CHEE GORGE
VILLAGE
Vermont Cheddar
CABOT
Specialty Products

6 Appendix

Focus Group Analysis

Highlighted Topics

Small Businesses Focus Group

Support for Businesses

- Town Support and Infrastructure: Focus on all villages (not just WRJ)- shuttle services between villages and updating zoning codes
- Marketing and Branding: National advertising and marketing through Vermont branding, creating a networking channel for small businesses, utilizing platforms like podcasts for storytelling to elevate Hartford's profile
- Tourism and Accessibility: Emphasizing missing tourism opportunities, improving transportation for visitors, and better snow removal to support businesses year-round.

Positive Aspects of Doing Business

- Community and Safety: Creative economy, community spirit, feeling of safety.

Economic Opportunities

- Natural and Locational Advantages: Opportunities tied to river kayaking, leveraging Hartford's location for busy tourist seasons, and focusing on marketing and nature to attract visitors and economic activity.

Desired Industries

- Diverse Industries: Interest in establishing small manufacturing such as bike industry, supporting startups, galleries, and technology companies.

Challenges in Doing Business

- Workforce and Demographic Issues: Challenges include finding loyal employees, insufficient public transportation.
- Infrastructure and Community Dynamics: Concerns about aging buildings, such as the Hotel Coolidge, and the broader impact on culture and community stability, and the potential negative impacts of gentrification.

Workforce Dynamics

- Support and Accessibility: The need for support and improved accessibility for workers, including transportation and housing.
- Demographic Concerns: Facing an aging population, a shortage of younger residents, childcare issues, and the potential to attract labor through welcoming policies for immigrants and refugees.
- Technology and Innovation: Debating the role of automation in labor and the desire to maintain Vermont's character while also attracting the younger generation.

Branding and Community Identity

- Hartford's Identity: Discussions on how Hartford is perceived, with a focus on its creative economy, arts community, and the unique identity of each village within Hartford. The emphasis on culturally stable and diverse opportunities highlights a vision for a community that values its individual parts while working towards a cohesive brand.

Developers Focus Group

Market General Trends

- Growth and Demographics: Observations include incremental growth, high property appreciation due to demand, and increases in second homeowners affecting the local real estate market.
- Population Dynamics: Decrease in average home size, an aging population, and specific demand from sectors like healthcare due to the presence of three hospitals.

- Geographical and Economic Considerations: The impact of the local school systems on housing costs, with Norwich and Hanover having higher property taxes and housing costs due to perceived better quality, and the choice of Lebanon and Hartford for those less concerned with school quality.
- Housing Market Expectations: Developers do not expect home prices to decrease, anticipating continued demand and population increase, driven by high-paying jobs in the area but also noting challenges such as high housing costs and childcare.

Business of Development

- Economic Challenges: Material costs doubling due to COVID-19, land costs rising.
- Housing Development Concerns: The challenges and costs associated with zoning, tearing down buildings for new units, and the attractiveness of multi-family housing in green environments.

Organizations Focus Group

Workforce and Economic Challenges:

- Childcare and Transportation: Significant non-housing issues impacting the workforce include the lack of affordable childcare, inadequate transportation options, and the absence of services like Uber and Lyft.
- Demographic and Economic Concerns: An aging population, insufficient workforce, high cost of living, and difficulty in job mobility. Regulatory environments and tax systems are seen as impediments to business and economic development.

Community Organization Ecosystem:

- Collaboration and Networking: The need for greater collaboration among community organizations, revitalizing downtown coalitions, and the chamber of commerce to create a more centralized and efficient ecosystem.
- Challenges in Collaboration: Difficulties in networking, competition among non-profits, and the necessity for staff dedicated to fostering collaboration.

Roles of Community Organizations:

- Community Building and Services: Organizations are viewed as essential for community building, acting as the "glue" of the community, providing services, bridging municipal boundaries, and attracting donations to support local needs.

Key Issues Facing Hartford:

- Housing and Infrastructure: Housing affordability, childcare, and infrastructural issues like sidewalks and walkability.
- Environmental and Educational Challenges: Climate change resilience, particularly flooding, along with education quality and property taxes.
- Village Competition and Identity: There is a perception of competition among villages within Hartford, with different areas receiving varying levels of attention and resources, affecting overall community cohesion and identity.

Underutilized Resources:

- Recreational and Cultural Assets: Potential for better utilization of riverfront access, gyms, parks, libraries, and the trail system connecting to Lebanon.
- Community Spaces and Access: Emphasis on the underutilized potential of natural resources and community spaces that could enhance quality of life and attract more visitors and residents.
- Social Media: Potential to increase use of social media to inform the public of Hartford's resources and assets.

High School Focus Group

To stay in Hartford as an Adult:

- Affordability and Entertainment: More affordable home prices and a broader range of activities beyond shopping, such as recreational centers and specific attractions like RC car tracks.
- Community and Recreation: More community spaces like recreation centers, which are currently seen as impractical or expensive, and suggestions for amenities like bowling alleys and teen centers.

Leisure and Socialization:

- Current Activities: Students often find themselves driving around or leaving Hartford due to limited local options, with some citing poor sidewalk conditions as a barrier to enjoying activities in Downtown WRJ.
- Outdoor Preferences: Outdoor activities like snowboarding and enjoying nature, highlighting the value placed on Hartford's environmental assets.

Vision for Hartford's Future:

- Infrastructure Improvements: Better walkability and improved public spaces - enhancements to sidewalks and the creation of more public meeting spaces.
- Technological Impact: Mixed views on future technologies, recognizing the potential of green technology and AI to make life more efficient but also cautious about possible disadvantages.

Employment and Economic Opportunities:

- Job Accessibility: Finding jobs is perceived as relatively easy, particularly around Hanover, but there's a noted absence of tech shops and a desire for more diverse employment opportunities.

Pros and Cons of Hartford:

- Pros: The natural environment, friendly community, outdoor activities (hiking, skiing, snowboarding), and the small-town feel.
- Cons: A lack of accessible trails and recreational facilities, too many auto dealerships, a limited variety of cuisines, and concerns about homelessness.

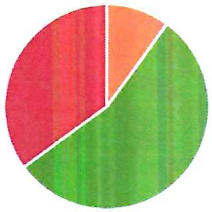
Suggestions for Improvement:

- Housing and Development: The necessity of affordable housing to retain young adults in the future, utilization of abandoned properties, and the need for more public transportation options.
- Education and Recreation: Calls for more technical and trade schools, along with better access to recreational facilities like the Maxfield Outdoor Sports Complex for younger demographics.

Community Survey Analysis

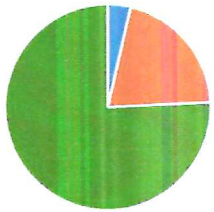
Age group

Under 18	0
18-35	14
35-65	77
65+	49



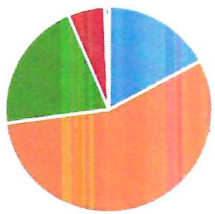
Length of residency in Hartford

Less than 1 year	5
1-5 years	29
6+ years	106



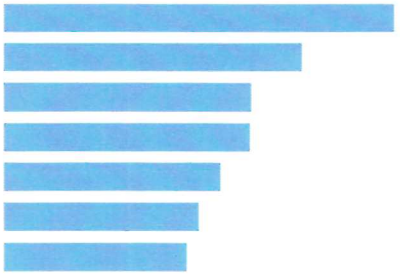
Quality of life in Hartford

Very Satisfied	24
Satisfied	78
Neutral	29
Dissatisfied	8
Very dissatisfied	1



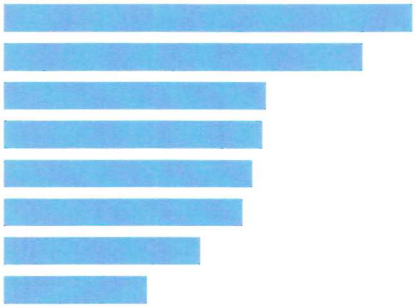
Challenges facing Hartford today

1	Housing Affordability
2	Workforce Availability
3	Employment Opportunities
4	Education
5	Aging Population
6	Climate Change
7	Transportation



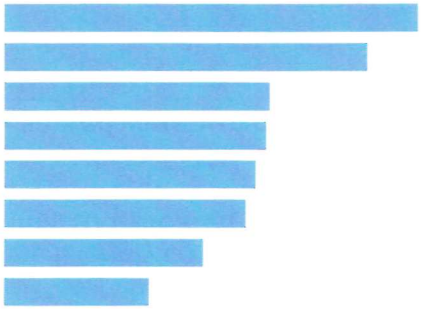
Prioritization areas for economic development

1	Small business support
2	Workforce
3	Technology and innovation
4	Tourism
5	Arts and Culture
6	Manufacturing and industry
7	Agriculture
8	Branding



Satisfaction with amenities

1	Small business support
2	Workforce
3	Technology and innovation
4	Tourism
5	Arts and Culture
6	Manufacturing and industry
7	Agriculture
8	Branding



Amenities that you feel are lacking or need improvement in Hartford

Recreation and Leisure

- Outdoor and Sports Facilities: Requests for river access, bike paths, recreational centers (including an affordable option for families), and specific sports facilities (bowling alley, indoor golf, RC car track).
- Arts and Culture: Desire for more art attractions, movie theaters, and spaces for artisans to sell their work.
- Entertainment and Dining: Calls for broader dining options, cafes, nightlife including pubs and casual dining, and entertainment venues like escape rooms and game centers.

Infrastructure and Transportation

- Public Transit and Walkability: A broader reach of public transit covering all villages, safe pedestrian pathways, better sidewalks, and bike ped infrastructure enhancements.
- Parking and Accessibility: Concerns about parking availability and safety, especially in downtown areas, and the need for more EV/e-bike charging infrastructure.

Community Services and Facilities

- Education and Childcare: First-class public schools, more childcare options, and educational facilities for both children and adults.
- Health and Safety: Community-based nurse services, more accessible healthcare, and considerations for aging support and independent senior living.
- Public Spaces: A modern and centralized library, community centers (with no religious affiliation), and green spaces including dog parks.

Housing and Urban Development

- Affordable Housing: A strong call for affordable housing, including strategies to utilize abandoned properties and incentives for high energy-efficient buildings.
- Zoning and Development: Concerns about strict zoning affecting housing and business development, and a vision for zoning reforms to support more walkable commercial areas.

Business and Economic Development

- Small Businesses and Markets: Support for small businesses, opportunities for artisans, farmers markets, and the development of practical shops that meet everyday needs.
- Work and Education: The necessity for more technical and trade schools, opportunities for job creation especially in tech and green industries, and spaces for co-working and community interaction.

Environmental and Public Health

- Green Spaces and Access to Nature: Emphasizing the underutilized riverfront, the need for more parks and trails, and addressing climate change resilience.
- Safety and Inclusivity: Addressing targeted violence and ensuring safe, inclusive spaces for all community members.

Governance and Communication

- Transparency and Information: Calls for more transparency from town boards, better use of public information systems, and improved town branding to attract newcomers.

Initiatives or improvements would make Hartford more attractive to the younger generation

Housing and Affordability

- Affordable and Diverse Housing: Emphasis on affordable housing options, including starter homes and diverse housing options for various income levels. Initiatives like loan repayment programs for college tuition and strategies to increase the supply of affordable housing are frequently mentioned.
- Accessible Home Ownership: Making home ownership more accessible to the younger generation, potentially through incentives or innovative housing solutions.

Transportation and Infrastructure

- Sustainable Transportation: The need for car-sharing services, EV/e-bike charging infrastructure, and safe biking and bus infrastructure, including late-night services.
- Walkability and Public Spaces: Enhancing walkability through better sidewalks and creating walkable routes between key areas of Hartford. The removal of parking meters to encourage downtown visits was also suggested.

Social and Recreational Opportunities

- Social Spaces and Entertainment: Calls for more social gathering spots such as cafes, bars, ice cream shops, and nightlife options that stay open past 9pm. Interest in recreational centers, community solar access, and activities like skate parks.
- Cultural and Community Engagement: Encouraging economic opportunities and social interconnectedness, with specific suggestions for outdoor recreation opportunities and engaging young professionals through local business highlights.

Employment and Economic Development

- Job Opportunities: The necessity for job opportunities particularly in tech and green industries, alongside general business development to sustain a young workforce.
- Support for Small Businesses: Encouragement for small business growth and innovation hubs, as well as youth entrepreneurship programs.

Education and Family Support

- Schools and Childcare: Investment in school infrastructure and improvements, along with affordable childcare options, are highlighted as crucial for attracting young families.
- Cultural and Educational Shifts: Suggestions for promoting arts, culture and diversity within the community.

Environmental and Community Health

- Green Initiatives: A focus on climate action policies and infrastructure to support environmentally friendly transportation and living.
- Inclusive and Safe Community: Initiatives for more equity and inclusion, welcoming campaigns for LGBTQ & BIPOC community members, and ensuring community safety and resilience.

Governance and Community Planning

- Lower Taxes and Efficient Governance: Calls for lower taxes and more efficient, transparent governance to make living in Hartford more attractive and sustainable for younger generations.
- Land Conservation and Urban Development: Suggestions for land conservation efforts alongside thoughtful urban development that prioritizes pedestrian-friendly neighborhoods and less reliance on fossil fuels.

Reasons Hartford is unique & special

Community and Culture

- Vibrant Community Spirit: A strong sense of community and support among residents, including a welcoming atmosphere towards diverse community members.
- Arts and Creativity: The presence of a vibrant arts community, including artisans, galleries, theaters, and cultural events, contributing to a rich cultural scene.
- Historical and Educational Value: The historical significance of Hartford and its villages, alongside the importance placed on education, including schools and community centers.

Natural Beauty and Recreation

- Access to Natural Resources: Appreciation for the town's natural beauty, including riverfronts, landscapes, and outdoor recreational opportunities.
- Outdoor Activities: The availability of various outdoor activities, such as hiking, kayaking, and skiing, supported by local parks and recreation departments.

Economic and Social Diversity

- Economic Class Diversity:The presence of a middle class and more socioeconomic diversity compared to neighboring communities, contributing to a varied community fabric.
- Small Business Ecosystem:Downtown areas and villages thriving with small businesses, from food co-ops to local agriculture, supporting a strong local economy.

Strategic Location and Accessibility

- Proximity to Major Amenities:Hartford's location near interstate highways, offering easy access to larger urban centers, hospitals, colleges, and surrounding community activities.
- Unique Village Dynamics:The distinctive character and offerings of Hartford's five villages, each contributing different aspects to the town's overall identity.

Infrastructure and Services

- Transportation and Infrastructure:Notable for its Advanced Transit bus service, Amtrak train access, and well-positioned highways and river junctions, facilitating connectivity and mobility.
- Community Services: The role of non-profits and community services as central to Hartford's social fabric, despite the challenges related to tax income and resource allocation.

Vision for Hartford in the next 5-10 years

Housing and Urban Development

- Affordable and Diverse Housing: A strong emphasis on creating more housing options that are affordable and accessible, alongside developments that cater to a variety of community needs.
- Sustainable Urban Growth: Visions for growth that respect the environment, including more EV/bike charging stations, preservation of walkable and bikeable areas, and the use of existing buildings for housing to prevent unnecessary expansion.

Community and Culture

- Enhanced Community Spaces: The creation of cultural centers, community centers, and places for arts and artisanal activities, aiming to foster community building and support for local talent.
- Youth and Family-Friendly Amenities: More amenities and services catering to families and younger populations, such as playgrounds, recreational centers, and activities that encourage social interaction.
- Desire for Preservation: A wish to preserve Hartford's

unique character and history while carefully managing growth and development.

Environment and Recreation

- Natural Resource Utilization: Embracing Hartford's rivers and natural surroundings by enhancing riverfront access, creating more green spaces, and developing parks and playgrounds.
- Transportation and Connectivity: Improving public transportation, developing more bike paths and pedestrian areas, and focusing on connectivity between different parts of Hartford.

Economic Development

- Job Creation and Entrepreneurship: Encouraging the development of industries and services that offer good-paying jobs and support for entrepreneurship, moving beyond reliance on traditional businesses like car dealerships.
- Support for Local Businesses: A vision for a thriving local economy with a broad range of businesses, including retail options, grocery stores, and more nightlife venues.

Inclusion and Diversity

- Inclusive Community Efforts: Efforts to create a more inclusive and diverse community, including welcoming campaigns for diverse individuals and ensuring accessibility for people with disabilities.
- Youth Engagement: Encouraging the involvement of younger generations through education, arts, and entrepreneurship programs.

Governance and Infrastructure

- Effective Local Governance: Calls for stabilization of local government, and transparency.
- Infrastructure Improvements: Upgrades to local infrastructure, including roads, sidewalks, and public utilities, with an eye towards sustainable and green initiatives.

Specific projects or initiatives that would benefit Hartford's economic development

Housing and Urban Planning

- Affordable and Diverse Housing:Projects aimed at increasing the availability of affordable housing, including middle-income housing, tiny home parks, and mixed-income developments to support a diverse population.
- Urban Vitality and Accessibility:Initiatives to renew urban centers, improve walkability, and create livable town centers with pedestrian- friendly amenities.

Infrastructure and Environment

- Sustainable Transportation:Development of bike and pedestrian projects, including trails and bridges, to promote alternative modes of transportation and connectivity between areas.
- Climate Resilience and Environmental Preservation: Efforts to prepare for climate change, support climate-resilient infrastructure, and enhance access to natural resources like rivers.

Economic and Community Development

- Small Business and Entrepreneurship Support: Creation of incubation centers, co-working spaces, and small business incubators, along with starter funds and marketing support for local businesses.
- Community Amenities and Facilities: Projects to develop community centers, artisan fairs, river eateries, and live music venues that could attract residents and visitors alike.

Education and Workforce Development

- Educational Improvements and Job Training:Investments in schools and job training programs to attract families and support a skilled workforce.
- Innovative Employment Opportunities: Attracting high-tech and innovative businesses, along with initiatives to promote tourism and agriculture/industry/tourism coordination.

Social and Cultural Inclusivity

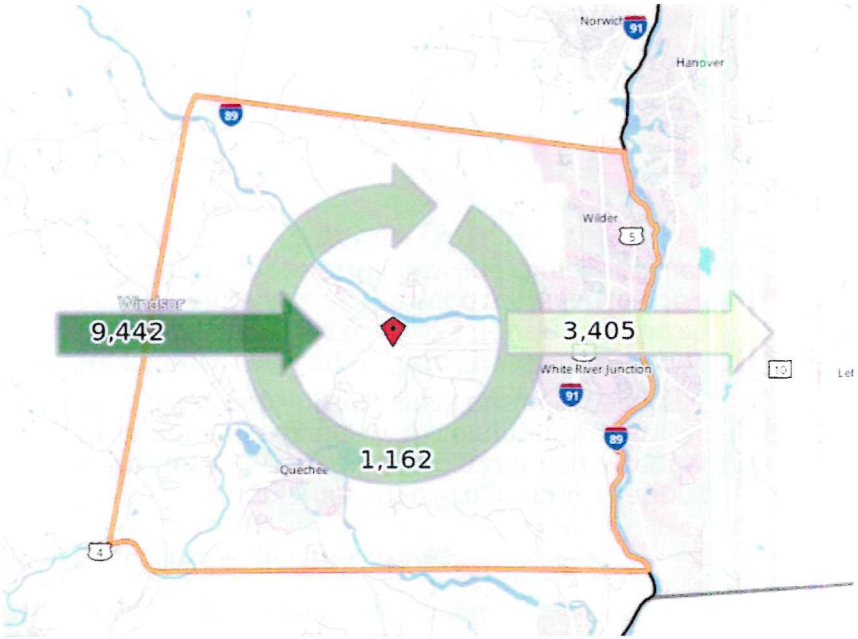
- Support for Diversity and Inclusion:Projects that foster a more diverse, inclusive community, including efforts to attract a younger, culturally diverse population.
- Health and Well-being: Implementation of community-based health support services and facilities that cater to a wide range of community needs.

Governance and Policy Initiatives

- Tax Stability and Incentive Programs: Creation of transparent tax stability programs and incentives for development aligning with community goals, such as affordable housing and small business spaces.
- Regulatory and Zoning Reforms: Calls for reducing regulatory burdens to enable housing and business growth, emphasizing the need for balanced development that prioritizes affordability and climate resilience.

Industry Analysis

Inflow / Outflow



Source: On the Map, Census

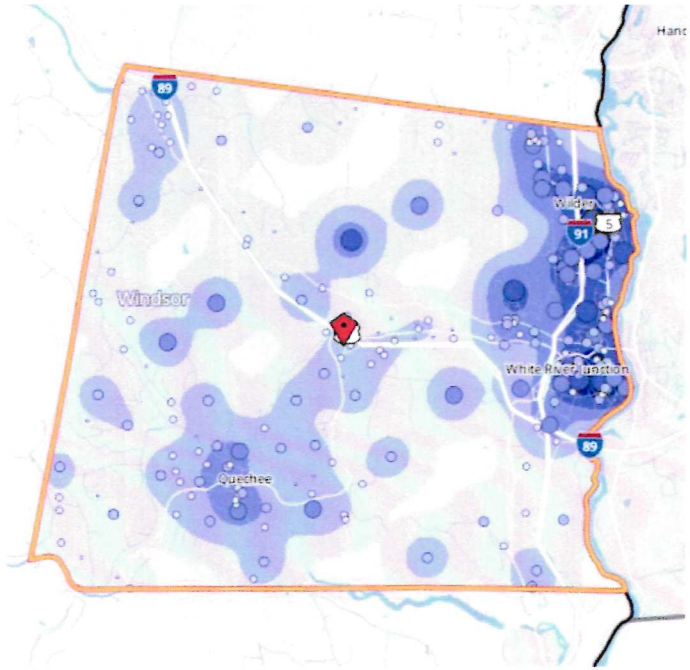
Town of Hartford Labor Market (All Jobs)	2021		2015	
	Count	Share	Count	Share
Employed in Hartford	10,604	100.0%	11,100	100.0%
Living in Hartfod	4,567	43.1%	4,587	41.3%
Net Job Inflow (+) or Outflow (-)	6,037	-	6,513	-

In-Hartford Labor Force Efficiency (All Jobs)	2021		2015	
	Count	Share	Count	Share
Living in Hartford	4,567	100.0%	4,587	100.0%
Living and Employed in Hartford	1,162	25.4%	1,099	24.0%
Living in Hartford but Employed Outside	3,405	74.6%	3,488	76.0%

In-Hartford Employment Efficiency (All Jobs)	2021		2015	
	Count	Share	Count	Share
Employed in Hartford	10,604	100.0%	11,100	100.0%
Employed and Living in Hartford	1,162	11.0%	1,099	9.9%
Employed in Hartford but Living Outside	9,442	89.0%	10,001	90.1%

Workers living in Hartford

Residential Locations



Source: On the Map, Census

Total All Jobs

	2021		2015	
	Count	Share	Count	Share
Total All Jobs	4,567	100.0%	4,587	100.0%

Jobs by Worker Age

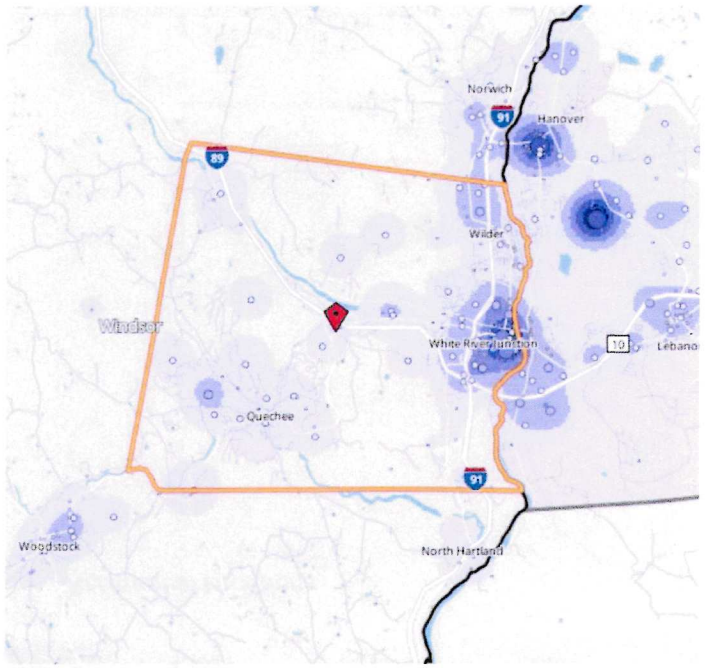
	2021		2015	
	Count	Share	Count	Share
Age 29 or younger	911	19.9%	989	21.6%
Age 30 to 54	2,315	50.7%	2,362	51.5%
Age 55 or older	1,341	29.4%	1,236	26.9%

Jobs by Earnings

	2021		2015	
	Count	Share	Count	Share
$1,250 per month or less	867	19.0%	1,081	23.6%
$1,251 to $3,333 per month	1,194	26.1%	1,456	31.7%
More than $3,333 per month	2,506	54.9%	2,050	44.7%

Workers living in Hartford

Employment Locations



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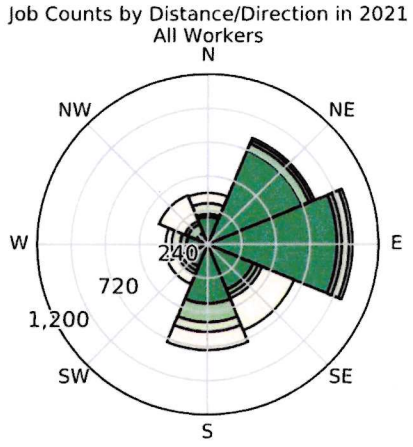
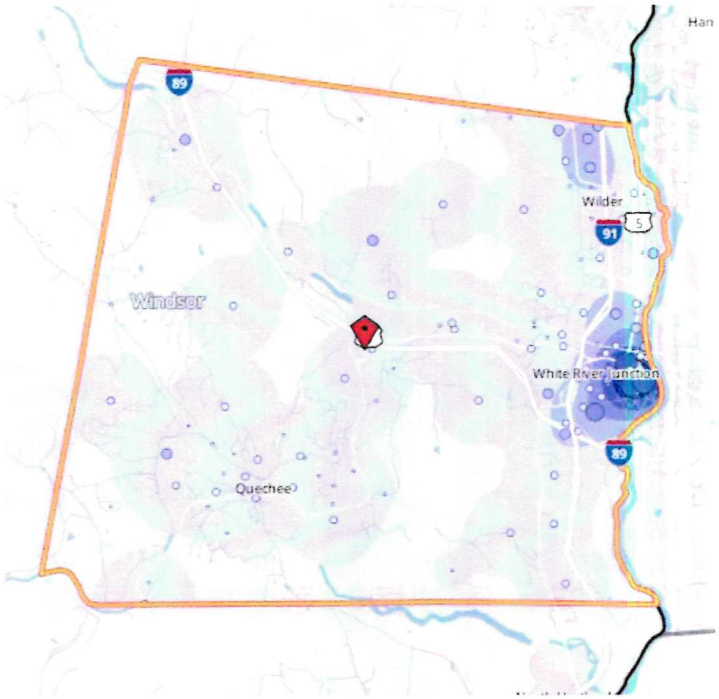


Employed in Hartford

Employment Locations



Source: On the Map, Census

Total All Jobs

	2021		2015	
	Count	Share	Count	Share
Total All Jobs	10,604	100.0%	11,100	100.0%

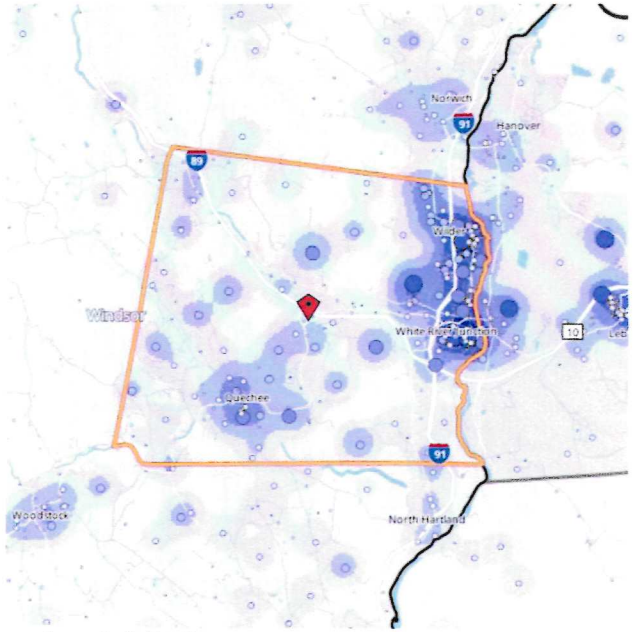
Jobs by Worker Age

	2021		2015	
	Count	Share	Count	Share
Age 29 or younger	1,892	17.8%	2,321	20.9%
Age 30 to 54	5,110	48.2%	5,477	49.3%
Age 55 or older	3,602	34.0%	3,302	29.7%

Jobs by Earnings

	2021		2015	
	Count	Share	Count	Share
$1,250 per month or less	3,610	34.0%	5,159	46.5%
$1,251 to $3,333 per month	2,805	26.5%	3,119	28.1%
More than $3,333 per month	4,189	39.5%	2,822	25.4%

Residential Locations



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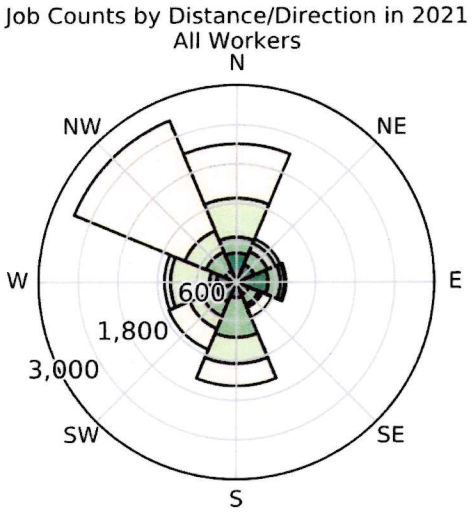


Job Counts in Home Blocks by Distance Only

	2021		2015	
	Count	Share	Count	Share
Total All Jobs	10,604	100.0%	11,100	100.0%
Less than 10 miles	2,466	23.3%	2,326	21.0%
10 to 24 miles	2,080	19.6%	1,904	17.2%
25 to 50 miles	2,380	22.4%	2,521	22.7%
Greater than 50 miles	3,678	34.7%	4,349	39.2%

Department of Public Works

Residential Recycling Program Overview
&
2025 Request for Proposal
for
Residential Recycling Collection

April 15, 2025

Residential Recycling Program Overview

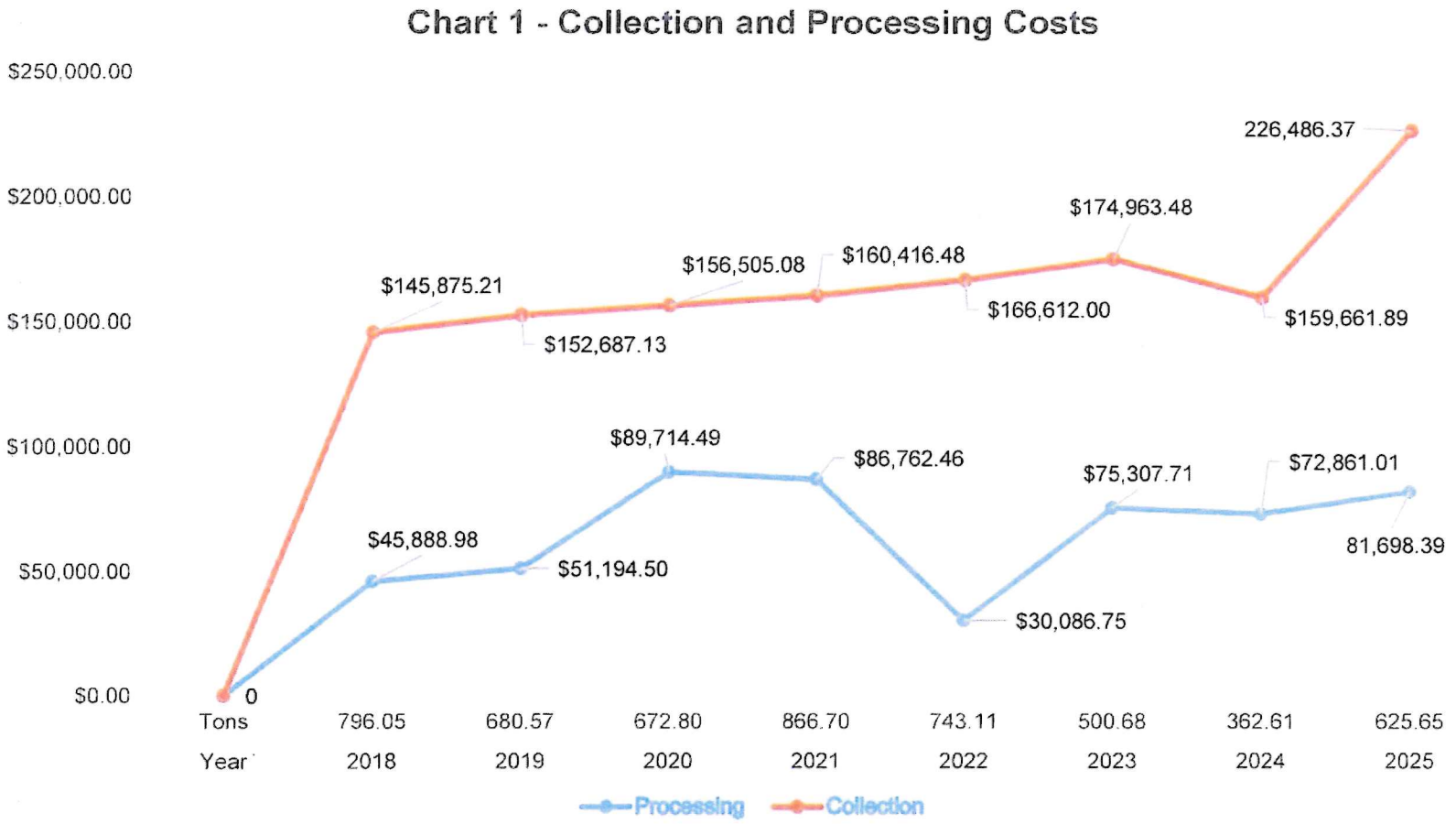
General Overview

- The collection of residential recycling materials at homes, condominiums, and multi-family units has been in existence for at least 20 years.
- In the 2015 Town of Hartford Solid Waste Committee Report[(1)] , it was identified the best program to improve solid waste and recycling efforts in the town would be to have a single vendor providing curbside collection of solid waste and recycling.
- The report also highlighted that at the 2015 Town Meeting, voters supported curbside recycling 7-1.[(1)]
- Vermont Act 148 – Universal Recycling Law required in 2015 that waste haulers must offer residential recycling collection (parallel service) at no charge.
- Request for Proposal (RFP) for residential recycling along with solid waste collection for town municipal facilities was issued in 2015. Casella Waste Systems, Inc., was awarded a five-year contract in 2016 with one three-year extension, and subsequently with two six-month extensions. The Current 6-month extension is to expire on June 30, 2025.

(1) – Town of Hartford, VT Solid Waste Committee, Final Report – Hartford Solid Waste Committee (Hartford, Town Hall, July 2015) https://www.hartford-vt.org/DocumentCenter/View/12236/Hartford-Solid-Waste-Study-2015

Residential Recycling Program Costs

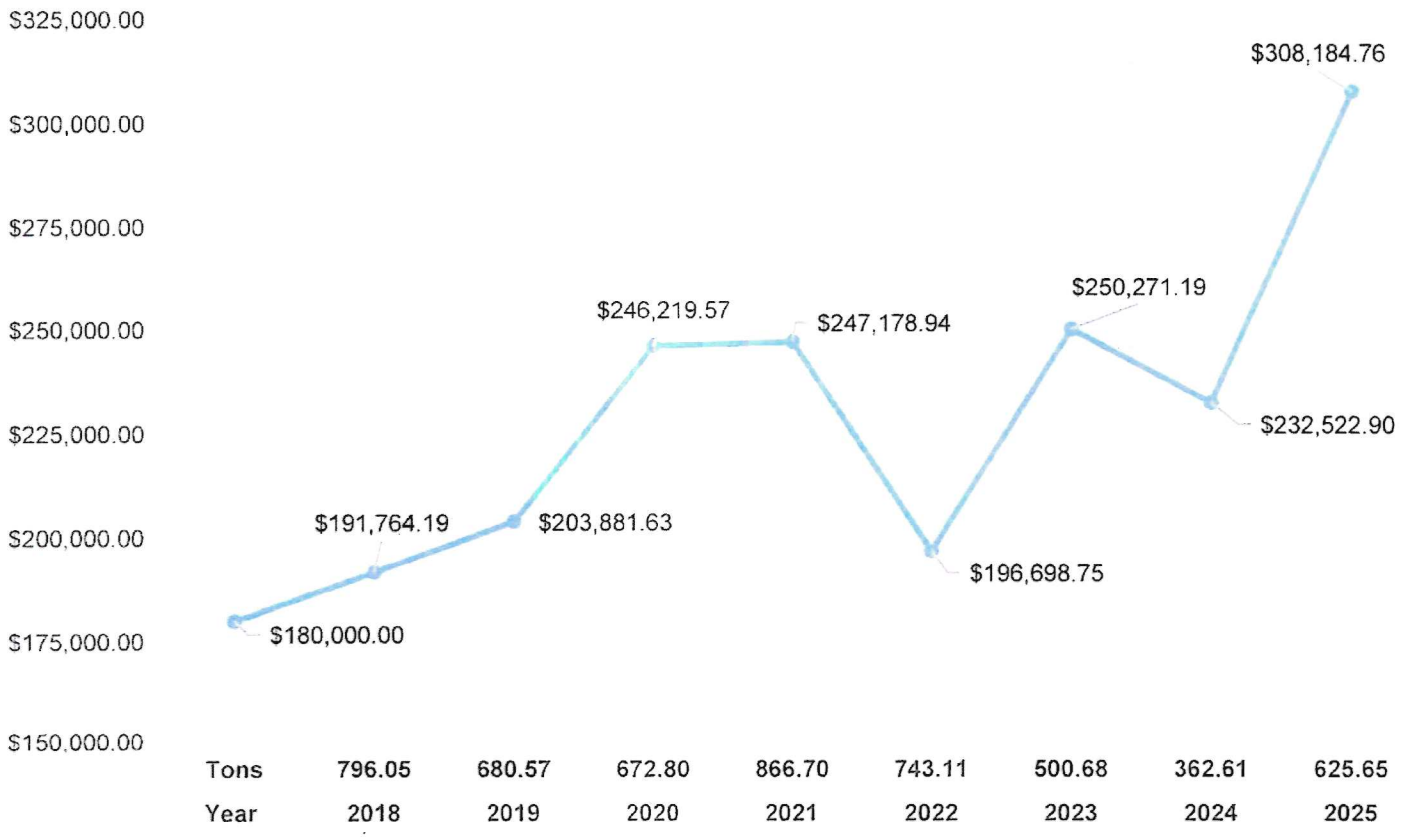
- Contract costs for the period 2017-2025 are reflected in the following charts:
- Chart 1 consists of material collection and processing, but in 2017 the amount was $180,000 for both so it is not reflected on the chart. 2025 costs are through March 2025 with average estimated costs for April – June 2025.



Residential Recycling Program Costs

- Chart 2 consists of total costs for material collection and processing. 2025 costs are through March 2025 with average estimated costs for April – June 2025.

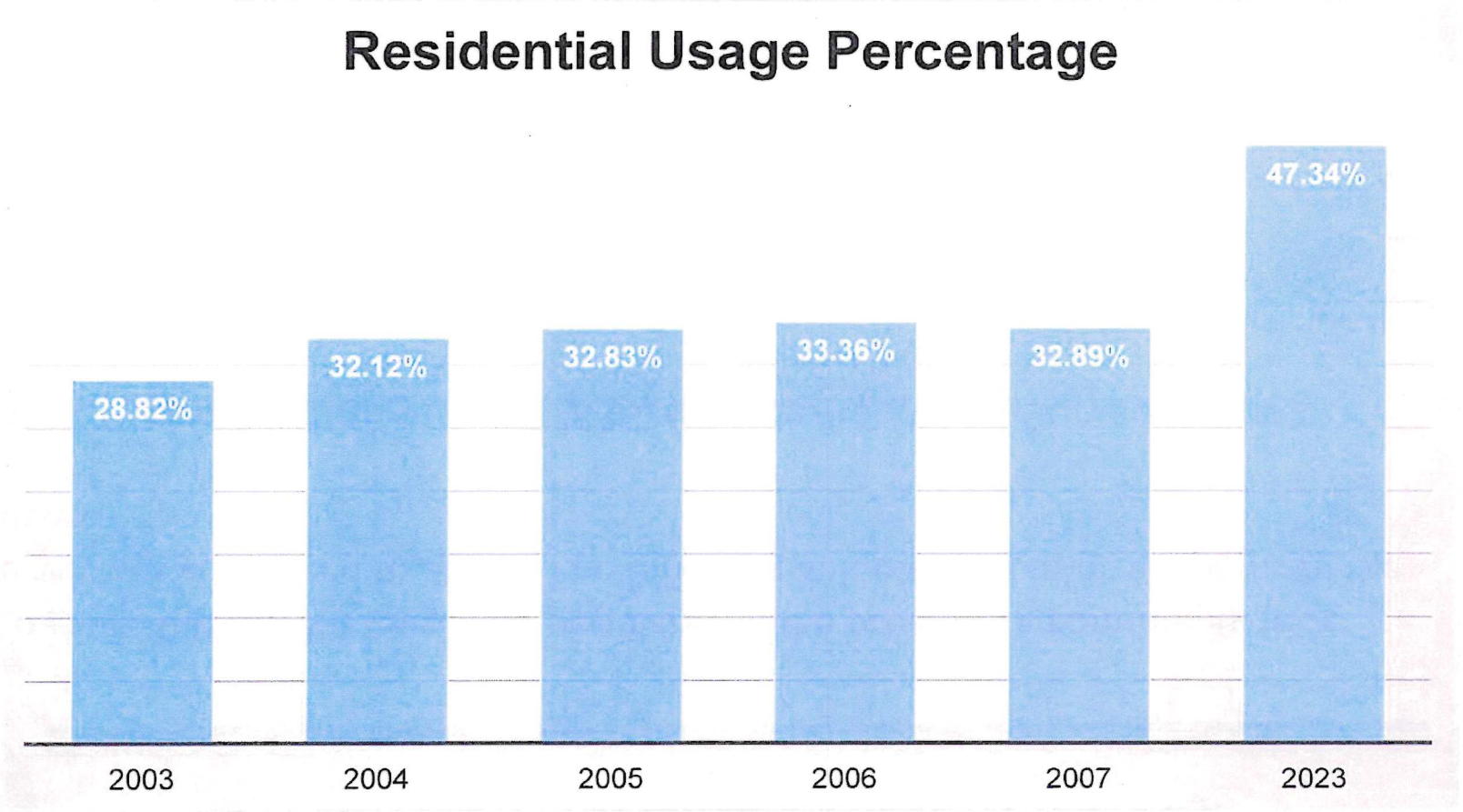
Chart 2 - Total Recycling Costs - Collection and Processing



Residential Recycling Program Usage

Historical data from 2003 – 2007* and then in 2023 shows the increase in residential usage of the program.

(* Last known year this data was collected before 2023)



Residential Recycling Program Survey

To gauge the current usage and popularity of the program, a community wide survey was conducted in 2024. The following link contains information from the survey:

https://www.hartford-vt.org/3783/Curbside-Recycling-Survey-Results

Questions ?

Current Residential Recycling Program

The current six-month contract extension with Casella Waste Systems will expire on June 30, 2025, and they are not interested in extending our contract. The primary reason for not extending the contract is they are transitioning away from using manual labor collection trucks to automated collection trucks that will require the use of recycling carts (i.e. totes), to improve workers' safety and efficiency.

Given this, a new Request for Proposal (see Exhibit A) was developed solely for residential recycling and was distributed to waste haulers registered with the State of Vermont. Over 40 waste haulers were notified of the RFP, with only one vendor, Casella Waste Systems, submitting a proposal (see Exhibit B). The RFP requested pricing for 3- and 5-years contract periods for curbside and centralized collection and the cost is on the next slide.

Residential Recycling RFP Result

ESTIMATED RESIDENTIAL RECYCLING RFP COST						
Casella Waste System Proposal						
3 Year Contract Term						
Contract Year	Collection Cost (1)	Processing Cost (1 & 2)	ACR (2)	Net Processing Cost	Annual Cost	Cost Per Ton
2025-26	$540,361.00	$92,020.00	$14,980.00	$77,040.00	**$617,401.00**	**$1,154.02**
2026-27	$567,379.05	$96,621.00	$14,980.00	$81,641.00	**$649,020.05**	**$1,213.12**
2027-28	$595,748.00	$101,452.05	$14,980.00	$86,472.05	**$682,220.05**	**$1,275.18**
TOTAL	**$1,703,488.05**	**$290,093.05**	**$44,940.00**	**$245,153.05**	**$1,948,641.10**	**$1,214.11**
5 Year Contract Term						
Contract Year	Collection Cost (1)	Processing Cost (1 & 2)	ACR (2)	Net Processing Cost	Annual Cost	Cost Per Ton
2025-26	$488,854.00	$92,020.00	$14,980.00	$77,040.00	**$565,894.00**	**$1,057.75**
2026-27	$513,296.70	$96,621.00	$14,980.00	$81,641.00	**$594,937.70**	**$1,112.03**
2027-28	$538,961.54	$101,452.05	$14,980.00	$86,472.05	**$625,433.59**	**$1,169.03**
2028-29	$565,909.61	$106,524.65	$14,980.00	$91,544.65	**$657,454.26**	**$1,228.89**
2029-30	$594,205.09	$111,850.89	$14,980.00	$96,870.89	**$691,075.98**	**$1,291.73**
TOTAL	**$2,701,226.94**	**$508,468.59**	**$74,900.00**	**$433,568.59**	**$3,134,795.53**	**$1,171.89**
Notes: 1. Annual increase for Collection and Processing costs is 5% min or based on CPI Table 2 for Gargabe - Trash Collection, whichever is higher. Example is based on 5% annual increase.						

2. Processing costs and ACR revenue is based on an 3 -year average of 535 tons.						

Residential Recycling Program - RFP vs Budget

- The chart below shows the FY 26 budget amount vs the estimated cost difference for the first year of the proposal.

Estimated Recycling Cost		FY 26 Budgeted Amount	Difference
1st year of 3-Year Contract	$617,401	$325,000	$292,401
1st year of 5-Year Contract	$565,894	$325,000	$240,894

Residential Recycling Program - Items to Consider

- Significant increase in program cost. Program benefit vs Cost.
- Solicit additional public input on the program.
- If the program was discontinued, would residents put recyclable materials in their trash.
- The Town's Transfer Station offers recycling of all materials collected under a "zero sort" form of recycling.
- Data collected from the community survey indicated that 52% of the respondents would utilize the Transfer Station if the program was discontinued.
- An increase in recycled materials at the Transfer Station would necessitate an increase in personnel staffing, equipment, and disposal costs.
- How would the increase usage of the Transfer Station impact future utilization and economic decisions of the facility.

Residential Recycling Program - Items to Consider

- A meeting was held on February 28, 2025, with representatives from the VT Dept. of Environmental Conservation's Solid Waste Division and the Greater Upper Valley Solid Waste District to discuss solid waste, recycling, and household hazardous waste collection programs at a regional level. In a follow-up email (see Exhibit C) to John Haverstock, Hartford Town Manager, a State representative outlines keys points regarding recycling opportunities for residents.

Residential Recycling Program

Questions ?

EXHIBIT A

TOWN OF HARTFORD, VERMONT
REQUEST FOR PROPOSAL
RESIDENTIAL RECYCLING COLLECTION SERVICES

General Information: The Town of Hartford is requesting proposals (RFP) from qualified companies to provide every other week (bi-weekly) collection of residential recyclable materials in accordance with Vermont's Universal Recycling Law (Act 148), with the exception of leaf and yard debris and food scraps. The Town is soliciting proposals for three (3) and (5) year service periods.

The RFP is available beginning March 10, 2025, at the Town of Hartford Town Manager's Office and on the Town's website at: https://www.hartford-vt.org/bids.aspx. Proposals will be accepted until March 31, 2025, at 9:00 AM, at which time they will be read aloud. **Envelopes must be marked "Residential Recycling Collection Proposal, 2025". Proposals received after this date/time, faxed or emailed will not be accepted.**

Companies seeking to submit a proposal should thoroughly review the attached Scope of Services and all other documents in this RFP to fully understand the scope of work required under this proposal. Companies are encouraged to visit the community to ascertain pertinent local conditions such as nature and types of haul routes, character and accessibility of sites to be serviced, location and character of recycling materials to be collected, and any other conditions essential to the work.

There is no expressed or implied obligation of the Town of Hartford to reimburse responding firms for any expenses incurred in preparing proposals in response to this request.

Criteria for Selection: All proposals submitted will be evaluated using the following criteria:

1. Compliance with the RFP
2. Ability to competently provide the services
3. Cost
4. Qualifications of the firm
5. Experience working with municipalities of similar size and composition

Cost and Fee Arrangements: In order to be considered responsive a bidder should respond completely to Option's 1 & 2 and Items 1, 2, and 3 on Bid Form 1. Contractors are encouraged to complete the attached Proposal Bid Form 1 in its entirety. Any additional recommendations, services, or options may be included as additions to the project on an optional basis. Fees for such options should be appended to the Proposal Form and should be clearly separate from Bid Form 1.

Background Information: The Town of Hartford current population is approximately 10,743 and the service requested is for the collection of **RESIDENTIAL ONLY** recyclable materials either from the curb, centralized collection areas, or municipal buildings. Currently, the collection of recyclables is done on a bi-weekly basis, by street name and or centralized locations (see Appendix A, and Tables 2 & 3). It is our intention to maintain this schedule to minimize confusion to service recipients. If your proposal deviates from this schedule then a detailed route plan by week, day, street name, needs to be provided.

Table 1 provides an estimated breakdown by housing type, and it is to be noted that many of the condominiums and single-family houses in the Quechee area are vacation or rental properties and occupied on a seasonal basis.

EXHIBIT A

Table 1: Estimated Service Recipients, By Housing Type

SERVICE RECIPIENTS BY TYPE			Estimated Units	Estimated Stops
Single Family Units			3092	3092
2-4 Family Units			477	190
Manufactured Housing			84	2
Manufactured Housing - Curbside			340	340
Condominiums			999	35
Condominiums - Curbside			90	90
Apartments 1-4 Units			128	78
Apartments 5+ Units			865	66
		TOTAL	**6075**	**3893**

The average tonnage of recyclables collected for the past three (3) years is 535 tons per year, with approximately 45 to 50 percent of the households choosing to participate in the program.

Scope of Services: The Company agrees to furnish all materials, vehicles, equipment, and labor necessary to perform all the work described in the Scope of Service document attached.

Timetable for Submission: For consideration to be given to any proposal submitted pursuant to this RFP, five (5) copies must be received by 9:00 AM on March 31, 2025, at the following address: Town Manager's Office, Town of Hartford Municipal Building, 171 Bridge Street, White River Junction, VT 05001 Attention: Residential Recycling Collection Proposal 2025. No faxed, emailed, or late proposals will be accepted. The Town will not be responsible for proposals placed in the mail which do not arrive by the deadline. Proposals received before the time of opening will be kept secure and unopened by the Town Manager. Proposals received after the deadline will be returned unopened.

Contact with Town Personnel: At no time shall any proposer, agent, representative, contracted personnel or consultants to any company contact or otherwise communicate with Town personnel, except for the designated contract, Bryan Gazda, Director of Public Works, or his designated agent. All initial correspondence shall be via email at bgazda@hartford-vt.org.

Pre-Proposal Meeting: A Pre-Proposal Meeting is scheduled for March 14, 2025, at 9AM at the Hartford Municipal Building, 171 Bridge Street, WRJ, VT, in Room 2. Potential vendors are strongly encouraged to attend, but the meeting is not mandatory. A summary of questions and answers at the Pre-Proposal meeting will be sent to all firms who have requested a copy of this RFP.

Disposition and Disclosure of Proposals: All proposals submitted in response to this RFP will become the property of the Town of Hartford and a matter of public record. The proposer must identify, in writing, all copyrighted material, trade secrets, or other proprietary information that it claims is exempt from disclosure. Any firm claiming such an exemption must also state in this proposal that the firm agrees to hold harmless, indemnity, and defend the Town and its agents, officials, and employees in any action or claim brought against the Town for its refusal to disclose such materials, trade secrets, or other proprietary information to any party making a request, therefore. Any firm failing to include such a statement shall be deemed to have waived its right to an exemption from disclosure.

Addendum to RFP: If it becomes necessary to revise any part of this RFP, an addendum will be supplied to all firms who have notified the Town that they wish to receive addendums. **All questions requiring clarification of this Request for Proposal shall be submitted no later than Friday, March 21, 2025.**

EXHIBIT A

All questions will be answered as best as possible and a written response will be provided to all firms by Wednesday, March 26, 2025.

Contractors Independence: The Contractor is an independent contractor with respect to all services performed under this Contract. The Contractor accepts full and exclusive liability for the payment of any and all premiums, contributions, or taxes for workers' compensation, Social Security, unemployment benefits, or other employee benefits now and hereinafter imposed under any state or federal law which are measured as wages, salaries, or other remuneration paid to persons employed by Contractor on work performed under the terms of the contract. The Contractor shall defend, indemnify, and save harmless the Town of Hartford from any claims or liability for such contributions or taxes. Nothing contained in this document or any act of the Town of Hartford, or consultant, shall be deemed or construed to create any third-party beneficiary or principal and agent association or relationship involving the Town of Hartford. The Contractor is not the Town of Hartford's agent and has no authority to take any action or execute any documents on behalf of the Town of Hartford.

Reservation of Rights: The Town of Hartford reserves the right to:

a. Accept or reject any and all proposals received in response to this RFP, and to re-advertise for new submittals.
b. Waive or modify any irregularities in proposals received after prior notification to the proposer.
c. Request the submission of proposal modifications at any time before the award is made, when such is in the best interest of the Town.
d. Consider proposals or modifications received at any time before the award is made, if such is in the best interest of the Town.
e. Request clarification and/or additional information from the proposer during the evaluation process.
f. Utilize any and all ideas submitted in these proposals received unless those ideas are covered by legal patent or proprietary rights and the patent of those rights is indicated by the proposer. Proposals will become the property of the Town of Hartford.
g. Negotiate with the selected proposer to include further services not identified in this RFP.

Expiration of the Proposal: By submitting a proposal, the company offers to enter into the Contract, the form and content of which shall be agreed upon by both parties. The proposal shall not be revocable for one hundred twenty (120) days following the response deadline indicated above. The Town of Hartford reserves the right to waive defects in the offer of the proposer, to reject any or all offers, and to request additional information from all proposers.

Town Insurance Requirements

Before commencing work on this Contract, the Contractor and any Subcontractors employed by the Contractor shall provide certificates of insurance to show that the following minimum coverages are in effect.

Contractor agrees that it will provide and maintain during the entire term of this Contract the following insurances with at least the indicated amounts of coverage and provide Municipality a certificate of insurance showing such coverages before providing any services under this Contract: (1) Commercial General Liability insurance coverage with a policy limit of at least $1,000,000 per occurrence and $2,000,000 in aggregate; (2) Business Automobile Liability coverage with total liability limits of at least $1,000,000; and (3) Statutory Workers' Compensation insurance. If Contractor is not required by law to carry workers' compensation insurance, the Contractor shall provide a fully executed Non-Employee Work Agreement specifying the particular provision of 21 V.S.A §601(14)(F) that exempts Contractor from having to carry such coverage.
The Contractor's policies shall name the Municipality as an additional insured.

EXHIBIT A

Performance Bond

The successful Contractor will be required to file with the Town, prior to July 1, 2025, a performance bond in an amount equal to the first-year cost of the contract. The performance bond will be reviewed in each successive year and the Town may entertain a reduction for successive years of the Contract upon prior year's satisfactory performance.

EXHIBIT A

Scope of Services

RESIDENTIAL RECYCLABLES COLLECTION SPECIFICATIONS

General Services – Recyclables

1. The collection, handling, and removal of all residential and municipal recyclables from curbside, centralized collection areas, or municipal buildings will be performed by the Contractor in a prompt, thorough, sanitary, and workmanlike manner, under competent and adequate supervision of such work by the Contractor. Appendix A identifies the current curbside street routes by week and day, and Tables 2 & 3 identify the centralized collection and municipal locations. Any proposed route collection changes requires a detailed implementation plan.

2. The Contractor will conform to all requirements, rules and regulations of the Town of Hartford and to such federal or state laws and ordinances as may be applicable to the collection, handling, transportation and disposal of recyclable materials; and to further comply immediately upon notification of such provisions as may be pertinent thereto.

3. Only natural disasters, significant snow events, or other emergency situations will be considered sufficient cause for cancellation of scheduled collections. The decision to cancel shall be made in coordination with the Department of Public Works. Collection of omitted routes shall be resumed as soon as possible without further disruption to the remainder of the collection schedule.

4. Contractor is to provide a list of holidays to be observed by the Contractor prior to the start of the contract and for each of the following contract years. It is anticipated that for each holiday, service recipients shall receive collection service on the day following their normally scheduled collection. It shall be the responsibility of the Contractor to properly notify the public via the media (including the Town web site and Valley News) of all holidays which cause collection to be changed or delayed or when pickups are delayed due to weather or other circumstances.

5. The Contractor is responsible for purchasing and/or leasing all vehicles, recyclable carts, dumpsters (as required), and equipment necessary to adequately and efficiently perform the contractual duties specified in this Contract. As part of this Proposal, the Contractor shall provide the Town of Hartford with a list of the vehicles and equipment used for the collection of recyclable materials. This list shall include Manufacturer, model, year built, and primary purpose. The Town shall have the right to inspect the equipment and vehicles used for the Town's collection at the Contractor's place of business during regular business hours.

   The Contractor shall maintain sufficient back-up equipment to ensure that collection services are uninterrupted during the term of this contract.

   Each vehicle used for collection of recyclables shall prominently display the name of the Contractor and a telephone number which can be called during normal business hours to report any problem with collection.

   Vehicles used in the collection and transportation of recyclables shall be equipped with load packing equipment, which compacts the recyclables within a completely enclosed container. Vehicles shall be designed to prevent leakage of liquid waste from the vehicle. Any spills, breakage, or other litter resulting from collection shall be promptly cleaned up at the time of occurrence by the vehicle operator.

EXHIBIT A

6. **Services to be provided:** The Town of Hartford has identified two options currently being offered to service recipients and are soliciting proposals for these two options.

Option 1 – Curbside Service

1. A service recipient may place their commingled recyclables at the curb in recycling bins or carts up to 96-gallons, cardboard box, or other acceptable recyclable material. Recycling bins and carts will be the responsibility of the service recipient and there is no limit to how many bins, carts, or other containers can be placed for collection.

2. The Contractor will provide one recycling cart (64 to 96 gallon) to each service recipient for curbside pickup at the start of the Contract. The carts will remain the property of the Contractor and will be responsible for the replacement of any damaged cart during the contract period. If a service recipient requires an additional cart, the agreement and cost for an additional cart will be between the Contractor and the service recipient, and the Town will not be a party to said agreement.

Option 2 – Centralized Collection Areas

1. A service recipient may place their commingled recyclables in bins, carts, or dumpster(s) at a centralized location utilizing the containers provided by the property owner or their agents. Recycling bins, carts, dumpster(s) will be the responsibility of the property owner or their agent. There is no limit to how many carts can be placed for collection.

2. The Contractor will provide recyclable carts (64 to 96 gallon) or a dumpster for centralized disposal of commingled recyclables at the start of the contract. The current number of bins, carts or dumpsters, and the location of the centralized collection area, will remain the same. The carts and dumpsters will remain the property of the Contractor and will be responsible for the replacement of any damaged cart or dumpster during the contract period.

It is highly recommended the Contractor become familiar with the centralized locations storage areas and types of containers currently in use.

7. **Recycling Containers/Set Out Procedures**: Under Options 1 & 2, the Contractor shall collect recyclables placed for collection by the tree line, edge of the street, centralized collection areas, or other convenient locations.

The Contractor shall carefully handle all containers and shall not damage or otherwise abuse the containers. Containers shall be thoroughly emptied and be accessible for residents after pickup and not be placed in an area that impedes pedestrian or vehicular traffic.

The Contractor agrees to operate all recycling collection vehicles in such a manner as to prevent materials from being blown, falling, or otherwise escaping from a vehicle. If at any time during collection or transport, recyclables are spilled from a container or truck onto a street, sidewalk, or private property, the Contractor shall stop and pick up and place the recyclables in the collection vehicle before the vehicle proceeds to the next stop on the collection route.

Collection of recyclables shall start no earlier than 7am each day, and the Contractor will provide telephone answering services between the hours of 7am and 5pm, Monday through Friday, for collection related issues.

8. **Contamination and Improper Set Out:** If the Contractor encounters any improperly prepared recyclables or contaminants in the recycling container, the Contractor shall leave only those materials in the container. Contractor shall leave a tag on the contaminant(s) stating the reasons why they are not being collected and leave the container upright position. The Contractor shall be responsible for the acquisition of the labels.

EXHIBIT A

9. **Missed Collection:** The failure of the Contractor to collect recyclables that have been properly prepared and set out shall be considered a missed collection.

   If a missed collection or complaint is reported to the Contractor before 2:30p.m., the Contractor shall collect the missed collection or resolve the complaint on the same day. If a missed collection or complaint is reported to the Contractor after 2:30 p.m., the Contractor shall collect the missed collection or resolve the complaint by the next working day.

   Service recipients will be instructed by the Town of Hartford to report missed collections and complaints to the Contractor. The Contractor is to provide a corporation contact list with the department, name(s), phone numbers, and email(s) to report missed collections. The Contractor shall give prompt and courteous attention to all reported missed collections and complaints and shall maintain a daily log of complaints including date, time, and nature of complaint, and the resolution. This log shall be submitted monthly to the Department of Public Works.

10. **Regulatory Compliance:** The Contractor agrees that, in performance of work and services under this contract, Contractor will comply with any and all Federal, State, and Local laws and regulations now in effect, or hereafter enacted during the term of this contract, which are applicable to the Contractor, its employees, agents, or subcontractors, if any, with respect to the work and services described herein.

11. **Invoice Payment:** The Contractor is to bill the Town directly on a monthly basis, based on the annual amounts on Bid Form 1 and as provided in the contract with the Town. At a minimum, the invoice will include:

    a. Cost of collection service (annual cost divided by 12)

    b. Disposal costs by ton, which includes the Average Commodity Rate (ACR) revenue for recyclable materials. The ACR will be calculated monthly per industry standards and provided by the Contractor showing the net cost of disposal. In addition, the Contractor shall provide copies of weight slips for delivery of recyclables. Weight slips must contain gross, net, and tare weights of the vehicle, and date and time of delivery. All information on weight slips must be legible. False or altered weight slips shall be cause for contract termination.

    c. The Contractor shall retain ownership of recyclables collected by Contractor under the terms of this Contract.

EXHIBIT A

Residential Collection Information

Table 1: Estimated Service Recipients, By Housing Type

SERVICE RECIPIENTS BY TYPE			Estimated Units	Estimated Stops
Single Family Units			3092	3092
2-4 Family Units			477	190
Manufactured Housing			84	2
Manufactured Housing - Curbside			340	340
Condominiums			999	35
Condominiums - Curbside			90	90
Apartments 1-4 Units			128	78
Apartments 5+ Units			865	66
		TOTAL	**6075**	**3893**

Tables 2 and 3: Estimated Multi-Unit and Municipal Collection Locations

Tables 2 & 3 represent an estimate of current multi-unit residential collection and municipal building locations and type of container. The Contractor shall be responsible for evaluating the type of container or dumpsters currently being used and identifying any changes to the type of container being used. Any changes to the current method of collection shall be the responsibility of the Contractor to coordinate with property owner or their agent.

Table 2: Residential Containerized Recycling

Table 3 - Municipal Locations

LOCATION	TYPE & FREQUENCY OF SERVICE
WEST HARTFORD PUBLIC LIBRARY 5133 ROUTE 14 WEST HARTFORD, VT	TOTES – EVERY OTHER WEEK
WILDER PUBLIC LIBRARY 78 NORWICH AVE. WILDER, VT	TOTES – EVERY OTHER WEEK
QUECHEE PUBLIC LIBRARY 1957 QUECHEE MAIN ST QUECHEE, VT	TOTES – EVERY OTHER WEEK
HARTFORD VILLAGE LIBRARY 1589 MAPLE ST	TOTES – EVERY OTHER WEEK

EXHIBIT A

HARTFORD, VT

BUGBEE SENIOR CENTER 262 NORTH MAIN ST WHITE RIVER JCT., VT	DUMPSTER NOW - MIGHT GO TO TOTES WEEKLY PICKUP
HARTFORD HIGHWAY DEPT 173 AIRPORT RD WHITE RIVER JCT., VT	TOTES - EVERY OTHER WEEK
EMERGENCY SERVICES (FIRE & POLICE) VA CUT-OFF RD WHITE RIVER JCT., VT	DUMPSTER - EVERY OTHER WEEK
QUECHEE FIRE STATION 2 131 WILLARD ROAD, QUECHEE, VT 05059	TOTES – EVERY OTHER WEEK
MUNICIPAL BUILDING 171 BRIDGE ST WHITE RIVER JCT., VT	TOTES - EVERY WEEK
WENDALL BARWOOD ARENA (HOCKEY RINK) 45 HIGHLAND AVE (FOR POOL & RINK) WHITE RIVER JCT., VT	DUMPSTER - EVERY OTHER WEEK
WATSON DOG PARK 1120 MAPLE ST HARTFORD, VT	TOTES – EVERY OTHER WEEK
MAXFIELD OUTDOOR SPORTS COMPLEX 120 LESLIE DRIVE WHITE RIVER JCT., VT	DUMPSTER – EVERY OTHER WEEK

Table 2 - Estimated Residential Multi-Unit Housing

MULTI-UNIT HOUSING COMPLEX	LOCATION	NUMBER	TYPE
OAK KNOLL COLONIAL DRIVE	COLONIAL DR	10	96 GALLON TOTES
BIRCHWOOD CONDOMINIUMS.	HARD ROAD	5	96 GALLON TOTES
BROOKVIEW APTS	BUGBEE STREET	24	14 GALLON BINS

EXHIBIT A

KINGSWOOD VILLAGE	BAKER TURN	5	96 GALLON TOTES
QUECHEE HOLLOW	WILLARD RD	9	96 GALLON TOTES
RIDGE CONDOMINIUMS	ALDEN PARTRIDGE RD	1	DUMPSTER
SNOW VILLAGE	WILLIAMS LANE	6	96 GALLON TOTES
WOODHAVEN MANOR	WOODHAVEN DR	3	DUMPSTER
BROOKMEAD CIRCLE	FIELDSTONE WAY		CURBSIDE RECYCLING
BRIAR'S CONDOMINIUMS	BUGBEE STREET	1	DUMPSTER
COACH ROAD CONDOS.	QUECHEE MAIN STREET	1	DUMPSTER
DARTMOUTH PLACE	MURPHY'S ROAD	UNK	COLLECTION AREA LOCKED
DEER RUN	MURPHY'S ROAD	1	DUMPSTER
FOX HOLLOW	MURPHY'S ROAD	IND.	96 GALLON TOTES
FAIRWAY VILLAGE	MURPHY'S ROAD	UNK	COLLECTION AREA LOCKED
GREENSWAY VILLAGE	MURPHY'S ROAD	5	96 GALLON TOTES
LAKELAND VILLAGE	LAKELAN DRIVE	1	DUMPSTER
LANDMARK VILLAGE	MURPHY'S ROAD	10	96 GALLON TOTES
MILL RUN I	QUECHEE MAIN STREET	4	96 GALLON TOTES
MILL RUN II	OLD QUECHEE ROAD	13	14 GALLON BINS
MILL RUN III	OLD QUECHEE ROAD	4	96 GALLON TOTES
NEWTON VILLAGE	MURPHY'S ROAD	1	DUMPSTER
SALT BOX VILLAGE I	LYMAN BATCHELDER RD	1	DUMPSTER
SALT BOX VILLAGE II	LYMAN BATCHELDER RD	25	14 GALLON BINS
SUGAR HILL	SUGARHILL LANE	1	DUMPSTER
WINSOR VILLAGE	MURPHY'S ROAD	6	96 GALLON TOTES
RIVERSIDE BARN	QUECHEE MAIN STREET		CURBSIDE RECYCLING
CENTENNIAL COMMUNITIES	DAWN DRIVE		CURBSIDE RECYCLING
QUECHEE SUNRISE	QUECHEE MAIN STREET		CURBSIDE RECYCLING
CANDLELIGHT TERRACE	CANDLELIGHT TERRACE		CURBSIDE RECYCLING
LEDGESTONE COMMONS	COLONIAL DRIVE		CURBSIDE RECYCLING
STONES THROW	HARTFORD AVE.		CURBSIDE RECYCLING
PROVIDENCE PARK TOWNH.	LILLY POND ROAD		CURBSIDE RECYCLING
TOWNHOUSE AT THE VALE	WELLS ROAD	4	96 GALLON TOTES
HEMLOCK RIDGE OWN. AS.	HEMLOCK RIDGE RD	1	LARGE DUMPSTER
HEMLOCK RIDGE GARDENS	HEMLOCK RIDGE RD		Share Hemlock Ridge
SIMPSON DEVELOPMENT	BARRISTER DRIVE		Share Hemlock Ridge
SIMPSON DEVELOPMENT	HEMLOCK RIDGE RD		Share Hemlock Ridge
BRICK HOUSE LANE	BRICK HOUSE LANE		CURBSIDE RECYCLING
STONEY CREEK	HARTFORD AVE		CURBSIDE RECYCLING
RIVERWALK APARTMENTS	PROSPECT STREET	1	DUMPSTER
747 HARTFORD AVENUE	HARTFORD AVENUE	1	DUMPSTER
STIRLING SPRINGS	STIRLING SPRINGS DR.		CURBSIDE RECYCLING
CROSS STREET APARTMENTS	CROSS ST. - QUECHEE	1	DUMPSTER

EXHIBIT A

Table 3 - Municipal Locations

LOCATION	TYPE & FREQUENCY OF SERVICE
WEST HARTFORD PUBLIC LIBRARY 5133 ROUTE 14 WEST HARTFORD, VT	TOTES – EVERY OTHER WEEK
WILDER PUBLIC LIBRARY 78 NORWICH AVE. WILDER, VT	TOTES – EVERY OTHER WEEK
QUECHEE PUBLIC LIBRARY 1957 QUECHEE MAIN ST QUECHEE, VT	TOTES – EVERY OTHER WEEK
HARTFORD VILLAGE LIBRARY 1589 MAPLE ST HARTFORD, VT	TOTES – EVERY OTHER WEEK
BUGBEE SENIOR CENTER 262 NORTH MAIN ST WHITE RIVER JCT., VT	DUMPSTER NOW - MIGHT GO TO TOTES WEEKLY PICKUP
HARTFORD HIGHWAY DEPT 173 AIRPORT RD WHITE RIVER JCT., VT	TOTES - EVERY OTHER WEEK
EMERGENCY SERVICES (FIRE & POLICE) VA CUT-OFF RD WHITE RIVER JCT., VT	DUMPSTER - EVERY OTHER WEEK
QUECHEE FIRE STATION 2 131 WILLARD ROAD, QUECHEE, VT 05059	TOTES – EVERY OTHER WEEK
MUNICIPAL BUILDING 171 BRIDGE ST WHITE RIVER JCT., VT	TOTES - EVERY WEEK
WENDALL BARWOOD ARENA (HOCKEY RINK)	DUMPSTER - EVERY OTHER WEEK

EXHIBIT A

45 HIGHLAND AVE (FOR POOL & RINK)
WHITE RIVER JCT., VT

WATSON DOG PARK
1120 MAPLE ST
HARTFORD, VT

TOTES – EVERY OTHER WEEK

MAXFIELD OUTDOOR SPORTS COMPLEX
120 LESLIE DRIVE
WHITE RIVER JCT., VT

DUMPSTER – EVERY OTHER WEEK

Table 3 - Municipal Locations	
LOCATION	**TYPE & FREQUENCY OF SERVICE**
WEST HARTFORD PUBLIC LIBRARY	TOTES – EVERY OTHER WEEK
5133 ROUTE 14	
WEST HARTFORD, VT	
WILDER PUBLIC LIBRARY	TOTES – EVERY OTHER WEEK
78 NORWICH AVE.	
WILDER, VT	
QUECHEE PUBLIC LIBRARY	TOTES – EVERY OTHER WEEK
1957 QUECHEE MAIN ST	
QUECHEE, VT	
HARTFORD VILLAGE LIBRARY	TOTES – EVERY OTHER WEEK
1589 MAPLE ST	
HARTFORD, VT	
BUGBEE SENIOR CENTER	DUMPSTER NOW - MIGHT GO TO
262 NORTH MAIN ST	TOTES WEEKLY PICKUP
WHITE RIVER JCT., VT	
HARTFORD HIGHWAY DEPT	TOTES - EVERY OTHER WEEK
173 AIRPORT RD	
WHITE RIVER JCT., VT	
EMERGENCY SERVICES (FIRE & POLICE)	DUMPSTER - EVERY OTHER WEEK

EXHIBIT A

VA CUT-OFF RD	
WHITE RIVER JCT., VT	
QUECHEE FIRE STATION 2	TOTES – EVERY OTHER WEEK
131 WILLARD ROAD,	
QUECHEE, VT 05059	
MUNICIPAL BUILDING	TOTES - EVERY WEEK
171 BRIDGE ST	
WHITE RIVER JCT., VT	
WENDALL BARWOOD ARENA (HOCKEY RINK)	DUMPSTER - EVERY OTHER WEEK
45 HIGHLAND AVE (FOR POOL & RINK)	
WHITE RIVER JCT., VT	
WATSON DOG PARK	TOTES – EVERY OTHER WEEK
1120 MAPLE ST	
WHITE RIVER JCT., VT	

EXHIBIT A

APPENDIX A

HARTFORD RECYCLING ROUTE SHEET INDEX

This street pickup list sets forth the current week and day recyclables are picked up and it is our desire this schedule is maintained to minimize confusion for service recipients. If your proposal deviates from this schedule, please provide a detailed route schedule and implementation plan.

A Week
B Week

STREET	DAY	ADDITIONAL NOTES
A ST	Thursday	
ABBEY RD	Thursday	
ABBOTT ST	Thursday	
ABNAKI TRACE	Monday	
ACORN ST	Thursday	
ADDISON LN	Tuesday	
ADVENT LN	Thursday	
AIRPORT RD	Thursday	
ALBERT ST	Wednesday	
ALDEN PARTRIDGE RD	Monday	
ALDRICH LN	Tuesday	
ALLEN FAMILY RD	Monday	
ALLISON RUN	Wednesday	
AMMEL RD	Monday	
ANGELL TRAIL	Monday	
APPLE LN	Tuesday	
APRIL LN	Tuesday	
ASH ST	Thursday	
ASTER RD	Monday	
ATWOOD RD	Tuesday	
AUSTIN WAY	Tuesday	
AZALEA CR	Tuesday	
BAKER TURN	Monday	
BALLARDVALE DR	Wednesday	
BARNES AVE	Thursday	
BARRELL AVE	Thursday	
BARRISTER DR	Tuesday	
BAYLEY WAY	Monday	

EXHIBIT A

BEDELL RD	Monday	
BEECH ST	Thursday	
BENTLEY RD	Monday	
BERRY HILL	Wednesday	
BESWICK DR	Thursday	
BRICHWOOD APTS	Thursday	
BIRCHWOOD CONDOS	Tuesday	
BIRCHWOOD DR	Thursday	
BLAKE DR	Wednesday	
BLANCHARD DR	Wednesday	
BLISS RD	Wednesday	
BLUFF RD	Tuesday	
BOBLINK RD	Wednesday	
BRALEY DR	Tuesday	
BRIDGE ST	Thursday	
BRIER ROSE LN	Wednesday	
BROOKMEAD CR	Tuesday	
BROOKSIDE DR	Tuesday	
BROOKVIEW APTS	Thursday	
BROWER LN	Wednesday	
BUGBEE ST	Thursday	
BULLARD ST	Thursday	
BUTTERNUT RD	Thursday	
BYRON HILL	Monday	
C ST	Thursday	
CAMPBELL ST	Tuesday	
CANDLELIGHT TERR	Wednesday	
CAROUSEL CT	Monday	
CASCADNAC AVE	Thursday	
CEDAR ST	Thursday	
CENTER OF TOWN RD	Wednesday	
CHAMBERS LN	Thursday	
CHAMBERS MOBILE HOME	Thursday	
CHANDLER RD *	**Wednesday**	**Hartford Ave side to overpass**
CHANDLER RD *	**Tuesday**	**Christian St side to overpass**
CHARLES ST	Thursday	
CHELLIS ST	Thursday	
CHESTER ARTHUR RD	Tuesday	
CHESTNUT ST	Wednesday	
CHITTENDEN DR	Tuesday	

EXHIBIT A

CHRISTIAN ST	Tuesday	
CHURCH ST	Thursday	
CLARINA NICHOLS LN	Tuesday	
CLAY RD	Monday	
CLIFFORD ST	Monday	
CLOVERPATCH RD	Tuesday	
COACH RD CONDO	Monday	
COACHMANS WAY	Wednesday	
COLONIAL DR	Wednesday	
CONIFER ST	Thursday	
CONNECTICUT RIVER RD	Thursday	
COOLIDGE DR	Tuesday	
COPE LN	Monday	
COSTELLO RD	Tuesday	
COTTAGE CT	Thursday	
COUNTRY LN	Monday	
COURTEMANCHE HILL	Wednesday	
CRANBERRY LN	Thursday	
CREDIT CT	Thursday	
CROSS ST	Tuesday	
CRYSTAL PL	Thursday	
CURRIER ST	Thursday	
CUSHING RD	Monday	
DALE'S MOBILE HOME PK	Wednesday	
DAVENPORT LN	Tuesday	
DAVIS CR	Wednesday	
DAWN DR	Tuesday	
DEER PATH LN	Tuesday	
DEMERS AVE	Thursday	
DEPOT ST	Wednesday	
DERBY LN	Monday	
DEVIN ST	Thursday	
DEWEYS MILLS RD	Tuesday	
DEWITT DR	Thursday	
DIVISION ST	Wednesday	
DOTHAN RD	Tuesday	
DREW RD	Wednesday	
DWIGHT RD	Tuesday	
EAST FISCHER RD	Monday	
EAST GILSON AVE	Tuesday	

EXHIBIT A

ELK ST	Tuesday	
ELM ST	Tuesday	
ELM ST	Wednesday	
ELMWOOD CT	Tuesday	
ELY DR	Monday	
EQUESTRIAN WAY	Monday	
EVERGREEN LN	Tuesday	
FAIRBANKS TURN	Monday	
FAIRVIEW TERR	Thursday	
FAY LN	Tuesday	
FERN ST	Wednesday	
FERRY BOAT CROSSING	Tuesday	
FIELDSTONE WAY	Tuesday	
FLANDERS LN	Monday	
FLETCHER LN	Monday	
FOGG FARM RD	Tuesday	
FOREST HILLS AVE	Thursday	
FOX LN	Tuesday	
FROST PARK	Thursday	
GARLAND ROW	Thursday	
GATES ST	Thursday	
GIFFORD RD	Thursday	
GILLETTE ST	Wednesday	
GOLFVIEW LN	Monday	
GOUDREAU ST	Thursday	
GRAPEVINE LN	Tuesday	
GREELEY SHUNPIKE	Monday	
GREYSTONE VILLAGE	Thursday	
GRIGGS MOUNTAIN RD	Monday	
GROSBEAK LN	Thursday	
GROUSE LN	Monday	
GROVNER ST	Wednesday	
HALF PENNY RD	Wednesday	
HANOVER ST	Thursday	
HANDY RD	Monday	
HARD RD	Tuesday	
HAROLD EASTMAN LN	Monday	
HARPER SAVAGE LN	Monday	
HARRISON AVE	Thursday	
HARTFORD AVE	Wednesday	

EXHIBIT A

HARRY GIBBS ST	Tuesday	
HARTNESS WAY	Monday	
HARVEST LN	Tuesday	
HASWELL TRACE	Tuesday	
HATHAWAY RD	Wednesday	
HAWTHORN ST	Wednesday	
HAZEN ST	Thursday	
HEATHER DR	Tuesday	
HEBARD ST	Thursday	
HEMENWAY	Monday	
HEMLOCK RIDGE DR	Tuesday	
HENDEE WAY	Monday	
HENRI HILL	Tuesday	
HERITAGE LN	Monday	
HEWITT ST	Thursday	
HICKORY RIDGE	Thursday	
HIDDEN LN	Wednesday	
HIGH PASTURES RD	Monday	
HIGH ST	Tuesday	
HIGHLAND AVE	Thursday	
HILLCREST TERR	Thursday	
HILL RIDGE RD	Tuesday	
HILLSIDE RD	Monday	
HIRAM ATKINS BYWY	Monday	
HITCHCOCK DR	Wednesday	
HOLIDAY DR	Thursday	
HOLLOW DR	Thursday	
HOLMAN AVE	Thursday	
HORSESHOE AVE	Wednesday	
HOWARD RD	Monday	
HUCKLEBERRY RD	Tuesday	
HUGHES DR	Tuesday	
HURRICANE DR	Wednesday	
IRIS WAY	Tuesday	
IZZO PL	Tuesday	
JAMES ST	Thursday	
JAMIE DR	Thursday	
JARVIS WAY	Tuesday	
JAY HILL RD	Tuesday	
JENNIFER LN	Wednesday	

EXHIBIT A

JERICHO RD	Monday	
JERICHO ST	Monday	
JOE RANGER RD	Monday	
JOHN HAZEN LN	Monday	
JOHNEY BROOK RD	Monday	
JOSHUA RD	Monday	
JUNIPER DR	Tuesday	
KENISON RD	Monday	
KILGORE LN	Tuesday	
KINGS HGWY	Wednesday	
KINGSWOOD CONDO	Monday	
KINSMAN CT	Wednesday	
KIPLING TRACE	Monday	
KLINE DR	Monday	
KRISKARLI DR	Thursday	
LABBIE LN	Monday	
LAKELAND DR	Tuesday	
LANDS END	Monday	
LANTERN LN	Monday	
LARCH LN	Wednesday	
LARKSPUR LN	Tuesday	
LATHAM WORKS LN	Thursday	
LAUREL LN	Tuesday	
LEAF CT	Thursday	
LEDGESIDE TERR	Monday	
LEDGESTONE CONDO	Thursday	
LEEWARD LN	Monday	
LEXINGTON ST	Wednesday	
LILLY POND RD	Thursday	
LINDEN DR	Monday	
LOCUST ST	Wednesday	
LONGVIEW LN	Tuesday	
LOVELAND HILL RD	Tuesday	
LOWER HYDE PK	Thursday	
LUCE MEADOW RD	Tuesday	
LYMAN BATCHELDER	Monday	
LYON DR	Tuesday	
MACNICHOLL WAY	Tuesday	
MAGNOLIA CR	Thursday	
MANNING DR	Thursday	

EXHIBIT A

MAPLE ST	*	**Tuesday**	**Grocery store to interstate bridge**
MAPLE ST	*	**Thursday**	**Interstate bridge to Dothan Rd**
MAPLEWOOD TERR		Thursday	
MARSHALL AVE		Thursday	
MARSH FAMILY RD		Tuesday	
MEADOW LN		Tuesday	
MEADOW LAND FARM		Tuesday	
MELISHI RD		Wednesday	
MERCY STRONG LN		Monday	
MERRIMAC CR		Monday	
MERRIMAC MANOR		Monday	
MILL RD		Monday	
MILL RUN CONDO		Monday	
MILLER RD		Monday	
MOOSEWOOD WAY		Wednesday	
MOREY LN		Tuesday	
MORGAN RD		Tuesday	
MORNING GLORY LN		Wednesday	
MORRILL BEND		Tuesday	
MULBERRY LN		Wednesday	
MURPHY RD		Tuesday	
NAULAHKA LN		Tuesday	
NEAL RD		Wednesday	
NEWTON LN		Tuesday	
NORTH HARTLAND RD	*	**Wednesday**	**Up to VA Cutoff Rd**
NORTH HARTLAND RD	*	**Monday**	**VA Cutoff Rd to N Hartland townline**
NORTH MAIN ST		Monday	
NORWICH AVE		Wednesday	
NOYES LN		Monday	
NUTT LN		Thursday	
O'CONNELL CT		Thursday	
OAK ST		Thursday	
OAK KNOLL CONDO		Thursday	
OLD QUECHEE RD		Tuesday	
OLD RIVER RD		Monday	
OLD TOWN FARM RD		Monday	
ORCHARD HILL RD		Tuesday	
ORIZZONTO HILL RD		Wednesday	
OTIS HILL RD		Monday	
OVERLOOK DR		Monday	

EXHIBIT A

PALMER CT	Tuesday	
PARK ST	Tuesday	
PASSUMPSIC AVE	Wednesday	
PATRICIA RD	Monday	
PAULA ST	Tuesday	
PAULINA COLE DR	Tuesday	
PEACH TREE LN	Monday	
PERKINS PLACE	Wednesday	
PHEASANT TRACE	Monday	
PHOENIX RD	Monday	
PIERCE ST	Thursday	
PINE ST	Thursday	
PINGREE LN	Monday	
PLEASANT VIEW TERR	Wednesday	
PODUNK RD	Monday	
POMFRET RD	Monday	
PRIMROSE LN	Monday	
PROSPECT ST	Thursday	
QUECHEE HARTLAND RD	Tuesday	
QUECHEE HOLLOW	Monday	
QUECHEE MAIN ST *	**Monday**	**River Rd to Quechee W Hartford Rd**
QUECHEE MAIN ST *	**Tuesday**	**Remainder**
QUECHEE W HARTFORD RD *	**Monday**	**Quechee Main St to Johnny Brook**
QUECHEE W HARTFORD RD *	**Monday**	**Johnny Brook to West Hartford**
RABBIT RUN	Monday	
RAILROAD RD	Thursday	
RALPH LEHMAN DR	Thursday	
RAVENSWOOD TERR	Wednesday	
RAYMOND CR	Wednesday	
RAYS WAY	Monday	
RECREATION DR	Monday	
RED BARN RD	Monday	
REDFIELD PROCTOR RD	Monday	
REMEMBER BAKER LN	Monday	
REMICK RD	Wednesday	
RESERVOIR RD	Wednesday	
RICHARDS RD	Monday	
RIDGE CONDOS	Monday	
RIDGE VIEW RD	Wednesday	
RIVER RD	Monday	

EXHIBIT A

RIVER ST	Tuesday	
ROBERT FROST LN	Tuesday	
ROCKY TOP LN	Monday	
ROGERS RD *	**Tuesday**	**Pickup on Campbell St**
ROUND HOUSE RD	Monday	
ROUTE 14	Monday	
ROYAL TYLER RD	Monday	
ROYCE WAY	Monday	
RUNNALS RD	Monday	
RUSTIC RD	Wednesday	
RY KRIS	Tuesday	
SAFFORD RD	Monday	
SALTBOX CONDOS	Monday	
SANCTUARY CR	Thursday	
SANDCHERRY WAY	Thursday	
SARGENT ST	Thursday	
SAUNDERS AVE	Thursday	
SCHOOL ST	Tuesday	
SEBRING LN	Monday	
SHARHART RD	Monday	
SHERMAN RD	Wednesday	
SKYLINE WAY	Thursday	
SMITH RD	Tuesday	
SOFTWOOD RD	Tuesday	
SOUTH MAIN ST	Thursday	
SOUTH ST	Thursday	
SPAULDING LN	Monday	
SPRING CR	Monday	
SPRUCE ST	Thursday	
STACY LN	Thursday	
STAGECOACH RD	Wednesday	
STEPHEN DAY LN	Tuesday	
STERLING SPRINGS	Thursday	
STERLING SPRINGS DR	Thursday	
STETSON RD	Monday	
STONECREST AVE	Tuesday	
SUGAR HOUSE RD	Tuesday	
SUGAR HILL CONDOS	Monday	
SUGAR HILL LN	Monday	
SUGARTOP RD	Monday	

EXHIBIT A

SUMMER ST	Tuesday	
SUNRISE CR	Tuesday	
SYCAMORE DR	Thursday	
SYKES MOUNTAIN AVE	Thursday	
TAFT FAMILY RD	Tuesday	
TALBERT ST	Thursday	
TALL TIMBERS DR	Wednesday	
TALL TIMBERS TRLR PK	Wednesday	
TEMPLETON AVE	Thursday	
THIRD AVE	Thursday	
THOMAS ST	Thursday	
THORN APPLE LN	Monday	
TICHENOR RD	Tuesday	
TIGERTOWN RD	Monday	
TRUELL RD	Tuesday	
UDALL BROOK RD	Monday	
UNDERHILL LN	Tuesday	
UNION ST	Thursday	
UPPER RIVER RD	Monday	
VA CUTOFF RD *	**Wednesday**	**Woodstock Rd to Route 5**
VA CUTOFF RD *	**Monday**	**Remainder**
VALLEY VIEW	Wednesday	
VERMONT DR	Tuesday	
VERNA CT	Monday	
VICTORY CR	Thursday	
VILLAGE GREEN	Tuesday	
WALLACE RD	Monday	
WALNUT ST	Thursday	
WALSH AVE	Thursday	
WAPITI TRAIL	Monday	
WARNER LN	Tuesday	
WATERMAN HILL	Tuesday	
WELLS RD	Monday	
WEST FISHER RD	Monday	
WEST GILSON AVE	Tuesday	
WESTFIELD DR	Monday	
WHEELOCK RD	Monday	
WILDER DAM RD	Wednesday	
WILDER ST	Thursday	
WILDLIFE RD	Monday	

EXHIBIT A

WILLARD RD	Monday	
WILLIAMS LN	Monday	
WILLOW CR	Monday	
WINDHAM HILL	Tuesday	
WINDSOR VILLAGE	Thursday	
WINDSOR DR	Wednesday	
WINTER ST	Monday	
WOOD RD	Tuesday	
WOODHAVEN	Tuesday	
WOODLAWN CR	Wednesday	
WOODSIDE CR	Wednesday	
WOODSTOCK RD *	**Tuesday**	**Route 5 to Smith Rd**
WOODSTOCK RD *	**Wednesday**	**Remainder**
WORCHESTER AVE	Thursday	
WRIGHT RESERVOIR RD	Wednesday	

BID FORM 1 – RESIDENTIAL RECYCLING PRICES

OPTION 1 – CURBSIDE COLLECTION OF COMMINGLED RECYCLABLES

THREE YEAR (3) CONTRACT PRICING

Item 1 – Curbside collection of recyclable materials in any bin, cart or other container.

Annual Cost $_____

Item 2 – Curbside collection of recycables in Contractor provided cart.

Annual Cost $_____

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $_____

Annual percentage adjustment for years 2 & 3. Yr 2 _____% Yr 3 _____%

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index:_____

EXHIBIT A

FIVE YEAR (5) CONTRACT PRICING

Item 1 – Curbside collection of recyclable materials in any bin, cart or other container

Annual Cost $_____

Item 2 – Curbside collection of recycables in Contractor provided cart.

Annual Cost $_____

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $_____

Annual percentage adjustment for years 2 thru 5.

Yr 2	Yr 3	Yr 4	Yr 5
_____%	_____%	_____%	_____%

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index:_____

EXHIBIT A

BID FORM 1 – RESIDENTIAL RECYCLING PRICES

OPTION 2 – CENTRALIZED COLLECTION OF COMMINGLED RECYCLABLES

THREE YEAR (3) CONTRACT PRICING

Item 1 – Centralized collection of recyclable materials in any bin, cart, dumpster or other container.

Annual Cost $_____

Item 2 – Centralized collection of recycables in Contractor provided carts or dumpster.

Annual Cost $_____

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $_____

Annual percentage adjustment for years 2 & 3.

Yr 2	Yr 3
_____%	_____%

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index:_____

FIVE YEAR (5) CONTRACT PRICING

Item 1 – Centralized collection of recyclable materials in any bin, cart, dumpster or other container.

Annual Cost $_____

Item 2 – Centralized collection of recycables in Contractor provided carts or dumpster.

Annual Cost $_____

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $_____

Annual percentage adjustment for years 2 thru 5.

Yr 2	Yr 3	Yr 4	Yr 5
_____%	_____%	_____%	_____%

EXHIBIT A

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index:_____

April 2, 2025

Town of Hartford
Town Manager's Office
171 Bridge Street
White River Junction, VT 05001

RE: Residential Recycling Collection Proposal- 2025

Dear Mr. Haverstock,

Casella Waste Management, Inc. ("Casella") is pleased to provide the Town of Hartford, Vermont ("Town") with the following proposal for single stream recycling collection and processing. As the leading resource management company in the Eastern United States, we have five decades of experience in collecting, hauling, disposal and processing services and more than 25 years providing these services to the Town. As such, we believe Casella is the most qualified partner to meet Hartford's material management needs.

Along with Casella's longstanding environmental service expertise, Casella recovers well over one million tons of recyclables and organic residuals for beneficial use each year. We are committed to working collaboratively with Hartford to meet the community's goals; both environmentally and economically. We are committed to building a diverse workforce that is passionate about serving our customers, adhering to the highest ethical standards, complying with all state and federal regulations, all the while improving our communities and environment.

In addition to solid waste and recycling services, we often deploy education and other value-added services such as mattress recycling and new technology- to our customers, as desired. Our proposal outlines the scope of services, our qualifications and experience, as well as additional information on our value-added services. As such, if Casella is awarded the contract, we have proposed a couple of additional nuances to the agreement which we would like to call to your attention for review.

We feel that this proposal reflects our strong desire to continue our esteemed partnership with the Town of Hartford. We look forward to discussing this proposal in greater details, if you have any immediate questions, please feel free to reach me directly at (603) 543-7088.

Sincerely,

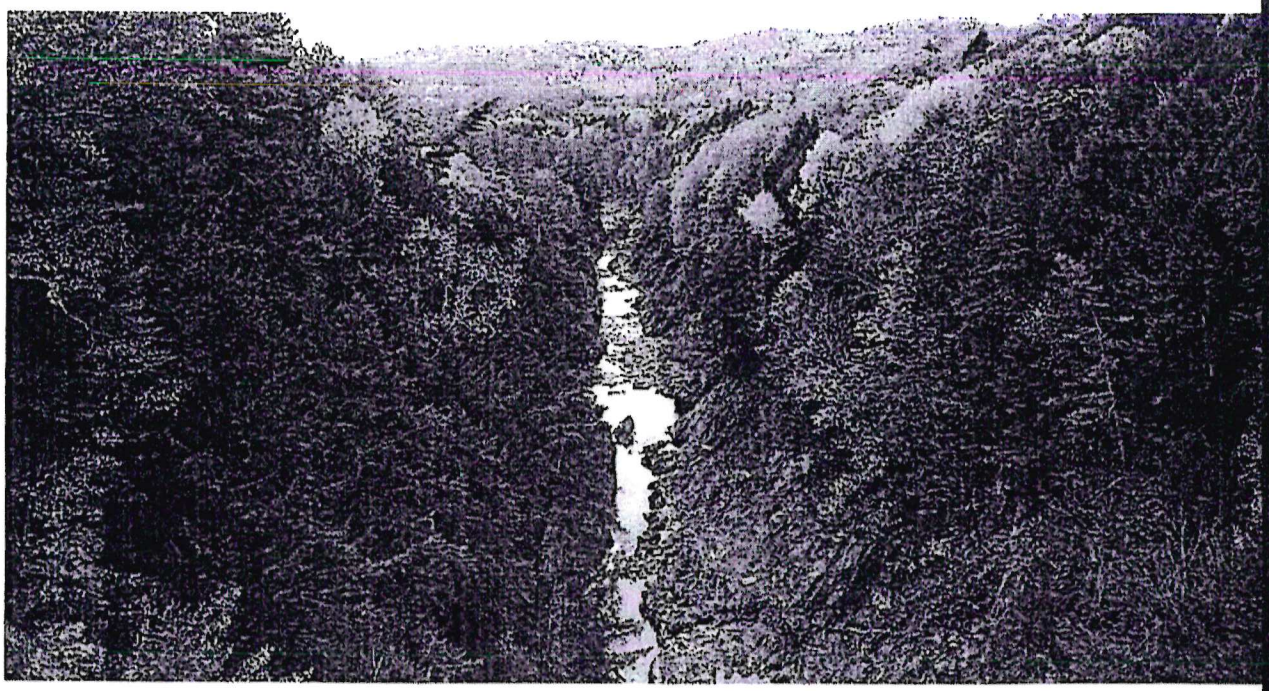
David Allen
Market Area Manager

EXHIBIT B

APRIL 2, 2025

RE: Residential Recycling Collection Proposal- 2025

Attn: Town Manager's Office
Town of Hartford Municipal Building
171 Bridge Street
White River Junction, VT 05001



Presented to
Town of Hartford
Vermont

Presented by
David Allen
Market Area Manager

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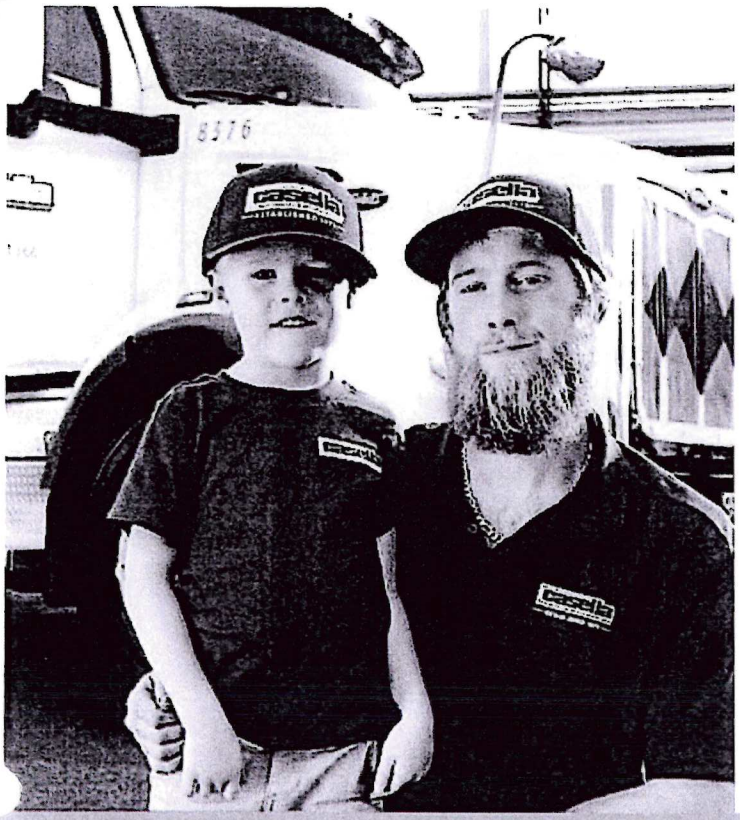
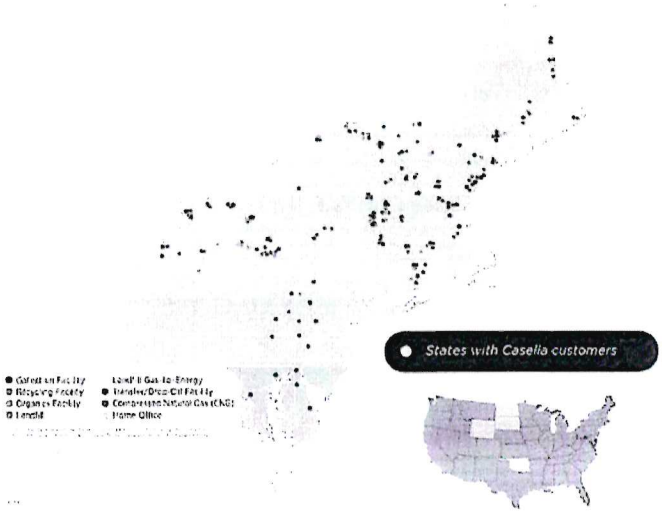
6	Scope of Services
12	Qualifications & Experience
15	Engagement & Education

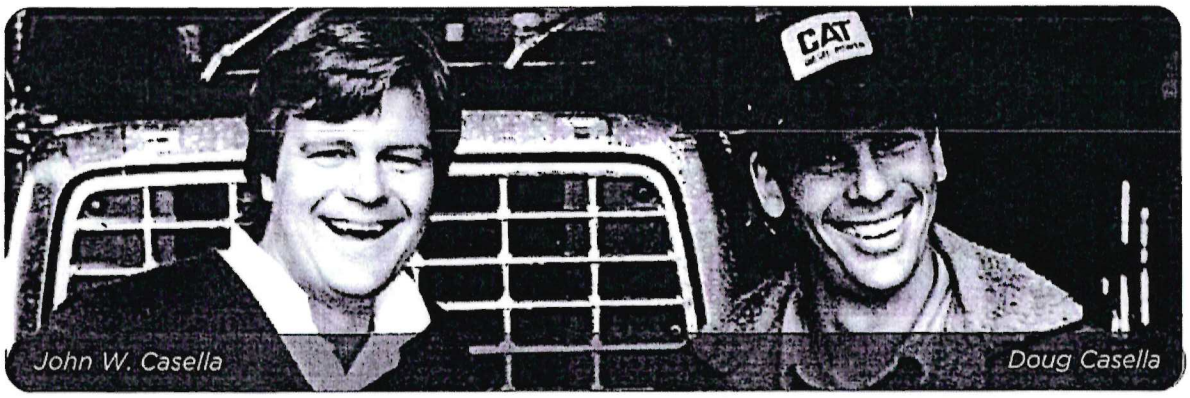


Who We Are



Casella, headquartered in Rutland, Vermont, is one of the largest recyclers and most experienced fully integrated resource management companies in the Eastern United States. Founded in 1975 as a single truck collection service, Casella now employs approximately 5,000 people. We have grown our operations to include more than 170 owned and/or operated facilities spanning from Maine to Maryland, delivering services to residential, commercial, municipal, industrial, and institutional customers. We service over 1,800,000 customers in our operating footprint and provide resource management services to customers located across 47 states. In addition, we serve as the largest recycler in the Eastern United States, recovering more than 1,000,000 tons of recyclables and 360,000 tons of organic residuals each year.

Today, with a clear strategy to serve our customers with integrated services, we continue to lead the solid waste industry with an innovative business model that seeks to create sustainable value beyond the traditional waste disposal model.



Doug Casella began picking up garbage from a few customers in the Rutland, Vermont region with a pickup truck he had bought with money saved in high school. As the small enterprise grew, John W. Casella joined his younger brother to help run the business, opening the first recycling facility in Vermont in 1977.

Casella's Sustainability Goals

Spelled out in our 2024 Sustainability Report, our sustainability strategy focuses on advancing toward five strategic goals for the year 2030. We believe that achieving these goals will benefit our customers and communities while positioning our company to thrive and grow. These include:

Essential Workers: *Be Safe.*
Improve our safety performance, reducing our Total Recordable Incident Rate (TRIR), a measure of recordable incidents versus hours worked.

Materials Management: *Recycle More.*
Grow our Resource Solutions business to reduce, reuse, or recycle more than 2 million tons of solid waste materials each year.

Sustainable Operations: *Save Fuel.*
Improve our fuel efficiency, reducing our gigajoules of fuel consumed per ton of material collected by 20% below a 2019 baseline.

Climate Leadership: *Slash Emissions.*
Further reduce our carbon footprint, measured in metric tons of carbon dioxide equivalents (CO_2e) from scopes 1 and 2 with a 2022 baseline.

Community Engagement: *Give Back.*
Increase volunteering in our communities, as measured by employee volunteer hours.

Sustainability Leadership Awards

The Casella Sustainability Leadership Awards represent innovation and commitment to creating a better tomorrow by showcasing each recipient's sustainable material management practices. Recipients were selected from various business segments. See their stories here.

TOWN OF BIDDEFORD, ME

With a strong commitment to recycling education and reduced contamination, Biddeford works with Casella to educate community members through events, curbside tagging, and audits. These efforts have led to a 26% reduction in recycling contamination in the Town.

PHILIPS ACADEMY - ANDOVER

Casella and Phillips Academy have expanded campus collection programs to capture compost, electronic waste, universal waste, metal, and wood. Together, we have run Green Move Out programs for several years now, successfully redirecting reusable items to Goodwill.

NOVOLEX

Casella and Novolex worked together to recycle nearly 60,000 tons of post-industrial commodities through employee training initiatives and onsite processing equipment. Novolex estimates that 78 percent of its revenue comes from products that support a circular economy.

Scope of Services

The Town of Hartford, Vermont would continue to be serviced by our local hauling division located in White River Junction, VT where our fleet of vehicles are dispatched.

Collection

Casella proposes to transition to Automated Curbside Collection for Hartford's every-other-week recycling schedule. Casella is fully equipped to provide and maintain equipment to service The Town in addition to being fully qualified and licensed in accordance with all Federal, State, and local laws. Our trucks are routinely services and inspected. We have ample backup equipment in our existing fleet located at our local hauling division and backup fleet throughout Vermont.

Equipment

2 – 2025 Mack LR trucks with 27 yard Automated Side Load (ASL) Collection Compaction bodies

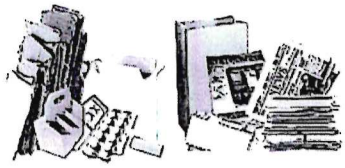
Processing

All single stream recycling collected locally would be delivered to Casella's owned and operated Transfer Facility in White River Junction and then hauled to our state-of-the-art Material Recovery Facility ("MRF") located in Rutland, VT for final processing.

Our facilities are designed to handle our Zero-Sort® Recycling Program. Zero-Sort® Recycling makes it easier for our customers to recycle, promoting greater participation in recycling by eliminating the need to sort materials, and positioning us as a provider of choice in many markets. At our facilities all types of recyclables are mechanically sorted and forwarded to their recycling destination. The ease of recycling allows our customers to recycle as much material as possible, thus eliminating a significant amount of solid waste from their waste stream.

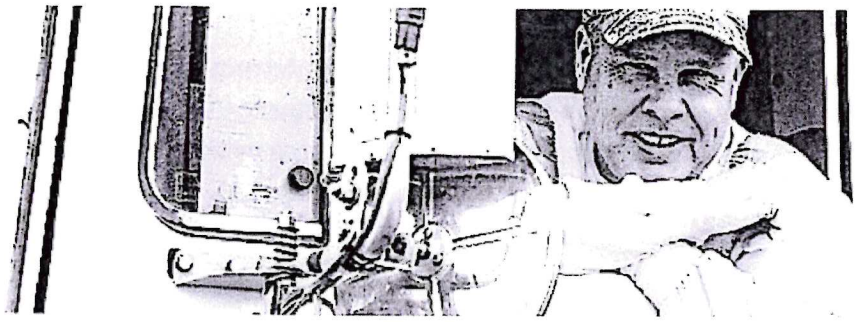
Acceptable Materials:

- **Cardboard:** Shipping boxes, cereal boxes, egg cartons, paper towel and toilet paper rolls.
- **Paper:** Office paper, newspaper, paper bags, magazines, junk mail.
- **Plastic Bottles, Jugs, Tubs, & Lids:** Plastic drink bottles, milk jugs, yogurt cups, tubs and lids, shampoo bottles, etc.
- **Metal Cans:** Soda and beer cans, soup and vegetable cans, foil.
- **Glass Bottles & Jars:** Beer bottles, other beverage bottles, jars.



Unacceptable Materials:

- Plastic bags
- Batteries
- Scrap metals
- Clothing
- Electronics
- Hazardous containers



Our Team

Our local team takes pride in the service we deliver to our municipal customers. Municipal Officials will have a direct line to our local operations team, to ensure any daily service issues are resolved promptly. Our Operations Manager will provide direct operational supervision to all day-to-day hauling, operation, equipment and labor, and maintenance service needs.

David Allen
MARKET AREA MANAGER

802-478-0780
david.allen@casella.com
1544 Woodstock Road, White River Junction, VT

Will provide general oversight to all aspects of this contract and ensure all of Hartford's expectations are exceeded by Casella.

Jessica Dyke
OPERATIONS MANAGER

802-478-0775
jessica.dyke@casella.com
1544 Woodstock Road, White River Junction, VT

Will supervise operations and manage day-to-day collection, equipment, and maintenance for the contract.

Customer Care & Residential Support

At the heart of our operations, the Customer Care Center (CCC) is dedicated to addressing customer questions, comments, and concerns with the highest level of professionalism and empathy. By providing prompt and effective solutions, our team ensures that every customer interaction reflects Casella's commitment to exceptional service and reliability. Through continuous improvement and collaborative efforts, we strive to build lasting relationships based on trust and mutual respect, reinforcing our core values in every facet of our work.

2024 CCC Stats

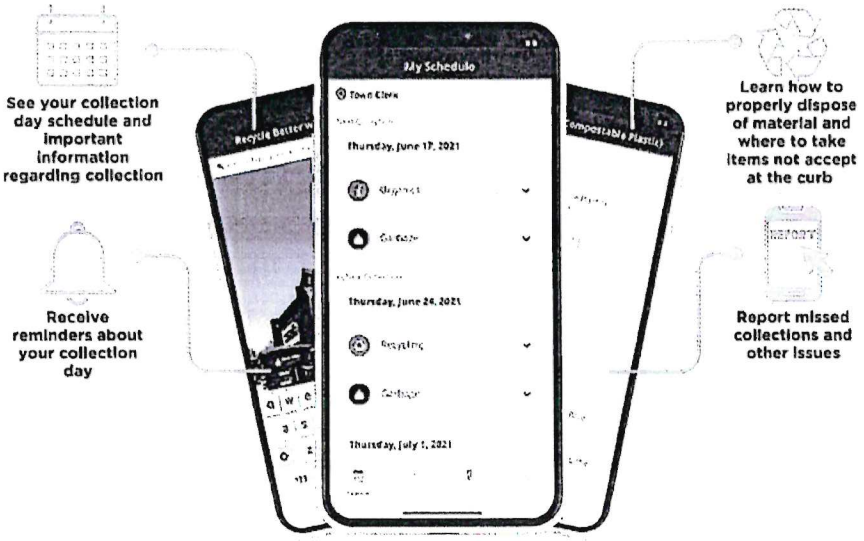
- Handled 1.5M calls from Casella Footprint
- 3.9% call abandon rate
- 30 seconds speed to answer
- Above 90% quality score

Casella Customer Care Contact
800-227-3552

Casella's Recycle Better App

Casella has developed a mobile app through a collaborative partnership with ReCollect that makes it easier than ever for you and your constituents to stay connected about the trash, recycling, and food waste collection programs offered to you as a Casella customer. The Recycle Better App offers a variety of useful features including:

- **Direct Communication and Education for Residents**
- **The Collection Calendar**
- **The Waste Wizard A-Z Tool**
- **Scheduling Additional Services**



Reporting

Casella recognizes the importance of providing the Town with monthly and annual reports for quantities of each material stream.

Compliance

Casella operates under strict compliance with all local, state, and federal regulations and laws, including E.P.A., OSHA, and D.O.T. regulations. All Town ordinances will be clearly communicated and adhered to within our organization. All necessary permits, licenses, certificates, and inspections would be provided.

Declaration of Addenda

Having fully examined, read, and in understanding of the specifications for this partnership and being familiar with all of the conditions surrounding the proposed work, including any addenda for which receipt of is acknowledged below, Casella proposes to complete all work as specified in this request for proposals. This proposal includes acknowledgement the following addenda were issued.:

1. Addenda No. 1 - 3/27/2025

Proposal Exceptions

We have proposed the following nuances to the agreement which we would like to call to your attention for review:

1. Pricing included in the proposal is valid for 30-days from the submission date.
2. All Fees will be increased annually on the anniversary of each year of the Term by a percentage equal to the greater of (a) 5.0% or (b) the year-over-year percentage change in the Consumer Price Index for Garbage and Trash collection. Reference is made to: https://www.bls.gov/news.release/cpi.t02.htm
3. Fees may be further adjusted upon thirty (30) days' notice to cover increases in disposal, processing or cart manufacturing fluctuations due to uncontrollable circumstances, including, without limitation, changes in local, state or federal laws or regulations, imposition of taxes, fees or surcharges.
4. Casella proposes the implementation of services schedule to be dependent on cart availability
5. Casella would like the opportunity to discuss the routing schedule to optimize routes for both parties

Qualifications & Experience

References

We prioritize partnership in Municipal work, aiming for high service levels and satisfaction. Today, we partner with over 600 municipalities in our footprint. Customer feedback from neighboring communities partnering with Casella is available for reference.

Norwich, Vermont
Name: Brennan Duffy
Title: Town Manger
bduffy@norwich.vt.us
802-649-1419

Casella provides hauling from Norwich's transfer station for municipal solid waste disposal and recycling processing. The Town engages in Zero-Sort® recycling.
(Approximately 4,000 residents)

Hanover, New Hampshire
Name: Kevin MacLean
Title: Superintendent
kevin.maclean@hanovernh.org
(603) 643-2362

Casella provides automated trash and recycling collection, disposal and processing services to the Town of Hanover. The Town engages in Zero-Sort® recycling.
(Approximately 8,520 residents)

Enfield, New Hampshire
Name: Jim Taylor
Title: Director of Public Works
jtaylor@enfield.nh.us
(603) 632-4605

Casella provides automated trash and recycling collection, disposal and processing services to the Town of Enfield. . The Town engages in Zero-Sort® recycling.
(Approximately 4,465 residents)

Plainfield, New Hampshire
Name: Steve Halleran
Title: Town Administrator
plainfield.ta@plainfieldnh.org
(603)-469-3201

Casella provides automated trash and recycling collection, disposal and processing services to the Town of Tolland. Casella also provides collection from municipal building. The Town engages in Zero-Sort® recycling.
(Approximately 2,459 residents)

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Safety Record

Casella has a recorded safety rating of, CFR 29.5, OSHA TRIR 3.43. Casella has an extensive safety training program consisting of weekly safety meetings before routes commence to review best practices, safety techniques and a specific training topic and focus based on season, recent occurrence's etc.

Insurance and Bonding Capabilities

Casella has the ability to meet the bonding and insurance requirements set forth in this contract. Please see the attached certificate from our insurance agency, the Noyle Johnson Group. Casella can provide additional information needed upon further request.

Financial Responsibility

Casella Waste Systems publicly traded on the NASDAQ Global Select Market under the symbol CWST.

- Casella's Financial Statements can found at: https://ir.casella.com/financial-information
- Casella's Investor Relations can found at: https://ir.casella.com/financial-information

B of A Securities, Inc. Bank of America	J.P. Morgan Securities, LLC/ Chase
One Bryant Park, New York, NY 10036	12 Corporate Wood Blvd, Floor 4 Albany NY 12211
Victoria Yu Global Industries Group **e.** victoria.yu@bofa.com **p.** (646) 743-0718	Dean Burns Commercial Banking **e.** dean.j.burns@chase.com **p.** (518) 433-2525

Diversity, Equity, and Inclusion

Casella is committed to workplace diversity and to fostering a culture of inclusion. These commitments are rooted in our Core Values of service, trust, responsibility, integrity, continuous improvement, and teamwork. By bringing our diverse backgrounds, cultures, and perspectives together, we believe we can develop better and more innovative environmental solutions for the customers and communities we serve.

We have made progress on each of the four areas of focus for diversity, equity, and inclusion (DE&I) we described in our 2024 Sustainability Report.

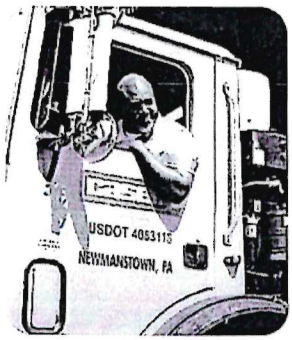
		Management	Workforce	All Casella
Gender Diversity	September 2020	24%	19%	20%
	December 2023	19%	18%	18%
Racial Diversity	September 2020	5%	13%	12%
	December 2023	4%	24%	22%

Diverse Suppliers

Over the last several years, we have put a focus on our diverse supplier program, beginning with an evaluation of our level of spend with diverse suppliers. We have drafted a supplier diversity policy and are assessing our level of spend with diverse suppliers. In 2023, we piloted a supplier diversity dashboard and training program and continue to invest in this effort.

Plan and Intent

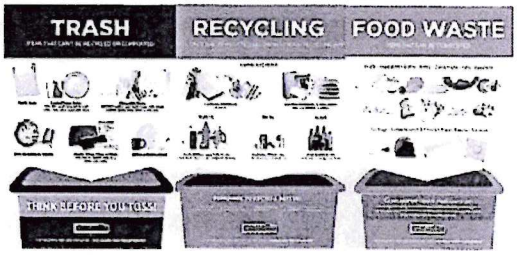
Casella recognizes the WBE/MBE contracting goals set fourth by partner organizations. We will work with any organization to establish the right services and partners to meet these goals. It is paramount to Casella that we partner on this effort.



Engagement & Education

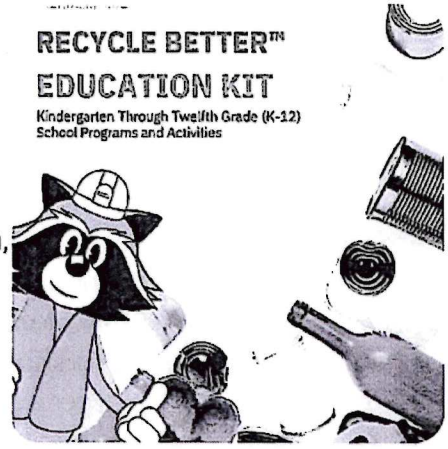
For many municipalities where hands-on training may not be available, through our in-house marketing and design staff, Casella has the ability and willingness to support in designing specialized outreach and educational material tailored towards specific needs. As applicable and in collaboration with our partners, we develop materials to communicate the diversion initiatives to all stakeholders and the broader community. Additional resources available to the municipality include:

Signage: Signage plays a critical role in the success of recycling and compost programs. Clear, consistent communication and visual aids take the guess work out of picking the correct bin, yielding cleaner material streams and higher diversion rates.



Facility Tours: We welcome our customers to join us for an onsite or virtual tour of our operations – this hands-on experience provides stakeholders with a deeper understanding of how the decision we make impact our industry daily.

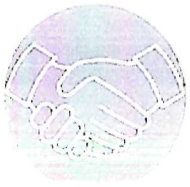
Recycle Better- Education Kit: Casella is now offering a K-12 recycling education kit for schools within their local municipalities. This education kit provides lesson plans and activities to be utilized by teachers. Through recycling education students can apply and hone their grade-level skills while learning where waste comes from, where it goes and the role, they can play in reducing waste. Introducing recycling to children will in turn help schools and communities advance their recycling goals towards a more sustainable future.



Community Engagement: We are always looking for ways to engage our community and our customers both to hear about opportunities to improve our services, communication, and resources as well as simply to give back.

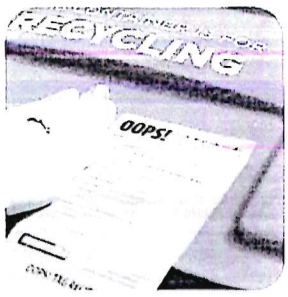
Event Management & Zero Waste: Casella can leverage partners to deliver additional services in support of community events, while providing direct support in developing best practices and how-to toolkit for all events.

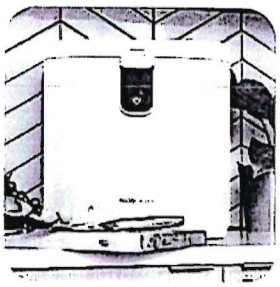
Sustainability Internship Program: The Casella Sustainability Internship Program provides talented candidates with critical exposure to hands-on learning opportunities with customers, teams, and leaders across our footprint. Over the course of our ten-week program, interns complete various field assignments, as well as participate in projects ranging from data and research-driven initiatives to community engagement events and marketing improvements.



Partnerships: We recognize the power of partnerships and bring together the capabilities of a wide range of relationships and partnerships that Casella has established to meet the everchanging material management needs and goals of our customers.

Curbside Digital Capabilities and Audits: to deliver critical data and material information through on- and off-site material audits. We perform focused material stream audits to determine opportunities for improvement – both in quality & quantity. Along with load audits, our drivers utilize the approved Oops Sticker for curbside material audits.





FoodCycler by Casella: FoodCycler™ is a countertop appliance that grinds and dries food scraps at the push of a button, providing a 90% volume reduction. We have found this solution to be successful in reducing waste in the community and satisfying residents who are interested in food waste service, without putting another truck on the road.

Attachment A

Single Stream Pricing Formula:

ACR - Threshold = Rebate (Charge)

Definitions:

Average Commodity Revenue (ACR): means the current market value for each recyclable commodity (including residue tons) multiplied by the product mix percentage for each recyclable commodity tons from that facility for the residential line of business over the same month, less any direct costs of Processor related to transportation, storage, or marketing of product. In addition, if there is a material change in the ACR during any thirty-day period, the Processor reserves the right to make an immediate adjustment to the ACR.

Rebate (Charge): means the percentage of value paid to the Generator when the ACR is greater than the Threshold. When the Rebate is negative, each dollar below the Threshold will be charged to the Generator.

Rebate Split = 50% to Generator when ACR is above Threshold

Threshold = $126/ton: means the base rate required to process Recyclable Materials (including increases in labor expenses and to cover capital investments). Threshold shall increase annually on the anniversary date of the contract. Threshold for material received above 25% contamination will be rejected and charged $225.00 per ton.

Transportation & Handling: ($46/ton) means the cost to load and transport material from Casella's Transfer Station to the Material Recovery Facility (MRF) for processing.

Example Pricing Scenario:

Based on most recent Monthly Market Rates
ACR: $28 **Threshold:** $126/ton **Trans & Handling:** $46/ton
Pricing Formula: $28- ($126 + $46) = $144/ton
Rebate/Charge: 50% over Threshold (to Generator) and dollar for dollar below Threshold (to Processor)
Net Charge to Generator: $144/ton ($144/ x 100%)

BID FORM 1 – RESIDENTIAL RECYCLING PRICES

OPTION 1 – CURBSIDE COLLECTION OF COMMINGLED RECYCLABLES

THREE YEAR (3) CONTRACT PRICING

Item 1 – Curbside collection of recyclable materials in any bin, cart or other container.

Annual Cost $ No Bid

Item 2 – Curbside collection of recycables in Contractor provided cart.

Annual Cost $ $540,361.00 Includes Options #1 and #2

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $ See Attachment A

Annual percentage adjustment for years 2 & 3.

Yr 2	Yr 3
*Min 5% %	*Min 5% %

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index: See Proposal exceptions Item 3. Fees will be increased annually on the anniversary of each year of the Term by a percentage equal to the greater of (a) 5.0% or (b) the year-over-year percentage change in the Consumer Price Index for Garbage and Trash collection. Reference is made to: https://www.bls.gov/news.release/cpi.t02.htm

FIVE YEAR (5) CONTRACT PRICING

Item 1 – Curbside collection of recyclable materials in any bin, cart or other container

Annual Cost $ No Bid

Item 2 – Curbside collection of recycables in Contractor provided cart.

Annual Cost $ $488,854.00 Includes Options #1 and #2

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $ See Attachment A

Annual percentage adjustment for years 2 thru 5.

Yr 2	Yr 3	Yr 4	Yr 5
* Min 5% %	* Min 5% %	* Min 5% %	* Min 5% %

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index: See Proposal exceptions Item 3. Fees will be increased annually on the anniversary of each year of the Term by a percentage equal to the greater of (a) 5.0% or (b) the year-over-year percentage change in the Consumer Price Index for Garbage and Trash collection. Reference is made to: https://www.bls.gov/news.release/cpi.t02.htm

BID FORM 1 – RESIDENTIAL RECYCLING PRICES

OPTION 2 – CENTRALIZED COLLECTION OF COMMINGLED RECYCLABLES

THREE YEAR (3) CONTRACT PRICING

Item 1 – Centralized collection of recyclable materials in any bin, cart, dumpster or other container.

Annual Cost $ No Bid

Item 2 – Centralized collection of recycables in Contractor provided carts or dumpster.

Annual Cost $ Included in Option #1

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $ Included in Option #1

Annual percentage adjustment for years 2 & 3.

Yr 2	Yr 3
See Option #1 %	See Option #1 %

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index: See Option #1

FIVE YEAR (5) CONTRACT PRICING

Item 1 – Centralized collection of recyclable materials in any bin, cart, dumpster or other container.

Annual Cost $ No Bid

Item 2 – Centralized collection of recycables in Contractor provided carts or dumpster.

Annual Cost $ Included in Option #1

Item 3 – Disposal costs for the transportation, sorting and marketing of recyclable materials per ton.
Note: Monthly invoiced (net) costs will reflect any revenue (ACR) generated from the sale of materials. (i.e. – disposal cost per ton: $100 minus ACR of $40 = $60 per ton net cost)

Cost per Ton $ Included in Option #1

Annual percentage adjustment for years 2 thru 5.

Yr 2	Yr 3	Yr 4	Yr 5
See Option #1 %	See Option #1 %	See Option #1 %	See Option #1 %

Note: if using a BLS CPI Index, please identify the Index.
BLS CPI Index: See Option #1

CERTIFICATE OF AUTHORITY
Casella Waste Management, Inc.

At a duly authorized meeting of the Board of Directors of Casella Waste Management, Inc., it was voted that John W. Casella, Vice President & Secretary, and/or David Allen, Market Area Manager, are each authorized to independently execute any and all bid documents related to the Town of Hartford, Vermont's Request for Proposals for "Residential Recycling Collection Services" as well as any and all contract related documents in the event of an award of the foregoing to Casella Waste Management, Inc.

It was also voted that John W. Casella, Vice President & Secretary and/or Shelley E. Sayward, Vice President & Assistant Secretary, are each authorized to execute any and all bond related documents in connection with the Town of Hartford Bid Proposal, including but not limited to bid bonds and performance bonds.

In the name of and on behalf of Casella Waste Management, Inc.; and affix its corporate seal hereto; and such execution of any contract obligation in this company's name and on its behalf; said obligation to be valid and binding upon Casella Waste Management, Inc.

A True Copy Attested,

Company Name:	Casella Waste Management, Inc.
Address:	1544 Woodstock Rd. White River Junction, VT 05001
Name & Title of Signatory:	John W. Casella, Vice President & Secretary
Date:	March 31, 2025

I hereby certify that I am the Secretary of Casella Waste Management, Inc., and the above vote has not been amended or rescinded and remains in full force and effect as of the date of this certificate.

Signature: _____

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/25/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Amanda Hamilton
Noyle Johnson Group an Alera Group Company 119 River Street P.O. Box 279 Montpelier VT 05601-0279	PHONE (A/C, No. Ext): (802) 684-8096 FAX (A/C, No): (802) 223-7515 E-MAIL ADDRESS: casella@nwjinsurance.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A: Westchester Surplus Lines Ins Co	10172
INSURER B: Old Republic Insurance Co.	24147
INSURER C: The Cincinnati Casualty Company	28665
INSURER D:	
INSURER E:	
INSURER F:	

INSURED: Casella Waste Management, Inc.
1544 Woodstock Rd.
White River Jct VT 05001

COVERAGES **CERTIFICATE NUMBER:** Northeast Waste 2025 #1 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR X XCU is Included GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [X] PRO-JECT LOC OTHER:	X		G74302178_001	04/30/2024	04/30/2025	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 2,000,000 $ 1,000,000 $ 5,000 $ 1,000,000 $ 4,000,000 $ 4,000,000
B	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS X MCS-90	X		MWTB 311995 25	01/01/2025	01/01/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 5,000,000 $ $ $
	UMBRELLA LIAB OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $						EACH OCCURRENCE AGGREGATE	$ $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N [N] If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		MWC 311994 25	01/01/2025	01/01/2026	[X] PER STATUTE OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
B	Excess Auto Liability			MWZX 315503 24	04/30/2024	04/30/2025	$2M Excess $5M Auto Liability	2,000,000
C	Excess Auto Liability			EXS0575546	04/30/2024	04/30/2025	$3M Excess $7M Auto Liability	3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Town of Hartford is Additional Insured under the General Liability and Auto Liability Policies where required by written contract subject to the terms and conditions of each policy.

CERTIFICATE HOLDER

knardine-brown@hartford-vt.or

Town of Hartford
171 Bridge St, 1st Floor
White River Jct, VT 05001

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Timothy Ayer/AUDREY

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 3/25/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Arthur J. Gallagher Risk Management Services, LLC Park 7 12750 Merit Drive Suite 1000 Dallas TX 75251	CONTACT NAME: Katrina Sutton PHONE (A/C, No, Ext): 972-663-6109 FAX (A/C, No): E-MAIL ADDRESS: Katrina_Sutton@ajg.com
INSURED Casella Waste Management, Inc. 1544 Woodstock Road White River Jct, VT 05001	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : XL Insurance America, Inc. — 24554 INSURER B : Lloyd's Syndicate 3623 (Beazley Furlonge Limited) INSURER C : INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** 198622643 **REVISION NUMBER:** 1

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR			US00075159LI24A	4/30/2024	4/30/2025	EACH OCCURRENCE	$ 50,000,000
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$ 50,000,000
	DED X RETENTION $ 10,000						Participation below	$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N						PER STATUTE ☐ OTH-ER	
	ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH)	N/A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Contractors Professional Liab			D1E7A8240601	6/30/2024	4/30/2025	E&O Limit/Aggregate	$10,000,000
B	Pollution Liability			D1E7A4240601	6/30/2024	4/30/2025	Pollution Each Claim	$15,000,000
							Pollution Aggregate	$15,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

When coverage for additional insured, waiver, and primary, non-contributory is included in the underlying General Liability, Auto, and Work Comp policies, the umbrella follows form per endorsement CUU 050-0805 for all applicable parties. Umbrella does not cover over pollution policy. Pollution limits do not stack. Umbrella policy follows form.

Umbrella Participating carriers:
XL Insurance American, Inc. $10,000,000 - Policy# US00075159LI24A
Westchester Surplus Lines Insurance Company $5,000,000 - Policy# G7180334A 005
Aspen American Insurance Company $15,000,000 - Policy#CX00R4224
See Attached...

CERTIFICATE HOLDER

Town of Hartford
171 Bridge St, 1st Floor
White River Jct VT 05001

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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AGENCY CUSTOMER ID: _____

LOC #: _____

ADDITIONAL REMARKS SCHEDULE

AGENCY	NAMED INSURED
Arthur J. Gallagher Risk Management Services, LLC	Casella Waste Management, Inc. 1544 Woodstock Road White River Jct, VT 05001
POLICY NUMBER	
CARRIER / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: CERTIFICATE OF LIABILITY INSURANCE

Axis Excess Insurance $5,000,000 - Policy# P-001-001119654-02
CNA The Continental Insurance Company $5,000,000 - Policy# 7036874181
Lexington Insurance Company $5,000,000 - Policy#018303159
Landmark American Insurance Company $5,000,000 - Policy# LHA600441

A 30 day notice of cancellation is included except 10 days for non-payment

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casella

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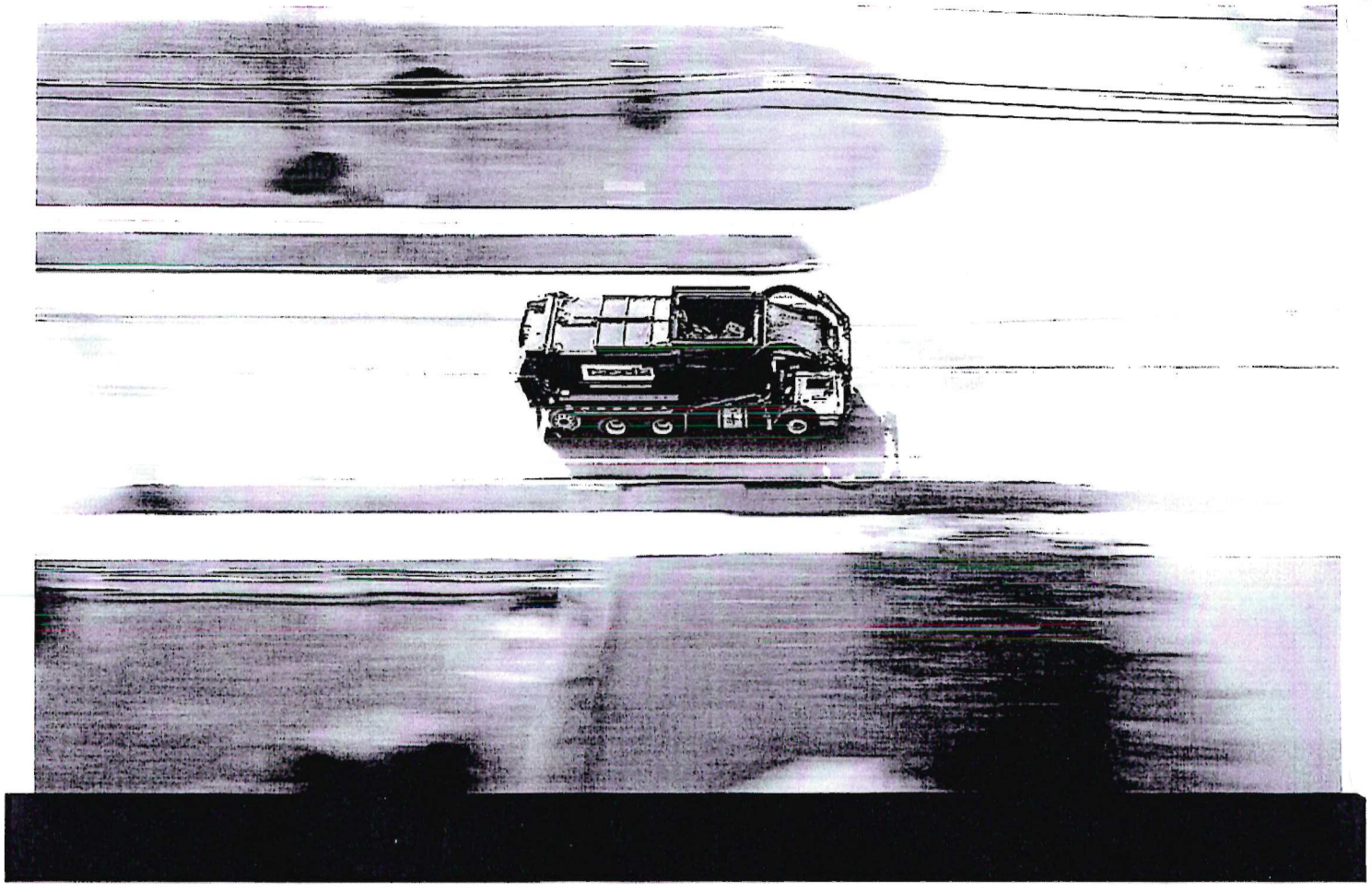

EXHIBIT C

Bryan Gazda

From: John Haverstock
Sent: Friday, March 28, 2025 12:31 PM
To: Bryan Gazda
Cc: Christopher Holzwarth
Subject: FW: Curbside recycling in Hartford

Bryan,

Please save for your presentation to SB on recycling bids....

John Haverstock
Town Manager, Hartford, VT
802/295-9353 x216

From: Choquette, Shannon She/Her <Shannon.Choquette@vermont.gov>
Sent: Friday, March 28, 2025 11:21 AM
To: John Haverstock <jhaverstock@hartford-vt.org>
Cc: Bryan Gazda <bgazda@hartford-vt.org>
Subject: Curbside recycling in Hartford

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

Hello John and Bryan,

My sincere apologies for my delayed email. I drafted something to be reviewed by Josh for accuracy before he left for a vacation but unfortunately, he was not able to respond until his return.

It was a pleasure meeting with you both and others on 2/28 to discuss solid waste and HHW concerns in Hartford and GUV.

John requested that I follow up with an email regarding recycling services for Hartford residents. I am glad to hear from John that Hartford and other municipalities had a good meeting with Casella. Please note that this email is not intended to persuade the town of Hartford in any way. This email is more so to point out that residents of Hartford would have a recycling solution available to them based on how they manage their trash, regardless of if the town offered town-wide, curbside recycling collection services.

As you are aware, commercial waste haulers are required to offer recycling for residential customers, except for within in a municipality that offers collection of recyclables to all residents of the municipality. Currently, there are some trash haulers operating in the town of Hartford which do not offer curbside recycling services due to this exception. If the town were to not offer curbside recycling, all waste haulers would be required to offer it, ensuring that any Hartford resident who contracts with a hauler for trash services would be provided recycling services. While we discussed how trash collection fees for individual residents may increase if Hartford does not offer curbside collection, there could be more competition amongst commercial haulers in the area and some haulers may offer services at lower costs

than others. Likewise, any resident who brings trash on a regular basis to the local facilities (either in Hartford or Lebanon) has the ability to recycle all mandated materials at that time.

Hartford has done an amazing job ensuring residents have access to recycling services. Again, this email is simply to summarize that if the town chose to no longer provide curbside-recycling services, Act 148 ensures that Vermonters have the opportunity to recycle landfill banned items conveniently, either through mandated collection by haulers or at permitted solid waste facilities.

Sincerely.

Shannon Choquette (she/her) | Environmental Analyst
Vermont Department of Environmental Conservation
Davis 1, 1 National Life Drive | Montpelier, VT 05620
802-522-0302 cell
dec.vermont.gov
VTrecycles.com | Facebook | Instagram