TOWN OF HARTFORD SELECTBOARD AGENDA
SPECIAL BUDGET MEETING
Tuesday, November 18, 2025, 6:00pm
Hartford Town Hall, 171 Bridge Street,
White River Junction, VT 05001

This meeting will be conducted in person at Town Hall

The meeting will also be available on Zoom: https://zoom.us/j/91619901314
Live stream the meeting on YouTube: https://www.youtube.com/@junctionartsandmedia

I. Call to Order the Selectboard Meeting (6:00)
II. Pledge of Allegiance (6:01)
III. Order of Agenda
IV. Selectboard
1. Public Comment (6:02)
   Public comment is an opportunity for the public to comment. It is not the place for dialogue. Questions about Town Operations? Please Contact the Town Manager.
2. Selectboard Comments and Announcements (6:12)
3. Board Report, Motions & Ordinances
   a. FY27 Budget Presentation: Parks & Recreation (6:20)
   b. FY27 Budget Presentation: Planning & Development (6:50)
   c. Public Hearing on TIF District Substantial Change (7:20)
   d. FY27 Budget Presentation: Town Manager (7:40)
   e. Budget Request from Sister Cities Committee (8:00)
   f. Review Selectboard Training Plan and Budget (8:10)

V. Adjourn the Selectboard Meeting (8:25)

All Meetings of the Hartford Selectboard are open to the public. Persons who are seeking action by the Selectboard are asked to submit their request and/or materials to the Selectboard Chair or the Town Manager's office no later than 5pm on Tuesday two weeks prior to the meeting date. Requests received after that date will be addressed at the discretion of the Chair. Individuals wishing to address the board should do so during the Public Comment period. Please Note: The Hartford Selectboard offers public viewing of meetings live at Town Hall, and additionally as a courtesy generally on YouTube, Channel 1085, and Zoom. If a member of the public has technical difficulties accessing this meeting remotely, please alert us by emailing Selectboard@hartford-vt.org.

Parks & Recreation Dept. Services

Includes: P&R Admin / SMAF / Rec Programs / Community Events / Parks & Non-Active Cemeteries / WHCC&L / Maxfield Grounds and Facilities / WABA / Amtrak Caretaker

(511 / 512 / 514 / 516 / 521 / 524 / 527 / 528 / 530 / 531)

FY27 November 18, 2025

Hartford Parks & Recreation Department

Hartford, Vermont

"Something for Everyone"

Vision Statement

The residents of Hartford and the surrounding communities recognize the vital importance of natural places and recreation. Through diverse programming that aims to reach all, regardless of age, gender, race, physical or mental ability, sexual orientation or socioeconomic background, the Hartford Parks & Recreation Department cooperates with community groups to bring a variety of recreational opportunities to local residents. The department is committed to maintaining the highest quality parks and facilities while dedicating itself to improving its program offerings and practices to meet current and future needs.

Mission Statement

Our mission is to serve the recreational needs of the community by offering lifelong learning through recreational and educational programming utilizing existing parks and facilities.

Operational Excellence

The Hartford Parks & Recreation Department (HPRD) is a Nationally Accredited Agency and is the first and only Agency in Vermont to become accredited. There are **222** accredited agencies in the country. In April of this year, we received our agency review and were approved for our re-accreditation in October.

We take pride in our vision and work hard to be one of the most dynamic and highly regarded agencies in New England.

Why Do We Maintain Accreditation?

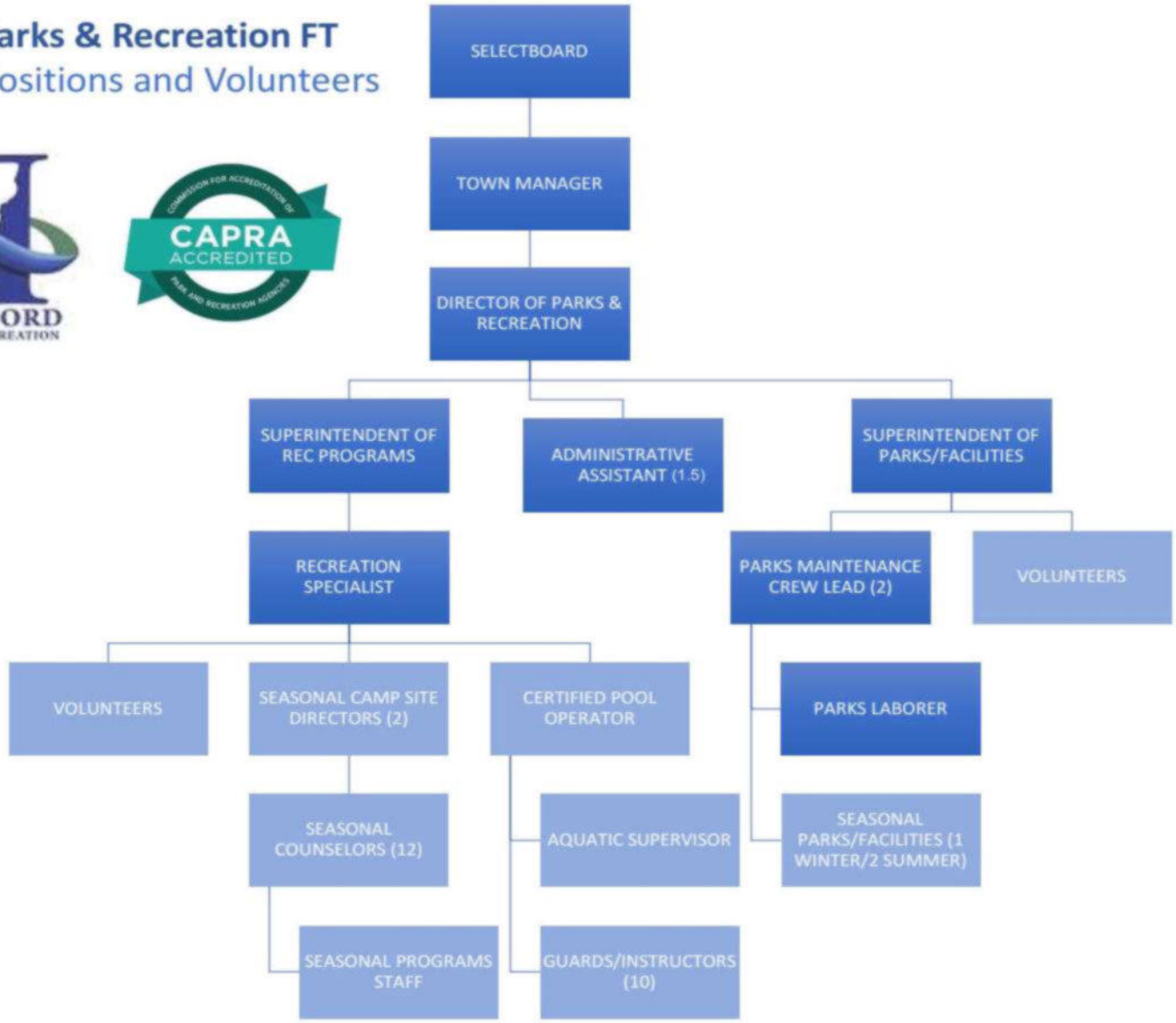
Accreditation signifies that the Department utilizes national best practices in all facets of the organization from recreation programs to park maintenance standards to business operations.

Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation is the only national accreditation for park and recreation agencies and is a measure of an agency's overall quality of operation, management and service to the community.

As part of the accreditation and re-accreditation process every 5 years, HPRD demonstrated compliance with 154 recognized standards.

Organizational Chart

- **Hartford Parks & Recreation FT**
- Seasonal Positions and Volunteers



Parks & Recreation

Public Parks and Facilities:

Hartford Parks & Recreation Department oversees and maintains 19 recreational areas and facilities throughout the community.

Main parks and facilities:

Watson Memorial Park, George Ratcliff Park, Erwin Clifford Park, Veterans Memorial Park, Lyman Point Park, Frost Park, Maxfield Outdoor Sports Complex, Sherman Manning Aquatic Facility, and Wendell A. Barwood Arena.

Kilowatt South & North are also maintained by Hartford Parks & Recreation. The property is owned by Great River Hydro.

Additional park areas and public resources:

Fred Briggs Park & Engine 494, Meeting House Common, Dewey's Landing, Quechee Bandstand, Quechee Falls Park, Hurricane Wildlife Refuge and the Hurricane Forest and Maanawaka & David Chang Conservation Areas where we collaborate with the Conservation Commission.

Parks & Recreation

Arts, Entertainment, Special Events:

The Department offers many seasonal special event programs throughout the year, strengthening community and enhancing the quality of life throughout the town and region.

Events included:

- 4th of July Celebration
- Egg Scramble
- Movies in the Park
- Youth Ice Fishing Derby
- Valentine's Day Dance
- February Family Entertainment
- Halloween Trunk or Treat
- HCC Block Party (Participant)
- Glow Skates and Teen Pool Parties
- RedZone 5k
- Hurricane Hill 5k/10k
- Skate with Santa at WABA
- New Years Eve Skate
- The Polar Express / North Pole
- Summer Concert Series
- Summer Entertainment Series
- Trips and Tours

Parks & Recreation

Recreation Programs & Sports:

The Department offers a variety of recreation programs for all ages, youth and adult athletics: *Pre-K to 6th grade Baseball/Softball, Flag Football, Soccer, Field Hockey, Track & Field, Basketball, Karate, Tennis, Pickleball, Lego Club, Board Game Club, No School Fun Days, Teen Adventures Getaways, Youth Enrichment Programs, Swim Lessons, Summer Camp, Vacation and Specialty Camps, Adult Drop-In Gym Activities such as Futsal, Ultimate Frisbee, Basketball, Volleyball, Youth and Adult Kayaking and so much more!*

Wendell A. Barwood Arena

Past Fiscal Year Operation

(*Operation of Ice Season*)

163 days of skating operation this past fiscal year

420 facility reservations accounted for ***1,735*** hours of operation

89 season passes for public skating were issued with ***905*** visits

Public skating day passes = ***3,000 (38)*** Total Public Skating ***3,905***

Public rental of skates = ***1,325***

Staff sharpened ***133*** pairs of skates

Total WABA facility attendance includes players, participants, spectators, gameday staffing, league play, special programs, school physical education, classes and tournaments = ***38,630***

Type of groups that reserve the facility: *Youth Hockey Leagues and Programs, Adult Hockey Leagues, Curling Programs and League, Speed Skating Program, Hartford High School Hockey, Hartford School District Physical Education, Hartford School District Educational Programs, Parks & Recreation Programs/Camps/After School, Public Skating*

Sherman Manning Aquatic Facility

Report For:
June 14th through August 24th of 2025

(current season crosses FY2025/2026 budgets)

10 weeks of operation this past summer

59.5 scheduled hours per-week for total of ***595*** hours

3,068 daily pool passes were sold

4,100 visits by individuals that had a pool season membership

209 season memberships were sold (memberships equated to 664 people)

355 youth under the age of 4 were admitted for free

2,750 summer camper visits over 8 weeks

94 attended Teen Nights, **11** Birthday Party Permits for total of **210** participants, **57** Lessons, **112** attended Movie Night, **96** attended Glow Night, and **1,392** Concession Items were sold

Total Usage Attendance: ***10,842***

Maxfield Outdoor Sports Complex

FY25 Usage

(operation of seasonal facility)

Facility is open for use and maintained April through November annually.

846 facility reservations accounted for ***5,609*** hours of scheduled use

31 groups reserved the facility

Types of user groups and programs:

AAU Basketball, Cal Ripken State Tournament, Upper Valley Nighthawks, Hartford Baseball Softball Association, Hartford High School Athletics, (Baseball/Softball/Soccer), Hartford Memorial Middle School, Parks & Recreation Programs, VT Soccer Coaches Association, Valley Ambush Baseball, Bugbee Sr. Center, Veterans Administration, Army National Guard, Hartford Women's Tennis, Upper Valley Tennis, Lebanon and Hanover High School Tennis, White River Valley High School, Geisel School of Medicine, Division of Children & Families, VT Soccer Coaches Association, Post 84, Connecticut River Ironmen, Mascoma Bank, Vermont Prospects, Our Court, Riverbank Church, Robert Ammel Scholarship Fund, and Individual Family Permits.

Parks & Facilities

Reserved Usage of all Facilities

Number of hours parks and facilities were reserved = ***10,416 hours***

Total Permitted Attendance (FY25) = ***101,080***

Did You Know

The Hartford Area Chamber of Commerce uses Placer.ai (mobile device location intelligence) mobile device data to show consumer behaviors such as foot traffic and visit patterns for data-driven decisions

6,300 *individuals visited Kilowatt South for the 4th of July celebration this past July*
25,500 *individuals visited Maxfield May 1st through October 25th (for total of* ***72,400*** *visits)*

Parks & Recreation Programs

FY25 Programs

Total number of classes and recreation activities offered = ***296***

Those requiring a registration engaged = ***4,656 individuals***
(does not include total participants for special event activities or admissions)

Total transactions processed = ***20,650***

Top activity by popularity = ***Camp Ventures***

The Brian Hanson Scholarship Fund
provided ***$12,590*** in program scholarships

FY25 Volunteers

Number of community volunteers = ***244*** performed ***4,521.5* hours** of volunteer work for Hartford Parks & Recreation (HPRD)

The Current Estimated National Value of Each Volunteer Hour = $34.39

Total volunteer value for HPRD= $155,494.38

Key Benefits of Volunteering with HPRD

- Builds pride and connection within the community
- Encourages shared stewardship and strengthens partnerships with our parks and facilities between residents and the town
- Expands staff capacity and supports daily operations
- Reduces costs and supports limited budgets
- Increases reach and frequency of public programs

Parks & Recreation Planning

FY27 Needs Assessment Survey in 2026 (completed every 5 years) will be a part of the Comprehensive Parks & Recreation Master Plan process.

Strategic planning involves the continuation of:

- Lyman Point Park Planning with final report submitted and funding options vetted.
- Parks & Recreation Commission will continue to work on development of an indoor community recreation center for the entire community and what that could look like.
- Continue to review and update the Capital Improvement Program (CIP) along with proper reserve account contributions to ensure our long-term planning reflects our objectives and desired outcomes for Hartford Parks & Recreation and the community that is served.
- Annual reviews of our Strategic Plan, reviewed by staff and the Parks & Recreation Commission, outline our vision, mission, community and national trends, community issues, opportunities, strengths and weaknesses.
- Goals, strategies and actions are reviewed and updated through an evaluation process using program surveys, community wide surveys and needs assessment.

FY27 Budget Guidance

The Parks and Recreation budget adheres to the Hartford Selectboard Budget Guidance.

Fiscal Year 2027 Budget Guidance

The Hartford Selectboard submits the following guidance to the Hartford Town Manager regarding the formation of the Hartford Town Budget for Fiscal Year 2027:

Detailed FY27 Guidance

- Aim to produce a budget with total fund expenditures for operating expenses of no more than 4% above FY26 total fund expenditures for operating expenses. — Revenue offset programming brings well below the 4%
- Include a narrative describing additional staff positions and/ or major equipment needs over a 3-year span (FY27-29) — No additional staffing requested. Equipment needs reflected in CIP along with the continuation of reserve account.
- Prepare a list of options that, should economic conditions deteriorate, could be applied to produce a budget with total fund expenditures for operating expenses of no more than 2.5% above FY26 total fund expenditures for operating expenses. — Identified in budget presentation

- Prioritize infrastructure maintenance (e.g. roads, sidewalks, Town buildings) — Playgrounds a must WABA related Values
- Prioritize community safety response staff
- Prioritize low-cost, capital unintensive recreation opportunities — See current and potential programming

Strategic Direction, Values, and Guiding Principles

Guidance Regarding Values

- Maintain a long-term planning horizon (5-15 years out) — P&R Master and Strategic Planning
- Maintain current equipment and infrastructure to the end of useful life — Maintained in Equipment CIP
- Find opportunities to increase community safety
- Revise user fees and rates to, among other things, incentivize preferred behaviors (e.g. recycling and organic waste recovery).
- Maintain focus on mitigating climate change
- Identify resources for increasing diversity, equity, and inclusion practices
- Buy high quality and local, not just lowest cost. — Continue to follow Purchasing Policy
- Consider number of users in funding. — Strategic plan and community assessments ongoing

Guidance Regarding Staff

- Identify ways to ensure Hartford is a competitive employer including personnel education and development and investment in retaining, recognizing, and rewarding staff. — Accreditation Standards for our agency apply
- Continue to leverage technology to increase productivity, efficiency, and the preservation of institutional knowledge.

Logistical Guidance

- Maintain an unassigned fund balance of 10% of the annual general fund operating budget for unseen demands in services, repair, or emergencies.
- Continue to fund reserve accounts — Reserve account requests are included in budget request
- Pursue grants and other means to offset costs for items included in the budget.For example, is there a fundraising/ volunteer campaign that the board or committees could support which would meet budgetary needs as well as building community. — Through fees charges and sponsorships

FY27 Budget Guidance

Budget Guidance: 3-year span (FY27-29)

Future and upcoming large purchases within the CIP:

- FY28 Replacement of 2-Toro Grandstand Gas Mowers with 2-electric $45,000 to meet climate action goals
- FY28 Replacement of 2016 F-150 Rec Truck with electric truck $70,000 to meet climate action goals
- FY28/29 Implementation of Lyman Park Improvements $1.5-million-dollar improvement plan using park playground reserve account, fundraising and potential bonding for the project which prioritizes infrastructure improvements and maintenance of community resources
- FY29/30 Potential Kilowatt Park improvements as it relates to the Federal Energy Regulatory Commission (FERC) relicensing process and future funding
- FY30 Community Recreation Center with unknown estimate until a complete assessment is presented. Part of Master Plan update process FY26/27

Highlights

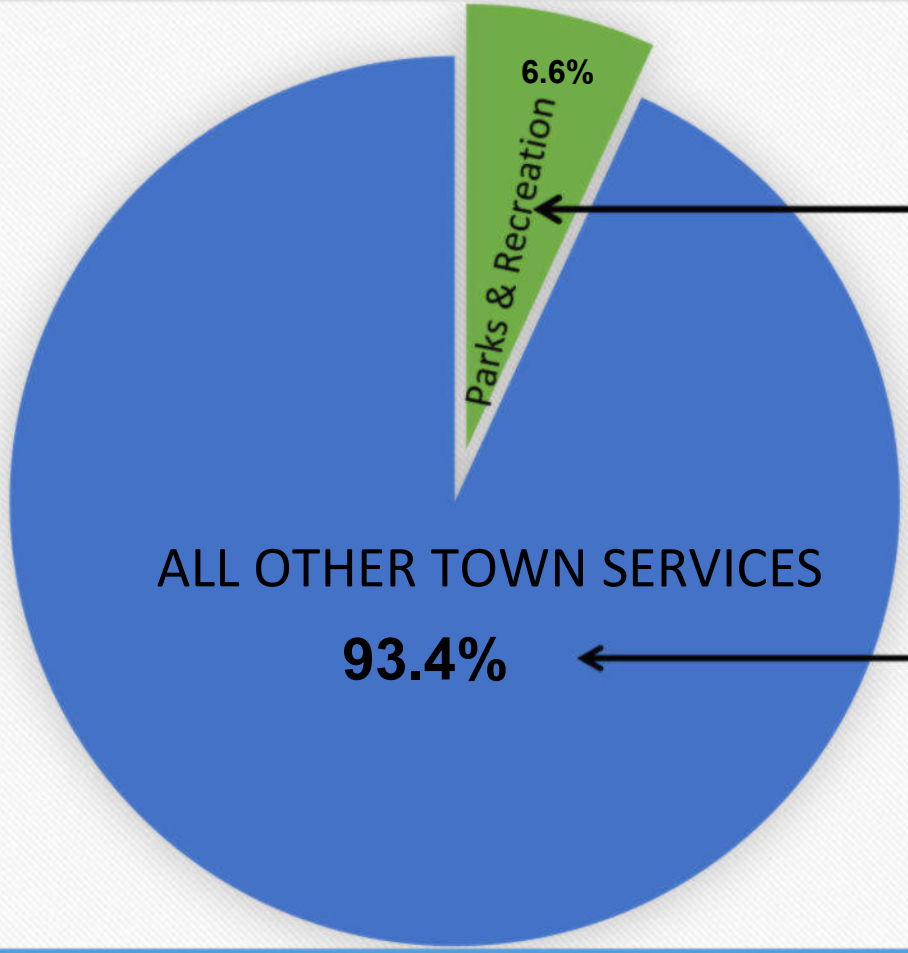
Account #	Description FY27	Amount
10-921-544-0530	Continuation of Reserve Transfer to WABA $35,000 and Future Zam Replacement $25,000	$ 60,000.00
10-921-521-0200	Continuation of Reserve Transfer to P&R Playground Program	$ 25,000.00
10-921-512-0100	Continuation of Reserve Transfer to Pool	$ 20,000.00
10-921-521-0100	Continuation of Reserve Transfer Parks & Rec Equipment Items	$ 30,000.00
10-511 Parks & Recreation Administration	Bottom line within 511 relates to insurance plan change, telephone cost reduced, contracted services-master plan phase 2 moved to reserve, travel-meetings, office equipment and supplies	$ (20,862.00)
10-512-Sherman Manning Aquatic Facility	Increase overall related to wages, water, materials and supplies along with rebuild of aquatic controller (old pool)	$ 18,770.80
10-514-Youth Programs	Majority of increase covers the expansion of Camp Ventures to accommodate participant enrollment. Increase offset by revenue from added enrollment and revenue projections	$ 47,701.45
10-515-Adult Programs	Reduced a small amount based on stipend and equipment reductions	$ (2,500.00)
10-516 Community Activities	Reduced as expense line often impacted by sponsorships and event offering	$ (4,250.00)
10-521 Parks Maintenance	Bottom line increase related to Collective Bargaining Agreement, reductions in equip. operations, materials and supplies, department equipment	$ 3,293.87
10-524 WHCC&L	Tesla Power Wall adds to the slight increase	$ 410.00
10-527 Maxfield Grounds	Decrease in contracted services	$ (2,814.40)
10-528 Maxfield Outdoor Sports Complex	Includes maintenance resurfacing of tennis -combo pickleball and basketball courts. Adding dedicated pickleball lines for courts. Replacing bathroom fixtures in pavilions	$ 56,980.00
10-530 WABA Arena	Relatively stable with increase primarily due to Collective Bargaining Agreement	$ 14,566.35
10-531 Amtrak Caretakers	Small operation with slight increase in wages and benefits	$ 727.88

By The Numbers

FY27 Proposed Operating Budget-Expense & Revenue

Department Description	FY27 Proposed Budget	FY26 Budget	Difference 3.75%
511 Program Admin	$307,635.67	$328,497.93	($20,862.26)
512 Outdoor Pool Operation	$142,033.80	$123,263.00	$18,770.80
514 Youth Programs	$556,680.79	$508,979.34	$47,701.45
515 Adult Programs	$5,462.50	$7,962.50	($2,500.00)
516 Community Activities	$59,025.00	$63,275.00	($4,250.00)
521 Parks Maintenance	$329,006.29	$325,712.42	$3,293.87
524 WHCC&L	$14,210.00	$13,800.00	$410.00
527-528 Maxfield Grounds-Buildings	$152,038.16	$97,872.56	$54,165.60
530 Wendell A. Barwood Arena	$386,132.18	$371,565.83	$14,566.35
531 Amtrak Service	$29,665.95	$28,938.07	$727.88
Total Expenses	$1,981,890.34	$1,869,866.65	+ $112,023.69
Less Revenue	-665,233.60	-600,840.00	+ $64,393.60
TOTAL to be raised by taxes for Parks and Recreation	**$1,316,656.74**	$1,269,026.65	Overall Increase $47,630.09

6.6% Net Cost - P&R



PARKS & RECREATION SERVICES AS PRESENTED

$1,316,656.74

Net cost raised by taxes

Proposed PR Services = 6.6%

OTHER PROPOSED SERVICES

93.4%

$18,466,854.16

Budget of **$1,981,890.34** Revenue of **$665,233.60**
= Net Cost to Taxpayers **$1,316,656.74**
6.6% of proposed **$19,783,510.90**
to be raised by taxes

19

Example of Household Costs

	Amount to be raised by property taxes	**2025 Grand List (Taxable Town Value / 100) - no major increase forecasted"**	Municipal Tax Rate		
FY 2027 Parks & Recreation Net Cost to be collected through tax	$1,316,656.74	26,145,495	$0.0504	-	This rate applies to 100th of individual property value

Example of Department Operational Costs for 3 Sample Property Values (Curent Tax Rate)

	Listed Value	**Tax Rate Impact**	**Annual Tax**	**Monthly Cost**	**Cost Per-Day**
Example 1:	250,000	$0.0504	$125.90	$10.49	$0.34
Example 2:	350,000	$0.0504	$176.26	$14.69	$0.48
Example 3:	500,000	$0.0504	$251.79	$20.98	$0.69

QUESTIONS ?

	Amount to be raised by property taxes	2025 Grand List (Taxable Town Value / 100) - no major increase forecasted"	Municipal Tax Rate		
FY 2027 Parks & Recreation Net Cost to be collected through tax	$1,316,656.74	26,145,495	$0.0504	-	This rate applies to 100th of individual property value

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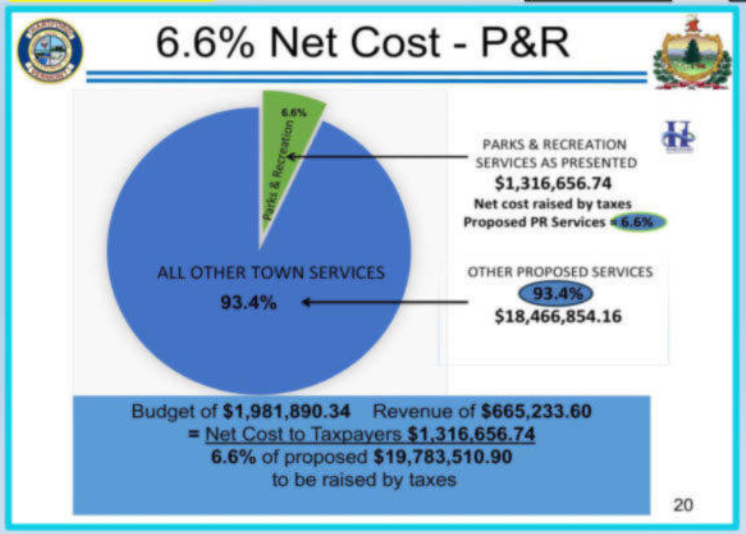


Department of Planning and Development FY 2026-2027 Proposed Budget

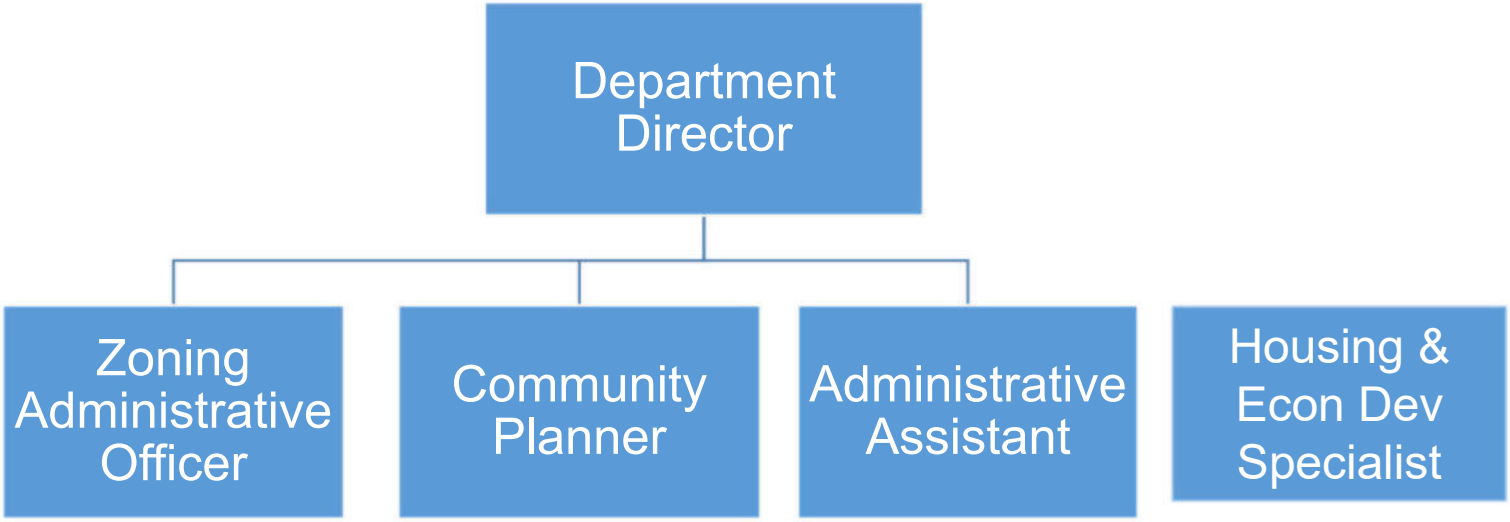
(Fund 10: 611 to 625, 627, 924)

Presentation to Selectboard

November 18, 2025

Who We Are and What We Do

We are a service/infrastructure-oriented Department covering a broad range of community-based program areas to meet and plan for the current and future needs and interests of town residents, property owners and businesses, while being stewards of town lands, and natural, historic, transportation, housing and economic resources.



Total Department Budget

FYE 2026 Approved	FYE 2027 Proposed	Difference
611 – 625, 627 $670,823	611 – 625, 627 $694,632	611 – 625, 627 $24,308
924 $148,160	924 $100,096	924 ($47,200)

11/18/25
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Dept. Program Areas & Proposed Budgets

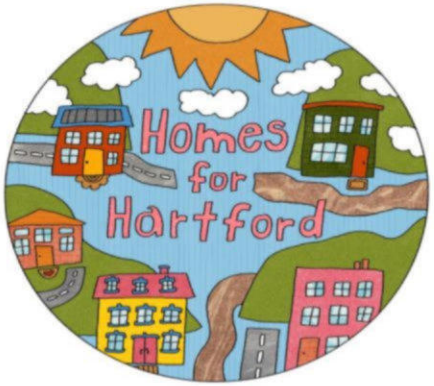
Acct.	Description
611	**Conservation:** Natural resource identification and management, public outreach, education and conservation projects; Commission training. **Budget = $3,030**
621	**Zoning:** Technical land use and development assistance to public, review of property land use & development applications, related permits & reports. Compliance with local, state, regional and federal Regulations, Zoning, Subdivision and Flood Regulations. Staff to 2 quasi-judicial boards - Zoning Brd of Adjustments & Planning Commission. **Budget = $131,291.34**
622	**Planning:** Development, implementation, oversight and community engagement on Town Plan, Land Use Planning, Housing, Transportation Planning, Energy, Capital Improvement Program, Community Resilience, Economic Development, TIF, Flood Recovery, Grants, Downtown/Village Center Designation Program, HBRLF, Design Review, Public Art, Designated Growth Center, CIP, Hazard Mitigation Plan, Project Implementation. Information & Technical assistance to public. Staff support, technical assistance and project implementation for 8 SB Appointed Commissions, Committees and 2- 4 Ad-Hoc Committees. **Budget = $528,184.82**

Dept. Program Areas & Proposed Budgets

Acct	Description
623	**Housing & Community Development:** Continue implementation of FY2026 Pilot Program providing technical assistance to property owners pursuing development of ADUs and small-scale multi-unit housing projects. **Budget = $24,500**
624	**Forestry:** Annual maintenance for Town Forest. (Capital improvement project implementation - funded from Conservation Reserve Fund). **Budget = $500**
625	**Historic Preservation:** Outreach/public education regarding Historic properties, districts/resources identification, education and preservation; replacement and new Historic District signs; Commission training. **Budget = $5,400**
627	**Community Resilience:** Outreach/public educational programs to build self & community resilience capacity to respond to changing environment; some Town Hazard Mitigation Plan implementation; Committee training. **Budget = $1,760**
924	**Quechee Main St, Willard Rd to Bridge Sidewalk:** Project funded by VTrans grant in 2025; remaining $ need in FY27 & FY28 for Town match. **Budget = $68,800** **Quechee Waterman Hill Rd Sidewalk**: Project approved in FY24 CIP for FYs 24, 25, 26, 27, 28 for anticipated for future grant match **Budget = $32,160**

Budget Highlights

- ❑ Continue new Pilot Project to provide technical assistance and resources to property owners to address the immediate and urgent need to increase housing.



- ❑ Continue to support the collaboration between the Hartford Committee on Housing & Homelessness and the Hartford Business Revolving Loan Fund Committee to support business growth in Hartford.

- ❑ Continue implementation of updated Town Plan Housing and Economic Development Chapters.

Budget Highlights

- ❑ Work with State on local adoption of new Act 250 area designations.
- ❑ Complete update of Town Flood Regulations.
- ❑ Complete Town Hazard Mitigation Plan update and initiate implementation of recommendations.
- ❑ Support emerging village community organization groups including marketing, promotion and branding projects working with state agencies.
- ❑ Update Town Zoning Regulations to incorporate Town Plan recommendations.
- ❑ Pursue grants for all department programs.
- ❑ Implement scheduled Capital Improvement projects.
- ❑ Continue providing high quality services to Hartford community.

Budget Highlights

- Increase multimodal transportation options and implementation of the Town's Updated Bike Ped Plan.
- Ensure TIF project implementation and Program compliance.
- Provide Staff and resource support to 8 SB appointed committees/boards/commissions.
- Ensure compliance with Town, State, Regional, and Federal regulations.
- Obtain and implement grants to enhance Town resources.
- Implement Town Forest Management Plan.
- Continue Food Forest resiliency project.
- Provide community education and outreach in all program areas.

Budget Guidance Adherence

- ✓ In keeping with the Climate Action Plan.
- ✓ Maintains long term focus - 5, 10, 15 years out.
- ✓ Prepares for minor and major environmental challenges.
- ✓ Supports diversity and multi-cultural awareness.
- ✓ Funds the charged work of committees and commissions.
- ✓ Plans for emergencies
- ✓ Prioritizes infrastructure improvements that support Grand List growth.
- ✓ Pursues grants to supplement/offset costs for items included in the budget.

Discussion and Questions

Thank You

AGENDA MEMORANDUM
November 18, 2025
Town Selectboard Meeting Agenda Item: 3.c.

Submitted by: Lori Hirshfield, Director, Department of Planning & Development

Subject: Public Hearing and Action on Hartford's Tax Increment Financing (TIF) District Substantial Change

Background: On October 28th, the Hartford Selectboard received an update on Hartford's White River Junction Tax Increment Financing (TIF) District and reviewed the proposed final Phase Filing and Substantial Change for the District. The Selectboard voted unanimously in favor of submitting the final Phase Filing and Substantial Change requests for consideration by the Vermont Economic Progress Council (VEPC), and to proceed with a Selectboard Public Hearing on November 18, 2025 for the Substantial Change request. The 15-day required notice was in the local newspaper and posted on the Town website, at Town Hall, Town Libraries and the Bugbee Senior Center.

Discussion: Part of the Substantial Change request is to authorize the use of surplus funds for voter approved TIF projects that came in under budget, to go towards other voter approved projects which exceed the anticipated budgets and towards funding new projects in this final Phase Filing. This mechanism for redistributing funds to previously approved projects was part of the warrant language for TIF projects which voters approved. (See attached example of the 2020 warrant language)

The attached Table 6H (Substantial Change Infrastructure Project Update) shows several projects that have been implemented for less than the anticipated budget leaving approximately **$1,348,212** to allocate to the few public infrastructure projects that were more expensive than anticipated and towards the new proposed public infrastructure projects. The following are the proposed specific changes:

- South Main/North Main/Gates Streets Engineering Phases I and II
  - Voter Approval and Obligation in 2017 for $300,000; expenditure exceeded budget by $10,848.40 .
  - Approve use of surplus funds from South Main/North Main/Gates Streets in 2019 Voter Approval in 2020 Debt Obligation.
- South Main/North Main/Gates Streets Construction Phases I and II
  - Voter Approval in 2019 of $1,735,000 in 2020 Debt Obligation; expenditure exceeded budget by $1,707.92.
  - Approve use of surplus funds from South Main/North Main/Gates Streets in 2019 Voter approval in 2022 Debt Obligation.

- Sidewalk Along 87-101 Maple Street
  - Voter Approval in 2020 of $32,200 in 2021 Debt Obligation; exceeded budget by $14,065.
  - Approve use of surplus funds in South Main Parking Lot Phase II in 2020 Voter Approval in 2022 Debt Obligation.
- North Main/Currier/Church Street Stormwater
  - Voter approved in 2016; needed to adjust timeline to better interface with other infrastructure projects. Budget anticipated to increase to $1,030,000.
  - Approve the use of available surplus funds.
- TIF Projects Currently Being Completed
  - The following Projects with existing Voter Approvals and Debt Obligations, currently are in the implementation phase: Currier Street Extension, S Main Street parking Lot Phase II, and South Main /North Main, Gates Street Roadway improvements.
  - If there are surplus funds following project completions, approve use of these funds for the Final Phase Filing project now being considered by VEPC.

There also are two other proposed programmatic changes to the TIF District Plan:

- Final Phase Filing Project
  - Due to the overlap and interconnectedness that we have experienced for engineering and construction of public infrastructure improvements identified in the TIF Plan as separate projects, the Town has found that we can more effectively and efficiently implement these when combined into one project.
  - Approve the public improvements for the final set of engineering, construction and related costs for roadway, water, wastewater, stormwater sidewalk, lighting handicapped accessibility and landscaping public infrastructure improvements for sections of Currier Street, Church Street, North Main Street, Bridge Street, Maple Street and Pine Street into one TIF project for implementation.
- TIF Program Extensions
  - In 2020 the Legislature approved an extension of Hartford's TIF District's deadline for incurring debt from March 31, 2021 through March 31, 2024. In 2023 the Legislature approved deadline extensions for incurring debt through March 31, 2026, and for retaining Education tax increment through June 30, 2036. Following the legislative action, VEPC determined a Substantial Change was necessary for VEPC to reflect these changes in Hartford's TIF District Approved Plan.
  - Approve the request to VEPC for formal action.

Fiscal Impact: The proposed Substantial Change enables the Town to use all funds as approved on Town warrants by Town voters.

Action Requested: Approve the Substantial Change as proposed, and authorize the Selectboard Chair, Town Manager, or staff to communicate this to the Vermont Economic Progress Council for its approval.

Attachments: TIF Tables
Example TIF Warrant Voter Authorization Language

145D

EXAMPLE VOTER APPROVAL LANGUAGE
QUESTION #23

OFFICIAL RESULTS (DIST. 4-1 + 4-2 COMBINED)

OFFICIAL BALLOT
ANNUAL SCHOOL DISTRICT MEETING
TOWN OF HARTFORD, VERMONT
MARCH 3, 2020

INSTRUCTIONS TO VOTERS

A. TO VOTE, completely fill in the OVAL to the RIGHT of your choice(s) like this: ●
B. Follow directions as to the number of candidates to be marked for each office.
C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and completely fill in the OVAL.

FOR TOWN SCHOOL DISTRICT MODERATOR	FOR SCHOOL DIRECTOR	FOR SCHOOL DIRECTOR
For One Year Vote for ONE	For Two Years Vote for ONE	For Three Years Vote for ONE
CHUCK WOOSTER-78	NANCY RUSSELL – 2761 ○	PETER MERRILL – 2698 ○
misc. single write-ins-248 (Write-In)	misc. single write-ins 34 (Write-In)	misc. single write-ins 38 (Write-In)

ARTICLE

2. Shall the voters of the School District approve the School Board to expend $40,622,619, which is the amount the School Board has determined to be necessary for the ensuing fiscal year? It is estimated that this proposed budget, if approved, will result in education spending of $17,846.85 per equalized pupil. This projected spending per equalized pupil is 5.67% higher than spending for the current year.

YES-1956
NO-723

3396 Voters Checked in

HARTFORD TOWN CLERK'S OFFICE
This 4th day of March, 2020
at _____ AM PM
Recorded in Bk 30 Pg 145D
Town Clerk

BALLOT 2 OF 2

OFFICIAL BALLOT
ANNUAL TOWN MEETING
TOWN OF HARTFORD, VERMONT
MARCH 3, 2020

QUESTIONS CONTINUED

23. Shall the Selectboard be authorized to pledge the credit of the Town of Hartford to secure indebtedness evidenced by general obligation bonds or notes, and to make direct payments from the tax increment and other revenue generated within the Hartford White River Junction Tax Increment Financing District in an aggregate amount not to exceed $2,666,600, for the purpose of:

(1) funding public infrastructure and capital improvements, and paying related costs attributed to such District improvements, namely, the engineering, design, legal, surveying, permitting and construction of public sidewalk, curb, crosswalks, paving, road, parking, streetscape, landscaping lighting, and drainage, on South Main and Maple Streets;

(2) paying or reimbursing eligible related costs, District administrative costs, audits, advances, interfund loans and third-party public infrastructure costs for such improvements and any previously approved District improvements;

(3) pledging and appropriating the District's tax increment in the amount of $2,666,600 plus allowable interest and fees, for the payment of such indebtedness, related costs, advances and reimbursements for the South Main and Maple Streets improvements, and any previously approved District improvements; and

(4) using any unexpended proceeds of bonds or notes previously issued or voter authorized, to finance the cost of District improvements and related costs for the South Main and Maple Streets improvements and any previously approved District improvements?

The legal voters of the Town are notified that, of the $9,203,000 of tax increment secured obligations, including related costs, authorized on March 4, 2014, March 1, 2016, March 7, 2017, and March 5, 2019, to date $3,137,800 of the tax increment has been pledged, as evidenced by the Town's July 1, 2014 $900,000 and August 2, 2017 $2,126,000 Tax Increment Financing District Improvement Bonds, and the Town's August 29, 2019 $111,800 VT Clean Water Act Revolving Loan.

YES 2376
NO 673

24. Shall the Town of Hartford issue general obligation bonds or notes in an amount not to exceed Three Million Three Hundred Thousand Dollars ($3,300,000), subject to reduction from available state and federal grants-in-aid, for the purpose of making public improvements, namely, the construction of a public swimming pool at the former Sherman Manning Pool located in the Hartford High School athletic complex, at an estimated cost of Three Million Three Hundred Thousand Dollars ($3,300,000)?

YES 1926
NO 1394

25. Shall the operation, development, and maintenance of the Town of Hartford's municipal infrastructure and equipment be required to achieve carbon neutrality by 2027?

YES 2218
NO 929

26. Shall the Town of Hartford advise the Selectboard to adopt the Welcoming Hartford Ordinance, dated September 3rd, 2019?

YES 1851
NO 1267

YOU HAVE NOW COMPLETED VOTING THIS BALLOT

Town of Hartford
10/28/2025

6H SUBSTANTIAL CHANGE
INFRASTRUCTURE PROJECT UPDATE

*Blue lines track with voter and VEPC approvals

Voter Authorization Date	Voter Authorization Amount	VEPC Authorization Amount	VEPC Approved Project Name - Corresponds to original 6H in last approved workbook [As Referenced in Annual Report, Infrastructure and Debt]	Project Location	Budget	Completed To-Date	In Process (Current Budget)	Final Project Total	Surplus / (Deficit)	Debt Instrument Number (Corresponds to Tab 6P Summary of Annual Debt)	Fiscal Year Debt Incurred
TOTALS	**$11,869,600**	**$11,869,600**			**$10,773,710**	**$3,739,595**	**$5,711,525**	**$9,451,120**	**$1,322,590**		
2014	$900,000	$900,000									
			Prospect Street - Phases I & II - Reconstruction - 2014 TIF Projects	Block A	$900,000.00	$900,000.00		$900,000.00	$0.00	1	2014
2016	$900,000	$900,000									
			N. Main/Currier/Church St [stormwater/wastewater]	South of Gates St (Blocks H, I, J)	$0.00	$0.00	$0.00	$0.00	$0.00		
			S Main St Parkling Lot Phase 1 Engineering	South of Gates St (Blocks H, I, J)	$200,000.00		$169,120.16	$169,120.16	$30,879.84	3	2017
2017	$1,926,000	$1,926,000									
			Former Miller Auto/Municipal (Legion) Parking Lot + Site - Phases I & 2 (Option C) [Currier Street Extension]	Blocks G, H, I, J & whole southern TIF District	$1,600,000.00		$1,034,301.33	$1,034,301.33	$565,698.67	3	2017
			S Main St, N Main St, Gates St Watermain Engineering [N. Main St, Joe Reed Drive - Sidewalk]	Joe Reed Dr; west of South Main St (Blocks G, H, J)	$26,000.00	$25,319.00		$25,319.00	$681.00	3	2017
			South Main Improvement Phase II engineering stormwater, road, retaining wall,wastewater [Gates/N. Main/S. Main Sts Engineering]	Joe Reed Dr-Nutt Lane (Blocks H, I, J)	$300,000.00		$310,848.40	$310,848.40	($10,848.40)	3	2017

2019	$5,477,000	$5,477,000									
			S.Main / N Main / Gates Sts Roadway Construction		$1,735,000.00		$1,736,707.92	$1,736,707.92	($1,707.92)	4	2020
			S.Main / N Main / Gates Sts WW Stormwater Construct [CWSRF Loan Steps I, II, III (#RF1-222-3 Contract 1]		$657,021.00	$657,020.90		$657,020.90	$0.10	5	2020 Proj Beginning; 2022 Debt Repayment Beginning
			S Main/N Main/Gates Sts Water Construct [DWSRF Loan Step III (#RF3-3-390-3, Contract 1)]		$867,657.00	$867,657.00		$867,657.00	$0.00	6	2020 Proj Beginning; 2022 Debt Repayment Beginning
			S Main/N Main/Gates Sts Roadway Construction [Bond Bank 2022-1, Contract 2]		$578,200.00		$229,708.46	$229,708.46	$348,491.54	8a	2022
			S Main/N Main/Gates Sts Water, WW Stormwater Construct [CWSRF Loans Step I, II, III, #RF1-291, Contract 2]		$459,002.00	$459,002.00		$459,002.00	$0.00	9	2022 Proj Beginning; 2024 Debt Repayment Beginning
			S Main/N Main/Gates Sts Water Construct [DWSRF Loan Step III #RF3-467 Contract 2]		$784,330.00	$784,330.92		$784,330.92	($0.92)	10	2022 Proj Beginning; 2023 Debt Repayment Beginning
2020	$2,666,600										
		$1,822,600	**Former Miller Auto/Municipal (Legion) Parking Lot + Site - Phase II (Option C)** [S Main St Parking Lot Phase 2 in 2022-1 Bond]	Blocks G, H, I, J & whole southern TIF District	$1,822,600.00		$1,419,139.00	$1,419,139.00	$403,461.00	8b	2022
		$811,700	**Downtown Park & Parking Lots (Option A)** [Town Square Parking Lot 2021-1 Bond]	North and South Main Sts, Gates Street (Blocks F, G, H, I)	$811,700.00		$811,700.00	$811,700.00	$0.00	7	2021
		$32,300	**Pine Street (streetscape/sidewalk & utilities incl. stormwater) - Phase I** [Sidewalk 87-101 Maple St]	Blocks B, C, D	$32,200.00	$46,265.00		$46,265.00	($14,065.00)		2021

*Note that the 2017 authorization of $1.926M was based on a VEPC approval of $2.126M that combined $1.926M with the previously approved $700k from 2016 that had not yet been incurred). References to the 2017 approval of this project will be for $2.126M.

Town of Hartford
10/28/2025

6H -- PHASE FILING
NEW INFRASTRUCTURE PROJECTS

Infrastructure Project Name	Est Cal First Yr of Construction	Estimated Construction Costs (inc soft costs & cont) as of:	Est. Total Project Cost in Year of Construction	Proportionality			
		2025	Percentage	TIF Portion		Non-TIF Portion	
			3%	%	$	%	$
			$12,974,235		$0		$0
Projects To-Date (See 6H -- SC (Infra Update), Final Project Total - Cell I9)	2015-2025	N/A	$9,451,120	100%	$9,451,120	0%	$0
Currier/N Main/Church Sts stormwater (approved in 2016, but debt never incurred and project cost increase)	2026	$1,000,000	$1,030,000	100%	$1,030,000	0%	$0
Pine/Maple Streets (Co-op) sidewalk, W/WW/SW; Currier St sidewalk (Gates to No Main); N Main sidewalk (Church to Senior Center)	2027	$2,350,000	$2,493,115	100%	$2,493,115	0%	$0

REMAINING PROJECT SOURCES			
Remaining bond proceeds (surplus from existing projects)	See Tab '6H - Infra Update', Column M	$1,322,590	
Authorized, but not yet incurred debt	Delta between voter authorization and debt incurred to-date	$1,095,890	To be incurred by Mar 2026
New (final) debt	Remaining to $13M debt ceiling	$1,130,400	To be incurred by Mar 2026
TOTAL for remaining projects		**$3,548,880**	

Town of Hartford
10/23/2025

6M -- Real Property Values

Development or Redevelopment Project Name	Square Footage					Value Before Development	Estimated Cal Year to Grand List	Estimated Assessed Value After New Development as of Apr 1		Estimated Increase in Value from Baseline (OTV)		Use Code	Ed Fund Value -- Homestead vs. Non-Homestead Breakout			
	Projected Residential Dev (sf)	Projected RENOVATED residential space (sf)	Projected Commercial Dev (sf)	Projected RENOVATED commercial space (sf)	Projected Total Dev (sf)			Muncipal Post-Dev Value	Ed Fund Post-Dev Value	Municipal Value Increment	Ed Fund Value Increment		Estimated % of New Construction - Homestead Rate	Estimated % of New Construction -Non-Homestead Rate	Estimated Incremental Value - Homestead	Estimated Incremental Value -Non-Homestead
Base Year:	2019															
Totals:	139,452	27,562	353,976	158,241	679,231	$24,117,700		$35,773,700	$35,773,700	$86,646,900	$86,176,700				$0	$86,176,700
TIF Grand List (As of April 1, 2025)							2025			$74,990,900	$74,520,700	390C	0%	100%	$0	$74,520,700
Co-op/Pomerleau						$2,153,000	2026	$2,229,600	$2,229,600	$76,600	$76,600		0%	100%	$0	$76,600
Gates-Brigges						$2,034,700	2027	$2,544,100	$2,544,100	$509,400	$509,400		0%	100%	$0	$509,400
Coolidge (Early construction)						$1,930,000	2028	$7,000,000	$7,000,000	$5,070,000	$5,070,000		0%	100%	$0	$5,070,000
Coolidge (Mid-construction)						$7,000,000	2029	$11,000,000	$11,000,000	$4,000,000	$4,000,000		0%	100%	$0	$4,000,000
Coolidge (Full construction)						$11,000,000	2030	$13,000,000	$13,000,000	$2,000,000	$2,000,000		0%	100%	$0	$2,000,000
PINE STREET REDEVELOPMENT Phase 1 (Block B)	16,000	0	26,041	9,801	51,842	$0	2016	$0		$0		390C	0%	100%	$0	$0
RAILROAD ROW LLC (Bridge & Main) Phase I -- Completed	0	0	16,000		16,000	$0	2017	$0		$0		390C	0%	100%	$0	$0
PROSPECT PLACE (Block A) Phase 1 - Completed	0	0	31,266	0	31,266	$0	2015	$0		$0		390C	0%	100%	$0	$0
PROSPECT PLACE (Block A) Phase 2 - Completed	0	0	7,334	0	7,334	$0	2017	$0		$0		390C	0%	100%	$0	$0
101/87 MAPLE (Block C)	4,500	0	5,550	16,252	26,302	$0	2020	$0		$0		390C	0%	100%	$0	$0
MAIN STREET RENAISSANCE (Block J) All Phases-Complete	10,400	0	5,200	0	15,600	$0	2017	$0		$0		390C	0%	100%	$0	$0
132 SO MAIN (Block I)	13,052	0	18,217	23,060	54,329	$0	2021	$0		$0		390C	0%	100%	$0	$0
PROSPECT PLACE (Block A) Phase 3	0	0	19,726	0	19,726	$0	2023	$0		$0		390C	0%	100%	$0	$0
230 South Main Street -- Completed	0	0	0	11,070	11,070	$0	2016	$0		$0		390C	0%	100%	$0	$0
MAIN STREET RENAISSANCE (Block J) All Phases Completed	0	0	25,775	0	25,775	$0	2019	$0		$0		390C	0%	100%	$0	$0
PINE STREET REDEVELOPMENT Phase 3 (Block D)	0	0	18,536	29,238	47,774	$0	2017	$0		$0		390C	0%	100%	$0	$0
Twin Pines Scattered Sites Housing	17,000	0	48,104	0	65,104	$0	2017	$0		$0		390C	0%	100%	$0	$0
NORTHERN HOSPITALITY Newberry Market (Block G) Phase 1a)	0	23,267	0	38,814	62,081	$0	2017	$0		$0		390C	0%	100%	$0	$0
21 AQUA - (241 S Main St) - Completed	0	0	10,726	0	10,726	$0	2017	$0		$0		390C	0%	100%	$0	$0
21 AQUA - (241 S Main St) - Completed	0	0	20,000	0	20,000	$0	2018	$0		$0		390C	0%	100%	$0	$0
NUMBER FOUR LLC 2017 Completed		0	0	21,200	21,200	$0	2017	$0		$0		390C	0%	100%	$0	$0
RAILROAD ROW LLC (Bridge & Main) Completed	0	4,295	17,589	8,806	30,690	$0	2019	$0		$0		390C	0%	86%	$0	$0
POLKA DOT RESTAURANT	17,000		48,104	0	65,104	$0	2019	$0		$0		390C	0%	100%	$0	$0
NORTHERN HOSPITALITY (Block G) Phase 2	61,500	0	35,808	0	97,308	$0	2023	$0		$0		390C	0%	100%	$0	$0

Any sites where existing buildings are torn down for new construction are counted as new space; any existing buildings assumed to be renovated are counted as renovation. See Methodology and General Assumptions for TIF District Property Value Projections, and assumptions for each block group.

LEGEND
Project Completed
Expected this Upcoming Year
Not Yet
Projected private development from proposed 2025 TIF infrastructure

NOTES
"101/87 Maple" -- previously named PINE STREET REDEVELOPMENT Phase 2 Partial (Block C)
"132 So Main" -- previously named GATES EAST & S MAIN ST DEVELOPMENT (Block I)

Town of Hartford
10/23/2025

6P -- Summary of Debt

Project for Which Debt Incurred	Corresponding Tab	Debt Principal	Year Originally Incurred	Weighted Interest Rate	Term	Pmt Periods/Yr	Amount Paid Each Period	Total Interest	Total Savings	Total Debt Cost
	TOTALS	**$13,000,000**						**$4,539,185**	**($28,939)**	**$17,510,246**
Approved Debt Already Incurred (Corresponds to Debt in Part III of Annual Report)*		$10,773,710						$2,937,515		$13,682,286
Prospect Street - Phases I & II - Reconstruction - 2014 TIF Projects	1	$900,000	2014	Varies	20			$331,829	($28,939)	$1,202,890
Stormwater/Wastewater Improvments - No. Main/Currier/Church Streets	2									
Parking Lot; Currier St. Extension; No Main St - Joe Reed Dr Sidewalk; Gates, No Main, So Main Sts Engineering	3	$2,126,000	2017	3.30% Net	20			$753,134	$0	$2,879,134
S.Main / N Main / Gates Sts Roadway Construction 2019 Vote, 2020 General Obligation Bond Series 3 (Contracts 1 & 2)	4	$1,735,000	2020	varies	20			$369,490	$0	$2,104,490
S.Main / N Main / Gates Sts WW Stormwater Construct, 2019 Vote, **CWSRF Loan** Steps I, II, III (#RFI-222) (Contract 1)	5	$657,021	2022	2.0%	20			$146,604		$803,625
S Main/N Main/Gates Sts Water Construct. 2019 Vote, **DWSRF Loans** Step III (#RF3-390-3) (Contract 1)	6	$867,657	2022	3.0%	20			$298,747		$1,166,404
Town Sq Parking Lot 2020 & Maple St Sidewalk, 2020 Vote in 2021 General Obligation Bond Series 1	7	$843,900	2021	varies	20			$218,706	$0	$1,062,606
S Main/N Main/Gates Sts Roadway Construction 2019 Vote, 2022 -1 General Bond **(Contract 2 $578,200)**; S Main St Pkg Lot Construction 2020 Vote in 2022- 1 Bond ($1,822,600)	8a	$578,200	2022	2.3%	21			$132,274	$0	$710,474
S Main/N Main/Gates Sts Roadway Construction 2019 Vote, 2022 -1 General Bond (Contract 2 $578,200); S Main St Pkg Lot Construction 2020 Vote in 2022- 1 Bond **($1,822,600)**	8b	$1,822,600	2022	2.3%	21			$416,960	$0	$2,239,560
S Main/N Main/Gates Sts Water, WW Stormwater Construct. 2019 Vote, **CWSRF Loans** Steps II,III Contract 2 (RF1-291-3.0 Loan not finalized until construction completed & project closed out in FY2025)	9	$459,002	2024	2.0% admin	20			$92,270		$551,272
S Main/N Main/Gates Sts Water Construct. 2019 Vote, **DWSRF Loans** Step III Contract 2 (RF3-467-3.0 Loan not finalized until construction completed & project closed out in FY2025)	10	$784,330	2023	2.0% admin	20			$ 177,500.72		$961,831
New Debt to be Approved										
2026 Debt - Remaining debt capacity + new project	11	$2,226,290	2026	6.000%	20			$1,601,670		$3,827,960

*Please note that the numbering 1-10 corresponds to the Debt Instruments in the 2024 Annual Report, with the addition of a break-out (a & b) for #8.
**Please note: Principal in Cells C14 & C15 (Instruments 9 & 10) have been adjusted since the 2024 Annual Report.

Fiscal Year	Total Revenue (from all sources)	1- $900K Refi Loan	3 - $2.126M Loan	4 - $1.735M Loan	5 - $657K CWSRF Loan	6 - $867K DWSRF Loan	7 - $843K Loan	8 - $2.4M		9 - $459K CWSRF Loan	10 - $784K DWSRF Loan	11 - Last Debt	Related Costs	Annual Surplus (Deficit)	Cumulative Cash Flow
2025								8a - $578K Loan	8b - $1.8M Loan						
Beginning	$1,229,230													$1,229,230	**$1,229,230**
2026	$1,026,566	($57,268)	($152,614)	($112,836)	($40,181)	($58,320)	($57,497)	($39,180)	($123,503)	($23,359)	($47,353)	($63,799)	($140,000)	$110,655	**$1,339,885**
2027	$1,048,172	($56,040)	($149,692)	($112,272)	($40,181)	($58,320)	($57,147)	($38,593)	($121,654)	($23,359)	($47,353)	($191,398)	($18,360)	$133,802	**$1,473,687**
2028	$1,076,420	($54,814)	($146,588)	($111,596)	($40,181)	($58,320)	($56,741)	($38,007)	($119,805)	($23,359)	($47,353)	($191,398)	($10,404)	$177,853	**$1,651,541**
2029	$1,171,902	($53,586)	($143,346)	($110,806)	($40,181)	($58,320)	($56,265)	($37,420)	($117,955)	($23,359)	($47,353)	($191,398)	($10,612)	$281,300	**$1,932,841**
2030	$1,254,853	($52,360)	($139,998)	($109,568)	($40,181)	($58,320)	($55,733)	($36,833)	($116,105)	($23,359)	($47,353)	($191,398)	($10,824)	$372,820	**$2,305,662**
2031	$1,310,302	($51,134)	($136,532)	($107,974)	($40,181)	($58,320)	($55,015)	($36,246)	($114,255)	($23,359)	($47,353)	($191,398)	($11,041)	$437,494	**$2,743,155**
2032	$1,336,508	($49,906)	($132,982)	($106,118)	($40,181)	($58,320)	($54,151)	($35,659)	($112,405)	($23,359)	($47,353)	($191,398)	($123,878)	$360,798	**$3,103,953**
2033	$1,363,238	($48,680)	($129,346)	($104,218)	($40,181)	($58,320)	($53,183)	($35,072)	($110,555)	($23,359)	($47,353)	($191,398)	($11,487)	$510,086	**$3,614,039**
2034	$1,390,503	($47,454)	($125,636)	($102,146)	($40,181)	($58,320)	($52,143)	($34,485)	($108,705)	($23,359)	($47,353)	($191,398)	($11,717)	$547,606	**$4,161,645**
2035	$1,418,313	($46,226)	($121,862)	($100,342)	($40,181)	($58,320)	($51,119)	($33,898)	($106,855)	($23,359)	($47,353)	($191,398)	($11,951)	$585,449	**$4,747,094**
2036	$1,446,680	$0	($118,024)	($98,500)	($40,181)	($58,320)	($50,053)	($33,311)	($105,005)	($23,359)	($47,353)	($191,398)	($21,942)	$659,233	**$5,406,327**
2037	$0	$0	($114,144)	($96,616)	($40,181)	($58,320)	($48,951)	($32,725)	($103,155)	($23,359)	($47,353)	($191,398)	($12,434)	($768,636)	**$4,637,690**
2038	$0	$0	($110,234)	($94,702)	($40,181)	($58,320)	($47,927)	($32,138)	($101,305)	($23,359)	($47,353)	($191,398)	($12,682)	($759,600)	**$3,878,090**
2039	$0	$0	$0	($92,762)	($40,181)	($58,320)	($46,885)	($31,551)	($99,455)	($23,359)	($47,353)	($191,398)	($142,297)	($773,561)	**$3,104,529**
2040	$0	$0	$0	($90,802)	($40,181)	($58,320)	($45,825)	($30,964)	($97,605)	($23,359)	($47,353)	($191,398)	($13,195)	($639,002)	**$2,465,526**
2041	$0	$0	$0	($88,798)	($40,181)	($58,320)	($44,629)	($30,377)	($95,755)	($23,359)	($47,353)	($191,398)	($13,459)	($633,629)	**$1,831,897**
2042	$0	$0	$0	$0	($40,181)	($58,320)	($43,419)	($29,790)	($93,905)	($23,359)	($47,353)	($191,398)	($13,728)	($541,454)	**$1,290,444**
2043	$0	$0	$0	$0	$0	$0	$0	($29,203)	($92,055)	($23,359)	($47,353)	($191,398)	($14,002)	($397,371)	**$893,073**
2044	$0	$0	$0	$0	$0	$0	$0	$0	$0	($23,359)	$0	($191,398)	($14,282)	($229,039)	**$664,034**
2045	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	($191,398)	($14,568)	($205,966)	**$458,068**
2046	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	($127,599)	($163,454)	($291,053)	**$167,015**
TOTAL	$15,072,689	($517,468)	($1,720,998)	($1,640,056)	($683,081)	($991,444)	($876,683)	($615,452)	($1,940,037)	($443,818)	($852,360)	($3,827,960)	($796,317)		

FY 27 Town Manager's Budget

November 18, 2025

Budget Highlight Summary

Town Manager Budget Divisions

	FY26	FY27	Difference
• Select Board (10-111)	$65,990.03	$67,240.03	$1,250
• Boards & Commissions (10-115)	$47,399.17	$43,970	($3,429.17)
• Administrative Manager (10-121)	$534,164.56	$477,881.51	($56,283.05)
• Legal (10-141)	$15,000	$20,000	$5,000
• Municipal Offices (10-161)	$93,600	$115,266.68	$21,666.68
• Tax Collection (10-175)	$30,362	$31,581.52	$1,291.52
• Energy (10-626)	$16,595	$16,595	0
• County Judicial Services (10-831)	$116,026.97	$116,026.97	0
• Debt (10-912)	$1,416,690.01	$1,347,385.25	($69,304.76)
• **TOTALS**	**$2,335,827.74**	**$2,235,946.96**	**($99,808.78)**

Select Board (111)

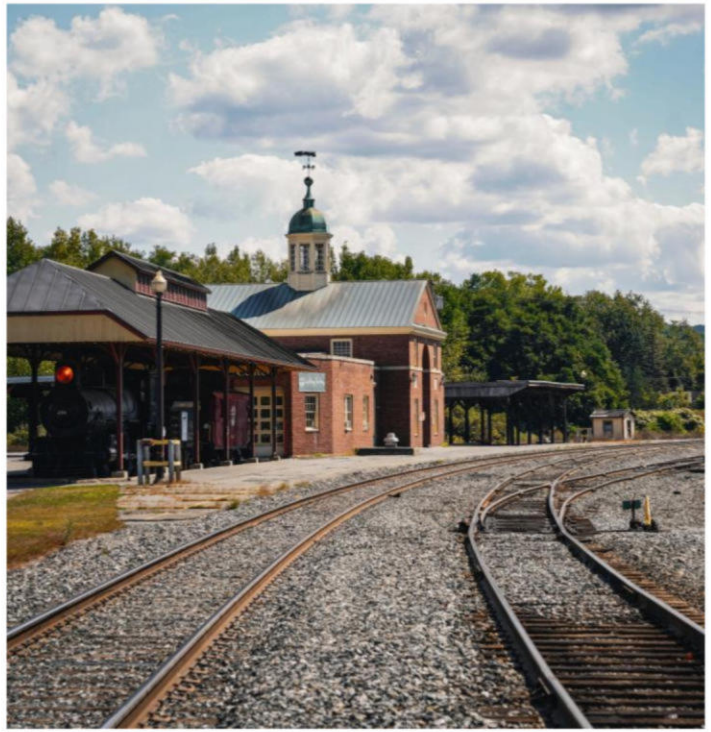
2025-2026	2026-2027	Difference
$65,990.03	$67,240.03	$1,250

- Select Board Compensation: $50,850—No Change
- Other operating expenditures:
  - Advertising: $7,000.00
  - Contract Services Dependent Care Stipend $2,500 (No Usage to Date)
  - Materials & Supplies: $700.00

Boards and Commissions (115)

2025-2026	2026-2027	Difference
$47,399.17	$43,970.00	($3,429.17)

Board/Comm'n	FY26	FY27
Sister City Committee	0	0
Housing & Homelessness	$1,000	$500
HCOREI	0	0
Tree Board	$300	$300
Tree Warden	$17,500	$17,500
Town Meeting Cmte. (2-4 Members)	$3,000	$2,700



Town Manager (121)

2025-2026	2026-2027	Difference
$534,164.56	$477,881.51	($56,283.05)

- Town Manager Total Salary $160,725.25 (includes 1.5% COLA; 70% in GF; 30% in Enterprise Funds)
- Executive Assistant Total Salary $73,257.60
- Admin. Assistant (65% in TM; 35% in Delq. Tax)
- Envi. Sust. Coordinator (70% in GF; 30% in Enterprise Funds)
- Communications & Media Specialist (50% in GF; 50% in Water/Wastewater Enterprise Funds)
- HR No Longer in this Budget Area—See 10-123

- Contracted Services
  - Paving Space Rent-Briggs Triangle Lot ($4,800)
  - Railroad ROW Crossing Rent ($29,000)

Legal Services (141)

2025-2026	2026-2027	Difference
$15,000	$20,000	$5,000

- Union Negotiations/Grievances
- Personnel
- Public Records
- Property Disputes
- Financing/Bond Issues
- Miscellaneous (Several Other Departments Have Their Own Legal Fee Budgets)

Municipal Offices (Town Hall Building) (161)

2025-2026	2026-2027	Difference
$93,600	$115,266.68	$21,666.68

- Cleaning & Maintenance Contracts (HVAC Repairs)
- Utilities
- Annual $50,000 Reserve Contribution for HVAC Overhaul (3 of 4) (See Fund 10-912; Total Cost Estimate $200,000)

Tax Collection (175)

2025-2026	2026-2027	Difference
$30,362	$31,581.52	$1,291.52

Admin. Assistant (65% in TM; 35% in Tax Collection)

- Contracted Services- Tax Sale Attorney

Energy (626)

2025-2026	2026-2027	Difference
$16,595	$16,595	0

EV Mechanic Training/Certification for Town Mechanic, per Dana ($6,600)

Budget includes Meetings, Advertising, Training, Contracted Services ($5,000), Postage, Materials & Supplies

County Judicial Services (831)

2025-2026	2026-2027	Difference
$116,026.97	$116,026.97	0

Invoice Generally Received in June for July Payment

Recent Actual Amounts:

2022: $99,686

2023: $105,013

2024: $110,048

2025: $116,026.97

Debt (912)

FY2026 Total Payments: $1,416,689.98

FY27 Total Payments $1,347,385.25

Quechee Bridge	$63,434.25	
Maxfield/WH Library	$243,770.21	
Municipal Building	$323,107.00	
Barwood Arena	$166,737.48	
Pool	$214,374.42	
Ladder Truck	$93,506.67	
Softball Lighting (50%)	$8,894.82	Shared w/School
Simulcast	$50,250.60	
DPW Truck (H3)	$40,039.42	
DPW Truck (H5)	$33,958.25	
Fire Station No. 2`	$109,312.13	

Questions??

To: Selectboard

From: John Haverstock, Town Manager

Re: Sister Cities Budget Request

Date: November 18, 2025

Each year, the Town includes within its General Fund budget several appropriations directed toward Selectboard-appointed boards, committees and commissions. The Sister Cities Committee has submitted a request for funding that is not yet included in the Town Manager's budget. See attached. Representatives from that Committee will be present for the Town Manager's budget presentation to make remarks and/or answer questions regarding their requested appropriation.

Date: 12 November 2025
To: John Haverstock, Town Manager, Town of Hartford
Re: Budget Request for 2026/2027 for the Hartford Sister City Committee

The Hartford Sister City Committee has some very exciting projects and anticipated events upcoming for the 2026 calendar year. All of these will take place during the 2027 fiscal year. These include welcoming officials from Cenon, France, during the summer or autumn; establishing relationships and creating virtual and in-person exchanges between Hartford students and students from *L'Ecole municipale de musique de Cenon* as well as the *Lycée François Mauriac* in Bordeaux, the neighboring city to Cenon; creating opportunities for adults from both communities to travel to the other country to see life in another culture; and to explore possibilities for young adults entering the workforce to participate in internships abroad.

We are requesting a budget of $10,000 for the 2026/2027 Fiscal Year. Our goal is to ensure that any Hartford resident who wants to experience another culture has the ability to do that, regardless of financial status. Our main focus is strengthening liaisons with schools. We also want to create a system that allows our students to travel abroad. We want to help families here in Hartford welcome students from France into their homes, without worrying about the economic burden that it may cause.
The relationship we have built with the mayor's office in Cenon over the past 10 years continues to flourish, and members of our committee and the town government, who have traveled to Cenon, have always had fabulous experiences. We want to ensure that the town officials from Cenon receive a warm welcome, and that they will be able to experience all that the villages of Hartford have to offer.

We thank you for your consideration of our request.

Respectfully,
Allison Litten (Wilder), committee secretary/treasurer
Laura Cooney (WRJ), committee chair

To: Selectboard

From: John Haverstock, Town Manager

Re: Town Manager Support Staff

Date: November 18, 2025

Background

The Town Manager is supported by a full-time (recently transitioned from 40 hours weekly to 35) Administrative Assistant and an Executive Assistant also serving as the Town's Human Resources Director. As you know, the HR Director has reached the point in terms of workload where she must begin devoting all her time to HR duties and give up her other role as Executive Assistant to the Town Manager. The proposed FY27 General Fund budget funds the new HR Department. However, there will be a void in Executive Assistant support for the Town Manager.

Discussion

As noted before, I have included a full-time "stand-alone" Executive Assistant position within my proposed FY27 Town Manager budget. Attached please find a draft Job Description for this position.

In the past, at least one Selectboard member has explored the idea of creating a position such as an Assistant Town Manager or Deputy Town Manager here in Hartford, presumably as an alternative to an Executive Assistant. Therefore, I have gathered the attached sample Job Descriptions and compensation information from other Vermont municipalities with such positions.

Impact

The Town Manager's FY27 proposed budget includes $73,257.60 in salary for a full-time Executive Assistant position. I believe that an appropriate salary for an Assistant/Deputy Town Manager would be approximately $30,000 more. Of course, the impact on the General Fund would be lower if an Assistant Town Manager/Deputy Town Manager position were partially allocated among the 5 Enterprise Funds.

Attachments

FROM OFFICAL JOB DESCRIPTION

As **Executive Assistant** performs the following:

1. Assist in the coordination of specific functions, services, and activities of assigned areas of Town government in accordance with Town needs and resources, and state and federal laws and regulations

2. Advise the Town Manager in determining the impact and implementation of technical and legal developments affecting the operations of Town government; resolve problems

3. Serve as Public Information Officer upon activation of Emergency Operations Center; and as situationally required

4. Create and publish content, and manage social media on behalf of the Town; serve as public information liaison in social media capacity

5. Oversee and carry out functions and projects including but not limited to town meeting cycle and awards banquet.

6. Manage social service, library, and cemetery appropriation requests

7. Produce annual Town Report: anthologize, edit, create content, distribute statutorily

8. Compile a variety of information from both manual and computerized records for regular and special reports and in response to specific requests by Town Manager; prepare related reports

9. Assist the Town Manager in carrying out liaison functions with Department Directors, staff, other departments, program constituency or the general public; attend meetings on behalf of Town Manager

10. Provide information and/or answer questions from Department Directors, staff, the general public and/or other governmental agencies concerning Town practices, policies, operations and/or policies; route pertinent information and/or inquiries to appropriate departments and the Town Manager

11. Process, maintain, and renew Town's Property and Casualty Insurance policy

12. Consult with Town Manager and provide Town Hall and Administrative Office budget recommendations, as well as Personnel budget number forecasts and background details to assist Town Manager in overall budget planning

TOWN MANAGER EXECUTIVE ASSISTANT DUTIES

Public Records Requests
Risk Management
    PACIF
    Staff queries and guidance
PACIF - Property Claim Management
Town Report
Town Meeting Cycle
Supervise Media/Communications Specialist
Department Head Management: non-HR/legal items
Elevator
Appropriations
    Cemetery
    Library
    Social Services
Safety Committee
    Move to attendee
Dept Head Leave management
Selectboard Ethics training
SAM Registration
Holiday Schedule
Admin payroll

John Haverstock

From: Erik Wells <ewells@willistonvt.org>
Sent: Wednesday, October 22, 2025 2:16 PM
To: Jessie Baker; John Haverstock
Subject: RE: EXTERNAL: Assistant or Deputy Town Manager Position
Attachments: Assistant Town Manager Job Description_8.28.25.pdf

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

Hi John –

Sorry for the delay in my response back.

Erin Dickinson is our Assistant Town Manager. It is a full-time role. The Town established it in 2019 as I was promoted from Assistant to the Town Manager into it.

Current salary is $91,000. I need to give it some attention to look at current comps. It is our highest Grade in our compensation schedule. We currently hired our first ever sole HR Director (yay!) and we are in the process of scaling back HR centric duties from the Assistant TM role as well. Attached is the current job description as well.

Happy to assist with any other questions as well. Good luck!

Sincerely,

-Erik

From: Jessie Baker <jbaker@southburlingtonvt.gov>
Sent: Friday, October 17, 2025 2:06 PM
To: John Haverstock <jhaverstock@hartford-vt.org>; Erik Wells <ewells@willistonvt.org>
Subject: RE: EXTERNAL: Assistant or Deputy Town Manager Position

CAUTION: This message was sent from outside the Town's email system. Use caution when opening external links/attachments. When in doubt don't click and follow up accordingly.

Hi John,

That's exciting! Happy to share information but my set up is currently odd. Our Fire Chief also serves as our Deputy City Manager. This is an unusual situation I put in place about two years ago (for a time certain) as a result of a significant change in the city at the time. Steve will step down for his Deputy role next spring/summer and we will hire a permanent and dedicated Deputy. So I'm answering for both scenarios below.

Current
Steven Locke, Fire Chief and Deputy City Manager.
Salary = $148,064. $138,000 as the Fire Chief and a $10,000 adder for his Deputy responsibilities
He is full time. On average, he spends 60% of his time on Fire and 40% of his time on Deputy tasks.
Note: Steve was actually the Fire Chief and Interim Town Manager back in the day in Hartford!

Starting in the Spring/Summer of 2026
Vacant, Deputy City Manager
Anticipated Salary: $125,000 to $140,000
Full time on Deputy things.

I'm attaching the current job description. This will be updated before we post this position this spring.

Good luck and let me know if I can help with anything else!

Jessie

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Thursday, October 16, 2025 8:52 AM
To: Erik Wells <ewells@willistonvt.org>; Jessie Baker <jbaker@southburlingtonvt.gov>
Subject: EXTERNAL: Assistant or Deputy Town Manager Position

This message has originated from an **External Source**. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

Good morning, Jesse and Erik.

As budget season heats up, I am researching the positions of Assistant or Deputy Town Manager. Dave Sophrin has been a big help (as has the VLCT Annual Compensation Survey. However, I would appreciate it if you would tell me:

Whether you have an Assistant or Deputy Town Manager?
If so, name and title
Salary or hourly rate of pay
FT?

Thanks.

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

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

TOWN OF WILLISTON
Job Description

POSITION TITLE: Assistant Town Manager
DEPARTMENT: Town Manager
PAY GRADE: 12
FLSA STATUS: Exempt
EMPLOYMENT: Full-Time

SUMMARY:

Under the general direction of the Town Manager, assists with daily town government operations, human resources management, compliance and risk management, community relations, communications, project management, policy analysis, information technology, and other related work as required. This position is part of the Town's management team, requiring independent judgement, decision making and discretion. The ability to build and maintain professional relationships inside and outside of the organization is essential.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- *Operations:* Assists and advises Town Manager with managing municipal operations. Involves problem-solving and supporting all department needs that may emerge on a day-to-day basis. Manages town volunteer administrative processes. Assists in annual capital and general fund budget development process. Manages records management and records retention. May be assigned direct day-to-day oversight of up to three departments as assigned by the Manager. May handle specific responsibilities for the Manager either on a regular basis or as assigned. May serve as Acting Manager when the Manager is absent.

- *Human Resources & Risk Management:*

    - Assists with human resource activities, including but not limited to policy development, collective bargaining research, and employee relations. While the HR Director is the primary lead on HR matters, the Assistant Town Manager plays a role in policies that intersect with broader organizational operations or involve multiple departments, ensuring alignment with the town's overall goals.
    - Advises the Town Manager on personnel matters as requested and may provide high-level support for resolving disputes.
    - Collaborates with the HR Director and external partners on organization-wide risk management efforts, helping to promote a consistent and effective approach across all departments, and ensuring the town's compliance with safety and risk-related standards.
    - Leads the development and implementation of organizational safety programs and policies in partnership with the HR Director, ensuring alignment with strategic goals and contribute to a positive work environment.
    - Serves as the Town's Safety Officer. Works closely with PACIF on risk inspections, ensures follow-through on recommendations, and facilitates related policy development and implementation.

- *Project Management:* Assigned specific projects to oversee and coordinate to advance the overall goals and workplan of the Town, working through the Manager's Office and/or in collaboration with other Town departments.

- *Policy Analysis:* Assists Town Manager with analyzing proposals for the Selectboard, researching requests, preparing policy and program recommendations, reviewing agenda items and other related work.

- *Community Relations:* Assists Town Manager in working with community groups. Provides information and recommendations for various community initiatives. May involve meeting with community groups or working on ad hoc projects/issues as they arise. May represent the Town in meeting with officials from other municipalities or other governmental entities/agencies. May provide staff support to Town Boards/Committees. May represent the Town in an advocacy role at the legislature.

- *Communications:* Assist Town Manager with civic engagement and information efforts, coordinate response to Freedom of Information Act requests, manage electronic media such as Town website, social media accounts, draft or proofread press releases, assist staff with media interviews, train and support Town staff on communications, oversee production of the Annual Report or other publications, assist the Manager and Department Heads with internal communications. Assists the Town Manager in managing community, public, and media relations. Provides research and advising on electronic communications and technology trends. Stays informed on statutory notification requirements for public meetings, hearings and legal proceedings.

- *General Administration:* Manages and oversees information technology (IT) for general administrative staff. Provides technical and/or writing support to Department Heads in the preparation of state and federal grants. Problem solves, handles citizen complaints and responds to departmental operating needs. May be involved in emergency management planning and response.

SUPERVISION RECEIVED:

This position receives general supervision from the Town Manager.

SUPERVISION EXERCISED:

Supervision of shared department support staff and department interns.

MINIMUM QUALIFICATIONS:

Education and Training

- Bachelor's degree in political science, public administration, business administration or related field; MPA desirable; four years in management-related field, or an equivalent combination of experience or training.
- Human-resource credential desirable.
- At least two years working in or supporting a municipal government administration desired, or an equivalent combination of prior work experience.

Desired Knowledge, Skills, and Abilities

- Excellent verbal and written communication skills.
- Ability to learn and understand budgets and municipal finances.
- Ability to comprehend and assimilate new information rapidly and cogently distill complex issues and ideas for diverse audiences.
- Ability to manage confidential information and act with discretion at all times.
- Ability to adapt smoothly to rapidly shifting work priorities and work effectively under stressful conditions.
- Strong customer focus and ability to work collaboratively to meet the needs of the community.
- Ability to practice active listening and provide impartial feedback and counsel.
- Self-awareness and ability to transition comfortably between leadership and support roles.
- Proficiency with the Microsoft Office application suite.
- Knowledge of information management and technology.
- Strong working knowledge of popular social media platforms.
- Understanding of needs and demands of public service. Familiarity with regulations, funding restrictions and public decision-making processes.
- Ability to work independently, make sound judgments, initiate ideas, work under pressure, manage multiple priorities and deadlines.
- Knowledgeable of and fully compliant with the International City/County Management Association Code of Ethics.
- Working knowledge of the principles of municipal human resource management.

PHYSICAL REQUIREMENTS:

This position operates office productivity machinery such as a computer, calculator and copier, requiring repetitive hand movement and finger dexterity. Must have the ability to view computer screens and documentation. This position frequently answers questions from the public and requires the ability to hear and verbally exchange accurate information. Must be physically able to lift up to 15 lbs.

WORK ENVIRONMENT:

Work is normally performed in an office setting. The noise level may be moderately quiet to louder, with regular interruptions and multiple demands. The typical work schedule is during regular business hours, but this position may require work after hours, including nights and weekends, as needed for meetings, special events, trainings, or emergencies.

EQUAL EMPLOYMENT OPPORTUNITY:

The Town of Williston is an Equal Employment Opportunity Employer.

DISCLAIMERS:

The above information is intended to describe the general nature of this position and should not be considered a comprehensive statement of duties, activities, responsibilities, requirements, and work environment. Additional duties, activities, responsibilities, and requirements may be assigned, with or without notice and at any time, and additional work environment

characteristics may apply.

This job description is neither an employment contract nor a promise of work for any specific length of time.

SIGNATURES:

Employee Acknowledgement

I have received and understand the requirements, essential functions, and duties of this position.

Employee	*Date*

Approvals

Department Head	*Date*
Erik Wells	8/28/25
Manager, Town of Williston	*Date*

Job Description Effective Date: 8/28/2025
Supersedes Version Dated: 10/19/2019

southburlington
VERMONT

JOB DESCRIPTION
LAST UPDATED 3/20/2023

Job Title	Deputy City Manager
Reports To	City Manager
Classification	Exempt, Non-Union, Full-Time
Salary	Management
Direct Reports	Department Heads & Directors
Class Spec/EEO-4	DCM / A - Executive/Senior Level Officials and Managers

Job Summary

The Deputy City Manager, in partnership with the City Manager, oversees, directs, and manages the personnel, financial and operational functions of the City. The Deputy City Manager leads cross-departmental initiatives, provides strategic executive support to the Department Heads and the City Manager, supports policy development, and prioritizes the high level of customer service delivery expected by the community. The Deputy City Manager performs Charter defined responsibilities and tasks normally assigned to the assistant city manager and assumes the role of City Manager in the Manager's absence.

Essential Functions

Majority of duties, but not meant to be all-inclusive nor prevent other duties from being assigned as necessary.

1. Provides advice and counsel to the City Manager in all appropriate aspects of City governance and operations.
2. Serves on the City's Executive Team and the Leadership Team.
3. Participates in all City Council meetings and supports Councilors as needed and in the Manager's absence.
4. Leads cross-departmental strategic initiatives including system modernization, new service delivery, and all other related assignments as directed by the City Manager.
5. Supports the implementation of policy established by the City Council.
6. Provides guidance and support Department Heads and staff in developing plans, recommendations, and proposals for the City Manager and Council's consideration.
7. Works with the Finance Director and Human Resources Director to support the City's Pension Advisory Committee, the City's pension managers, and the City's actuaries.

8. Completes responsibilities and tasks typically performed by City Manager, as defined in state statute and City Charter, when assigned by City Manager.
9. Promotes and maintains effective communication within and between all City departments, mediating problems and issues between employees or groups as necessary.
10. Participates in collective bargaining as member of City's collective bargaining team.
11. As appropriate, represents the City to external partners, the State Legislature and to other boards as directed and necessary to promote City goals and objectives.
12. Serves as the City Manager in their absence.
13. Supports the coordination of activities between all the staff and other departments within the City and performs other necessary tasks or functions as is necessary to accomplish City and Department goals and objectives.
14. Performs any other duties as may be assigned by the City Manager.

Minimum Qualifications

1. Bachelor's degree in business, public administration, or a related field, or, ten years' experience in public management, financial administration or related fields; Equivalency considered.

Knowledge & Experience

1. Master's degree preferred.
2. Thorough knowledge of the principles and practices of municipal administration.
3. Knowledge of personnel management practices and legal requirements and a proven track record of successful staff management.
4. Demonstrated ability to exercise independent judgment and discretion in making administrative decisions related to matters of significance when shaping and implementing city policy, and in overseeing the operations of city departments.
5. Demonstrated ability to prepare and manage budgets, maintain detailed records and related confidential information such as personnel records, bid proposals and negotiating positions.
6. Demonstrated ability to establish effective working relationships with employees, elected officials, and the public.
7. Demonstrated ability to communicate easily and effectively verbally and in writing with staff, the elected and appointed officials, and the community.
8. Demonstrated ability to maintain a professional demeanor under challenging circumstances and understand and interpret complex political issues.
9. Committed to the principles of service, good governance, equitable service delivery, and being a lifelong learner.
10. Demonstrated ability to act according to the highest standards of ethical behavior, including but not limited to any adopted city code of ethics and professional organizational code of ethics.

Working Conditions

Typical working conditions associated with this type of work and environmental hazards, if any, that may be encountered in performing the duties of this position.

Internal: Work is normally performed in a climate-controlled office environment, where exposure to conditions of extreme heat/cold, poor ventilation, fumes and gases is very limited. The noise level is moderate and includes the sounds of normal office equipment. No known environmental hazards are encountered in the normal performance of job duties.

External: External work is limited. Some travel to employment locations across the city is anticipated for this position.

Physical Demands

Light strength demands include exerting up to 40 pounds occasionally, 10 pounds frequently, or negligible amounts constantly.

John Haverstock

From: Brennan Duffy <BDuffy@norwich.vt.us>
Sent: Thursday, October 16, 2025 2:02 PM
To: John Haverstock
Subject: RE: Assistant or Deputy Town Manager Position

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

Hi John,

Norwich currently has an Asst. Town Manager, non-exempt at $35.92/hr.

Thanks,

Brennan Duffy, CEcD
Town of Norwich
Town Manager
(802) 649-1419 x117
Please note that any response or reply to this electronic message may be subject to disclosure as a public record under the Vermont Public Records Act.

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Thursday, October 16, 2025 11:23 AM
To: Town Manager <manager@castletonvt.org>; Brennan Duffy <BDuffy@norwich.vt.us>; Matt Lawless <mlawless@shelburnevt.org>; jarneson@richmondvt.gov
Subject: Assistant or Deputy Town Manager Position

Hello All.

Could you please confirm that your municipality has an Assistant Town Manager or Deputy Town Manager position and what it pays? I am preparing for a possible budget discussion about such a position.

Thanks.

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

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

John Haverstock

From: Josh Arneson <jarneson@richmondvt.gov>
Sent: Thursday, October 16, 2025 11:43 AM
To: John Haverstock; Town Manager; bduffy@norwich.vt.us; Matt Lawless
Subject: Re: Assistant or Deputy Town Manager Position

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

Richmond had a Deputy Town Manager position. The pay range is $31.78 - $42.44 per hour.

Josh Arneson (he/him)

Town Manager
Town of Richmond
P.O. Box 285
Richmond, VT 05477
(802) 434-5170

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Thursday, October 16, 2025 11:23 AM
To: Town Manager <manager@castletonvt.org>; bduffy@norwich.vt.us <bduffy@norwich.vt.us>; Matt Lawless <mlawless@shelburnevt.org>; Josh Arneson <jarneson@richmondvt.gov>
Subject: Assistant or Deputy Town Manager Position

Hello All.

Could you please confirm that your municipality has an Assistant Town Manager or Deputy Town Manager position and what it pays? I am preparing for a possible budget discussion about such a position.

Thanks.

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

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

John Haverstock

From: Paula Nulty
Sent: Monday, September 22, 2025 2:40 PM
To: John Haverstock
Subject: FW: [EXTERNAL] Deputy City Manager: Admin info
Attachments: 2018-05-20 Deputy City Manager.pdf

FYI: To assist in the position you are creating; may have some helpful language about certain responsibilities.

The salary range is $121,190.68 - $153,376.60 per year. – full deputy

Paula M. Nulty
Director of Human Resources
Executive Assistant to the Town Manager
Town Of Hartford
171 Bridge Street
White River Junction, VT 05001
(802)478-1101

City Of
LEBANON
New Hampshire

POSITION TITLE: Deputy City Manager

DEPARTMENT: City Manager

REPORTS TO: City Manager

FLSA DESIGNATION: Exempt

AFFILIATION: Non-Bargaining

SALARY GRADE: 15

Position Purpose:

The Deputy City Manager provides high level management support to the City Manager and City Council. Functions include but are not limited to management of City Council agendas; management of projects and initiatives as directed by the City Manager; assisting in the overall supervision of staff and departments; assisting to align City activities and initiatives with the *Guiding Principles* and *Principles for Sustainability* and the Master Plan; facilitating communication and use of resources among departments; and assisting with budgets, policy development, process management, labor relations and public relations. The Deputy City Manager works closely with all City departments, as well as City citizens, businesses and organizations; the media; and state and federal officials.

This position requires frequent work outside of regular business hours.

Essential Functions:

(The essential functions, or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)

1. Assist in the day to day management of the City Manager's office, including assuming duties of the City Manager as necessary in his/her absence.

2. Oversee development and administration of City Council agendas; assist in implementing Council action items as needed.

3. Assist the City Council and other City boards and committees as needed; attend City Council and other public meetings to assist and/or represent the City Manager as needed.

4. Participate in the development of short and long-term City goals, plans, programs, policies and service delivery methods with other City leaders.

5. Develop processes with other City leaders to assist in the implementation of goals, plans, programs, policies, and service delivery methods.

6. Monitor and evaluate the effectiveness of City programs, policies and service delivery methods; recommend needed changes or resource allocations.

7. Develop and supervise the work plan for any assigned service areas; identify opportunities for improvements, staffing and resource needs and recommend changes.

8. Recommend City rules, policies/procedures changes, and draft as requested.

9. Act as liaison with department heads; assist department heads in implementing projects, policies and directives; review and sign staff reports.

10. Assist in the preparation of the annual City budget and capital improvement budget; develop budgets for any assigned service areas; assist in budget presentations to the City Council.

11. Supervise studies, surveys and data collection regarding operational and administrative issues, analyze findings and prepare recommendations for practical solutions for review by City Manager.

12. Assist in the recruitment, hiring, training, supervision and evaluation of staff as assigned.

13. Oversee and direct special projects and programs (such as the Airport Master Plan and the Lebanon Downtown Re-Visioning Study) as assigned.

14. Assist in preparation for and participate in labor negotiations as needed.

15. Analyze state and federal legislation for impact on City and advise City Manager; work with legislators to develop and/or revise proposed legislation.

16. Coordinate City activities and communications with state and federal agencies, City businesses and organizations as assigned.

17. Assist citizens in resolving problems related to City government and services as necessary.

18. Serve as media contact for City issues as requested.

19. Maintain current knowledge of City, state and federal issues and requirements related to municipal government. Recommend changes in programs, policies and practices as necessary to the City Manager.

20. Attend City, regional, state and federal meetings, seminars and trainings as required.

21. Performs similar or related work as required, directed or as situation dictates.

Recommended Minimum Qualifications:

Education, Training and Experience:

- Minimum of Bachelors Degree in public administration, business administration or related field; Master's Degree preferred.
- Five to seven years of progressively responsible administrative or staff experience in municipal government (experience as Assistant or Deputy City Manager in similar municipality preferred).

Other combinations of education and experience that qualify an individual to perform the requisite job duties and responsibilities may be considered.

Knowledge, Ability and Skill:

- Knowledge of New Hampshire municipal laws; public administration; government operations; and municipal budgets.
- Excellent verbal, written and public presentation skills.
- Excellent leadership, management and financial skills.
- Excellent interpersonal, employee relations, problem solving and negotiation skills. Ability to facilitate solutions to complex interpersonal and organizational problems.
- Ability to work effectively with City and other government officials at all levels; employees; the public; union officials; attorneys; private businesses; and public/private organizations.
- Ability to work independently and with minimal supervision in a fast-paced work environment; to prioritize and balance competing needs; and to apply sound judgment, sensitivity and diplomacy in addressing City needs.
- Ability to maintain confidentiality of sensitive City, employee and citizen information.

- Ability to research and analyze complex data, statistics and issues; anticipate problems; and identify effective solutions.
- Ability to interpret, communicate and apply federal, state and City laws, regulations and policies.
- Excellent technology skills, including the use of word processing, spreadsheet programs and databases; and the use of City and State computer programs.
- Attention to detail; accuracy; and ability to meet deadlines.
- Appreciation and respect for cultural diversity of the community.

Licenses/Certifications:

- Valid driver's license.

Physical Requirements:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Regularly required to walk, stand, sit, talk, and hear; operate objects, tools, or controls; pick up paper, files and other common office objects. Ability to view computer screens and work with details for extended periods of time. Must be able to communicate written and verbally. Vision and hearing at or correctable to normal ranges.

Job Environment:

- Office work is performed under typical office conditions; work environment is moderately quiet. This position requires frequent work outside of regular business hours.
- Operates computer, calculator, copier, facsimile machine, and other standard office equipment.
- Contacts are by phone, through correspondence, and in person; they generally consist of an information exchange dialogue, discussing routine and semi-complex issues.
- Has access to confidential information including personnel and financial records, which requires discretion and professional office protocols.
- Errors could result in delay of department services, and have legal and/or financial repercussions.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

City Of
LEBANON
New Hampshire

APPROVAL DATE: *May 20, 2018

*Date of Council Action to Amend Ordinance #18 to incorporate findings of MRI's January 2018 Wage & Classification Study (fully updated Wage and Classification Scale adopted)

NOTE: Job descriptions may be revised as needed to meet the City's business and operational needs.

Revision Dates:

John Haverstock

From: David Sophrin <dsophrin@townofmiddlebury.org>
Sent: Wednesday, October 15, 2025 3:35 PM
To: John Haverstock
Subject: RE: Assistant and Deputy Town or City Managers
Attachments: Salary Research.xlsx

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

John,

Good afternoon! Sure thing, attached is a spreadsheet we put together recently, regarding some broader salary conversations we've had. Note - This info. is all from the VLCT compensation booklet (2024). Also, it was difficult to spot the comparable positions with Dir. of Engineering and Dir. of PW-Operations on that VLCT doc.

I will also say, these comparisons in salary are somewhat limited, since similar titles do not obviously always reflect similar job functions. Additionally, salaries of comparable folks around the state may be misleading if one salary was negotiated last year, and the next salary was from 10 years ago.

Just food for thought :) Good luck with the discussions with your SB!

David

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DAVID SOPHRIN
Assistant Town Manager | Town Manager's Office
Town Office, 77 Main Street, | Middlebury, VT 05753
Office: 802-388-8100 Ext 222
https://www.townofmiddlebury.org/

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Wednesday, October 15, 2025 3:20 PM
To: David Sophrin <dsophrin@townofmiddlebury.org>
Subject: Assistant and Deputy Town or City Managers

Hi Dave.

I am sorry we did not have more time to catch up at Town Fair....I hope Middlebury (and its new Town Manager) are treating you well.

As budget season heats up, I would appreciate it if you would send me your latest research regarding Vermont's Assistant or Deputy Town and City Managers (including compensation). I have an Administrative Assistant and as my Executive Assistant moves over to HR, I anticipate my Board wrestling over the issue of budgeting for an Executive Assistant vs. Assistant or Deputy Town Manager....

Thanks.

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

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

Towns	Population	Rank	Town Manager	PW-Ops. Dir.	Police Chief	PW-Director of Eng.	Planning/ Dev. Director	PW-Highway Super.	Finance Director	Assist. Town Manager	Dir. of Admin.	Library Director	PW-Wastewater Super.	Assessor	Town Clerk	Zoning Admin.	P&R Director	PW-Water Super.
Bennington	15,333	5	$61.46		$62.48	n/a	$55.65	n/a	$52.01	n/a	$43.05	n/a		$42.35	$40.00	n/a	n/a	$40.56
Brattleboro	12,184	6	$69.22		$57.74	n/a	$46.84	$45.04	$54.80	$50.67	$50.67	$46.84		$42.56	$42.56	$32.40	$46.84	n/a
Essex Town	11,540	7	$65.58		$72.13	$47.17	n/a	$47.39	$47.47	$57.07	$48.12	$40.22		$45.27	$43.92	$38.87	$49.96	$47.45
Milton	10,723	8	$74.24		$58.29	n/a	$32.70	n/a	$42.50	n/a	$43.78	$39.00		n/a	$29.42	$30.76	$25.06	$39.31
Hartford	10,686	9	No Salary Data Avaiable															
Essex Junction	10,590	10	$60.17		n/a	n/a	n/a	$59.84	$48.98	n/a	$44.78	$44.64		n/a	$55.16	n/a	$59.79	$45.75
Williston	10,103	11	No Salary Data Avaiable															
Middlebury (FY26)	**9,152**	**12**	**$69.71**	**$62.10**	**$57.50**	**$55.02**	**$50.48**	**$50.48**	**$49.35**	**$48.43**	**$46.58**	**$44.39**	**$42.29**	**$41.14**	**$36.90**	**$29.73**	**$29.72**	**$29.28**
Springfield	9,062	13	No Salary Data Avaiable															
Barre Town	8,491	14	$65.54		n/a	$44.12	n/a	$39.57	$43.45	n/a	n/a	n/a		n/a	$35.51	n/a	n/a	n/a
Montpelier	8,074	15	$75.05		$57.56	$57.56	$51.37	n/a	$53.00	$56.00	$42.70	n/a		n/a	$32.94	$28.09	$45.92	n/a
Winooski	7,997	16	$63.58		$58.00	$41.78	$41.78	n/a	$49.37	n/a	$40.96	$34.59		n/a	$37.72	$41.78	$41.78	$47.13
Barre City	7,923	17	$60.22		$53.59	n/a	$40.46	n/a	n/a	$55.07	$41.26	n/a		n/a	$36.75	n/a	n/a	n/a
Shelburne	7,717	18	$61.54		$63.14	n/a	n/a	n/a	$36.55	n/a	$26.00	$46.15		$43.66	$39.18	n/a	$47.68	$52.80
St. Johnsbury	7,364	19	$48.81		$29.99	n/a	n/a	n/a	$36.63	$43.42	n/a	n/a		n/a	$37.83	$21.95	n/a	$41.70
St. Albans Town	6,988	20	$57.50		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a		$65.22	$44.32	$32.24	n/a	n/a
St. Albans City	6,887	21	No Salary Data Avaiable															
Median Hr. Rate	-	-	**$63.58**		**$57.87**	**$47.17**	**$46.84**	**$47.39**	**$48.98**	**$52.87**	**$43.42**	**$44.39**		**$43.11**	**$37.83**	**$31.50**	**$46.38**	**$43.73**
Current Middlebury Rate (Above or Below Median?)	-	-	**Above**		**Below**	**Above**	**Above**	**Above**	**Below**	**Below**	**Above**	**Equal**		**Below**	**Below**	**Below**	**Below**	**Below**
Staff Recommendations for Changes	-	-	-		**$60.00**	**$53.16**	**$55.29**	**$48.77**	-	**$55.28**	**$51.44**	-	**$40.86**	-	-	**$30.50**	**$33.65**	**$40.86**

Note - Non-Middlebury hourly rates are from FY23 *(2024 VLCT Salary Report)*

Note - The towns of Springfield, Hartford, Williston, St. Albans City had no published salary figures

Note - For Dir. of Admin. position, I used similar HR Director/Administrator roles as comparables (but it is possible these roles are not perfect matches in responsibilities)

AGENDA MEMORANDUM
November 18, 2025

Submitted by: John Haverstock, Town Manager

Subject: The creation of a Facilities Manager position for the Town of Hartford

Background: The Town of Hartford owns ten facilities, including Town Hall, Public Safety building, Fire Station No. 2, Public Works administrative building and garage, an ice rink, West Hartford Library, Bugbee Senior Center, a Water facility, and two Wastewater treatment plants. (A complete list of Town facilities is attached to this memo). There is no dedicated staff person with a background in facility management to comprehensively assist Town departments with managing these technically complicated facilities. Each facility has different operating systems, unique maintenance schedules and protocols, service contracts, and security. There is a need for a position to develop and oversee facility upkeep and improvement plans to assure all Town facility assets are cared for and maintained appropriately for long-term service to the community.

Discussion: A Facilities Manager position could establish efficient work processes, strategize system operations, and integrate ever-changing technology to ensure that our buildings are safe, efficient and maintained to the highest standards. A Facilities Manager would also support the various departments by developing maintenance plans related to mechanical systems and be responsible for ensuring that Town facilities meet ADA requirements as well as legal and regulatory health and safety standards.

With a Facilities Manager in place, several recent costly building issues might have been prevented. Examples include the DPW administrative building's boiler, which was too large for the facility when installed and will soon need to be replaced due to short cycling (repeatedly turning on and off rather than running for longer periods of time and staying off for longer periods of time). There have been repeated issues with the Town Hall heat pumps due to chosen product quality and installation issues, and for a number of years various control issues that that have required expensive adjustments and repairs but still have not been fully resolved.

Each department fending for themselves with contractual maintenance agreements for mechanical systems and other building maintenance needs such as electrical and plumbing could be avoided by consolidating service agreements for all Town assets under one office and ensuring that the Town of Hartford is taking advantage of economies of scale to obtain the best pricing possible when it comes to facility contracts.

Currently, the Town Manager and Department Heads are responsible for the Town's facilities. It is the responsibility of Department Heads to identify issues with facilities, find

contractors, create RFP's when needed, and oversee any work being performed. However, most of us focus on day-to-day issues and tasks, not necessarily on the workspace we inhabit. A dedicated staffer focusing on these spaces would take "ownership" of them and be accountable for their proper maintenance. The School District is a model in this regard.

At this time, the Environmental Sustainability Coordinator works closely with Department Heads on issues with HVAC systems throughout the Town and oversees proactive maintenance contracts on HVAC systems in Town Hall, Wendall A. Barwood Arena, both wastewater facilities, Bugbee Senior Center, and the West Hartford Library. The Parks & Recreation Director also takes on numerous facilities management issues at Town Hall, such as painting, window cleaning, plumbing problems, and floor "bubbling" issues. A Facilities Manager would take over many of these responsibilities, freeing up Department Heads to focus more on their "core" functions.

In conclusion, the creation of a Facilities Manager position in the Town would help ensure that municipal facilities are maintained and operate correctly. This position would also:

- Participate in the Town annual budget planning process with long-term planning for maintenance and infrastructure improvements.
- Explore leveraging the Town's purchasing power through bulk ordering.
- Implement best practices in construction and HVAC installation and maintenance across departments.
- Maintain consistent record keeping practices.
- Assist the Town in meeting its greenhouse reduction goals by ensuring that facilities are operating efficiently.
- Guide the Town through current and forthcoming changes to building codes, which are intended to save energy but also increase the likelihood of creating "sick buildings" when not operated properly.

Impact: Research performed by the HR Department suggests that an appropriate salary range for the proposed position would be approximately $74,123 to $90,595.

Recommended Action: Move that the Selectboard approve the addition of a Facilities Manager position to the FY 2027 budget, within the Town Manager's budget at 10-121-101-0365.

Attachments:

List of Town Facilities

Proposed Facilities Manager Job Description

Town Facilities:

Town Hall

Public Safety Building

Fire Station No. 2

Department of Public Works administrative and garage facility

Wendell A. Barwood Arena (ice rink)

West Hartford Library

Bugbee Senior Center

Wilder Water Facility

White River Junction Wastewater Facility

Quechee Wastewater Facility

Town of Hartford, Vermont
Facilities Superintendent
Job Description

FLSA Designation: Exempt, Full-time, Non-union Pay Classification:

Department: Administration

Nature and Scope of Position
This position will oversee, organize, prioritize, assign, and supervise the buildings, facilities, and ground maintenance and construction for the Town of Hartford. Oversee and manage critical complex systems, including HVAC, lighting, security, and other systems. This position has the following functional areas: contract management, safety, security, energy efficiency, team and project management, purchasing, budgeting, and scheduling. Directs and supervises all building maintenance staff.

Supervision Received

Supervision Given

Essential Job Functions
The following is a list of the more common duties and responsibilities attributable to the postion. This list is not all-inclusive and may be amended from time to time as circumstances may dictate.

Responsible for all activities related to the maintenance, safety, operation, and energy efficiency upgrades of Town buildings, facilities, parking areas, and related grounds.

1. Buildings and Grounds:
    a. Plan and manage maintenance of Town buildings, facilities, related grounds, and parking areas.
    b. Manage and coordinate facilities planning, scheduling, operational programs, and upgrades.
    c. Oversee and operate building controls and systems including HVAC, lighting, security, access, etc.
    d. Maintains emergency response processes and systems to ensure all utility, mechanical, safety and support systems are fully functional and operational.
    e. Ensure all utility, mechanical, safety and support systems are inspected to meet compliance with building codes, ADA regulations, safety regulations, ordinances, plans and specifications.
    f. Diagnose, recommend and/or make minor repairs to plumbing, electrical, or mechanical systems for buildings and facilities.

2. Contract Management:
    a. Manage vendor contracts, including negotiating bids and contracts for third-party labor and cost estimates for services and equipment.
    b. Develop and prepare contract specifications, procedures, and policies regarding building and facilities maintenance.
    c. Direct and set priorities for on-going maintenance contracts, meeting regularly with contractors to ensure contract requirements are met.
    d. Explore ways to leverage the purchasing power of the Town through bulk purchasing across department facilities.

3. Safety:

a. Ensure all processes and compliance programs are fulfilled and health & safety regulations are followed.
b. Coordinate site safety programs and training to maintain a safe work environment for employees and Town patrons.
c. Oversee and direct risk management responsibilities include investigating, monitoring, documenting, and directing action plans when a patron is injured on Town property. Complete incident reports and ensure insurance reporting.
d. Act as liaison for complaints and concerns from Town residents regarding buildings and facilities.

4. Energy Efficiency:
   a. Monitor and report on energy usage of facility systems and savings from energy efficiency projects.
   b. Recommend areas for improved efficiency.

5. Budgets, Schedules & Reporting:
   a. Participate in budget preparation, preparing cost estimates and reports, submit justification for budget items, and track and monitor maintenance expenditures.
   b. In coordination with department heads, prepare and maintain the Town's Facilities Capital Improvement Plan. Coordinate maintenance replacement schedules.

6. Performs special projects and all other duties, at the discretion of management, as assigned.

Required Training, Experience, Knowledge, Skills, and Abilities

1. Bachelor's degree, preferably in facilities management, construction management, public works administration or a related field plus five years of experience with building and facilities management, including contract management, and at least two years of supervisory experience required. An equivalent combination of education and experience will be considered.

2. Certification in facilities management preferred.

3. Current valid driver's license required.

4. Must pass pre-employment testing to include a physical, drug screening and criminal background check.

5. Demonstrated experience with building control systems or ability to work with complex programmed systems. Experience with Building Automation System (BAS) buildings and/or LEED building is preferred.

6. Familiarity with regulatory and physical needs of operating and maintaining buildings and facilities, preferably multiple buildings. Thorough knowledge of pertinent Federal, State, and local policies, codes, laws and regulations affecting building and facilities maintenance and construction.

7. Demonstrated experience in tracking metrics and compiling data for written and verbal reports and presentation; budget preparation; and contract management.

8. Effective team leadership skills to build, foster, and maintain a work environment and culture built on diversity, inclusion and belonging. Effective communication skills and proven project management skills.

9. Must demonstrate critical attention to details and deadlines.

10. Ability to adapt well to change and be self-motivated. Demonstrated ability to mentor or lead.

11. Excellent computer skills, including experience with Microsoft Office Suite, scheduling, and maintenance software.

12. Demonstrated ability to understand and adhere to Town policies and procedures, personnel policies, Town goals and mission, and professional code of ethics.

13. Familiar with "green" and health options for maintenance.

Requirements of Work
Internal: Work is normally performed in a climate-controlled office environment, where exposure to conditions of extreme hot/cold, poor ventilation, fumes and gases are very limited. The noise level is moderate and includes sounds of normal office environment. No known environmental hazards are encountered in the normal performance of job duties.

External: While performing the duties of this job, the employee will occasionally work in outside inclement weather. The employee is occasionally exposed to wet and/or humid conditions, fumes, or airborne particles, toxic or caustic chemicals, blood borne pathogens and risk of electrical shock.

Deadlines, workloads during peak periods and changing priorities may cause increased stress levels. Work may include pushing, pulling, or carrying objects weighing up to approximately 30 pounds. Repetitive motion injuries may occur.

DISCLAIMERS

- The above information is intended to describe the general nature of this position and should not be considered a comprehensive statement of duties, activities, responsibilities, and requirements. Additional duties, activities, responsibilities, and requirements may be assigned at any given time, with or without notice.
- This job description is neither an employment contract nor a promise of work for any specific length of time.

EQUAL EMPLOYMENT OPPORTUNITY

The Town of Hartford is an Equal Employment Opportunity employer.

Facilities Manager

Oct-24

	Hourly	Annual	Notes
Burlington	$39.49 to 47.12	$82,129 - 98,002	
Brattleboro	$36.14 to 31.94	$66,435 to 75,171	
Stowe	$49.28	$102,500	Fulfilled by Deputy PW Director
Essex	$37.98	$79,000	
Hartford	$39.10	$81,328	

Hickok and Boardman ran a recent market analysis for the position:	
Minimum	$65,887
Lowest 25%	$74,123
Midpoint	$82,359
Highest 25%	$90,595
Maximum	$98,831

FY 27 Town Manager's Budget/ Appropriations/ Misc.

November 18, 2025

Budget Overview

	FY26	FY27	Difference
• Cemeteries (10-341)	$164,392	$174,392	$10,000
• Community Health (10-412)	$96,447	$ 90,852	($5,595)
• Senior Services (10-421)	$148,533	$164,253.94	$15,720.94
• Low Income Services (10-423)	$9,000	0	($9000)
• Youth & Adult Services (10-424)	$17,645	$8,145	($9500)
• Gen. Approp. Services (10-425)	$144,896	$144,896	0
• Library Appropriations (10-712)	$445,214	$470,376.84	$25,162.84
• TOTALS	**$1,026,127**	**$1,052,915.78**	**$26,788.78**

Cemeteries (341)

2025-2026	2026-2027	Difference
$164,392.50	$174,392.50	$10,000

	FY26	FY27	Difference
• Approp. For Hartford Cemetery	$82,500	$82,500	0
• Approp. For Mt. Olivet/St. Anthony Cemetery	$25,000	$35,000	$10,000
• Approp. For Quechee Cemetery	$16,350	$16,350	0
• Approp. For West Hartford Cemetery	$20,000	$20,000	0
• Christian St. Cemetery	$15,000	$15,000	0
• Sexton Salary (5K); FICA; Workers Comp.	$5,542.50	$5,542.50	0
• **TOTALS**	**$164,392.50**	**$174,392.50**	**$10,000**

Community Health (412)

- Special Appropriations for:
  - Home/Community Health (0100) $51,000*
    - Petitioning
  - VT Assoc. for the Blind (0200) $975
  - Good Beginnings (0500) $4,500
  - Special Needs Support (0505) $10,000
  - Public Health Council (0510) $5,382
  - Health Care & Rehab (0520) $9995
  - Senior Solutions (0525) $9,000

  TOTAL **$90,852**

Senior Services (421)

2025-2026	2026-2027	Difference
$148,533	$164,253.94	$15,720.94

- Contract Services with White River Council on Aging ($95,402.26)
- Contract Services w/Senior Center Administrator ($20,000)
- Repairs & Maintenance at Bugbee Center ($10,000)
- Materials & Supplies ($1,727.68)
- Utilities (Water, Elect., Gas) ($21,900)
- Contracted Services (Mowing, Plowing) ($15,224)

Low Income Services (423)

2026-2027

0 No Application/Formerly $9,000

Southeast Vermont Community Action (SEVCA)

Youth & Adult Services (424)

2026-2027

$8,145

• Approp. For Family Place (0100)	0	No Application/Formerly $9,500
• Approp. For Windsor County Mentor (0300)	$4,500	
• Approp. For Ctr for Indep. Living (0400)	$845	
• Approp. For Wise (0500)	$2,000	
• Approp. For RSVP-UV-White Mtn (0700)	$800	

General Appropriation-Services (425)

2026-2027

$144,896

Approp. For Advance Transit (0100)	$98,096
Approp. For Community Access (0110)	$5,000
Approp. For Tri-Valley Transit (0150)	$6,800
Approp. For Hartford Hist. Soc'y (0200)	$10,000
Approp. For Hartford Comm'y Coalition (0205)	$25,000

Library Appropriations (712)

	2025-2026	2026-2027	Difference
Approp. Hartford Library	$162,000	$166,860	$4,860
Approp. Quechee Library	$188,500	$203,500	$15,000
Approp. Wilder Library	$38,000	$39,900	$1,900
Approp. W. Hartford Library	$56,714	$60,116.84	$3,402.84
Total	**$445,214**	**$470,376.84**	**$25,162.84**

Questions??

To: Selectboard

From: John Haverstock, Town Manager

Re: Library and Cemetery Appropriations

Date: November 18, 2025

Each year, the Town includes within its General Fund budget several appropriations directed toward Town libraries and cemeteries. Representatives from those entities will be present for the Town Manager's budget presentation to make remarks and/or answer questions regarding their requested appropriations. Attached please find letters from one library and one cemetery explaining substantial increases of requested support.

Quechee Library Budget Narrative - FY 27

Dear Hartford Selectboard - Mary, Mike, Ashley, Erik, Ida, Miranda, and Tim,

Thank you all so much for your work throughout the year in supporting our town's capacity and ability to thrive. We deeply appreciate your time and energy, especially during budget season.

We, the Quechee Board of Trustees, would like to share some details about our appropriation ask and how it came to be.

Over the last five years, we have requested a flat budget three times, including last year. This was done in accordance with requests to keep budget appeals low at the town level. If we had requested a 3% budget increase each of those five years, our appropriation ask today would be $12,000 more than our 8% increase this year.

181,400 (*FY 21 appropriation ask*)
x 1.03 (*FY 22*)
x 1.03 (*FY 23*)
x 1.03 (*FY 24*)
x 1.03 (*FY 25*)
x 1.03 (*FY 26*)
x 1.03 (*FY 27*)
= **$216,600**

It is important to point out that the Quechee Library budget also includes materials (books, computers, printer ink, etc.), programming, and staffing for the Wilder Library site - a key community building that staff and neighbors alike pour their love and support into. The increase we are asking for this year allows us to regain pace with cost-of-living adjustments, materials, and service costs that continue to rise and directly impact our ability to serve both the Quechee and Wilder library sites at a level of service our patrons have come to expect.

Additionally, this budget increase would allow us to add another part-time staff member to the team. Currently, there are four staff members who serve both the Quechee and Wilder library sites: one full-time, two part-time, and one who works ten hours per month. Managing two physical sites that are collectively open 56 hours a week and include four days of overlapping hours with four people is challenging.

There is a need for more robust children's programming at both libraries, including homeschool outreach, infant/caregiver support, and summer reading. These programs often introduce children and families to the library, laying a foundation for taking advantage of library resources beyond these programs. With our existing capacity, these goals are not attainable. While

currently, we are supporting the hiring of this additional staff member from our reserves because it is critical to our mission, we hope that this position can be supported by the increase we are asking for in the next fiscal year.

Generally, our collection comprises more than 31,000 items, and circulation statistics increase year after year. Our program attendance is high and growing, especially at Wilder, with consistent and high-level programs often supported by local community members. We have strengthened and established connections with many community partners in our area, as well as increased collaboration between the Town of Hartford's four libraries.

Our libraries are strong, and we hope you understand that our requested increase is designed to ensure we can remain that way for years to come.

Best,

Quechee Library Board of Trustees

Mount Olivet Cemetery
1139 Hartford Avenue

Saint Anthony Cemetery
469 South Main Street

Saint Anthony Parish
15 Church St.
White River Jct., VT 05001

Telephone: 802-295-2225
Fax: 802-296-6008
E-Mail: stanthonychurch@vermontcatholic.org
Website: stanthony.vermontcatholic.org

October 4, 2025

Mr. John Haverstock
Hartford Vermont Town Manager
171 Bridge St.
White River Junction, VT 05001

Dear Mr. Haverstock,

This letter is in reference to the town of Hartford Appropriation Request for Mt Olivet Cemetery, 1139 Hartford Ave., and Saint Anthony Cemetery, 469 South Main St., for the 2026 – 2027 budget year. Attached is our 2026-2027 Town Appropriation Request.

Revenue includes sale of burial rights, internments, interest from restricted Perpetual Care Fund, and most significantly, town appropriation. This income contributed to the maintenance of the cemeteries.

In the spring of 2023 several trees were removed from the Saint Anthony Cemetery. To pay for this work $18,336.81 was borrowed from St. Anthony Church general fund. Of this amount $11,900.00 was budged to pay the church back in FY 2025. This amount will be paid in September, 2025. The proposed budget includes an additional $2,000.00 to be applied to this loan leaving a balance of 4,436.81. Regrettably, there are additional trees in this cemetery that require removal, approximately $11,000.00. Work to take place in the Fall of 2025.

As reported in last year's request, the doors were replaced at Mt. Olivet Cemetery, the building is now secure, and the graffiti removed. In the spring we had issues with homeless people attempting to set up camp. In consultation with Hartford Police, we cleared the brush which concealed the area the homeless attempted to camp. Brush clearing will become part of our regular maintenance to minimize a repeat event and allow law enforcement to perform their job. The balance of our request is for routine grounds maintenance , grass mowing, trimming, brush removal, spring & fall cleanup. The cost of these services increased significantly this year due to not having changed for the past four years. The new rates are still below market rates for our

area. Please note no salaries or other administrative costs are paid for the management of the cemeteries.

St. Anthony Parish is submitting this request from the town for $35,000.00 for fiscal year 2026-2027. The town appropriation continues to be the major source of income allowing us to provide attractive, safe, and well-maintained properties.

Let us know if you need any additional information.

Sincerely,

Fr Cyrain Cabuenas,
Rev. Cyrain Cabuenas

Encl.
Town of Hartford Appropriation Form for 2025-2026

TOWN OF HARTFORD APPROPRIATION REQUEST FORM

Name of Organization Mt. Olivet Cemetery & Saint Anthony Cemetery

Address 15 Church St.

White River Junction, VT 05001 Phone 802/295-2225

Email Address stanthonychurch@vermontcatholic.org

Amount being requested from Town in 2026 (For 2026 – 2027 Budget Year)	**$35,000.00**
Amount requested from Town in 2025 (For 2025 - 2026 Budget Year)	**$25,000.00**

SUMMARY OF RECEIPTS AND EXPENDITURES

	Actual 2025-2026	Budgeted 2026-2027
Receipts (or Revenues)		
Town of Hartford	**$35,000.00**	**$35,000.00**
All Other Sources	**$23,503.74***	**$23,503.74**
TOTAL	**$58,503.74***	**$58,503.74**
Expenditures (or Expenses)		
Total	**$58,503.74***	**$58,503.74***

Rev. Cyrain Cabueñas
Authorized Officer of Organization (Print)

Fr. Cyrain Cabueñas
Signature

Notes: (if any) **See attached letter.**

***It is appreciated, due to fiscal year cycles, that some information may need to be estimated. Please note as such with an asterisk.**

9/15/2025