

## MISSION STATEMENT

The Board of Selectmen, acting as stewards of the Town and agents of the people, will provide services that promote safety; an affordable healthy living environment; and through effective land use and town resources, an economic base that creates jobs and tax assistance to the community while preserving our rural historic character.

## TOWN OF HEBRON BOARD OF SELECTMEN REGULAR MEETING (VIRTUAL)

### Board of Selectmen Regular Meeting

December 7, 2023, 7:00 PM (America/New York)

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/233942413>

You can also dial in using your phone.

Access Code: 233-942-413

United States: [+1 \(646\) 749-3122](tel:+16467493122)

Get the app now and be ready when your first meeting starts:

<https://meet.goto.com/install>

Thursday, December 7, 2023

7:00 p.m.

### AGENDA

#### Time Guideline

7:00 p.m. 1. **CALL TO ORDER**

7:00 p.m. 2. **PLEDGE OF ALLEGIANCE**

7:02 p.m. 3. **ADDITIONS AND CHANGES TO THE AGENDA**

7:05 p.m. 4. **PUBLIC COMMENT**

This section of the agenda is reserved for persons in attendance who wish to briefly address the Board. The Board requests that comments be limited to three minutes or less. Persons wishing to comment should type "comment" and your name in the chat box and you will be recognized.

7:10 p.m. 5. **ELECTION OF CHAIR AND VICE CHAIR**

- a) Election of Board Chair
- b) Election of Board Vice Chair

7:15 p.m. 6. **GOOD TO KNOW/SPECIAL RECOGNITION**

7:20 p.m. 7. **APPOINTMENTS AND RESIGNATIONS**

- a) Police Officer Reappointment
- b) Appoint Panel of Moderators

7:25 p.m. 8. **TOWN MANAGER'S REPORT**

- a) Recent Activities
- b) Correspondence
- c) Town Manager Updates

RECEIVED

2023 NOV 30 P 5:27

HEBRON TOWN CLERK

**7:35 p.m.      9.      OLD BUSINESS**

- a) American Rescue Plan State and Local Recovery Funds Update
- b) Parks and Recreation Park Policies Update \*\*\*
- c) Department of Public Works Action Committee Update
- d) Current Public Works Facility Update \*\*\*
- e) Charter Revision Commission Update
- f) Any Other Old Business

\*\*\* No need for discussion or action at this time

**7:55 p.m.      10.      NEW BUSINESS**

- a) Approve 2024 Board of Selectmen Meeting Schedule
- b) Board of Selectmen Rules of Procedure
- c) Award RFP for Historic Resource Planning Study
- d) Economic Development Commission Market Study Report
- e) Reject Bids for Public Safety Building Garage Bay Extension
- f) Draft Agenda for December 21, 2023 Meeting
- g) Any Other New Business

**8:25 p.m.      11.      CONSENT AGENDA**

Consent agenda items are considered to be routine in nature, which the Board may not need to discuss individually and may be voted on as a group. Any board member who wishes to discuss a particular item in this section may request the Chair to remove it for later discussion and a separate vote if necessary.

a)      **APPROVAL OF MINUTES**

11.a.1 November 16, 2023 – Regular Meeting

b)      **TAX REFUNDS**

**8:30 p.m.      12.      LIAISON REPORTS**

- a) AHM Youth Services
- b) Hebron BOE
- c) Board of Finance
- d) Land Acquisition
- e) RHAM BOE
- f) Parks & Recreation Commission
- g) Economic Development Commission
- h) Hebron Historic Properties Commission
- i) Commission on Aging/Senior Center
- j) Fire Department
- k) WPCA
- l) Green Committee
- m) Douglas Library Board of Trustees

**8:40 p.m.      13.      PUBLIC COMMENT**

**8:45 p.m.      14.      ADJOURNMENT**

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**ELECTION OF CHAIR AND VICE CHAIR**

**Procedure for Election of Chair and Vice Chair of the Board of Selectmen:**

**Election of Chair:**

Current Chair calls the meeting to order.

Current Chair opens floor for nominations for Chair.

Call for any other nominations.

Motion to close nominations. Vote to close nominations.

Vote on person(s) nominated. Announce Chair.

The newly elected person takes over as Chair.

**Election of Vice Chair:**

The Chair opens floor for nominations for Vice Chair.

Call for any other nominations.

Motion to close nominations. Vote to close nominations.

Vote on person(s) nominated. Announce Vice Chair.

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**APPOINTMENTS AND RESIGNATIONS**

**a. Reappoint Hebron Police Officers**

**Proposed Motion:**

Move that, pursuant to Hebron Town Charter Section 804, and Hebron Town Code Section 100-1, the Hebron Board of Selectmen confirm the Town Manager's reappointment of the following Hebron Police Officer for a two-year term to run until December 2025: Marc Rubera.

**b. Appoint Panel of Moderators**

**Proposed Motion:**

Move that pursuant to Town Charter, Chapter C III, Section 305, the Hebron Board of Selectmen appoint the following citizens as Town Moderators for a two-year term commencing December 1, 2023 to run through November 30, 2025: Kevin Connors, Scot Kaufman and Joseph Krist.





STATE OF CONNECTICUT  
DEPARTMENT OF EMERGENCY SERVICES AND PUBLIC PROTECTION  
DIVISION OF STATE POLICE  
HEBRON RESIDENT STATE TROOPER'S OFFICE

Date: November 13, 2023

To: Andrew J. Tierney  
Hebron Town Manager

From: Trooper Bryce Reed #1326  
Hebron Resident State Trooper

Subject: Hebron Police Officer - Reappointment

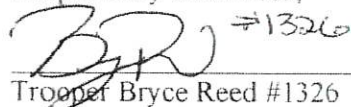
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Dear Mr. Tierney,

I have been assigned to the Hebron Resident Trooper's Office since July 2021. Throughout my time in Hebron, I have supervised and worked alongside each of the five Hebron Police Officers in their various capacities (SRO, Patrol, Hebron Events, etc ). I have directly witnessed the hard work, compassion, and professionalism portrayed by each Hebron Police Officer. This memorandum is to highly recommend each of the following Hebron Police Officers for reappointment:

- Officer Marc Rubera #KC58
- Officer Ricardo Martinez #KC59
- Officer Thomas Regan #KC56
- Officer Thomas Topulos #KC57
- Officer Kevin Dowd #KC55

Respectfully Submitted,

#1326

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Trooper Bryce Reed #1326  
Hebron Resident State Trooper

*Town of Hebron, CT  
Monday, November 6, 2023*

## Chapter 100. Police and Fire Protection

### § 100-1. Police officers.

The Town Manager in November of the odd-numbered years shall appoint not more than nine police officers for two-year terms. Said police officers shall be in lieu of elected police officers.

[1] *Editor's Note: Amended at time of adoption of Code (see Ch. 1, General Provisions, Art. II).*

Town of Hebron, CT  
Wednesday, November 8, 2023

## Chapter C. Charter

### Chapter VIII. Administrative Officers, Department Heads and Employees

#### Section 801. General.

The Town Manager shall appoint, and may remove, subject to the confirmation of the Board of Selectmen, the administrative officers provided for in Section 802, and other officials and employees as provided for in Section 803. Said officers shall have powers and duties as are provided for such by the General Statutes, except as otherwise provided by this Charter.

All officers shall receive such compensation as determined by the Board of Selectmen, subject to inclusion in the annual budget. Unless otherwise provided by the Selectmen, officers, department heads and employees need not be residents of the Town.

#### Section 803. Other appointed officials and employees.

- A. There shall be an appointed Assessor and Revenue Collector.
- B. The Town Manager, subject to the approval of the Board of Selectmen, may appoint and remove such officials and employees as the needs of the Town require and as mandated by state statutes to include regional partnerships and services, subject to budgetary appropriations.
- C. The Town Manager, subject to the confirmation of the Board of Selectmen, may combine any of the positions provided for in Section 802 and 803, provided that in combining positions, an appointee is qualified to perform such assigned functions.

#### Section 804. Police service.

The Town Manager may utilize the services of the resident state trooper program supplemented with local police officers or constables or organize a local police department by ordinance.

*Town of Hebron, CT  
Monday, November 6, 2023*

## Chapter C. Charter

### Chapter III. The Town Meeting

#### Section 305. Panel of Moderators.

- A. There shall be a panel of Town Moderators, consisting of not more than four members, no more than two of whom shall be members of the same political party. The Panel of Moderators shall be appointed by the Board of Selectmen for a two-year term beginning on the first day of December of each Town election year. Each moderator shall be an elector of the Town and shall have a working knowledge of Robert's Rules of Order as well as Chapter III of the Hebron Town Charter. Following their appointment, the Moderators shall meet to draft a common set of procedures to be used at all Town Meetings, using Robert's Rules of Order as a guideline. Periodically, the Panel of Moderators may meet to discuss, and as necessary, revise, add or delete provisions to the common set of procedures.
- B. Not less than five days prior to any Town Meeting, the Board of Selectmen shall appoint one of the members of the Panel of Moderators to preside as moderator of the forthcoming Town Meeting and one to serve as an alternate moderator. The Selectmen shall exercise reasonable care in the selection of the moderators to avoid any conflict of interest. Prior to the Town Meeting the moderators may meet with the person or persons designated by the Town Manager to discuss procedures and conduct of the upcoming meeting. The Board of Selectmen shall appoint members of the Panel of Moderators on a rotational basis so that each shall act as moderator as nearly equal a number of times as possible. In the event that no Town Moderator is available the Board of Selectmen may appoint a qualified elector to serve as Special Moderator at a particular meeting.

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**AMERICAN RESCUE PLAN STATE AND LOCAL RECOVERY FUNDS APPROVAL**

Attached is a memo from the Public Building Committee requesting that the Board of Selectmen consider an additional appropriation of \$78,000 through ARPA for the Fire Company # 1 Garage Bay Expansion Construction Project. Bids recently received all came in over budget (bid summary attached). Sarazin did confirm they would agree to hold their price for an additional 30 days until January 20, 2024. Current ARPA approved funding for this project is \$161,100.

Also attached is an email from Chief Starkel recommending placing this project on hold due to the increased costs. The Town Manager concurs with this recommendation. All bids should be rejected due to being over budget and waiting on the facilities study. This item will be addressed under New Business Item 10 e.

Update on Hybrid Meeting Rooms: ESC, the company the Town had been working with since March of 2022 regarding the hybrid meeting rooms for the TOB and Library, have declined to continue providing proposals/solutions due to changes within their company. We are now working with Red Thread and Valley Communications and are awaiting proposals (each company's engineering department is reviewing the requirements). They have indicated that most equipment may have some lead time. We do not have a precise date for installation but know it will not be by the first of the new year. They have also confirmed that for most meetings, additional staffing will be required to administer the meetings, the expense will need to be included in future operating budgets.

Attached is the ARPA Summary Report. The ARPA reserve balance is \$144,151.

MEMO:

TO: Hebron Board of Selectmen  
RE: Additional Appropriation for the Company One Addition Project

The Hebron Town Building committee would like to have the source of the funds for the Company One addition be approved at the 10-16-2023 BOS Meeting. This is so the building committee is able to recommend to the selectmen at the December 7<sup>th</sup> meeting the selection of the proposal/company to construct the addition at Company 1.

At the 12-07 meeting the fire chief, our professional architect and the building committee will be there to present a full presentation to the BOS as well as all additional information pertinent to the project. Following the presentation all questions will be answered.

As you are aware the original timeframe for this project was to construct this addition in 2023 prior to the winter weather moving in. That didn't happen for several reasons. The calendar has been revised to begin construction in late winter / early spring as soon as the weather breaks.

There are several reasons that we need the dollars and contract proposal approved at the meetings mentioned above. They are:

1. The proposal acceptance period expires in mid-December prior to the BOS's next meeting.
2. Expiration of the proposal will mean either negotiating an extension or re-bidding the project. EITHER of which will create an increase in costs
3. additional potential legal costs
4. pushing the project out at least another 2 months or more.

The construction industry is in an upward spiral in terms of material cost, availability of materials, as well as both the cost and the availability of labor. We are attempting to lock in the final costs, and we can do that if the BOS votes to accept and executed the current bid we have in hand at the dates cited previously.

As you recall the project was initially proposed at \$100,000 with many requirements not included in the costs. By the time all requirements were added to the project the estimate was:

|   |                     |
|---|---------------------|
| SOFT COSTS: Design, testing, Construction Drawings, Construction Management | \$28,100.00         |
| <u>CONSTRUCTION COST</u>  | <u>\$133,000.00</u> |
|   | <b>\$161,100.00</b> |

Bidding documents were prepared, reviewed by the towns legal counsel, and the project was put out to Public Bid. All Construction Bids came in over budget. We received 3 bids ranging from \$191k to over \$302K

The low bid for const now make the project look as follows:

|   |                     |
|---|---------------------|
| SOFT COSTS: Design, testing, Construction Drawings, Construction Management | \$28,100.00         |
| <u>CONSTRUCTION COST</u>  | <u>\$191,000.00</u> |
|   | <b>\$219,100.00</b> |

In addition, all construction projects generally carry a contingency dollar amount. In the case of the Company 1 project our design professional recommends we budget \$20,000.00 for contingency. Contingency funds are only needed to be spent if something is found during construction that will cost additional dollars. These would come to the committee to approve as a change order. Due to the nature and size of this project we do not expect many change orders. If the money is not spent it shows as unspent dollars in the budget at the end of the project. It is returned to the town as such.

The final numbers look as follows:

| TOTAL PROJECT COSTS:  |                     |
|---|---------------------|
| SOFT COSTS: Design, testing, Construction Drawings, Construction Management | \$28,100.00         |
| CONSTRUCTION COST   | \$191,000.00        |
| CONTINGENCY   | \$20,000.00         |
|   | <b>\$239,100.00</b> |

The total project numbers now require an adjustment to the current appropriation as follows:

|   |                    |
|---|--------------------|
| Current Appropriation                                     | \$161,100.00       |
| Increase to the Construction Budget (INCREASE)            | <b>\$58,000.00</b> |
| Funds for Contingency (INCREASE)                          | <b>\$20,000.00</b> |
| <b>Total additional funds required to be appropriated</b> | <b>\$78,000.00</b> |

We recommend the BOS fund this from the ARPA funds. If funding were to come from a supplemental appropriation, it is unlikely that could happen within the required time frame. Per the charter, the supplemental appropriation would need to be requested by the BOS, then approved by the BOF and finally approved by the BOS.

Currently as the project is funded via ARPA Funds the Connecticut Commission on Human Rights and Opportunity (CHRO) has no jurisdiction over the project. If it were to be funded with additional public-local-grant fund CHRO would kick in and require compliance under the CT statutes. That would add additional time and cost (estimated \$5K to \$10K) that we would need to add to the budget.

In Summary:

Our design professionals have advised that based on the current state of the economy, and several factors within the construction industry, a delay or rebid of this project will NOT favor the town. Bids will almost definitely come in at a higher cost.

We will be prepared to discuss these and other questions in more depth at the meeting on the 16<sup>th</sup> or feel free to contact us in advance if necessary.

Thanks for your continued support!!!!

Sincerely,  
The Hebron Public Building Committee

## Current Appropriation

|                           |                  |
|---------------------------|------------------|
| Soft Costs                | \$28,100         |
| <u>Construction Costs</u> | <u>\$133,000</u> |
| <b>Total</b>              | <b>\$161,100</b> |

|   |                  |
|---|------------------|
| Lowest Qualified CONSTRUCTION Proposal        | \$191,000        |
| <u>Current CONSTRUCTION Appropriation</u>     | <u>\$133,000</u> |
| <b>Additional CONSTRUCTION FUNDS Required</b> | <b>\$58,000</b>  |

**PLUS CONTINGENCY (Not part of Bid) Approx 10% \$20,000**

Contingency Funds are to ensure Additional funds are NOT required. They are a part of funding any project so all expenses are covered and the town does not have to entertain additional appropriations. In a VERY VERY rare instance these fund may be exceeded but this project possesses NONE of the characteristics where this might happen

**ADDITIONAL APPROPRIATION REQUIRED \$78,000**

**Final Project Appropriation / Costs \$239,100**



Garage Bay Extension for the  
Hebourn Public Safety Building  
44 Main Street, Hebron, Connecticut 06248

General Bid Opening: October 20, 2023

## BID Tabulation

### General Contractor BIDs

TectonArchitects | pc

|  |  | Addenda Included                    |                                     |   |   | <div style="display: flex; flex-direction: column; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> Bid Form - Included and SIGNED<br/> CHRO Bidder Contract Compliance Mon. Rpt<br/> A310 Bid Surety Bond Included (10%)<br/> Non-Collusive Affidavit of Proposer<br/> A305 A-E Contractor's Qualification Statement </div> </div> |  | Symbol Legend & Key |  |
|--|--|-------------------------------------|-------------------------------------|---|---|---|--|---------------------|--|
|  |  |                                     |                                     |   |   | Alternates  |  |                     |  |
|  |  |                                     |                                     |   |   | 1 Alternate No. 1 (remove angle sill)<br>2<br>3<br>Indicates "NC", "N/A", or omitted<br>- Indicates a subtraction<br><input checked="" type="checkbox"/> Included in BID submission<br><input checked="" type="checkbox"/> Omitted in BID submission  |  |                     |  |
| General Contractor Name  | Bid Sum  | 1                                   | 2                                   | Alternates  | Submitted Forms   |   |  |                     |  |
| <b>Millennium Builders, Inc.</b><br>20 Northwood Drive<br>Bloomfield, CT 06002<br>Base Bid Sum + Alternates          | <b>\$254,700.00</b><br><br><b>\$255,800.00</b> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | 1 \$1,100.00<br>2<br>3<br>total \$1,100.00                      | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | A305 Exhibit E (duplicate of D) not included  |  |                     |  |
| <b>Sarazin General Contractors, Inc.</b><br>6 Commerce Drive<br>North Windham, CT 06256<br>Base Bid Sum + Alternates | <b>\$191,000.00</b><br><br><b>\$195,500.00</b> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | 1 \$4,500.00<br>2<br>3<br>total \$4,500.00                      | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>                                     | Included A305 (1986) Contractor's Qualification Statement in lieu of Exhibits A-E.  |  |                     |  |
| <b>Zeiss Construction Group LLC</b><br>50 Sheriden Street<br>Stratford, CT 06615<br>Base Bid Sum + Alternates        | <b>\$302,207.00</b><br><br><b>\$302,207.00</b> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | 1 <input checked="" type="checkbox"/><br>2<br>3<br>total \$0.00 | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Included A305 (2020) Contractor's Qualification Statement in addition to Exhibits A-E.  |  |                     |  |

**PUBLIC BUILDING COMMITTEE  
TOWN OF HEBRON  
15 GILEAD STREET  
HEBRON, CT 06248**

November 21, 2023

Mr. Andy Tierney  
Town Manager  
Town of Hebron  
15 Gilead Street  
Hebron, CT 06248

RE: Public Safety Building  
Garage Bay Extension  
Sarazin General Contractors-Bid Acceptance Period

Dear Andy:

This letter is in response to a request made by the Board of Selectmen to our Committee at their meeting of Thursday, November 16, 2023 for us to inquire if the apparent low bidder, Sarazin General Contractors could extend the acceptance period of their proposal.

As stated in the meeting, bids were received on October 20<sup>th</sup> and the Bid Documents indicated that all proposals are to be valid for a period of 60 days or until December 20<sup>th</sup>. However, Sarazin has reviewed the request and has agreed to hold their proposal open to acceptance for another 30 days which would be until January 20, 2024.

If you have any questions or comments, please feel to contact myself or any member of our committee.

Sincerely,  
  
Richard B. Steiner  
Recording Secretary

Cc: Public Building Committee Members  
Peter Starkel-Hebron Fire Department  
Jeff McElravy-Tecton Architects

## Donna Lanza

---

**From:** Andy Tierney  
**Sent:** Wednesday, November 29, 2023 7:31 AM  
**To:** Donna Lanza  
**Subject:** Fwd: Company 1 Addition Project

Sent from my iPhone

Begin forwarded message:

**From:** Peter Starkel <pstarkel@hebronfd.com>  
**Date:** November 28, 2023 at 2:37:07 PM EST  
**To:** Andy Tierney <atierney@hebronct.com>  
**Cc:** Peter Starkel <pstarkel@hebronfd.com>  
**Subject:** Company 1 Addition Project

Good Afternoon

As we discussed, and after much thought, at this point in time I personally do not feel comfortable with pursuing the addition to Company 1. Based on how the scope of the project and costs have grown exponentially since we began, I am inclined to put this on hold so that we may regroup and re-evaluate. This will hopefully also give us time to see and review the results of the recently conducted facility study, which may provide some insight and direction on how we proceed in the future.

Obviously, we would love to have the space to bring the Tanker back to the center, but I'm comfortable with the decision we made two years ago to shuffle things around and bring the second ambulance back here, as it has absolutely had a positive impact on our operations.

Please let me know if you have any questions.

Thank you,

Peter

Chief Peter J. Starkel

Hebron Fire Department  
44 Main Street, PO Box 911  
Hebron, CT 06248

Tolland County Deputy Fire Coordinator – HQ 52

2<sup>nd</sup> Vice President – New England Association of Fire Chiefs,  
a Division of the International Association of Fire Chiefs

860-228-3022 x 160  
860-733-9808 mobile

State and Local Recovery Funds  
American Rescue Plan  
ARPA PROJECT STATUS REPORT

11/28/2023 2:36 PM

TOTAL FUNDING ANTICIPATED

\$ 2,812,714

| Date<br>Approved   | Priority  | Original<br>Approval | Revised<br>Amount | Current<br>Balance | Final<br>Expense | Status/Disposition   |
|--|---|----------------------|-------------------|--------------------|------------------|--|
| 7/21/2022  | 1 Police Vehicle w/ MLPR  | 97,125 *             | 77,206            | 0                  | 60,206           | Complete - Vehicle purchased, MLPR removed 9/21/2023                 |
| 7/21/2022  | 2 Security Measures - Town Buildings                                    | 143,000              |                   | 143,000            |                  | Working with vendors/awaiting Facilities Study Recommendations       |
| 7/21/2022  | 3 CERT Vehicle Replacement (pre-owned)                                  | 115,000              |                   | 115,000            |                  | EMD searching for vehicle  |
| 7/21/2022  | 4 Fire Department Marine  | 23,000               |                   | 0                  | 22,970           | Complete   |
| 7/21/2022  | 5 Fire Department Battery Operated Rescue Tools                         | 50,000               |                   | 0                  | 52,039           | Complete   |
| 7/21/2022  | 6 Martin Road Reconstruction Engineering                                | 25,000               |                   | 25,000             |                  | LOTICIP Grant/Partial Town Match/In Design Process/Construction 2026 |
| 7/21/2022  | 7 Senior Center Generator Switch Gear/Connection                        | 14,000               |                   | 14,000             |                  | Plan for November 2023 installation                                  |
| 7/21/2022  | 8 Pendleton Drive to Library Pedestrian Bridge - Town Match Engineering | 101,886              |                   | 101,725            |                  | STEAP Grant, completing plans, need Cons/PZC approval and RFP        |
| 7/21/2022  | 9 Skate Park Veteran's  | 145,000              |                   | 145,000            |                  | P & Rec Subcom working on this/demolished/RFP to be done             |
| 7/21/2022  | 10 Pickle Ball Courts (3) HES   | 65,000               | 118,000           | 118,000            |                  | P & R working on this \$ Adj 8/3/23, need plans and PZC approval     |
| 7/21/2022  | 11 Playscape Veteran's  | 150,000              | 153,450           | 153,450            |                  | Order placed - awaiting delivery date                                |
| 7/21/2022  | 12 Gilead Hill School Playscape   | 120,000              |                   | 83,952             |                  | Order placed, need site plan and PZC approval                        |
| 7/21/2022  | 13 HAMR Softball Field Veteran's  | 20,000               |                   | 0                  | 18,940           | Complete   |
| 7/21/2022  | 14 Construction Fire Co # 1 Ambulance Bay Expansion/Engineering/Design  | 100,000              | 161,100           | 138,900            |                  | Inc in Round 2 Adj 2/2/23 & 8/3/23 Bid due 10/20/2023                |
| 7/21/2022  | 15 AHM HVAC System Upgrade  | 55,000 **            |                   | 0                  | 55,000           | Complete   |
| 7/21/2022  | 16 Virtual Meeting Room Conference Equipment (Library & TOB)            | 66,000               |                   | 66,000             |                  | Working with new vendors/updating quotes/conducting field visits     |
| 7/21/2022  | 17 Vandal-Proof Surveillance Cameras - Veteran's                        | 12,000               |                   | 12,000             |                  | Working with vendors   |
| 7/21/2022  | 18 EV Charging Stations (TOB, SC, BHP)                                  | 33,000               |                   | 0                  | 39,000           | Complete   |
| 7/21/2022  | 19 Peters House Accessibility - ADA Parking/Ramp                        | 100,000              |                   | 98,708             |                  | Working w/ Preservation CT   |
| 7/21/2022  | 21 Dog Park - Location TBD  | 50,000               |                   | 50,000             |                  | Pending P & R location recommendation                                |
| 7/21/2022  | 22 Green Committee Funding Special Projects                             | 25,940               |                   | 1,714              |                  | Twin bins & Trasfer Station signs purchased                          |
| <b>PROJECTS APPROVED JULY 21, 2022 ROUND I GRAND TOTAL</b> |   | <b>\$ 1,598,531</b>  |                   |                    |                  | Bike racks to be purchased   |

\* Approved for purchase Board of Finance (4/5/22) and Board of Selectmen (4/21/22)  
due to urgent need to replace vehicle and ability to secure a suitable vehicle in a timely manner.  
\*\*Hebron's share - funding anticipated to be shared by AHM Towns. Only Hebron contributed.

State and Local Recovery Funds  
American Rescue Plan  
ARPA PROJECT STATUS REPORT

11/28/2023 2:36 PM

Round 2 Projects:  
Approved by Town Attorney and BOS

| Date                                       | Priority   | Original<br>Approval | Revised<br>Amount | Current<br>Balance | Final<br>Expense | Status/Disposition  |
|--|--|----------------------|-------------------|--------------------|------------------|---|
| 5/19/2022                                  | Old Town Hall Building Maintenance/Repairs - Paint/Windows/Study                               | 25,000               | 82,200            | 82,200             |                  | Adjusted 5/8/2023   |
| 8/2/2022                                   | Contribution Toward Emergency Generator for Stonecroft Housing                                 | 70,000               | 84,000            | 36,500             |                  | Deposit Made/Awaiting Delivery ETA early 2024   |
| 9/1/2022                                   | Cyber Threat Assessment and Security Measures  | 25,000               |                   | 19,289             |                  | Assessments & Tabletop Complete/Hardware purchased - Proj Cont                          |
| 9/1/2022                                   | Hebron Interfaith Human Services (HIHS) Food Pantry Support                                    | 10,000               |                   | 0                  | 10,000           | Complete  |
| 9/1/2022                                   | Wall Street Sidewalk Project   | 146,000              |                   | 146,000            |                  | Bid Awarded   |
| 9/1/2022                                   | Police Vehicle   | 80,000               |                   | 0                  | 66,345           | Complete  |
| 9/1/2022                                   | Active Shooter Training and Police Vehicle/Classroom Toolkits                                  | 20,000               | 45,000            | 32,477             |                  | In progress Increased 5/8/2023  |
| 9/15/2022                                  | WPCA Sewer System Improvements   | 82,140               |                   | 0                  | 82,140           | Complete  |
| 1/5/2023                                   | ACO Vehicle (pre-owned)  | 10,000               |                   | 0                  | 9,000            | Complete  |
| 1/19/2023                                  | Implicit Bias Training Town Employees/Elected Officials  | 5,000                |                   | 3,800              |                  | Training conducted Nov 6 & 8/more to be scheduled                                       |
| 1/19/2023                                  | Hebron Historical Society Ancient Cemetery Repair/Maintenance<br>5 Cemeteries at \$20,000/each | 100,000              |                   | 50,000             |                  | Adjusted 5/8/2023   |
| 1/19/2023                                  | Gull School Roof   | 20,000               |                   | 500                |                  | Roof Shingles Complete/ Chimney Cap and Sealing to be done                              |
| 1/19/2023                                  | Police Accreditation   | 28,000               |                   | 10,915             |                  | PowerDMS \$10,875.07/ Accreditation Officer   |
| 2/16/2023                                  | Fence Between Library and Legion   | 7,500                |                   | 0                  | 7,447            | Complete  |
| 2/16/2023                                  | Hebron Center Signage (wayfinding and community event 85/66) Design                            | 10,000               |                   | 10,000             |                  | LADA preparing preliminary drawings for event board sign                                |
| 2/16/2023                                  | CoDE Support for Juneteenth Event  | 4,000                |                   | 0                  | 4,000            | Complete  |
| 2/16/2023                                  | Hebron Elementary School Gym Floor Repair  | 264,800              | 75,900            |                    | 75,900           | Complete - Adjusted 5/8/23 Repair not replace<br>Architect and Contractor Input 6/29/23 |
| Approved Round 2                           |  | 750,032              |                   |                    |                  |   |
| 5/8/2023                                   | The Town Center Project (TTCP) Storage Shed  | 30,000               |                   | 17,520             |                  | Order Placed/Deposits Made/Under Construction   |
| 5/8/2023                                   | Fire Department Turnout Gear   | 40,000               |                   | 40,000             |                  | Order Placed  |
| 5/8/2023                                   | P & R Field Lighting (Veteran's baseball field)  | 250,000              |                   | 250,000            |                  | Gathering info - to go to PZC for review  |
| TOTAL APPROVALS TO DATE                    |  | 2,668,563            |                   |                    |                  |   |
| REMAINING ARPA FUNDS TO BE HELD IN RESERVE |  | 144,151              |                   |                    |                  |   |
|  |  | 2,812,714            |                   |                    |                  |   |

State and Local Recovery Funds  
American Rescue Plan  
ARPA PROJECT STATUS REPORT

11/28/2023:36 PM

**Approved by Town Attorney Awaiting BOS Approval**

|   |         |   |
|---|---------|---|
| Hebron Center Signage (wayfinding and community event 85/66)    | 35,000  | Refine budget for fabrication and construction              |
| Police Department Tasers (five year lease \$26,800)             | 16,081  | Fund w/ ARPA for 3 years \$16,080.18                        |
| P & R Trail Development 60,000 to                               | 80,000  |   |
| P & R Field Upgrades (Burnt Hill Parks & St. Peter's) 70,000 to | 94,000  |   |
| Fire Department Active Shooter Tactical Gear                    | 13,600  | Chief Starkel will give up for \$\$ for Co # 1 Construction |
| Hebron Historical Society - OTH Restroom/Accessibility          | 125,000 | Need more information                                       |
| Peters House Renovation/Restoration                             | 50,000  |   |
| Hebron Green Parking Lot Improvements                           | 50,000  |   |
| Horton House Maintenance  | \$ TBD  |   |
| Land Acknowledgement Plaques (CoDE)                             | TBD     |   |

**Awaiting Town Attorney Approval and BOS Approval**

|   |                             |
|---|-----------------------------|
| Collins: GHS Water System                   | Tentative Attorney Approval |
| Collins: Fund for Affordable Home Ownership | Tentative Attorney Approval |

**Eligible Projects Declined by BOS/Town Manager**

|   |                                      |  |
|---|--------------------------------------|--|
| Support for Local Small Businesses                                      | Removed from consideration 1/19/2023 |  |
| Green Committee: Bike Racks - (Include in already approved HGC request) | 3,000                                | Instructed Green Committee to use already approved funds |
| EV Charging Stations - Locations TBD                                    | TBD                                  |  |
| Winter Heating Assistance   | 25,000                               | 5/8/2023 Funding was restored by State                   |
| Beautify Veterans Memorial Route 85/66 - Trees/Bushes                   | 600                                  | 5/8/2023 Funded by HFPG Community Fund to HIHS           |
| 7/21/2022 20 Trail Repairs  | 12,000                               | Removed 8/3/2023   |
| Fire Department UHF Radios (Fire Marshal)                               | 5,023                                | Funded from Fire Department budget                       |
| Document Storage Review - Horton House                                  | 4,600                                | Funded from FY 23-24 Operating Budget                    |

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**DEPARTMENT OF PUBLIC WORKS ACTION COMMITTEE UPDATE**

At the October 5, 2023, Board of Selectmen meeting the following motion was unanimously approved establishing the Department of Public Works Action Committee.

Move that the Hebron Board of Selectmen establish a nine (9) member "Department of Public Works Action Committee" consisting of members of the Hebron Public Building Committee, the former Hebron Public Works Building Project Survey Committee, and interested Hebron tax payers. The purpose of this Committee will be to handle the "day to day" activities involved in determining costs, location, and all required plans required to construct a new Department of Public Works Facility for the Town of Hebron. It will be the Committee's responsibility to report all activities to the Board of Selectmen, have all expenditures approved by proper town bodies and to prepare and publish timely communications to the Board of Selectmen and the Town Manager's Office for dissemination.

Members appointed to date are:

David Foster (D), Peter Kasper (R), Todd Habicht (U), Mal Leichter (D), Richard Steiner (D), David Rose (D) and Wayne Warwick (U).

With the nine (9) member Committee the maximum from one political party is six (6).

There are currently two remaining spots for interested Hebron tax payers.

Jody Leary (R) has submitted an email expressing her interest to be considered for appointment.

Please Note: Two individuals (Davis Howell and Mark Stuart) have expressed interest in serving on both the Charter Revision Commission and the Department of Public Works Action Committee. Each have a preference for Charter Revision.

**Proposed Motion:**

Move that the Hebron Board of Selectmen appoint Jody Leary to the Department of Public Works Action Committee.

---

The Action Committee held their first meeting on Monday, November 20, 2023, and have submitted the attached letter regarding recommended next steps. Also attached is Andrew Tierney's response urging the Committee to review existing information before moving ahead with additional studies or RFPs.



## Donna Lanza

---

**From:** Andy Tierney  
**Sent:** Wednesday, November 15, 2023 12:41 PM  
**To:** Donna Lanza  
**Subject:** FW: DPW Action Committee

fyi

**From:** Jody Leary <3learys@gmail.com>  
**Sent:** Wednesday, November 15, 2023 11:52 AM  
**To:** Andy Tierney <atierney@hebronct.com>  
**Subject:** DPW Action Committee

Good morning, Andy.

I'm writing to express my interest in joining the Dept. of Public Works Action Committee, to help move this critical town project forward.

This beautiful town has been my home for 24+ years, where I've raised two children whose new careers are flourishing in part because of the strong educational foundation afforded them by the Hebron and RHAM school systems.

I've spent many years in town volunteering in various ways including but not limited to Girl Scout troop leader, religious education instructor, RHAM HS Boys Soccer summer league coordinator, and co-leader of the annual RHAM HS Boys Soccer golf tournament held to raise funds for uniforms and equipment.

As a financial services professional with 30+ years in the industry, I possess skills easily transferable to the DPW Action Committee. My experience with budget and project management, leading organizational change, negotiation and collaboration, advising on strategic initiatives, and developing and executing communication strategies would be beneficial to helping this Committee achieve its objectives.

Thank you for your consideration and please contact me if you have any questions.

Best regards,

Jody Leary  
(860) 614-3303

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## Donna Lanza

---

**From:** Mark Stuart <mfstuart1@gmail.com>  
**Sent:** Wednesday, November 01, 2023 5:24 PM  
**To:** Andy Tierney; Donna Lanza  
**Subject:** Public Works Action Committee

Dear Andy and Donna,

It was a pleasure to serve the town as a member of the Public Works Survey Committee. I believe that the efforts of the committee to conduct the recent survey regarding the possible location for a proposed new public works facility was successful and provided meaningful and actionable information for the Board of Selectmen and Town management.

I would like to continue my association with the public works project and respectfully request the Board of Selectmen consider my appointment as a member to the newly formed Public Works Action Committee.

Regards,

Mark F. Stuart  
5 Alice Lane  
Amston, CT 06231  
[mfstuart1@gmail.com](mailto:mfstuart1@gmail.com)  
860-995-7777 cell  
860-228-0571 home

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Davis K. Howell  
190 Gilead Street  
Hebron, CT 06248  
860-798-2084

November 9, 2023

Attn: Mr. Andrew Tierney, Town Manager

Subject: Request for Appointment to Public Works Action Committee

Dear Mr. Tierney,

Presently I am requesting that I be considered for appointment to the subject committee as one of the interested Hebron tax paying members.

In the course of my career I was involved in a number of building projects as part of my responsibilities. This activity included site evaluation and selection, assist in the review of and selection of vendors as well as interface with the local planning and zoning boards. These projects were focused on construction of manufacturing facilities in CT as well as other US states.

Also having lived in Hebron since 1985 I fully understand the impact that a project of this size will have on the town and the town budget. And being the family member who always had the dump run responsibility, realize the town needs to provide a better work environment for the employees.

I look forward to working on this committee and helping advance our town's infrastructure.

If you require any additional information please advise.

Thank you for your consideration.

Regards,

Davis Howell

## Donna Lanza

---

**From:** Andy Tierney  
**Sent:** Thursday, November 16, 2023 10:25 AM  
**To:** Davis Howell  
**Cc:** Donna Lanza  
**Subject:** RE: Public Works Committee

Thank you, Davis, I will let the Board of Selectmen know you do not have to resubmit a letter at this time.  
Best

Andrew J Tierney  
Town Manager  
Town of Hebron CT  
P 860-228-5971 Ext 122

**From:** Davis Howell <dkh1024@att.net>  
**Sent:** Thursday, November 16, 2023 3:03 AM  
**To:** Andy Tierney <atierney@hebronct.com>  
**Subject:** Re: Public Works Committee

Hi Andy,

Thanks for the update. I would prefer the charter revision committee.

In the last BoS meeting it was stated the selection process has to restarted. Does that mean I should resubmit a letter regarding my interest?

Again, thanks for your input.

Davis  
Sent from my iPhone

On Nov 15, 2023, at 2:52 PM, Andy Tierney <[atierney@hebronct.com](mailto:atierney@hebronct.com)> wrote:

Hi Davis,  
I hope this e-mail finds you well, you have expressed interest on serving on the charter revision Commission, and also serving on the action committee for the public works. Charter revision only has so many spaces for public officials, the town attorney states that if you were appointed to the action committee that would consider you a public official and therefore would not be eligible to sit on charter revision. The question that I have is which one would you prefer. Please let me know.  
Thank you.

Andrew J Tierney  
Town Manager  
Town of Hebron CT

**From:** Davis Howell <[dkh1024@att.net](mailto:dkh1024@att.net)>  
**Sent:** Saturday, November 11, 2023 1:30 PM  
**To:** Andy Tierney <[atierney@hebronct.com](mailto:atierney@hebronct.com)>  
**Subject:** Re: Public Works Committee

Thanks Andy.  
Have a good weekend.  
Sent from my iPhone

On Nov 11, 2023, at 10:08 AM, Andy Tierney <[atierney@hebronct.com](mailto:atierney@hebronct.com)> wrote:

Hi Davis thank you for your email I will make sure your name is added to the list for consideration

Sent from my iPad

On Nov 11, 2023, at 8:19 AM, Davis Howell <[dkh1024@att.net](mailto:dkh1024@att.net)> wrote:

Hi Andy,

Please see the attached file.

Appreciate your assistance.

Davis Howell

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<Appt Req Public Works Committee 9 9 23.docx>

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**DEPARTMENT OF PUBLIC WORKS ACTION COMMITTEE  
TOWN OF HEBRON  
15 GILEAD STREET  
HEBRON, CT 06248**

November 21, 2023

Mr. Andy Tierney  
Town Manager  
Town of Hebron  
15 Gilead Street  
Hebron, CT 06248

RE: Department of Public Works  
New Facility  
Authorization to Solicit Architectural Proposals

Dear Andy:

The Department of Public Works Action Committee convened a Special Meeting last night and begun to work on the next steps that will be necessary in order to provide a new facility for the Public Works Department. Some of the tasks that the Committee has begun to address are the organizational and administrative activities and an overall communications plan. In addition, the "charge of the committee" was clearly explained and articulated to all of the members as was the various professional evaluations and plans that have been undertaken over the last thirteen years.

After lengthy discussion, the Committee felt that is extremely important that they be authorized to solicit proposals from Architects to conducting the overall evaluation, assessment, and provide schematic designs for the future facility. The Committee sees this as the next critical step in moving this project along to fruition.

As a result, "a motion was made by Peter Kasper and seconded by Mal Leichter that the Department of Public Works Action Committee be authorized to solicit proposals from Architectural firms that would be inclusive of all required sub-disciplines, including but not limited to, Site, Civil, Environmental, Geotechnical, Mechanical, Plumbing, etc. to provide, including but not limited to, overall evaluations, assessments, recommendations, estimating, and schematic designs." A vote was taken and it six (6) in favor with one (1) abstention.

If you have any questions or comments, please feel to contact myself or any member of our committee.

Sincerely

  
Richard B. Steiner  
Committee Member

Cc: DPW Action Committee Members



## Donna Lanza

---

**From:** Andy Tierney  
**Sent:** Thursday, November 30, 2023 11:29 AM  
**To:** Richard Steiner  
**Cc:** Wayne Warwick; Malcolm Leichter; Malcolm Leichter; David Foster; Peter Kasper; David Rose; 3learys@gmail.com; twhabicht@sbcglobal.net; Donna Lanza; Dori Wolf  
**Subject:** RE: DPW Action Committee-Request Authorization to Solicit Architectural Proposals

Hi Richard,  
thank you for your letter. I would like to recommend that the committee first look at all the engineering work and design we have paid a lot of money for regarding 550 old Colchester Rd. I think there's a lot of usable information you should review first before moving forward. What I would like to suggest is that the group meet with the new public works director Paul Forrest, and on call engineer Tom Fenton to review the plans and the studies that the town already possesses for that property. I believe you will find a lot of useful information that we have already paid a lot of money for that could be of some use rather than just starting over from scratch. Mr. Fenton has a great amount of knowledge regarding that site and could only be an asset at this time as you start to investigate the possibilities for the new public works facility at that location. Please feel free to give me a call if you have any questions or if I can be any further assistance.  
Best

Andrew J Tierney  
Town Manager  
Town of Hebron CT  
P 860-228-5971 Ext 122

**From:** Richard Steiner <rsteiner183@aol.com>  
**Sent:** Wednesday, November 22, 2023 12:23 PM  
**To:** Andy Tierney <atierney@hebronct.com>  
**Cc:** Wayne Warwick <wwarwick31@gmail.com>; Malcolm Leichter <mleichter@hebronct.com>; Malcolm Leichter <mal.leichter@comcast.net>; David Foster <nilrem@sbcglobal.net>; Peter Kasper <pkasper@hebronct.com>; David Rose <drose@hebronct.com>; 3learys@gmail.com; twhabicht@sbcglobal.net; Donna Lanza <dlanza@hebronct.com>; Dori Wolf <Dwolf@hebronct.com>  
**Subject:** DPW Action Committee-Request Authorization to Solicit Architectural Proposals

Andy:

Please see the attached letter that is being sent on behalf of the DPW Action Committee.

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**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**CHARTER REVISION COMMISSION UPDATE**

At the November 2, 2023, Board of Selectmen meeting the decision was made to restart the clock on establishing the Charter Revision Commission (CRC).

After reviewing the calendar and BOS meeting dates for the remainder of 2023 and potential options for restart of the clock, the former Board of Selectmen have recommended:

Start Clock on December 7 – 30<sup>th</sup> day is January 6

- January BOS meetings are scheduled for January 4 and 18
- Appointment at January 4 meeting falls within the 30 days
- This also allows the new BOS time to review the CRC Charge
- A November 2025 vote on the proposed Charter Revision – allowing 16 months for the CRC to do their work
- Consider increasing the number of members to serve on the CRC

To date, twelve (12) people have expressed interest in being appointed to the Charter Revision Commission:

Michael Dagon (D)  
MaryAnn Foote (R) PO  
Machel Gauthier (D)  
Davis Howell (D)  
Donna Lanza (R)  
Mal Leichter (D) PO  
Terry McManus (U) PO  
Adam Ockman (D)  
Heather Petit (D) PO  
Jessica Stewart (R)  
Mark Stuart (D)  
Allegra Weir (U)

All people who have already expressed interest in serving have been contacted with a request to confirm if they wish to continue to be considered and to provide a brief bio.

The Selectmen may wish to reconsider the size of the CRC:

Fifteen (15) member CRC: Majority party eight (8), Public Office five (5)  
Thirteen (13) member CRC: Majority party seven (7), Public Office four (4)  
Eleven (11) member CRC: Majority party six (6), Public Office three (3)  
Nine (9) member CRC: Majority party five (5), Public Office three (3)  
Seven (7) member CRC: Majority party four (4), Public Office two (2)  
Five (5) member CRC: Majority party three (3), Public Office one (1)

**Sec. 7-190. Commission: Appointment, membership, duties, report, termination.** (a) Within thirty days after such action has been initiated by vote of the appointing authority or by certification of a petition, the appointing authority shall by resolution appoint a commission consisting of not fewer than five nor more than fifteen electors, not more than one-third of whom may hold any other public office in the municipality and not more than a bare majority of whom shall be members of any one political party, which commission shall proceed forthwith to draft a charter, or amendments to the existing charter, or amendments to the home rule ordinance, as the case may be.

Attached is the draft CRC Charge which should be reviewed by the Board. Also attached is a proposed timeline with a start date of December 7, 2023 with a November 2025 vote. The clock could also start on January 4, 2023 with appointment on February 1, 2024.

## **SAMPLE RESOLUTION – DOES NOT REQUIRE ACTION TONIGHT**

### **Proposed Resolution:**

BE IT RESOLVED that the Hebron Board of Selectmen has determined it is appropriate to establish a Charter Revision Commission consisting of \_\_\_\_\_ members, pursuant to the provisions of the Hebron Town Charter, Chapter XII, Section 1207 and Connecticut General Statutes, Chapter 99, concerning Municipal Charter and Special Act. Volunteers will be solicited to serve on the Charter Revision Commission and the appointment of the Charter Revision Commission will take place on \_\_\_\_\_.



## CHARTER REVISION 2024/2025

Items identified to be included for review:

1. Section 105. G refers to gendered language. Changing references in our charter to gender-neutral language to reflect our current era, as other towns have done: <https://www.wshu.org/connecticut-news/2022-03-16/darien-is-switching-to-gender-neutral-language-in-its-town-charter-and-rules>
2. Town Clerk Position – Elected vs. Appointed (Section 203 C and 803 A)
3. Town Officers General Election Section 203 E – Review term of office start date.
4. Review percentage of grant match requiring Special Town Meeting approval (Section 303 G)
5. Section 403 Procedure – Review language for intent and clarify as needed.
6. Section 406 Public Emergencies & Section 407 Emergency Ordinances
  - a. Do we need to address time limits?
7. Appointed Town Boards (Section 706)
  - i. Consider Addition of Poet Laureate Position (Ordinance # Chapter 98, Section 98-1 – 98-4)
  - ii. Consider Addition of Housing Choices Advisory Committee
  - iii. Consider Addition of Green Committee
8. Possible Consideration of Water Pollution Control Authority (Section 706 B)
9. Bifurcation of Town and Local Board of Education Budgets (Section 903)
10. The Hebron BOE is a creature of the state per state statute, not a town agency. This needs to be changed in our charter to be in alignment with state statute (25 CS 305/182 C 93/ Chapter 170)
11. Discussion of a later certification date of the BOE budget to the town. I have heard from several people that February 15 is far too early to determine needs.
12. Consideration whether the sole authority to appoint new board members resides with BOS. Sovereign boards - RHAM, BOE, and BOF - may want authority to appoint their own members. Should be discussed.
13. Scenic Road Ordinance – Consider Ordinance # Chapter 313, Section 313-3 – 313-10 and whether approval should ultimately be Special Town Meeting.
14. Consider combining positions of Town Finance Director and Hebron Public Schools Business Manager.

BOARD OF SELECTMEN – DRAFT SCENARIO 12/7/2023  
2023-2025 CHARTER REVISION COMMISSION  
2025 ELECTION VOTE

|                       |  |              |
|-----------------------|--|--------------|
| Board of Selectmen    | Step 1 Initiate Charter Revision                     | 12/ 7/2023   |
| Board of Selectmen    | Step 2 Appoint Charter Revision Com.                 | 1/ 4/2024    |
| Charter Revision Com. | Step 3 Organize and Set Hearing Date                 | by 1/31/2024 |
| Charter Revision Com. | Step 3 First Public Hearing                          | by 2/15/2024 |
| Charter Revision Com. | Step 4 Prepares First Draft                          | 4/ 1/2025    |
| Charter Revision Com. | Step 5 Second Public Hearing (1 <sup>st</sup> Draft) | 4/15/2025    |
| Charter Revision Com. | Step 6 Submit Draft Report to BOS                    | 5/ 1/2025    |
| Board of Selectmen    | Step 7 Public Hearing on CRC Draft                   | 5/15/2025    |
| Board of Selectmen    | Step 8 BOS Return to CRC                             | 6/ 1/2025    |
| Charter Revision Com. | Step 9 Finalizes Final Report                        | 7/ 1/2025    |
| Charter Revision Com. | Step 9 Presents Final Report to BOS                  | 7/ 1/2025    |
| Board of Selectmen    | Step 10 Approval of Charter Revisions                | 7/11/2025    |
| Legal Ad              | Step 11 (45 days to Step 12)                         | 7/18/2025    |
| Board of Selectmen    | Step 12 Approved Revision and Question To Town Clerk | 9/ 4/2025    |
| Election              | Step 13  | 11/ 4/2025   |
| Effective Date        | Step 14 30 Days After The Vote                       | 12/ 4/2025   |

This schedule allows the CRC **sixteen (16) months** to complete the draft report.

November 28, 2023

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**APPROVE 2024 BOARD OF SELECTMEN MEETING SCHEDULE**

Attached is a proposed 2024 meeting schedule for the Board of Selectmen. School vacations, holidays and special events have been considered when preparing the proposed schedule.

**Proposed Motion:**

Move that the Hebron Board of Selectmen adopt the 2024 Meeting Schedule as presented (or amended).

**PROPOSED DECEMBER 7, 2023**

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
2024 MEETING SCHEDULE**

|   |                                      |   |
|---|--------------------------------------|---|
| <b>January</b>  | <b>4 and 18</b>                      |   |
| <b>February</b>   | <b>1 and 15</b>                      |   |
| <b>March</b>  | <b>7 and 21</b>                      |   |
| <b>(Town Manager's Budget Presentation March 5<br/>Budget Workshops 12, 19, 26 and 28) **</b> |                                      |   |
| <b>April</b>  | <b>4 and 18</b>                      | <b>(School Recess April 8-12)</b>   |
| <b>May</b>  | <b>2 and 16</b>                      |   |
| <b>June</b>   | <b>6 and 20</b>                      |   |
| <b>July</b>   | <b>11</b>                            |   |
| <b>August</b>   | <b>1 and 15</b>                      |   |
| <b>September</b>  | <b>12</b>                            | <b>(HHF September 5-8)</b>  |
| <b>October</b>  | <b>3 and 17<br/>OR<br/>10 and 24</b> | <b>(Rosh Hashana 10/2-4 no work<br/>Sukkot 10/16-23 no work 10/16-18)</b> |
| <b>November</b>   | <b>7 and 21</b>                      |   |
| <b>December</b>   | <b>5 and 19</b>                      |   |
| <b>2025</b>   |                                      |   |
| <b>January</b>  | <b>2 and 16</b>                      |   |

**Meeting format to be determined; virtual, hybrid or in-person meetings may be scheduled.  
Meetings will be held at 7:00 p.m. at the Hebron Town Office Building or the Douglas Library  
Community Room, unless otherwise warned.**

**\*\* March Budget Meetings will be held in the Douglas Library Community Room.**



ANDREW J. TIERNEY  
TOWN MANAGER

## *Town of Hebron*

**TOWN OFFICE BUILDING**  
**15 GILEAD STREET**  
**HEBRON, CONNECTICUT 06248**  
**TELEPHONE: (860) 228-5971**  
**FAX: (860) 228-4859**  
**[www.hebronct.com](http://www.hebronct.com)**

DANIEL LARSON  
CHAIRMAN

GAIL B. RICHMOND  
VICE CHAIRMAN

PETER D. KASPER  
SELECTMAN

MARC P. RUBERA  
SELECTMAN

TIFFANY V. THIELE  
SELECTMAN

### TOWN OF HEBRON

#### 2024 HOLIDAYS

| <u>Holiday</u>             | <u>Observed on</u>           |
|----------------------------|------------------------------|
| New Year's Day             | Monday, January 1, 2024      |
| Martin Luther King Jr. Day | Monday, January 15, 2024     |
| President's Day            | Monday, February 19, 2024    |
| Good Friday                | Friday, March 29, 2024       |
| Memorial Day               | Monday, May 27, 2024         |
| Independence Day           | Thursday, July 4, 2024       |
| Labor Day                  | Monday, September 2, 2024    |
| Columbus Day               | Monday, October 14, 2024     |
| Veteran's Day              | Monday, November 11, 2024    |
| Thanksgiving Day           | Thursday, November 28, 2024  |
| Day after Thanksgiving     | Friday, November 29, 2024    |
| Day before Christmas       | Tuesday, December 24, 2024   |
| Christmas Day              | Wednesday, December 25, 2024 |

RECEIVED

2023 OCT 18 A 9:03  
HEBRON TOWN CLERK

#### 2025 Holiday

|                |                            |
|----------------|----------------------------|
| New Year's Day | Wednesday, January 1, 2025 |
|----------------|----------------------------|

\*\*Hebron Town Departments will not be closed for the Juneteenth holiday.



# HEBRON PUBLIC SCHOOLS 2023-2024 CALENDAR

(BOE Approved: 11/10/2022)

| AUGUST 2023 (2) |                       |    |    |    |    |
|-----------------|-----------------------|----|----|----|----|
| M               | T                     | W  | Th | F  |    |
|                 | 1                     | 2  | 3  | 4  |    |
| 28              | Staff Development Day | 7  | 8  | 9  | 10 |
| 29              | Staff Development Day | 14 | 15 | 16 | 17 |
| 30              | First day of School   | 21 | 22 | 23 | 24 |
|                 |                       | 28 | 29 | 30 | 31 |

| February 2024 (19) |    |    |    |     |  |
|--------------------|----|----|----|-----|--|
| M                  | T  | W  | Th | F   |  |
|                    |    |    | 1  | 2   |  |
| 5                  | 6  | 7  | 8  | 9   |  |
| 12                 | 13 | 14 | 15 | 16+ |  |
| 19                 | 20 | 21 | 22 | 23  |  |
| 26                 | 27 | 28 | 29 |     |  |

16 Early Dismissal (PD)  
19-20 President's Day Recess

| SEPTEMBER 2023 (20) |    |    |    |     |  |
|---------------------|----|----|----|-----|--|
| M                   | T  | W  | Th | F   |  |
|                     |    |    |    | 1   |  |
| 4                   | 5  | 6  | 7  | 8   |  |
| 11                  | 12 | 13 | 14 | 15  |  |
| 18                  | 19 | 20 | 21 | 22+ |  |
| 25                  | 26 | 27 | 28 | 29  |  |

| March 2024 (19) |    |    |    |    |  |
|-----------------|----|----|----|----|--|
| M               | T  | W  | Th | F  |  |
|                 |    |    |    | 1+ |  |
| 4               | 5  | 6  | 7  | 8  |  |
| 11              | 12 | 13 | 14 | 15 |  |
| 18              | 19 | 20 | 21 | 22 |  |
| 25              | 26 | 27 | 28 | 29 |  |

1 Early Dismissal (PD)  
21 Day and Evening  
Parent Conferences  
29 Good Friday

| OCTOBER 2023 (21) |    |    |    |     |  |
|-------------------|----|----|----|-----|--|
| M                 | T  | W  | Th | F   |  |
|                   |    |    |    |     |  |
| 9                 | 10 | 11 | 12 | 13  |  |
| 16                | 17 | 18 | 19 | 20  |  |
| 23                | 24 | 25 | 26 | 27+ |  |
| 30                | 31 |    |    |     |  |

| April 2024 (17) |    |    |    |    |  |
|-----------------|----|----|----|----|--|
| M               | T  | W  | Th | F  |  |
| 1               | 2  | 3  | 4  | 5+ |  |
| 8               | 9  | 10 | 11 | 12 |  |
| 15              | 16 | 17 | 18 | 19 |  |
| 22              | 23 | 24 | 25 | 26 |  |
| 29              | 30 |    |    |    |  |

5 Early Dismissal (PD)  
8-12 School Recess

| NOVEMBER 2023 (18) |    |     |    |    |  |
|--------------------|----|-----|----|----|--|
| M                  | T  | W   | Th | F  |  |
|                    |    | 1   | 2  | 3  |  |
| 6                  | 7  | 8   | 9  | 10 |  |
| 13                 | 14 | 15  | 16 | 17 |  |
| 20                 | 21 | 22+ | 23 | 24 |  |
| 27                 | 28 | 29  | 30 |    |  |

| May 2024 (21) |    |    |    |    |  |
|---------------|----|----|----|----|--|
| M             | T  | W  | Th | F  |  |
|               |    | 1  | 2  | 3  |  |
| 6             | 7  | 8  | 9  | 10 |  |
| 13            | 14 | 15 | 16 | 17 |  |
| 20            | 21 | 22 | 23 | 24 |  |
| 27            | 28 | 29 | 30 | 31 |  |

7 Staff Development Day  
Referendum Day  
27 Memorial Day

| December 2023 (16) |    |    |    |     |  |
|--------------------|----|----|----|-----|--|
| M                  | T  | W  | Th | F   |  |
|                    |    |    |    | 1   |  |
| 4                  | 5  | 6+ | 7  | 8   |  |
| 11                 | 12 | 13 | 14 | 15  |  |
| 18                 | 19 | 20 | 21 | 22+ |  |
| 25                 | 26 | 27 | 28 | 29  |  |

| June 2024 (6) |    |    |    |    |  |
|---------------|----|----|----|----|--|
| M             | T  | W  | Th | F  |  |
| 3             | 4  | 5  | 6  | 7  |  |
| 10+           | 11 | 12 | 13 | 14 |  |
| 17            | 18 | 19 | 20 | 21 |  |
| 24            | 25 | 26 | 27 | 28 |  |

10 180th Day - Last Day  
Early Dismissal\*  
\* If weather or other emergencies require the closing of school, the last days will be made up by extending the school year in June up to 9 days. If additional days are needed, they will be taken from April Recess, beginning April 12th.

| January 2024 (21) |    |    |    |     |  |
|-------------------|----|----|----|-----|--|
| M                 | T  | W  | Th | F   |  |
|                   |    |    |    |     |  |
| 1                 | 2  | 3  | 4  | 5   |  |
| 8                 | 9  | 10 | 11 | 12+ |  |
| 15                | 16 | 17 | 18 | 19  |  |
| 22                | 23 | 24 | 25 | 26  |  |
| 29                | 30 | 31 |    |     |  |

|                                    |                            |   |
|------------------------------------|----------------------------|---|
|                                    | No School                  | <b>First Day of School: August 30, 2023</b> |
| +                                  | Early Dismissal            | <b>Last Day of School: June 10, 2024</b>    |
| <b>1st Marking Period:</b>         | August 30th - December 1st |   |
| <b>2nd Marking Period:</b>         | December 4th - March 8th   |   |
| <b>3rd Marking Period:</b>         | March 11th - June 10th     |   |
| <b>Parent/Teacher Conferences:</b> | November 7th, March 21st   |   |

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**BOARD OF SELECTMEN RULES OF PROCEDURE**

Attached are the current Board of Selectmen Rules of Procedure and additional policies and protocols. The Town Manager's recommendation is that Selectmen take time to review the Rules of Procedure and this item be continued for discussion and action at a future meeting.

*Town of Hebron, CT  
Monday, November 27, 2023*

## Chapter C. Charter

## Chapter IV. Board of Selectmen

### Section 403. Procedure.

At its first meeting, following each biennial Town Election, the Board of Selectmen shall fix a time and place of its regular meetings and provide a method for the calling of special meetings. At this meeting, the Board of Selectmen shall choose one of its members to be the Chairman. Also at this meeting, a Vice Chairman shall be chosen who shall act in the absence or temporary disability of the Chairman. Nothing shall prohibit the Chairman or Vice Chairman from being a full voting and participating member of the Board of Selectmen. The Board of Selectmen shall, by resolution, determine its own rules of procedure, except that each Selectman shall be able to make a motion or offer a proposal which shall be considered by the Board of Selectmen without the necessity of a seconding motion. All meetings of the Board of Selectmen for the transaction of business shall be open to the public, except that the Board of Selectmen may stand in executive session whenever otherwise permitted or required by law. The votes of each member shall be recorded at the session at which they occur and reported in the minutes of such meeting. The majority of the entire Board of Selectmen shall constitute a quorum, and no ordinance, resolution, or action except a vote to adjourn or fix the time and place of the next meeting shall be adopted by less than a majority of the entire Board of Selectmen.



Town of Hebron  
Board of Selectmen  
Rules of Procedure/Guidelines

**Procedure**

Except as otherwise provided in the Charter, meetings are to be conducted in accordance with generally accepted rules of parliamentary procedure.

**Conduct**

All Board members should treat fellow members, staff or anyone in attendance with respect at all times. Likewise, those in attendance should treat Board members and staff with respect.

**Public Comments**

This section of the agenda is reserved for persons in attendance who wish to briefly address the Board of Selectmen. The Board requests that comments be limited to three minutes or less. Persons wishing to address the Board regarding agenda items should request clarification from the Chair as to whether or not they should speak during the public comment portion of the meeting or at the time the agenda item is considered. The attendee or member of the public should comment or be involved in conversation only when recognized by the Chair.

**Agenda Additions and Changes**

When a member of the Board of Selectmen wishes to add an item to the Agenda of a regular meeting, the information shall be shared with the Board as soon as possible in advance of the meeting to allow members to properly prepare to represent the community. Under Section 3 of the Agenda the Selectman will provide a brief description of the proposed addition. The Chair will then poll the Selectmen to determine if a majority of the entire Board (3 members) wishes to add the item. Only then will the item be added to the Agenda.

**Liaison**

The purpose of a liaison is to provide information from one board to the other to maintain communication between the boards. The liaison should comment or be involved in conversation only when recognized by the Chair.

#### Flag Protocol:

It is the policy of the Town of Hebron to not fly any flag other than the US Flag, the POW Flag and the State of Connecticut flag on town flag poles.

Flags for special events or organization recognition may be displayed in other appropriate locations in response to a formal request from the organization, and approval by the Town Manager and Board of Selectmen.

#### Proclamation Protocol:

Proclamations requests will be considered on an individual basis.

Approved by Board of Selectmen April 9, 2020

### **Selectmen's Policy on Attending Meetings by Telephone**

It is the general expectation that all elected and appointed officials will attend the vast majority of scheduled meetings of their respective boards, commissions and committees. In the event that a member is sick or must be out of town, he or she may be considered in attendance at the meeting by establishing a telephone conference connection. The member attending by a teleconference communication may participate in all verbal votes.

When establishing the teleconference an understanding should be reached by the Chair at the start of the meeting, by motion, as to the items on the agenda for which the member will be present or the duration that the member is able to remain in attendance on the phone.

At the present time, the Town Office Building meeting room is the only meeting space properly equipped to provide for clarity in two way teleconferencing.

Quorum requirements are satisfied only by the number of committee members physically present for the duration of the meeting.

Anyone choosing to participate by teleconferencing must understand that the location from which they are speaking is considered a meeting space open to the public for the purposes of the meeting for the duration of the teleconference attendance by the member.

11/27/2023 1:01 PM

**TOWN OF HEBRON  
VIRTUAL MEETING PROTOCOL  
REVISED APRIL 23, 2020**

**Prior to Start of Meeting:**

- Official meeting start time is 7:00 p.m. The GoToMeeting will be started at 6:45 p.m. to allow time for people to enter and test settings.
- Meeting attendees may join the meeting either via electronic device or phone (or both).
- Audio and video will be tested as you enter the meeting.
- The Selectmen and the Town Manager's cameras will be on during the meeting. Camera is not mandatory; it is to be used if desired and available.
- Guests entering the meeting will be asked to turn off their camera.
- All mics will be muted except for the Chairman unless the person recognized to speak.
- Please be sure your device is fully charged or connected to a power supply. GoToMeeting uses a lot of power.
- Please silence your cell phone. If there is background noise where you are, please mute your mic and only turn it on when you wish to speak.

**During the Meeting:**

- The Chairman will call the meeting to order and take roll call.
- Pledge of Allegiance will be recited.
- The Chairman will review meeting conduct/protocol.
- Each time you speak you must state first and last name.
- Board members wishing to speak or make comment should type "comment" and their name in the chat box. They will be recognized to speak by the Chairman.
- Try to avoid speaking over each other, pause before you speak to be sure prior speaker is done.
- When votes are taken, the Chairman will poll each member for their vote.
- For public comments, guests will be asked to type "comment" and their name in the chat box. Each person wishing to make a public comment will be recognized, their mic unmuted and they can share their camera if they wish to be seen. There will be public comment at the beginning and end of the meeting.
- The meeting will be recorded.

If you have technical difficulty before or during the meeting, please call Donna at 860 205-1898.  
Thank you!

## **GUIDELINES REGARDING THE SELECTMEN'S APPOINTMENTS TO VACANCIES IN ELECTED OFFICE**

### **1. Resignation from Elective Office:**

- 1.1. As the Charter requires, any elected official who wishes to resign from his/her elective office, shall notify the Town Clerk in writing in dated correspondence of his/her resignation with an original signature. The date of resignation shall be fixed as of the date of acceptance by vote of the Board of Selectmen.

### **2. Filing Vacancies in Elective Office:**

#### **2.1. Notification**

In filing a vacancy the Board of Selectmen is directed by the Town Charter to fill vacancies as soon as practicable and to solicit nominations for such vacancies from the political parties and from the general public.

- 2.1.1. The Board of Selectmen shall notify, in writing, the Chair of the Town Committees of vacancies in elective office.
- 2.1.2. The Board of Selectmen shall direct the Town Manager to provide notice of the vacancies by filing with the Town Clerk by posting on the Town bulletin board and by an announcement in a newspaper.
- 2.1.3. The Town Manager's Office shall cause the notice to be posted on such day as the Selectmen shall designate. If the date of notice falls on a holiday it shall be posted on the next regular business day.

#### **2.2. Nomination Period**

- 2.2.1. The date the notice of vacancy is filed with the Town Clerk and posted on the Town bulletin board shall commence the 35 day notice period as required by the Charter. Nominations will be accepted at the Town Manager's Office up to and including the 35<sup>th</sup> day or postmarked on the 35<sup>th</sup> day. If the 35<sup>th</sup> day falls on a non-business day, nominations will be accepted on the next business day.
- 2.2.2. Political parties nominating a candidate must submit a letter to the Board of Selectmen.
- 2.2.3. If no candidate is nominated the Selectmen may renotice the vacancy and begin a new 35 day nomination period.

### **3. Appointment Process**

- 3.1.1. Anyone interested in being appointed to an elected position vacancy should complete the following steps:
  - Write a letter to the Town Manager with supporting materials expressing his/her interest in serving in a vacant elected position.
  - Town Manager will contact the applicant acknowledging his/her letter and answers any questions s/he may have.
  - Contact each member of the Board of Selectmen regarding his/her interest in serving in a vacant elected position.

3.1.2. The following may be considered by the Board of Selectmen in filling the vacancy:

- Attendance at meetings
- Written nomination from the political party
- Endorsement by members of the community
- Prior community service
- Contact each member of the Board of Selectmen regarding his/her interest in serving in a vacant elected position.
- Political party affiliation.

3.1.3. As per the Town Charter all appointments shall be made by three affirmative votes.

3.1.4. When the Board of Selectmen chooses to appoint the same individual to more than one "appointed Town Board" it shall waive formally the Charter prohibition regarding the limit of only one Town board appointment.

3.1.5. If no candidate is appointed the Selectmen may renote the vacancy and begin a new 35 day nomination period.

3.1.6. Nothing in these guidelines shall limit the ability of the Board of Selectmen to act as it deems appropriate within the limitations of the Town Charter.

**Approved by BOS November 2, 2006**

## **POLICY REGARDING REAPPOINTMENTS**

On or about the first meeting of the Board of Selectmen in November, the Board shall receive a list of incumbents whose terms are expiring as of the end of November. A copy of this list shall also be sent to the respective Town Committee Chairmen. The purpose of this procedure is to provide the Selectmen and the Town Committees with the opportunity to consider in advance the reappointment of all board, committee and commission members expressing interest in continuing to serve.

During the last two weeks of October, the Town Manager's Office shall communicate with all board, committee and commission members to determine their interest in continuing to serve and shall prepare a list for reappointments unless otherwise directed by the Board, to be considered by the Selectmen's first meeting in December.



**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**AWARD RFP FOR HISTORIC RESOURCE PLANNING STUDY**

A Request for Proposals was recently conducted for the Historic Resource Planning Study which will be funded by an Historic Preservation Enhancement Grant in the amount of \$20,000. Two proposals were received:

|   |             |
|---|-------------|
| Hartgen Archeological Associates, Inc. – Rensselaer, New York | \$19,998.35 |
| Heritage Consultants – Newington, Connecticut                 | \$19,450.00 |

Attached is a recommendation from Matt Bordeaux, Town Planner, to award the Historic Resource Planning Study project to Heritage Consultants. Also attached are the RFP and the two proposals.

**Proposed Motion:**

Move that the Hebron Board of Selectmen award the contract for the Historic Resource Planning Study to Heritage Consultants of Newington, Connecticut, in the amount of \$19,450.00, representing the lowest qualified bidder and as recommended by the Hebron Historic Properties Commission and Matthew R. Bordeaux, Director of Planning and Development and authorize Andrew J. Tierney, Town Manager, to execute all required contract documents.

**TOWN OF HEBRON  
PLANNING AND DEVELOPMENT DEPARTMENT**

**TO:** Andrew J. Tierney, Town Manager

**FROM:** Matthew R. Bordeaux, Town Planner

**DATE:** November 29, 2023

**RE:** RFP 2024-05 Historic Resources Planning Study

The Town of Hebron issued an RFP seeking proposals to conduct research and document Hebron's 18<sup>th</sup> and 19<sup>th</sup> century African American residents and to identify and inventory significant archaeological sites and standing structures connected with these groups. The project is funded by a grant from the Historic Preservation Fund of the Department of the Interior, National Park Service, as administered by the Department of Economic and Community Development, State Historic Preservation Office (SHPO). Work must be done in accordance with SHPO standards and meet the Secretary of the Interior's Standards for the Treatment of Historic Properties and be prepared by a consultant team that meets the federal qualifications standards under 36 CFR Part 61 for historian, architectural historian and archaeologist team. The funding allotted for the services outlined in this RFP is \$20,000.

Two (2) qualified bids were submitted. The proposals were reviewed by the Hebron Historic Properties Commission (HHPC) and myself. Bids were received from the following candidates:

Heritage Consultants, LLC  
830 Berlin Tpke.  
Berlin, CT 06037

Hartgen Archeological Associates, Inc.  
1744 Washington Avenue Ext.  
Rensselaer, NY 12144

With a negligible difference in the fee proposals, and consistent with the opinion of HHPC, I am recommending the Board of Selectmen authorize the Town Manager to award the project to Heritage Consultants, LLC. Their proposal included a clear understanding of the project and thorough explanation of their approach to competently complete the work within the allotted budget and period of time. It was noted amongst all those that reviewed the two proposals that the proximity of Heritage Consultants, LLC, located in Berlin, CT, to Hebron and familiarity with local and State resources and stakeholders, should enable them to maximize the use of time dedicated to research and project execution with the limited funding available. While we anticipate this may become a multi-phase undertaking, Heritage Consultants, LLC appears to have a leg up on the competition.

***Draft Motion:***

***Move to authorize the Town Manager to award the Historic Resources Planning Study RFP 2024-25 to Heritage Consultants, LLC in the amount of \$19,450.00, representing the lowest qualified bidder and as recommended by the Hebron Historic Properties Commission and Matthew R. Bordeaux, Director of Planning and Development and to execute all contract documents required.***

**MRB**

H:\Matt\Grants & Projects\SHPO Historic Preservation Enhancement Grant\Bid Review\Memo - Recommendation to Award.docx

## **LEGAL NOTICE**

### **TOWN OF HEBRON REQUEST FOR PROPOSALS Historic Resource Planning Study**

#### **RFP 2024-05**

The Town of Hebron is seeking Proposals from a qualified team consisting of an historian, architectural historian and archaeologist to conduct research and document Hebron's 18<sup>th</sup> and 19<sup>th</sup> century African American residents and identify and inventory significant archaeological sites and standing structures connected with these groups. RFP packages are available at the Town Manager's Office, 15 Gilead Street, Hebron, CT 06248, by calling 860-228-5971 x130 or at <https://hebronct.com/bids/>. A non-mandatory pre-proposal conference will be held on Wednesday, November 1, 2023 at 3:00 p.m. at the Hebron Town Office Building. An original, six (6) copies and an electronic version on a flash drive of the Proposal must be received in the Town Manager's Office, in a sealed envelope plainly marked "RFP 2024-05 Historic Resource Planning Study" by 11:00 a.m. on Friday, November 17, 2023. The Town of Hebron reserves the right to accept or reject any and all Proposals, or any part thereof, if it is in the best interest of the town.

Andrew J. Tierney  
Town Manager

**RFP 2024-05**  
**Request for Proposals (RFP) for**  
**Historic Resource Planning Study for the Town of Hebron**

The Request for Proposals, and amendments thereto, is available in electronic format from the Town of Hebron website at <https://hebronct.com/bids/>

RESPONSES MUST BE RECEIVED NO LATER THAN

DATE: November 17, 2023

TIME: 11:00 AM

The Town of Hebron is an Equal Opportunity/Affirmative Action Employer.

The Town of Hebron reserves the right to reject any and all submissions or cancel this procurement at any time if deemed in the best interest of the Town of Hebron.

The project is funded by grant funds from the Historic Preservation Fund of the Department of the Interior, National Park Service, as administered by the Department of Economic and Community Development, State Historic Preservation Office (SHPO).

**Official Contact**

The Town of Hebron has designated the individual below as the Official Contact for purposes of this RFP. The Official Contact is the **only authorized contact** for this procurement and, as such, handles all related communications on behalf of the Town of Hebron.

Name: Matthew R. Bordeaux, Director of Planning and Development  
Address: 15 Gilead St, Hebron, CT 06248  
Phone: (860) 228-5971  
E-Mail: [mbordeaux@hebronct.com](mailto:mbordeaux@hebronct.com)

Please ensure that e-mail screening software (if used) recognizes and accepts e-mails from the Official Contact.

## **INTRODUCTION**

This project will identify and document significant archaeological sites and standing structures connected with Hebron's 18th and 19th century African American residents, who are underrepresented in the Town's historic record. This project will provide valuable historical information to students and residents and will also serve as a resource that can help the Town better protect these important sites through its land use planning process. Finally, the results of this project can serve as a reference document for future open space acquisitions, land use decisions, and historic preservation efforts.

The Town of Hebron, CT is seeking proposals for archival research services to develop an archaeological record for the Town of Hebron including a final report outlining steps that the Town can take to continue to research and identify sites of historic significance to better incorporate these sites into Town wide planning, including potential changes to the Plan of Conservation and Development and land use regulations.

This project is made possible by an Historic Preservation Enhancement Grant administered by The State Historic Preservation Office of The Connecticut Department of Economic and Community Development with federal funds from the Historic Preservation Fund of the National Park Service, U.S. Department of the Interior; Grant Number P22AF00505 and Project # CT-22-10001. Any opinions, findings, and conclusions or recommendations expressed in this material are those of the author(s) and do not necessarily reflect the views of the Department of the Interior.

Work must be done in accordance with SHPO standards and meet the Secretary of the Interior's Standards for the Treatment of Historic Properties and be prepared by a consultant team that meets the federal qualifications standards under 36 CFR Part 61 for historian, architectural historian and archaeologist team.

## **SERVICE OVERVIEW**

The purpose of this grant is to research and document Hebron's 18<sup>th</sup> and 19<sup>th</sup> century African American residents and identify and inventory significant archaeological sites and standing structures connected with these groups. Oral and published Hebron histories suggest the strong presence of African Americans within the town's historic narrative, but no previous attempt has been made to comprehensively identify sites. This project seeks to assess a rich assortment of documents to better understand and publicize African American history in Hebron, identify associated historical and archeological sites, and make recommendations for how to incorporate the findings into Town wide planning documents.

The purpose of the project is to produce a report that compiles what information is available currently, identifies potentially significant resources and makes recommendations to the Town of Hebron for further research and archaeological investigations. The project will produce a report to include all items addressed in the scope of work below. The project is anticipated to be best executed by a team consisting of an historian, architectural historian and archaeologist. The

proposer is expected to coordinate efforts with the project coordinator, as well as multiple interested parties possessing a breadth of information that may be contributed to this project.

It is anticipated that the work proposed will be the initial phase of a growing and evolving project. The Town of Hebron will pursue additional funding to support subsequent phases as outlined in the proposer's report and recommendations.

### **Scope of Work**

A historic resource inventory report will be produced and will include the following elements:

- Listing of African American individuals with all primary and secondary source references included for each.
- Written and digital spread sheet by addresses to identify neighborhoods where multiple families or multi-generational communities or workplaces existed.
- Overlays for 18<sup>th</sup> and 19<sup>th</sup> century Hebron town maps identifying places of residence and / or offer strong potential for further on-site investigation of areas that the Town should consider for preservation.
- Summary of African American connections to Hebron Historic Properties or other Town owned sites for inclusion in their public published narrative.
- Written and digital summary of the project for public and town use which includes reassessment of the Cesar Peters narrative and links previous oral and published narratives into a well-balanced whole.
- Recommendations for potential changes to town-wide plans or modifications to land use regulations to better protect identified sites.
- If possible, completed Historic Resource Inventory forms for built resources that are not already designated or have a clear association with 18-19<sup>th</sup> century African Americans.

The Town of Hebron Historic Properties Commission and the Hebron Historical Society will provide access to all requested records upon availability including existing drawings and previous inspections. Local points of contact, including Mr. John Baron, State Archaeologist Dr. Sarah Sportman, as well as members of the Hebron Historic Properties Commission and the Hebron Historical Society, will provide input as appropriate.

### **Budget Expectations**

- The budget for this project is funded by the Historic Preservation Fund of the Department of the Interior, National Park Service, as administered by the Department of Economic and Community Development, State Historic Preservation Office (SHPO).
- The funding allotted for the services outlined in this RFP is \$20,000.

### **Deliverables**

The Town of Hebron will require four (4) copies of a final report and electronic copies of all materials produced.



The State Historic Preservation Office will receive one electronic copy of the report. The printed product must also acknowledge the State Historic Preservation Office.

### **RFP Conference**

A non-mandatory pre-bid RFP conference will be held on Wednesday, November 1, 2023 at 3:00 PM at the Hebron Town Office Building, 15 Gilead Street, Hebron, CT 06248, for bidders to discuss the project goals and objectives and ask questions regarding the status of existing primary and secondary sources of information available. Any questions resulting from the RFP Conference can be submitted to the Official Contact in accordance with the Inquiry Procedures described below.

### **Inquiry Procedures**

All questions regarding this RFP or the Town of Hebron's procurement process must be directed, in writing, electronically (e-mail) to the Official Contact before the deadline specified in the Procurement Schedule. The early submission of questions is encouraged. Questions will not be accepted or answered verbally, neither in person nor over the telephone. All questions received before the deadline(s) will be answered. Questions deemed unrelated to the RFP or the procurement process will not be answered. At its discretion, the Town of Hebron may or may not respond to questions received after the deadline. The Town of Hebron may combine similar questions and give only one answer. All questions and answers will be compiled into a written amendment to this RFP. If any answer to any question constitutes a material change to the RFP, the question and answer will be placed at the beginning of the amendment and duly noted as such.

The Town of Hebron will release the answers to questions on the date(s) established in the Procurement Schedule on the Town of Hebron's RFP webpage.

### **Procurement Schedule**

Dates after the due date for proposals ("Proposals Due") are non-binding target dates only (\*). The Town of Hebron may amend the schedule as needed.

- |                                       |                    |
|---------------------------------------|--------------------|
| • RFP Released:                       | October 23 , 2023  |
| • RFP Conference:                     | November 1, 2023   |
| • Deadline for Questions:             | November 8 , 2023  |
| • Answers Released:                   | November 13 , 2023 |
| • Proposals Due:                      | November 17 , 2023 |
| • (*) Proposer Selection:             | November 24 , 2023 |
| • (*) Start of Contract Negotiations: | November 27, 2023  |
| • Board of Selectmen Award Contract   | December 7, 2023   |
| • (*) Start of Contract:              | December 8, 2023   |

The consultant must be ready to commence project work within thirty (30) calendar days of the contract award. While it is expected that work will commence as soon as possible within the

thirty (30) days, the Town of Hebron reserves the right to extend the project start date within reason due to unforeseen circumstances.

The project shall be successfully completed in a timeframe mutually agreed upon by the Town and the consultant from the date of the execution of the contract between the Town of Hebron and consultant unless the Town of Hebron should agree to a request for the extension of time.

During the period from your organization's receipt of this Request for Proposals, and until a contract is awarded, your organization shall not contact any member of the Town of Hebron or the State of Connecticut for additional information, except during the inquiry period and according to the manner described above.

### **Minimum Qualifications of Proposers**

To qualify for a contract award, a proposer must have the following minimum qualifications:

- Qualifying proposers must meet minimum professional qualifications under the Secretary of the Interior's Historic Preservation Professional Qualification Standards as expanded and revised in 1997 (62 FR 33708, June 20) for the fields of historian and archaeologist.
- Qualifying proposers must demonstrate specific work experience in completing similar projects.

### **Selection Criteria**

- The selection for award will be based on the lowest responsible and qualified bidder. Responsibility will be evaluated based on the candidate's previous experience, qualifications of the bidder including quality of the proposal, references, quality of samples (previous work products), previous experience, and the ability to competently complete the work within the allotted budget and period of time. The proposer must be approved by the SHPO prior to award.
- Proposers are required to produce examples of similar work experience.

### **Proposal Requirements**

**Proposal must contain the following items:**

#### **1. COVER SHEET** (*The Cover Sheet is Page 1 of the proposal*)

The proposer must develop a Cover Sheet that includes the information below. *Legal Name* is defined as the name of the provider or vendor submitting the proposal. *Contact Person* is defined as the individual who can provide additional information about the proposal or who has immediate responsibility for the proposal. *Authorized Official* is defined as the individual empowered to submit a binding offer on behalf of the proposer to provide services in accordance with the terms and provisions described in this RFP and any amendments or attachments hereto.

- RFP Name or Number:
- Legal Name:
- Street Address:
- Town/City/State/Zip:
- Contact Person:
- Title:
- Phone Number:
- E-Mail Address:
- Authorized Official:
- Title:
- Signature:

## 2. CONTENTS OF PROPOSAL

- a. **Executive Summary** - Proposals must include a high-level summary of the main proposal and cost proposal. The summary must also include the organization's eligibility and qualifications to respond to this RFP and a brief overview of why the Respondent should be selected for the activities highlighted in the scope of services.
- b. **Main Proposal** - The proposal must include but is not limited to:
  - Firm Qualifications
  - Team Member Credentials, including Resumes

Staffing Expectations - Qualifying bidders must meet minimum professional qualifications under the Secretary of the Interior's Historic Preservation Professional Qualification Standards as expanded and revised in 1997 (62 FR 33708, June 20) for the fields of historian, architectural historian and archaeologist.

The Proposer must certify that the personnel identified in its response to the RFP will be the persons actually assigned to the project. Any additions, deletions, or changes in personnel assigned to the project must be approved by the Town of Hebron in advance of their inclusion or exclusion, with the exception of personnel who have terminated employment. Replacements for personnel who have terminated employment are subject to approval by the Town of Hebron and the SHPO. At its discretion, the Town of Hebron may require removal and replacement of any of the Proposer's personnel who do not perform adequately on the project in the sole opinion of the Town of Hebron, regardless of whether they were previously approved by the Town of Hebron.

- Project Understanding/Methodology/Scope

1. *Start Date*
2. *Timetable / Schedule*
3. *Tasks, Deliverables*
4. *Methodologies*
5. *Measurable Objectives*

- Relevant Project Experience - A copy of a similar product successfully completed by firm is preferred and can be sent separately by email to Official Contact
- References
- Fee Proposal
- Non-Collusive Affidavit of Proposer
- Certificate of Insurance

The proposer shall maintain all required insurance in amounts, form, substance and quality acceptable to the Town, as described more fully below. i A certificate evidencing such insurance shall be delivered to the Official Contact.

**All responses to the RFP must conform to the instructions. An original, six (6) copies and an electronic version on a flash drive of the Proposal must be submitted in a sealed envelope marked: “RFP 2024-05 Historic Resource Planning Study – Town of Hebron, CT and received in the Town Manager’s Office by 11:00 a.m. on Friday, November 17, 2023.**

Address Proposals To:

Andrew J. Tierney, Town Manager  
Town of Hebron, CT  
15 Gilead St, Hebron, CT 06248

## **TERMS AND CONDITIONS**

*By submitting a proposal in response to this RFP, a proposer implicitly agrees to comply with the following terms and conditions:*

1. Equal Opportunity and Affirmative Action. The Town of Hebron is an Equal Opportunity and Affirmative Action employer and does not discriminate in its hiring, employment, or business practices. The State is committed to complying with the Americans with Disabilities Act of 1990 (ADA) and does not discriminate on the basis of disability in admission to, access to, or operation of its programs, services, or activities.
2. Preparation Expenses. The Town of Hebron shall not assume any liability for expenses incurred by a proposer in preparing, submitting, or clarifying any proposal submitted in response to this RFP.
3. Proposed Costs. All proposed costs must be fixed throughout the entire term of the contract.
4. Changes to Proposal. No additions or changes to the original proposal will be allowed after submission.

5. **Supplemental Information.** Supplemental information will not be considered after the deadline submission of proposals, unless specifically requested by the Town of Hebron. The Town of Hebron may ask a proposer to give demonstrations, interviews, oral presentations or further explanations to clarify information contained in a proposal. Any such demonstration, interview, or oral presentation will be at a time selected and in a place provided by the Town of Hebron. At its sole discretion, the Town of Hebron may limit the number of proposers invited to make such a demonstration, interview, or oral presentation and may limit the number of attendees per proposer.
6. **RFP Is Not An Offer.** Neither this RFP nor any subsequent discussions shall give rise to any commitment on the part of the Town of Hebron or confer any rights on any proposer unless and until a contract is fully executed by the necessary parties. The contract document will represent the entire agreement between the proposer and the Town of Hebron and will supersede all prior negotiations, representations or agreements, alleged or made, between the parties. The Town of Hebron shall assume no liability for costs incurred by the proposer or for payment of services under the terms of the contract until the successful proposer is notified that the contract has been accepted and approved by the Town of Hebron.

#### RIGHTS RESERVED TO THE TOWN OF HEBRON

*By submitting a proposal in response to this RFP, a proposer implicitly accepts that the following rights are reserved to the Town of Hebron:*

1. **Timing Sequence.** The timing and sequence of events associated with this RFP shall ultimately be determined by the Town of Hebron.
2. **Amending or Canceling RFP.** The Town of Hebron reserves the right to amend or cancel this RFP on any date and at any time, if the Town of Hebron deems it to be necessary, appropriate, or otherwise in the best interests of the State.
3. **No Acceptable Proposals.** In the event that no acceptable proposals are submitted in response to this RFP, the Town of Hebron may reopen the procurement process, if it is determined to be in the best interests of the Town of Hebron.
4. **Award and Rejection of Proposals.** The Town of Hebron reserves the right to award in part, to reject any and all proposals in whole or in part, for misrepresentation or if the proposal limits or modifies any of the terms, conditions, or specifications of this RFP. The Town of Hebron may waive minor technical defects, irregularities, or omissions, if in its judgment the best interests of the Town of Hebron will be served. The Town of Hebron reserves the right to reject the proposal of any proposer who submits a proposal after the submission date and time.
5. **Sole Property of the Town of Hebron.** All proposals submitted in response to this RFP are to be the sole property of the Town of Hebron. Any product, whether acceptable or unacceptable, developed under a contract awarded as a result of this RFP shall be the sole property of the Town of Hebron unless stated otherwise in this RFP or subsequent contract. The

right to publish, distribute, or disseminate any and all information or reports, or part thereof, shall accrue to the Town of Hebron and the SHPO without recourse.

6. Contract Negotiation. The Town of Hebron reserves the right to negotiate or contract for all or any portion of the services contained in this RFP. The Town of Hebron further reserves the right to contract with one or more proposers for such services.

7. Clerical Errors in Award. The Town of Hebron reserves the right to correct inaccurate awards resulting from its clerical errors. This may include, in extreme circumstances, revoking the awarding of a contract already made to a proposer and subsequently awarding the contract to another proposer. Such action on the part of the Town of Hebron shall not constitute a breach of contract on the part of the State since the contract with the initial proposer is deemed to be void *ab initio* and of no effect as if no contract ever existed between the Town of Hebron and the proposer.

## **INSURANCE REQUIREMENTS**

The Town reserves the right to waive any portion or adjust downward the amount of insurance required depending on the exposures to the Town. The Contractor shall furnish a certificate of insurance to the Town Manager or his designee for the following insurance coverage within ten (10) days from contract execution. All insurance coverage shall be written with an insurance company licensed to conduct business in the State of Connecticut. Insurance coverage shall remain in full force for the duration of the contract term including any and all extensions. Such certificate of insurance shall specify that the Town of Hebron will receive thirty (30) days written notice of any cancellation, non-renewal or reduction in coverage and limits originally provided.

Any aggregate limit shall apply per project. Contractor's insurance shall be primary over any other valid and collectible insurance. Any deductibles are the sole responsibility of the Contractor. Such policy shall name the Town of Hebron as "additional insured".

A. Commercial General Liability including Premises-Operations, Independent Contractors, Blanket Contractual, Products and Completed Operations, Broad Form Property Damage:

\$1,000,000 Bodily Injury per Occurrence  
\$1,000,000 Property Damage per Occurrence  
\$1,000,000 Combined Single Limit

Property damage Liability for the following hazards if applicable:  
X (Explosion), C (Collapse), U (Underground damage).

- B. Comprehensive Automobile Liability covering owned, non-owned, hired or leased vehicles.

\$1,000,000 Bodily Injury per Occurrence  
\$1,000,000 Property Damage per Occurrence  
\$1,000,000 Combined Single Limit

- C. Owners Protective Liability:

On purchase orders where the cost of the work, or contract price, exceeds \$100,000 or is hazardous in nature, there shall also be a \$4,000,000 umbrella or excess liability layer over the underlying described above. In such case there shall also be required an Owners and Contractors Protective Liability policy issued naming the Town as named insured, with a \$1,000,000 per occurrence limit.

The wording for both named insured and additional insured shall read as follows: The Town of Hebron, The Hebron Board of Education (where appropriate), and its respective Officers, agents and servants.

- D. Worker's Compensation:

In accordance with Connecticut State Statutes.  
Employers' Liability Limit - \$1,000,000.

- E. Professional liability, \$5,000,000 limit (Architects, Engineers, Attorneys including Town Counsel, Accountants, Actuaries, Agents of Record). Additional coverage and limits may be required based upon the particular services contracted.



**TOWN OF HEBRON**  
**Department of Finance**  
**NON COLLUSIVE AFFIDAVIT OF PROPOSER**

The undersigned proposer, having fully informed themselves regarding the accuracy of the statements made herein certifies that;

- (1) the proposer developed the bid independently and submitted it without collusion with, and without any agreement, understanding, or planned common course of action with any other entity designed to limit independent bidding or competition;
- (2) the proposer, its employees and agents have not communicated the contents of the bid to any person not an employee or agent of the proposer and will not communicate the proposal to any such person prior to the official opening of the proposal, and
- (3) acknowledges that the Town of Hebron's Code of Ethics Policy has been received and understood.

The undersigned proposer further certifies that this statement is executed for the purpose of inducing the Town of Hebron to consider the proposal and make an award in accordance therewith.

\_\_\_\_\_  
Legal Name of Proposer/Firm

\_\_\_\_\_  
Business Address

\_\_\_\_\_  
Signature and Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name of Title Person

Subscribed and Sworn to me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

Notary Public

My Commission Expires

# Hebron Code of Ethics

Effective November 5, 2019

## I. Persons Governed by this Code

This code shall apply to all Town officials, officers and employees, whether elected and/or appointed, including members of boards, commissions, and committees, full time or part time, paid or unpaid and shall hereinafter be referred to collectively as “persons governed by this code.”

## II. Purpose

Public office is a public trust. The trust of the public is essential for government to function effectively. Policy developed by government officials and employees affects every citizen of the town, and it must be based upon honest and fair deliberations and decisions. This process must be free from threats, favoritism, undue influence and all forms of impropriety so that the confidence of the public is not eroded. By enacting this Code, the Town seeks to avoid any loss of trust and to maintain and increase the confidence of our citizens in the integrity, fairness and transparency of their government.

Persons governed by this code shall strive to conduct themselves in a professional, courteous, honest manner and otherwise according to the highest moral and personal standards of integrity, such that their behavior reflects favorably upon themselves and the Town of Hebron, including but not limited to conduct or communication in any public forum or media.

## III. Definitions

As used in this Chapter, the following listed words and phrases shall have these specific meanings:

- A. ***Conflict of Interest:*** A conflict between one’s obligation to the public good and one’s self-interest.
- B. ***Financial Interest:*** Any monetary benefit accruing to persons governed by this code that is not equally available to the general public.
- C. ***Gift:*** Anything having value whether in the form of service, loan, tangible property, promise or any other form. However a gift shall not include political

contributions made in accordance with campaign financing regulations; nor tokens of appreciation, recognition or other incidental gratuities not exceeding \$100 per year.

- D. ***Immediate Family:*** Includes spouse/domestic partner, siblings, child(ren), parents, of persons governed by this code or the spouse/domestic partner and any individual residing in the same household.
- E. ***Independent Contractor:*** Any general contractor, subcontractor, consultant, person, firm, corporation, vendor or organization currently providing or formerly providing, goods or services to the Town of Hebron in exchange for compensation.
- F. ***Personal Interest:*** Any non-monetary benefit, special consideration, treatment or advantage accruing to persons governed by this code which is not equally available to the general public.

#### **IV. Conflicts of Interest**

No person governed by this code shall use his position or office for the financial or personal interest of himself, a business with which he is associated, an individual with which he is associated or a member of his immediate family.

No person governed by this code shall engage in or participate in any business or transaction, including outside employment with a private business, or have an interest, direct or indirect, that is incompatible with the proper discharge of his official responsibilities in the public interest or that would tend to impair his independent judgment or action in the performance of his official responsibilities.

No person governed by this code or a business with which he is associated or member of his immediate family shall enter into a contract with the Town unless it is awarded through a process of public notice and/or competitive bidding.

No person governed by this code or independent contractor shall knowingly counsel, authorize or otherwise sanction action that violates any provision of this code.

#### **V. Disclosure and Recusal**

A person governed by this code shall refrain from participating on behalf of the Town of Hebron in any matter pending before any agency of the town if he, a business with which he is associated, an individual with whom he is associated or a member of his immediate family has a financial or personal interest in that matter and such interest is not shared by a substantial segment of the town's population.

If such participation is within the scope of said person's official responsibility, he shall be required to provide written disclosure, that sets forth the nature and extent of such interest to the Town Clerk, and this disclosure shall be included in the official record of all proceedings on this matter.

Notwithstanding the prohibition outlined above, a person governed by this code may vote or otherwise participate in a matter that involves a determination of general policy if said person's interest in the matter is shared with a substantial segment of the population of the Town.

No person governed by this code shall appear on behalf of private interests before any agency of the Town, nor shall he represent private interests in any action, proceeding or litigation against the town.

Nothing contained in this code shall prohibit or restrict a person governed by this code from appearing before any agency of the Town on his own behalf, or from being a party in any action, proceeding or litigation brought by or against such person to which the Town is also a party.

For a period of one (1) year after termination of service to the Town, no former employee or Town official who participated in the negotiation or award of a town contract valued in excess of \$25,000 shall accept employment with, appear on behalf of, or represent any private interest concerning matters related to this same contract.

## **VI. Gifts**

No person governed by this code or member of such individual's immediate family or business with which he is associated shall solicit or accept any gift that could reasonably be expected to influence or create an appearance of influencing the actions or judgment of such person.

If a prohibited gift is offered to a person governed by this code, he shall refuse it, return it, pay the donor the market value of the gift or donate it to a nonprofit organization provided he does not take the corresponding tax write-off. Alternatively, such prohibited gift may be considered a gift to the Town provided it remains in the Town's possession.

## **VII. Use of Town Assets**

No person governed by this code or independent contractor shall request or permit the use of town funds or services, Town owned or leased vehicles, equipment, facilities, materials or property for personal convenience or profit, except when

such assets and services are available to the public generally or are provided as Town policy for the use of persons governed by this code in the conduct of official business.

**VIII. Use of Confidential Information**

No person governed by this code, former employee or independent contractor shall disclose confidential information concerning Town affairs, nor shall such persons governed by this code use this information for the personal or financial interests of themselves or others.

RFP 2024-05  
Request for Proposals (RFP) for  
Historic Resource Planning Study for the Town of Hebron

Addendum #1  
November 9, 2023

This Addendum forms a part of the RFP 2024-05 for Historic Resource Planning Study for the Town of Hebron.

1. **Question:** The RFP notes that “Oral and published Hebron histories suggest the strong presence of African Americans within the town’s historic narrative, but no previous attempt has been made to comprehensively identify sites.” What other resources, in addition to Cesar’s narrative, are known? Is there any preliminary survey work for the community?

***Response:** A compilation of documentary sources for Hebron’s African American Community has been provided by Mr. John Baron, member of the Hebron Historical Society. More information will be provided to the selected bidder. The following is a non-exhaustive list of material references:*

*Black Roots in Southeastern Connecticut, 1650-1900 by Barbara Brown and James Rose 2001.*

*Theodore Bissell “The Reverend Samuel Peters, L>L>D< of Hebron, Connecticut, Loyalist, His Slaves and their Near Abduction”, typescript Connecticut State Library (CSL)*

*Also, letter by Rev. Samuel Peters in London to Nathaniel Mann, Hebron*

*James Brown, account book Hebron 1794-1819, Connecticut Historical Society (CHS)*

*John Finley, account book, Hebron 1805-1814 CSL*

*Sylvester Gilbert, Applications for Revolutionary Pensions “Tolland County Court” 1818CSL*

*Hebron, Register of Scholars, First School District, 1846-1847 CSL*

*Hebron, School Registers 1825-1863 CSL*

*Hebron Selectmen Records, Hebron Town Clerk*

*Hebron, Town records and papers CHS*

*Elihu Marvin, Justice Records Hebron, 1785-1813 CSL*

*Burton Moore “Quest for Home” type script 1958 CSL*

*John S. Peters Account Book, Hebron 1797-1820*

*Day book, Hebron, 1802-1802 CHS*  
*Death records in Hebron, Hebron Town Clerk*

*Erastus Tucker, account book, Hebron 1822-1828*

*Orrin C White, Ledgers, Hebron, CSL*

*John S. Yeomans, Records if Hebron First School District, 1824-1825*

*Additional sources to be checked:*  
*Hebron Probate*  
*Barbour index CSL*  
*Hebron Land Records*  
*Federal census 1790-1940*

*Isaac Pinney 1744 Map of Hebron*  
*!857 Tolland County Map [Published by Woodford & Bartlett](#)*  
*1869 Hebron, CT map by Beers, Ellis & Soule*

*Oral History Source—Zakiyyah Hassan and Edith Peters descendants of Cesar Peters Jr*

2. **Question:** Is there a model study or studies that inspired the town’s RFP or that the town would like to see emulated?

**Response:** *We are aware of no study that inspired the town’s RFP or that the town would like to see emulated.*

3. **Question:** The scope of work includes the requirement that the consultant team provide, “Recommendations for potential changes to town-wide plans or modifications to land use regulations to better protect identified sites.” This task is outside the expertise of the disciplines of historian, architectural historian, and archaeologist. Further, informed reconsideration of existing local land use regulations is an effort beyond the scale of the project budget. Is the town willing to consider proposals excluding this scope item?

**Response:** *The town anticipates that the work proposed will be the initial phase of a growing and evolving project. The town will consider proposals excluding the above reference scope item.*

MRB

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## COVER SHEET

|                         |   |
|-------------------------|---|
| RFP Name/Number:        | Historic Resource Planning Study: RFP 2024-05 |
| Legal Name:             | Heritage Consultants, LLC                     |
| Street Address:         | 830 Berlin Turnpike                           |
| Town/City and Zip Code: | Berlin, Connecticut 06037                     |
| Contact Person:         | David R. George                               |
| Title:                  | Manager                                       |
| Phone:                  | 860-299-6328                                  |
| Email:                  | dgeorge@heritage-consultants.com              |
| Authorized Official:    | David R. George                               |
| Title:                  | Manager                                       |
| Signature:              | <i>David R. George</i>                        |

## EXECUTIVE SUMMARY

Heritage Consultants, LLC understands that the Town of Hebron (the Town) is seeking to contract a qualified team of professionals consisting of historians, architectural historians, and archaeologists to conduct research into and document Hebron's eighteenth and nineteenth century African American residents. The project team will also be tasked with identifying and inventorying significant archaeological sites and standing structures connected with these groups, who have been underrepresented in the town's historical past. To accomplish the objectives of the project on time and within budget, the Town will need to hire an experienced and hardworking team of professionals that excels in historical research and documentation, archaeological site identification and interpretation, and architectural documentation and recordation. With over 22 years of experience and over 3,000 projects completed successfully to date, many of which have dealt with underrepresented and disenfranchised communities throughout New England, Heritage Consultants, LLC has such a team of dedicated team professionals that can work cooperatively to meet the Town's objectives. All of the team members who may be assigned to this project if Heritage Consultants, LLC has the honor of being selected, meet or exceed the Secretary of the Interior standards for historian, archaeologist, and architectural historian as described in 36 CFR Part 61. Heritage Consultants, LLC also owns and operates the region's largest GIS data set related to historical maps (over 100,000), aerial images (over 500,000), archaeological sites (over 20,000), National and State Register of Historic Places properties and districts (over 65,000), and LiDAR mapping of the State of Connecticut. These data will be crucial to the successful completion of the project. Unlike some non-local or out-of-state professionals, the historians and architectural historians at Heritage Consultants, LLC are also intimately familiar with the various historical archives across the state and are experts at finding important project related data. This is a distinct advantage for Heritage Consultants, LLC on the proposed project. Heritage Consultants, LLC also has had long and successful working relationships with the staff of the Connecticut State Historic Preservation Office and the Office of the Connecticut State Archaeologist, both of which have always accepted our reports and have commented that they are "state of the art" in content and presentation. The staff of Heritage Consultants, LLC also have a long history of working with local informants and descendant communities. In Hebron, our staff has established an excellent working relationship with both Mr. John Baron, Local historical expert, and the descendant of Cesar Peters, while completing a historical and archaeological survey of the Dr. Samuel Peters House in 2019. As the remainder of this proposal will show, Heritage Consultants, LLC is a natural fit for this project and is well positioned intellectually and geographically to meet all the Town's objectives within a budget of \$19,450.00.

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## **Introduction**

As discussed in the Request for Proposals (RFP), the Town of Hebron (the Town) is seeking to contract with a qualified contractor that employs a team of historians, architectural historians, and archaeologists to research and document eighteenth and nineteenth century African American residents, significant archaeological sites, and standing structures in the Town connected with these people/groups. Heritage Consultants, LLC (Heritage) understands that the purpose of the project is to produce a report that compiles what information is available currently about eighteenth and nineteenth century African American residents, identifies potentially significant resources, and makes recommendations to the Town for further research and archaeological investigations.

As documented by the Town, oral and published histories have revealed a significant presence of African Americans throughout historical period, but that no targeted attempt to comprehensively identify this history or associated sites has yet been made. As a result, it will be incumbent upon the selected contractor to evaluate an assortment of documents (primary and secondary accounts, maps, censuses, deed, registries etc.), as well as to conduct informant interviews, to better understand and publicize African American history in Hebron, identify associated historical and archeological sites, and make recommendations how to protect such locations and sites so that the Town may incorporate these considerations into its future planning documents.

Heritage also understands that this project is being funded by an Historic Preservation Enhancement Grant that will be administered by the Connecticut State Historic Preservation Office (CT-SHPO) of the Connecticut Department of Economic and Community Development (CT-DECD) with federal funds from the Historic Preservation Fund (HPF) of the National Park Service (NPS), U.S. Department of

the Interior; Grant Number P22AF00505 and Project # CT-22-10001.

If awarded the contract, all work undertaken by Heritage staff will be completed in accordance with CT-SHPO standards and by personnel who meets or exceed the Secretary of the Interior's Standards for the Treatment of Historic Properties. All Heritage employees who will work on the project will meet or exceed the qualifications standards outlined under 36 CFR Part 61 for historian, architectural historian, and archaeologist.

## **Project Tasking**

As discussed in the RFP for the project, the research effort and the subsequent final report and will include the following elements:

- List of eighteenth and nineteenth century African American residents in Hebron, with all primary and secondary source references included for each;
- Hard copy and electronic spreadsheet sorted by addresses to identify neighborhoods where families or multi-generational communities or workplaces existed during the eighteenth and nineteenth century
- Hard copy and electronic GIS overlays of eighteenth and nineteenth century Hebron town maps that identify places of residence and/or that offer strong potential for further investigation of areas that the Town should consider for preservation.
- Summary of eighteenth and nineteenth African American connections to Town Historic Properties or other Town-owned sites;
- Hard copy and electronic summary of the project for public and town use that includes a reassessment of the

Cesar Peters narrative and links previous oral and published narratives into a well-balanced whole.

- Management recommendations for identified locations or sites that the Town may use when considering updating its current and future planning documents.
- If possible and the budget allows, Historic Resource Inventory forms for built resources that are not already designated or have a clear association with eighteenth and nineteenth century African Americans.

### **Key Project Personnel**

Key personnel who will represent Heritage on this important project will include Mr. David R. George, M.A., R.P.A., (Principal Investigator & Program Manager); Dr. David E. Leslie (Director of Archaeological Research); Dr. Kristen Noble Keegan (Senior Historian); Ms. Brenna Pisanelli, M.A. (Architectural Historian and Senior Project Manager); Mr. Sean Buckley, B.A., (GIS Director); and Mr. William F. Keegan, B.A., (Historical Geographer and Research Analyst). Resumes for these individuals are enclosed in Appendix I, while Appendix II contains the organizational chart for Heritage. Our key staff members can handle all types of delivery orders ranging from basic requests for architectural and archeological surveys to multi-year, multi-municipality projects requiring careful and methodical project planning efforts. These projects have been completed on time and on budget while meeting all guidelines and requirements set forth by the pertinent regulatory agencies, including the CT-SHPO. Heritage Consultants, LLC certifies that the Key Personnel described below will be person actually assigned to the project.

*Mr. David R. George, M.A., R.P.A., (Principal Investigator & Program Manager)* received his Bachelor of Science degree in Business Management from Ithaca College in 1990, and

he earned his Master of Arts Degree in Anthropology at the University of Connecticut 1992 (see enclosed resume in Appendix I and management flowchart in Appendix II). He specializes in the archaeology of eastern North America with an emphasis on New England. Mr. George has supervised hundreds of cultural resources management projects throughout the eastern United States and New England, including Historical Documentation Studies, Reconnaissance Surveys, Intensive (Locational Surveys), Site Examination, and Data Recoveries throughout Massachusetts, Connecticut, Rhode Island, New Hampshire, Vermont and New York. During his long career, he has directed both small and large research and field staffs, as well as designed and implemented all stages of fieldwork and laboratory analysis for hundreds of projects. He has worked extensively throughout the Northeast and is well-versed in interpreting both pre-Contact era and historic period archaeological sites.

During completion of cultural resources projects, he has undertaken consultation with clients, researchers, regulatory officials, local officials, landowners, Native American tribes, and other parties interested in the cultural resources management compliance process, including members of the public. In addition, Mr. George also has completed the Introduction to Federal Projects and Historic Preservation Law class (Section 106) sponsored by the National Preservation Institute and the Advisory Council on Historic Preservation, as well as the Environmental Report Preparation Seminar offered by the Federal Energy Regulatory Commission. He understands the intricacies of the cultural resources management process and is well-qualified to serve as Principal Investigator for the project.

*Mr. George also has experience throughout Connecticut and in Hebron in particular in the archaeology of African American populations and occupations. In 2019 and while serving as Principal Investigator, Mr. George supervised completion of an archaeological and historical*

*survey of the Samuel Peters House in Hebron. That effort included the excavation of shovel test and units; the recovery and analysis of hundreds of artifacts; supervision and completion of informant interviews, most notably with Mr. John Baron, who is referenced in the current RFP as a local expert to be engaged during the project; contact with descendants of Cesar Peters; and the organization of a very successful Archaeology Day event at the Samuel Peters House, during which the location was designated as a stop on the Connecticut Freedom Trail by the CT-SHPO. This project allowed Mr. George to become intimately familiar with the subject of the current RFP and to assist the Town successfully in its 2019 goals for the project.*

Mr. George also was the Principal Investigator for and supervised all aspects of a Phase IB archaeological survey that was aimed at finding the home of the formerly enslaved Venture Smith after he gained his freedom and before he ultimately settled in East Haddam, Connecticut. Heritage was tasked with conducting detailed historical research concerning Venture Smith and his 27 acre parcel of land abutting the former Stanton Family Farm. Heritage also conducted an in-depth archaeological survey of the property. Prior to the initiation of the survey, most local archaeologists, historians, and officials thought that identifying any remains related to Venture Smith's occupation of the area would be next to impossible since he was a man a little means, could not afford to purchase many items, and only lived on the property for five years between 1770 and 1775.

Heritage archaeologists identified two areas of archaeological deposits that are related to the use of the property of Venture Smith. The recovered artifacts included contains hundreds of examples of window glass, tableware, bottle glass, ceramics (redware, creamware, and stoneware), hand wrought nails, and faunal remains (clam and oyster shells) dating from the late eighteenth century. Heritage

archaeologists also recovered examples of Rhenish blue and gray stoneware, as well as scratch blue stoneware, both of which were in common usage during the time Venture Smith occupied the property (ca., 1765 and 1795).

The cultural material recovered by Heritage, as well as the background research results, were incorporated in a museum exhibit created by the Stonington Historical Society. The artifacts serve as a powerful remembrance and an educational point of departure for the understanding of an extraordinary man who not only coped with the rigors of enslavement but overcame that system of repression to secure his freedom and economic potential and that of his family.

*Dr. David E. Leslie (Director of Archaeological Research)*

Dr. Leslie is a geoarchaeologist and lithic specialist, whose work focuses on the pre-contact and historical period archaeology of Northeastern North America. While much of his archaeological work has includes a focus on southern New England precontact archaeology, he also regularly conducts geophysical and remote sensing archaeological investigations throughout the United States. He has worked at all levels of archaeology and has spent the last seven years as a Principal Investigator in the Northeast, designing and implementing all phases of archaeological survey and recovery. His work has been published in peer-reviewed journals such as *Science*, *PaleoAmerica*, *Archaeology of Eastern North America*, and *Northeast Anthropology*.

Dr. Leslie's geophysical work includes numerous cemetery investigations, as well as magnetometry, unmanned aerial vehicle (UAV or drone) surveys, soil coring, and geochemical applications to historic preservation projects. In addition to his work with Heritage Consultants, where he is the Director of Archaeological Research, Dr. Leslie is also the Principal and co-owner of TerraSearch Geophysical, LLC with Mr. George, and a Research Scientist with the

Department of Anthropology at the University of Connecticut. He is also the President of the Archaeological Society of Connecticut and actively participates on various boards of regional archaeological societies, including the Conference on New England Archaeology and Eastern States Archaeological Federation, and serves on the Editorial Board of the journal *Northeast Anthropology*.

*Dr. Leslie also has direct and important project experience that is related to the current RFP. He recently assisted with Connecticut State Archaeologist, Dr. Sarah Sportman, with GPR study and limited excavation at the Cesar Peters House in Hebron, Connecticut. Through that experience, Dr. Leslie has become very familiar with the history of the Cesar Peters family and has become attuned to the need for better archaeological and historical narratives as they apply to eighteenth and nineteenth century African American communities throughout Connecticut, including Hebron. He also has spent time in the field with Mr. Baron and appreciates the perspective he brings to the documentation of eighteenth and nineteenth century African Americans in Hebron.*

*Dr. Kristen Noble Keegan (Senior Historian)* received her Bachelor of Arts degree in History from the University of Connecticut in 1991, her Master of Arts degree in History from the University of Connecticut in 1995, and her Ph.D., in Geography from the University of Connecticut in 2014 (see enclosed resume in Appendix I and management flowchart in Appendix II). She performs historical title searching, in-depth archival and primary documents research, and secondary-source review geared towards producing historical background for historical and archaeological report writing, as well as GIS mapping of historic property boundaries and features. Dr. Keegan works extensively in a wide variety of archives, including the Connecticut State Library Archives, Connecticut Historical Society, the National Archives and Records Administration (Washington, DC and Maryland), the British

Public Records Office, and the British Museum, as well as in numerous land record offices and local historical societies throughout Connecticut. Her work in archival research frequently involves collection and analysis of population statistics, census information, birth and death records, city directories, telephone directories, institutional records, and state and municipal records. This type of research will be crucial during the completion of the proposed project.

*Dr. Keegan also has completed extensive historical research within the Town and was the lead historian during the above-referenced archaeological survey at the Samuel Peter House completed by Heritage in 2019. Dr. Keegan spent hundreds of hours working in the archives on that project and also cultivated an excellent working relationship with Mr. John Baron, who is listed in the RFP as a local expert on eighteenth and nineteenth century African Americans in the Town. The information garnered from that relationship was crucial to understanding the history of Samuel Peters, his property, and Cesar Peters' connections to the property*

*Ms. Brenna Pisanelli, MA (Architectural Historian and Project Manager)* received dual degrees from Roger Williams University in 2017, where she received a Bachelor of Arts in Anthropology & Sociology as well as Art and Architectural History, in addition to a Bachelor of Science in Historic Preservation with a minor in history. In 2019, she received a Master of Arts in American Studies from Brown University, where she focused on an interdisciplinary approach to anthropological and archaeological research questions.

Ms. Pisanelli specializes in the intersectionality of archaeology, historical architecture and preservation practices. With years of experience in Cultural Resource Management, Ms. Pisanelli has participated in and has led large scale projects throughout multiple regions



in North America, primarily working in the Southwest, Northwest, and New England areas. Her unique interdisciplinary background has granted her extensive experience with Section 106 compliance, National Register of Historic Places assessments, historical documentation studies, tribal consultation, community engagement, and archaeological documentation and mitigation. Ms. Pisanelli understands the importance of accessibility to and preservation of communities' heritage, culture, and sense of place, that the field of cultural resource management can provide.

*Ms. Pisanelli is currently serving as Senior Project Manager for an important Documentation Study and GPR survey that Heritage is completing at the African American Cemetery in the City of Rye, New York, which is being funded by a NPS grant. Ms. Pisanelli has been responsible for oversight of the GPR survey ongoing in the cemetery, photogrammetry of extant headstones, and transcription of headstone engraving. All of this work will be compiled and provided to the city so that it may plan better usage of the cemetery, honor the unmarked dead with a headstone, and make certain data available to historical researchers, genealogists, and the public. Ms. Pisanelli has attended public meetings about the project and has given press interviews with the permission of the city.*

*Mr. Sean Buckley, B.A. (GIS Specialist) received his Bachelor of Arts degree in Anthropology from the University of Massachusetts, Amherst in 2013. He is currently completing his Master of Arts degree in Anthropology/Archaeology at the University of Massachusetts Boston campus. He specializes in archaeological and historical applications in Geographic Information Systems (GIS) and data management (see enclosed resume in Appendix I and management flowchart in Appendix II). He has produced map packages for numerous industrial and historic preservation clients, and he maintains the in-office GIS databases of Heritage as a GIS Specialist.*

Mr. Buckley's efforts will be important to the proposed project since he will produce all geo-registered versions of aerial images, historic maps, topographic quadrangles, and LiDAR images of identified locations and sites related to eighteenth and nineteenth century African American town residents. He will be responsible not only for all GIS-related tasks, but also for the creation of a pertinent graphics to be included in the report of investigations, including, but not necessarily limited to, plan views, historical mapping, aerial imagery, topographic mapping, LiDAR analysis, and photographic keys (see attached flowcharts in Appendices II and III). He also will produce any and all GIS layers that may be requested by the Town and CT-SHPO.

*Mr. William F. Keegan, B.A., (Historical Geographer and Research Analyst) received his Bachelor of Arts degree in Anthropology from the University of Connecticut in 1996 (see enclosed resume in Appendix I and management flowchart in Appendix II). He specializes in archival, genealogical, and historical research, as well as GIS applications in archaeology, specifically historic landscape reconstruction. During completion of the proposed project, Mr. Keegan will provide the other project team members, including Mr. George, Dr. Leslie, Ms. Pisanelli, Dr. Keegan, and Mr. Buckley, with historical and required GIS data related to the Barn Island Wildlife Refuge and the Venture Smith Homestead Site. He will also assist Mr. Buckley in the production of all appropriate graphical materials for the Final Report of Investigations.*

#### **Statement of Qualifications & Examples of Experience with Projects of a Similar Type**

Heritage has the demonstrated experience required to complete the proposed undertaking on behalf of the Town. Our firm has been in the business of historical and archaeological research for over 22 years now, and our staff has completed over 3,000 projects to date. These have included Historical Documentation Studies like the one requested in the current

RFP, Phase IA Cultural Resources Assessment Surveys, Phase IB Cultural Resources Reconnaissance Surveys, Phase II National Register Testing and Evaluations, and Phase III Data Recoveries, as well as Architectural Survey and Assessment Studies, throughout Connecticut, some of which have been completed in Hebron.

Heritage offers a wide range of services to help our clients successfully implement their projects while adhering to all federal, state, and local rules, regulations associated with cultural resources, and stipulations of grants, some of which have been provided by the CT-SHPO and the NPS. Our team of professionals consistently provides quality services through multi-disciplinary analysis with an in-depth understanding of the regulatory, scientific, and legal issues affecting our clients. We accomplish all of our projects under tight schedules and on budget.

Described below are four projects that we have competed or are currently working on that are related to the subject of the current RFP. They include a Historical and Archaeological Survey of the Revered Samuel Peters House in Hebron, Connecticut; Historical and Archaeological Survey of the Venture Smith Site in Stonington, Connecticut; GPR Survey of the John and Mary Peters House Site, Hebron, Connecticut; and Historical and Ground Penetrating Radar Survey of Unmarked African American Burials in the African American Cemetery in Rye, New York, which is being funded by the NPS.

#### Historical and Archaeological Survey of the Revered Samuel Peters House in Hebron, Connecticut

In May of 2019, Heritage was awarded a contract by the Town of Hebron to complete a historical and archaeological survey of the property at 150 East Street in Hebron, Connecticut, which is the location of the Reverend Samuel Peters House. During the Revolutionary War, Reverend Peters was a staunch Loyalists who sided with the English

against Connecticut's patriots. Due his political leanings, Reverend Peters was driven from Hebron, leaving behind some of his family and nine slaves. Among the latter were Cesar Peters, his wife Lois, and their children. Cesar and Lois worked on the Peters property and were said to have taken care of the house and grounds in the reverend's absence.

The survey completed by Heritage was designed to achieve a few different goals, which were accomplished through detailed historical and background research, pedestrian survey, shovel testing, unit excavation, and metal detection throughout the property and in the basement of the Reverend Samuel Peters House. First, the Town requested that Heritage identify and isolate areas of intact cultural deposits across the Peters property so that these they could be mapped accurately and avoided during any future upgrades to the house and grounds. The second goal was to identify the locations of former buildings that may have been razed in the historical era, including the possible home of Cesar Peters and his family, as well as to assess their archaeological integrity. The third goal of the survey was to attempt to identify a blacksmith shop that may have existed on the property and where it has been thought that Cesar and his family lived for a short period of time.

The survey, which also included informant interviews, particularly with Mr. John Baron, was quite successful and resulted in the recovery of hundreds of artifacts related to the eighteenth and nineteenth century occupation and use of the house and property. The survey also was able to establish that is unlikely that a blacksmith shop remains intact on the property today, as no artifacts or waste materials related to smithing or forging were recovered. Finally, the survey results indicated that Cesar Peters and his family, while the may have worked there, did not appear to have lived in close proximity to the Samuel Peters House and in fact likely lived elsewhere.

### Historical and Archaeological Survey the Venture Smith Site on Haddam Neck in Haddam, Connecticut

In 2020, Heritage was contracted by the Stonington Historical Society (SHS) and worked under a Good to Great grant provided by the CT-DCED and the CT-SHPO to assist in the development of permanent exhibit at the Old Lighthouse Museum in Stonington, Connecticut that interprets and presents the life of Venture Smith. Venture Smith, formerly known by his African name, Brotheer, was taken captive from his homeland in Dukandarra, Guinea when he was just 7 years old. After traveling the Middle Passage, he was first taken to Barbados and the later to Rhode Island, where he became the property of George Mumford. In his early twenties, he married his wife Meg and was sold to the Stanton Family of Stonington, Connecticut. Venture lived with and worked for the Stanton Family until ca., 1760, when, after a violent run in with the patriarch of the Stanton Family, he was sold to Oliver Smith, a local Stonington merchant. Upon this sale, Venture was split from Meg and their small children, who remained on the property of the Stanton Family. While in the captivity of Mr. Smith, Venture was allowed to take odd jobs while not working for Mr. Smith so that he could earn money and one day free himself and his family. In doing so, he worked as a sailor on a whaling expedition, fished, and cut cordwood in various places around Long Island Sound. He also invested in land, and in 1770, he purchased a 27 acre parcel that bordered on the Stanton Family Farm, which has been set aside in the modern era as the Barn Island Wildlife Preserve.

After years of struggle and hard work, Venture amassed enough money to purchase his family's freedom in 1775, upon which he abandoned the property adjacent to the Stanton Family Farm and moved to Haddam Neck, Connecticut. The family remained on Haddam Neck until Venture's eventual death in 1805. Between 1775 and 1805 Venture Smith was well known to the local population as a man of integrity and considerable business

acumen. Today, Venture Smith is buried in the graveyard of the First Congregational Church in East Haddam, Connecticut next to his wife, Meg, the other members of their family.

As part of the project team to create the exhibit entitled *The Life and Legend of Venture Smith: From Slavery to Freedom in Stonington*, Heritage was tasked with conducting detailed historical research concerning Venture Smith and his 27 acre parcel of land abutting the Stanton Family Farm. Heritage also conducted an in-depth archaeological survey of the property. Prior to the initiation of the survey, most local archaeologists, historians, and officials thought that identifying any remains related to Venture Smith's occupation of the area would be next to impossible since he was a man a little means, could not afford to purchase many items, and only lived on the property for five years between 1770 and 1775.

Heritage archaeologists recovered hundreds of artifacts from the property that were indicative of a mid-eighteenth century occupation. These included window glass, tableware, bottle glass, ceramic sherds (redware, creamware, and stoneware), hand wrought nails, and faunal remains (clam and oyster shells) dating from the late eighteenth century. One of the most interesting finds was that of the recovery of examples of Rhenish blue and gray stoneware, which was no longer manufactured after 1775. Heritage archaeologists also recovered examples of scratch blue stoneware, which was in common usage during the time Venture Smith occupied the property (ca. 1765 and 1795). The artifact assemblage is almost certainly tied to the use of the property by Venture Smith since after his departure from the area the land was allowed to revert to woodlot and was not used for occupation by any other known person of family. The cultural material recovered during the Heritage archaeological survey, as well as the background research results, was incorporated in the Stonington Historical Society's exhibit.

### GPR Survey of the John and Mary Peters House Site, Hebron, Connecticut

Director of Archaeological Research for Heritage Consultants, Dr. David E. Leslie, recently assisted the Connecticut Office of State Archaeology (OSA) and Hebron Historian John Baron in attempting to locate the original location of the John and Mary Marks Peters House in Hebron, Connecticut. The house was built by the Peters in the early 18th century, and was home of their children, including the Reverend Samuel Peters, and later the home of Governor John S. Peters.

Cesar Peters, an enslaved child who was purchased by Mary Marks Peters around 1759, lived at the house from age 9 until he was sold to the Reverend Samuel Peters in 1770, when he married a woman named Lois without Mary's permission. Cesar and his family were later manumitted by the Connecticut General Assembly in 1789. He and Lois petitioned the Assembly following a lengthy ordeal involving the family's abduction and attempted sale to a South Carolina Planter. Their sale was organized by John and Nathaniel Mann, who were managing Reverend Peters' estate while he was living in England.

The Hebron community actively supported the family's rescue and eventual emancipation, and the Peters family's story is an important part of Hebron's history. Publications about the Peters family, including a fuller accounting of Cesar's and his descendants lives, have been included in the *Bulletin of the Archaeological Society of Connecticut*.

### Historical Documentation and GPR Survey of the African American Cemetery in Rye, New York

Finally, Heritage has begun work, in conjunction with the Town of Rye, New York and the Friends of the African American Cemetery, to fulfill the requirements of a grant provided by the NPS African American Civil Rights Grant initiative. The work includes Ground Penetrating Radar survey of the African American Cemetery;

three-dimensional photogrammetry of each existing headstone; aerial drone mapping of the cemetery, with the goal of producing a high resolution burial plot map; documentation in a spreadsheet of all text engraved on each extant grave marker; and the identification of all potential marked and unmarked burials within the cemetery.

While this work is ongoing, the GPR survey has already revealed the presence of numerous unmarked eighteenth through early twentieth century marked and unmarked African American burials. Many more are expected, and additional historical research will be used in attempt to link identities to the various graves. In addition, the photogrammetry work has also already included the digital documentation of numerous extant headstones in three dimensions. This data will be available digitally to various end users so that they may view headstones remotely over the Internet. Finally, Heritage staff have transcribed the engraved details of dozens of headstones so far, and that data, which will be saved into a digital spreadsheet, will also be made available online so that historians and genealogists may access in on the Internet

We are deeply honored to conduct this work in partnership with the Town of Rye and the Friends organization and we look forward to the publication of the final results of this investigation, recognizing that there is still much work to do to honor those who are buried within the cemetery.

The four projects discussed above are just a few of the many that Heritage staff members have worked on with respect to enslaved or other disadvantaged people or groups. Others include large scale excavations of an immigrant smallpox cemetery in Boston Harbor, Massachusetts and extensive excavations of slave cabins and a plantation store on the Alhambra Plantation in Louisiana, both of which were supervised by Mr. George. All of these projects have required the research

methodologies discussed throughout this proposal, as well as close coordination with local historians, historical society members, our architectural historians, local informants, and members of the public. They have resulted in the collection, analysis, and publication of much important historical and archaeological data that has been used to better understand and present the lifeways of under-represented people and groups.

### **Project Tasks: Overview and Methods**

As stated above the proposed project has several goals. These will be met through the completion of seven main tasks. They are as follows: Task 1: create a list of eighteenth and nineteenth century African American residents in Hebron, with all primary and secondary source references included for each; Task 2: create a hard copy and digital spreadsheet sorted by addresses to identify neighborhoods where families or multi-generational communities or workplaces existed during the eighteenth and nineteenth century; Task 3: produce hard copy and GIS overlays of eighteenth and nineteenth century Hebron town maps that identify places of residence and/or that offer strong potential for further investigation of areas that the Town should consider for preservation; Task 4: generate a summary of eighteenth and nineteenth African American connections to Town Historic Properties or other Town-owned sites; Task 5: prepare hard copy and digital summary of the project for public and town use that includes a reassessment of the Cesar Peters narrative and links previous oral and published narratives into a well-balanced whole; Task 6: craft management recommendations for identified locations or sites that the town may use when considering updating its current and future planning documents; and Task 7: complete Historic Resource Inventory forms for built resources that are not already designated or have a clear association with eighteenth and nineteenth century African Americans, if possible and if the budget allows. These tasks

are discussed and the methods by which they will be completed are described below.

#### Task 1: Create a list of eighteenth and nineteenth century African American residents in Hebron, with all primary and secondary source references included for each

This task will be completed through the careful review of primary documents and published secondary sources that identify eighteenth and nineteenth century African American residents in Hebron. This may include, but not necessarily be limited to, maps, deeds, census data, gazetteers, directories, articles, journals, etc. This task will also include informant interviews with local experts, including, but not limited to, Mr. John Baron, who possesses a wealth of information relating to eighteenth and nineteenth century African American residents in Hebron. The data gathered during this task will be maintained in both hard copy and electronic format, and it will serve as the basis for the completion of Task 2.

#### Task 2: Create a hard copy and digital spreadsheet sorted by addresses to identify neighborhoods where families or multi-generational communities or workplaces existed during the eighteenth and nineteenth century

As mentioned above, the initial data collection phase of the project, which will be completed during Task 1 will serve as the basis for Task 2. All the collected data will be entered into a Microsoft Excel spreadsheet that will be output in hard copy as part of the final report, as well as saved electronically for submission to the Town. The database will include, but not necessarily be limited to, each person's name, address, neighborhood, age, sex, occupation (when listed), workplace, status (free or enslaved), marital status, relations, etc. This database will serve as the backbone for the project and will be carefully detailed and entered, as any errors within or obvious omissions from it may skew the results of the project.

Task 3: Produce hard copy and GIS overlays of eighteenth and nineteenth century Hebron town maps that identify places of residence and/or that offer strong potential for further investigation of areas that the Town should consider for preservation

Task 3 will be completed through the use of Heritage's robust datasets contained within its in-house GIS system. Heritage's GIS data currently consists of over 500,000 geo-rectified aerial images, nearly 100,000 historical maps, and thousands of archaeological site and National Register of Historic Places property forms, many of which are related to places in Hebron. The data entered into the spreadsheet during the completion of Task 2 will be overlaid on various GIS based layers, including historic maps, topographic quadrangles, aerial images, and LiDAR mapping, among others, to provide a sense of place for all of the identified eighteenth and nineteenth century African American residents in Hebron. The GIS overlays also will be aimed at providing the Town identify places of residence and/or that offer strong potential for further investigation or for preservation. This will assist the town in the future as it considers updates to its planning documents.

Task 4: Generate a summary of eighteenth and nineteenth African American connections to Town Historic Properties or other Town-owned sites

During the course of the completion of Task 1, Heritage staff will compile notes and data regarding of any particular eighteenth and nineteenth African American connections to Town Historic Properties or other Town-owned sites. These will also be included in the spreadsheet that is compiled during Task 2. A separate column will be included in the spreadsheet that notes the connection between any person/people and Town historic properties or Town owned sites. These connections will also be outlined and discussed in the text portion of the Final report so that more in-depth characterizations of those connections may be made.

Task 5: Prepare hard copy and digital summary of the project for public and town use that includes a reassessment of the Cesar Peters narrative and links previous oral and published narratives into a well-balanced whole

This task will include paying careful attention to all documentation (primary/secondary, mapping, deed, census data, etc.) gathered during the completion of Tasks 1 through 4, as well as through informant interviews with residents of other professionals such as Mr. John Baron and Dr. Sarah Sportman, the Connecticut State Archaeologist. All of this material will be reviewed and synthesized into an updated narrative of Cesar Peter and his family, as well as their history, social experience, and contribution to the Hebron community. This updated narrative will consider oral histories of Cesar Peter and his family from local residents, professionals, and his descendants to the maximum extent possible. Heritage staff have worked with the Peters family descendants in the past and have developed a warm relationship with and considerable respect for them. The completed narrative will attempt to clarify the existing narrative and update it from a more modern perspective.

Task 6: Craft management recommendations for identified locations or sites that the town may use when considering updating its current and future planning documents;

During the completion of Task 6, Heritage staff will prepare various management recommendations for town locations or archaeological sites associated with eighteenth and nineteenth African Americans in Hebron. These will be particularly important for the Samuel Peters House, the Peters archaeological site identified investigated by Dr. Sarah Sportman (with assistance of Heritage's Dr. David E. Leslie), and any other Town historic sites or properties that may be associated with eighteenth and nineteenth African Americans. Management guidelines may include a host of recommendations, including, but not necessarily limited to, total avoidance during

any proposed or future development, additional detailed historical research, archaeological survey and excavation, standards for mitigation related to loss by Town development, etc. These management recommendations will be included as a separate chapter in the final report and will be specified for Town historic sites or properties that may be associated with eighteenth and nineteenth African Americans

Task 7: Complete Historic Resource Inventory forms for built resources that are not already designated or have a clear association with eighteenth and nineteenth century African Americans, If possible and if the budget allows

Finally, if time and budget permits, Heritage archaeologists and architectural historians may complete Historic Resources Inventory forms for places, buildings, or archaeological sites of particularly importance related to identified eighteenth and nineteenth African Americans. These forms will include, among other things, location, address, type, age, date of construction, condition, current ownership, architectural style, association with other resources, association with individuals, descriptive narrative, and National/State Register of Historic Places assessment and eligibility recommendation. The forms also will include the location of the resources plotted on the a USGS topographical maps and a photo of each area/site/building. This level of effort will be completed only as the project schedule and budget allow.

Final Report of Investigations

The Final Report of investigation for the Historic Resource Planning Study will be a polished and professional document that will be written to satisfy the grant requirements and as an easily accessible volume for the other historical and archaeological professionals, as well as the lay public. The document will include an Abstract, Table of Contents, List of Figures, List of Tables and seven chapters. The latter will include and Introduction; Natural Settings of Hebron; PreContact and Contact Period Overview; Historical setting, Previous Investigations (to

include a synthesis of primary, secondary, and other materials), Methodological Overview, Results of the Investigation; and Management Recommendations for Identified Locations and Sites Important to the Understanding of eighteenth and nineteenth African Americans in Hebron. The report will also include all necessary figures and bibliographic citations, as well as the above-referenced spreadsheet. A total of (4) copies of the final report and electronic copies of all materials produced during the investigation will be provided to the Town at the close of the project.

**Project Deliverables**

The deliverables for this project will include (4) copies of the above-referenced final report, as well as hard electronic copies of all materials produced. This will include copies of the following:

The database of identified eighteenth and nineteenth century African Americans in Hebron;

Historical maps and aerial images pertinent to the project;

A bibliography primary documents pertinent to the project;

A bibliography of secondary sources pertinent to the project;

Census materials and deeds pertinent to the project;

Sections of gazetteers pertinent to the project;

Detailed notes of informant interviews;

Existing archaeological site files pertinent to the project;

Existing National Register of Historic Place files pertinent to the project;

Historic Resources Forms for particular important sites or buildings (if budget and time constraints allow);

A reassessment of the Cesar Peters narrative that combines oral and published narratives into a well-balanced whole; and

### **Project Schedule**

If we have the honor of being selected as the contractor for this important undertaking, Heritage staff will be prepared to commence project work within thirty (30) calendar days of the contract award. Heritage understands that project shall be successfully completed in a timeframe mutually agreed upon by the Town and the consultant from the date of the execution of the contract between the Town of Hebron and consultant unless the Town of Hebron should agree to a request for the extension of time.

### **Summary**

This proposal demonstrates that Heritage has the experience and technical know-how to complete this project successfully on behalf of the Town. Our company has over 22 years of cultural resources management experience and an energetic staff that will make the proposed investigation its highest priority. We work routinely throughout Connecticut, have considerable experience in the historic archives around the state, and have forged an excellent working relationship with the CT-SHPO over the years.

Heritage welcomes this opportunity to be of service to the Town in support of its important mission to better understand and publicize African American history in Hebron, identify associated historical and archeological sites, and make recommendations for how the Town might incorporate the survey into future planning documents.

The lump sum cost for this project is \$19,450.00. If you have any questions regarding this proposal, please do not hesitate to contact me at [dgeorge@heritage-consultants.com](mailto:dgeorge@heritage-consultants.com) or at (860) 299-6328. We are at your service.



## SUGGESTED PROJECT SCHEDULE\*

Initiate Research.....within 30 days of contract award  
 First interim meeting with the Town to review preliminary results.....within 90 days of contract award  
 Second interim meeting with the Town to review preliminary results....within 180 days of contract award  
 Third interim meeting with the Town, and draft final report.....240 days from contract award  
 Complete Final report and submit to Town and SHPO.....360 days from contract award

\*schedule to be determined in consultation with the Town

## REFERENCES

|  |   |
|--|---|
| <p>Dr. Sarah Sportman<br/>         Connecticut State Archaeologist<br/>         354 Mansfield Road<br/>         Unit 1176<br/>         Storrs, CT 06269<br/>         sarah.sportman@uconn.edu<br/>         (860) 486-5248</p>  | <p>Mr. Cory Atkinson<br/>         Staff Archaeologist<br/>         Department of Economic &amp; Community Development<br/>         State Historic Preservation Office<br/>         cory.atkinson@ct.gov<br/>         (860) 500-2458</p>         |
| <p>Dr. Kevin McBride<br/>         Associate Professor<br/>         University of Connecticut<br/>         Department of Anthropology<br/>         54 Mansfield Road, Unit 1176<br/>         Storrs, Connecticut 06226-1176<br/>         kevin.mcbride@uconn.edu<br/>         (860) 86-4511</p> | <p>Dr. Nicholas Bellantoni<br/>         Emeritus Connecticut State Archaeologist<br/>         354 Mansfield Road<br/>         Unit 1176<br/>         Storrs, CT 06269<br/>         nicholas.bellatoni@uconn.edu<br/>         (860) 983-0930</p> |
| <p>Mr. Michael Libertine, Director<br/>         All-Points Technology Corporation<br/>         3 Saddlebrook Drive<br/>         Killingworth, Connecticut 06419<br/>         mlibertine@allpointstech.com<br/>         (860) 983-5153</p>  | <p>Melissa Kaplan<br/>         Senior Project Manager<br/>         BSC Group<br/>         33 Waldo Street<br/>         Worcester, MA 01608<br/>         mkaplan@bscrgroup.com<br/>         (508) 792-4500</p>                                   |

## APPENDIX I:

### RESUMES OF KEY PERSONNEL

## DAVID R. GEORGE, M.A., R.P.A.

SENIOR CULTURAL RESOURCES SPECIALIST, DIRECTOR OF ARCHAEOLOGICAL SERVICES



*David R. George, M.A., R.P.A., Principal Investigator* received his Bachelor of Science degree in Business Management from Ithaca College in 1990, and he earned his Master of Arts degree in Anthropology at the University of Connecticut 1992. He specializes in the archeology of eastern North America with an emphasis on southern New England. Mr. George has supervised hundreds of cultural resources management projects throughout the eastern United States and New England in particular, and he has directed both small and large field crews, as well as designed and implemented all stages of fieldwork and laboratory analysis for dozens of projects. During completion of these numerous projects, he has undertaken consultations with clients, researchers, regulatory officials, local officials, landowners, Native American tribes, and other parties interested in the cultural resources management compliance process. In addition, Mr. George also has completed the Introduction to Federal Projects and Historic Preservation Law class (Section 106) sponsored by the National Preservation Institute and the Advisory Council on Historic Preservation (1999), as well as the Environmental Report Preparation Seminar offered by the Federal Energy Regulatory Commission (2003). He understands the intricacies of the cultural resources management process.

### *Professional Experience*

- Owner & Principal Investigator, Heritage Consultants, LLC, February 2004-Present.
- Vice President-Archeological Services, R. Christopher Goodwin & Associates, Inc., December 2002-March 2004.
- Assistant Vice President, R. Christopher Goodwin & Associates, Inc., May 2001-December 2002.
- Senior Project Manager, R. Christopher Goodwin & Associates, Inc., May 2001-November 2001.
- Project Manager, R. Christopher Goodwin & Associates, Inc., September 1998-May 2001.
- Laboratory Supervisor/Crew Chief, Archaeological and Historical Consultants, Inc., 1996-1998.
- Instructor, Department of Anthropology, University of Connecticut, Storrs, 1995-1996.
- Field Director/Project Manager, Public Archaeology Survey Team,



### CAPABILITY HIGHLIGHTS

- Nearly 30 years of experience in Local, State, and Federal Compliance
- Exceeds Secretary of the Interior's Professional Qualifications Standards in Archaeology
- Experience coordinating large and/or complex projects
- Excellent project management skills and client coordination

### EDUCATION

- Bachelor of Science in Business Management, Ithaca College, Ithaca, New York, 1990.
- Master of Arts in Anthropology, University of Connecticut, Storrs, Connecticut, 1992.
- Introduction to Federal Projects and Historic Preservation Law, Section 106 Compliance, 1999.
- Federal Energy Regulatory Commission, Environmental Report Preparation Seminar, 2003

## DAVID E. LESLIE

DIRECTOR OF ARCHAEOLOGICAL RESEARCH



Dr. Leslie is a geoarchaeologist and lithic specialist, whose work focuses on the pre-contact and historical period archaeology of Northeastern North America. While much of his archaeological work has included a focus on southern New England precontact archaeology, he also regularly conducts geophysical and remote sensing archaeological investigations throughout the United States. He has worked at all levels of archaeology and has spent the last seven years as a Principal Investigator in the Northeast, designing and implementing all phases of archaeological survey and recovery. His work has been published in peer-reviewed journals such as *Science*, *PaleoAmerica*, *Archaeology of Eastern North America*, and *Northeast Anthropology*.

Dr. Leslie's geophysical work includes numerous cemetery investigations, as well as magnetometry, unmanned aerial vehicle (UAV or drone) surveys, soil coring, and geochemical applications to historic preservation projects. In addition to his work with Heritage Consultants, where he is the Director of Archaeological Research, Dr. Leslie is also the Principal and co-owner of TerraSearch Geophysical, LLC, a Principal Investigator with R. Christopher Goodwin & Associates, and a Research Scientist with the Department of Anthropology at the University of Connecticut. He is also the President of the Archaeological Society of Connecticut and actively participates on various boards of regional archaeological societies, including the Conference on New England Archaeology and Eastern States Archaeological Federation, and serves on the Editorial Board of the journal *Northeast Anthropology*.

Among Dr. Leslie's notable geophysical cemetery investigations is the recently completed Potter's Field investigation in Frederick, Maryland, for which he served as the Principal Investigator. The project involved the investigation of approximately 5 acres of a plowed field, which was reported to contain numerous unmarked burials. The investigation involved the collection of over 20 large grids (20 x 40 and 30 x 40 meters in size) and included the analysis of over 2,400 individual GPR profile transects. Numerous radar signatures were identified during the course of the survey, including five discrete areas of likely interments, a cellar associated with an African-American infirmary, a round stone lined feature possibly related to milling or water catchment (cistern) activities, numerous buried utilities, and ground hog disturbances. Dr. Leslie directed the project as Principal Investigator, designed the fieldwork, analyzed all the GPR data, and produced all GPR related graphics and interpretations.

- Director of Archaeological Research, Heritage Consultants, LLC May 2021 to Present.
- Archaeological & Historical Services, Principal Investigator, 2013 to May 2021



### CAPABILITY HIGHLIGHTS

- Local, state, and federal compliance
- Experience with Ground Penetrating Radar, LiDAR analyses, UAV mapping, Magnetometry, soil coring, and geochemical analyses
- Cemetery investigations, including geophysical assessments of marked and unmarked burials
- Principal Investigator for both small and large scale Phase I, II, and III investigations, including over 100 investigations
- Exceeds Secretary of the Interior's Professional Standards

### EDUCATION

- Ph.D., Anthropology, University of Connecticut, 2016
- M.A., Anthropology, Florida Atlantic University, 2008
- B.A., Sociology and Anthropology, Minor in Geography, West Virginia University, 2006,

## BRENNA PISANELLI, M.A.

SENIOR PROJECT MANAGER & ARCHITECTURAL HISTORIAN



*Brenna Pisanelli, M.A., Project Manager*, received dual degrees from Roger Williams University in 2017, where she received a Bachelor of Arts in Anthropology & Sociology as well as Art and Architectural History, in addition to a Bachelor of Science in Historic Preservation with a minor in history. In 2019, she received a Master of Arts in American Studies from Brown University, where she focused on an interdisciplinary approach to anthropological and archaeological research questions. She specializes in the intersectionality of archaeology and preservation practices. With four years of experience in Cultural Resource Management, Ms. Pisanelli has participated and led large scale projects throughout multiple regions in North America, primarily working in the Southwest, Northwest, and New England areas. Her unique interdisciplinary background has granted her extensive experience with Section 106 compliance, National Register of Historic Places eligibility assessments, historical documentation studies, tribal consultation, community engagement, and archaeological documentation and mitigation. Ms. Pisanelli understands the importance of accessibility to and preservation of communities' heritage, culture, and sense of place, that the field of cultural resource management can provide.

### *Professional Experience*

- Senior Project Manager, Heritage Consultants LLC., April 2023-Present
- Project Archaeologist, Heritage Consultants LLC., October 2022-April 2023.
- Project Archaeologist, Rio Bravo Archaeological Survey 2018-Present
- Archaeological Field Technician, Far Western Anthropological Research Group, Inc. March 2021-June 2022.
- Archaeological Field Technician, Cox McLain Environmental Consulting Inc. (CMEC), July 2020-February 2021
- Field Archaeologist, at multiple CRM firms including: Environmental Resource Management (ERM); Swift River Environmental Services, LLC.; Dovetail Cultural Research Group; Harris Environmental Group, Inc.; and Tetra Tech Inc., September 2019-October 2022.
- Historic Preservation Consultant, The Newport Experience IDC Inc. January 2017- May 2019.



### CAPABILITY HIGHLIGHTS

- Four years of Cultural Resource Management in various regions in North America
- Exceeds Secretary of the Interior's Professional Qualifications Standards in Archaeology and Historic Preservation
- Experience in Section 106 Compliance and National Register of Historic Places eligibility assessment.
- Experience in authoring technical reports addressing both archaeological and architectural concerns.

### EDUCATION

- Bachelor of Science in Historic Preservation, Roger Williams University, 2017.
- Bachelor of Arts in Anthropology & Sociology, Roger Williams University, 2017.
- Bachelor of Arts in Art & Architectural History, Roger Williams University, 2017.
- Master of Arts in American Studies, Brown University, 2019.

## KRISTEN KEEGAN, PH.D.

SENIOR HISTORIAN



HERITAGE  
CONSULTANTS

*Dr. Kristen Noble Keegan, Ph.D.*, is the Senior Historian at Heritage Consultants, LLC. She received her Bachelor of Arts in History from the University of Connecticut in 1991, her Master of Arts in History from the University of Connecticut in 1995, and her Ph.D. in Geography from the University of Connecticut in 2014. She performs historical title searching, as well as archival research and secondary-source research towards producing historic background for archaeological report writing, including GIS mapping of historic property boundaries and features. Her work forms the basis for the assessment of historic archaeological sensitivity in client project areas. Her extensive experience in historical research has provided invaluable context for the cultural resources Heritage Consultants, LLC recovers from the field and is indispensable in project planning stages.

### Professional Experience

Senior Historian, Heritage Consultants, LLC, February 2004-present. • Adjunct Professor, Department of History, Fairfield University, 2009-present.

Senior Historian, Heritage Consultants, LLC 2004 to Present

Principal Investigator, Keegans Associates, LLC, 1997-2004.

### Memberships

American Historical Association

Association of American Geographers

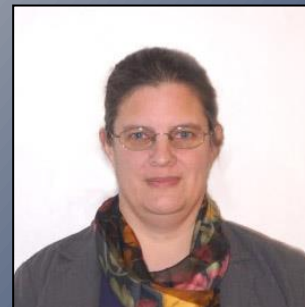
Association for the Study of Connecticut History

Committee for the Promotion of Connecticut History

Connecticut Historical Society

Organization of American Historians

Society for Historians of the Early American Republic



### CAPABILITY HIGHLIGHTS

- Archival, Cartographic, and Historical Research
- Historical Title Searching
- Geographic Information Systems
- Database Development and Management
- Report Writing

### EDUCATION

- Bachelor of Arts in History, University of Connecticut, 1991.
- Master of Arts in History, University of Connecticut, 1995.
- Ph.D. in Geography, University of Connecticut, 2014.



SEAN BUCKLEY, B.A.  
GIS SPECIALIST

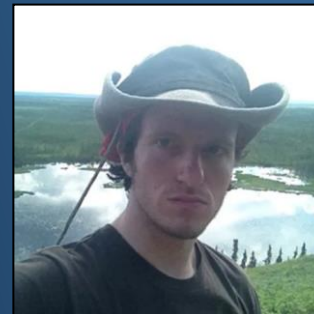


*Mr. Sean Buckley, B.A.* received his Bachelor of Arts degree in Anthropology from the University of Massachusetts, Amherst in 2019. He specializes in archaeological applications of Geographic Information Systems (GIS) and data management. He has produced map packages for several industrial and historical preservation clients and he maintains the in-office GIS databases of Heritage as a GIS Specialist. His participation at Heritage Consultants, LLC is vital to achieving success on each and every project undertaken by the company/

Mr. Buckley is also working towards his Master of Arts in Historical Archaeology at the University of Massachusetts, Boston, and is expected to complete his degree 2024. He has completed coursework in archaeological methodology, theory, as well as focused on collaborative archaeology with the disenfranchised communities. In addition, Mr. Buckley has contributed to archaeological investigations throughout Connecticut, New York, Massachusetts, Vermont, and New Hampshire.

#### PROFESSIONAL EXPERIENCE

- Manager of GIS Department, Heritage Consultants, April 2023-present
- GIS Specialist, Heritage Consultants, February 2022- April 2023
- Field Technician, Heritage Consultants, March 2020- February 2022
- Archaeological field school participant, Adelphi University, Delta Junction AK, 2017



#### CAPABILITY HIGHLIGHTS

- Geographic Information Systems
- ArcGIS version 10.9
- Database Management
- Graphics Production

#### EDUCATION

- Bachelor of Arts in Anthropology, University of Massachusetts, Amherst, Amherst, Massachusetts, 2019
- Master of Arts in Historical Archaeology, University of Massachusetts, Boston, Boston, Massachusetts, expected 2024

*Mr. William F. Keegan, B.A.*, is the Historical Geographer at Heritage Consultants, LLC. He received his Bachelor of Arts degree in Anthropology from the University of Connecticut in 1996. Mr. Keegan specializes in archival, genealogical, and historical research, and integrates them into Geographic Information Systems as they apply to archeological research, historical landscape reconstruction, and fatal flaws analyses. Mr. Keegan assists our industrial and heritage conservation clients by geo-referencing locations of natural resources, cultural resources, and land-use variables to assess the impact of proposed projects. The resulting data layers are then used for project planning and design/redesign purposes, public meetings, and subsequent field studies. Mr. Keegan integrates these projects with the Heritage Consultants, LLC GIS databases and manages the company's proprietary databases.

#### *Professional Experience*

- Historical Geographer, Heritage Consultants, LLC, February 2004-Present
- Partner, Keegans Associates, LLC, April 1997-April 2004
- American Association of Geographers, 2003-Present
- Archival Researcher, 1991-Present
- Map Production Specialist, 1991-Present
- Genealogical Researcher, 1994-Present
- Consultant for the Connecticut State Library: Historic Maps and Aerial Imagery, 2010 to Present
- Genealogical Research for Dr. Nicholas Bellantoni, former Connecticut State Archaeologist, 1995-Present
- GIS Landscape Reconstruction Specialist for the United States Navy, March 2017-Present



#### CAPABILITY HIGHLIGHTS

- Archival, Cartographic, and Historical Research
- Genealogical Research
- Cartography
- Geographic Information Systems
- Data Management

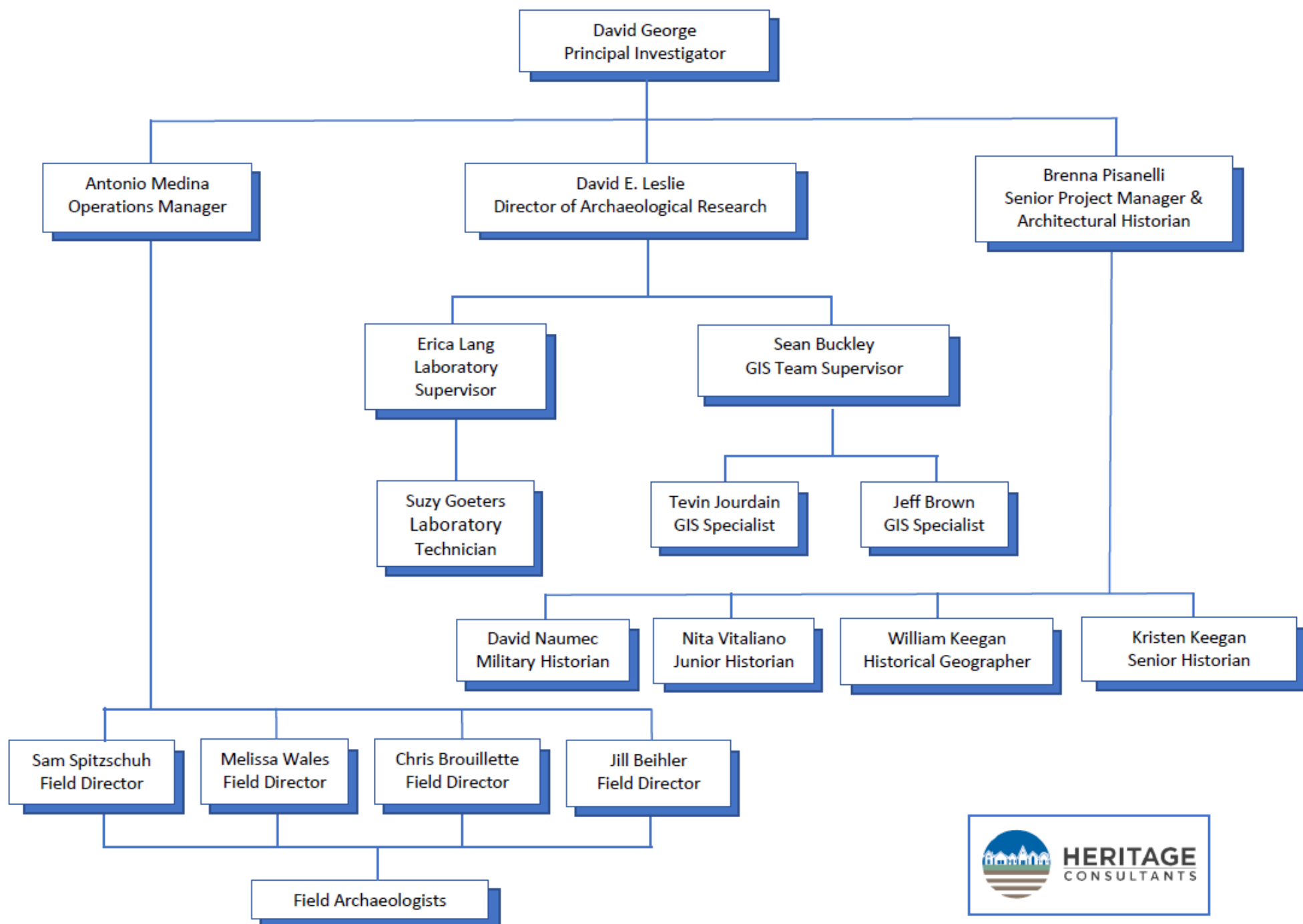
#### EDUCATION

- Bachelor of Arts in Anthropology, University of Connecticut, 1996.
- Master of Arts in Geography, University of Connecticut (all but thesis).
- National Archives Record Training Course
- ESRI's Drone2Map for ArcGIS: Bring Drone Imagery into ArcGIS Training Course
- ESRI's Using LIDAR in ArcGIS 10 Training Course



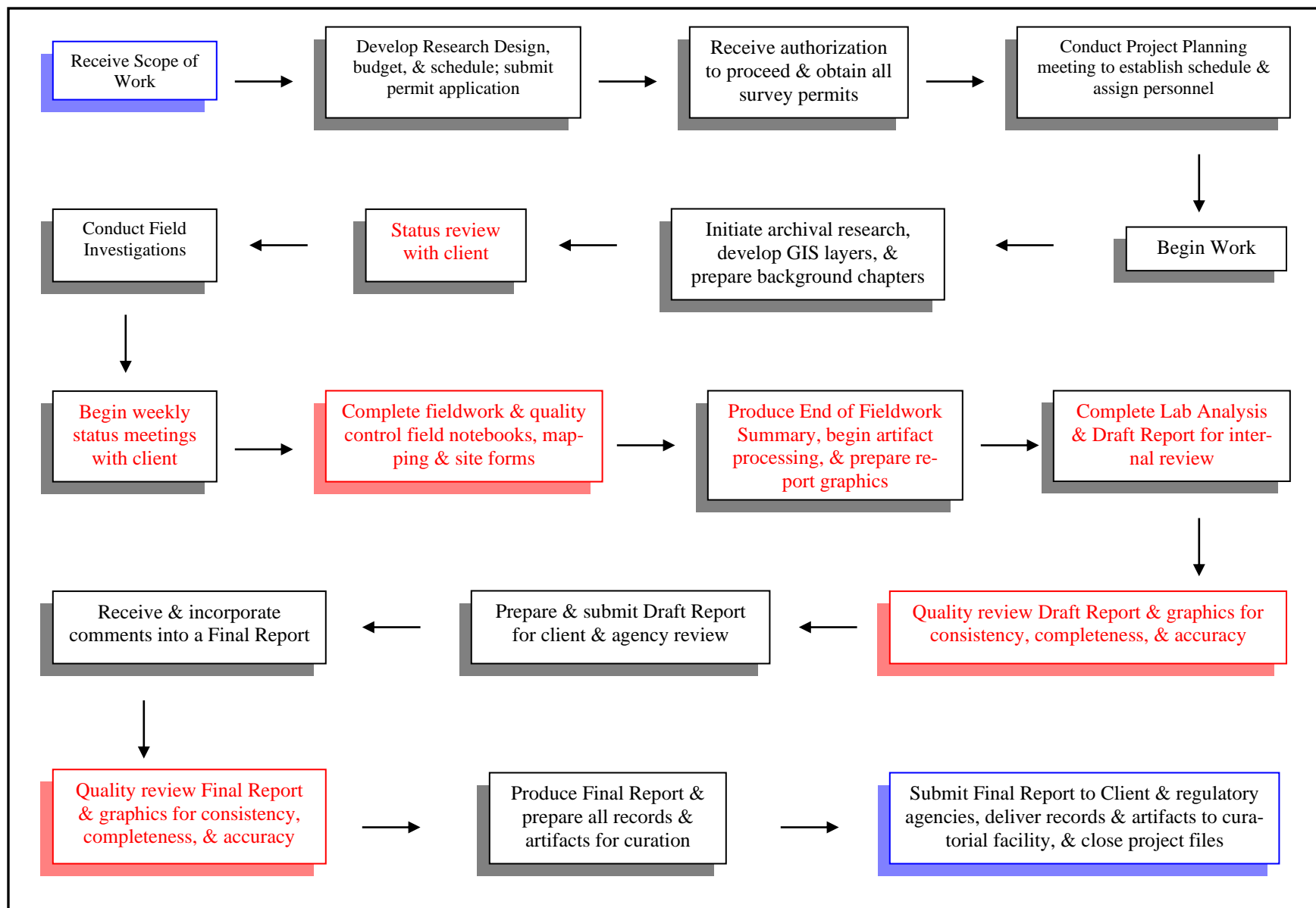
## APPENDIX II:

### ORGANIZATIONAL CHART



### APPENDIX III:

### PROJECT MANAGEMENT FLOWCHART



Project Management flow chart listing the tasks, procedures, & quality assurance protocols with cultural resources projects undertaken by Heritage Consultants LLC.

APPENDIX IV:

HERITAGE CONSULTANTS, LLC- CERTIFICATE OF INSURANCE



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
11/15/23

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).

| <b>PRODUCER</b><br>Lanza Insurance Agency<br>524 Sullivan Ave<br><br>South Windsor CT 06074 |        | <b>CONTACT</b><br>NAME: Amanda Johnson<br>PHONE (A/C, No, Ext): (860) 282-7777<br>FAX (A/C, No):<br>E-MAIL: amandajlanzains@gmail.com<br>ADDRESS: amandajlanzains@gmail.com  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
|---|--------|--|--|---------|--------|---|-------|---|-------|------------------------------|-------|------------------|-------|------------|--|------------|--|
| <b>INSURED</b><br>Heritage Consultants, LLC<br>P.O. Box 310249<br><br>Newington CT 06111    |        | <b>INSURER(S) AFFORDING COVERAGE</b><br><table border="1"><thead><tr><th>INSURER</th><th>NAIC #</th></tr></thead><tbody><tr><td>INSURER A: Continental Casualty Company</td><td>20443</td></tr><tr><td>INSURER B: Continental Casualty Company</td><td>20443</td></tr><tr><td>INSURER C: Chubb/Westchester</td><td>10030</td></tr><tr><td>INSURER D: Utica</td><td>25976</td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></tbody></table> |  | INSURER | NAIC # | INSURER A: Continental Casualty Company | 20443 | INSURER B: Continental Casualty Company | 20443 | INSURER C: Chubb/Westchester | 10030 | INSURER D: Utica | 25976 | INSURER E: |  | INSURER F: |  |
| INSURER   | NAIC # |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER A: Continental Casualty Company   | 20443  |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER B: Continental Casualty Company   | 20443  |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER C: Chubb/Westchester  | 10030  |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER D: Utica  | 25976  |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER E:  |        |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |
| INSURER F:  |        |  |  |         |        |   |       |   |       |                              |       |                  |       |            |  |            |  |

## COVERAGES

## CERTIFICATE NUMBER:

## 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  | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC<br><input type="checkbox"/> OTHER: |           |           | 6021071607    | 05/01/23                | 05/01/24                | <table border="1"><tr><td>EACH OCCURRENCE</td><td>\$</td><td>2,000,000</td></tr><tr><td>DAMAGE TO RENTED PREMISES (Ea occurrence)</td><td>\$</td><td>1,000,000</td></tr><tr><td>MED EXP (Any one person)</td><td>\$</td><td>10,000</td></tr><tr><td>PERSONAL &amp; ADV INJURY</td><td>\$</td><td>2,000,000</td></tr><tr><td>GENERAL AGGREGATE</td><td>\$</td><td>4,000,000</td></tr><tr><td>PRODUCTS - COM/OP AGG</td><td>\$</td><td>4,000,000</td></tr><tr><td></td><td>\$</td><td></td></tr></table> | EACH OCCURRENCE  | \$ | 2,000,000 | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$ | 1,000,000 | MED EXP (Any one person)     | \$ | 10,000    | PERSONAL & ADV INJURY          | \$ | 2,000,000 | GENERAL AGGREGATE | \$ | 4,000,000 | PRODUCTS - COM/OP AGG | \$ | 4,000,000 |  | \$ |  |
|  | EACH OCCURRENCE  | \$        | 2,000,000 |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| DAMAGE TO RENTED PREMISES (Ea occurrence)                                      | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| MED EXP (Any one person)   | \$   | 10,000    |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| PERSONAL & ADV INJURY  | \$   | 2,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| GENERAL AGGREGATE  | \$   | 4,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| PRODUCTS - COM/OP AGG  | \$   | 4,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
|  | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| D  | <input type="checkbox"/> AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY<br><input type="checkbox"/> HIRED AUTOS ONLY<br><input type="checkbox"/> AUTOS ONLY<br><input checked="" type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS ONLY      |           |           | 5046383       | 05/31/23                | 05/31/24                | <table border="1"><tr><td>COMBINED SINGLE LIMIT (Ea accident)</td><td>\$</td><td>1,000,000</td></tr><tr><td>BODILY INJURY (Per person)</td><td>\$</td><td></td></tr><tr><td>BODILY INJURY (Per accident)</td><td>\$</td><td></td></tr><tr><td>PROPERTY DAMAGE (Per accident)</td><td>\$</td><td></td></tr><tr><td></td><td>\$</td><td></td></tr></table>   | COMBINED SINGLE LIMIT (Ea accident)  | \$ | 1,000,000 | BODILY INJURY (Per person)                | \$ |           | BODILY INJURY (Per accident) | \$ |           | PROPERTY DAMAGE (Per accident) | \$ |           |                   | \$ |           |                       |    |           |  |    |  |
| COMBINED SINGLE LIMIT (Ea accident)  | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| BODILY INJURY (Per person)   | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| BODILY INJURY (Per accident)   | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| PROPERTY DAMAGE (Per accident)   | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
|  | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| A  | <input checked="" type="checkbox"/> UMBRELLA LIAB<br><input type="checkbox"/> EXCESS LIAB<br><input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$  |           |           | 6021040860    | 04/07/23                | 04/07/24                | <table border="1"><tr><td>EACH OCCURRENCE</td><td>\$</td><td>1,000,000</td></tr><tr><td>AGGREGATE</td><td>\$</td><td>1,000,000</td></tr><tr><td></td><td>\$</td><td></td></tr></table>   | EACH OCCURRENCE  | \$ | 1,000,000 | AGGREGATE                                 | \$ | 1,000,000 |                              | \$ |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| EACH OCCURRENCE  | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| AGGREGATE  | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
|  | \$   |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| B  | <input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below   |           | N/A       | 6021040860    | 04/04/23                | 04/04/24                | <table border="1"><tr><td><input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER</td><td></td><td></td></tr><tr><td>E.L. EACH ACCIDENT</td><td>\$</td><td>1,000,000</td></tr><tr><td>E.L. DISEASE - EA EMPLOYEE</td><td>\$</td><td>1,000,000</td></tr><tr><td>E.L. DISEASE - POLICY LIMIT</td><td>\$</td><td>1,000,000</td></tr></table>   | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER |    |           | E.L. EACH ACCIDENT                        | \$ | 1,000,000 | E.L. DISEASE - EA EMPLOYEE   | \$ | 1,000,000 | E.L. DISEASE - POLICY LIMIT    | \$ | 1,000,000 |                   |    |           |                       |    |           |  |    |  |
| <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER |  |           |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| E.L. EACH ACCIDENT   | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| E.L. DISEASE - EA EMPLOYEE   | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| E.L. DISEASE - POLICY LIMIT  | \$   | 1,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| C  | <input type="checkbox"/> SERV/TEC PROF LIABILITY   |           |           | EO280485      | 04/06/23                | 04/06/24                | <table border="1"><tr><td>General Aggregate</td><td></td><td>2,000,000</td></tr><tr><td>Retention</td><td></td><td>2,500</td></tr></table>   | General Aggregate  |    | 2,000,000 | Retention                                 |    | 2,500     |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| General Aggregate  |  | 2,000,000 |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |
| Retention  |  | 2,500     |           |               |                         |                         |  |  |    |           |   |    |           |                              |    |           |                                |    |           |                   |    |           |                       |    |           |  |    |  |

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

## CERTIFICATE HOLDER

## 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<br>Amanda Johnson  |

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# HARTGEN



..... archeological associates inc .....

1744 Washington Ave. Ext :: Rensselaer NY 12144 :: p +1 518 283 0534

**Town of Hebron  
Historic Resource Planning Study  
RFP 2024-05**

Hartgen Archeological Associates, Inc.  
1744 Washington Avenue Extension  
Rensselaer, NY 12144

Stephen McErleane  
Historian/Project Manager  
518-309-2711  
[smcerleane@hartgen.com](mailto:smcerleane@hartgen.com)

Justin DiVirgilio  
President

A handwritten signature in black ink, appearing to read 'Justin DiVirgilio'.

..... [www.hartgen.com](http://www.hartgen.com) .....

# HARTGEN



archeological associates inc

1744 Washington Ave. Ext :: Rensselaer NY 12144 :: p +1 518 283 0534

November 15, 2023

1744 Washington Avenue Extension  
Rensselaer, NY 12144

Andrew J. Tierney  
Town Manager, Town of Hebron  
15 Gilead St.,  
Hebron, CT 06248

Subject: Historic Resource Planning Study, RFP 2024-05

Dear Mr. Tierney,

Hartgen Archeological Associates is pleased to submit this proposal for the Town of Hebron's African American Historic Resource Planning Study. The re-evaluation of historical sources and interpretations in light of new experiences is not only key to making the past relevant but essential to keeping historical studies fresh and interesting. Hartgen is therefore eager to help Hebron uncover and document its 18th- and 19th-century African American residents.

## 1 Executive Summary

Hartgen's project team is well qualified to complete the proposed study, with each team member's qualifications exceeding 36 CFR 61 standards. The team's experience with detailed research and the study of historically under-represented groups has left it well suited to perform demographic research and scour historical records for evidence of Hebron's 18th- and 19th-century African American presence. Further, the team's strengths will be bolstered by the support of other Hartgen staff and the organization's experience from five decades of work.

Hartgen has extensive experience working with municipalities on publicly funded and grant-funded projects. We therefore understand the need for strict adherence to professional standards, timeliness, and budgetary constraints and have systems in place to ensure that project personnel remain aware of these considerations throughout the course of work. Hartgen does not engage in lobbying of public officials and commits to adhering to federal and state regulations applicable to this contract.

Hartgen and its project team have the demonstrated expertise and experience to steer the project toward successful completion and to overcome its inevitable challenges.

Hartgen proposes to complete the town of Hebron's Historic Resource Planning Study as outlined below for \$19,998.35.



## **2 Firm Overview and Qualifications**

Hartgen is an award-winning provider of cultural resource management solutions and has served the private and public sectors since 1973 from its headquarters in Rensselaer, New York. We are among the largest cultural resource management firms in the Northeast and have completed over 7,000 projects throughout the region for a diverse range of clients, including engineering firms, not-for-profit preservation groups, and municipalities. Our staff of 35 professionals includes archeologists, architectural historians, a historian, laboratory staff, research professionals, and GIS specialists. We have extensive experience with all phases of cultural resource management including archeological investigations, National Register eligibility assessments, architectural history, HABS/HAER documentation, historical research, and public education.

## **3 Project Team Qualifications**

### **3.1 Stephen McErleane, Historian, Project Lead**

Stephen is a cultural historian of the United States and a doctoral candidate in history at the State University of New York at Albany. His dissertation examines the 19th- and 20th-century story of the 1626 purchase of Manhattan as told in historical writing, oral traditions, and popular culture. He holds an M.A. in history and an M.S. in information science (archives and libraries) from the State University of New York at Albany. In his work as director of the New Netherland Institute, Stephen helped lead the promotion of new stories from forgotten people through projects such as the “Slavery in New Netherland” online exhibit, podcasts, the editing of translated volumes, and public history forums that sought to integrate those long-forgotten stories. Through his work with the records of New Netherland, Stephen helped introduce the public to primary source research and make the early Dutch records more accessible to all.

### **3.2 Matthew Kirk, Archeologist**

Matthew is Vice President and Principal Investigator at Hartgen and has over three decades of experience as an archeologist. He has participated in numerous projects that have uncovered African American history in New York. He is volunteer principal investigator for the Florence Farming Settlement Archeology Project, which is investigating a ca. 1849–1860 settlement of free Blacks in Oneida County, New York in coordination with the New York State Department of Environmental Conservation, New York State Museum, and local Camden High School. Matthew has given numerous talks on the archeology of enslavement and freedom-seeking movements in New York’s Capital Region. His article, co-authored with Michael Lucas of the New York State Museum, “Enslavement and Autonomy in Late Eighteenth-Century Albany, New York,” is currently in press at the journal *Historical Archeology*. Matthew has been on the board of the Underground Railroad Education Center in Albany, New York for the past six years.

### **3.3 Brian Knight, Architectural Historian**

Brian joined Hartgen in 2022 and has worked in the fields of social and architectural history since 1997. He received a B.A. in political science and an M.S. in historic preservation from the University of Vermont. As a 36 CFR Part 61 qualified consultant, he specializes in cultural resource research, documentation, and evaluation. Through his work with architectural surveys, National Register nominations, visual impact studies, and tax rehabilitation applications, Brian consistently follows the Secretary of the Interior’s Standards for the Treatment of Historic Properties. He also has experience in education, non-profit management, museum interpretation, and archives/library management. He is the author of a Civil War history, *No Braver Deeds* (2004). Brian has also served on planning boards and the boards of several museums and historical societies.

### **3.4 Support Personnel**

Hartgen will delegate map production to **Jody Johnson**, who has 16 years of professional experience as a geospatial analyst. In addition to formal study in geographic information systems, Jody has completed several continuing education programs through ESRI and has extensive experience with data management, analysis, and presentation.

## **4 Relevant Project Experience**

Over the last few years, the project team members have been involved in hundreds of projects that have combined research into historical documents, archeology, and historic structures. The submitted work sample shows the impressive detail that goes into Hartgen reports. The three projects below indicate the importance we place on the stories of the historically under-represented.

### **4.1 Archeological and Historical Investigation: Henry and Mildred Uihlein Foundation Lands**

This investigation reviewed historical documentation to determine the potential for archeological and historical resources on Uihlein Foundation lands. Several portions of the property prove important to historically under-represented groups and previously neglected historical topics, including the Gerrit Smith settlement for free Black farmers known as Timbuctoo and a later experimental potato farm operated by Cornell University. Also on the property was the farm now known as Heaven Hill Farm, where Annie Newman, a woman from Philadelphia, operated a farm that was later owned and expanded by Henry and Mildred Uihlein.

### **4.2 Florence Farming Settlement Archeology Project**

This project's archeology is led by Hartgen's Matthew Kirk and engages local high school students in hands-on investigations of an upstate New York site that is key to the nation's Black history. Local abolitionist and philanthropist Gerrit Smith established the Florence Farming Association around 1845 as a place where free Blacks could own land and farm. That land ownership allowed African American men to meet the threshold of at least \$250 worth of property to be allowed to vote. By 1849 there were roughly 80 to 90 families who called Florence home. The small community flourished for about 12 years but was disbanded after 1860.

### **4.3 Albany County Historical Association summer camps**

Since 2000, Hartgen has led archeological summer camps for students in the predominantly Black Arbor Hill section of the city of Albany in conjunction with local historical societies. For several years, these projects focused on the properties of Stephen and Harriet Myers and Dr. Thomas Elkins. The Myers were noted Black activists, speakers, and publishers of local abolitionist newspapers and leaders of the local Underground Railroad. Dr. Elkins was Albany's first Black dentist and a noted political figure in the abolitionist movement before the Civil War and an equal rights activist in the years following. The archeology has recovered numerous evocative artifacts from both households and has provided an opportunity to educate students and adults alike on the freedom-seeking movements in upstate New York and Black communities' roles in those efforts.

## **5 Project Approach**

### **5.1 Literature review, preliminary discussions, and initial online research**

Hebron's project will benefit from recent studies that have helped bring the nation's Black history to light. The project's first step will be a thorough review of existing African American historic resource surveys and genealogical and demographic studies, which will offer valuable insights into potential sources and research

strategies. Such strategies are important given that African Americans will often not be identified as such in the historical record.<sup>1</sup> Inferring one's race by way of kinship or social networks is one potential approach when records are less than explicit on the question.

We will also seek conversations with those in Hebron and Hartford most familiar with relevant sources. We thank Mr. John Baron of the Hebron Historical Society for his list of sources relevant to the project and hope to have the opportunity to discuss such resources further. Conversations with archivists and librarians at institutions like the Connecticut Historical Society and Connecticut State Library will also no doubt aid research in its early stages.

At the same time, we will begin our research into the growing body of material online such as maps, census records, cemetery records, and the like.

## 5.2 Research plan

The preliminary research plan includes two multi-day trips to Hebron to examine town records and to Hartford to conduct research at the Connecticut State Library, the Connecticut Historical Society, and the Connecticut State Historic Preservation Office. A disciplined approach to photographing manuscripts and arranging them will help us make the most of our time in the archives. We expect that as research progresses, unexpected resources will be revealed. We have the flexibility to adjust the plan accordingly.

## 5.3 Deliverables

Hartgen understands this study as the initial phase of a growing and evolving project that will thoroughly document Hebron's African American history and population. With this in mind, we intend to focus strongly on not just the collection of historical data, i.e., the identification of African American individuals, but also on the collection and documentation of potential sources. This is not to say that the identification (with varying degrees of certainty) of African American individuals will not be the primary objective of the project but that the documentation of the research process may be just as fruitful in the long run. With this in mind, we intend to hand over all research materials (notes, photographs, etc.) to the town at the end of the project.

A final report that details all findings and outlines next steps will include the following:

- A sortable, filterable spreadsheet/database of African American individuals, including places of residence, potential kin and friendship networks, and other biographical details. A key objective of such a resource is to allow users to draw conclusions from the data themselves.
- Annotated 18th- and 19th-century maps and corresponding GIS data identifying places of residence and work. Such a resource may help identify neighborhoods where multiple families or multi-generational communities or workplaces existed, a crucial piece in identifying additional African American individuals when documents are not explicit on race.
- An extensive bibliography of primary and secondary sources that relate to Hebron's African American history.

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<sup>1</sup> Several African American historic resource surveys have been completed across the United States over the last few decades. Such studies have been recently completed or are underway in Fairfax County, Virginia; Asheville, North Carolina; Thomasville, Georgia; and Sun Village, California.

Brown and Rose's seminal study in African American genealogy, *Black Roots in Southeastern Connecticut, 1650–1900*, offers key insights into strategies that will be helpful in the Hebron study.

- An examination of known African American connections to Hebron historic properties or other town-owned sites.
- A brief review of the literature on the Cesar Peters story with some recommendations for incorporating changes to that story into the town's public history efforts.
- If such properties are identified through research, and if deemed an appropriate use of the project's resources in consultation with Hebron officials, completed Historic Resource Inventory forms for non-designated Hebron buildings associated with 18th- and 19th-century African Americans.

## **6 Scheduling**

Much of the schedule will be determined in consultation with Hebron officials, but we will be prepared to start literature review, preliminary discussions, and initial research in late December or early January. We plan to conduct our first in-person research in late winter/early spring.

## **7 References**

Christopher Pastore, Associate Professor  
State University of New York at Albany (McErleane)  
[cpastore@albany.edu](mailto:cpastore@albany.edu)

Cordell Reaves, Coordinator of Community Affairs  
New York State Parks, Recreation and Historic Preservation (McErleane)  
[cordell.reaves@oprhp.state.ny.us](mailto:cordell.reaves@oprhp.state.ny.us)

Paul Stewart, Co-Founder  
Underground Railroad History Project of the Capital Region (Kirk)  
[P\\_stewart79@yahoo.com](mailto:P_stewart79@yahoo.com)  
518.596.0260

Meg Campbell, Vice President  
Preservation Trust of Vermont (Knight)  
802.379.0400

## **8 Insurance**

Hartgen requests a waiver of the requirement for professional liability insurance with a \$5,000,000 limit. As demonstrated by the attached certificate of insurance, Hartgen possesses a professional liability policy with a coverage limit of \$3,000,000.

## **9 Fees**

Hartgen proposes to conduct this scope of work on a lump sum basis. Consistent with our standard practice, Hartgen commits that it will not request contract supplements except in the case of a material change to the scope of work that increases our labor or direct expenses.

- Hartgen will complete the work outlined in this proposal for a lump sum cost of \$19,998.35.
- This proposal is valid for the next 60 days.

If you have any questions, please contact me at [smcerleane@hartgen.com](mailto:smcerleane@hartgen.com) or at 518.309.2711.

Regards,

A handwritten signature in black ink, appearing to read 'Step McErleane'.

Stephen McErleane  
Historian/Project Manager

Attachments:

- Stephen McErleane resume
- Matthew Kirk resume
- Brian Knight resume
- Budget spreadsheet
- Non-collusive affidavit
- Certificates of insurance



**EDUCATION:**

- 2024 The State University of New York at Albany  
Doctor of Philosophy, History (exp. 2024)
- 2012 The State University of New York at Albany  
Master of Arts, History
- 2012 The State University of New York at Albany  
Master of Science, Information Science

**EXPERIENCE:**

- 2023 Hartgen Archeological Associates  
Historian/Project Manager
- 2017–21 New Netherland Institute  
Director

**PROJECTS:**

- 2022 Assistant editor, Volume 13, *Correspondence, 1658–1659, New Netherland Documents*.
- 2019–20 Series editor, *New Netherland Institute Studies* series at Cornell University Press.
- 2020 Creator and editor, *New Netherland Matters* magazine.
- 2018 Creator and emcee, Peter Gansevoort Ten Eyck Lecture Series.
- 2018 Assistant editor, Volume 8, *Council Minutes, 1656–1658, New Netherland Documents*.
- 2015–18 Creator and host, “New Netherland Praatjes” podcast.

**PUBLICATIONS:**

- 2020 “Imagination Aided By The Painter's Brush”: William Ranney And The Creation Of The Purchase Of Manhattan, 1844–1909,” *The Gotham Center for New York City History* blog.
- 2015 “The Radical Archivist,” *New York Archives* magazine.

**TALKS:**

- 2019 “Imagination aided by the painter's brush”: The Purchase of Manhattan in Historical Memory,” at West End Collegiate Church in Manhattan.
- 2018 “William Ranney's 1853 Painting ‘Purchase of Manhattan Island’ as a Reflection of Historical Memory,” at “Researching New York” conference at SUNY Albany.
- 2016 “A Trifling Sum: The Tale of the Purchase of Manhattan, 1844–1909” at New England Historical Association conference in Nashua, New Hampshire .
- 2012 “Making Schenectady Competitive: Capital, Labor, and Community in a Changing Economy, 1964–1966,” at “Researching New York” conference at SUNY Albany.
- 2011 “Interstate Extradition and Constructive Presence in the United States: New York's Adoption of the Uniform Criminal Extradition Act, 1929-1936” at “Researching New York” conference at SUNY Albany.



## EDUCATION:

The State University of New York at Albany  
Master of Arts, Anthropology, May 1998

The State University of New York at Binghamton  
Bachelor of Arts, Anthropology, May 1994, Cum Laude, High Honors in Anthropology

## TRAINING:

Continual Professional Education Initiative, Register of Professional Archaeologists, Metal-Detecting Workshop, Clermont Farm, Berryville, VA, 2013

40-hour HAZWOPER Training (OSHA 29 CFR Part 1910.120)

## EXPERIENCE:

- 2020-2023 Ocean Wind 5614-21 Phase 1B terrestrial archeological survey  
Principal Investigator for supplemental Phase IA literature review and Phase IB archeological survey of all terrestrial components of the project including onshore cable routes, substations, and work yards. The investigation included geomorphological assessment of the coastal landscape and identified a paleolithic site.  
Project sponsor: Ørsted
- 2009-2014; 2021-2023 Champlain Hudson Power Express, NY and CT  
Directed collection of historical, environmental, and archeological data for literature review of nearly 400 miles of proposed electrical transmission corridor. Managed multiple field crews on field reconnaissance along railroad right-of-way. Inventoried and assessed underwater archeological resources in Lake Champlain, the Hudson River, Harlem River, East River, Spuyten Duyvil, and Long Island Sound using several sources including high-resolution bathymetric maps. Prepared Cultural Resource Management Plans.  
Project sponsor: Transmission Developers, Inc.
- 2021-2023 Pine Street Family Health Center (Houghtaling Cemetery), Kingston, Ulster County, NY  
Principal Investigator for an archeological monitoring project within a former 19<sup>th</sup> century cemetery involving identifying grave shafts and their contents, exhumation (planned in coordination with NY SHPO), and arranging for reinterment.  
Project sponsor: Institute for Family Health
- 2021-2023 Livingston Memorial Church Crypt Investigation, Germantown Columbia County, NY  
Principal Investigator and co-author of a LiDAR-assisted archeological investigation of two Livingston Family Crypts dating from the early 18<sup>th</sup> to late 19<sup>th</sup> centuries. Historic records for the burials were incomplete and the family wished to know more about the people interred within the older vaults. Four of the 1870s interments were removed and the commingled remains of approximately 40 individuals from the 18<sup>th</sup> century vault were removed, analyzed, and rehoused in an effort to identify the individuals buried there.  
Project sponsor: Susan and Henry Livingston
- 2021-2022 Prattsburgh Wind Farm, Steuben County, NY  
Principal Investigator for Phase IB archeological reconnaissance of this large-scale wind farm.  
Project owner: Terra-Gen Development Company
- 2016-2021 Schenck Playground, African-American Burial Ground, New Lots Neighborhood, Brooklyn, NY  
Extensively researched a Dutch colonial cemetery (1688) that later served the enslaved and free African-American population of the area. Coordinated GPR study and ground-truthing excavations at the site in advance of a proposed Capital Improvement Project. Prepared archeological monitoring plan.  
Project Sponsor: New York City Parks and Recreation
- 2013, 2014, 2021 Plumb-Bronson House, Hudson, Columbia County, NY  
Principal Investigator for archeological and architectural to inform the reconstruction of this early 19th century house associated with renowned architect A.J. Davis.  
Project sponsor: Historic Hudson Inc.
- 2020 Hubbs Road Solar Project, Saratoga County, NY  
Principal investigator for Phase I archeological survey.  
Project sponsor: Active Solar

- 2018-2019 Upper Mechanicville FERC Licensing, Stillwater and City of Mechanicville, NY  
Prepared a Phase IA archeological sensitivity assessment for the relicensing of this hydro facility.  
Project sponsor: NYSEG
- 2018-2019 Schoharie HMGP, Village of Schoharie Waste Water Treatment Plant  
Conducted extensive Phase IB and additional Phase II excavations on a known precontact site with Late Archaic and Woodland Period components in advance of storm protection measures.  
Project sponsor: FEMA, Village of Schoharie
- 2017-2019 Rehabilitation of Tour Road Wayside Exhibit System, Stillwater, Saratoga County, New York.  
Directed two intensive archeological surveys including shovel testing and metal detecting covering a total of approximately 12 acres within ten areas of the Saratoga National Historical Park. Identified a previously undocumented skirmish site at Stop 1, a possible earthwork at Stop 3, and the recovery of over 500 battle-related artifacts.  
Project sponsor: National Park Service
- 2016-2019 Matton Shipyard, Cohoes, NY  
Archeological survey of a shipyard near the confluence of the Mohawk and Hudson rivers where an extensive precontact site with burials had been previously reported. Coordinated with various stakeholders to develop an approach to proposed redevelopment that would minimize impacts to precontact features and deposits and to protect the shoreline where ongoing erosion threatened archeological sites.  
Project Sponsor: Erie Canal Heritage Foundation
- 2018 Cornell FERC Licensing, City of Ithaca, Schuyler County, NY  
Phase IA archeological sensitivity assessment.  
Project owner: Cornell University
- 2017-2018 Analysis of Military Campaigns Associated with Fort George, Town of Lake George, NY  
Completed extensive surface reconnaissance and archival research to inventory and map archeological resources associated with the colonial military occupation of Fort George and the environs at the southern end of Lake George. Employed KOCOA analysis and authored report.  
Project Sponsor: American Battlefield Protection Program (NPS), Town of Lake George
- 2016 CDTA Bus Rapid Transit Project, Albany County, NY  
Principal Investigator for Phase I study for proposed facility improvements. Study included testing for the presence of graves associated with the Albany Orphan Asylum. Prepared a monitoring plan to ensure no graves would be impacted during construction.  
Project Sponsor: Locally-administered federal aid project
- 2015-2016 Lake Erie Clean Power, Erie County, PA  
Oversaw the completion of Phase IA literature reviews of terrestrial and underwater components of this proposed underground direct current (DC) transmission line, a Phase IB survey of the terrestrial portion, and Phase II site evaluation of two archeological sites.  
Project sponsor: Lake Erie Clean Power
- 2015 American Falls Bridges PIN 5760.40, Niagara Falls, Niagara, NY  
Principal Investigator for additional Phase I survey and Phase II site evaluations of historic and precontact sites in Niagara Falls State Park that may be impacted by the replacement of pedestrian bridges.  
Project sponsor: NYS Office of Parks, Recreation and Historic Preservation
- 2013–2014 King George’s War and King William’s War Battlefield, Saratoga, Saratoga County, NY  
Principal investigator. Co-authored report and provided project management and oversight of the entire study. Served as primary point of contact for the client.  
Project sponsor: New York Natural Heritage Trust, National Park Service (ABPP Grant)
- 2013 Rebuild of the Existing 115kV Mohican-Battenkill Electrical Transmission Line, Washington and Saratoga Counties, NY  
Principal investigator, supervised Phase I, II, and III studies on this 14-mile long rebuild, including a Native American site on the banks of the Hudson River. Coordinated with SHPO to



reduce the work scope and concentrated on areas of clear potential impact and good archeological sensitivity. Assisted the client with Native American consultation.  
Project sponsor: National Grid

- 2010 NY Route 5/8/12 Viaduct Replacement, Utica, Oneida County, NY  
Directed the excavation, background research, and evaluation of 11 historic archeological sites identified in the proposed route of the arterial during the field reconnaissance survey in 2006.  
Project Sponsor: NYSDOT and FHWA
- 2009 Hudson River PCB Superfund Project, Rensselaer and Saratoga Counties, NY  
Managed extensive Phase I study, multiple Phase II site evaluations, and Phase III data recovery of two precontact sites on either side of the Hudson River. Drawing on multiple subconsultant analyses, Hartgen presented detailed information about tool use through protein residue analysis, geomorphological history of the sites, and subsistence data. The Dickerson Street site was particularly important for its data regarding precontact quarrying activities and flood plain morphology, as one of the sites was formerly located on an ephemeral island in the river that has since been rejoined with the inland through natural and cultural processes. The Waterworks site had a Contact period component that adds to the local understanding of this dynamic period of cultural history in the Northeast.  
Project sponsor: Environmental Protection Agency
- 2007 Schuyler Flatts Burial Ground, Colonie, Albany County, NY  
Oversaw delineation and removal of African-American slave burials discovered during the installation of a sewer main.  
Project sponsor: Town of Colonie

**PUBLICATIONS:**

- 2021 Quamhemesicos (Van Schaick) Island: Archaeological and Historical Evidence of European-Mahican Interactions at the Twilight of Dutch Colonialism in New York (co-author Adam Lusier), In *The Archaeology of New Netherland, A World Built on Trade*, Lukezc, Craig and John P. McCarthy (eds.), 54-71, University Press of Florida, Gainesville, Florida..
- 2018 Climate and Native American Subsistence Practices during the Mid-Holocene in the Hudson River Valley: Evidence from Site 589 in Bethlehem, NY (co-authors Adam Lusier and Shannon Wright). *The Bulletin, Journal of the New York State Archaeological Association* 131-132:87-100.
- 2016 The Retreat to Victory Woods. In *The Saratoga Campaign: Uncovering an Embattled Landscape*, edited by William A. Griswold and Donald W. Linebaugh. University Press of New England, Hanover, NH. Matthew J. Kirk (primary author) and Justin DiVirgilio.
- 2016 Archeology and the Second Battle of Sackets Harbor: Why the Militia Deserves Its Due. In *Preserving Fields of Conflict: Papers from the 2014 Fields of Conflict Conference and Preservation Workshop*. Steven D. Smith, editor. South Carolina Institute of Archeology and Anthropology. Columbia, South Carolina.
- 2015 Industrial Progress in the Adirondacks: The Archaeological Evidence of the Transition from Extractive Enterprise to Renewable Energy. *Northeast Anthropology* No. 83-84, 185-210. Co-authored with Robert Quiggle.
- 2010 Stewart Dean: The Archaeology of a Pilot, Privateer, and Entrepreneur. In *Soldiers, Cities, and Landscapes: Papers in Honor of Charles L. Fisher*, edited by Penelope Ballard Drooker and John P. Hart, 151-174. New York State Museum Press, Albany, New York.
- 2007 Privies and Parasites: The Archaeology of Health Conditions in Historic Albany, New York. *Historical Archaeology*, 41(4):172-197. Karl J. Reinhard, Charles L. Fisher, Matthew Kirk, and Justin DiVirgilio.
- 2003 Out of the Ashes of Craft, The Fires of Consumerism: A 1797 Deposit in Downtown Albany. In *People Places and Material Things: Historical Archaeology of Albany, New York*, edited by Charles L. Fisher. New York State Museum Press, Albany, New York.



## EDUCATION:

*The University of Vermont*  
*Master of Arts, Historic Preservation, May 1997*

*The University of Vermont*  
*Bachelor of Arts, Political Science May 1993*

## EXPERIENCE:

*Hartgen Archaeological Associates, Rensselaer, NY*  
*Architectural Historian, 2022-Present*

*Brian Knight Research*  
*Historic Preservation Consultant, 1997-Present*

## PUBLICATIONS:

*Snowboarding in Southern Vermont: From Burton to the US Open (2018): Documents the birth of east coast snowboarding in southern Vermont and the evolution of the sport from the fringe to the mainstream*

## NR PROJECTS:

- 2023 *Shelburne Falls Historic District, Shelburne, VT / Sponsor: Town of Shelburne, VT*  
*Adamant Village, Calais, VT / Sponsor: Town of Calais, VT*  
*Shelburne Shipyard, Shelburne, VT / Sponsor: Town of Shelburne, VT*  
*Maple Corner, Calais, VT // Sponsor: Town of Calais, VT*
- 2021 *Roxbury Fish Hatchery, Roxbury, VT / Sponsor: State of Vermont*  
*Green Mountain Cottage, Belmont, VT / Sponsor: Property owner*  
*Luce Farm, Stockbridge, VT / Sponsor: Preservation Trust of Vermont*
- 2020 *East Calais Village, Calais, VT / Sponsor: Town of Calais, VT*  
*Stockmayer House, Norwich, VT / Sponsor: Town of Norwich, VT*  
*Eldredge House, Norwich, VT / Sponsor: Town of Norwich, VT*  
*Meeting House Farm, Norwich, VT / Sponsor: Town of Norwich, VT*  
*Maple Hill Farm, Norwich, VT / Sponsor: Town of Norwich, VT*
- 2019 *White River Junction Historic District, Hartford, VT / Sponsor: Town of Hartford, VT*  
*Goodrich Four Corners, Norwich, VT / Sponsor: Town of Norwich, VT*  
*Gilbert's Hill Ski Area, Woodstock, VT // Sponsor: Preservation Trust of Vermont*
- 2018 *Camp Marbury, Ferrisburgh, VT / Sponsor: Preservation Trust of Vermont*
- 2017 *Advent Meeting Grounds, Hartford, VT / Sponsor: Town of Hartford, VT*
- 2010 *West Dover Historic District, VT / Sponsor: Preservation Trust of Vermont*
- 2004 *Camp Billings, Thetford, VT / Sponsor: Camp Billings*
- 1998 *Dog Team Tavern, New Haven, VT / Sponsor: Preservation Trust of Vermont*
- 1998 *Brooksville Adventist Church, New Haven, VT / Sponsor: Preservation Trust of Vermont*

***HRI PROJECTS:***

- 2022 *Newfane STP BP21 (18) Scoping Study, Newfane, VT*  
*Conducted an Historic Resources Identification Assessment*  
*Project Sponsor: DuBois & King, Inc*
- 2022 *Pittsford Tap TA 20 (19)*  
*Conducted an Historic Resources Identification Assessment*  
*Project Sponsor: DuBois & King, Inc*
- 2022 *Castleton TAP TA 20(2) Scoping Study, Castleton, VT*  
*Conducted an Historic Resources Identification Assessment*  
*Project Sponsor: Fuss & O'Neill, Inc*
- 2022 *Bennington High School Tax Credit, Bennington, VT*  
*Assisted in preparation of Parts 1-3 of Rehabilitation Investment Tax Credit Application*  
*Project sponsor: Hale Resources*
- 2022 *Vermont Sanitarium/Vermont Police Academy, Pittsford, VT*  
*Prepared a Historic Structures Report*  
*Project sponsor: State of Vermont*
- 2022 *Wallace Dam/Reynolds Dams, Dorset, VT*  
*Prepared a Historic Resources Documentation Package for two dams*  
*Project sponsor: Poultney Mettonwee Natural Resources Conservation District*
- 2021 *Arlington Common, Arlington, VT*  
*Conducted a Section 106 Review and prepared a VARI Form*  
*Project sponsor: Arlington Arts Enrichment Program*



## LUMP SUM COST

Historic Resource Plan Study  
Town of Hebron  
Tolland County, CT  
November 15, 2023

|                                      | qty | hours | rate     |    | subtotal         |
|--------------------------------------|-----|-------|----------|----|------------------|
| <b>LABOR</b>                         |     |       |          |    |                  |
| <b>Task 1: Kick-off</b>              |     |       |          |    |                  |
| Historian/Project Manager            |     | 16    | \$ 90.00 | \$ | 1,440.00         |
|                                      |     |       |          | \$ | <b>1,440.00</b>  |
| <b>Task 2: Research</b>              |     |       |          |    |                  |
| Historian/Project Manager            |     | 80    | \$ 90.00 | \$ | 7,200.00         |
| Researcher                           |     | 8     | \$ 65.00 | \$ | 520.00           |
|                                      |     |       |          | \$ | <b>7,720.00</b>  |
| <b>Task 3: Illustration and maps</b> |     |       |          |    |                  |
| Cartographer/GIS Analyst             |     | 12    | \$ 80.00 | \$ | 960.00           |
|                                      |     |       |          | \$ | <b>960.00</b>    |
| <b>Task 4: Draft report</b>          |     |       |          |    |                  |
| Historian/Project Manager            |     | 40    | \$ 90.00 | \$ | 3,600.00         |
| Architectural Historian              |     | 16    | \$ 90.00 | \$ | 1,440.00         |
| Archeologist                         |     | 16    | \$ 90.00 | \$ | 1,440.00         |
|                                      |     |       |          | \$ | <b>6,480.00</b>  |
| <b>Task 5: Final report</b>          |     |       |          |    |                  |
| Historian/Project Manager            |     | 16    | \$ 90.00 | \$ | 1,440.00         |
| Architectural Historian              |     | 4     | \$ 90.00 | \$ | 360.00           |
| Archeologist                         |     | 4     | \$ 90.00 | \$ | 360.00           |
| Cartographer/GIS Analyst             |     | 2     | \$ 80.00 | \$ | 160.00           |
| Copy Clerk                           |     | 2     | \$ 45.00 | \$ | 90.00            |
|                                      |     |       |          | \$ | <b>2,410.00</b>  |
| LABOR SUBTOTAL                       |     |       |          | \$ | <b>19,010.00</b> |
| <b>EXPENSES</b>                      |     |       |          |    |                  |
|                                      | qty |       |          |    |                  |
| Mileage                              | 570 | \$    | 0.655    | \$ | 373.35           |
| Per Diem                             | 3   | \$    | 170.00   | \$ | 510.00           |
| Report reproduction - hard copies    | 4   | \$    | 20.00    | \$ | 80.00            |
| Postage                              | 1   | \$    | 15.00    | \$ | 15.00            |
| Tolls                                | 4   | \$    | 2.50     | \$ | 10.00            |
|                                      | 0   | \$    | -        | \$ | -                |
| EXPENSES SUBTOTAL                    |     |       |          | \$ | 988.35           |
| LABOR SUBTOTAL                       |     |       |          | \$ | 19,010.00        |

**TOTAL LUMP SUM COST**

**\$ 19,998.35**

**TOWN OF HEBRON**  
**Department of Finance**  
**NON COLLUSIVE AFFIDAVIT OF PROPOSER**

The undersigned proposer, having fully informed themselves regarding the accuracy of the statements made herein certifies that;

- (1) the proposer developed the bid independently and submitted it without collusion with, and without any agreement, understanding, or planned common course of action with any other entity designed to limit independent bidding or competition;
- (2) the proposer, its employees and agents have not communicated the contents of the bid to any person not an employee or agent of the proposer and will not communicate the proposal to any such person prior to the official opening of the proposal, and
- (3) acknowledges that the Town of Hebron's Code of Ethics Policy has been received and understood.

The undersigned proposer further certifies that this statement is executed for the purpose of inducing the Town of Hebron to consider the proposal and make an award in accordance therewith.

|  |  |
|--|--|
| <u>Hartgen Archeological Associates</u><br>Legal Name of Proposer/Firm | <u>1794 Washington Ave Ext Rensselaer NY 12144</u><br>Business Address |
| <u>DST CFO</u><br>Signature and Title                                  | <u>11/14/23</u><br>Date  |

Darryl Straight  
Printed Name of Title Person

Subscribed and Sworn to me this 14<sup>th</sup> day of NOV., 2023

Notary Public

My Commission Expires

Michele Repice Straight





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/28/2023

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).

|  |   |
|--|---|
| <b>PRODUCER</b><br>Hughes Insurance Agency, Inc.<br>328 Bay Road<br>PO BOX 4630<br>Queensbury NY 12804         | <b>CONTACT NAME:</b> Linda Abodeely<br><b>PHONE (A/C, No, Ext):</b> (518) 793-3131<br><b>E-MAIL ADDRESS:</b> Linda@HughesInsurance.com<br><b>FAX (A/C, No):</b> (518) 793-3121  |
| <b>INSURED</b><br>Hartgen Archeological Associates Inc.<br>1744 Washington Ave Ext<br>Rensselaer NY 12144-9510 | <b>INSURER(S) AFFORDING COVERAGE</b><br><b>INSURER A:</b> Hartford Underwriters Ins. Co.<br><b>INSURER B:</b> Certain Underwriters at Lloyd's, London<br><b>INSURER C:</b><br><b>INSURER D:</b><br><b>INSURER E:</b><br><b>INSURER F:</b> |
|  | <b>NAIC #</b><br>30104<br>AA1122000   |

**COVERAGES****CERTIFICATE NUMBER:** 23-24 Master**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        | <input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |                                   |          | 01SBAAP5LHP   | 01/12/2023              | 01/01/2024              | EACH OCCURRENCE \$ 5,000,000<br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000<br>MED EXP (Any one person) \$ 10,000<br>PERSONAL & ADV INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 10,000,000<br>PRODUCTS - COMP/OP AGG \$ 2,000,000 |
| B        | <input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b><br><input checked="" type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY<br><input type="checkbox"/> HIRED AUTOS ONLY<br><input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> NON-OWNED AUTOS ONLY                 |                                   |          | 01UECFH7236   | 01/01/2023              | 01/01/2024              | COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000<br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$  |
| A        | <input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b><br><input checked="" type="checkbox"/> EXCESS LIAB<br>DED <input checked="" type="checkbox"/> RETENTION \$ 10,000   |                                   |          | 01SBAAP5LHP   | 01/01/2023              | 01/01/2024              | EACH OCCURRENCE \$ 4,000,000<br>AGGREGATE \$ 4,000,000   |
|          | <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b><br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)<br>If yes, describe under DESCRIPTION OF OPERATIONS below  | Y / N<br><input type="checkbox"/> | N / A    |               |                         |                         | PER STATUTE<br>E.L. EACH ACCIDENT \$<br>E.L. DISEASE - EA EMPLOYEE \$<br>E.L. DISEASE - POLICY LIMIT \$  |
| A        | Professional Liability   |                                   |          | MPL5045169.23 | 06/22/2023              | 01/01/2024              | Limit Each Claim / Aggregate / \$ 3,000,000 \$ 3,000,000   |

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

Subject to all policy terms, limitations and conditions:

**CERTIFICATE HOLDER****CANCELLATION**

Proof of Coverage

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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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/01/2023

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 endorsements(s).

|  |   |                |
|--|---|----------------|
| <b>PRODUCER</b>  | CONTACT NAME:   |                |
|  | PHONE (A/C, No, Ext): 888-473-6398                              | FAX (A/C, No): |
|  | E-MAIL ADDRESS: Risk@ExtensisGroup.com                          |                |
|  | <b>INSURER(S) AFFORDING COVERAGE</b>                            | <b>NAIC#</b>   |
|  | INSURER A: Indemnity Insurance Company of North America - CHUBB | 43575          |
| <b>INSURED</b><br>Extensis, Inc. L/C/F<br>Hartgen Archeological Associates Inc ()<br>900 US HWY 9 North, 3rd Floor<br>Woodbridge, NJ 07095 | INSURER B: Philadelphia Indemnity Insurance Company             | 18058          |
|  | INSURER C:  |                |
|  | INSURER D:  |                |
|  | INSURER E:  |                |
|  | INSURER F:  |                |

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAME 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   | ADD'L INSRD | SUBR WVD | POLICY NUMBER  | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS                                    |                  |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|---|------------------|
|          | COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC<br>OTHER: |             |          | Not Applicable |                         |                         | EACH OCCURRENCE                           | \$               |
|          |   |             |          |                |                         |                         | DAMAGE TO RENTED PREMISES (Ea occurrence) | \$               |
|          |   |             |          |                |                         |                         | MED EXP (Any one person)                  | \$               |
|          |   |             |          |                |                         |                         | PERSONAL & ADV INJURY                     | \$               |
|          |   |             |          |                |                         |                         | GENERAL AGGREGATE                         | \$               |
|          |   |             |          |                |                         |                         | PRODUCTS-COMP/OP AGG                      | \$               |
|          |   |             |          |                |                         |                         |   | \$               |
|          | AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS<br><input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY                |             |          | Not Applicable |                         |                         | COMBINED SINGLE LIMIT (Ea accident)       | \$               |
|          |   |             |          |                |                         |                         | BODILY INJURY (Per person)                | \$               |
|          |   |             |          |                |                         |                         | BODILY INJURY (Per accident)              | \$               |
|          |   |             |          |                |                         |                         | PROPERTY DAMAGE (Per accident)            | \$               |
|          |   |             |          |                |                         |                         |   | \$               |
| B        | X UMBRELLA LIAB X OCCUR<br>EXCESS LIAB CLAIMS-MADE<br>X DED X RETENTION \$ 10,000   |             |          | PHUB882213     | 09/30/2023              | 09/30/2024              | EACH OCCURRENCE                           | \$ 10,000,000.00 |
|          |   |             |          |                |                         |                         | AGGREGATE                                 | \$ 10,000,000.00 |
|          |   |             |          |                |                         |                         |   | \$               |
| A        | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N<br>(Mandatory in NH) <input type="checkbox"/><br>If yes, describe under<br>DESCRIPTION OF OPERATIONS below                                 | N/A         |          | C55696263      | 10/21/2023              | 09/30/2024              | X PER STATUTE OTH-ER                      |                  |
|          |   |             |          |                |                         |                         | E.L. EACH ACCIDENT                        | \$ 1,000,000.00  |
|          |   |             |          |                |                         |                         | E.L. DISEASE-EA EMPLOYEE                  | \$ 1,000,000.00  |
|          |   |             |          |                |                         |                         | E.L. DISEASE-POLICY LIMIT                 | \$ 1,000,000.00  |

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

// Evidence of NY Coverage

**CERTIFICATE HOLDER**

207151

Hartgen Archeological Associates Inc.

1744 Washington Avenue Extension  
Rensselaer, NY 12144**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

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**ECONOMIC DEVELOPMENT COMMISSION MARKET STUDY REPORT**

Neil Amwake, Chair of the Economic Development Commission, and Matthew Bordeaux, Town Planner, will be in attendance to present an overview of the Marketing Plan for the Town of Hebron prepared by FHI Studio (attached).





# Marketing Plan

FOR THE TOWN OF HEBRON, CT

October 23, 2023



# Contents

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# Introduction

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The purpose of this Marketing Plan is to identify and prioritize actions that Hebron can take to build brand awareness and market the community as a desirable place to operate a business, live, and visit. The Marketing Plan is part of a Branding and Marketing Project, undertaken by the Town of Hebron to support the Town's economic development efforts. The overall goals of Hebron's economic development efforts are twofold:

1. Attract new investment to grow the tax base in a way that enhances quality of life and meets the needs and desires of the community.
2. Promote existing businesses and community assets to raise awareness of Hebron's assets and boost in-town spending.

In addition, the Town identified a number of desired outcomes of the Branding and Marketing Project:

- Align Hebron around a common vision.
- Create a framework for organizing, differentiating and focusing Hebron's competitive and distinctive identity.
- Ensure messages are clear and compelling.
- Allow Hebron to succinctly tell the story of our community, our sense of place.
- Build identity for the place where we live, work, and shop.

- Allow us to be proactive about shaping our future.

The project began with a Demographic and Market Understanding, followed by a community and stakeholder engagement process which included:

- A focus group, comprised of local business owners and other stakeholders, which provided insight into Hebron's strengths and assets, opportunities for improvement, and existing perceptions.
- An online survey, which elicited more targeted feedback and widened the pool of participants.

This engagement process informed the development of both the Hebron brand and the Marketing Plan. The Marketing Plan is not an exhaustive list of all possible marketing tactics, but rather a guide to help Hebron focus and prioritize its efforts and get the most bang for its marketing buck. It will:

- Build on Hebron's strengths and assets.
- Prioritize actionable, cost-effective strategies that can be implemented in the next 5 years.
- Reinforce the Hebron brand throughout all marketing and promotional efforts recommended.

# The Hebron Brand

---

Hebron is a small town with rural character. It has an educated, affluent population with a relatively high household income compared to the state as a whole. The population is on the older side, with a median age of 45 in 2021. With a top-rated school system, plentiful outdoor recreation assets, and well-attended community events, the Town has a reputation for being family-friendly. This was evident in the community and stakeholder engagement process. Survey respondents stated that Hebron can best be described as:

- Quaint/small town
- Family friendly
- Community focused

They indicated that Hebron's greatest assets are:

- Great place to raise a family
- Quality school system
- Recreational assets

A brand identity is a set of perceptions conveyed through imagery, voice, and lived experience. It reinforces the narrative of what Hebron is, how it perceives itself, and how it wants to be perceived by others.

Through the focus group and survey, this narrative began to take shape, and the following brand promise was developed:

***Hebron is a welcoming, friendly community in a scenic, rural setting offering abundant potential for businesses and residents.***





This brand promise will serve as a jumping-off point for all economic development marketing efforts. In particular, the following were identified as ways to evoke the brand promise:

- Highlight existing businesses and the types of businesses that are already working for the town – draw on existing successes and a supportive business community.
- Promote the physical qualities of the town: rural, small-town, peaceful, large properties, privacy, etc.
- Tap into themes of community pride, family-friendliness, and welcoming diversity.
- Focus on the town being family-friendly and multi-generational, with efforts being made to make it a place where children can grow and seniors can age in place.
- Explore use of “we/us” terminology – to represent community cohesion and to denote that residents have some control over the future of the town.
  - Highlight agricultural assets and outdoor recreation assets that serve people of all ages.

Though it may not be presented word-for-word, the brand promise should “come through” in all collateral, marketing materials, and advertising.



# Visual Identity

---

One of the ways in which Hebron's brand promise will be conveyed is through a visual identity. This includes a versatile brand identifying graphic, complementary fonts and colors, and imagery that evokes a welcoming, friendly community in a scenic, rural setting.

## BRAND GRAPHIC

The graphic below evokes the rural/small-town qualities of Hebron. It should not be used alone but rather paired with words and/or phrases to communicate the desired message. This graphic has been provided in .png and .ai file formats. The .png file can be placed into Canva or another design application where the desired words can be added. The .ai file is a vector file that can be edited in Adobe Illustrator.



Below are some examples of the brand graphic used with various words and messages.



## COLORS

Hebron's brand identifying colors are dark teal paired with golden yellow. The dark teal is a modern variation on the shades of green that are often used to evoke nature, rural landscapes, and outdoor recreation – all concepts that are part of Hebron's brand promise. The golden yellow is a vibrant hue that perfectly complements the teal while evoking additional elements of Hebron's brand promise – friendliness, welcoming atmosphere, and optimism. Below are the precise color values, along with a palette of complementary accent colors.

### Brand identifying colors:



HEX:  
#0090a1

RGB:  
0, 144, 161

CMYK:  
83%, 27%, 33%, 1%



HEX:  
#eec50c

RGB:  
238, 197, 12

CMYK:  
8%, 20%, 100%, 0%

The brand identifying colors work best against a white background. The dark teal can also be used as a background color, in which case text should be white and the golden yellow used as an accent color. See example below.



### Accent colors:

The colors below complement the brand identifying colors.



HEX:  
#4b5c4d

RGB:  
75, 92, 77

CMYK:  
68, 47, 67, 32



HEX:  
#7a7e6b

RGB:  
122, 126, 107

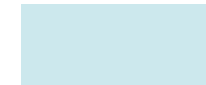
CMYK:  
53, 40, 58, 12



HEX:  
#66bcc7

RGB:  
102, 188, 199

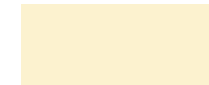
CMYK:  
57, 7, 21, 0



HEX:  
#cce9ec

RGB:  
204, 233, 236

CMYK:  
19, 0, 6, 0



HEX:  
#fcf3ce

RGB:  
252, 243, 206

CMYK:  
1, 2, 22, 0

The contrasting accent colors below are most appropriate when used sparingly to call attention to important elements.



HEX:  
#9cdfb4

RGB:  
156, 223, 180

CMYK:  
38, 0, 38, 0



HEX:  
#c766a2

RGB:  
199, 102, 162

CMYK:  
20, 73, 4, 0



HEX:  
#eccce0

RGB:  
236, 204, 224

CMYK:  
5, 22, 1, 0

## Fonts

Hebron’s brand identifying font is Marcellus. This is the font that should be used with the brand graphic. Additional complementary fonts that can be used as secondary text and accent text on social media posts, documents, etc. are below.

**Marcellus** (Headers)

**Montserrat** (Body text and other secondary text)

*Yellowtail* (Accent text)

These fonts are available on Canva and can also be downloaded free from Google Fonts.



How to use Canva to create custom messaging with the brand graphic:

The screenshot displays the Canva design tool interface. On the left is a dark sidebar with navigation icons for Design, Elements, Text, Brand, Uploads, Draw, Projects, and Apps. The main workspace shows a design template for 'Hebron' featuring a yellow house and tree graphic. The word 'Hebron' is written in a teal serif font, and 'Your Text Here' is in a smaller teal sans-serif font below it. A pink arrow points from the 'Uploads' icon in the sidebar to the first instruction. Another pink arrow points from the 'Hebron' text to the second instruction. A third pink arrow points from the 'Your Text Here' text to the third instruction. The top of the interface shows a purple header with 'Home', 'File', 'Magic Switch', and user information. The bottom shows a 'Notes' tab, 'Page 1 / 1', and a zoom level of '78%'.

1. Upload .png file of brand graphic and add it to the canvas.
2. Add desired text box and enter text in Marcellus font. On a white or light colored background, use branded dark teal (#0090a1) text, or use branded dark teal as a background with white text.
3. Add additional text boxes if desired.

## IMAGERY

Engaging, high-quality photography is an effective way to visually communicate Hebron's brand promise. Use images that show happy people attending events, using recreation assets, and enjoying small-town life. This evokes a friendly, healthy community with a lot to offer. Try to include a range of ages, racial/ethnic groups, and abilities, which communicates that Hebron is family-friendly and welcoming to all. Also use images that depict agriculture and natural environments to evoke Hebron's peaceful, rural setting. Finally, because fall foliage is often connected to New England in the public imagination, images of fall foliage can be used to evoke Hebron's small-town New England character.

When possible, use images that are specific to Hebron, but stock photos can be just as effective when local photography is not available. Canva offers a library of stock photos that can be searched by keyword. For example, the image below depicts a farm that could conceivably be located in Hebron. This image was found on Canva using the keyword "rural."



Additional sources of free stock photography include:

- <https://www.pexels.com/>
- <https://unsplash.com/>
- <https://pixabay.com/>

# Campaign Concept

---

In order to effectively communicate its brand promise, Hebron will be undertaking a multi-faceted marketing campaign. The target audience segments and recommended marketing tactics for this campaign are described in subsequent sections of this document. The campaign concept – built around the slogan **Come Grow With Us** – translates the brand promise into a marketing message. It can be tailored to the needs and interests of various target audiences and adapted to a variety of marketing tactics.

**Come Grow With Us** can be used as a stand-alone slogan with imagery, or by reimagining various experiences and activities with a simple twist of words, it becomes possible to highlight existing local businesses, assets, and events, and encourage active community participation. Some ideas are below:


- Come Dance With Us (highlighting a concert on the Green)
- Come Sing With Us (highlighting the Christmas Tree lighting ceremony)
- Come Dine With Us (highlighting a local restaurant)
- Come Celebrate With Us (highlighting the fireworks hosted by the Hebron Lions)

- Come Explore Nature With Us (highlighting scenic trails)
- Come Support [X] With Us (highlighting a charity event)
- Come Honor Our Heroes With Us (highlighting Veterans Day events)
- Come Groove to Frank's Tunes With Us (highlighting a local concert)
- Come Support Local Gems With Us (highlighting local businesses)
- Come Learn With Us (highlighting workshops or classes offered in Hebron)
- Come Unleash Your Creativity With Us (highlighting the Chairs of Hebron contest)
- Come Bloom With Us (highlighting local gardens or other scenic assets)

Sample visuals are on the next page, along with a Social Media Style Guide which provides guidance on creating social media posts in Canva.


**Town of Hebron**  
April 1 · 🌐

Let Your Love for Nature Blossom! Join us in Hebron's enchanting gardens. For more information visit [hebronct.com](http://hebronct.com).



## Come Bloom With Us!

Share your favorite flower photos or gardening tips for a colorful community.




Like Comment


Write a comment...

**Town of Hebron**  
April 1 · 🌐

Come dance with us in Hebron! Embrace the rhythm and feel the vibe of our vibrant community. #HebronDanceFever #GetYourGrooveOn.



## Come DANCE With Us!





Like Comment Share

Write a comment...

**Town of Hebron**  
April 1 · 🌐

Whether it's painting, crafting, or photography, share your artwork inspired by our town. #HebronArtists #CreativeExpressions. Visit [hebronct.com](http://hebronct.com) to find out more.

## Come UNLEASH YOUR CREATIVITY With Us!

For more information visit | [hebronct.com](http://hebronct.com)

Like Comment Share

Write a comment...

# Social Media Style Guide

## Logo Effects

Applying a Shadow Effect:

1. Edit image

2. Effect: Shadow

Setting Shadow Opacity to 30%: Balancing visibility and subtlety



## FONT STYLES AND USAGE

### HEADER FONT

Aa Marcellus

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

### SECONDARY FONT

Aa Montserrat

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

### ACCENT FONT

Aa Yellowtail

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890

## COLOR PALETTE



#0090A1



#EEC50C



#4B5C4D



#7A7E6B



#66BCC7

## ADDED ELEMENTS

### Abstract Minimalist Dots Shape

- Experiment with size & color



### Placeholder Frame Background

- Customize frames to suit diverse content types.



### Transparent Gradient Rectangle

- Experiment with size & color
- Can be placed under logo

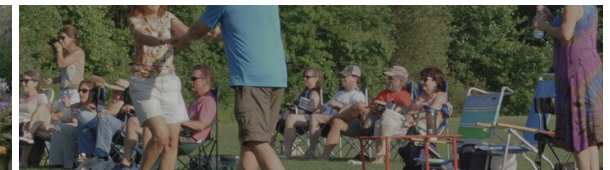
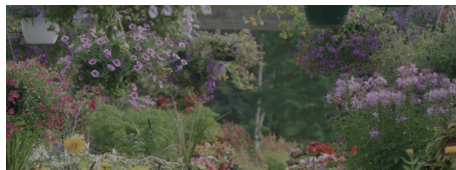


## TEMPLATE INSPIRATION

Theme: "Travel"

Mood: Exploration and adventure

\*Customize to suit different types of content.



## Social Media Ideas and Hashtag Recommendations

- **"Come Explore Nature with Us!"**

🌳 A post inviting nature enthusiasts to discover the beauty of Hebron's scenic trails on the new Air Line Trail Website and Maps. Potential Hashtags: #HebronTrails #NatureExplorers #ComeExploreWithUs

- **"Come Support With Us" - Local Charity Event:**

👉 A post highlighting the community's compassion and support. Inviting people to come out to the event and support. Potential Hashtags: #HebronCares #ComeGrowWithUs

- **"Come Honor Our Heroes with Us!" - Veterans Ceremony:**

🏆 A post showcasing the Veteran's Ceremony and honoring their service. Potential Hashtags: #HebronVeterans #ComeHonorWithUs

- **"Come Groove to Frank's Tunes with Us!" - Local Concerts:**

🎵 An invitation to the upcoming "Sounds of Frank" concert at The Town Center Project's Summer Concert series. Caption idea: "Come Groove with us at *"The Sounds of Frank" Summer Concert.*" Hashtags: #HebronConcertNights #SummerSounds #ComeGrooveWithUs

- **"Come Support Local Gems with Us!" - Supporting Businesses:**

💎 A post highlighting local business in Hebron. Caption idea: *"Let's support Hebron's treasures! Discover [Business Name], a hidden gem in our town. Share your favorite finds and spread the love for local shopping."* Hashtags: #HebronHiddenGems #ShopLocal #ComeSupportWithUs

- **"Come Learn With Us" - Workshop Series:**

📖 This post could encourage community members to discover exciting workshops and classes in Hebron. Hashtags: #HebronWorkshops #ComeGrowWithUs



# Target Audience Segments

As mentioned in the Introduction, the goals of Hebron's economic development efforts are:

1. Attract new Investment to grow the tax base.
2. Promote existing businesses and community assets to boost in-town spending.

The summary table below shows Target Audience Segments for each of these goals, along with how best to reach them through marketing. A description of each Segment is below the chart. The Key Marketing Tactics are described in more detail in the next section.

| TARGET AUDIENCE SEGMENT  | WHAT THEY CARE ABOUT   | KEY MARKETING TACTICS*  | KEY MESSAGES TO REACH THEM  |
|--|--|---|---|
| <b>Goal 1: Attract new businesses to grow the tax base.</b>                            |  |   |   |
| <b>A</b> Location advisors, site selectors, corporate executives (with site influence) | <ul style="list-style-type: none"> <li>Reducing risk, credible and trustworthy sources</li> <li>Available and skilled workforce</li> <li>Accessibility and location</li> <li>Incentives and taxes</li> <li>Predictable permitting process</li> </ul> | <ul style="list-style-type: none"> <li><b>3</b> Website</li> <li><b>1</b> Social media (LinkedIn in particular)</li> <li><b>2</b> Earned media</li> </ul> | <b>Come Grow With Us</b> <ul style="list-style-type: none"> <li>Available land and vacant facilities</li> <li>Fast approvals</li> <li>Incentives available</li> <li>Scenic location, easy access to Hartford</li> <li>Forward-thinking Town leadership</li> <li>Educated, professional workforce</li> </ul> |

| TARGET AUDIENCE SEGMENT   | WHAT THEY CARE ABOUT  | KEY MARKETING TACTICS*  | KEY MESSAGES TO REACH THEM  |
|---|---|---|---|
| <b>B</b> Developers and Real Estate Agents  | <p>Developers:</p> <ul style="list-style-type: none"> <li>Reducing risk</li> <li>Quality/style of development</li> <li>Return on investment</li> <li>Quick tenant placement</li> <li>Predictable permitting process</li> <li>Zoning and land use</li> </ul> <p>Real Estate Agents:</p> <ul style="list-style-type: none"> <li>Making sales</li> <li>Building their reputation within the community</li> </ul> | <p><b>3</b> Website</p> <p><b>1</b> Social media (LinkedIn in particular)</p> <p><b>2</b> Earned media</p>  | <p><b>Come Grow With Us</b></p> <ul style="list-style-type: none"> <li>Untapped market potential</li> <li>Desirable, scenic location</li> <li>Town's commitment to building and maintaining a high-quality aesthetic</li> <li>Fast approvals</li> <li>Incentives available</li> </ul> |
| <b>C</b> Small business owners (new and existing)<br>Target business sectors: <ul style="list-style-type: none"> <li>Outdoor recreation</li> <li>Health &amp; fitness</li> <li>Household cleaning</li> <li>Home improvement</li> <li>Agriculture/agro-tourism</li> <li>Pet-related</li> <li>Organic food</li> </ul> | <ul style="list-style-type: none"> <li>Market demand</li> <li>Strength of local business community</li> <li>Available and skilled workforce</li> <li>Accessibility and location</li> <li>Incentives and taxes</li> <li>Predictable permitting process</li> </ul>  | <p><b>3</b> Website</p> <p><b>1</b> Social media</p> <p><b>4</b> Digital advertising</p> <p><b>5</b> Educational institution partnerships</p> <p><b>6</b> "Made in Hebron" branding</p> | <p><b>Come Grow With Us</b></p> <ul style="list-style-type: none"> <li>There is a market for your business idea</li> <li>Hebron has what you need to be successful</li> <li>Town supports local businesses</li> <li>Local businesses support each other</li> </ul>                    |



| TARGET AUDIENCE SEGMENT   | WHAT THEY CARE ABOUT  | KEY MARKETING TACTICS*   | KEY MESSAGES TO REACH THEM  |
|---|---|--|---|
| <b>Goal 2: Promote existing businesses and community assets to boost in-town spending.</b>  |   |  |   |
| <b>D</b> Existing residents who may be spending money elsewhere   | <ul style="list-style-type: none"> <li>• Availability of the products and services they need</li> <li>• Community character</li> <li>• Community pride/cohesiveness</li> </ul>  | <ul style="list-style-type: none"> <li><b>1</b> Social media</li> <li><b>4</b> Digital advertising</li> <li><b>3</b> Website</li> </ul>  | <b>Come Grow With Us</b> <ul style="list-style-type: none"> <li>• Community pride</li> <li>• Shop local</li> <li>• Hebron has what you need</li> </ul>  |
| <b>E</b> Potential new residents  | <ul style="list-style-type: none"> <li>• Availability of housing in their price range</li> <li>• Location/convenience</li> <li>• Community character</li> <li>• Amenities/things to do</li> <li>• Quality of schools</li> </ul> | <ul style="list-style-type: none"> <li><b>3</b> Website</li> <li><b>1</b> Social media</li> <li><b>4</b> Digital advertising</li> <li><b>5</b> Educational institution partnerships</li> </ul> | <b>Come Grow With Us</b> <ul style="list-style-type: none"> <li>• Active lifestyle – walkable town center and recreation assets</li> <li>• Location</li> <li>• Large properties, privacy</li> <li>• Small-town charm in a scenic, rural location</li> <li>• Top rated schools.</li> <li>• Community pride/cohesiveness</li> </ul> |
| <b>F</b> Visitors   | <ul style="list-style-type: none"> <li>• Things to do and experience</li> </ul>   | <ul style="list-style-type: none"> <li><b>3</b> Website</li> <li><b>1</b> Social media</li> <li><b>4</b> Digital advertising</li> </ul>  | <b>Come Grow With Us</b> <ul style="list-style-type: none"> <li>• Outdoor recreation assets</li> <li>• Agricultural experiences</li> <li>• Small-town New England charm</li> </ul>  |
| <p>* This is not an exhaustive list of all marketing tactics that could be employed. It is a prioritized list of recommended tactics that are cost-effective and implementable for Hebron given current and expected available resources.</p> |   |  |   |

## **A LOCATION ADVISORS, SITE SELECTORS, CORPORATE EXECUTIVES (WITH SITE INFLUENCE)**

These are the people who make decisions about location for large national or regional businesses. Despite the fact that this segment is somewhat limited by Hebron's small population, the availability of developable land coupled with an educated, skilled workforce do make Hebron a desirable location for some larger businesses. For this segment, focus marketing efforts on location, availability of land, workforce, incentives, and permitting process.

## **B DEVELOPERS AND REAL ESTATE AGENTS**

Hebron's recent investments in streetscapes and its commitment to a high-quality aesthetic in the built environment make it an attractive location for new residential and commercial development. For this segment, focus marketing efforts on untapped potential, desirability of location, availability of land, incentives, and permitting process.

## **C SMALL BUSINESS OWNERS (NEW AND EXISTING)**

Like most communities across the United States, small businesses make up the majority of Hebron's employers. In fact, as of 2020, 91% of total employment in Hebron was from businesses with less than 50 employees. Supporting people who want to start a business or expand an existing business is an important part of Hebron's economic development toolbox.

Hebron has several major assets that offer untapped potential for new businesses or business expansion. Two primary focus areas are below.

### **Outdoor recreation/Air Line Trail**

Hebron has a number of outdoor recreation assets that bolster residents' quality of life and attract outdoors enthusiasts from out of town. The Air Line State Park Trail, in particular, is a major draw that has the potential to attract visitors from around the state. In addition, by investing in sidewalks and streetscapes, Hebron has positioned itself as an active, health-conscious community. Build on these assets by targeting businesses related to biking, hiking, running, other types of outdoor recreation, and health and wellness. Likewise, target businesses in other sectors that cater to the same clientele (e.g. "healthy" restaurant – catering to active, health-conscious customers).

### **Agriculture**

As a rural community, agriculture has always been an important part of the fabric of Hebron. The pastoral quality of the physical environment is one of the things that makes Hebron special. As such, lean into agriculture as an area of untapped business potential. This aligns with the Town's most recent Plan of Conservation and Development which identifies the following goal related to agricultural businesses: Protect and promote agriculture and farming as a viable natural resource industry and as a primary example of Hebron's rural landscape.

As of 2015, Connecticut's agricultural sector brought in between \$3.3 and \$4.0 billion. It generates between 20,007 and 21,696 jobs statewide, representing more jobs per million dollars of sales than nearly any other sector in the rest of the state economy. In addition, Covid-19 highlighted the shortcomings of the nation's food supply. As a result, localization has become increasingly important as consumers become more concerned with food security. With New England states working to produce at least 50% of the region's food by 2060, Hebron is well positioned to be

a next-generation agricultural town. Recommendations for marketing efforts include:

- Connect with existing farms and provide information on how to incorporate agrotourism and/or value-added products to their existing operation.
- Target potential agricultural businesses such as floriculture, nursery, dairy, landscaping, wholesaling, retailing, processing, cannabis cultivation, and agro-voltaics.
- Target people who are interested in food security, organic food, health and wellness, plants and animals, and environmental sustainability – these are the people who might want to start an agricultural business.
- Create “Made in Hebron” branding to support local products and producers. Investigate partnership with “CT Grown” branding.
- Connect with vo-ag programs at educational institutions in eastern Connecticut to educate students on Hebron’s vision for its agriculture industry and the resources that would be available to them to start a business in Hebron.
- Promote participation by local businesses in Connecticut Open House Day

Finally, based on the Demographic and Market Understanding and the community and stakeholder engagement process, there are several additional business sectors that would be a good fit for Hebron:

- Health & fitness
- Household cleaning
- Home improvement
- Pet-related

Overall, for this segment of new and existing small business owners focus marketing efforts on communicating that Hebron has what they need to be successful, that the Town will support them, and that the local business community supports each other.

## **D EXISTING RESIDENTS**

Previous market analyses have concluded that many of Hebron’s residents are taking their spending dollars elsewhere. This was confirmed by the online survey, where respondents stated that they go to other towns for retail shopping and restaurants. The goals of marketing to existing residents are to increase in-town spending and foster community pride. For this segment, focus marketing efforts on building awareness of what products and services are available in Hebron, promoting special events and initiatives, and promoting Hebron’s community character. A marketing campaign highlighting local business owners explaining why they choose to do business in Hebron would be particularly effective for this segment.

## **E POTENTIAL NEW RESIDENTS**

The Demographic and Market Understanding found that Hebron’s population declined between 2010-2020 and is projected to continue to decline in upcoming years. While the majority of Hebron residents do not want to see a significant population increase that would change the town’s character, some increase will be necessary to support the new businesses that Hebron desires. Likewise, Hebron has a relatively high median age that has increased from 41 in 2010 to 45.6 in 2020, indicating an aging population. Attracting younger residents

would help reverse this trend and improve Hebron's long-term population stability. Specific target demographics include:

- People aged 28-40 who have already started their careers and may be interested in purchasing a home.
- Families with school- or preschool-aged children who may be attracted to a high-ranking school system.
- People who live in more expensive areas of Connecticut and surrounding states.

For this segment, focus marketing efforts on communicating the benefits of living in Hebron – active lifestyle, small-town charm, community cohesiveness, and great schools.

## **F VISITORS**

Given Hebron's relatively small population, it must also attract visitors in order to support business growth. For this segment, focus marketing efforts on things to do and experience in Hebron. Specific things to highlight include:

- Air Line State Park Trail and other outdoor recreation assets.
- Agricultural experiences/agro-tourism destinations.
- Festivals and other community events.
- Small-town New England charm that visitors can experience.
- Connections between attractions and local businesses (e.g., "When you finish your bike ride on the trail, check out what else we have to offer.")

Specific target demographics include:

- People interested in biking, hiking, running, and other forms of outdoor recreation.
- People interested in farmers markets, fairs, pumpkin patches, and other local events/attractions that are connected to agriculture.

# Key Marketing Tactics

---

## 1 SOCIAL MEDIA

Social media is a component of a healthy online presence and will allow Hebron to create a digital “front porch” that encourages visitors to easily click through to the town’s information. Various social media platforms provide options for the Town to reach different audiences and will build upon the work the Town has already completed. However, because social media is fast-paced and must be updated consistently in order to be effective as a marketing tool, start with Facebook, Instagram, and Twitter. If additional resources become available, Hebron’s social media presence could expand to include other platforms such as LinkedIn TikTok, and YouTube.

### Facebook

To interact with the other target audience segments, start with Facebook, where Hebron already has an established page. The [Town of Hebron Facebook page](#) has 2.1K followers and could be developed further through cross posting on additional pages, such as:

- [Hebron CT Community](#) (4.1K)
- [All Things Hebron, CT](#) (3.3 K)
- [Hebron News Share](#) (1.8 K)
- [Hebron: Open for Business](#) (643)
- [The Town Center Project](#) (1.3 K)

Form partnerships with organizations, interest groups, and

influencers who have large followings. Seek their commitment to interact with and repost Hebron’s content. Potential partners include:

- Lion’s Club
- Pollinator Pathways
- Soccer or other recreation associations
- Open space groups
- Agricultural groups
- UConn, Wesleyan University and ECSU
  - Students, alumni, staff
  - People who post about sports
- Local “celebrities” or other well-known figures
- People who post about restaurants, local events, etc.
- “Momfluencers” who post about child-friendly activities in Connecticut
- Elected officials

In general, there are some social media practices that should be followed to maximize Hebron’s visibility:

- If working with another group, remember to tag them for more visibility.
- Social media is image driven. Save good photos or use a service like Canva to create engaging graphics.
- Boost posts (as opposed to creating ads)

## LinkedIn

To easily connect with developers and professionals, claim and fill out a business page on LinkedIn with information about Hebron and links to the appropriate websites and phone numbers. An example:

*Established in 1708, Hebron is a quaint town in Tolland County, in central Connecticut. The town includes the villages of Hebron Center, Amston, and Gilead. It also has the Airline Trail and Gay City State Park, notable recreation sites that draw outdoor enthusiasts from the region. Cultural activities known throughout Connecticut include the Hebron Harvest Fair and the Hebron Maple Festival.*

## 2 EARNED MEDIA

Earned media is publicity or exposure gained from methods other than paid advertising (e.g., an article in a magazine or a blog post). Earned media is an effective marketing tool, but it often requires a significant investment of time and staff resources to develop content, cultivate relationships with publications, and pitch stories. Given available staff resources in Hebron, focus on developing content for local media outlets. Start with promoting large events, such as the Hebron Harvest Fair, and expand to include content about other things to do and business opportunities. Longer term, consider pitching stories to trade publications. Potential topics include:

- Hebron's agricultural/agro-tourism sector.
- Hebron's investment in sidewalks and streetscapes and commitment to a quality design aesthetic in the built environment – setting the stage for high-quality development.

### 3 WEBSITE

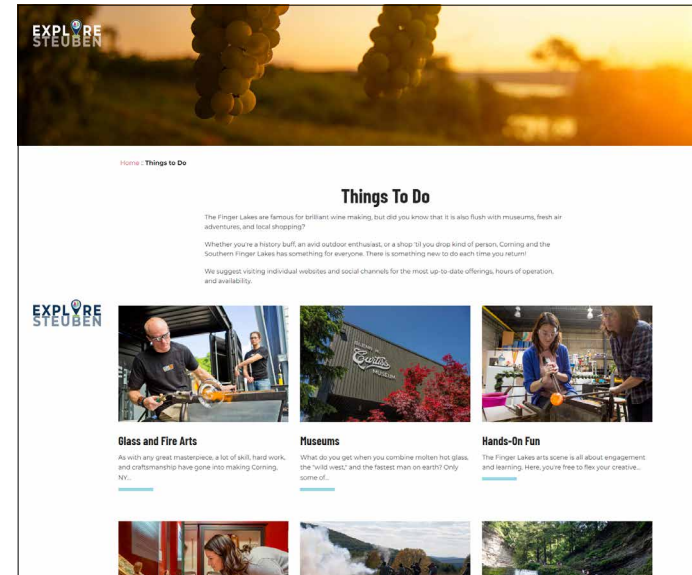
A strong online presence is the single best way to showcase the unique opportunities Hebron has to offer and to reach the target audience segments identified in the previous section. According to the 2020 Winning Strategies in Economic Development Marketing report by Development Counsellors International (DCI), randomly chosen business executives, location advisors, and consultants were surveyed to share their thoughts on the most effective economic development techniques. Nearly 70 percent of survey respondents mentioned “an internet/website presence is...the most-effective marketing technique” used by economic development organizations. Further, nearly eighty percent of respondents reported that they would visit an economic development website in their next site search.

To position Hebron as an attractive location, create a “live-work-play” website to provide essential information to people who might be interested in living in, doing business in, or visiting Hebron. While the website could be set up as a series of pages hosted on the Town’s current website, a standalone site is recommended. Any information added to the existing Town site would be constrained by the design of that site. The pages would have to be built by the Town’s web manager, and all future updates would have to be routed through them.

A standalone site, on the other hand, offers more flexibility for design, content and updates. The site could be designed, managed, and updated by a third party web manager or even by Town staff depending on the complexity of the site and staff resources available.

Regardless of platform, include the following information geared toward the target audience segments identified in the previous section:

### Website Inspiration



[corningfingerlakes.com](http://corningfingerlakes.com)



[thatswhywestallis.com/why-west-allis/](http://thatswhywestallis.com/why-west-allis/)

- For location advisors, site selectors, corporate executives, and developers:
  - Incentive information
  - Demographic information.
  - Infrastructure information.
  - Major employer list.
  - Searchable database of available buildings and sites.
  - Workforce statistics.
  - Relevant town staff contact information.
- For existing residents and visitors:
  - Things to do.
  - Dining, shopping, highlight local businesses.
  - Event calendar/annual events.
  - Recreation assets.
- For potential residents:
  - Link to real estate listings.
  - Highlight small-town charm, community cohesion, and family-friendliness.
  - School profiles – highlight successes.
  - Neighborhood profiles.
- For potential business owners:
  - Information about business assistance programs.
  - Profiles/links to business support organizations.
  - Information about business sectors that are a good fit for Hebron.

- Profiles of existing business owners – highlight successes and the support local businesses give each other.

Additional recommendations for the website include:

- Ensure the site is user-friendly and easy to navigate.
- Use large, high-quality imagery and graphics.
  - Partner with the Town Center Project or other organizations who might have high-quality photography.
  - Sponsor a “Come Grow With Us” photography contest where residents submit photos of Hebron. Winning photos would be featured on the website. Partner with local businesses to offer gift cards as prizes.
  - Invest in professional photography highlighting Hebron’s assets and small-town charm.
  - Purchase stock imagery that evokes the messaging.
- Minimize use of text and avoid jargon or “government speak.”
- Display clear calls to action.
- Keep the site fresh and up-to-date. This will require a commitment of staff resources. At minimum:
  - Monthly: Check for accuracy of information, check for broken links, and make sure listings of upcoming events are up-to-date.
  - Every three months: Refresh imagery to reflect seasonal changes.
  - Yearly: Evaluate all content and edit as needed.

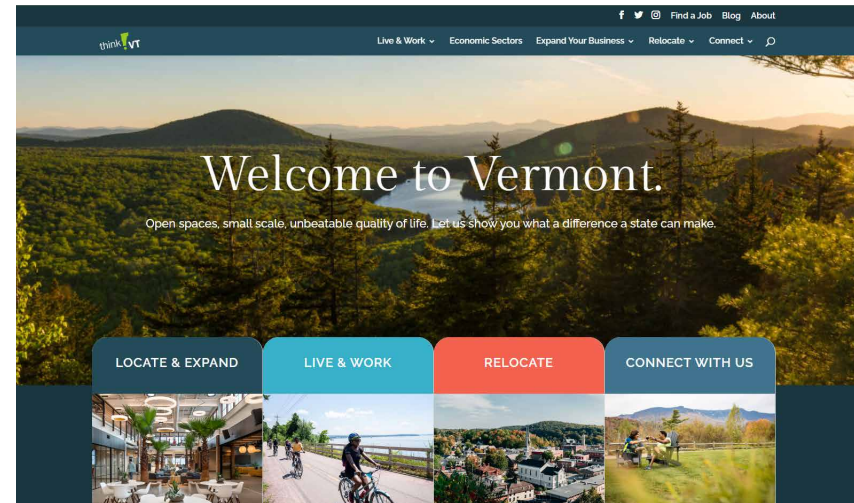
Search engine optimization (SEO) is also an important



component of developing a high-ranking website. Important steps Hebron can use to take advantage of this include:

- Take ownership of media stories, which are often behind paywalls.
- Update the page once a month with a new blog post / article.
- Research keywords to incorporate into blog posts and web pages. Longtail and shorttail keywords are helpful (definitions and examples on the next page). When using keywords, avoid keyword stuffing – using the same word repeatedly that doesn't add value to content – which can negatively impact your ranking on Google and other search engines. (Example: Looking for affordable cars? Our affordable cars dealership offers affordable cars that are perfect for you. Buy affordable cars now!)

### More Website Inspiration



thinkvermont.com



clarkcounty.jobs

|                             | <b>Long tail</b><br><i>three or more keywords that are specific</i>  | <b>Short tail</b><br><i>harder to rank for but easier to search</i>   |
|-----------------------------|--|---|
| <b>Economic Development</b> | <ul style="list-style-type: none"> <li>• Top 10 economic development success stories in Hebron</li> <li>• Available property in rural Connecticut</li> <li>• Available property in Tolland County</li> </ul>   | <ul style="list-style-type: none"> <li>• Business development</li> <li>• Site selection</li> <li>• Economic growth</li> <li>• Business incentives</li> <li>• Infrastructure development</li> <li>• Real estate development</li> <li>• Industry clusters</li> <li>• Investment opportunities</li> <li>• Tax incentives</li> <li>• Business-friendly policies</li> <li>• Economic partnerships</li> <li>• Innovation</li> <li>• Economic diversification</li> <li>• Entrepreneurship</li> </ul> |
| <b>Workforce Site</b>       | <ul style="list-style-type: none"> <li>• Best Careers (Jobs) in Hebron, CT</li> <li>• Hebron, CT promotes XX sites</li> <li>• Hebron, CT real estate prime for XX {Medical suppliers? Marijuana grow house? Tailor this to the business you're trying to attract)</li> <li>• Local Business in Hebron, CT</li> </ul> | <ul style="list-style-type: none"> <li>• Workforce development</li> <li>• Talent attraction</li> </ul>  |
| <b>Things to do</b>         | <ul style="list-style-type: none"> <li>• Work in Hebron, CT and Explore the Airline Trail</li> <li>• Hiking in Hebron, CT</li> <li>• Day trip with friends 30 minutes from Hartford</li> <li>• Hebron Outdoor Activities</li> <li>• Hebron Outdoor Activities for [XX AGE GROUP]</li> </ul>                          | <ul style="list-style-type: none"> <li>• Airline Trail</li> <li>• Gay City State Park</li> <li>• Hiking Hebron</li> </ul>   |

## 4 DIGITAL ADVERTISING

Strategic advertising can be an integral component of economic development marketing programs. Given the high cost of traditional media (radio, newspapers, magazines, billboard, etc.) and the heavy focus on digital media in our work and personal lives, focusing Hebron's advertising budget on digital platforms could provide a more economical means to reach potential audiences and help the Town determine where their message resonates best.

Social Media advertising can be an affordable, approachable, and powerful tool, not only in its reach and ability to target specific audiences, but also in its flexibility. It allows near instant public response and metrics to social media ads, which allows for constant feedback to assess whether themes, visuals, or copy should be refined, dropped, or expanded. The easiest and cheapest way to advertise on Facebook is through "boosting" posts.

- [Boost Facebook post instructions](#)

Google AdWords is a type of Search Engine Marketing (SEM), where users pay to display their website above the organic search results. The simplest type is the search ad, which is purely keyword based and only appears to consumers actively searching for that product. Use the Keyword planner in Google to help determine targeted keywords like the following:

- Economic development
- Development as economic development
- Site selection

Options for digital advertising are not just limited to social media. To maximize the relevant information on display for potential

audiences, create unique landing pages that ads will link to in trade magazine websites such as:

- *SITE Selection*
- *Area Development*
  - AreaDevelopment.com – the most affordable
  - *Area Development Site and Facility Planning Newsletters*
  - Audience Extension Program
  - *Area Development Magazine*
- *Business Facilities*

Finally, in the months leading up to the Hebron Harvest Fair, create an advertising partnership with WNPR. Create a few ads (visual or radio spots) that share success stories of local developments. Displaying or airing these during one of the state's largest agricultural fairs will reinforce the message that Hebron is a great community for all.

- [Media Kit](#)

Regardless of the medium you choose, one key to a successful advertising campaign is repetition. Frequently displaying a simple message to your audience ensures that your target audience will remember the pitch. A minimum of a few weeks to a few months is recommended – especially when it comes to a big commitment like site selection, the process of attracting the right developer will take time.

## 5 EDUCATIONAL INSTITUTION PARTNERSHIPS

The proximity of higher education institutions, particularly UConn, Wesleyan and ECSU, is an underutilized asset for Hebron. Below are some ideas for partnering with these institutions.

- Provide business and community event information to students and staff from a source they trust:
  - as part of new student orientation.
  - in the online student handbook.
  - on campus-wide email lists, newsletters, student newspaper, etc.
- Provide information to students about job/entrepreneurship opportunities, flexible work spaces, and affordable housing.
- Identify student/staff social media influencers and create partnerships to share content. (See Social Media section above)
- Connect with the [UConn Office of Outreach & Engagement](#), whose goal is to “build and strengthen partnerships that advance an inclusive society, environmental sustainability, and economic growth in Connecticut.”

- Connect with the [ECSU Center for Community Engagement](#) and explore ways to expand their focus to include supporting local businesses and economic growth. The Center’s current focus is mostly limited to volunteering.
- Utilize the audio visual departments of local schools and colleges as a resource for video development. Consider sponsoring a student design competition, or work with faculty to add economic development promotional videos as class projects or senior thesis projects.
- Sponsor Town internship opportunities to supplement staff resources for social media management and digital marketing.
- Partner with UConn and ECSU to sponsor a “Hack-a-thon,” an event that brings businesses, education, technology and communities together to tackle issues that impact their community. The focus could be on the agricultural and eco-tourism sectors with teams competing for cash prizes and business exposure.
- Connect with alumni organizations to offer special deals or incentives for visiting Hebron during special events that draw alumni to campus.

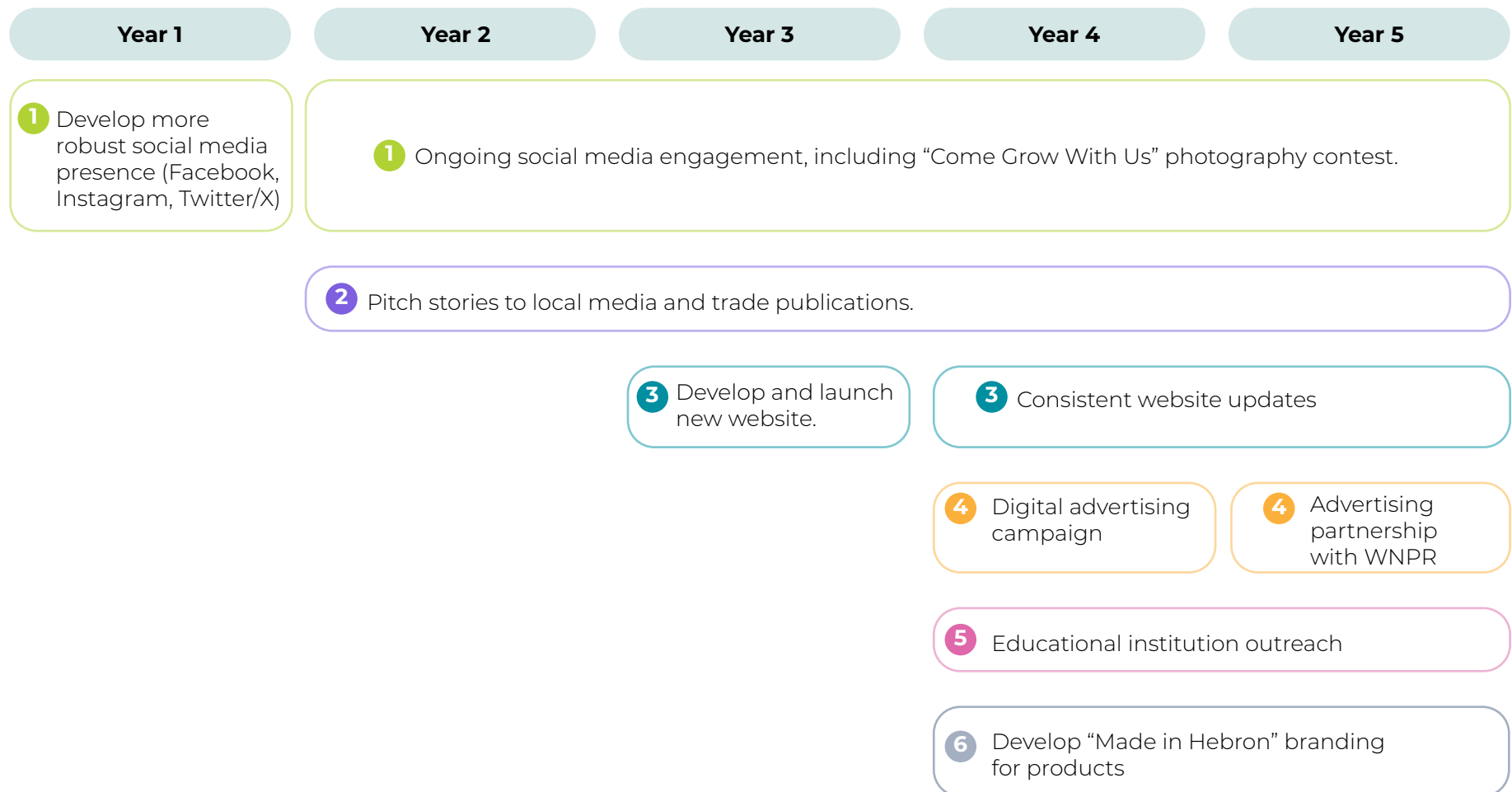
## 6 “MADE IN HEBRON” BRANDING

Support new and existing businesses in the agricultural sector by developing “Made in Hebron” branding for products produced in Hebron. Investigate the possibility of a partnership with “CT Grown” branding.

# Snapshot of Recommendations

Below is a timeline showing marketing recommendations over the next five years. It indicates a recommended implementation sequence. It is important, however, to note that many of the

recommendations will be ongoing once implemented. As such, an increase in staff resources will likely be required to maximize their effectiveness.



**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**REJECT BIDS FOR PUBLIC SAFETY BUILDING GARAGE BAY EXTENSION**

**Proposed Motion:**

Move that the Hebron Board of Selectmen reject all bids received for the Hebron Public Safety Building Garage Bay Extension Bid # 2023-08, due to bids being over budget.

## MISSION STATEMENT

The Board of Selectmen, acting as stewards of the Town and agents of the people, will provide services that promote safety; an affordable healthy living environment; and through effective land use and town resources, an economic base that creates jobs and tax assistance to the community while preserving our rural historic character.

## TOWN OF HEBRON BOARD OF SELECTMEN REGULAR MEETING (VIRTUAL)

### Board of Selectmen Regular Meeting

December 21, 2023, 7:00 PM (America/New York)

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/114962925>

You can also dial in using your phone.

Access Code: 114-962-925

United States: [+1 \(224\) 501-3412](tel:+12245013412)

Get the app now and be ready when your first meeting starts:

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**Thursday, December 21, 2023**

**7:00 p.m.**

## AGENDA

### Time Guideline

- |                  |  |
|------------------|--|
| <b>7:00 p.m.</b> | <b>1. CALL TO ORDER</b>  |
| <b>7:00 p.m.</b> | <b>2. PLEDGE OF ALLEGIANCE</b>   |
| <b>7:02 p.m.</b> | <b>3. ADDITIONS AND CHANGES TO THE AGENDA</b>  |
| <b>7:05 p.m.</b> | <b>4. PUBLIC COMMENT</b><br>This section of the agenda is reserved for persons in attendance who wish to briefly address the Board. The Board requests that comments be limited to three minutes or less. Persons wishing to comment should type "comment" and your name in the chat box and you will be recognized. |
| <b>7:10 p.m.</b> | <b>6. GOOD TO KNOW/SPECIAL RECOGNITION</b>   |
| <b>7:15 p.m.</b> | <b>7. APPOINTMENTS AND RESIGNATIONS</b><br><br>a) Hebron Board of Education Resignation  |
| <b>7:20 p.m.</b> | <b>8. TOWN MANAGER'S REPORT</b><br>a) Recent Activities<br>b) Correspondence<br>c) Town Manager Updates  |

**7:30 p.m.**

**9. OLD BUSINESS**

- a) American Rescue Plan State and Local Recovery Funds Update
- b) Parks and Recreation Park Policies Update
- c) Department of Public Works Action Committee Update
- d) Current Public Works Facility Update
- e) Charter Revision Commission Update
- f) Board of Selectmen Rules of Procedure
- g) Any Other Old Business

**8:00 p.m.**

**10. NEW BUSINESS**

- a) Water Pollution Control Authority (WPCA) Review of Activities
- b) Approve Revised Job Description: Children's Librarian
- c) Award RFP/RFQ for Electrical Design/Professional Engineering Services for RHAM Emergency Electrical Generator Project
- d) Approve Agreement Between the Town of Hebron and the Connecticut River Valley Chamber of Commerce
- e) Housing Choices Advisory Committee
- f) Draft Agenda for January 4, 2024 Meeting
- g) Any Other New Business

**8:30 p.m.**

**11. CONSENT AGENDA**

Consent agenda items are considered to be routine in nature, which the Board may not need to discuss individually and may be voted on as a group. Any board member who wishes to discuss a particular item in this section may request the Chair to remove it for later discussion and a separate vote if necessary.

**a) APPROVAL OF MINUTES**

11.a.1 December 7, 2023 – Regular Meeting

**b) TAX REFUNDS**

**8:35 p.m.**

**12. LIAISON REPORTS**

- a) AHM Youth Services
- b) Hebron BOE
- c) Board of Finance
- d) Land Acquisition
- e) RHAM BOE
- f) Parks & Recreation Commission
- g) Economic Development Commission
- h) Hebron Historic Properties Commission
- i) Commission on Aging/Senior Center
- j) Fire Department
- k) WPCA
- l) Green Committee
- m) Douglas Library Board of Trustees

**8:45 p.m.**

**13. PUBLIC COMMENT**

**9:00 p.m.**

**14. ADJOURNMENT**



**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**CONSENT AGENDA**

Proposed Motion:

Move that the Board of Selectmen approve the following Consent Agenda items and motions contained therein as if individually adopted:

**a) APPROVAL OF MINUTES**

11.a.1 November 16, 2023 – Regular Meeting

**b) APPROVAL OF TAX REFUNDS**

11.b.1 Michael & Cheryl Lyons

\$3,510.48

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
Regular Meeting (Virtual)  
Thursday, November 16, 2023 - 7:00 PM**

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Assl  
HEBRON TOWN CLERK

**MINUTES**

**ATTENDENCE:**

**Board of Selectmen (Present):** Daniel Larson (Chair), Peter Kasper, Marc Rubera

**Board of Selectmen (Absent):** Gail Richmond (Vice-Chair), Tiffany Thiele

**Staff Present:** Andrew Tierney (Town Manager), Donna Lanza, Dori Wolf

**Guests:** Kaitlin Hershey, Lori Granato, Mal Leichter, Mike Harder, Peter Starkel, Richard Steiner, Suzanne Topliff, Terry McManus, William Alexander, Adam Ockman, Claudia Riley, Community Voice Channel, Holly Habicht, Kathy Williams, Keith Petit, Lilli Rhodes, Lindsay Ockman, Paul Forrest

**1. Call to Order**

**2. Pledge of Allegiance**

D. Larson called the meeting to order at 7:00 p.m. and led the Pledge of Allegiance.

**3. Additions and Changes to Agenda**

None.

**4. Public Comment**

A. Terry McManus – Thanked M. Rubera for his service. Also expressed concern over the proposed pickleball court location (next to Hebron Elementary), citing safety concerns.

**5. Good to Know/Special Recognition**

**A. Recognition of Gail Richmond and Marc Rubera**

Certificates of recognition for departing BoS members G. Richmond and M. Rubera were shared, with fellow Selectmen giving appreciation for their years of dedicated service. M. Rubera thanked fellow board members, town staff, and the Hebron community for their support and kind words.

**6. Appointments and Resignations**

**A. Confirm Appointment of Finance Director**

**Motion by D. Larson that, pursuant to Hebron Town Charter Sections 801 and 802, the Hebron Board of Selectmen confirm the Town Manager's appointment of Lori Granato as**

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
Regular Meeting (Virtual)  
Thursday, November 16, 2023 - 7:00 PM**

**Finance Director effective February 3, 2024, with an employment date of December 4, 2023. The motion passed unanimously (3-0).**

**B. Confirm Appointment of Assessor**

**Motion by D. Larson that, pursuant to Hebron Town Charter Sections 801 and 803, the Hebron Board of Selectmen confirm the Town Manager's appointment of Suzanne Topliff as Assessor effective December 4, 2023. The motion passed unanimously (3-0).**

**C. Reappoint Hebron Police Officers**

**Motion by D. Larson that, pursuant to Hebron Town Charter Section 804, and Hebron Town Code Section 100-1, the Hebron Board of Selectmen confirm the Town Manager's reappointment of the following Hebron Police Officers for a two-year term to run until December 2025: Kevin Dowd, Ricardo Martinez, Thomas Regan, Marc Rubera, and Thomas Topulos.**

Discussion: M. Rubera expressed hesitation in voting to reappoint himself, stating his intent to abstain. D. Lanza confirmed three votes are required to pass any motion. After discussion, it was agreed to reappoint all officers except M. Rubera at this time.

**Amended motion by D. Larson that, pursuant to Hebron Town Charter Section 804, and Hebron Town Code Section 100-1, the Hebron Board of Selectmen confirm the Town Manager's reappointment of the following Hebron Police Officers for a two-year term to run until December 2025: Kevin Dowd, Ricardo Martinez, Thomas Regan, and Thomas Topulos, with Officer Rubera to be brought up at the next regularly scheduled meeting, due to only a three-member Board of Selectmen at this meeting. The motion passed unanimously (3-0).**

**D. Zoning Board of Appeals Alternate Appointment**

**Motion by D. Larson that the Hebron Board of Selectmen appoint June Danaher as an Alternate on the Zoning Board of Appeals to a term to run until December 2025. The motion passed unanimously (3-0).**

Discussion: Following a question from W. Alexander, there was discussion on open ZBA alternate seats. Two had terms expiring this year, and were filled in the most recent election. This appointment fills the third. Because the third seat's term does not expire until 2025, per the Town Charter, the seat shall be filled via appointment by town officials. W. Alexander expressed concern over this procedure, stating people should have the ability to vote for open seats,

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
Regular Meeting (Virtual)  
Thursday, November 16, 2023 - 7:00 PM**

especially as an election was just held. A. Tierney noted the upcoming Charter Revision Commission.

**E. 2023 Reappointments**

**Motion by D. Larson that the Hebron Board of Selectmen reappoint the following individuals for a four-year term to run until December 2027:**

**Commission on Aging – Catherine Litwin and Sandra Waldo  
Conservation Commission – Jasmin Okugic  
Economic Development Commission – Jon Lesisko  
Green Committee – Kaitlin Hershey, Michael Harder, and Brian Barlow (Alternate)  
Historic Properties Commission – Patricia Larson  
Parks & Recreation Commission – Kate Wilcox, Ryan Price, and Travis Carter  
Public Building Committee – Wayne Warwick  
WPCA – Kevin Grady**

**The motion passed unanimously (3-0).**

**7. Town Manager's Report**

The recent election resulted in one recount, with a coin toss deciding the outcome. Claudia Riley and Keith Petit were elected to join the BoS. Newly elected officials will be sworn in on Tuesday, November 21<sup>st</sup> at 7 p.m. at the Old Town Hall. Town employees recently underwent bias training. Several new hires have been made in recent weeks. A veteran's luncheon was held at the Senior Center. Region 8 Insurance Consortium budget meetings have begun, with A. Tierney noting higher rates than in previous years. Facilities assessments are being reviewed by town officials and the Public Building Committee.

**8. Old Business**

**A. ARPA Funds Update**

The PBC has submitted a request for an additional \$78,000 in ARPA funds for the garage bay extension at Fire Company #1. \$161,100 has been approved to this point. Three bids were received, with the apparent low base bid being \$191,000. PBC members M. Leichter and R. Steiner explained the need for additional funds, citing extreme volatility in materials costs. There was discussion on timing, as bid commitments expire on December 20<sup>th</sup>. M. Leichter stated if the project went back out to bid, costs would likely be much higher. He also noted satisfying CHRO requirements, if town funds are used instead of ARPA. Chief Starkel stated the

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
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Thursday, November 16, 2023 - 7:00 PM**

importance of keeping two ambulances in the center of town, which this project would enable. He noted slower response times with ambulances in separate locations. There was discussion on ambulance size, as well as price increases. P. Kasper recognized the validity of the project, but expressed concern over spending additional ARPA funds, noting this request would use nearly 50% of reserve funds. He feels this increase may be detrimental to other approved ARPA projects that are still in-process. There was discussion regarding CHRO requirements, with A. Tierney stating that per the Town Attorney's recommendation, the requirements should be used regardless of funding source. He suggested reaching out to the bidder to ask if they would consider holding the bid past 60 days, while the town looks for additional funds. R. Steiner stated he would do so tomorrow, noting the contractor's desire for an indication of commitment soon, which M. Leichter reiterated, saying the contractor stated their intent to protect from price increases until the spring, but also asserting they would pull the bid if this was not deemed good enough.

**B. Charter Revision Commission Finalize Charge and Appointment**

Possible revision timeline options were reviewed. After discussion, the BoS agreed to "start the clock" at the December 7<sup>th</sup> meeting, with appointments occurring at the January 4<sup>th</sup> meeting, and a Charter Revision vote planned for November 2025, allowing the CRC 16 months to prepare. These will be suggestions made from the outgoing Board to the incoming Board via the Town Manager's office, and will include a recommendation to consider increasing the size of the Commission as well.

**9. New Business**

**A. Approve Emergency Management Performance Grant Application**

**Proposed resolution by D. Larson that the Town of Hebron may enter into with and deliver to the State of Connecticut Department of Emergency Services and Public Protection, Division of Emergency Management and Homeland Security, any and all documents which it deems to be necessary or appropriate; and**

**Further resolved, that Andrew J. Tierney as Town Manager of the Town of Hebron is authorized and directed to execute and deliver any and all documents on behalf of the Town of Hebron and to do and perform all acts and things which he deems to be necessary or appropriate to carry out the terms of such documents. This authorization is for the EMPG Grant for the performance period October 1, 2023 to September 30, 2024, in the amount of \$5,453.30, with a local match of \$5,453.30. The resolution passed unanimously (3-0).**

**TOWN OF HEBRON  
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Thursday, November 16, 2023 - 7:00 PM**

**B. Nickel Nip Funds Proposal and Accounting**

**Motion by D. Larson that the Hebron Board of Selectmen give the Town Manager and Green Committee approval to spend NIP funds as per the Green Committee's current and future recommendations. All expenses from the fund will need approval by the Town Manager.**

Discussion: Green Committee members K. Hershey and M. Harder shared the Committee's goals for this project, which include waste reduction and education efforts.

**The motion passed unanimously (3-0).**

**10. Consent Agenda**

D. Larson restated his suggestion regarding park policy updates, saying if they are going to list the outlawing of firearms, "or other dangerous weapons" should be added. He stated he is not an advocate of outlawing firearms, but believes all weapons should be included.

**A. Approval of Minutes**

**1. November 2, 2023 – Regular Meeting**

**Motion by D. Larson to approve the consent agenda as amended. The motion passed unanimously (3-0).**

**11. Liaison Reports**

None.

**12. Public Comment**

None.

**13. Adjournment**

**Motion by M. Rubera to adjourn at 9:35 p.m.**

Respectfully submitted,  
Hannah Walcott (Board Clerk)

**TOWN OF HEBRON  
BOARD OF SELECTMEN  
REGULAR MEETING  
DECEMBER 7, 2023**

**DETERMINE BOARD OF SELECTMEN LIAISON ASSIGNMENTS**

Below are listed the positions for which the Selectmen appoint members or liaisons to Boards/Commissions/Committees.

**Member Assignments:**

Open Space Land Acquisition Committee (1<sup>st</sup> Wednesday 7:00 p.m.)

**Liaison Assignments:**

AHM Youth Services (1<sup>st</sup> Tuesday 7:00 p.m.)

Hebron BOE (2<sup>nd</sup> Thursday 7:00 p.m.)

Board of Finance (4<sup>th</sup> Thursday 7:00 p.m.)

RHAM BOE (3<sup>rd</sup> Monday 6:30 p.m.)

Parks & Recreation Commission (3<sup>rd</sup> Tuesday 7:00 p.m.)

Economic Development Commission (3<sup>rd</sup> Monday 7:00 p.m.)

Hebron Historic Properties Commission (2<sup>nd</sup> Thursday 7:00 p.m.)

Commission on Aging/Senior Center (1<sup>st</sup> Wednesday 8:30 a.m.)

Fire Department

Green Committee (4<sup>th</sup> Thursday 7:00 p.m.)

Douglas Library Board of Trustees (2<sup>nd</sup> Monday 7:00 p.m.)

**Current Assignments:**

- a) AHM Youth Services
- b) Hebron BOE
- c) Board of Finance – Peter Kasper
- d) Land Acquisition – Tiffany Thiele
- e) RHAM BOE
- f) Parks & Recreation Commission – Peter Kasper
- g) Economic Development Commission – Tiffany Thiele
- h) Hebron Historic Properties Commission – Dan Larson
- i) Commission on Aging/Senior Center
- j) Fire Department – Dan Larson
- k) WPCA – Andrew Tierney/Kevin Kelly
- l) Green Committee – Tiffany Thiele
- m) Douglas Library Board of Trustees