



TOWN OF HARTFORD SELECTBOARD AGENDA

Tuesday, December 9, 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. Local Liquor Control Board
 1. Consider the Renewal Application for Evans Group, Inc. d/b/a Evans Expressmart; P.O. Box 246, Lebanon, NH 03766 for: 2nd Class, Tobacco License and Tobacco Endorsement Licenses
- IV. Local Cannabis Control Board: None
- V. Order of Agenda
- VI. 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. Appointments (6:20)
 - a. Consider the Re-Appointment of Lee Michaelides to the Climate Action Steering Team for a three year term beginning December 9, 2025 and ending December 8, 2028.
 - b. Consider the Re-Appointment of Maggie Burnett to the Hartford Committee on Housing and Homelessness for a two year term beginning December 9, 2025 and ending December 8, 2027.
 - c. Consider the Re-Appointment of Laura Simon to the Hartford Energy Commission for a three year term beginning December 9, 2025 and ending December 8, 2028.
 4. Town Manager's Report (6:25)
Significant Activity Reports Link: <https://www.hartford-vt.org/Archive.aspx?ADID=543>
 5. Board Report, Motions & Ordinances
 - a. Design Review Board Update to the Selectboard (6:30)
 - b. Hartford Business Revolving Loan Fund (HBRLF) Update to the Selectboard (6:35)
 - c. Consider Request for Town Meeting Warrant item for final TIF Project Approval and Bond/Other financing (6:40)
 - d. Consider Proposed Reimbursable Expenditure of Funds for Energy Efficiency Projects (7:00)
 - e. Consider Proposed Declaration of Necessity and Requested Town Meeting Warrant Item for Wilder Water Main Replacement Project (7:10)
 - f. Consider Proposed Declaration of Necessity and Requested Town Meeting Warrant Item for Nutt Lane Water Project (7:25)
 - g. Consider Proposal to Award Contract for Combined Sewer Overflow Mitigation Project and Use of Reserves (7:40)
 - h. Consider Acceptance of FY25 Audit Report (7:50)
 - i. Consider Selectboard Training and Budget Proposal (7:55)
 - j. Budget Wrap Up #3 (8:05)
 - k. Authorize Selectboard Chair and Vice Chair to approve Holiday Season Payroll and Accounts Payable (9:30)
- VII. Commission Reports (9:35)
- VIII. Consent Agenda (9:40)

Approve Payroll Ending: 12/6/2025
Approve A/P Manifest: 12/5/2025 & 12/11/2025
Approve Meeting Minutes of: 11/25/2025; 12/4/2025
Future Meetings Approved: 12/16/2025; 12/30/2025
Budget Meetings if Needed: 12/11/2025; 12/18/2025
- IX. Executive Session: None
- X. Adjourn the Selectboard Meeting

All Meetings of the Hartford Selectboard are open to the public. Persons who are seeking action by the Selectboard are asked to submit their request and/or materials to the Selectboard Chair or 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.

Received, NOV 17 2025



TOWN OF HARTFORD

MUNICIPAL OFFICES

171 Bridge Street

White River Junction, Vermont 05001

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

website: www.hartford-vt.org



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

HARTFORD LIQUOR/TOBACCO LICENSE-ADDITIONAL INFORMATION

All information must be completed (use a separate sheet, if needed)

Incomplete applications will cause delays in processing

Date: 11/12/25 Applicant(s): EVANS GROUP, INC

Doing Business As: EVANS EXPRESSMART

Business Address: PO BOX 246, LEBANON, NH 03766

Telephone Number(s): 603-448-3400 E-mail: DEREKEVANS@EVANSGROUPINC.COM

Other Contact Name(s), if applicable: _____

Please list below ALL licensees, managers, directors, owners, stockholders name & dates of birth (DOB):

Name: DEREK EVANS

DOB: [REDACTED]

Name: RICHARD EVANS

DOB: [REDACTED]

Name: _____

DOB: _____

Name: _____

DOB: _____

Name: _____

DOB: _____

Name: _____

DOB: _____

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

NONE

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

VIOLATIONS AT THE PREMISES:

6/15/23 - ADMIN TICKET VIOLATION #V-000233

I/We certify, under pains and penalties of perjury, that the above information is true and complete, and that if after execution of this record any such violations do occur, the Town of Hartford will be duly notified. We acknowledge receipt of *Hartford Liquor & Tobacco Control Policies & Procedures*.



Licensee's Signature

DEREK EVANS

Printed Name

11/12/25

Date

Licensee's Signature

Printed Name

Date

Licensee's Signature

Printed Name

Date

Licensee's Signature

Printed Name

Date



Hartford Police Department

Memo

To: Lisa O'Neil, Melinda Books

From: Chief Connie Kelley *(Signature)*

CC:

Date: 11/22/2024

Re: Liquor Licenses

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

Evans Expressmart
129 South Main St. Suite 120 White River Junction VT

Derek Evans

Leslie Merrill

Choose an item.



Fire Inspection Report

Hartford Fire Department



Inspection

Type Liquor License Inspection
Status Completed/Closed
Inspector Amy Jerome
Unit Number HFCR5
Shift DFM

Scheduled 11/18/2025 00:00
Inspected On 11/18/2025 10:30
Finished At 11/18/2025 11:00
Next Inspection

Scheduled Jerome

Inspection Length 0.00

Occupant

Occupant Name Evans Expressmart
Building Name Mercantile Occupancy
Contact Name Ryan Higgins
Address 1038 N MAIN ST
City, State and Zip White River Junction, VT 05001-
Phone 802-295-7463

Owner

Owner / Company Evans Expressmart
Contact Name Derek Evans
Address 1038 N MAIN ST
City, State and Zip White River Junction, VT 05001--
Phone 802-295-7463

Comments

Liquor License Fire Inspection:
Initial Inspection: 11/18/2025
Final Inspection: N/A
Occupancy Type: Mercantile Occupancy
Occupancy Status: GRANTED

Any notable concerns were addressed at time of inspection. No violations to report.

Violation Summary

Status	Violation	Location
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Tickler History

Date	Type	Inspector	Narrative
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Application ID: DLL - Application - 66913
Application for: Tobacco License
Category of Business: Tobacco

Business/ Entity Information

Business/ Entity Name: Evans Group, Inc.
Business ID: 0049293
Business Address: PO Box 246,
Lebanon, New Hampshire 03766
Entity Type: Business Corporation
Phone: 6034483400
Management Type if LLC:
Email: derekevans@evansgroupinc.com

People Information

- **Person:**
Derek Evans

Business Role: Business Principal
Email: derekevans@evansgroupinc.com
Business Address: PO Box 246,
Lebanon, New Hampshire, 03766
US Citizen?
Political Position
Name: Derek Evans
Office:
Jurisdiction:

Violations:

Violation ID	Court/Traffic Bureau	Offense	Date of Offense
CV-6030	NH DMV	Speeding	Thu Dec 15 00:00:00 GMT 2011
CV-6031		Minor Traffic Tickets before 2011 - I do not have details due to how long ago	

Location/ Premises Detail

Location Name:

Evans Expressmart

Location Address:

1038 North Main Street,
Hartford, Vermont 05001

Local Jurisdiction/ Town Clerk:

Hartford

Do you lease this Premises:**Health License:**

Food:17269

Lodging:

Vermont Tax Department:

MRT-10028816-002

Education Details

Student Name:

Derek Evans

Training Completion Date:

Thu Nov 06 00:00:00 GMT 2025

Mode of Training:

DLC Online Training

Type of Training:

Second Class (Off Premise)

Foundational License (if applicable)

License Type:**License Number:****Licensee Name:****License Status:****Licensee Address:****License Start Date:****License End Date:**

Documents Attached

Name	Document Type	Assosicated With
D-34380	Articles of Organization	Evans Group, Inc.
D-34381	Federal Employee Identification #	Evans Group, Inc.
D-34382	Proof of Worker Compensation Insurance	Evans Group, Inc.
D-34432	Certificate of Good Standing or equivalent	Evans Group, Inc.
D-34433	Trade Name Registration	Evans Group, Inc.
D-34434	Sales and Use tax documents	LN-036380
D-34435	Health License	Evans Group, Inc.
D-34436	Other	LN-036380
D-34434	Sales and Use tax documents	LN-036380
D-34436	Other	LN-036380

Payment and Acknowledgement

Signed by:

Date of Submission:

2025-11-12 15:04:08

Local Application Fee:

0

State of Vermont / DLL Application Fee:

110.00

State of Vermont / DLL Payment Status:

Local Control Payment Status:

false



Application ID: DLL - Application - 66916
Application for: Tobacco Substitute Endorsement
Category of Business: Tobacco

Business/ Entity Information

Business/ Entity Name: Evans Group, Inc.
Business ID: 0049293
Business Address: PO Box 246,
Lebanon, New Hampshire 03766
Entity Type: Business Corporation
Phone: 6034483400
Management Type if LLC:
Email: derekevans@evansgroupinc.com

Foundational License (if applicable)

License Type:
License Number:
Licensee Name:
License Status:
Licensee Address:
License Start Date:
License End Date:

Event Contact/s

Person:

Business Role:
Phone:
Business Address:
Email:

Violations:

Violation ID	Court/Traffic Bureau	Offense	Date of Offense
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Event Details

Start date of event:

End date of event:

Physical Location Street 1

1038 North Main Street

Physical Location Name:

Evans Expressmart

Physical Location Street 2/Unit/Suite:

Physical Location State:

Vermont

Town Clerk/ Municipal Jurisdiction:

Hartford

Outside Side Consumption End time:

Physical Location City/Town:

Hartford

Landlord Name:

Landlord Email:

Do you Lease the Premises:

Business Location:

Lease Expiration Date:

Approximate Number of Persons Expected:

Outside Side Consumption Start time:

Outside Side Consumption Days Requested:

Outside Side Consumption Hours Requested:

Describe the type of event/ OCP Area:

Physical Location Zip:

05001

Days or specific bingo date(s):

Location:

LN-036380

Documents Attached

Name	Document Type	Assosicated With
D-34380	Articles of Organization	Evans Group, Inc.
D-34381	Federal Employee Identification #	Evans Group, Inc.
D-34382	Proof of Worker Compensation Insurance	Evans Group, Inc.
D-34432	Certificate of Good Standing or equivalent	Evans Group, Inc.
D-34433	Trade Name Registration	Evans Group, Inc.
D-34434	Sales and Use tax documents	LN-036380
D-34435	Health License	Evans Group, Inc.
D-34436	Other	LN-036380
D-34434	Sales and Use tax documents	LN-036380
D-34436	Other	LN-036380

Payment and Acknowledgement

Signed by:

State of Vermont / DLL Application Fee:

50.00

Date and time of Submission:

2025-11-12 15:12:58

State of Vermont / DLL Payment Status:

Local Application Fee:

0

Local Control Payment Status:

false



Application ID: DLL - Application - 66897
Application for: Second Class License
Category of Business: Second Class

Business/ Entity Information

Business/ Entity Name: Evans Group, Inc.
Business ID: 0049293
Business Address: PO Box 246,
Lebanon, New Hampshire 03766
Entity Type: Business Corporation
Phone: 6034483400
Management Type if LLC:
Email: derekevans@evansgroupinc.com

People Information

- **Person:**
Derek Evans

Business Role: Business Principal
Email: derekevans@evansgroupinc.com
Business Address: PO Box 246,
Lebanon, New Hampshire, 03766
US Citizen?
Political Position
Phone: **Name:** Derek Evans
Office:
Jurisdiction:

Violations:

Violation ID	Court/Traffic Bureau	Offense	Date of Offense
CV-6030	NH DMV	Speeding	Thu Dec 15 00:00:00 GMT 2011
CV-6031		Minor Traffic Tickets before 2011 - I do not have details due to how long ago	

Location/ Premises Detail

Location Name:

Evans Expressmart

Location Address:

1038 North Main Street,
Hartford, Vermont 05001

Local Jurisdiction/ Town Clerk:

Hartford

Do you lease this Premises:**Health License:**

Food:17269

Lodging:

Vermont Tax Department:

MRT-10028816-002

Education Details

Student Name:

Derek Evans

Training Completion Date:

Thu Nov 06 00:00:00 GMT 2025

Mode of Training:

DLC Online Training

Type of Training:

Second Class (Off Premise)

Foundational License (if applicable)

License Type:**License Number:****Licensee Name:****License Status:****Licensee Address:****License Start Date:****License End Date:**

Documents Attached

Name	Document Type	Assosicated With
D-34380	Articles of Organization	Evans Group, Inc.
D-34381	Federal Employee Identification #	Evans Group, Inc.
D-34382	Proof of Worker Compensation Insurance	Evans Group, Inc.
D-34432	Certificate of Good Standing or equivalent	Evans Group, Inc.
D-34433	Trade Name Registration	Evans Group, Inc.
D-34434	Sales and Use tax documents	LN-036380
D-34435	Health License	Evans Group, Inc.
D-34436	Other	LN-036380
D-34434	Sales and Use tax documents	LN-036380
D-34436	Other	LN-036380

Payment and Acknowledgement

Signed by:

Derek Evans

Date of Submission:

2025-11-11 18:01:19

Local Application Fee:

70

State of Vermont / DLL Application Fee:

70.00

State of Vermont / DLL Payment Status:

Local Control Payment Status:

true

12/9/25
redacted

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

ADVISORY BOARD/COMMISSION APPLICATION

Application for ___ appointment(s) or X re-appointment to: Climate Action Steering Team

I. APPLICANT DATA:

Name: Lee Michaelides
Address: 34 Laurel Lane
White River Jct, VT
Telephone: (Home) [REDACTED] (Work) _____ (Other) _____
Email Address: _____
How long have you been a Hartford resident? _____
Are you a registered voter? YES

II. EDUCATION:

High School: ✓ Year Graduated: 1994
College 1: ✓ Degree Earned: BA
Course of Study: History Year: 1978
College 2: _____ Degree Earned: _____
Course of Study: _____ Year: _____

III. WORK HISTORY:

Please list Employer name & address (most recent first)	Dates of Employment	Position held	Job duties
--	------------------------	---------------	------------

<u>Retired</u>			

IV. PROFESSIONAL EXPERIENCE:

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

Every night except Thursday

- b. Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute? _____

I want to continue my work as clerk
for CAST

- c. What are your past experiences in Municipal, State or Federal Government? _____

Hartford Conservation Commission

- d. What civic or social organizations have belonged to and what positions did you hold? _____

- e. What do you perceive as areas of need in the municipality which could be addressed by either the administration or one of the advisory boards/commissions? _____

- f. What might some solutions be? _____

- g. Other hobbies/interests: _____

V. REFERENCES: (Please list three)

Name: Dana Clowson

Telephone: ~~772-222-2222~~

Name: Math Osborn

Telephone: _____

Name: _____

Telephone: _____


APPLICANTS SIGNATURE

11/24/25
DATE

12/9

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

ADVISORY BOARD/COMMISSION APPLICATION

Application for ___ appointment(s) or ☒ re-appointment to: Hartford
Committee on Housing + Homelessness

I. APPLICANT DATA:

Name: Maqie Burnett
Address: 1978 Sencho Road
WRJ. VT 05001
Telephone: (Home) _____ (Work) _____ (Other) cell
Email Address: [REDACTED]
How long have you been a Hartford resident? 13 years
Are you a registered voter? yes

II. EDUCATION:

High School: Longmeadow High School, MA Year Graduated: 1980
College 1: Mount Holyoke College Degree Earned: BA
Course of Study: Art + Religion Year: 1984
College 2: _____ Degree Earned: _____
Course of Study: _____ Year: _____

III. WORK HISTORY:

Please list Employer name & address (most recent first)	Dates of Employment	Position held	Job duties
<u>Mac</u>	<u>2019-present</u>	<u>owner</u>	<u>textile/design</u>
<u>AVA Gallery + Art Center</u>	<u>2013-2018</u>	<u>Offic/Ed Manager</u>	<u>Program Dev.</u>
<u>Hopkins Center for the Arts</u>	<u>2012-2013</u>	<u>Ex Asst.</u>	<u>Scheduling Office duties</u>
<u>Interim Christian Education</u> <u>Director @ the church of Christ at Dartmouth College</u>	<u>2024-2025</u>		<u>Program Development</u>

IV. PROFESSIONAL EXPERIENCE:

- a. If you were appointed to a board or commission which meet in the evenings, how many nights a month could you serve? Please provide days of the week which you are generally available.
Would you be available for evening meetings? Available most nights
for monthly meetings
- b. Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute? Because having a place to live SHOULD BE a human
right. I am a good worker/team player, program
development
- c. What are your past experiences in Municipal, State or Federal Government? My time w/ HCHH
- d. What civic or social organizations have belonged to and what positions did you hold?
HCHH, CCDC, Elder, Christian Ed Dismas House, volunteer
Granby, CT Arts Association (founder) Education Foundation (founder)
Holcomb Farm Board + Staff Member Granby, CT
- e. What do you perceive as areas of need in the municipality which could be addressed by either the administration or one of the advisory boards/commissions?
Continued services for food + housing insecurity
- f. What might some solutions be? Focusing on unused available
space for low income housing, partnerships between
existing social service organizations
- g. Other hobbies/interests: _____

V. REFERENCES: (Please list three)

Name: Lori Horshfield Telephone: [REDACTED]

Name: Eileen Lambert Telephone: [REDACTED]

Name: Mandy Cape Freeberg Telephone: [REDACTED]

Margaret Bennett
APPLICANT'S SIGNATURE

11/24/25
DATE

Lana Livingston

12/9/25

From: Laura Simon <simonlaura06@gmail.com>
Sent: Tuesday, December 2, 2025 10:01 AM
To: Lana Livingston
Cc: Dana Clawson
Subject: Reapplication HEC

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

Lana

Please let me know if this application for HEC renewal is complete. Thanks, Laura Simon

TOWN OF HARTFORD

171 BRIDGE STREET

White River Jct., VT 05001

802-295-9353 (Tel.) 802-295-6382 (Fax)

PLEASE PRINT LEGIBLY OR TYPE

ADVISORY BOARD/COMMISSION APPLICATION

Application for ___appointment(s)

X re-appointment to: HEC

I. APPLICANT DATA:

Name: Laura Simon

Address: 124 Stone Crest Ave WRJ

Telephone: [REDACTED]

Email Address: [REDACTED]

How long have you been a Hartford resident? 20+ yrs

Are you a registered voter? Yes

II. EDUCATION:

High School: Queen of Peace

College 1: Rutgers

Course of Study: Sociology/social work

Year Graduated: 1975

Degree Earned: BA

Year: Graduate School Adelphi

Degree Earned: MSW

Year: 1985

2nd Graduate degree: UVM

Course of Study: Education

DERGEE: CAS

III. WORK HISTORY:

Sample of work history:

1975 Governor's Committee on Children and youth- advocate

14 yrs in 80's and 90's at Burlington Housing Authority- director of social services

90's to 2020 Vt and NH schools- special ed teacher and substitute teacher

a. If you were appointed to a board or commission which meet in the evenings, how many nights a month could you serve? @3 nights per month

Please provide days of the week which you are generally available. I attend meetings Tuesday, Wednesday or Thursday nights

Would you be available for evening meetings? Yes

b. Why do you desire to serve on this advisory board/commission, and what skills/training can you contribute?

I have experience organizing events and advocating for renewable energy

c. What are your past experiences in Municipal, State or Federal Government? I have served on Resilient Hartford, CAST, Energy Committee and the police community safety committee the past few years

d. What civic or social organizations have belonged to and what positions did you hold? I have served as leader of climate and social justice organizations

e. What do you perceive as areas of need in the municipality which could be addressed by either the administration or one of the advisory boards/commissions? Dealing with homelessness and drugs and people squatting needs a solution as well as transitioning to renewable energy

f. What might some solutions be? For the community safety committee I think we should see what other committees in other towns are doing and what has worked. Energy solutions require the same- what are other communities doing and how can Hartford help lead Vermont in energy transition

g. Other hobbies/interests: biking, music, dance, hiking

V. REFERENCES: (Please list three)

Name: Mike, my neighbor, [REDACTED]

Name: Joy Kosta [REDACTED]

Name: Fergus Marshal [REDACTED]

APPLICANTS SIGNATURE DATE

Town Manager's Report

December 9, 2025

Selectboard Meetings

There will be another Special Selectboard Budget meeting Tuesday, December 16, hopefully at which further budget discussions/deliberations will take place and a tentative "final budget" be approved. If this cannot be achieved, the Board could meet again on Thursday, December 18 (which has been designated as a "placeholder").

Town Meeting Preparations

Planning is under way for another Town Meeting cycle of events. Please note one change from last year: The Town & School District Meeting, aka "Town Meeting," will take place in the High School Auditorium, rather than in the High School Gymnasium.

Finance Director Position

The Town Manager has contracted to bring in an Interim Finance Director. Steve Daly met twice via Zoom with the outgoing Finance Director and me last week. Steve arrived in town on Sunday, December 7 and has been onboarded, been introduced to Town Hall staff and Department Heads and has begun work in an initial stint of in-person office hours coming up to speed. Going forward, Steve and I will assess the workload and develop a schedule, much of which will involve remote work.

Meanwhile, the Town is working to recruit and hire a more permanent replacement for the position.

Public Works Director

The Town Manager, HR Director and DPW leadership have begun interviews of several candidates for the soon-to-be-vacant position of Public Works Director.



AGENDA MEMORANDUM
December 9, 2025
Town Selectboard Meeting Agenda Item: 5.

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

Subject: Request to Approve Town Meeting Warrant for Voter Approval of Final TIF Projects, Financing and Related Documents

Background: The Town's TIF District was approved by the State in 2011. The District encompasses Downtown WRJ on both sides of the river (see attached boundary map). The approval also included a list of public infrastructure projects totaling **\$13,000,000**. The projects provide needed upgrades and expansion of water, wastewater, stormwater, roadway and streetscape improvements in the Downtown to enable and encourage the growth of private commercial and residential development in the TIF District, both of which are high priorities in the Town's Master Plan. The private sector improvements in turn increase the property values and related local and state tax revenue in the TIF District. Seventy-five percent of this new tax revenue, known as increment, is used to pay on the debt the Town incurs to complete the public infrastructure improvements in the approved TIF Plan. Of the **\$13,000,000** TIF Program budget, Town voters have authorized **\$11,869,600** to implement and fund specific TIF projects. (See the Selectboard October 28, 2025 meeting agenda for more TIF program information.)

The WRJ TIF District is nearing the end of its period for incurring debt which concludes by March 31, 2026. There still are planned public improvements in the TIF District Plan that have not yet been completed, and **\$1,130,400** in the State approved TIF District Plan Financial Plan allowance which have not yet been approved by the voters for projects and incurring financing. At its October 18th meeting, the Selectboard approved submitting the last set of these improvements to the Vermont Economic Progress Council (VEPC) for a Phase Filling approval so the Town could proceed with Town voter authorization of the projects and incurring financing. VEPC will be considering the Town's submittal on December 11, 2025.

Discussion: The next step for the Town is consideration of the warrant language and related documents for voter approval of the final TIF public infrastructure improvements and financing by the voters on the March 3, 2026 Town Meeting Ballot. Attached is the proposed draft *TIF Warrant Language* which may require some modification following VEPC review. Also attached is the *Declaration of Indebtedness*.

New TIF Project: The warrant identifies the project and location: engineering, construction and related costs for roadway, water, wastewater, stormwater, sidewalk, lighting, handicapped accessibility, and landscaping improvements for sections of Currier Street, Church Street, North Main Street, Gates Street, Bridge Street, Maple Street (RT 14) and Pine Street.

These TIF infrastructure improvements will be financed in part with the new tax revenue in the TIF District generated from new private development since the inception of the TIF District in 2011, and in part from new private development in process anticipated to occur over the next five years. The new anticipated private development is:

- Coop Food Store – Redevelopment and expansion of the Coop Food store into the entire building between Pine Street and RT 5.
- Briggs Gates Building – Redevelopment of existing building on South Main Street into residential and commercial uses.
- Hotel Coolidge – Replacement of the current structure into residential and commercial uses.

Projected Cash Flow: Under the Town’s TIF District Plan, The Town can receive TIF tax revenue from the state through June of 2036. The attached CASH FLOW analysis anticipates there will be sufficient current and new TIF tax increment to cover the existing debt annual loan payments, interest and related costs for previously financed TIF projects and the new proposed projects to retire all debt by 2046. (Note: Related Costs cover TIF audits, legal and other general administrative and program requirements.) As with all previous TIF loans, the Town would be pledging its credit to secure indebtedness evidenced by general obligation bonds or notes, and to make direct payments from the tax increment and other revenue generated within Hartford’s TIF District if necessary.

As noted previously, \$1,095,890 was authorized by the voters for funding but the Town has not incurred the debt yet. Therefore, it does not need to be included in the current proposed TIF Warrant, but it does need to be included in the final debt incurrence by March 31, 2026 as shown in the attached cash flow analysis. The following are the details for this financing:

- Total debt \$2,226,290, 6% net interest
- 20-year term, debt payments to begin in FY 2026.
- Total estimated debt over the 20-year term estimated at \$3,827,960 including principal, interest and fees.

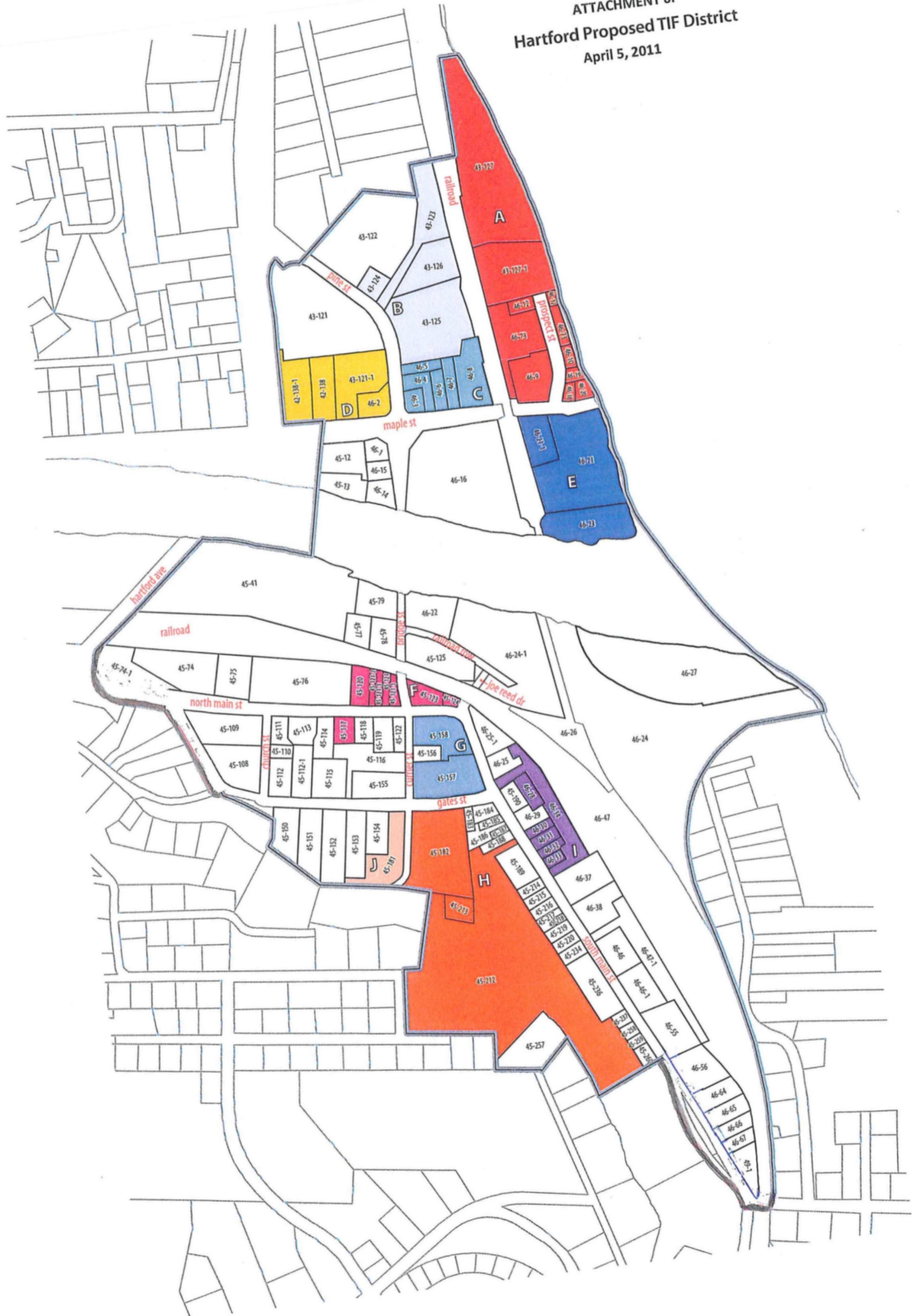
Declaration of Indebtedness: There are current expenditures related to the TIF projects that will be considered for TIF bonds and/or other financing mechanisms at the March 3, 2026 Town Meeting. These costs are eligible for reimbursement from TIF financing proceeds if they are so declared in advance of the debt issuance. The declaration of intent to reimburse is an accepted procedure for allowing recovery of costs incurred prior to voter approval and debt issuance. As noted in the resolution, the estimate of such reimbursable expenditures is not to exceed \$2,666,600.

Action Requested:

1. Approve the attached draft Warrant Language for inclusion in the Selectboard’s approved Town Warrants for inclusion on the March 3, 2026 Town Meeting Ballot.
2. Approve the Resolution Declaring Intent to Reimburse Certain Expenditures from Proceeds of TIF Indebtedness.
3. Authorize the Town Manager and staff to proceed with the required public notices for two TIF public informational hearings and submit the necessary submittals.

Attachments: TIF District Map
TIF Tables
Warrant Language
Declaration of Indebtedness

ATTACHMENT 6F
Hartford Proposed TIF District
April 5, 2011



[illegible]

Town of Hartford
10/31/2025

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.

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			
				TIF Portion		Non-TIF Portion	
				%	\$	%	\$
		2025	Percentage				
			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 (Currier 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	

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)			Municipal 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-Briggs						\$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
10/31/2025

60 -- All Revenue Sources by Year

Year	Annual TIF Increment: Municipal	Annual TIF Increment: Education	Other Operating Revenue Information	Other Operating Revenue Amount	Total Revenue
Totals:	\$4,860,492	\$8,982,967		\$0	\$13,843,459
2025					
2026	\$360,575	\$665,991			\$1,026,566
2027	\$368,162	\$680,010			\$1,048,172
2028	\$378,074	\$698,346			\$1,076,420
2029	\$411,505	\$760,397			\$1,171,902
2030	\$440,554	\$814,300			\$1,254,853
2031	\$459,982	\$850,320			\$1,310,302
2032	\$469,182	\$867,327			\$1,336,508
2033	\$478,565	\$884,673			\$1,363,238
2034	\$488,137	\$902,367			\$1,390,503
2035	\$497,899	\$920,414			\$1,418,313
2036	\$507,857	\$938,822			\$1,446,680
2037	\$0	\$0			\$0
2038	\$0	\$0			\$0
2039	\$0	\$0			\$0
2040	\$0	\$0			\$0
2041	\$0	\$0			\$0
2042	\$0	\$0			\$0
2043	\$0	\$0			\$0
2044	\$0	\$0			\$0
2045	\$0	\$0			\$0
2046	\$0	\$0			\$0

**Draft TIF Warrant Language for March 3, 2026 Town Vote
For Selectboard Consideration on December 9, 2025**

Article X-A

Shall bonds or notes of the Town of Hartford in an amount not to exceed **One Million One Hundred Thirty Thousand Four Hundred Dollars (\$1,130,400)**, subject to reduction from available state and/or federal grants-in-aid, appropriations and reserve funds, be issued for the purpose of financing Tax Increment Finance District infrastructure improvements, more specifically the improvement of public sidewalks, curbs, crosswalks, paving, road, parking, streetscape, landscaping lighting, and drainage, on South Main, North Main, Gates, Currier, Church, Bridge, Pine and Maple Streets, the aggregate cost of such improvements estimated to be **One Million One Hundred Thirty Thousand Four Hundred Dollars (\$1,130,400)**, and for the payment thereof pledge the credit of the Town, in particular the revenues generated from the Tax Increment Financing District?

Voters are hereby notified that up to Seven Hundred Thirty-Six Thousand Three Hundred Seventy-One Dollars (\$796,317) in related costs to be reimbursed by the tax increment finance district, that the total amount of previously approved Tax Increment Financing District debt is \$11,869,600, and the total amount of previously approved related costs is \$200,000. The voters are hereby notified that if the increment received by the Town from any property tax source is insufficient to pay debt service on the indebtedness identified above, in any year for whatever reason, including a decrease in property value or repeal of a state property tax source, unless determined otherwise at the time of such repeal, the Town shall remain liable for such debt service for the term of such indebtedness.

Article X-B

Shall any unexpended Tax Increment Financing District infrastructure bond or other financing proceeds authorized at the 2014, 2016, 2017, 2019, and 2020 meetings of the Town of Hartford be expended for the financing of Tax Increment Finance District infrastructure improvements, more specifically the improvement of public sidewalks, curbs, crosswalks, paving, road, parking, streetscape, landscaping lighting, and drainage, on South Main, North Main, Gates, Currier, Church, Bridge, Pine and Maple Streets, the estimated cost there of being Three Million Six Hundred Thousand Dollars (\$3,600,000)?

DECLARATION OF OFFICIAL INTENT OF TOWN OF HARTFORD TO REIMBURSE CERTAIN EXPENDITURES FROM PROCEEDS OF INDEBTEDNESS

WHEREAS, the Town of Hartford, Vermont, (the "Issuer") intends to make Tax Increment Financing District improvements to be considered by the Issuer at the annual meeting thereof to be held on March 3, 2026 (the "Project"); and

WHEREAS, the Town of Hartford, Vermont (the "Issuer") intends to construct public water main improvements on or around Hartford Avenue, Manning Drive, South Street, James Street, Horseshoe Avenue, Gillette Street, and Norwich Avenue (the "Project") to be considered by the Issuer at the annual Town Meeting Day held on March 3, 2026; and

WHEREAS, the Issuer expects to pay certain capital expenditures (the "Reimbursement Expenditures") in connection with the Project prior to the issuance of indebtedness for the purpose of financing costs associated with the Project on a long-term basis;

WHEREAS, the Issuer reasonably expects that for that part of the Project consisting of design and construction costs, debt obligations in an amount not expected to exceed \$2,226,290 will be issued and that certain of the proceeds of such debt obligations will be used to reimburse the Reimbursement Expenditures; and

WHEREAS, the Issuer reasonably expects that for that part of the Project consisting of design, engineering, contract administration, permitting, financing, acquisition and construction costs, debt obligations in an amount not expected to exceed Two Million, Two Hundred Twenty-Six Thousand, and Two Hundred Ninety Dollars (\$2,226,290)

WHEREAS, the Issuer declares its reasonable official intent to reimburse prior expenditures for the above-described part of the Project with proceeds of a subsequent borrowing.

NOW THEREFORE, the Issuer declares:

Section 1. The Issuer finds and determines that the foregoing recitals are true and correct, and that all of the capital expenditures covered by this Resolution were or will be made not earlier than 60 days prior to the date of this Resolution.

Section 2. This declaration is made solely for the purposes of establishing compliance with the requirements of Section 1.150-2 of the Treasury Regulations. This declaration does not bind the Issuer to make any expenditure, incur any indebtedness, or proceed with the Project.

Section 3. The Issuer hereby declares its official intent to use proceeds of indebtedness to reimburse itself for Reimbursement Expenditures, within 18 months of either the date of the first expenditure of funds by Issuer for such Project or the date that such Project is placed in service, whichever is later (but in no event more than three years after the date of the original expenditure of Issuer funds for such Project), and to allocate an amount not to exceed \$2,226,290 of the proceeds thereof to reimburse itself for its expenditures in connection with the Project.

Section 4. The Issuer's debt obligations for the aforementioned purpose will not be "private activity bonds" within the meaning of Section 141 of the Internal Revenue Code of 1986.

Section 5. All prior actions of the officials and agents of Issuer that are in conformity with the purpose and intent of this Resolution and in furtherance of the Project shall be and the same hereby are in all respects ratified, approved and confirmed.

DECLARATION OF OFFICIAL INTENT OF TOWN OF HARTFORD
TO REIMBURSE CERTAIN EXPENDITURES FROM
PROCEEDS OF INDEBTEDNESS

Section 6. All other resolutions of the legislative body of the Issuer, or parts of resolutions, inconsistent with this Resolution are hereby repealed to the extent of such inconsistency.

Section 7. It is hereby found that all discussions and deliberations of the legislative body of the Issuer leading to the adoption of this Resolution occurred at one or more meetings of the legislative body conducted pursuant to public notice and open to public attendance.

Section 8. This declaration shall take effect from and after its adoption.

The undersigned, Town Clerk of the Issuer, hereby certifies that the foregoing is a full, true and correct copy of the declaration of the legislative body of said Issuer duly made at a meeting thereof held on the date, specified below, and that said declaration has not been amended, modified or revoked.

Town Clerk

Date



AGENDA MEMORANDUM

December 9, 2025

Town Selectboard Meeting Item: 5D

Submitted by: Dana Clawson, Environmental Sustainability Coordinator

Subject: Using the Energy Efficiency and Conservation Block Grant for efficiency improvements at the Wendell A. Barwood Arena.

Background: Hartford was awarded \$75,380 in November 2023 through the Energy Efficiency and Conservation Block Grant. Funds were awarded to the 10 largest municipalities in Vermont, which include Hartford. Communities that are receiving less than \$250,000 have been encouraged to take these funds as a voucher, where the communities put out the money and then are reimbursed by the federal government. We had originally looked into using these funds to install heat pumps at the Public Safety Building, but the proposals came in much higher than expected. Then because of changes at the federal level, this program became obfuscated, webinars from the Department of Energy on reporting and reimbursement were cancelled and this summer emails started circling from other Vermont communities that were applying for reimbursement and not receiving funds.

Because of this uncertainty we have been in wait and see mode. What I am now proposing is that we apply to have these funds, should we receive them, go towards improvements at the Wendell A. Barwood Arena. We are currently in the process of getting a master plan completed that will outline the work that is needed to improve building efficiency and performance at the arena. Parks & Recreation has sufficient funds in reserve to cover the cost of this master plan and the additional design work that will need to be performed as well as possibly some building improvements and would like to move forward with these next steps in the coming year. I would like to have WABA approved for the Energy Efficiency and Conservation Block grant, knowing in advance that we may not receive the funding, but assuming that if the federal government does honor its past commitments, we will receive funding to help cover efficiency improvements at WABA.

Discussion: Are there questions or concerns about using Energy Efficiency and Conservation funds for efficiency improvements at the Wendell A. Barwood Arena?

Recommended Motion: “I motion that the Selectboard vote in favor of the Town of Hartford submitting their application for the Energy Efficiency and Conservation Block Grant and put those funds, totaling \$75,380, towards efficiency improvements at the Wendell A. Barwood Arena.”



AGENDA MEMORANDUM

December 9, 2025 - Selectboard Meeting

Submitted by: Christopher Holzwarth, Assistant Director, Planning and Permitting

Subject: Request to Approve Warnings, Official Ballots, and Declaration of Official Intent to Reimburse Certain Expenditures from Proceeds of Indebtedness for the White River Junction and Wilder Water Main Replacement Projects

Background: The Town recently received separate notices from the Drinking Water State Revolving Fund (DWSRF) Loan Program that both the White River Junction and the Wilder Water Main replacement projects have been deemed fundable.

White River Junction Water Main Replacements: The water mains to be replaced within White River Junction consist of some of Hartford's oldest water mains that are also undersized for fire protection purposes along Nutt Lane, Harrison Avenue and Latham Works Lane with the Latham Works Lane main following and directly below railroad tracks for approximately six-hundred and ten feet (610'). The Town recently used ARPA funds and reserves to complete the first phase which extended a new 12" water main from South Main Street to Latham Works Lane. The remaining work consisting of final design, construction phase engineering, contract administration, permitting, financing, acquisition and construction costs is not expected to exceed One Million Five Hundred Thousand Dollars (\$1,500,000).

Wilder Water Main Replacements: The water mains to be replaced within Wilder consist of some of Hartford poorest condition water mains that are often subject to failures on or around Hartford Avenue, Manning Drive, South Street, James Street, Horseshoe Avenue, Gillette Street, Norwich Avenue and Lexington Street. The work consisting of final design, construction phase engineering, contract administration, permitting, financing, acquisition and construction costs is not expected to exceed Six Million Three Hundred and Fifty-Five Thousand Dollars (\$6,355,000).

A presentation of the projects and the need for them will be made to the voters at the Warrant Information Night Meeting on January 12, 2026, followed by an informational presentation held at the Town and School District Meeting on February 28, 2026.

Discussion: Given the cost of these projects, self-funding is not viable and funding through the bond bank utilizing the SRF program appears to be the most prudent and cost-effective approach. Further, we can seek reimbursement through the loan(s) of associated cost incurred within 60 days of filing a Declaration of Official Intent by the Town of Hartford

to Reimburse Certain Expenditures from Proceeds of Indebtedness for each individual project.

Impacts:

The current anticipated individual impact of each project as well as the combined impacts based upon 20- and 30-year loans at the current SRF rate is summarized below including quarterly and annual impacts to the base rate per EDU (1 EDU = 1 Single Family Residence).

Financial Impact of White River Junction Loan Options					
Loan Amount	Loan Term	Annual Payment ²	Quarterly Cost Per EDU ¹	Yearly Cost Per EDU ¹	Total Cost of Administrative Fees ²
\$1,500,000.00	20 Years	\$91,735.08	\$6.46	\$25.83	\$334,702.00
\$1,500,000.00	30 Years	\$66,974.88	\$4.71	\$18.85	\$509,247.00
Financial Impact of Wilder Loan Options					
Loan Amount	Loan Term	Annual Payment ²	Quarterly Cost Per EDU ¹	Yearly Cost Per EDU ¹	Total Cost of Administrative Fees ²
\$6,355,000.00	20 Years	\$388,650.94	\$27.35	\$109.41	\$1,418,019.00
\$6,355,000.00	30 Years	\$283,750.26	\$19.97	\$79.88	\$2,157,508.00
Overall Impact of Combined Loan Options					
Total Loan Amount	Loan Term	Annual Payment ²	Quarterly Cost Per EDU ¹	Yearly Cost Per EDU ¹	Total Cost of Administrative Fees ²
\$7,855,000.00	20 Years	\$480,386.02	\$33.81	\$135.24	\$1,752,720.00
\$7,855,000.00	30 Years	\$350,725.14	\$24.68	\$98.73	\$2,666,754.00
Notes 1. Base rates are based on EDUs, which are the equivalent of one single family house or up to 210 GPD. The above quarterly and yearly impacts are representative of the financial impacts to a single-family house. 2. Payments are based upon the current administrative rate of 2% for SRF loans issued by the Vermont Bond Bank. 3. There are currently 3,552.2 EDUs within the Hartford Water System. The impact can be lessened with the growth of additional users.					

Recommended Motion:

I recommend the following motion: The Selectboard approves the proposed Warrant Language for inclusion on the March 3, 2026, Voting Day and the Declarations of Official Intent to Reimburse Certain Expenditures from Proceeds of Indebtedness for each the White River Junction and Wilder Water Main Replacement Projects and directs staff to properly post, advertise and file the documents with the Town Clerk.

WARNING

The legal voters of the Town of Hartford, Vermont, are hereby notified and warned to meet at the Hartford High School in Hartford, Vermont, Tuesday, March 3, 2026, between the hours of seven o'clock (7:00) in the forenoon (a.m.), at which time the polls will open, and seven o'clock (7:00) in the afternoon (p.m.), at which time the polls will close, to vote by Australian ballot upon the following Article of business:

ARTICLE

Shall general obligation bonds or notes in an amount not to exceed One Million Five Hundred Thousand Dollars (\$1,500,000), subject to reduction by the application of federal and state grants-in-aid and reserve funds, be issued for the purpose of constructing public water main improvements on or around Nutt Lane, Latham Works Lane and Harrison Avenue, the estimated cost of such improvements One Million Five Hundred Thousand Dollars (\$1,500,000)?

The legal voters of the Town of Hartford are further notified that voter qualification, registration and absentee voting relative to said special meeting shall be as provided in Chapters 43, 51 and 55 of Title 17, Vermont Statutes Annotated.

The legal voters of the Town of Hartford are further notified that a warrant informational meeting will be held on Monday January 12, 2026 at six o'clock (6:00) in the evening, in the Selectboard Meeting Room of Town Hall located at 171 Bridge Street, White River Junction and at a second informational hearing will be held during the Annual Town and School Meeting Day conducted on February 28, 2026 at ten o'clock (10:00) in the morning, in the Hartford High School Auditorium at 37 Highland Avenue, White River Junction in Hartford for the purpose of discussing the proposition.

Adopted and approved at a regular meeting of the Selectboard of the Town of Hartford duly called, noticed and held on December 9, 2025. Received for record and recorded in the records of the Town of Hartford on December____, 2025.

ATTEST: _____
Lisa M. O'Neil
Town Clerk

Selectboard

OFFICIAL BALLOT

TOWN OF HARTFORD

ANNUAL TOWN MEETING MARCH 3, 2026

ARTICLE

Shall general obligation bonds or notes in an amount not to exceed One Million Five Hundred Thousand Dollars (\$1,500,000), subject to reduction by the application of federal and state grants-in-aid and reserve funds, be issued for the purpose of constructing public water main improvements on or around Nutt Lane, Latham Works Lane and Harrison Avenue, the estimated cost of such improvements One Million Five Hundred Thousand Dollars (\$1,500,000)?

If in favor of the proposition,
make a cross (x) in this square:

☐

If opposed to the proposition,
make a cross (x) in this square:

☐

DECLARATION OF OFFICIAL INTENT OF
TOWN OF HARTFORD
TO REIMBURSE CERTAIN EXPENDITURES
FROM PROCEEDS OF INDEBTEDNESS

WHEREAS, the Town of Hartford, Vermont (the “Issuer”) intends to construct public water main improvements on or around Nutt Lane, Latham Works Lane and Harrison Avenue (the “Project”) to be considered by the Issuer at the annual Town Meeting Day held on March 3, 2026; and

WHEREAS, the Issuer expects to pay certain capital expenditures (the “Reimbursement Expenditures”) in connection with the Project prior to the issuance of indebtedness for the purpose of financing costs associated with the Project on a long-term basis;

WHEREAS, the Issuer reasonably expects that for that part of the Project consisting of design, engineering, contract administration, permitting, financing, acquisition and construction costs, debt obligations in an amount not expected to exceed One Million Five Hundred Thousand Dollars (\$1,500,000) will be issued and that certain of the proceeds of such debt obligations will be used to reimburse the Reimbursement Expenditures; and

WHEREAS, the Issuer declares its reasonable official intent to reimburse prior expenditures for the above-described part of the Project with proceeds of a subsequent borrowing:

NOW THEREFORE, the Issuer declares:

Section 1. The Issuer finds and determines that the foregoing recitals are true and correct, and that all of the capital expenditures covered by this Resolution were or will be made not earlier than 60 days prior to the date of this Resolution.

Section 2. This declaration is made solely for the purposes of establishing compliance with the requirements of Section 1.150-2 of the Treasury Regulations. This declaration does not bind the Issuer to make any expenditure, incur any indebtedness, or proceed with the Project.

Section 3. The Issuer hereby declares its official intent to use proceeds of indebtedness to reimburse itself for Reimbursement Expenditures, within 18 months of either the date of the first expenditure of funds by Issuer for such Project or the date that such Project is placed in service, whichever is later (but in no event more than three years after the date of the original expenditure of Issuer funds for such Project), and to allocate

an amount not to exceed One Million Five Hundred Thousand Dollars (\$1,500,000) of the proceeds thereof to reimburse itself for its expenditures in connection with the Project.

Section 4. The Issuer's debt obligations for the aforementioned purpose will not be "private activity bonds" within the meaning of Section 141 of the Internal Revenue Code of 1986.

Section 5. All prior actions of the officials and agents of Issuer that are in conformity with the purpose and intent of this Resolution and in furtherance of the Project shall be and the same hereby are in all respects ratified, approved and confirmed.

Section 6. All other resolutions of the legislative body of the Issuer, or parts of resolutions, inconsistent with this Resolution are hereby repealed to the extent of such inconsistency.

Section 7. It is hereby found that all discussions and deliberations of the legislative body of the Issuer leading to the adoption of this Resolution occurred at one or more meetings of the legislative body conducted pursuant to public notice and open to public attendance.

Section 8. This declaration shall take effect from and after its adoption.

The undersigned, Clerk of the Issuer, hereby certifies that the foregoing is a full, true and correct copy of the declaration of the Selectboard of the Issuer duly made at a meeting thereof held on the date, specified below, and that said declaration has not been amended, modified or revoked.

Town Clerk

December____, 2025

WARNING

The legal voters of the Town of Hartford, Vermont, are hereby notified and warned to meet at the Hartford High School in Hartford, Vermont, Tuesday, March 3, 2026, between the hours of seven o'clock (7:00) in the forenoon (a.m.), at which time the polls will open, and seven o'clock (7:00) in the afternoon (p.m.), at which time the polls will close, to vote by Australian ballot upon the following Article of business:

ARTICLE

Shall general obligation bonds or notes in an amount not to exceed Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000), subject to reduction by the application of federal and state grants-in-aid and reserve funds, be issued for the purpose of constructing public water main improvements on or around Hartford Avenue, Manning Drive, South Street, James Street, Horseshoe Avenue, Gillette Street, and Norwich Avenue, the estimated cost of such improvements Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000)?

The legal voters of the Town of Hartford are further notified that voter qualification, registration and absentee voting relative to said special meeting shall be as provided in Chapters 43, 51 and 55 of Title 17, Vermont Statutes Annotated.

The legal voters of the Town of Hartford are further notified that a warrant informational meeting will be held on Monday January 12, 2026 at six o'clock (6:00) in the evening, in the Selectboard Meeting Room of Town Hall located at 171 Bridge Street, White River Junction and at a second informational hearing will be held during the Annual Town and School Meeting Day conducted on February 28, 2026 at ten o'clock (10:00) in the morning, in the Hartford High School Auditorium at 37 Highland Avenue, White River Junction in Hartford for the purpose of discussing the proposition.

Adopted and approved at a regular meeting of the Selectboard of the Town of Hartford duly called, noticed and held on December 9, 2025. Received for record and recorded in the records of the Town of Hartford on December____, 2025.

ATTEST:

Lisa M. O'Neil
Town Clerk

OFFICIAL BALLOT

TOWN OF HARTFORD

ANNUAL TOWN MEETING MARCH 3, 2026

ARTICLE

Shall general obligation bonds or notes in an amount not to exceed Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000), subject to reduction by the application of federal and state grants-in-aid and reserve funds, be issued for the purpose of constructing public water main improvements on or around Hartford Avenue, Manning Drive, South Street, James Street, Horseshoe Avenue, Gillette Street, and Norwich Avenue, the estimated cost of such improvements Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000)?

If in favor of the proposition,
make a cross (x) in this square:

☐

If opposed to the proposition,
make a cross (x) in this square:

☐

DECLARATION OF OFFICIAL INTENT OF
TOWN OF HARTFORD
TO REIMBURSE CERTAIN EXPENDITURES
FROM PROCEEDS OF INDEBTEDNESS

WHEREAS, the Town of Hartford, Vermont (the “Issuer”) intends to construct public water main improvements on or around Hartford Avenue, Manning Drive, South Street, James Street, Horseshoe Avenue, Gillette Street, and Norwich Avenue (the “Project”) to be considered by the Issuer at the annual Town Meeting Day held on March 3, 2026; and

WHEREAS, the Issuer expects to pay certain capital expenditures (the “Reimbursement Expenditures”) in connection with the Project prior to the issuance of indebtedness for the purpose of financing costs associated with the Project on a long-term basis;

WHEREAS, the Issuer reasonably expects that for that part of the Project consisting of design, engineering, contract administration, permitting, financing, acquisition and construction costs, debt obligations in an amount not expected to exceed Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000) will be issued and that certain of the proceeds of such debt obligations will be used to reimburse the Reimbursement Expenditures; and

WHEREAS, the Issuer declares its reasonable official intent to reimburse prior expenditures for the above-described part of the Project with proceeds of a subsequent borrowing:

NOW THEREFORE, the Issuer declares:

Section 1. The Issuer finds and determines that the foregoing recitals are true and correct, and that all of the capital expenditures covered by this Resolution were or will be made not earlier than 60 days prior to the date of this Resolution.

Section 2. This declaration is made solely for the purposes of establishing compliance with the requirements of Section 1.150-2 of the Treasury Regulations. This declaration does not bind the Issuer to make any expenditure, incur any indebtedness, or proceed with the Project.

Section 3. The Issuer hereby declares its official intent to use proceeds of indebtedness to reimburse itself for Reimbursement Expenditures, within 18 months of either the date of the first expenditure of funds by Issuer for such Project or the date that

such Project is placed in service, whichever is later (but in no event more than three years after the date of the original expenditure of Issuer funds for such Project), and to allocate an amount not to exceed Six Million Three Hundred Fifty-Five Thousand Dollars (\$6,355,000) of the proceeds thereof to reimburse itself for its expenditures in connection with the Project.

Section 4. The Issuer's debt obligations for the aforementioned purpose will not be "private activity bonds" within the meaning of Section 141 of the Internal Revenue Code of 1986.

Section 5. All prior actions of the officials and agents of Issuer that are in conformity with the purpose and intent of this Resolution and in furtherance of the Project shall be and the same hereby are in all respects ratified, approved and confirmed.

Section 6. All other resolutions of the legislative body of the Issuer, or parts of resolutions, inconsistent with this Resolution are hereby repealed to the extent of such inconsistency.

Section 7. It is hereby found that all discussions and deliberations of the legislative body of the Issuer leading to the adoption of this Resolution occurred at one or more meetings of the legislative body conducted pursuant to public notice and open to public attendance.

Section 8. This declaration shall take effect from and after its adoption.

The undersigned, Clerk of the Issuer, hereby certifies that the foregoing is a full, true and correct copy of the declaration of the Selectboard of the Issuer duly made at a meeting thereof held on the date, specified below, and that said declaration has not been amended, modified or revoked.

Town Clerk

December_____, 2025



AGENDA MEMORANDUM

December 9, 2025 – Selectboard Meeting

Submitted by: Christopher Holzwarth, Assistant DPW Director, Permits and Planning

Subject: CSO Abatement Phase 1 Contract Awards

Background: A+E Engineers (A+E) developed a Long-Term Combined Sewer Overflow (CSO) Plan and provided design services for Phase 1 to comply with 1272 Order Permit #3-1225. The work was funded utilizing a planning loan from the Clean Water State Revolving Fund (CWSRF), this loan included 100% reimbursement.

Subsequently the Town received Sewer Overflow Elimination and Abatement Grant #06140-2023-ARPA-CSO-05 totaling \$200,000 to assist in implementing the plan and designs. The work paid under the grant must be contracted this year and fully expended in 2026. The grant is paid out under a State Revolving Fund (SRF) Loan and is 100% forgiven. The loan had to be applied for following the SRF loan process.

A+E recently completed the bidding process for construction. Six bids were received and three were deemed complete. Table 1 below summarizes the accepted bids.

Table 1

Bid	Bidder	Bid
1	Alliance Consulting + Excavation, LLC 739 Red Barn Road Danville, VT 05828	\$200,410.00
2	Isaac's Excavation P.O. Box 39 West Charleston, VT 05872	\$217,900.00
3	Nott's Excavating, Inc. 1852 Equestrian Way White River Junction, VT 05001	\$251,595.00

A+E recommends awarding a contract to the low bidder being Alliance Consulting + Excavation, LLC of Danville, VT.

Construction projects involving buried utilities commonly involve change orders due to unexpected conditions that cannot be anticipated or additional work allowed by the project's permit. A 5% contingency or \$10,020.50 has been recommended by A+E given the minor complexities of this project.

Required Step III Construction Phase Engineering Services not covered under previous grant awards and are estimated at \$44,800.00 in accordance with the SRF guidelines.

An additional allowance is typically included to cover incidental permits, legal, administrative and other fees. A+E recommends carrying an allowance of \$15,000.00 for such items.

Table 2 below demonstrates the current project budget and funding sources for the project.

Table 2

Expenses	
Item Description	Estimated Cost
CSO Abatement Construction - Phase 1	\$200,410.00
CSO Abatement Construction - Phase 1 Contingency (5%)	\$10,020.50
Step III - Construction Services Bid Phase Services Construction Administration R.P.R. (30 hrs./wk./6 wks.	\$44,800
Other Cost Permits/Legal/Admin./Etc.	\$15,000.00
Estimated Project Total	\$270,230.50
Funding	
Source	Amount
CSO Grant 06140-2023-ARPA-CSO-05	\$200,000.00
Fund 60 Wastewater Capital Reserves	\$70,230.50

Impact: The town previously approved the \$200,000 in grant funding and the use of \$15,000 in reserves from Fund 60 for the project, requiring the allocation of an additional \$55,230.50 of reserves from Fund 60 to facilitate the project and comply with conditions imposed by 1272 Order Permit #3-1225.

Recommendation: I recommend the following motion: The Selectboard approve the Town Manager to execute a contract with Alliance Consulting + Excavation, LLC for \$200,410.00, a contract amendment with A+E Engineers for \$44,800, to obligate a construction contingency fund of 5% or \$10,020.50 for unforeseen construction expenses, and a \$15,000.00 allowance for miscellaneous expenses to be funded through CSO Grant 06140-2023-ARPA-CSO-05 and the Fund 60 Wastewater Capital Reserves.

Town of Hartford
CSO Abatement Projects, Contract No. 1
Bid Tabulation
As of November 20th, 2025

Description of Item Base Bid	Total	Unit	Engineers Estimate		Alliance Consulting + Excavation, LLC		Isaac's Excavation		Nott's Excavating, Inc.		Mountain View Earthworks		Thompson Site Service		Michelle Baillargeon Construction Services		
	Quantity		Unit Price	Extended Price	Unit Price	Extended Price	Unit Price	Extended Price	Unit Price	Extended Price	Unit Price	Extended Price	Unit Price	Extended Price	Unit Price	Extended Price	
A - Stormdrains																	
A-1 8" PE Stormdrain	10 LF	\$	100.00	\$	1,000.00	\$	100.00	\$	1,000.00	\$	150.00	\$	1,500.00	\$	129.00	\$	1,290.00
A-2 12" PE Stormdrain	15 LF	\$	120.00	\$	1,800.00	\$	100.00	\$	1,500.00	\$	150.00	\$	2,250.00	\$	129.00	\$	1,935.00
A-3 15" PE Stormdrain	330 LF	\$	140.00	\$	44,800.00	\$	80.00	\$	25,600.00	\$	150.00	\$	48,000.00	\$	129.00	\$	41,280.00
B - Stormdrain Appurtenances																	
B-1 24" x 24" Catch Basin	5 VF	\$	650.00	\$	3,250.00	\$	550.00	\$	2,750.00	\$	1,000.00	\$	5,000.00	\$	1,324.00	\$	6,620.00
B-2 3" Diameter Drywell Catch Basin	15 VF	\$	750.00	\$	11,250.00	\$	550.00	\$	8,250.00	\$	1,000.00	\$	15,000.00	\$	1,059.00	\$	15,885.00
B-3 4" Diameter Stormdrain Manhole	15 VF	\$	1,000.00	\$	15,000.00	\$	550.00	\$	8,250.00	\$	1,000.00	\$	15,000.00	\$	1,324.00	\$	19,860.00
C - Earthwork																	
C-1 Rock Excavation	5 CY	\$	100.00	\$	500.00	\$	1.00	\$	5.00	\$	10.00	\$	50.00	\$	300.00	\$	1,500.00
C-2 Boulder Excavation	10 CY	\$	80.00	\$	800.00	\$	1.00	\$	10.00	\$	10.00	\$	100.00	\$	85.00	\$	850.00
C-3 Misc. Extra. Below Grade Excavation	20 CY	\$	110.00	\$	2,200.00	\$	45.00	\$	900.00	\$	40.00	\$	800.00	\$	30.00	\$	600.00
C-4 Exc. & Replace Unsuitable Material	10 CY	\$	60.00	\$	600.00	\$	55.00	\$	550.00	\$	40.00	\$	400.00	\$	85.00	\$	850.00
D - Roadwork and Appurtenances																	
D-1 Permanent Bit. Pavement Repair - Roads	200 SY	\$	200.00	\$	40,000.00	\$	72.00	\$	14,400.00	\$	100.00	\$	20,000.00	\$	64.00	\$	12,800.00
D-2 Permanent Gravel Road Repair	120 SY	\$	65.00	\$	7,800.00	\$	45.00	\$	5,400.00	\$	40.00	\$	4,800.00	\$	15.00	\$	1,800.00
D-3 Gravel Shoulder Repair	350 LF	\$	25.00	\$	8,750.00	\$	38.00	\$	13,300.00	\$	15.00	\$	5,250.00	\$	12.00	\$	4,200.00
E - Incidental Work																	
E-1 Class B Concrete	2 CY	\$	500.00	\$	1,000.00	\$	500.00	\$	1,000.00	\$	200.00	\$	400.00	\$	400.00	\$	800.00
E-2 Flowable Fill for Sewers	2 CY	\$	500.00	\$	1,000.00	\$	750.00	\$	1,500.00	\$	250.00	\$	500.00	\$	400.00	\$	800.00
E-3 Calcium Chloride	1 TON	\$	800.00	\$	800.00	\$	300.00	\$	300.00	\$	10.00	\$	10.00	\$	500.00	\$	500.00
E-4 Silt Fence	360 LF	\$	7.00	\$	2,520.00	\$	12.00	\$	4,320.00	\$	2.00	\$	720.00	\$	7.00	\$	2,520.00
F - Lump Sum																	
F-1 Prep of Site and Misc. Work	1 LS	\$	16,472.00	\$	16,472.00	\$	25,000.00	\$	25,000.00	\$	5,000.00	\$	5,000.00	\$	25,000.00	\$	25,000.00
F-2 Bonds	1 LS	\$	3,000.00	\$	3,000.00	\$	13,200.00	\$	13,200.00	\$	2,300.00	\$	2,300.00	\$	2,500.00	\$	2,500.00
SUBTOTAL OF ALL UNIT PRICE AND LUMP SUM BID ITEMS - BASE BID				\$	162,542.00		\$	127,235.00		\$	127,080.00		\$	141,590.00		\$	-
Additional Alternative No. 1																	
B1 - Stormdrain Appurtenances																	
B1-2 3" Diameter Drywell Catch Basin	20 VF	\$	750.00	\$	15,000.00	\$	550.00	\$	11,000.00	\$	1,000.00	\$	20,000.00	\$	1,059.00	\$	21,180.00
B1-3 4" Diameter Stormdrain Manhole	15 VF	\$	1,000.00	\$	15,000.00	\$	550.00	\$	8,250.00	\$	1,000.00	\$	15,000.00	\$	1,324.00	\$	19,860.00
C1 - Earthwork																	
C1-3 Misc. Extra. Below Grade Excavation	15 CY	\$	110.00	\$	1,650.00	\$	45.00	\$	675.00	\$	40.00	\$	600.00	\$	30.00	\$	450.00
C1-4 Exc. & Replace Unsuitable Material	5 CY	\$	60.00	\$	300.00	\$	55.00	\$	275.00	\$	40.00	\$	200.00	\$	85.00	\$	425.00
D1 - Roadwork and Appurtenances																	
D1-1 Permanent Bit. Pavement Repair - Roads	5 SY	\$	200.00	\$	1,000.00	\$	72.00	\$	360.00	\$	100.00	\$	500.00	\$	198.00	\$	990.00
D1-2 Permanent Gravel Road Repair	60 SY	\$	65.00	\$	3,900.00	\$	45.00	\$	2,700.00	\$	40.00	\$	2,400.00	\$	15.00	\$	900.00
E1 - Incidental Work																	
E1-2 Flowable Fill for Sewers	1 CY	\$	500.00	\$	500.00	\$	750.00	\$	750.00	\$	250.00	\$	250.00	\$	400.00	\$	400.00
E1-4 Silt Fence	40 LF	\$	7.00	\$	280.00	\$	12.00	\$	480.00	\$	2.00	\$	80.00	\$	7.00	\$	280.00
F1 - Lump Sum																	
F1-1 Prep of Site and Misc. Work	1 LS	\$	2,700.00	\$	2,700.00	\$	8,000.00	\$	8,000.00	\$	5,000.00	\$	5,000.00	\$	10,000.00	\$	10,000.00
F1-2 Bonds	1 LS	\$	500.00	\$	500.00	\$	4,000.00	\$	4,000.00	\$	2,300.00	\$	2,300.00	\$	1,250.00	\$	1,250.00
SUBTOTAL OF ALL UNIT PRICE AND LUMP SUM BID ITEMS - ADDITIONAL BID ALTERNATIVE NO. 1				\$	40,830.00		\$	36,490.00		\$	46,330.00		\$	55,735.00		\$	-
Additional Alternative No. 2																	
A2 - Stormdrains																	
A2-3 15" PE Stormdrain	60 LF	\$	140.00	\$	8,400.00	\$	80.00	\$	4,800.00	\$	150.00	\$	9,000.00	\$	129.00	\$	7,740.00
B2 - Stormdrain Appurtenances																	
B2-1 24" x 24" Catch Basin	5 VF	\$	650.00	\$	3,250.00	\$	550.00	\$	2,750.00	\$	1,000.00	\$	5,000.00	\$	1,324.00	\$	6,620.00
B2-2 3" Diameter Drywell Catch Basin	20 VF	\$	750.00	\$	15,000.00	\$	550.00	\$	11,000.00	\$	1,000.00	\$	20,000.00	\$	1,059.00	\$	21,180.00
C2 - Earthwork																	
C2-2 Boulder Excavation	5 CY	\$	80.00	\$	400.00	\$	1.00	\$	5.00	\$	10.00	\$	50.00	\$	85.00	\$	425.00
C2-3 Misc. Extra. Below Grade Excavation	5 CY	\$	110.00	\$	550.00	\$	45.00	\$	225.00	\$	40.00	\$	200.00	\$	30.00	\$	150.00
C2-4 Exc. & Replace Unsuitable Material	5 CY	\$	60.00	\$	300.00	\$	55.00	\$	275.00	\$	40.00	\$	200.00	\$	85.00	\$	425.00
D2 - Roadwork and Appurtenances																	
D2-1 Permanent Bit. Pavement Repair - Roads	20 SY	\$	200.00	\$	4,000.00	\$	72.00	\$	1,440.00	\$	100.00	\$	2,000.00	\$	117.00	\$	2,340.00
E2 - Incidental Work																	
E2-1 Class B Concrete	1 CY	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	200.00	\$	200.00	\$	400.00	\$	400.00
E2-2 Flowable Fill for Sewers	1 CY	\$	500.00	\$	500.00	\$	750.00	\$	750.00	\$	250.00	\$	250.00	\$	400.00	\$	400.00
E2-3 Calcium Chloride	5 TON	\$	800.00	\$	4,000.00	\$	300.00	\$	1,500.00	\$	10.00	\$	50.00	\$	500.00	\$	2,500.00
E2-4 Silt Fence	120 LF	\$	7.00	\$	840.00	\$	12.00	\$	1,440.00	\$	2.00	\$	240.00	\$	7.00	\$	840.00
F2 - Lump Sum																	
F2-1 Prep of Site and Misc. Work	1 LS	\$	4,000.00	\$	4,000.00	\$	8,000.00	\$	8,000.00	\$	5,000.00	\$	5,000.00	\$	10,000.00	\$	10,000.00
F2-2 Bonds	1 LS	\$	760.00	\$	760.00	\$	4,000.00	\$	4,000.00	\$	2,300.00	\$	2,300.00	\$	1,250.00	\$	1,250.00
SUBTOTAL OF ALL UNIT PRICE AND LUMP SUM BID ITEMS - ADDITIONAL BID ALTERNATIVE NO. 2				\$	42,500.00		\$	36,685.00		\$	44,490.00		\$	54,270.00		\$	-
BASIS FOR COMPARISON: TOTAL BASE BID, ADD ALT. NO. 1, AND ADD ALT. NO. 2 CONTRACT PRICE:				\$	245,872.00		\$	200,410.00		\$	217,900.00		\$	251,595.00		\$	-

Bid Informalities:

1. Nott's Excavating carried a unit price of \$129 for Bid Item A-3 and an extended price of \$27,090.00. The correct extended price is \$41,280.00.
2. Nott's Excavating carried a total base bid price of \$127,400.00. Due to Bid Informality No. 1, the correct base bid price is \$141,590.00.
3. Nott's Excavating carried a total base bid, add alt. 1 and 2 price of \$237,405.00. Due to Bid Informality No. 1, the correct total price is \$251,595.00.
4. Mountain View Earthworks failed to use the bid form provided in Addendum No. 2 to acknowledge both Addendum No. 1 and 2. As such their bid was rejected.
5. Thompson Site Service failed to acknowledge Addendum No. 1 and failed to provide a certified check or a bid bond in the amount of 5% of their bid. As such their bid was rejected.
6. Michelle Baillargeon Construction Services failed to acknowledge Addendum No. 1 in the appropriate location on the bid form. As such their bid was rejected.

Notes:

The information tabulated above accurately reflects the bids received by the Town of Hartford on November 19th, 2025.

Jason R. Booth, PE
President
Aldrich + Elliott, PC
Engineers representing the Town of Hartford

To: Members of the Hartford, VT Select Board

From: John Haverstock, Town Manager

Re: Acceptance of FY2025 Audit Report, as Amended

Date: December 9, 2025

Background

At the November 25 Selectboard meeting, the Board voted to table the FY2025 Audit Report, in order to confirm, as suggested by the Finance Director, that the relevant Department Heads were agreeable to the Town Manager's proposed revisions to the Audit Report language, crafted in an effort to accommodate input from Selectboard member Erik Krauss.

Discussion

The DPW Director has since approved the language touching on Transfer Station operations. The Environmental Sustainability Coordinator has also approved the proposed changes to language touching upon the Town's carbon neutrality goals.

Recommendation

I recommend that the Selectboard vote to accept the FY2025 Audit Report, as we face a December 31 deadline to do so. Once approval is given, the Auditor will finalize the Audit Report and it can be circulated in the usual manner.

Attachments

John Haverstock

From: Bonnie Dow <Badow@mjk-cpa.com>
Sent: Tuesday, December 2, 2025 12:37 PM
To: John Haverstock
Cc: Gail Ostrout; John Mudgett; Shannon Hill; Dana Clawson
Subject: RE: Auditor's Reports for FYE25

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

Thanks John,

Please let me know after the 12/9 meeting when the board has approved the final draft, and we will proceed with finalizing the report.

Bonnie A. Dow

Audit Manager

**Mudgett
Jennett &
Krogh-Wisner, P.C.**
Certified Public Accountants

141 Main Street, PO Box 937
Montpelier, VT 05602

Email is always the best way to reach me, however my response time may be delayed. I typically work Monday through Thursday, and your patience is appreciated.

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Tuesday, December 2, 2025 12:34 PM
To: Bonnie Dow <Badow@mjk-cpa.com>
Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <sshill@mjk-cpa.com>; Dana Clawson <dclawson@hartford-vt.org>
Subject: RE: Auditor's Reports for FYE25

Thanks, Bonnie.

See Department Heads Bryan Gazda's and Dana Clawson's attached emails confirming approval of all these several changes.

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

From: Bonnie Dow <Badow@mjk-cpa.com>
Sent: Tuesday, December 2, 2025 12:11 PM
To: John Haverstock <jhaverstock@hartford-vt.org>
Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <sshill@mjk-cpa.com>; Dana Clawson <dclawson@hartford-vt.org>
Subject: RE: Auditor's Reports for FYE25

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

I have made this change. This is the updated footnote.

18. Contingent liability:

On March 3, 2020, Town voters adopted a resolution requiring that Town infrastructure and equipment achieve carbon neutrality by 2027. The Town will need to measure its carbon generation in 2028 to determine whether it has achieved this goal. If it has not achieved this goal, the Town will have to consider its options, including the purchase of offsets.

Bonnie A. Dow

Audit Manager

**Mudgett
Jennett &
Krogh-Wisner, P.C.**
Certified Public Accountants

141 Main Street, PO Box 937
Montpelier, VT 05602

Email is always the best way to reach me, however my response time may be delayed. I typically work Monday through Thursday, and your patience is appreciated.

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Tuesday, December 2, 2025 9:37 AM
To: Bonnie Dow <Badow@mjk-cpa.com>
Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <sshill@mjk-cpa.com>; Dana Clawson <dclawson@hartford-vt.org>
Subject: RE: Auditor's Reports for FYE25

Hi Bonnie.

I am requesting two additional small changes, per a Selectboard member: Change the words "may" to "will" in the final two sentences of Item 18. Contingent Liability.
I plan to seek Selectboard acceptance of this updated Audit Report on December 9.

Thanks.

John Haverstock
Town Manager, Hartford, VT

John Haverstock

From: Dana Clawson
Sent: Tuesday, December 2, 2025 12:07 PM
To: John Haverstock; Bonnie Dow
Cc: Gail Ostrout; John Mudgett; Shannon Hill
Subject: RE: Auditor's Reports for FYE25

John,

I am comfortable with changing "may" to "will" in item 18.

Best,
Dana Clawson
Environmental Sustainability Coordinator
Town of Hartford
171 Bridge Street
White River Junction, Vermont 05001
802-295-9353 ext. 223

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.

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Sent: Tuesday, December 2, 2025 9:37 AM
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John Haverstock
Town Manager, Hartford, VT
802/295-9353 x216

From: Bonnie Dow <Badow@mjk-cpa.com>
Sent: Tuesday, November 25, 2025 12:43 PM
To: John Haverstock <jhaverstock@hartford-vt.org>
Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <sshill@mjk-cpa.com>
Subject: RE: Auditor's Reports for FYE25

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Hi John,

I'm hoping that having the proposed changes all in one place will help the board see your proposed changes in comparison to the draft they have currently.

Addressing Erik's initial email/questions –

Item #1, I've changed the terminology to Interest income on pages 17, 20, 24, 25, 47, 49, 51. The term "Investment Income" on page 13 can't be changed, as these General Revenue categories are prescribed by GASB 34 for the government-wide financial statement presentation.

Item #2 & #3, This is the footnote as it reads now, with John's proposed changes.

8. → Landfill closure and postclosure care costs:

The Town operated a landfill for use by Town residents and various neighboring Towns. The landfill ceased accepting solid waste as of December 31, 1992. Subsequently, the Town operated a landfill for construction and demolition debris. Phase I of this landfill ceased accepting debris for disposal as of July 31, 1998 and was closed and capped during the fiscal year ended June 30, 2000. There are no plans to open Phase II of the landfill. Currently the Town operates a transfer station for municipal solid waste, recycling and occasional household hazardous waste disposal events.

State and federal laws and regulations require that the Town perform certain maintenance and monitoring functions at the landfill site for 30 years after closure and report monitoring results to the state regulatory agency. An estimated liability, estimated by the Town's engineers, of \$92,000 has been recognized in accrued postclosure liability for the future postclosure care costs. The Town is required to annually appropriate funds to finance postclosure care of the facility. The Town also maintains cash set aside to fund future postclosure care expenses. The balance of this cash account at June 30, 2025, was \$286,171. The estimate is based on the amount that would be paid if all equipment, facilities and services required to monitor and maintain the landfill were acquired as of June 30, 2025. However, the actual cost of postclosure care may be higher (or lower) due to inflation, changes in technology, or changes in landfill laws and regulations.

The Town has received a Notice of Alleged Violation (NOAV) from the State with regard to a stockpile of commercial demolition debris. The Town has retained the vendor Sanborn Head to investigate options, including capping the stockpile in place rather than shipping it elsewhere for disposal. A waiver from the liner requirement is being submitted by Sanborn Head to the State. If approved, this approach could save the Town several hundred thousand dollars.

Item #4, This footnote has been added, as proposed by John.

18. Contingent liability:

On March 3, 2020, Town voters adopted a resolution requiring that Town infrastructure and equipment achieve carbon neutrality by 2027. The Town may need to measure its carbon generation in 2028 to determine whether it has achieved this goal. If it has not achieved this goal, the Town may have to consider its options, including the purchase of offsets.

Thanks,

Bonnie A. Dow

Audit Manager

**Mudgett
Jennett &
Krogh-Wisner, P.C.**
Certified Public Accountants

141 Main Street, PO Box 937

John Haverstock

From: Bryan Gazda
Sent: Tuesday, December 2, 2025 7:51 AM
To: John Haverstock
Subject: RE: Auditor's Reports for FYE25

John,

Read through the emails I am OK with your verbiage. Not sure why this is audit item now compared to prior years.

Bryan

From: John Haverstock <jhaverstock@hartford-vt.org>
Sent: Monday, December 1, 2025 12:59 PM
To: Bryan Gazda <bgazda@hartford-vt.org>
Subject: FW: Auditor's Reports for FYE25

Following up to put this at the top of your queue, Bryan....

Thanks.

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

From: John Haverstock
Sent: Wednesday, November 26, 2025 8:28 AM
To: Bryan Gazda <bgazda@hartford-vt.org>
Cc: Gail Ostrout <gostrout@hartford-vt.org>
Subject: FW: Auditor's Reports for FYE25

Bryan,

In your absence, and in response to comments from Erik Krauss, I drafted language (below) regarding Transfer Station operations. Could you please review my proposed language and let me know whether you agree with it or feel that it should be changed?

Thanks.

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

From: John Haverstock
Sent: Tuesday, November 25, 2025 1:04 PM
To: 'Bonnie Dow' <Badow@mjk-cpa.com>
Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <[1](mailto:sshill@mjk-</p></div><div data-bbox=)

cpa.com>

Subject: RE: Auditor's Reports for FYE25

Thanks, Bonnie.

I will share this with the Board.

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

From: Bonnie Dow <Badow@mjk-cpa.com>

Sent: Tuesday, November 25, 2025 12:43 PM

To: John Haverstock <jhaverstock@hartford-vt.org>

Cc: Gail Ostrout <gostrout@hartford-vt.org>; John Mudgett <jhmudgett@mjk-cpa.com>; Shannon Hill <sshill@mjk-cpa.com>

Subject: RE: Auditor's Reports for FYE25

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Thanks,

Bonnie A. Dow

Audit Manager

**Mudgett
Jennett &
Krogh-Wisner, P.C.**
Certified Public Accountants

141 Main Street, PO Box 937
Montpelier, VT 05602

Email is always the best way to reach me, however my response time may be delayed. I typically work Monday through Thursday, and your patience is appreciated.

From: John Haverstock <jhaverstock@hartford-vt.org>

Sent: Monday, November 24, 2025 3:33 PM

To: Bonnie Dow <Badow@mjk-cpa.com>

Cc: Gail Ostrout <gostrout@hartford-vt.org>

Subject: RE: Auditor's Reports for FYE25

Hi Bonnie.

Can you/are you willing to modify the Audit Report, as suggested by Erik Krauss in Comments 1-4? See my proposed language:

1. Change the phrase Investment Earnings to Interest Earnings
2. Shorten the sentence on p. 35 to read: Currently, the Town operates a Transfer Station for municipal solid waste, recycling and occasional household hazardous waste disposal events.
3. Also on P. 35, add this language: The Town has received a Notice of Alleged Violation (NOAV) from the State with regard to a stockpile of commercial and demolition debris. The Town has retained Sanborn Head to investigate options, including capping the stockpile in place rather than shipping it elsewhere for disposal. A waiver from the liner requirement is being submitted by Sanborn Head to the State. If approved, this approach could save the Town several hundred thousand dollars.
4. Add the following language: On March 3, 2020, Town voters adopted a resolution requiring that Town infrastructure and equipment achieve carbon neutrality by 2027. The Town may need to measure its carbon generation in 2028 to determine whether it has achieved this goal. If it has not achieved this goal, the Town may have to consider its options, including the purchase of offsets.

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

From: Gail Ostrout <gostrout@hartford-vt.org>
Sent: Monday, November 24, 2025 2:33 PM
To: John Haverstock <jhaverstock@hartford-vt.org>
Subject: RE: Auditor's Reports for FYE25

John

The other items as Bonnie noted should be addressed by you, the board and DPW.

Gail Ostrout
Finance Director
Town of Hartford
[171 Bridge Street](#)
[White River Jct., VT 05001](#)
P [\(802\) 295-3002](#)

From: Gail Ostrout
Sent: Monday, November 24, 2025 2:32 PM
To: John Haverstock <jhaverstock@hartford-vt.org>
Subject: RE: Auditor's Reports for FYE25

John

Here is the answer to Erik's question # 5.

The Public Safety Fund is Fund 72. This fund is utilized for some grants as well as funds specific to the Police.

Due to Due From are created when expenses are paid from one cash account but coded to a different fund to be reimbursed later.

Example: Expense to grants in aid expense will be coded to fund 72 and paid through the general fund (10) which creates funds due from fund 72 to fund 10.

Once the reimbursement is received fund 72 will reimburse fund 10 bringing that due to due from to zero. Attached please find a copy of the balance sheet for that fund.

Fund 78 is specific for impact fees (balance sheet attached). Same explanation as above when expenses are paid from one cash fund but later to be reimbursed or adjusted it will live in the due to due from GL.

Gail Ostrout
Finance Director
Town of Hartford
[171 Bridge Street](#)
[White River Jct., VT 05001](#)
P [\(802\) 295-3002](#)

From: Bonnie Dow <Badow@mjk-cpa.com>
Sent: Monday, November 24, 2025 10:13 AM
To: Erik Krauss <ekrauss@hartford-vt.org>; Gail Ostrout <gostrout@hartford-vt.org>; John Haverstock <jhaverstock@hartford-vt.org>
Cc: John Mudgett <jhmudgett@mjk-cpa.com>
Subject: RE: Auditor's Reports for FYE25

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

Hi Gail,

I received this email from Erik, but am looping others in to coordinate how to address them.

Item #1 investment earnings would primarily be interest earned on all cash accounts since the Town no longer has any actual investments.

I believe the footnotes on page 35 may need some modification based on his item #2 and item #3. Would you be able to work with the appropriate department head(s) to review the current wording, and work on how it should be modified?

Regarding item #4 I think it may be prudent to add a future potential contingent liability footnote, but either the board and/or Town Manager would be the appropriate party to draft a footnote to disclose it.

Item #5 – Gail would need to research the actual transaction that resulted in the due from other fund amount.

I have cc'd John Mudgett, our audit partner as well, since he will be reviewing the drafts in the near future (my audit files are still currently going through the review process in our office.)

Thanks,

Bonnie A. Dow

Audit Manager

**Mudgett
Jennett &
Krogh-Wisner, P.C.**
Certified Public Accountants

141 Main Street, PO Box 937
Montpelier, VT 05602

Email is always the best way to reach me, however my response time may be delayed. I typically work Monday through Thursday, and your patience is appreciated.

From: Erik Krauss <ekrauss@hartford-vt.org>
Sent: Monday, November 24, 2025 8:58 AM
To: Bonnie Dow <Badow@mjk-cpa.com>
Subject: Auditor's Reports for FYE25

Hello Bonnie,

Thank you for performing the financial audit for the Town of Hartford and for producing the reports. I have a few questions and observations below.

1. Page 7, table 2: investment earnings. What are the sources of investment earnings? If this is a question better directed to staff please let me know.
2. Page 35 - "Currently the Town operates a transfer station for municipal solid waste, and a grinding facility and transfer station for construction and demolition debris." It is my understanding that the Town no longer hosts C&D grinding at the Transfer Station or accepts C&D at the Transfer Station.
3. Page 35 - I did not find mention in the report of the liability associated with the Town's options to either a) Remove existing C&D from the Transfer Station site or b) Cap this C&D in place and perform continued monitoring. The Board recently authorized the Town Manager to enter into a contract with an independent firm to pursue the cap in place option. Engineering and construction estimates for this option are pending preliminary State approval. The same firm provided an estimate for the C&D removal option.
4. The report makes no mention of the future liability associated with Article 25 on the March 3, 2020 Town Meeting ballot which resulted in voters calling for Town operations to be carbon neutrality by 2027. Since the Town will continue to produce GHG emissions through its operations, presumably it will need to secure some form of offsets to balance its emissions.
5. Page 46, Schedule 1. Can you please explain the "Due from other funds" line particularly as it relates to the Public Safety and Impact Fees funds?

Thank you!

Erik Krauss

Selectboard Member

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.

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Date: November 18, 2025

To: Town of Hartford Selectboard
John Haverstock, Town Manager
Town of Hartford Leadership Team

From: Gail Ostrout, Finance Director



RE: FY 2025 (7/1/2024-6/30/2025) Draft Financial Audit

Attached please find the FYE 2025 Draft Financial Audit for your review. All questions should be directed to the lead auditor Bonnie Dow Badow@mjk-cpa.com.

I am proud to announce we have another accurate and transparent audit again this year.

Hartford's audit represents once again that the execution of policies and procedures we have in place result in:

- 10 years of clean audits
- Low audit risk classification
- compliance with internal controls required for separation of duties
- compliance with Local, State and Federal funding requirements

Pages 4-10 Management Discussion & Analysis provides a balcony level view

Pages 11-26 Financial Statements for both Government & Proprietary Funds:
Net Position, Budget to Actual and Cash Flow.

Pages 27-45 Detailed notes that provide support / definitions for the numbers

Pages 46-51 Combination of Financial Statements

Page 52 Schedule of the Net Pension Liability

Page 53 Other Postemployment Benefit Plan / Liability

Pages 56-58 Single Audit Letter

Pages 59-61 Single Audit – Schedule of Expenditures of Federal Awards

Page 62 Single Audit – Schedule of Findings and Questioned Costs



AGENDA MEMORANDUM
November 25, 2025
Town Selectboard Meeting Item
Submitted by: Gail Ostrout, Finance Director

Subject: FYE 2025 (7/1/24-6/30/25) Audit

Background: The firm of Mudgett, Jennett & Krogh-Wisner, P.C. of Montpelier, Vermont is the Town's independent auditor. The auditor reviews the Town's financial statements and assures that they are free of material misstatement according to governmental accounting standards.

Discussion: The selectboard and leadership received a copy of the draft on Tuesday November 18, 2025. The selectboard and leadership team was directed to submit all questions directly to the audit firm prior their acceptance on Tuesday November 25, 2025.

Financial Impact: N/A.

Recommendation: To accept the Independent Auditor's Report on the FYE 2025 Draft Financial Statements as presented.

Finance Director

Attachments: Governance Letter
Draft Financial Statements

November 18, 2025

The Selectboard
Town of Hartford, Vermont

In connection with audit engagements, we are required by auditing standards generally accepted in the United States of America to communicate certain matters with those charged with governance. The term "those charged with governance" means the persons with responsibility for overseeing the strategic direction of the entity and obligations related to the accountability of the entity, for example, the Selectboard (the Board) or a designated Board officer or committee. This communication is provided in connection with our audit of the financial statements of the Town of Hartford, Vermont (the Town) as of and for the year ended June 30, 2025.

These standards require us to communicate with you any matters related to the financial statement audit that are, in our professional judgment, significant and relevant to your responsibilities in overseeing the financial reporting process. They also set the expectation that our communication will be two way, and that the Board or their designee will communicate with us matters you consider relevant to the audit. Such matters might include strategic decisions that may significantly affect the nature, timing, and extent of audit procedures.

This letter summarizes those matters which we are required by professional standards to communicate to you in your oversight responsibility for the Town's financial reporting process.

Auditor's Responsibility under Professional Standards

Our responsibilities under auditing standards generally accepted in the United States of America and *Government Auditing Standards* issued by the Comptroller General of the United States were described in our arrangement letter dated January 29, 2025. Our audit of the financial statements does not relieve management or those charged with governance of their responsibilities, which are also described in that letter.

An Overview of the Planned Scope and Timing of the Audit

The scope of the audit was also described in our arrangement letter dated January 29, 2025. The audit was conducted in October 2025; our exit conference with management was held on October 30, 2025; drafts of the financial statements and reports were provided to management on November 18, 2025.

Accounting Policies and Practices

- **Preferability of Accounting Policies and Practices**

Under generally accepted accounting principles, in certain circumstances, management may select among alternative accounting practices. In our view, in such circumstances, management has selected the preferable accounting practice.

- **Adoption of, or Change in, Accounting Policies**

Management has the ultimate responsibility for the appropriateness of the accounting policies used by the Town. The Town did not adopt any significant new accounting policies nor have there been any changes in existing significant accounting policies during the current period.

- **Significant or Unusual Transactions**

We did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

- **Management's Judgments and Accounting Estimates**

Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events and certain assumptions about future events. The significant accounting estimates reflected in the Town's 2025 financial statements are depreciation expense, amortization expense, a long-term obligation for accrued postclosure care in the Solid Waste Fund, the State of Vermont's estimate of the Town's pension expense, pension deferrals, net pension liability for the Vermont Municipal Employees' Retirement System, and the estimated future liability for other postemployment benefits.

Audit Adjustments

During the audit we proposed five adjustments to the general ledger balances provided for audit. Management also provided six adjustments to adjust additional items that were identified by management during the audit.

Management accepted the proposed adjustments, and those changes are reflected in the 2025 financial statements. The significant effects of these adjustments were to (1) correct fund balances, (2) correct interfund balances and interfund transfers, (3) correct debt service expenditures, and (4) correct capital assets.

Uncorrected Misstatements

We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.

Disagreements with Management

We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.

Consultations with Other Accountants

We are not aware of any consultations that management may have had with other accountants about accounting or auditing matters.

Significant Issues Discussed with Management

We did not have correspondence with management regarding significant issues arising from the audit. We have discussed accounting matters relating to the Town's accounting estimates and audit adjustments. We have also discussed the Town's Fair and Impartial Policing Policy (FIPP), which conflicts with the Town's Welcoming Hartford Ordinance (WHO). The Town has asked the Vermont Criminal Justice Council and the State Attorney General to allow the Town to modify its FIPP to more closely align the two policies. Management is still in the process of developing a modified FIPP that both the Town and

Town of Hartford, Vermont
November 18, 2025
Page 3

State will agree on. Until a modified FIPP is approved, the Town is required to work under the current FIPP, which is in compliance with the State's model policy.

Significant Difficulties Encountered in Performing the Audit

We did not encounter any significant difficulties in working with management during the audit.

Material Weaknesses

We identified no material weaknesses in the Town's system of internal control over financial reporting during our audit of the financial statements.

Certain Written Communications between Management and Our Firm

Management provided written representations in connection with the audit in a letter to our firm dated November 18, 2025. A copy of the letter is available upon your request.

This report is intended solely for the information and use of the Selectboard and management and is not intended to be and should not be used by anyone other than these specified parties. It will be our pleasure to respond to any questions you have regarding this letter. We appreciate the opportunity to be of service to the Town.

Very truly yours,
Mudgett, Jennett & Krogh-Wisner, P.C.

*Audit Signature to be
inserted upon finalization*

TOWN OF HARTFORD, VERMONT
FINANCIAL STATEMENTS
JUNE 30, 2025
AND
INDEPENDENT AUDITOR'S REPORTS

TOWN OF HARTFORD, VERMONT

JUNE 30, 2025

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INDEPENDENT AUDITOR'S REPORT

The Selectboard
Town of Hartford, Vermont

Report on the Audit of the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Hartford, Vermont (the Town) as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Hartford, Vermont as of June 30, 2025, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the General Fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Town of Hartford, Vermont, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a

material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we

- exercise professional judgment and maintain professional skepticism throughout the audit.
- identify and assess the risks of material misstatement on the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control. Accordingly, no such opinion is expressed.
- evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Town's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and schedules 7 through 9 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The accompanying schedules 1 through 6, and the Schedule of Expenditures of Federal Awards as required by Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* (Uniform Guidance) are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. The information has been subjected to

the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the accompanying schedules 1 through 6, and the Schedule of Expenditures of Federal Awards are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated November 18, 2025 on our consideration of the Town's internal control over financial reporting; on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements; and on other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.

Montpelier, Vermont
November 18, 2025

*Audit Signature to be
inserted upon finalization*

**TOWN OF HARTFORD, VERMONT
MANAGEMENT'S DISCUSSION AND ANALYSIS
JUNE 30, 2025**

The following is a discussion and analysis of the Town of Hartford's (the Town) financial performance including an overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2025. Readers should consider this information in conjunction with the financial statements which are located after this analysis. This discussion and analysis provides comparisons between FY 2025 and FY 2024.

FINANCIAL HIGHLIGHTS

Government-wide Highlights

The Town's assets and deferred outflows of resources exceeded its liabilities and deferred inflows of resources at June 30, 2025, by \$43,626,825 compared to \$42,653,890, as restated, at June 30, 2024. This represents an increase of \$972,935.

Fund Highlights

At the end of the fiscal year, the Town's governmental funds reported a combined ending fund balance of \$15,038,286, an increase of \$336,567 in comparison with a decrease of \$2,200,447 for the prior year. Of the total fund balance, \$12,213,093 represents amounts restricted, committed or assigned to specific purposes, such as reserves and encumbrances approved by management, \$197,949 is nonspendable, leaving an unassigned balance of \$2,627,244.

Long-term Debt

The Town's long-term debt decreased \$1,186,184 during the fiscal year and had a total ending balance of \$26,119,511.

OVERVIEW OF THE FINANCIAL STATEMENTS

The Town's financial statements consist of five sections: 1) Independent Auditor's Report, 2) Management's Discussion and Analysis, 3) Basic Financial Statements, 4) Supplementary Schedules and 5) Compliance Reports.

- **Independent Auditor's Report** - This is a description by the auditors of the scope of their work and their official opinion of the financial statements of the Town for the 2025 fiscal year.
- **Management's Discussion and Analysis** - An introduction to the basic financial statements that is intended to be an easily read analysis of the Town's financial activities based on currently known facts, decisions or conditions.
- **Basic Financial Statements** - This section of the report includes government-wide financial statements, fund financial statements, and notes to the financial statements.
- **Supplementary Schedules** - This section of the report includes schedules 1 through 6, which are not required by accounting principles generally accepted in the United States of America (U.S. GAAP) but are presented as supplementary information. These schedules contain the combining information for individual nonmajor governmental funds. This section also includes schedules 7 through 9, which are required by U.S. GAAP. These schedules contain required historical pension information for the Town's portion of VMERS and schedule of funding progress for the Town's postemployment healthcare plan.
- **Compliance Reports** - This section includes the auditor's report on the Town's internal controls over financial reporting and on compliance and other matters. Internal controls deal with the Town's processes and procedures that ensure our financial statements are accurate and that Town assets are being safeguarded in a reasonable fashion. A second auditor's report on compliance for each major federal program; internal controls over compliance; and on the schedule of expenditures of federal awards is also included.

Government-wide Statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town's finances in a manner similar to a private-sector business. The statements provide both short-term and long-term information about the Town's financial position, which helps readers determine whether the Town's financial position has improved or deteriorated during the fiscal year. These statements include all non-fiduciary financial activity on the full accrual basis of accounting. This means that all revenues and expenditures are reflected in the financial statements even if the related cash has not been received or paid as of June 30.

- **Statement of Net Position** - This statement presents information on all of the Town's assets and deferred outflows of resources and its liabilities and deferred inflows of resources, with the difference reported as net position. Over time, increases or decreases in net position may indicate whether the financial position of the Town is improving or deteriorating.
- **Statement of Activities** - This statement presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

The government-wide financial statements have separate columns for governmental activities and business-type activities. The Town's activities are classified as follows:

- **Governmental Activities** - Activities reported here include general government, public safety, public works, health and social services, parks and recreation, conservation and development, and cultural. Property taxes and federal, state and local revenues finance these activities.
- **Business-type Activities** - Activities reported here include the water, wastewater and solid waste activities.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All the Town's funds are categorized as governmental, proprietary or fiduciary.

- **Governmental Funds** - The basic services provided by the Town are reported in the governmental funds. These statements provide a detailed, short-term view of the functions reported as governmental activities in the government-wide financial statements. The government-wide financial statements are reported using the full accrual basis of accounting, but the governmental fund financial statements are reported using the modified accrual basis of accounting. This allows the reader to focus on assets that can be readily converted to cash and determine whether there are adequate resources to meet the Town's current needs.

The Town reports 9 individual governmental funds. Information is presented separately in the governmental fund statements for the General Fund, Community Development Fund, TIF Fund and Capital Projects Fund which are considered major funds. Data from the other 5 governmental funds are aggregated into a single column on the fund statements. Individual fund data for these nonmajor governmental funds is provided in the supplementary schedules section.

- **Proprietary Funds** - Proprietary funds report activities that operate more like those of private-sector business and use the full accrual basis of accounting. Proprietary funds are reported as business-type activities on the government-wide financial statements. Since proprietary funds use accrual basis accounting, there are no differences between amounts reported on the government-wide statements and the proprietary fund statements. The Town uses proprietary funds to account for its Water, Wastewater and Solid Waste Funds.

Reconciliation of Government-wide Financial Statements to Governmental Fund Financial Statements

The governmental activities of the government-wide financial statements and the governmental funds of the fund financial statements do not use the same accounting basis and measurement focus. Because the focus of governmental funds is more limited than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. This comparison can help readers better understand the long-term impact of the Town's near-term financing decisions. Both the Balance Sheet - Governmental Funds and the Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds provide a reconciliation to facilitate this comparison between governmental funds and governmental activities. These reconciliations are presented on the page immediately following each governmental fund financial statement.

The following indicates some of the reporting differences between the government-wide financial statements and the governmental funds financial statements.

- Capital assets used in governmental activities are not reported on governmental fund statements.
- Lease assets and related lease liabilities are not reported on governmental fund statements.
- Long-term liabilities, unless due and payable, are not included in the fund financial statements. These liabilities are only included in the government-wide statements. Long-term liabilities include long-term debt, accrued compensated absences and other postemployment benefits.
- Property taxes not available to pay current period expenditures are deferred in governmental fund statements but not deferred on the government-wide statements.
- Deferred inflows of resources relating to deferred pension credits, deferred outflows of resources relating to deferred pension expense, and net pension asset or liability are reported on the government-wide statements but are excluded from the fund financial statements.
- Capital outlay spending results in capital assets on the government-wide statements but is reported as expenditures in the fund financial statements.
- Bond proceeds provide current financial resources on the fund financial statements but are recorded as long-term liabilities in the government-wide financial statements.

FINANCIAL ANALYSIS

Government-wide Financial Statements

The Town's assets and deferred outflows of resources exceeded its liabilities and deferred inflows of resources by \$43,626,825 at year end. Net position increased by \$972,935 over the previous fiscal year.

TABLE 1
Net Position

	<u>Governmental Activities</u>		<u>Business-type Activities</u>		<u>Total Primary Government</u>	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Assets						
Current Assets	\$ 18,298,553	\$ 18,014,900	\$ 13,280,666	\$ 13,978,970	\$ 31,579,219	\$ 31,993,870
Noncurrent Assets	45,624,679	46,138,985	17,847,667	17,465,875	63,472,346	63,604,860
Total Assets	63,923,232	64,153,885	31,128,333	31,444,845	95,051,565	95,598,730
Deferred Outflows of Resources						
	<u>2,073,023</u>	<u>2,220,103</u>	-	-	<u>2,073,023</u>	<u>2,220,103</u>

	<u>Governmental Activities</u>		<u>Business-type Activities</u>		<u>Total Primary Government</u>	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Liabilities						
Current Liabilities	2,793,572	3,620,363	1,334,623	1,517,719	4,128,195	5,138,082
Noncurrent Liabilities	35,551,079	36,693,825	11,669,638	10,595,307	47,220,717	47,289,132
Total Liabilities	38,344,651	40,314,188	13,004,261	12,113,026	51,348,912	52,427,214
Deferred Inflows of Resources	3,078,608	1,764,794	-	-	3,078,608	1,764,794
Net Position						
Net Investment in						
Capital Assets	27,473,031	28,099,814	7,243,238	7,938,872	34,716,269	36,038,686
Restricted	8,834,472	10,187,439	-	-	8,834,472	10,187,439
Unrestricted	(11,734,507)	(13,992,247)	10,880,834	11,392,947	(853,673)	(2,599,300)
Total Net Position	\$ 24,572,996	\$ 24,295,006	\$ 18,124,072	\$ 19,331,819	\$ 42,697,068	\$ 43,626,825

The larger portion of the Town's net position reflects its net investment in capital assets less any related outstanding debt used to acquire those assets. These assets are recorded net of depreciation in the financial statements. The Town uses capital assets to provide services to citizens; therefore, those assets are not available for future spending. Although the Town's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities. The remaining portion of the Town's net position represents restricted and unrestricted net position.

The following condensed financial information was derived from the Government-wide Statement of Activities and provides detail regarding the change in net position.

TABLE 2
- Change in Net Position

	<u>Governmental Activities</u>		<u>Business-type Activities</u>		<u>Total Primary Government</u>	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
REVENUES						
Program Revenues:						
Charges for Services	\$ 3,038,923	\$ 3,186,601	\$ 5,685,178	\$ 5,799,208	\$ 8,724,101	\$ 8,985,809
Grants and Contributions	2,570,669	3,048,812	-	-	2,570,669	3,048,812
Other	220,048	222,830	21,261	123,441	241,309	346,271
General Revenues:						
Property Taxes	15,934,197	17,186,885	-	-	15,934,197	17,186,885
Insurance recoveries	-	-	-	37,437	-	37,437
Loss on disposition of of capital assets	(23,541)	(11,707)	-	-	(23,541)	(11,707)
Investment Earnings	682,445	772,044	132,498	134,371	814,943	906,415
Total Revenues	22,422,741	24,405,465	5,838,937	6,094,457	28,261,678	30,499,922

	<u>Governmental Activities</u>		<u>Business-type Activities</u>		<u>Total Primary Government</u>	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
PROGRAM EXPENSES						
General government	547,750	4,512,221	-	-	547,750	4,512,221
Public safety	10,125,318	10,924,394	-	-	10,125,318	10,924,394
Public works	3,396,138	3,887,135	-	-	3,396,138	3,887,135
Health and social services	543,324	571,924	-	-	543,324	571,924
Parks and recreation	2,342,223	2,438,191	-	-	2,342,223	2,438,191
Conservation and development	573,716	597,922	-	-	573,716	597,922
Cultural	82,626	427,298	-	-	82,626	427,298
Water	-	-	1,141,813	1,405,390	1,141,813	1,405,390
Wastewater	-	-	2,689,295	3,207,299	2,689,295	3,207,299
Solid Waste	-	-	620,706	844,166	620,706	844,166
Interest	507,689	479,313	230,203	231,734	737,892	711,047
Total Program Expenses	18,118,784	23,838,398	4,682,017	5,688,589	22,800,801	29,526,987
Transfers In (Out)	(838,626)	(845,057)	838,626	845,057	-	-
Restatement	421,137	-	838,626	-	1,259,763	-
Increase (decrease) in						
Net Position	\$ 3,886,468	\$ (277,990)	\$ 2,834,172	\$ 1,250,925	\$ 6,720,640	\$ 972,935

Total governmental activities expenses were \$23,838,398 and \$18,118,784 in fiscal years 2024 and 2025, respectively. The expenses do not include capital outlay, which is reflected as capital asset additions in the government-wide financial statements.

Program revenues are derived directly from the program itself or from parties outside the reporting government's taxpayers or citizenry. They reduce the net cost of the function to be financed from the government's general revenues. Total program revenues from governmental activities were \$6,458,243 in 2024 and \$5,829,640 in 2025. Governmental activities program revenues from charges for services include licenses and permits, planning fees, forfeitures, sale of supplies and several other revenues. Program revenues in the grants and contributions category include federal, state and local grants, and local contributions that are restricted for program use.

General revenues are all other revenues not categorized as program revenues and include property taxes and investment earnings. Total general revenues from governmental activities were \$16,593,101 in fiscal 2024 and \$17,947,222 in fiscal 2025.

Fund Financial Statements

- **Governmental Funds** - The combined fund balance of the governmental funds was \$14,701,719 at June 30, 2024 and \$15,038,286 at June 30, 2025. \$12,213,093 of the FY 2025 fund balance is restricted, committed or assigned; \$197,949 is nonspendable, leaving a remaining unassigned balance of \$2,627,244. The fund balance of the General Fund decreased from \$9,991,649 in FY 2024 to \$9,228,935 in FY 2025.

Revenues and expenditures in the General Fund vary from their operating budgets, as shown on the Statement of Revenues and Expenditures - Budget and Actual - General Fund. Management has reviewed these variances and finds them to be acceptable.

- **Proprietary Funds** - The Town's proprietary funds provide the same information found in the government-wide financial statements. Total net position of the Town's proprietary funds at June 30, 2025, was \$19,331,819, an increase of \$1,250,925 over the previous fiscal year.

Capital Assets

The following is a schedule of capital assets as of June 30, 2024 and 2025.

Capital Assets June 30,				
	Governmental Activities		Business-type Activities	
	<u>2024</u>	<u>2025</u>	<u>2024</u>	<u>2025</u>
Land	\$ 1,431,658	\$ 1,431,658	\$ 424,307	\$ 424,307
Construction in Progress	9,713,701	9,566,557	4,028,353	4,686,232
Land improvements	1,653,324	3,241,875	147,002	147,002
Buildings and improvements	19,925,424	19,925,424	27,858,484	27,897,017
Vehicles and equipment	16,227,920	17,377,799	1,821,466	2,193,120
Infrastructure	45,255,342	46,398,360	25,999,861	25,999,861
Total Capital Assets	94,207,369	97,941,673	60,279,473	61,347,539
Less Accumulated Depreciation	50,033,072	53,249,351	42,431,806	43,881,664
Capital Assets, Net	<u>\$ 44,174,297</u>	<u>\$ 44,692,322</u>	<u>\$ 17,847,667</u>	<u>\$ 17,465,875</u>

The Town has a net investment in capital assets of \$62,021,964 and \$62,158,197 on June 30, 2024 and June 30, 2025, respectively. The net increase (including additions and deductions) between the two periods amounted to \$136,233.

Debt

The following is a schedule of long-term debt as of June 30, 2024 and 2025.

Long-term Debt at June 30,			Long-term Debt at June 30,		
	<u>2024</u>	<u>2025</u>		<u>2024</u>	<u>2025</u>
Governmental Activities -			Business-type Activities -		
VMBB - 2012 Series 1	\$ 510,851	\$ 454,090	RF3-069	\$ 332,823	\$ 168,871
VMBB - 2017 Series 4	3,077,500	2,769,750	AR1-006	292,399	258,332
VMBB - 2014 Series 3	495,000	450,000	AR1-099	3,482,031	3,125,069
VMBB - 2014 Series 3	2,695,000	2,450,000	AR1-041	2,472,904	2,219,393
VMBB - 2017 Series 3	1,488,200	1,381,900	RF3-329	1,252,006	1,178,731
VMBB - 2020 Series 2	1,474,750	1,388,000	RF1-188	31,354	27,870
VMBB - 2021 Series 1	759,510	717,315	RF1-202	3,137	1,568
VMBB - 2021 Series 1	2,859,300	2,700,450	RF1-222	602,398	574,265
VMBB - 2022 Series 1	549,290	520,380	RF3-390	802,108	767,851
VMBB - 2022 Series 1	1,731,470	1,640,340	RF1-271	110,921	128,898
VMBB - 2024 Series 2	-	1,300,000	RF1-291	474,853	366,232
Zamboni	46,312	23,750	RF3-467	747,495	709,923
Ladder truck	427,127	346,821	Total Long-term Debt	<u>\$ 10,604,429</u>	<u>\$ 9,527,003</u>
Parks & Recreation van	15,532	8,056			
Softball field lighting	103,124	90,439			
REALice system	8,121	-			
Toro Groomer	5,302	-			
Simulcast radio system	230,542	187,306			
2023 International truck	107,443	73,625			
2024 International truck	116,892	90,286			
Total Long-term Debt	<u>\$ 16,701,266</u>	<u>\$ 16,592,508</u>			

At the end of the fiscal year, the Town had \$16,592,508 in long-term debt outstanding in governmental activities compared to \$16,701,266 in the prior year. For the business-type activities, long-term debt decreased from \$10,604,429 to \$9,527,003.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Town's finances for all of its citizens, taxpayers, customers and creditors. Questions concerning any of the information provided in the report should be addressed to the Town of Hartford, VT at 171 Bridge Street, Hartford, VT 05001.

DRAFT

TOWN OF HARTFORD, VERMONT
GOVERNMENT-WIDE STATEMENT OF NET POSITION
JUNE 30, 2025
(Page 1 of 2)

	<u>Governmental Activities</u>	<u>Business-type Activities</u>	<u>Totals</u>
ASSETS:			
Current assets -			
Cash and cash equivalents	\$ 22,637,752	\$ 5,048,936	\$ 27,686,688
Property taxes receivable	1,186,284	-	1,186,284
Accounts receivable, net	1,330,578	1,009,377	2,339,955
Grants receivable	780,943	-	780,943
Due (to) from other activities	<u>(7,920,657)</u>	<u>7,920,657</u>	<u>-</u>
Total current assets	<u>18,014,900</u>	<u>13,978,970</u>	<u>31,993,870</u>
Noncurrent assets -			
Notes receivable, net	1,446,663	-	1,446,663
Capital assets	97,941,673	61,347,539	159,289,212
less - accumulated depreciation	<u>(53,249,351)</u>	<u>(43,881,664)</u>	<u>(97,131,015)</u>
Lease asset	19,606	-	19,606
less - accumulated amortization	<u>(19,606)</u>	<u>-</u>	<u>(19,606)</u>
Total noncurrent assets	<u>46,138,985</u>	<u>17,465,875</u>	<u>63,604,860</u>
Total assets	<u>64,153,885</u>	<u>31,444,845</u>	<u>95,598,730</u>
DEFERRED OUTFLOWS OF RESOURCES:			
Deferred pension expense	<u>2,220,103</u>	<u>-</u>	<u>2,220,103</u>
LIABILITIES:			
Current liabilities -			
Accounts payable	1,819,771	326,743	2,146,514
Accrued wages	285,814	33,025	318,839
Accrued interest	44,543	114,953	159,496
Current portion of accrued postclosure liability	-	23,000	23,000
Current portion of long-term debt	<u>1,470,235</u>	<u>1,019,998</u>	<u>2,490,233</u>
Total current liabilities	<u>3,620,363</u>	<u>1,517,719</u>	<u>5,138,082</u>
Noncurrent liabilities -			
Accrued compensated absences	1,257,742	117,027	1,374,769
Other postemployment benefits	13,041,533	1,902,275	14,943,808
Net pension liability	7,272,277	-	7,272,277
Accrued postclosure liability	-	69,000	69,000
Long-term debt	<u>15,122,273</u>	<u>8,507,005</u>	<u>23,629,278</u>
Total noncurrent liabilities	<u>36,693,825</u>	<u>10,595,307</u>	<u>47,289,132</u>
Total liabilities	<u>40,314,188</u>	<u>12,113,026</u>	<u>52,427,214</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
GOVERNMENT-WIDE STATEMENT OF NET POSITION
JUNE 30, 2025
(Page 2 of 2)

	<u>Governmental Activities</u>	<u>Business-type Activities</u>	<u>Totals</u>
DEFERRED INFLOWS OF RESOURCES:			
Customer tax overpayments	141,311	-	141,311
Deferred grant revenue	165,411	-	165,411
Deferred note revenue	1,412,678	-	1,412,678
Deferred pension credits	45,394	-	45,394
Total deferred inflows of resources	<u>1,764,794</u>	<u>-</u>	<u>1,764,794</u>
NET POSITION:			
Net investment in capital assets	28,099,814	7,938,872	36,038,686
Restricted	10,187,439	-	10,187,439
Unrestricted	<u>(13,992,247)</u>	<u>11,392,947</u>	<u>(2,599,300)</u>
Total net position	<u>\$ 24,295,006</u>	<u>\$ 19,331,819</u>	<u>\$ 43,626,825</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
GOVERNMENT-WIDE STATEMENT OF ACTIVITIES
FOR THE YEAR ENDED JUNE 30, 2025

	Expenses	Program Revenues			Net (Expense) Revenue and Changes in Net Position		
		Grants and Contributions	Charges for Services	Other	Governmental Activities	Business-type Activities	Totals
FUNCTIONS/PROGRAMS:							
Governmental activities -							
General government	\$ 4,512,221	\$ 1,648,033	\$ 898,437	\$ 187,806	\$ (1,777,945)	\$ -	\$ (1,777,945)
Public safety	10,924,394	605,317	1,688,365	15,114	(8,615,598)	-	(8,615,598)
Public works	3,887,135	655,911	2,680	2,303	(3,226,241)	-	(3,226,241)
Health and social services	571,924	-	-	-	(571,924)	-	(571,924)
Parks and recreation	2,438,191	15,075	576,589	17,607	(1,828,920)	-	(1,828,920)
Conservation and development	597,922	124,476	20,530	-	(452,916)	-	(452,916)
Cultural	427,298	-	-	-	(427,298)	-	(427,298)
Interest	479,313	-	-	-	(479,313)	-	(479,313)
Total governmental activities	<u>23,838,398</u>	<u>3,048,812</u>	<u>3,186,601</u>	<u>222,830</u>	<u>(17,380,155)</u>	<u>-</u>	<u>(17,380,155)</u>
Business-type activities -							
Water	1,405,390	-	1,896,429	20,709	-	511,748	511,748
Wastewater	3,207,299	-	3,477,966	80,576	-	351,243	351,243
Solid waste	844,166	-	424,813	22,156	-	(397,197)	(397,197)
Interest	231,734	-	-	-	-	(231,734)	(231,734)
Total business-type activities	<u>5,688,589</u>	<u>-</u>	<u>5,799,208</u>	<u>123,441</u>	<u>-</u>	<u>234,060</u>	<u>234,060</u>
	<u>\$ 29,526,987</u>	<u>\$ 3,048,812</u>	<u>\$ 8,985,809</u>	<u>\$ 346,271</u>	<u>(17,380,155)</u>	<u>234,060</u>	<u>(17,146,095)</u>
GENERAL REVENUES					17,186,885	-	17,186,885
- PROPERTY TAXES					-	37,437	37,437
- INSURANCE RECOVERIES					(11,707)	-	(11,707)
- LOSS ON SALE OF CAPITAL ASSETS					772,044	134,371	906,415
- INVESTMENT INCOME					(845,057)	845,057	-
TRANSFERS IN (OUT)					<u>17,102,165</u>	<u>1,016,865</u>	<u>18,119,030</u>
CHANGE IN NET POSITION					(277,990)	1,250,925	972,935
NET POSITION, July 1, 2024, as restated					<u>24,572,996</u>	<u>18,080,894</u>	<u>42,653,890</u>
NET POSITION, June 30, 2025					\$ 24,295,006	\$ 19,331,819	\$ 43,626,825

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
BALANCE SHEET - GOVERNMENTAL FUNDS

JUNE 30, 2025

(Page 1 of 3)

	General Fund	Community Development Fund	TIF Fund	Capital Projects Fund	Other Governmental Funds	Totals Governmental Funds
ASSETS						
Cash and cash equivalents	\$ 18,304,411	\$ 413,697	\$ 3,734,660	\$ -	\$ 184,984	\$ 22,637,752
Property taxes receivable	1,186,284	-	-	-	-	1,186,284
Accounts receivable, net	1,330,578	-	-	-	-	1,330,578
Grants receivable	-	55,437	-	-	725,506	780,943
Notes receivable	-	1,446,663	-	-	-	1,446,663
Due from other funds	-	175,058	8,875	50	561,821	745,804
Total assets	\$ <u>20,821,273</u>	\$ <u>2,090,855</u>	\$ <u>3,743,535</u>	\$ <u>50</u>	\$ <u>1,472,311</u>	\$ <u>28,128,024</u>
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND EQUITY						
LIABILITIES:						
Accounts payable	\$ 1,735,049	\$ 7,754	\$ 14,544	\$ 183	\$ 62,241	\$ 1,819,771
Accrued wages	285,814	-	-	-	-	285,814
Due to other funds	8,666,461	-	-	-	-	8,666,461
Total liabilities	<u>10,687,324</u>	<u>7,754</u>	<u>14,544</u>	<u>183</u>	<u>62,241</u>	<u>10,772,046</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
BALANCE SHEET - GOVERNMENTAL FUNDS

JUNE 30, 2025

(Page 2 of 3)

	<u>General Fund</u>	<u>Community Development Fund</u>	<u>TIF Fund</u>	<u>Capital Projects Fund</u>	<u>Other Governmental Funds</u>	<u>Totals Governmental Funds</u>
DEFERRED INFLOWS OF RESOURCES:						
Deferred property tax revenue	598,292	-	-	-	-	598,292
Customer tax overpayments	141,311	-	-	-	-	141,311
Deferred grant revenue	165,411	-	-	-	-	165,411
Deferred note revenue	-	1,412,678	-	-	-	1,412,678
Total deferred inflows of resources	<u>905,014</u>	<u>1,412,678</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,317,692</u>
FUND EQUITY:						
Fund balances -						
Nonspendable	170,781	-	-	-	27,168	197,949
Restricted	32,782	670,423	3,728,991	-	1,382,902	5,815,098
Committed	4,174,392	-	-	-	-	4,174,392
Assigned	2,223,603	-	-	-	-	2,223,603
Unassigned (deficit)	<u>2,627,377</u>	<u>-</u>	<u>-</u>	<u>(133)</u>	<u>-</u>	<u>2,627,244</u>
Total fund balances	<u>9,228,935</u>	<u>670,423</u>	<u>3,728,991</u>	<u>(133)</u>	<u>1,410,070</u>	<u>15,038,286</u>
Total liabilities, deferred inflows of resources and fund equity	\$ <u>20,821,273</u>	\$ <u>2,090,855</u>	\$ <u>3,743,535</u>	\$ <u>50</u>	\$ <u>1,472,311</u>	\$ <u>28,128,024</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
BALANCE SHEET - GOVERNMENTAL FUNDS
JUNE 30, 2025
(Page 3 of 3)

**RECONCILIATION OF THE BALANCE SHEET - GOVERNMENTAL FUNDS
TO THE GOVERNMENT-WIDE STATEMENT OF NET POSITION:**

Amount reported on Balance Sheet - Governmental Funds - total fund balances	\$ 15,038,286
Amounts reported for governmental activities in the Government-wide Statement of Net Position are different because -	
Capital assets used in governmental funds are not financial resources and are therefore not reported in the funds.	
Capital assets	97,941,673
Accumulated depreciation	(53,249,351)
Lease asset	19,606
Accumulated amortization	(19,606)
Liabilities not due and payable in the year are not reported in the governmental funds.	
Accrued compensated absences	(1,257,742)
Other postemployment benefits	(13,041,533)
Accrued interest on long-term debt	(44,543)
Long-term debt	(16,592,508)
Deferred taxes are reported in the governmental funds to offset uncollected taxes which are not available financial resources.	
Deferred property taxes	598,292
Balances related to net position asset or liability and related deferred outflows/inflows of resources are not reported in the governmental funds.	
Deferred pension expense	2,220,103
Deferred pension credits	(45,394)
Net pension liability	<u>(7,272,277)</u>
Net position of governmental activities - Government-wide Statement of Net Position	\$ <u>24,295,006</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCES - GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 1 of 3)

	<u>General Fund</u>	<u>Community Development Fund</u>	<u>TIF Fund</u>	<u>Capital Projects Fund</u>	<u>Other Governmental Funds</u>	<u>Totals Governmental Funds</u>
REVENUES:						
Property taxes	\$ 16,461,569	\$ -	\$ 829,572	\$ -	\$ -	\$ 17,291,141
Intergovernmental	2,012,802	118,732	-	1,033	905,290	3,037,857
Fees, licenses and permits	793,674	-	-	-	-	793,674
Charges for goods and services	2,437,969	-	-	-	-	2,437,969
Investment income (loss)	720,909	8,103	41,003	-	2,029	772,044
Miscellaneous	163,140	-	-	-	25,603	188,743
Total revenues	<u>22,590,063</u>	<u>126,835</u>	<u>870,575</u>	<u>1,033</u>	<u>932,922</u>	<u>24,521,428</u>
EXPENDITURES:						
Current -						
General government	2,695,603	-	4,000	-	141,954	2,841,557
Public safety	10,331,908	-	-	-	19,646	10,351,554
Public works	2,014,294	-	-	-	-	2,014,294
Health and social services	557,539	-	-	-	-	557,539
Parks and recreation	1,619,983	-	-	-	14,711	1,634,694
Conservation and development	569,739	28,183	-	-	-	597,922
Cultural	394,829	-	-	1,166	-	395,995
Capital expenditures	381	-	-	-	-	381
Reserve expenditures	343,398	-	-	-	-	343,398
Capital outlay	3,962,086	1,035	4,462	-	46,816	4,014,399

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCES - GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 2 of 3)

	General Fund	Community Development Fund	TIF Fund	Capital Projects Fund	Other Governmental Funds	Totals Governmental Funds
EXPENDITURES (CONTINUED):						
Debt service - principal - long-term debt	1,008,473	-	400,285	-	-	1,408,758
- interest - long-term debt	331,878	-	147,435	-	-	479,313
Total expenditures	<u>23,830,111</u>	<u>29,218</u>	<u>556,182</u>	<u>1,166</u>	<u>223,127</u>	<u>24,639,804</u>
EXCESS OF REVENUES OR (EXPENDITURES)	(1,240,048)	97,617	314,393	(133)	709,795	(118,376)
OTHER FINANCING SOURCES (USES):						
Loan proceeds	1,300,000	-	-	-	-	1,300,000
Interfund transfers in (out), net	(822,666)	-	(198,135)	120,002	55,742	(845,057)
Total other financing sources (uses)	<u>477,334</u>	<u>-</u>	<u>(198,135)</u>	<u>120,002</u>	<u>55,742</u>	<u>454,943</u>
NET CHANGE IN FUND BALANCES	(762,714)	97,617	116,258	119,869	765,537	336,567
FUND BALANCES (DEFICIT) , July 1, 2024	<u>9,991,649</u>	<u>572,806</u>	<u>3,612,733</u>	<u>(120,002)</u>	<u>644,533</u>	<u>14,701,719</u>
FUND BALANCES (DEFICIT), June 30, 2025	\$ <u>9,228,935</u>	\$ <u>670,423</u>	\$ <u>3,728,991</u>	\$ <u>(133)</u>	\$ <u>1,410,070</u>	\$ <u>15,038,286</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES
IN FUND BALANCES - GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 3 of 3)

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES
AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS TO THE
GOVERNMENT-WIDE STATEMENT OF ACTIVITIES:**

Net change in fund balances - total governmental funds	\$ 336,567
Amounts reported for governmental activities in the Government-wide Statement of Activities are different because -	
Governmental funds report capital outlays as expenditures. However, in the Statement of Activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense.	
Additions to capital assets, net of dispositions	4,098,172
Depreciation	(3,580,147)
The issuance of long-term debt provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the current financial resources of governmental funds. Neither transaction has any effect on net position.	
(Increase) decrease in compensated absences	(58,390)
(Increase) decrease in other postemployment benefits	(349,614)
(Increase) decrease in accrued interest on long-term debt	6,120
Proceeds from long-term debt	(1,300,000)
Principal payments on long-term debt	1,408,758
Property tax revenue in governmental funds includes deferred revenue of the prior year but excludes deferred revenue of the current year as taxes uncollected within 60 days are unavailable at year end.	
Prior year - deferred property taxes	(702,548)
Current year - deferred property taxes	598,292
Changes in net pension asset or liability and related deferred outflows/inflows of resources will increase or decrease the amounts reported in the government-wide statements, but are only recorded as an expenditure when paid in the governmental funds.	
Net (increase) decrease in net pension obligation	(735,200)
Change in net position of governmental activities - Government-wide Statement of Activities	\$ <u>(277,990)</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES AND EXPENDITURES -
BUDGET AND ACTUAL - GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2025

(Page 1 of 3)

	Original and Final <u>Budget</u>	Actual (Budgetary Basis)	Variance Over (Under)
REVENUES:			
Property taxes	\$ 16,627,723	\$ 16,461,569	\$ (166,154)
Intergovernmental	510,555	2,012,802	1,502,247
Fees, licenses and permits	303,142	793,674	490,532
Charges for services	2,060,696	2,618,963	558,267
Investment income	120,000	720,909	600,909
Fund balance carryforward	2,000,000	-	(2,000,000)
Miscellaneous	33,711	460,241	426,530
Total revenues	<u>21,655,827</u>	<u>23,068,158</u>	<u>1,412,331</u>
EXPENDITURES:			
General government -			
Selectboard	67,416	40,632	(26,784)
Boards and commissions	86,127	32,814	(53,313)
Administrative manager	527,360	549,879	22,519
Election administration	30,967	23,223	(7,744)
Advice and litigation	-	52,526	52,526
Vital statistics	268,183	271,169	2,986
Municipal offices	86,000	132,124	46,124
Financial management	521,802	474,623	(47,179)
Auditing	45,000	44,000	(1,000)
Valuation	290,877	285,951	(4,926)
Delinquent tax collection	29,051	25,674	(3,377)
Information technology	471,246	452,627	(18,619)
Miscellaneous	-	(4,376)	(4,376)
Total general government	<u>2,424,029</u>	<u>2,380,866</u>	<u>(43,163)</u>
Public safety -			
Police services	3,928,040	3,976,850	48,810
Special duty police	-	19,057	19,057
Emergency services	4,942,588	5,098,594	156,006
Dispatch services	1,583,824	1,455,333	(128,491)
County judicial services	97,663	97,663	-
Total public safety	<u>10,552,115</u>	<u>10,647,497</u>	<u>95,382</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES AND EXPENDITURES -
BUDGET AND ACTUAL - GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2025

(Page 2 of 3)

	Original and Final <u>Budget</u>	Actual (Budgetary Basis) <u>Basis)</u>	Variance Over (Under)
EXPENDITURES (CONTINUED):			
Public works -			
Summer maintenance	1,153,112	1,128,659	(24,453)
Winter maintenance	806,480	807,480	1,000
Bridge maintenance	11,000	42,706	31,706
Street and traffic lighting	71,000	79,350	8,350
Traffic control	52,000	27,175	(24,825)
Sidewalk maintenance	5,000	124	(4,876)
Equipment operation and maintenance	349,400	346,230	(3,170)
General highway	262,670	246,850	(15,820)
Total public works	<u>2,710,662</u>	<u>2,678,574</u>	<u>(32,088)</u>
Health and social services -			
Cemeteries	188,643	153,435	(35,208)
Trees	15,000	-	(15,000)
Health inspection	6,766	6,503	(263)
Community health	86,447	86,447	-
Senior services	139,613	139,613	-
Low income services	9,000	9,000	-
Youth and adult services	24,445	24,445	-
General appropriated services	138,096	138,096	-
Total health and social services	<u>608,010</u>	<u>557,539</u>	<u>(50,471)</u>
Parks and recreation -			
Program administration	304,911	298,633	(6,278)
Swim program	128,733	130,918	2,185
Youth program	439,949	400,586	(39,363)
Adult program	7,700	3,469	(4,231)
Community activities	55,775	40,184	(15,591)
Parks maintenance	309,946	273,731	(36,215)
Buildings maintenance	13,100	10,472	(2,628)
Maxfield sports grounds	74,684	81,236	6,552
Maxfield sports buildings	18,700	12,709	(5,991)
Barwood arena	340,340	370,932	30,592
Welcome center	24,347	20,372	(3,975)
Total parks and recreation	<u>1,718,185</u>	<u>1,643,242</u>	<u>(74,943)</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES AND EXPENDITURES -
BUDGET AND ACTUAL - GENERAL FUND
FOR THE YEAR ENDED JUNE 30, 2025

(Page 3 of 3)

	Original and Final <u>Budget</u>	Actual (Budgetary Basis) <u>Basis</u>	Variance Over (Under) <u>(Under)</u>
EXPENDITURES (CONTINUED):			
Planning and development -			
Conservation	3,030	2,440	(590)
Zoning	128,862	122,237	(6,625)
Planning and development	507,057	436,922	(70,135)
Housing and community development	16,500	250	(16,250)
Historic preservation	8,265	1,521	(6,744)
Energy	16,595	5,330	(11,265)
Resilience	1,760	1,039	(721)
Total conservation and development	<u>682,069</u>	<u>569,739</u>	<u>(112,330)</u>
Cultural -			
Library appropriations	<u>394,864</u>	<u>394,829</u>	<u>(35)</u>
Employee insurance costs	<u>348,170</u>	<u>326,374</u>	<u>(21,796)</u>
Capital expenditures	<u>-</u>	<u>1,286,760</u>	<u>1,286,760</u>
Reserve expenditures	<u>-</u>	<u>2,004,340</u>	<u>2,004,340</u>
Debt service -			
Debt service - principal	941,706	1,008,473	66,767
Debt service - interest	<u>374,762</u>	<u>331,878</u>	<u>(42,884)</u>
Total debt service	<u>1,316,468</u>	<u>1,340,351</u>	<u>23,883</u>
Total expenditures	<u>20,754,572</u>	<u>23,830,111</u>	<u>3,075,539</u>
EXCESS OF REVENUES OR (EXPENDITURES)	901,255	(761,953)	(1,663,208)
OTHER FINANCING SOURCES (USES):			
Loan proceeds	-	1,300,000	1,300,000
Interfund transfers in (out), net	<u>(901,255)</u>	<u>(1,300,761)</u>	<u>(399,506)</u>
Total other financing sources (uses)	<u>(901,255)</u>	<u>(761)</u>	<u>900,494</u>
NET CHANGE IN FUND BALANCE	\$ <u>-</u>	\$ <u>(762,714)</u>	\$ <u>(762,714)</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF NET POSITION - PROPRIETARY FUNDS
JUNE 30, 2025

	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Solid Waste Fund</u>	<u>Totals Proprietary Funds</u>
ASSETS:				
Current assets -				
Cash and cash equivalents	\$ 1,461,986	\$ 3,172,584	\$ 414,366	\$ 5,048,936
Accounts receivable, net	341,011	636,504	31,862	1,009,377
Due from other funds	<u>3,259,455</u>	<u>4,448,344</u>	<u>212,858</u>	<u>7,920,657</u>
Total current assets	<u>5,062,452</u>	<u>8,257,432</u>	<u>659,086</u>	<u>13,978,970</u>
Noncurrent assets -				
Capital assets	17,641,921	41,196,872	2,508,746	61,347,539
less - accumulated depreciation	<u>(9,681,843)</u>	<u>(31,995,611)</u>	<u>(2,204,210)</u>	<u>(43,881,664)</u>
Total noncurrent assets	<u>7,960,078</u>	<u>9,201,261</u>	<u>304,536</u>	<u>17,465,875</u>
Total assets	<u>13,022,530</u>	<u>17,458,693</u>	<u>963,622</u>	<u>31,444,845</u>
LIABILITIES:				
Current liabilities -				
Accounts payable	88,934	162,043	75,766	326,743
Accrued interest	57,213	57,740	-	114,953
Accrued wages	11,175	18,204	3,646	33,025
Current portion of accrued postclosure liability	-	-	23,000	23,000
Current portion of long-term debt	<u>312,785</u>	<u>707,213</u>	<u>-</u>	<u>1,019,998</u>
Total current liabilities	<u>470,107</u>	<u>945,200</u>	<u>102,412</u>	<u>1,517,719</u>
Noncurrent liabilities -				
Accrued compensated absences	53,305	55,433	8,289	117,027
Other postemployment benefits	559,179	1,242,103	100,993	1,902,275
Accrued postclosure liability	-	-	69,000	69,000
Long-term debt	<u>2,512,591</u>	<u>5,994,414</u>	<u>-</u>	<u>8,507,005</u>
Total noncurrent liabilities	<u>3,125,075</u>	<u>7,291,950</u>	<u>178,282</u>	<u>10,595,307</u>
Total liabilities	<u>3,595,182</u>	<u>8,237,150</u>	<u>280,694</u>	<u>12,113,026</u>
NET POSITION:				
Net investment in capital assets	5,134,702	2,499,634	304,536	7,938,872
Unrestricted	<u>4,292,646</u>	<u>6,721,909</u>	<u>378,392</u>	<u>11,392,947</u>
Total net position	<u>\$ 9,427,348</u>	<u>\$ 9,221,543</u>	<u>\$ 682,928</u>	<u>\$ 19,331,819</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF REVENUES, EXPENSES AND CHANGES
IN NET POSITION - PROPRIETARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2025

	Water Fund	Wastewater Fund	Solid Waste Fund	Totals Proprietary Funds
OPERATING REVENUES:				
Charges for services	\$ 1,896,429	\$ 3,477,966	\$ 424,813	\$ 5,799,208
Miscellaneous	20,709	2,170	22,156	45,035
Total operating revenues	<u>1,917,138</u>	<u>3,480,136</u>	<u>446,969</u>	<u>5,844,243</u>
OPERATING EXPENSES:				
Operation and maintenance	375,202	984,855	617,831	1,977,888
Salaries and benefits	654,811	1,111,622	217,676	1,984,109
Depreciation	375,377	1,110,822	8,659	1,494,858
Total operating expenses	<u>1,405,390</u>	<u>3,207,299</u>	<u>844,166</u>	<u>5,456,855</u>
Operating income (loss)	<u>511,748</u>	<u>272,837</u>	<u>(397,197)</u>	<u>387,388</u>
NONOPERATING REVENUES (EXPENSES):				
Debt forgiveness	-	78,406	-	78,406
Investment income	33,949	89,860	10,562	134,371
Insurance recoveries	-	-	37,437	37,437
Interest expense	<u>(91,244)</u>	<u>(140,490)</u>	<u>-</u>	<u>(231,734)</u>
Total nonoperating revenues (expenses)	<u>(57,295)</u>	<u>27,776</u>	<u>47,999</u>	<u>18,480</u>
INCOME (LOSS) BEFORE TRANSFERS	454,453	300,613	(349,198)	405,868
Operating transfers in	<u>458,822</u>	<u>85,079</u>	<u>301,156</u>	<u>845,057</u>
CHANGE IN NET POSITION	913,275	385,692	(48,042)	1,250,925
NET POSITION, July 1, 2024, as restated	<u>8,514,073</u>	<u>8,835,851</u>	<u>730,970</u>	<u>18,080,894</u>
NET POSITION, June 30, 2025	\$ <u>9,427,348</u>	\$ <u>9,221,543</u>	\$ <u>682,928</u>	\$ <u>19,331,819</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 1 of 2)

	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Solid Waste Fund</u>	<u>Totals Proprietary Funds</u>
CASH FLOWS FROM OPERATING ACTIVITIES:				
Cash received from customers	\$ 1,926,181	\$ 3,511,183	\$ 424,392	\$ 5,861,756
Cash paid to suppliers for goods and services	(320,411)	(911,949)	(612,645)	(1,845,005)
Cash paid to employees for services	(642,762)	(1,117,616)	(213,601)	(1,973,979)
Net cash provided (used) by operating activities	<u>963,008</u>	<u>1,481,618</u>	<u>(401,854)</u>	<u>2,042,772</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:				
Purchases of capital assets	(665,208)	(387,001)	(60,857)	(1,113,066)
Insurance recoveries	-	-	37,437	37,437
Debt forgiveness	-	78,406	-	78,406
Proceeds from long-term debt	-	17,977	-	17,977
Principal paid on bonds	(309,056)	(786,347)	-	(1,095,403)
Interest paid on bonds	(91,244)	(140,490)	-	(231,734)
Net cash provided (used) by capital and related financing activities	<u>(1,065,508)</u>	<u>(1,217,455)</u>	<u>(23,420)</u>	<u>(2,306,383)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:				
Transfers in (out)	458,822	85,079	301,156	845,057
Change in due to/from other funds	(138,748)	(325,240)	99,268	(364,720)
Net cash provided (used) by noncapital financing activities	<u>320,074</u>	<u>(240,161)</u>	<u>400,424</u>	<u>480,337</u>
CASH FLOWS FROM INVESTING ACTIVITIES:				
Investment income	<u>33,949</u>	<u>89,860</u>	<u>10,562</u>	<u>134,371</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	251,523	113,862	(14,288)	351,097
CASH AND CASH EQUIVALENTS, July 1, 2024	<u>1,210,463</u>	<u>3,058,722</u>	<u>428,654</u>	<u>4,697,839</u>
CASH AND CASH EQUIVALENTS, June 30, 2025	\$ <u>1,461,986</u>	\$ <u>3,172,584</u>	\$ <u>414,366</u>	\$ <u>5,048,936</u>

The notes to financial statements are an integral part of this statement.

TOWN OF HARTFORD, VERMONT
STATEMENT OF CASH FLOWS - PROPRIETARY FUNDS
FOR THE YEAR ENDED JUNE 30, 2025

(Page 2 of 2)

	<u>Water Fund</u>	<u>Wastewater Fund</u>	<u>Solid Waste Fund</u>	<u>Totals Proprietary Funds</u>
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:				
Operating income (loss)	\$ 511,748	\$ 272,837	\$ (397,197)	\$ 387,388
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities -				
Depreciation	375,377	1,110,822	8,659	1,494,858
(Increase) decrease in accounts receivable	9,043	31,047	(22,577)	17,513
Increase (decrease) in -				
Accounts payable	52,317	84,094	28,186	164,597
Accrued interest	2,474	(11,188)	-	(8,714)
Accrued postclosure liability	-	-	(23,000)	(23,000)
Accrued wages	3,391	2,835	507	6,733
Other postemployment benefits	1,010	5,050	5,378	11,438
Accrued compensated absences	<u>7,648</u>	<u>(13,879)</u>	<u>(1,810)</u>	<u>(8,041)</u>
Net cash provided (used) by operating activities	\$ <u>963,008</u>	\$ <u>1,481,618</u>	\$ <u>(401,854)</u>	\$ <u>2,042,772</u>

The notes to financial statements are an integral part of this statement.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

1. Summary of significant accounting policies:

The Town of Hartford, Vermont (the Town) was chartered by King George III of England on July 4, 1761. The Town adopted a governance charter in accordance with Vermont statutes on November 4, 2008, which was subsequently ratified by the State on May 7, 2012. The Town operates under a Selectboard/Town Manager form of government, and provides the following services: general administration, public safety (police, fire, and ambulance), streets, health and social services, culture and recreation, planning and zoning, community development, public improvements, and utility operations (solid waste, water and wastewater).

- A. Reporting entity - The Town is a primary unit of government under reporting criteria established by the Governmental Accounting Standards Board (GASB). Those criteria include a separately elected governing body, separate legal standing, and fiscal independence from other state and local governmental entities. Based on these criteria, there are no other entities which are component units of the Town.

The financial statements of the Town have been prepared in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) as applied to governmental units. The GASB is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The GASB periodically updates its codification of the existing *Governmental Accounting and Financial Reporting Standards* which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes U.S. GAAP for governmental units.

- B. Government-wide and fund financial statements - The basic financial statements include both government-wide and fund financial statements. The government-wide financial statements (the Statement of Net Position and the Statement of Activities) report information on all of the nonfiduciary activities of the Town. The effect of interfund activity has been removed from these statements. Governmental activities, which normally are supported by taxes and intergovernmental revenues, are reported separately from business-type activities, which rely to a significant extent on fees and charges for support.

In the government-wide Statement of Net Position, the financial position of the Town is consolidated and incorporates capital assets as well as long-term debt and obligations. The government-wide Statement of Activities reflects both the gross and net costs by category. Direct expenses that are clearly identifiable with the category are offset by program revenues of the category. Program revenues include charges for services provided by a particular function or program and grants that are restricted to meeting the operational or capital requirements of the particular segment. Taxes and other items not properly included among program revenues are reported instead as general revenues.

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are summarized in a single column as combined in the supplementary schedules.

- C. Basis of presentation - The accounts of the Town are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, deferred outflows/inflows of resources, fund balances or net position, revenues, and expenditures or expenses, as appropriate.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

1. Summary of significant accounting policies (continued):

C. Basis of presentation (continued) -

The Town reports the following major governmental funds:

General Fund - The General Fund is the primary operating fund of the Town. It is used to account for all financial resources, except those required to be accounted for in another fund.

Community Development Fund - The Community Development Fund is used to account for community development grant programs and the Hartford Business Revolving Loan Fund.

TIF Fund - The TIF Fund is used to account for infrastructure improvements (streets, sidewalks, storm water management) in the specified Tax Increment Financing District (TIF).

Capital Projects Fund - The Capital Projects Fund is used to account for public works infrastructure improvements funded by outside funding sources such as bonds and grants.

The Town reports the following major proprietary funds:

Water Fund - The Water Fund is used to account for the Town's water operations.

Wastewater Fund - The Wastewater Fund is used to account for the Town's wastewater operations.

The Town also reports the Solid Waste Fund, a nonmajor proprietary fund, to account for the Town's solid waste operations.

D. Measurement focus and basis of accounting - The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as they become both measurable and available. "Measurable" means the amount of the transaction that can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures generally are recorded when the fund liability is incurred, if measurable, as under accrual accounting. However, debt service expenditures are recorded only when payment is made.

The proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services in connection with the fund's principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses. Unbilled service revenue is accrued in the Water and Wastewater Funds.

Property taxes are recorded as revenue in the year for which taxes have been levied, provided they are collected within 60 days after year end. Licenses and permits, fines and forfeitures and miscellaneous revenues are recorded as revenues when received because they are generally not measurable prior to collection. Investment earnings and certain intergovernmental grants are recorded as earned.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

1. Summary of significant accounting policies (continued):

D. Measurement focus and basis of accounting (continued) -

Ambulance service revenue is recognized as billed. Accounts receivable for ambulance services are reviewed and adjusted for collectability on a routine basis. Allowances for doubtful accounts are established as considered necessary.

Receivables are shown net of an allowance for doubtful accounts, which are estimated losses based on the judgment of management and a review of the current status of existing receivables.

E. Budgets and budgetary accounting - The Town approves a budget for the General Fund at an annual Town Meeting. The tax rate is determined by the Selectboard (the Board) based on the education and municipal grand lists and the approved operating budget. The accounting method used for budget presentation is the same method used for the financial presentation of operations under U.S. GAAP. Formal budgetary integration is employed as a management control during the year for the General Fund. The Town's department heads may adjust appropriations within their department, while adjustments between departments can only be made with the approval of the Town Manager and Finance Director. The legal level of budgetary control is at the department level. No formal amendments were made to the budget that was approved and adopted. The Town does not legally adopt budgets for other governmental funds. All budgeted amounts lapse at year end.

F. Property taxes - Property taxes attach as an enforceable lien on property owned as of April 1st. Listers establish a grand list of all property and the Board sets the tax rate required to raise the tax revenue authorized by Town and School District voters and the Vermont Agency of Education. Property taxes for the fiscal year ended June 30, 2025, were payable in two installments due August 16, 2024 and February 7, 2025.

G. Use of estimates - The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities and deferred outflows/inflows of resources as well as disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures or expenses during the reporting period. Actual results could differ from those estimates.

H. Risk management - The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; injuries to employees and others; environmental liability; and natural disasters. The Town manages these risks through participation in public entity risk pools covering each of those risks of loss. Management believes such coverage is sufficient to preclude any significant uninsured losses to the Town. There were no settlements in excess of the insurance coverage in any of the past three fiscal years.

The Town has elected to pay actual unemployment claims instead of enrolling in an unemployment insurance program. No liabilities have been accrued as the Town is not able to make an estimate as to any future costs. The Town paid no unemployment claims, and received a refund related to prior claims in the amount of \$355 during the year ended June 30, 2025.

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

1. Summary of significant accounting policies (continued):

- I. Cash and cash equivalents - The Town considers all cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition to be cash and cash equivalents.
- J. Capital assets - Capital assets, which include land, buildings, equipment, vehicles and infrastructure, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements and in the proprietary fund financial statements. Capital assets are defined by the Town as assets with an estimated useful life in excess of one year and an initial, individual cost of more than \$10,000 for land and improvements, \$20,000 for buildings and improvements, \$5,000 for vehicles and equipment, and \$20,000 for infrastructure. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. The Town does not retroactively report infrastructure assets. The Town began capitalizing newly acquired or constructed general infrastructure assets since the implementation of GASB Statement No. 34. Donated capital assets are recorded at acquisition value. Major outlays for capital assets and improvements are capitalized as projects are constructed. Net interest costs are capitalized on projects during the construction period. Normal maintenance and repairs that do not add to the value of an asset or materially extend an asset's life are not capitalized. Capital assets are depreciated using the straight-line method over the useful lives shown below:

Land improvements	10 - 50 years
Buildings and improvements	10 - 75 years
Vehicles and equipment	3 - 25 years
Infrastructure	20 - 75 years

- K. Deferred outflows/inflows of resources - In addition to assets and liabilities, deferred outflows of resources and deferred inflows of resources are reported as separate sections in the applicable statement of net position or balance sheet. Deferred outflows of resources represent a consumption of net position that applies to a future period and will not be recognized as an outflow of resources in the current period. Deferred inflows of resources represent an acquisition of net position that applies to a future period and will not be recognized as an inflow of resources in the current period.
- L. Compensated absences - It is the Town's policy to permit employees to accumulate earned but unused compensated absences such as vacation and sick time, based on their length of employment (subject to certain carryover limitations and time restrictions). Compensated absences at year end are reported in the government-wide and proprietary fund financial statements. Governmental funds report compensated absences as an expenditure when the benefit is paid.
- M. Other postemployment benefits (OPEB) - The Town provides postemployment benefits for health insurance coverage for any employee who was hired prior to January 1, 2013, has attained age 55 and retires with a minimum of ten years of service (twenty years of service for employees hired after January 1, 1999). Other postemployment benefits are reported in the government-wide and proprietary fund financial statements. Governmental funds report other postemployment benefits as an expenditure when the benefit is paid.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

1. Summary of significant accounting policies (continued):

N. Long-term obligations - Governmental activities, business-type activities, and proprietary funds report long-term debt and other long-term obligations as liabilities in the applicable statement of net position. Governmental funds report the amount of debt issued as other financing sources and the repayment of debt as debt service expenditures.

O. Fund equity - In the fund financial statements, governmental funds may report five categories of fund balances: nonspendable, restricted, committed, assigned and unassigned.

Nonspendable fund balance includes amounts associated with inventory, prepaid expenditures, long-term loans or notes receivable, and trust fund principal to be held in perpetuity.

Restricted fund balance includes amounts that can be spent only for the specific purposes stipulated by constitution, external resource providers, or through enabling legislation.

Committed fund balance includes amounts that can be used only for specific purposes determined by the Town's highest level of decision making authority, the voters, as a result of articles passed at Annual or Special Meetings.

Assigned fund balance includes amounts that are intended to be used by the Town for specific purposes as authorized by the Board.

Unassigned fund balance is the residual classification for the General Fund and includes all spendable amounts not contained in another classification. Deficits are also classified as unassigned.

The Town's policy is to apply expenditures to fund balance in the order of restricted, committed, assigned and unassigned unless the Board specifies otherwise.

P. New accounting standard - The Town has implemented GASB Statement No. 101, *Compensated Absences*. The adoption of GASB Statement No. 101 implements a unified recognition and measurement model that results in a liability for compensated absences that more appropriately reflects when the Town incurs an obligation, and is applied consistently to any type of compensated absence. This model also results in a more robust estimate of the amount of compensated absences that the Town will pay, which enhances the relevance and reliability of information in relation to the liability for compensated absences. The impact on these financial statements is that a liability for compensated absences has been recognized in the government-wide and proprietary fund financial statements, and beginning net position has been restated in relation to this change in accounting principle.

2. Deposits:

Custodial credit risk - Custodial credit risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Town will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The Town does not have a policy for custodial credit risk. As of June 30, 2025, \$2,476,025 of the Town's bank balance of \$34,429,950 was uninsured and uncollateralized.

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

3. Notes receivable:

The Town, through various federal loan programs, has received grants and advanced funds to encourage community development. These loans, generally secured by subordinated collateral positions, are recorded as notes receivable. Notes receivable as of June 30, 2025, are as follows:

Loan, secured, to Vermod Real Estate Holdings, LLC, interest at 5.25%, monthly payments of \$337, matures February 2026, extended to August 2026 due to Covid-19.	\$ 32,824
Loan, secured and guaranteed, to West Hartford Village Store, interest at 2.0%, monthly payments of \$125, matures April 2025, extended to October 2025 due to Covid-19, further extended to March 2026, as approved by the board during FY24.	1,161
Loan, secured by a mortgage, to Upper Valley Housing Associates, with no interest, monthly payments beginning January 2034, matures December 2059.	640,000
Loan, secured, to Hartford Scattered Site LP, with no interest, no payments until maturity, matures March 2036.	378,433
Loan, secured, to Bridge and Main Housing L.P., with no interest, no payments until maturity, matures October 2047.	394,245
	<u>\$ 1,446,663</u>

4. Capital assets:

Capital asset activity for the year ended June 30, 2025, was as follows:

	Balance July 1, 2024	Increase	Decrease	Balance June 30, 2025
Governmental activities -				
Capital assets, not depreciated:				
Construction in progress	\$ 9,713,701	\$ 1,632,294	\$ 1,779,438	\$ 9,566,557
Land	1,431,658	-	-	1,431,658
Total capital assets, not depreciated	<u>11,145,359</u>	<u>1,632,294</u>	<u>1,779,438</u>	<u>10,998,215</u>
Capital assets, depreciated:				
Land improvements	1,653,324	1,588,551	-	3,241,875
Buildings and improvements	19,925,424	-	-	19,925,424
Vehicles and equipment	16,227,920	1,525,454	375,575	17,377,799
Infrastructure	45,255,342	1,143,018	-	46,398,360
Total capital assets, depreciated	<u>83,062,010</u>	<u>4,257,023</u>	<u>375,575</u>	<u>86,943,458</u>
Less accumulated depreciation for:				
Land improvements	790,712	77,598	-	868,310
Buildings and improvements	9,759,192	753,364	-	10,512,556
Vehicles and equipment	9,102,836	1,149,947	363,868	9,888,915
Infrastructure	30,380,332	1,599,238	-	31,979,570
Total accumulated depreciation	<u>50,033,072</u>	<u>3,580,147</u>	<u>363,868</u>	<u>53,249,351</u>
Total capital assets, depreciated, net	<u>33,028,938</u>	<u>676,876</u>	<u>11,707</u>	<u>33,694,107</u>
Capital assets, net, governmental activities	<u>44,174,297</u>	<u>2,309,170</u>	<u>1,791,145</u>	<u>44,692,322</u>

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

4. Capital assets (continued):

	Balance July 1, 2024	Increase	Decrease	Balance June 30, 2025
Business-type activities -				
Capital assets, not depreciated:				
Construction in progress	4,028,353	657,879	-	4,686,232
Land	424,307	-	-	424,307
Total capital assets, not depreciated	<u>4,452,660</u>	<u>657,879</u>	<u>-</u>	<u>5,110,539</u>
Capital assets, depreciated:				
Land improvements	147,002	-	-	147,002
Buildings and improvements	27,858,484	38,533	-	27,897,017
Vehicles and equipment	1,821,466	416,654	45,000	2,193,120
Infrastructure	25,999,861	-	-	25,999,861
Total capital assets, depreciated	<u>55,826,813</u>	<u>455,187</u>	<u>45,000</u>	<u>56,237,000</u>
Less accumulated depreciation for:				
Land improvements	126,910	5,520	-	132,430
Buildings and improvements	22,019,897	790,885	-	22,810,782
Vehicles and equipment	1,341,384	72,655	45,000	1,369,039
Infrastructure	18,943,615	625,798	-	19,569,413
Total accumulated depreciation	<u>42,431,806</u>	<u>1,494,858</u>	<u>45,000</u>	<u>43,881,664</u>
Total capital assets, depreciated, net	<u>13,395,007</u>	<u>(1,039,671)</u>	<u>-</u>	<u>12,355,336</u>
Capital assets, net, business-type activities	<u>17,847,667</u>	<u>(381,792)</u>	<u>-</u>	<u>17,465,875</u>
Capital assets, net	\$ <u>62,021,964</u>	\$ <u>1,927,378</u>	\$ <u>1,791,145</u>	\$ <u>62,158,197</u>

Depreciation expense of \$3,580,147 in the governmental activities was allocated to expenses of the general government (\$189,801), public safety (\$647,720), public works (\$1,893,441), health and social services (\$14,385), parks and recreation (\$803,497) and cultural (\$31,303) programs based on capital assets assigned to those functions.

Depreciation expense of \$1,494,858 in the business-type activities was allocated to expenses of the water (\$375,377), wastewater (\$1,110,822) and solid waste (\$8,659) programs based on capital assets assigned to those functions.

5. Interfund receivable and payable balances:

Interfund receivable and payable balances, due to the pooling of cash for cash receipts and disbursements, as of June 30, 2025, are as follows:

	Interfund Receivables	Interfund Payables
Governmental funds -		
General Fund	\$ -	\$ 8,666,461
Community Development Fund	175,058	-
TIF Fund	8,875	-
Capital Projects Fund	50	-
Other Governmental Funds	<u>561,821</u>	<u>-</u>
	<u>745,804</u>	<u>8,666,461</u>

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

5. Interfund receivable and payable balances (continued):

	<u>Interfund Receivables</u>	<u>Interfund Payables</u>
Proprietary funds -		
Water Fund	3,259,455	-
Wastewater Fund	4,448,344	-
Solid Waste Fund	212,858	-
	<u>7,920,657</u>	<u>-</u>
	\$ <u>8,666,461</u>	\$ <u>8,666,461</u>

6. Interfund transfers:

Interfund transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Interfund transfers for the year ended June 30, 2025, were as follows:

	<u>Transfers In</u>	<u>Transfers Out</u>
Governmental funds -		
General Fund	\$ -	\$ 822,666
TIF Fund	-	198,135
Capital Projects Fund	120,002	-
Other Governmental Funds	55,742	-
	<u>175,744</u>	<u>1,020,801</u>
Proprietary funds -		
Water Fund	458,822	-
Wastewater Fund	85,079	-
Solid Waste Fund	301,156	-
	<u>845,057</u>	<u>-</u>
	\$ <u>1,020,801</u>	\$ <u>1,020,801</u>

Transfers to the Capital Projects Fund and Other Governmental Funds from the General Fund of \$120,002 and \$55,742, respectively, were to fund prior year deficits.

Transfers to the Water Fund and Wastewater Fund of \$458,822 and \$85,079, respectively, from the General Fund and TIF Fund were to reimburse project and debt service expenses.

Transfers from the General Fund to the Solid Waste Fund of \$301,156 were included in the approved budget to support operations of the Solid Waste Fund, and to reimburse project expenses.

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

7. Long-term obligations:

Long-term obligations activity for the year ended June 30, 2025, was as follows:

	Balance July 1, 2024	Additions	Reductions	Balance June 30, 2025	Due Within One Year
Governmental activities -					
Accrued compensated absences	\$ 1,199,353	\$ 58,389	\$ -	\$ 1,257,742	\$ 314,436
Other postemployment benefits	12,691,919	349,614	-	13,041,533	-
Net pension liability	6,367,300	904,977	-	7,272,277	-
Direct borrowings	16,701,266	1,300,000	1,408,758	16,592,508	1,470,235
	<u>\$ 36,959,838</u>	<u>\$ 2,612,980</u>	<u>\$ 1,408,758</u>	<u>\$ 38,164,060</u>	<u>\$ 1,784,671</u>
Business-type activities -					
Accrued compensated absences	\$ 125,067	\$ -	\$ 8,040	\$ 117,027	\$ 29,257
Other postemployment benefits	1,890,837	11,438	-	1,902,275	-
Accrued postclosure liability	115,000	-	23,000	92,000	23,000
Direct borrowings	10,604,429	17,977	1,095,403	9,527,003	1,019,998
	<u>\$ 12,735,333</u>	<u>\$ 29,415</u>	<u>\$ 1,126,443</u>	<u>\$ 11,638,305</u>	<u>\$ 1,072,255</u>
Total long-term obligations	<u>\$ 49,695,171</u>	<u>\$ 2,642,395</u>	<u>\$ 2,535,201</u>	<u>\$ 49,802,365</u>	<u>\$ 2,856,925</u>

The change in compensated absences is presented as a net change.

8. Landfill closure and postclosure care costs:

The Town operated a landfill for use by Town residents and various neighboring Towns. The landfill ceased accepting solid waste as of December 31, 1992. Subsequently, the Town operated a landfill for construction and demolition debris. Phase I of this landfill ceased accepting debris for disposal as of July 31, 1998 and was closed and capped during the fiscal year ended June 30, 2000. There are no plans to open Phase II of the landfill. Currently the Town operates a transfer station for municipal solid waste, and a grinding facility and transfer station for construction and demolition debris.

State and federal laws and regulations require that the Town perform certain maintenance and monitoring functions at the landfill site for 30 years after closure and report monitoring results to the state regulatory agency. An estimated liability, estimated by the Town's engineers, of \$92,000 has been recognized in accrued postclosure liability for the future postclosure care costs. The Town is required to annually appropriate funds to finance postclosure care of the facility. The Town also maintains cash set aside to fund future postclosure care expenses. The balance of this cash account at June 30, 2025, was \$286,171. The estimate is based on the amount that would be paid if all equipment, facilities and services required to monitor and maintain the landfill were acquired as of June 30, 2025. However, the actual cost of postclosure care may be higher (or lower) due to inflation, changes in technology, or changes in landfill laws and regulations.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

9. Debt:

Long-term - Outstanding long-term debt as of June 30, 2025, is as follows:

Governmental activities - notes from direct borrowings:

General obligation note, Vermont Municipal Bond Bank - 2012 Series 1, various interest rates, annual principal payment of \$56,761, due November 2032.	\$ 454,090
General obligation note, Vermont Municipal Bond Bank - 2017 Series 4, various interest rates, annual principal payment of \$307,750, due November 2033.	2,769,750
General obligation note, Vermont Municipal Bond Bank - 2014 Series 3, various interest rates, annual principal payment of \$45,000, due November 2034.	450,000
General obligation note, Vermont Municipal Bond Bank - 2014 Series 3, various interest rates, annual principal payment of \$245,000, due November 2034.	2,450,000
General obligation note, Vermont Municipal Bond Bank - 2017 Series 3, various interest rates, annual principal payment of \$106,300, due November 2037.	1,381,900
General obligation note, Vermont Municipal Bond Bank - 2020 Series 2, various interest rates, annual principal payment of \$86,750, due November 2040.	1,388,000
General obligation note, Vermont Municipal Bond Bank - 2021 Series 1, various interest rates, annual principal payment of \$42,195, due November 2041.	717,315
General obligation note, Vermont Municipal Bond Bank - 2021 Series 1, various interest rates, annual principal payment of \$158,850, due November 2041.	2,700,450
General obligation note, Vermont Municipal Bond Bank - 2022 Series 1, various interest rates, annual principal payment of \$28,910, due November 2042.	520,380
General obligation note, Vermont Municipal Bond Bank - 2022 Series 1, various interest rates, annual principal payment of \$91,130, due November 2042.	1,640,340
General obligation note, Vermont Municipal Bond Bank - 2024 Series 2, various interest rates, annual principal payment of \$65,000, due November 2044.	1,300,000
Financed purchase contract, for a zamboni, annual payment of \$25,001, including interest, secured by financed equipment, due October 2025.	23,750
Financed purchase contract, for a ladder truck, annual payment of \$93,507, including interest, secured by financed equipment, due May 2029.	346,821
Financed purchase contract, for parks & recreation van, annual payment of \$8,680, including interest, secured by financed equipment, due December 2025.	8,056
Financed purchase contract, for softball field lighting, annual payment of \$17,790, including interest, secured by financed equipment, due September 2030.	90,439
Financed purchase contract, for Simulcast radio system, semi-annual payments of \$25,125, including interest, secured by financed equipment, due May 2029.	187,306

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

9. Debt (continued):Long-term (continued) -**Governmental activities - notes from direct borrowings (continued):**

Financed purchase contract, for 2023 International truck, annual payment of \$40,039, including interest, secured by financed equipment, due March 2027.	73,625
Financed purchase contract, for 2024 International truck, annual payment of \$33,958, including interest, secured by financed equipment, due December 2027.	90,286
	<u>\$ 16,592,508</u>

Business-type activities - notes from direct borrowings:

General obligation note, Vermont Municipal Bond Bank - RF3-069, interest at 1%, admin fee at 2%, annual payment of \$173,937, due June 2026.	\$ 168,871
General obligation note, Vermont Municipal Bond Bank - AR1-006, no interest, admin fee at 2%, annual payment of \$39,915, due September 2031.	258,332
General obligation note, Vermont Municipal Bond Bank - AR1-099, no interest, admin fee at 2%, annual payment of \$426,603, due June 2033.	3,125,069
General obligation note, Vermont Municipal Bond Bank - AR1-041, no interest, admin fee at 2%, annual payment of \$302,969, due September 2032.	2,219,393
General obligation note, Vermont Municipal Bond Bank - RF3-329, interest at 1%, admin fee at 2%, annual payment of \$110,836, due August 2037.	1,178,731
General obligation note, Vermont Municipal Bond Bank - RF1-188, no interest or admin fee, annual payment of \$3,484, due September 2032.	27,870
General obligation note, Vermont Municipal Bond Bank - RF1-202, no interest or admin fee, annual payment of \$1,569, due June 2026.	1,568
General obligation note, Vermont Municipal Bond Bank - RF1-222, no interest, admin fee at 2%, annual payments of \$40,181, due August 2041.	574,265
General obligation note, Vermont Municipal Bond Bank - RF3-390, interest at 1%, admin fee at 2%, annual payments of \$58,320, due October 2041.	767,851
General obligation note, Vermont Municipal Bond Bank - RF1-271, no interest or admin fee, due December 2025.	128,898
General obligation note, Vermont Municipal Bond Bank - RF1-291, interest at 2%, no admin fee, annual payments of \$23,359, due October 2044.	366,232
General obligation note, Vermont Municipal Bond Bank - RF3-467, interest at 2%, no admin fee, annual payments of \$47,353, due December 2043.	709,923
	<u>\$ 9,527,003</u>

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

9. Debt (continued):

Long-term (continued) - Long-term debt activity for the year ended June 30, 2025, was as follows:

	Balance July 1, 2024	Additions	Retirements	Balance June 30, 2025	Due Within One Year
Governmental activities -					
Notes from direct borrowings:					
VMBB - 2012 Series 1	\$ 510,851	\$ -	\$ 56,761	\$ 454,090	\$ 56,761
VMBB - 2017 Series 4	3,077,500	-	307,750	2,769,750	307,750
VMBB - 2014 Series 3	495,000	-	45,000	450,000	45,000
VMBB - 2014 Series 3	2,695,000	-	245,000	2,450,000	245,000
VMBB - 2017 Series 3	1,488,200	-	106,300	1,381,900	106,300
VMBB - 2020 Series 2	1,474,750	-	86,750	1,388,000	86,750
VMBB - 2021 Series 1	759,510	-	42,195	717,315	42,195
VMBB - 2021 Series 1	2,859,300	-	158,850	2,700,450	158,850
VMBB - 2022 Series 1	549,290	-	28,910	520,380	28,910
VMBB - 2022 Series 1	1,731,470	-	91,130	1,640,340	91,130
VMBB - 2024 Series 2	-	1,300,000	-	1,300,000	65,000
Financed purchases:					
Zamboni	46,312	-	22,562	23,750	23,750
Ladder truck	427,127	-	80,306	346,821	82,787
Parks & Recreation van	15,532	-	7,476	8,056	8,056
Softball field lighting	103,124	-	12,685	90,439	13,313
REALice system	8,121	-	8,121	-	-
Toro Groomer	5,302	-	5,302	-	-
Simulcast radio system	230,542	-	43,236	187,306	44,627
2023 International truck	107,443	-	33,818	73,625	35,777
2024 International truck	116,892	-	26,606	90,286	28,279
	<u>16,701,266</u>	<u>1,300,000</u>	<u>1,408,758</u>	<u>16,592,508</u>	<u>1,470,235</u>
Business-type activities -					
Notes from direct borrowings:					
RF3-069	332,823	-	163,952	168,871	168,871
AR1-006	292,399	-	34,067	258,332	34,749
AR1-099	3,482,031	-	356,962	3,125,069	364,101
AR1-041	2,472,904	-	253,511	2,219,393	258,581
RF3-329	1,252,006	-	73,275	1,178,731	75,474
RF1-188	31,354	-	3,484	27,870	3,484
RF1-202	3,137	-	1,569	1,568	1,568
RF1-222	602,398	-	28,133	574,265	28,696
RF3-390	802,108	-	34,257	767,851	35,285
RF1-271	110,921	17,977	-	128,898	-
RF1-291	474,853	-	108,621	366,232	16,034
RF3-467	747,495	-	37,572	709,923	33,155
	<u>10,604,429</u>	<u>17,977</u>	<u>1,095,403</u>	<u>9,527,003</u>	<u>1,019,998</u>
	<u>\$ 27,305,695</u>	<u>\$ 1,317,977</u>	<u>\$ 2,504,161</u>	<u>\$ 26,119,511</u>	<u>\$ 2,490,233</u>

TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025

9. Debt (continued):

Long-term (continued) - Debt service requirements to maturity are as follows:

Year ending June 30,	Governmental Activities		Business-type Activities	
	Notes from Direct Borrowings		Notes from Direct Borrowings	
	Principal	Interest	Principal	Interest
2026	\$ 1,470,235	\$ 436,205	\$ 1,019,998	\$ 208,528
2027	1,446,933	408,332	867,587	185,432
2028	1,415,786	367,355	886,010	167,010
2029	1,388,812	327,415	1,033,734	148,184
2030	1,249,798	285,952	924,073	128,947
2031-2035	5,763,909	893,488	3,321,140	358,103
2036-2040	2,683,075	332,914	1,059,347	119,227
2041-2045	1,173,960	53,564	415,114	17,385
	<u>\$ 16,592,508</u>	<u>\$ 3,105,225</u>	<u>\$ 9,527,003</u>	<u>\$ 1,332,816</u>

In the event that the Town is in default on their payment obligations issued from the VMBB, the State Treasurer has the ability to intercept State funding until the default is cured.

In prior years, the Vermont Municipal Bond Bank (VMBB) has refunded the 1997 Series 1, 2004 Series 1, 2012 Series 1, 2013 Series 1 and 2014 Series 3 direct borrowings with the 2007 Series 2, 2022 Series 3, 2017 Series 4 and 2024 Series 3 direct borrowings, resulting in interest savings to the Town of \$468,750. These savings allocations, to be received between FY15 and FY35, have been reflected as a reduction of interest in the debt service requirements table. There is no remaining principal balance due on the 2007 Series 2 or 2012 Series 3, direct borrowings at June 30, 2025.

During FY25, in November 2024, the voters authorized a \$4,100,000 direct borrowing for the purpose of constructing public highway improvements and a retaining wall on or around Fairview Terrace and Gates Street. This borrowing is still authorized, but unissued, as of the date of fieldwork.

Subsequent to year end, the Town has obtained two \$50,000 direct borrowings for the purpose of developing Asset Management Plans. It is anticipated that these direct borrowings will be fully forgiven upon the completion of the Asset Management Plans and training requirements are met. As of the date of fieldwork there have been no reimbursements received related to these direct borrowings.

Conduit debt - The Town has obtained conduit debt on behalf of the Upper Valley Baseball Foundation. Annual payments of \$19,144, including interest are required through FY27. This obligation is not recorded in the government-wide financial statements as payments on this obligation will be made by the Upper Valley Baseball Foundation. The principal balance due at June 30, 2025, was \$35,564.

10. Lease:

The Town entered into an agreement that met the reporting criteria of a lease in accordance with GASB Statement No 87, *Leases*. The lease term has ended, but the Town still holds this asset, which has been fully amortized.

	Balance July 1, 2024	Increase	Decrease	Balance June 30, 2025
Governmental activities -				
Lease asset				
Vehicle	\$ 19,606	\$ -	\$ -	\$ 19,606
Less accumulated amortization for:				
Vehicle	19,606	-	-	19,606
Lease asset, net	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

11. Tax increment financing district:

The Hartford Selectboard approved the establishment of a Tax Increment Financing District (TIF) on April 5, 2011, which was later approved by the Vermont Economic Progress Council (VEPC) on December 8, 2011. The District includes the historic White River Junction downtown area, and the area along Maple Street between Prospect Street and Hartford Avenue (Route 5). The TIF creation date is considered to be April 1, 2011, and the TIF activation date is the date of the "execution of the financing" which was July 31, 2014.

The TIF allows the Town to undertake and pay for infrastructure improvements that enable increased private sector economic and community development. With a TIF, the base value of properties, within the TIF, are set at the time the TIF is created. All property taxes generated by the original base continue to go to the municipal General Fund and the State Education Fund.

For twenty years from the first debt incursion, the municipal and education property taxes generated by any new development are shared, with 75% going to finance TIF infrastructure improvements and debt, and 25% going to the municipal General Fund and State Education Fund. As a general obligation of the Town, if TIF revenues are not sufficient to cover the debt, the Town is still responsible for the payments. The Town cannot incur any new TIF debt until each project or group of projects is approved by the VEPC and then by the voters.

In March 2014, voters approved a \$900,000 borrowing for the first TIF project - reconstruction and realignment of Prospect Street. This included roadway, utilities, pedestrian walkways, lighting, and landscaping for phase one of a multi-phase private redevelopment project, and TIF related costs, such as legal, consultant, engineering, public notices, financing vote, and bidding process. This Town road project is now completed. A new 38,600 sq ft private office building was constructed and occupied in 2015, and a second 10,000 sq ft building was constructed and occupied in 2016. The private development of these two new buildings covers the payments for the related debt. A third building is in the permitting stage for residential.

In March 2016, Town voters authorized TIF projects and borrowings in the amount of \$900,000 for public parking, storm water and sanitary sewer infrastructure improvements, and related costs. \$200,000 of the authorization was included in the VMBB 2017 Series 3 borrowing issued in August 2017. The financing for the remaining \$700,000 authorized is to be determined upon completion of the engineering work. The parking lot is in the design phase.

In March 2017, Town voters authorized TIF projects and borrowings totaling \$1,926,000 for construction of public sidewalks, roads, streetscapes, water, storm water, sanitary sewer, and South Main Street retaining wall improvements, and related costs, advances, interfund loans and third-party public infrastructure costs. Specific projects are engineering and construction of Currier Street Extension, North Main Street sidewalks and streetscapes, and design and engineering of South Main, North Main and Gates Streets for various improvements. The entire authorization was included in the VMBB 2017 Series 3 borrowing issued in August 2017. The North Main Street sidewalk (Bridge Street to Joe Reed Drive) is completed. The majority of the Currier Street Extension project was completed in FY 2022 with a final section adjacent to the parking lot in construction in FY 2024 and expected to be completed in FY 2025. Engineering for section one of the South Main Street project was completed previously with the remaining South Main, North Main and Gates Street section substantially completed in FY 2024, with final completion anticipated in FY 2025.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

11. Tax increment financing district (continued):

In March 2019, Town voters authorized TIF projects and borrowings totaling \$5,477,000 for the engineering, design, permitting and construction of public sidewalk, road, streetscape, lighting, water, stormwater, sanitary sewer, retaining wall on South Main Street, North Main Street, and Gates Street, and related costs, TIF administrative costs, audits, advances, interfund loans and third party public infrastructure costs for such improvements and any previously approved TIF improvements. Voters also approved using any unexpended proceeds of borrowings previously issued or voter authorized, to finance the cost of TIF improvements and related costs for this project and any previously approved TIF improvements. \$849,212 of the debt authorization was issued in September 2020 through the Vermont Clean Water State Revolving Fund Loan RF1-222; \$1,037,771 of the debt authorization was issued in September 2020 through the Vermont Drinking Water State Revolving Fund Loan RF3-390; and \$1,735,000 of the debt authorization was issued in August 2020 through the VMBB 2020 Series 2 borrowing. In June of 2022, the remaining section of the South Main, North Main and Gates Street project was financed through a \$895,000 Water State Revolving Fund Loan (RF3-467), a \$750,000 Vermont Clean Water State Revolving Fund Loan (RF1-291), and a \$578,200 VMBB 2022 Series 1 loan. Section 1 construction was completed, and Section 2 construction was initiated in FY22; water, wastewater and road improvements were substantially completed in FY 2024, with full completion anticipated in FY 2025.

In March 2020, Town voters authorized TIF projects and borrowings totaling \$2,666,600, for the engineering, design, legal, surveying, permitting and construction of public sidewalk, curb, crosswalks, paving, road, parking, streetscape, landscaping, lighting, and drainage on South Main Street Parking Lot and Maple Street, and for related costs, TIF administrative costs, audits, advances, interfund loans and third-party public infrastructure costs for such improvements and any previously approved TIF improvements. Voters also approved using any unexpended proceeds of bonds or notes previously issued or voter authorized, to finance the cost of TIF improvements and related costs for these projects and any previously approved TIF improvements.

In February of 2021, \$843,900 was issued through the VMBB 2021 Series 1 loan, \$811,600 for the Town Square parking lot improvements and \$32,300 for Maple Street improvements. The remaining \$1,882,600 for the South Main Street parking lot improvements was issued in the VMBB 2022 Series 1 loan. Due to the impacts of the Covid-19 pandemic, project implementation was delayed. In FY 2024, Maple Street improvements were completed, and the South Main Street Parking Lot was under construction with completion expected in FY 2025. The Town Square Parking Lot is estimated to begin construction in FY 2025 and be completed in FY 2026.

Also in 2020, the Vermont Legislature approved an extension of the TIF's 20-year debt issuance period from March 2021 to March 2024 due to the impact of the great recession on development in the first three years of the TIF, and the impact of the Covid-19 pandemic.

The State of Vermont Auditor's office performed a standard 5-year TIF audit during FY21. This audit identified that the Town owed approximately \$3,000 to the State Education Fund related to eight parcels being inadvertently excluded from the TIF boundaries when the TIF was created in 2011. The Town issued payment in FY22.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

11. Tax increment financing district (continued):

During FY21, the Town also identified that the 2019 and 2020 grand list property valuations inadvertently excluded 27 North Main Street from the TIF, resulting in the TIF tax increment for this property, for these two years, being excluded from the TIF Fund. The impact of correcting this error would result in the TIF Fund being owed approximately \$25,000, and \$16,000, from the State Education Fund, and the General Fund, respectively, and the Town would not owe the State Education Fund the amount identified during the 5-year TIF audit.

In FY 2022, using the TIF Issue Resolution Process in TIF Rule 1103, the Town appealed the audit finding from the State Auditor's Office, resulting in repayment, given the identification of the inadvertently excluded properties at 27 North Main Street. The Town received a review of the issue from VEPC staff, which noted the audit finding and the omission of properties had been reviewed as separate items. The Vermont Tax Department determined there was nothing in state statute or rule that enabled the Tax Department to assist the Town with recalculating the increment for changes to the Grand List due to the omission of 27 North Main Street in the TIF District for the 2019 and 2020 Grand Lists. The review also concluded it did not seem that VEPC could approve the Town's appeal for repayment of the approximate \$3,000. Based on this review, the Town opted not to pursue the appeal further to the VEPC Council under the Issue Resolution Process as outlined in TIF Rule 1103.

On June 19, 2023, the Governor signed into law Act 74 granting the Hartford TIF District an extension in the authority to incur indebtedness until March 31, 2026, and to retain municipal and education increment until June 30, 2036.

During FY 2023, the Town discovered through a subdivision survey proposal and subsequent research that approximately 2.30 acres of a Town owned lot (Map Lot # 45-212) had transferred to private ownership in 2017 but inadvertently had not been reflected in the Assessor's Office. This was corrected for the 2023 Grand List. Adjustments were made for taxes due to the Hartford Municipal and Education TIF Funds for Grand List Years 2017 through 2022. This 2.30 acres was also merged with a lot outside the TIF District. At the close of FY 2023, review of how to address a lot split by a TIF district boundary was pending due to 2023 Legislative changes affecting this process.

In FY 2024, the State resolved how to address a lot which is split by a TIF District line to reflect the 2023 Legislative changes known as Act 72. In accordance with a VEPC November 16, 2023 TIF Rule change, the Town has identified the 2.3 acres portion of Map Lot # 45-212 within the TIF District and the 1.2 acres outside the TIF District as separate parcels in the 2023 Grand List for FY 2024. Changes in the status of projects are noted above in the fiscal years where the projects received voter authorizations or were financed.

In FY 2025, the following projects were substantially completed: South Main, North Main and Gates Streets water, wastewater and roadway improvements; Currier Street Extension; and South Main Street Parking Lot reconstruction and expansion. The Town began the process for submitting the final project implementation Phase Filing for VEPC approval, and then voter approval at the March 2026 Town Meeting. This will be the District's final opportunity to incur debt under the TIF District Program. The Town also began preparation of a Substantial Change request to VEPC to reallocate TIF funding between authorized projects, and to incorporate Legislative approval deadline extensions for the District's debt period and tax increment retention.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

12. Fund balances:

As of June 30, 2025, the General Fund reported nonspendable fund balance (\$170,781) related to employee HRA accounts. The remaining fund balances of this fund are restricted (\$32,782) related to cemetery, committed (\$4,174,392) for various reserves, assigned (\$2,223,603) for various encumbrances and planned use of fund balance in the FY26 budget and unassigned (\$2,627,377).

13. Deficit fund balances:

As of June 30, 2025, the Capital Projects Fund has a deficit fund balance of \$133. Management intends to recover this deficit through a transfer from the General Fund during the next fiscal year.

14. Restatements:

The Town has restated beginning net position of the governmental activities and business-type activities on the government-wide financial statements and beginning net position of the Water Fund, Wastewater Fund and Solid Waste Fund, due to the implementation of GASB Statement No. 101, *Compensated Absences*. Net position of the governmental activities and business-type activities have been restated from \$24,994,133 and \$18,124,072 to \$24,572,996 and \$18,080,894, respectively. Net position of the Water Fund, Wastewater Fund and Solid Waste Fund have been restated from \$8,530,810, \$8,857,215 and \$736,047 to \$8,514,073, \$8,835,851 and \$730,970, respectively.

15. Pension plans:401(a) Governmental Money Purchase Plan -

Plan description and funding requirements: The Plan is a governmental deferred compensation plan through the International City Manager's Association (ICMA) Retirement Corporation that operates under section 401 of the Internal Revenue Code. The Plan provides retirement benefits to full time employees hired prior to April 1, 2007, who had not elected to change their plan to VMERS on that date. No other employees of the Town are eligible to participate.

The Town is required to make contributions to the Plan at a rate of 8% of the participant's salary. The ICMA Retirement Corporation administers the plan. Total contributions by the Town for the year ended June 30, 2025, were \$52,241.

457 Deferred Compensation Plan -

Plan description and funding requirements: The Plan is a governmental deferred compensation plan through the International City Manager's Association (ICMA) Retirement Corporation that operates under section 457 of the Internal Revenue Code. The Plan permits employees to defer a portion of their salary until future years. This deferred compensation is not available to employees until termination, retirement, death, or unforeseeable emergency. The Town has no liability for losses under the plan. All of the investments are self-directed by each participant. Under federal law, the investments are held in trust for the benefit of the employees. Accordingly, the Town does not report these assets on their financial statements. There is no employer contribution to this Plan.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

15. Pension plans (continued):Vermont Municipal Employees' Retirement System -

Plan description: The Town contributes to the Vermont Municipal Employees' Retirement System (VMERS or the Plan) a cost-sharing multiple-employer public employee retirement system with defined benefit and defined contribution plans, administered by the State of Vermont. The State statutory provisions, found in Title 24, Chapter 125, of the V.S.A., govern eligibility for benefits, service requirements and benefit provisions. The general administration and responsibility for the proper operation of VMERS is vested in the Board of Trustees consisting of five members. VMERS issues annual financial information which is available and may be reviewed at the VMERS' office, 109 State Street, Montpelier, Vermont, 05609-6200, by calling (802) 828-2305 or online at <http://www.vermonttreasurer.gov>.

Benefits provided: VMERS provides retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. Benefits do vary between the groups included in the Plan but are determined for the members of each group as a percentage of average compensation in a certain number of the highest consecutive years of service. Eligibility for benefits requires five years of service.

Contributions: Defined benefit plan members are required to contribute 4.00% (Group A), 6.375% (Group B), 11.50% (Group C) or 12.85% (Group D) of their annual covered salary, and the Town is required to contribute 5.50% (Group A), 7.00% (Group B), 8.75% (Group C) or 11.35% (Group D) of the employees' compensation. Defined contribution plan members are required to contribute 5.0% of their annual covered salary and the Town is required to contribute an equal dollar amount. The contribution requirements of plan members and the Town are established and may be amended by the Board of Trustees. The Town's contributions to VMERS for the years ended June 30, 2025, 2024, and 2023, were \$827,329, \$736,592, and \$581,122, respectively. The amount contributed was equal to the required contributions for the year.

Pension liabilities, deferred outflows of resources, deferred inflows of resources: These financial statements include the Town's proportionate share of the VMERS net pension liability, deferred outflows of resources for pension expense, deferred inflows of resources from investment earnings and contributions, and the related effects on government-wide net position and activities. The State of Vermont has provided the following information to all employers participating in VMERS, which is based on its calculation of the Town's 1.9880% proportionate share of VMERS defined benefit plan.

Town's share of VMERS net pension liability	\$ 7,272,277
Deferred outflows of resources - Deferred pension expense	\$ 2,220,103
Deferred inflows of resources - Deferred pension credits	\$ 45,394

Additional information: VMERS obtains an annual actuarial valuation for the pension plan. Detailed information is provided in that report for actuarial assumptions of inflation rates, salary increases, investment rates of return, mortality rates, discount rates, and the calculations used to develop annual contributions and the VMERS net position.

The Town adopted GASB Statement No. 68 in FY 2015 and has developed the ten years of required supplementary information in schedules 7 and 8. This historical pension information includes the Town's Proportionate Share of Net Pension Liability of VMERS and Town's Contributions to VMERS.

**TOWN OF HARTFORD, VERMONT
NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2025**

16. Other postemployment benefits (OPEB) plan:

The Town's most recent GASB 74/75 Actuarial Valuation was performed with a valuation date of July 1, 2023, with measurement dates of July 1, 2023 and July 1, 2024, for the reporting dates of June 30, 2024 and June 30, 2025, respectively. The Town's next actuarial valuation is scheduled to be performed with a valuation date of July 1, 2025.

Plan description: The Town's Retiree Medical Insurance Program (the Plan) offers comprehensive medical insurance for all retired former full-time employees of the Town. The Plan is a single employer defined benefit OPEB plan administered by the Town. The Town does not accumulate assets in a trust for future benefit payments, but currently funds these benefits on a pay-as-you-go basis.

Benefits provided: The Plan provides health insurance coverage for any employee who was hired prior to January 1, 2013, has attained age 55 and retires with a minimum of ten years of service (twenty years of service for employees hired after January 1, 1999). The Town pays for health insurance costs up to age 65 and then pays for any Medicare supplemental policy, in accordance with the cost-sharing arrangements that exist for regular employees.

Employees covered by benefit terms: At the valuation date, plan membership consisted of the following:

Inactive employees or beneficiaries currently receiving benefits	67
Active employees	<u>35</u>
	<u>102</u>

Total OPEB liability: The Town's total OPEB liability for the year ended June 30, 2025, is \$14,943,808. The Plan is not funded in advance so the net OPEB liability is also \$14,973,808. An analysis of the total OPEB liability is presented in Schedule 9.

Sensitivity of the total OPEB liability: A change in assumptions can have a large effect of the estimated OPEB obligation. An increase of 1% in the healthcare cost trend would increase the OPEB liability to \$17,807,586 while a decrease of 1% would reduce the OPEB liability to \$12,702,470. An increase of 1% in the discount rate used to calculate future costs would reduce the OPEB liability to \$12,889,651 while a decrease of 1% would increase the OPEB liability to \$17,515,514.

Actuarial assumptions and other inputs: The total OPEB liability in the actuarial valuation was determined using the following actuarial assumptions and other inputs:

Actuarial cost method	Individual entry age normal
Discount rate	4.13% per annum
Healthcare cost trend rate	Getzen model
Inflation rate	2.50% per annum
Compensation increases	3.00% per annum
Mortality tables	PubG-2010 with scale MP-2020

17. Subsequent events:

These financial statements were evaluated for subsequent events to be reported in the notes through November 18, 2025, the date the financial statements were available to be issued.

TOWN OF HARTFORD, VERMONT
COMBINING BALANCE SHEET - OTHER GOVERNMENTAL FUNDS
JUNE 30, 2025

Schedule 1

	Public Safety Fund	Recreation Fund	Impact Fees Fund	FEMA Fund	Cemetery Trust Fund	Total
ASSETS						
Cash and cash equivalents	\$ 12,970	\$ 42,976	\$ 160	\$ 74,535	\$ 54,343	\$ 184,984
Grants receivable	452,242	3,581	-	269,683	-	725,506
Due from other funds	293,926	-	5,250	304,996	-	604,172
Total assets	\$ <u>759,138</u>	\$ <u>46,557</u>	\$ <u>5,410</u>	\$ <u>649,214</u>	\$ <u>54,343</u>	\$ <u>1,514,662</u>
LIABILITIES AND FUND EQUITY						
LIABILITIES:						
Accounts payable	\$ 1,515	\$ 2,612	\$ -	\$ 58,114	\$ -	\$ 62,241
Due to other funds	-	42,351	-	-	-	42,351
Total liabilities	<u>1,515</u>	<u>44,963</u>	<u>-</u>	<u>58,114</u>	<u>-</u>	<u>104,592</u>
FUND EQUITY:						
Fund balances -						
Nonspendable	-	-	-	-	27,168	27,168
Restricted	757,623	1,594	5,410	591,100	27,175	1,382,902
Total fund balances	<u>757,623</u>	<u>1,594</u>	<u>5,410</u>	<u>591,100</u>	<u>54,343</u>	<u>1,410,070</u>
Total liabilities and fund equity	\$ <u>759,138</u>	\$ <u>46,557</u>	\$ <u>5,410</u>	\$ <u>649,214</u>	\$ <u>54,343</u>	\$ <u>1,514,662</u>

DRAFT November 18, 2025

TOWN OF HARTFORD, VERMONT
COMBINING STATEMENT OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - OTHER GOVERNMENTAL FUNDS
FOR THE YEAR ENDED JUNE 30, 2025

Schedule 2

	<u>Public Safety Fund</u>	<u>Recreation Fund</u>	<u>Impact Fees Fund</u>	<u>FEMA Fund</u>	<u>Cemetery Trust Fund</u>	<u>Total</u>
REVENUES:						
Intergovernmental	\$ 550,333	\$ -	\$ -	\$ 354,957	\$ -	\$ 905,290
Miscellaneous revenues	10,313	15,290	-	-	-	25,603
Investment income (loss)	113	1,015	4	692	205	2,029
Total revenues	<u>560,759</u>	<u>16,305</u>	<u>4</u>	<u>355,649</u>	<u>205</u>	<u>932,922</u>
EXPENDITURES:						
General government	49,515	-	-	92,439	-	141,954
Public safety	19,646	-	-	-	-	19,646
Recreation	-	14,711	-	-	-	14,711
Capital outlay	46,816	-	-	-	-	46,816
Total expenditures	<u>115,977</u>	<u>14,711</u>	<u>-</u>	<u>92,439</u>	<u>-</u>	<u>223,127</u>
EXCESS OF REVENUES OR (EXPENDITURES)	444,782	1,594	4	263,210	205	709,795
OTHER FINANCING SOURCES (USES):						
Interfund transfers in (out), net	-	55,742	-	-	-	55,742
NET CHANGE IN FUND BALANCES	444,782	57,336	4	263,210	205	765,537
FUND BALANCES (DEFICIT), July 1, 2024	<u>312,841</u>	<u>(55,742)</u>	<u>5,406</u>	<u>327,890</u>	<u>54,138</u>	<u>644,533</u>
FUND BALANCES, June 30, 2025	\$ <u>757,623</u>	\$ <u>1,594</u>	\$ <u>5,410</u>	\$ <u>591,100</u>	\$ <u>54,343</u>	\$ <u>1,410,070</u>

DRAFT November 18, 2025

TOWN OF HARTFORD, VERMONT
COMBINING STATEMENT OF NET POSITION - WATER FUND
JUNE 30, 2025

Schedule 3

	<u>Central Water Fund</u>	<u>Quechee Water Fund</u>	<u>Total Water Fund</u>
ASSETS:			
Current assets -			
Cash and cash equivalents	\$ 695,754	\$ 766,232	\$ 1,461,986
Accounts receivable, net	243,375	97,636	341,011
Due from other funds	1,750,304	1,509,151	3,259,455
Total current assets	<u>2,689,433</u>	<u>2,373,019</u>	<u>5,062,452</u>
Noncurrent assets -			
Capital assets	13,302,614	4,339,307	17,641,921
less - accumulated depreciation	<u>(7,214,332)</u>	<u>(2,467,511)</u>	<u>(9,681,843)</u>
Total noncurrent assets	<u>6,088,282</u>	<u>1,871,796</u>	<u>7,960,078</u>
Total assets	<u>8,777,715</u>	<u>4,244,815</u>	<u>13,022,530</u>
LIABILITIES:			
Current liabilities -			
Accounts payable	78,766	10,168	88,934
Accrued interest	24,798	32,415	57,213
Accrued wages	7,310	3,865	11,175
Current portion of long-term debt	237,311	75,474	312,785
Total current liabilities	<u>348,185</u>	<u>121,922</u>	<u>470,107</u>
Noncurrent liabilities -			
Accrued compensated absences	49,229	4,076	53,305
Other postemployment benefits	467,467	91,712	559,179
Long-term debt	1,409,334	1,103,257	2,512,591
Total noncurrent liabilities	<u>1,926,030</u>	<u>1,199,045</u>	<u>3,125,075</u>
Total liabilities	<u>2,274,215</u>	<u>1,320,967</u>	<u>3,595,182</u>
NET POSITION:			
Net investment in capital assets	4,441,637	693,065	5,134,702
Unrestricted	<u>2,061,863</u>	<u>2,230,783</u>	<u>4,292,646</u>
Total net position	<u>\$ 6,503,500</u>	<u>\$ 2,923,848</u>	<u>\$ 9,427,348</u>

TOWN OF HARTFORD, VERMONT
COMBINING STATEMENT OF REVENUES, EXPENSES AND
CHANGES IN NET POSITION - WATER FUND
FOR THE YEAR ENDED JUNE 30, 2025

Schedule 4

	Central Water Fund	Quechee Water Fund	Total Water Fund
OPERATING REVENUES:			
Charges for services	\$ 1,313,294	\$ 583,135	\$ 1,896,429
Miscellaneous	<u>10,709</u>	<u>10,000</u>	<u>20,709</u>
Total operating revenues	<u>1,324,003</u>	<u>593,135</u>	<u>1,917,138</u>
OPERATING EXPENSES:			
Operation and maintenance	271,496	103,706	375,202
Salaries and benefits	450,153	204,658	654,811
Depreciation	<u>239,235</u>	<u>136,142</u>	<u>375,377</u>
Total operating expenses	<u>960,884</u>	<u>444,506</u>	<u>1,405,390</u>
Operating income (loss)	<u>363,119</u>	<u>148,629</u>	<u>511,748</u>
NONOPERATING REVENUES (EXPENSES):			
Investment income	16,353	17,596	33,949
Interest expense, net of accrued interest	<u>(55,699)</u>	<u>(35,545)</u>	<u>(91,244)</u>
Total nonoperating revenues (expenses)	<u>(39,346)</u>	<u>(17,949)</u>	<u>(57,295)</u>
INCOME (LOSS) BEFORE TRANSFERS	323,773	130,680	454,453
Operating transfers in	<u>458,822</u>	<u>-</u>	<u>458,822</u>
CHANGE IN NET POSITION	782,595	130,680	913,275
NET POSITION, July 1, 2024, as restated	<u>5,720,905</u>	<u>2,793,168</u>	<u>8,514,073</u>
NET POSITION, June 30, 2025	\$ <u>6,503,500</u>	\$ <u>2,923,848</u>	\$ <u>9,427,348</u>

TOWN OF HARTFORD, VERMONT
COMBINING STATEMENT OF NET POSITION - WASTEWATER FUND
JUNE 30, 2025

Schedule 5

	Central Wastewater Fund	Quechee Wastewater Fund	Total Wastewater Fund
ASSETS:			
Current assets -			
Cash and cash equivalents	\$ 1,840,657	\$ 1,331,927	\$ 3,172,584
Accounts receivable, net	390,044	246,460	636,504
Due from other funds	1,959,571	2,488,773	4,448,344
Total current assets	<u>4,190,272</u>	<u>4,067,160</u>	<u>8,257,432</u>
Noncurrent assets -			
Capital assets	22,627,885	18,568,987	41,196,872
less - accumulated depreciation	<u>(16,873,946)</u>	<u>(15,121,665)</u>	<u>(31,995,611)</u>
Total noncurrent assets	<u>5,753,939</u>	<u>3,447,322</u>	<u>9,201,261</u>
Total assets	<u>9,944,211</u>	<u>7,514,482</u>	<u>17,458,693</u>
LIABILITIES:			
Current liabilities -			
Accounts payable	92,817	69,226	162,043
Accrued interest	18,339	39,401	57,740
Accrued wages	9,104	9,100	18,204
Current portion of long-term debt	432,817	274,396	707,213
Total current liabilities	<u>553,077</u>	<u>392,123</u>	<u>945,200</u>
Noncurrent liabilities -			
Accrued compensated absences	40,016	15,417	55,433
Other postemployment benefits	988,478	253,625	1,242,103
Long-term debt	3,895,488	2,098,926	5,994,414
Total noncurrent liabilities	<u>4,923,982</u>	<u>2,367,968</u>	<u>7,291,950</u>
Total liabilities	<u>5,477,059</u>	<u>2,760,091</u>	<u>8,237,150</u>
NET POSITION:			
Net investment in capital assets	1,425,634	1,074,000	2,499,634
Unrestricted	<u>3,041,518</u>	<u>3,680,391</u>	<u>6,721,909</u>
Total net position	<u>\$ 4,467,152</u>	<u>\$ 4,754,391</u>	<u>\$ 9,221,543</u>

TOWN OF HARTFORD, VERMONT
COMBINING STATEMENT OF REVENUES, EXPENSES AND
CHANGES IN NET POSITION - WASTEWATER FUND
FOR THE YEAR ENDED JUNE 30, 2025

Schedule 6

	Central Wastewater Fund	Quechee Wastewater Fund	Total Wastewater Fund
OPERATING REVENUES:			
Charges for services	\$ 2,089,864	\$ 1,388,102	\$ 3,477,966
Miscellaneous	<u>100</u>	<u>2,070</u>	<u>2,170</u>
Total operating revenues	<u>2,089,964</u>	<u>1,390,172</u>	<u>3,480,136</u>
OPERATING EXPENSES:			
Operation and maintenance	616,669	368,186	984,855
Salaries and benefits	690,809	420,813	1,111,622
Depreciation	<u>516,660</u>	<u>594,162</u>	<u>1,110,822</u>
Total operating expenses	<u>1,824,138</u>	<u>1,383,161</u>	<u>3,207,299</u>
Operating income (loss)	<u>265,826</u>	<u>7,011</u>	<u>272,837</u>
NONOPERATING REVENUES (EXPENSES):			
Debt forgiveness	78,406	-	78,406
Investment income	51,524	38,336	89,860
Interest expense, net of accrued interest	<u>(92,126)</u>	<u>(48,364)</u>	<u>(140,490)</u>
Total nonoperating revenues (expenses)	<u>37,804</u>	<u>(10,028)</u>	<u>27,776</u>
INCOME (LOSS) BEFORE TRANSFERS	303,630	(3,017)	300,613
Operating transfers in	<u>85,079</u>	<u>-</u>	<u>85,079</u>
CHANGE IN NET POSITION	388,709	(3,017)	385,692
NET POSITION, July 1, 2024, as restated	<u>4,078,443</u>	<u>4,757,408</u>	<u>8,835,851</u>
NET POSITION, June 30, 2025	\$ <u>4,467,152</u>	\$ <u>4,754,391</u>	\$ <u>9,221,543</u>

TOWN OF HARTFORD, VERMONT
SCHEDULE OF REQUIRED SUPPLEMENTARY INFORMATION

**SCHEDULE OF TOWN'S PROPORTIONATE SHARE OF
NET PENSION LIABILITY
VMERS
JUNE 30, 2025**

Schedule 7

	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017	June 30, 2016
Town's proportion of the net pension liability	2.1895%	1.9880%	2.0010%	2.0437%	2.0246%	2.0016%	2.2202%	2.0727%	1.9987%	2.0337%
Town's proportionate share of the net pension liability	\$ 7,272,277	\$ 6,367,300	\$ 6,070,606	\$ 3,008,006	\$ 5,121,701	\$ 3,472,599	\$ 3,123,251	\$ 2,511,201	\$ 2,572,277	\$ 1,567,870
Town's covered payroll	\$ 8,945,719	\$ 8,445,069	\$ 7,291,239	\$ 6,398,481	\$ 5,979,663	\$ 5,704,684	\$ 5,320,692	\$ 5,472,234	\$ 4,398,702	\$ 4,294,168
Town's proportionate share of the net pension liability as a percentage of its covered payroll	81.293%	75.397%	83.259%	47.011%	85.652%	60.873%	58.700%	45.890%	58.478%	36.512%
VMERS net position as a percentage of the total pension liability	75.22%	74.01%	73.60%	86.29%	74.52%	80.35%	82.60%	83.64%	80.95%	87.42%

**SCHEDULE OF TOWN'S CONTRIBUTIONS
VMERS
JUNE 30, 2025**

Schedule 8

	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021	June 30, 2020	June 30, 2019	June 30, 2018	June 30, 2017	June 30, 2016
Contractually required contribution	\$ 827,329	\$ 736,592	\$ 581,122	\$ 500,657	\$ 454,869	\$ 419,606	\$ 384,575	\$ 388,880	\$ 313,738	\$ 303,770
Contributions in relation to the contractually required contribution	827,329	736,592	581,122	500,657	454,869	419,606	384,575	388,880	313,738	303,770
Contribution deficiency (excess)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town's covered payroll	\$ 8,945,719	\$ 8,445,069	\$ 7,291,239	\$ 6,398,481	\$ 5,979,663	\$ 5,704,684	\$ 5,320,692	\$ 5,472,234	\$ 4,398,702	\$ 4,294,168
Contributions as a percentage of covered payroll	9.248%	8.722%	7.970%	7.825%	7.607%	7.355%	7.228%	7.106%	7.133%	7.074%

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TOWN OF HARTFORD, VERMONT
SCHEDULE OF REQUIRED SUPPLEMENTARY INFORMATION

**SCHEDULE OF CHANGES IN THE TOWN'S
TOTAL OPEB LIABILITY AND RELATED RATIOS
OTHER POSTEMPLOYMENT BENEFITS PLAN
JUNE 30, 2025**

Schedule 9

	June 30, 2025	June 30, 2024	June 30, 2023	June 30, 2022	June 30, 2021	June 30, 2020	June 30, 2019	June 30, 2018
Total OPEB Liability:								
Changes for the year-								
Service cost	\$ 187,862	\$ 341,978	\$ 347,472	\$ 319,909	\$ 325,561	\$ 314,552	\$ 347,699	\$ 295,097
Interest	601,276	421,046	412,857	545,578	531,470	464,064	453,840	345,611
Difference between expected and actual plan experience	-	613,522	-	(2,728,593)	-	352,119	-	3,022,954
Changes in assumptions	-	(4,965,933)	-	5,014,321	-	203,486	-	-
Benefit payments	<u>(428,086)</u>	<u>(395,889)</u>	<u>(385,914)</u>	<u>(447,407)</u>	<u>(449,167)</u>	<u>(429,825)</u>	<u>(477,373)</u>	<u>(296,328)</u>
Net OPEB expense	361,052	(3,985,276)	374,415	2,703,808	407,864	904,396	324,166	3,367,334
Total OPEB Liability - beginning of year	14,582,756	18,568,032	18,193,617	15,489,809	15,081,945	14,177,549	13,853,383	9,889,027
Changes in assumptions for GASB 75	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>597,022</u>
Total OPEB Liability - end of year	\$ <u>14,943,808</u>	\$ <u>14,582,756</u>	\$ <u>18,568,032</u>	\$ <u>18,193,617</u>	\$ <u>15,489,809</u>	\$ <u>15,081,945</u>	\$ <u>14,177,549</u>	\$ <u>13,853,383</u>
Covered-employee payroll	\$ 7,975,576	\$ 7,743,278	\$ 8,177,818	\$ 7,550,136	\$ 7,435,394	\$ 7,389,688	\$ 7,251,836	\$ 7,052,376
Total OPEB liability as a percentage of covered-employee payroll	53.37%	53.10%	44.04%	41.50%	48.00%	49.00%	51.15%	50.91%

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**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN
AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH *GOVERNMENT AUDITING STANDARDS***

The Selectboard
Town of Hartford, Vermont

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, the business-type activities, each major fund and the aggregate remaining fund information of the Town of Hartford, Vermont (the Town) as of and for the year ended June 30, 2025, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements, and have issued our report thereon dated November 18, 2025.

Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Town's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control. Accordingly, we do not express an opinion on the effectiveness of the Town's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Town's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that have not been identified.

Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Town's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Town's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control and compliance. Accordingly, this report is not suitable for any other purpose.

Montpelier, Vermont
November 18, 2025

*Audit Signature to be
inserted upon finalization*

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**INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR
FEDERAL PROGRAM; REPORT ON INTERNAL CONTROL OVER
COMPLIANCE; AND REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
REQUIRED BY UNIFORM GUIDANCE**

The Selectboard
Town of Hartford, Vermont

Report on Compliance for Each Major Federal Program

Opinion on Each Major Federal Program

We have audited the Town of Hartford, Vermont's (the Town) compliance with the types of compliance requirements identified as subject to audit in the OMB *Compliance Supplement* that could have a direct and material effect on each of the Town's major federal programs for the year ended June 30, 2025. The Town's major federal programs are identified in the summary of auditor's results section of the accompanying Schedule of Findings and Questioned Costs.

In our opinion, the Town of Hartford, Vermont complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2025.

Basis for Opinion on Each Major Federal Program

We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America (GAAS); the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*); and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Our responsibilities under those standards and the Uniform Guidance are further described in the Auditor's Responsibilities for the Audit of Compliance section of our report.

We are required to be independent of the Town of Hartford, Vermont and to meet our ethical responsibilities, in accordance with relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on compliance for each major federal program. Our audit does not provide a legal determination of the Town's compliance with the compliance requirements referred to above.

Responsibilities of Management for Compliance

Management is responsible for compliance with the requirements referred to above and for the design, implementation, and maintenance of effective internal control over compliance with the requirements of laws, statutes, regulations, rules and provisions of contracts or grant agreements applicable to the Town's federal programs.

Auditor's Responsibilities for the Audit of Compliance

Our objectives are to obtain reasonable assurance about whether material noncompliance with the compliance requirements referred to above occurred, whether due to fraud or error, and express an opinion on the Town's compliance based on our audit. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance will always detect material noncompliance when it exists. The risk of not detecting material noncompliance resulting from fraud is higher than for that resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Noncompliance with the compliance requirements referred to above is considered material, if there is a substantial likelihood that, individually or in the aggregate, it would influence the judgment made by a reasonable user of the report on compliance about the Town's compliance with the requirements of each major federal program as a whole.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and the Uniform Guidance we

- exercise professional judgement and maintain professional skepticism throughout the audit.
- identify and assess the risks of material noncompliance, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the Town's compliance with the compliance requirements referred to above and performing such other procedures as we consider necessary in the circumstances.
- obtain an understanding of the Town's internal control over compliance relevant to the audit in order to design audit procedures that are appropriate in the circumstances and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of the Town's internal control over compliance. Accordingly, no such opinion is expressed.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and any significant deficiencies and material weaknesses in internal control over compliance that we identified during the audit.

Report on Internal Control Over Compliance

A *deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit we did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance may exist that were not identified.

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the Town of Hartford, Vermont as of and for the year ended June 30, 2025, and have issued our report thereon dated November 18, 2025, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated in all material respects in relation to the financial statements as a whole.

Montpelier, Vermont
November 18, 2025

*Audit Signature to be
inserted upon finalization*

TOWN OF HARTFORD, VERMONT
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 1 of 2)

<u>Federal Grantor/Pass-through Grantor Program Title</u>	<u>Assistance Listing Number</u>	<u>Pass-Through Entity Identifying Number</u>	<u>Passed Through to Subrecipients</u>	<u>Expenditures</u>
U.S. Department of Agriculture:				
Passed through the Vermont Department of Forests, Parks and Recreation				
Cooperative Forestry Assistance	10.664	06130-UCF-CCC-24-01	\$ -	\$ 3,673
U.S. Department of the Interior:				
Passed through the Vermont Agency of Commerce and Community Development -				
Historic Preservation Fund Grants-In-Aid	15.904	07110-VT-23-10002	-	2,351
U.S. Department of Justice:				
Public Safety Partnership and Community Policing Grants	16.710		-	17,058
U.S. Department of Transportation:				
Passed through the Vermont Agency of Transportation -				
Highway Planning and Construction	20.205	08100-EH0034	-	1,035
Highway Planning and Construction	20.205	08100-ER0213	-	93,224
Highway Planning and Construction	20.205	08100-ER0214	-	82,813
			-	177,072
U.S. Department of the Treasury:				
Passed through the Vermont Administration Agency -				
Coronavirus State and Local Fiscal Recovery Funds	21.027	SLFRFVT0097	-	1,339,940
U.S. Institute of Museum and Library Services:				
Passed through the Vermont Department of Libraries				
Grants to States	45.310	01330-2024-COURIER-110	-	684
U.S. Environmental Protection Agency:				
Passed through the Vermont State Revolving Fund -				
Clean Water State Revolving Fund	66.458	06140-RF1-271-1.0	-	807

TOWN OF HARTFORD, VERMONT
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
FOR THE YEAR ENDED JUNE 30, 2025
(Page 2 of 2)

Federal Grantor/Pass-through Grantor <u>Program Title</u>	Assistance Listing <u>Number</u>	Pass-Through Entity Identifying <u>Number</u>	Passed Through to <u>Subrecipients</u>	<u>Expenditures</u>
U.S. Department of Homeland Security:				
Passed through the Vermont				
Department of Public Safety				
Disaster Grants - Public Assistance				
(Presidentially Declared Disasters)	97.036	02140-84720-062	-	241,466
Hazard Mitigation Grant	97.039	02140-34720-010	-	72,718
Homeland Security Grant Program	97.067	02140-7H22300-106	-	24,089
			-	338,273
Total expenditures of federal awards			\$ -	\$ 1,879,858

TOWN OF HARTFORD, VERMONT
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
JUNE 30, 2025

1. Basis of presentation:

The accompanying Schedule of Expenditures of Federal Awards (the Schedule) includes the federal award activity of the Town under programs of the federal government for the year ended June 30, 2025. The information in this Schedule is presented in accordance with requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Town, it is not intended to and does not present the financial position, changes in financial position, or cash flows of the Town.

2. Summary of significant accounting policies:

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in the Uniform Guidance, wherein certain types of expenditures are not allowable or are limited as to reimbursement. Negative amounts shown on the Schedule represent adjustments or credits made in the normal course of business to amounts reported as expenditures in prior years. The Town has elected not to use the 10 percent de minimis indirect cost rate as allowed in the Uniform Guidance.

3. Disaster Grants - Public Assistance (Presidentially Declared Disasters) (ALN 97.036):

The Town received \$241,466 in funding under Assistance Listing 97.036 Disaster Grants - Public Assistance (Presidentially Declared Disasters) for eligible costs associated with severe storm flooding of July 2023. This amount represents reimbursements for expenditures incurred in the years ended June 30, 2024 and 2025, but for which project worksheets were approved in the year ended June 30, 2025. These reimbursements are reported on the SEFA for the year ended June 30, 2025, in accordance with the Federal Emergency Management Agency (FEMA) guidelines.

**TOWN OF HARTFORD, VERMONT
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
AS OF JUNE 30, 2025**

A. Summary of Auditor's Results:

Financial Statements -

Type of auditor's report issued: *Unmodified*

Internal control over financial reporting:

- Material weakness(es) identified? *No*
- Significant deficiency(ies) identified? *None reported*

Noncompliance material to financial statements noted? *No*

Federal Awards -

Internal control over major programs:

- Material weakness(es) identified? *No*
- Significant deficiency(ies) identified? *None reported*

Type of auditor's report issued on compliance for major programs: *Unmodified*

Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516 (a)? *No*

Identification of major program:

- *U.S. Department of the Treasury
CFDA 21.027 - Coronavirus State and Local Fiscal Recovery Funds*
 - *U.S. Department of Homeland Security
CFDA 97.036 - Disaster Grants - Public Assistance (Presidentially Declared Disasters)*
 - Dollar threshold used to distinguish between type A and type B programs: *\$750,000*
- Auditee qualified as low-risk auditee? *Yes*

B. Audit Findings - Financial Statements:

There were no audit findings identified for the year ended June 30, 2025.

C. Audit Findings - Federal Awards:

There were no audit findings identified for the year ended June 30, 2025.

**STATUS OF PRIOR AUDIT FINDINGS
AS OF JUNE 30, 2025**

There are no prior audit findings applicable to this auditee.

December 9, 2025 Selectboard Agenda item 5.i.

Materials supplied by Selectboard Member, Erik Krauss

Selectboard Training Plan and Budget – Revision 2
For Balance of FY26 and FY27
Updated 11/17/2025

Summary of Revisions:

- 1) Swapped order of Annual work planning and Thinking in Systems workshops
- 2) Include Facilitated Braver Angels skills workshop
- 3) Added strategic planning as part II of annual work planning with expectation that work planning will consume less time with practice.

Topic	Time Frame	Training or Workshop Description	Budgetary Estimate
Annual Work Planning / Strategic Planning	Winter CY26	Draft Selectboard's annual work plan with staff input, balance capacity with Selectboard priorities, identify and prioritize strategic initiatives.	\$300 (facilitator)
			\$300 (food & bev)
			\$600.00
Thinking in Systems Intro (or similar)	Spring CY26	Workshop to introduce systems thinking and practices. Consider inviting several staff members in addition to Town Manager.	\$2,400.00 (facilitators)
			\$300 (food & bev)
			\$2,700.00
Braver Angels Skills Building	Summer CY26	Workshop to enhance skills related to understanding other positions and finding common ground, tailored to SB needs.	\$400 (donation to braverangels.org)
			\$300 (food & bev)
			\$700.00
Annual Work Planning / Strategic Planning	Winter CY27	Draft Selectboard's annual work plan with staff input, balance capacity with Selectboard priorities, identify and prioritize strategic initiatives.	\$350 (facilitator)
			\$350 (food & bev)
			\$700.00
Thinking in Systems (or similar)	Spring CY27	Workshop to introduce systems thinking and practices. Consider inviting several staff members in addition to Town Manager.	\$2,600.00 (facilitators)
			\$350 (food & bev)
			\$2,950.00
Braver Angels Skills Building	Summer CY27	Workshop to enhance skills related to understanding other positions and finding common ground, tailored to SB needs.	\$450 (donation to braverangels.org)
			\$350 (food & bev)
			\$800.00
			\$8,450.00



2

Systems Thinking for Anyone: Practices to Consider

Steve Peterson

Steve Peterson focuses on how anyone can understand and use systems thinking. He identifies many existing systems problems and discusses how systems thinking is needed to tackle such problems. In addition, he offers some basic steps one can follow to start to become a systems thinker.

I have thought often about Barry's passion for bringing systems thinking to a broad spectrum of professionals and students. At a practical level, a significant, sustained effort is needed to develop high proficiency in building full-blown system dynamics models. But what is the art of the possible for "the rest of us?" If anyone can do this at some level and if everyone should try, then what are the "best practices" associated with doing systems thinking at a less formal and more conversational level?

The depth and rigor of thinking around systems problems can be improved, and basic conversational uses of the systems thinking toolset can yield substantial returns in terms of increased understanding and improved performance. The following discussion identifies and illustrates a small set of systems thinking practices that have significant potential for underwriting effective systems thinking. Although not an exhaustive list, these highly accessible practices typify the approach of many seasoned systems practitioners. As such, they can help form the basis of a development agenda for the systems thinking newbie who is interested in using the systems approach to understand and improve how the world works. Let's begin by painting a broad-brush portrait of some key characteristics of a systems problem and then walk through the five basic practices in some detail.

Steve Peterson met Barry in 1981 at Dartmouth's Thayer School of Engineering, where Barry served as Steve's mentor and thesis advisor. From 1985 to 2003, Steve worked at High Performance Systems, Inc. (now isee systems, inc.). While at High Performance Systems, Steve worked with Barry on many projects:

- development of the STELLA and *iThink* software packages
- development of the suite of models accompanying the software
- design and delivery of consulting engagements using systems thinking
- design and delivery of systems thinking workshops

Steve currently resides in West Lebanon, New Hampshire, with his family. He is a principal consultant at Lexidyne, LLC, where his current activities include workshop design and delivery, as well as work with non-profits, government (defense and energy), health care, and pharmaceutical companies.

What is a Systems Problem?

Reflect on these questions for a few minutes. What is the most pressing problem currently facing you? Your personal life? Your community or organization? Your country? Your world? Write your thoughts down on a piece of paper.

Figure 2-1, for example, is my personal short list of different levels of systems problems.

For the anxious, apprehensive, or fearful, there certainly is a lot on this list to keep one up at night worrying. How does your list compare? Does your list give you pause?

These problems, which seem more and more prevalent as the world becomes more complex, share some interesting and important characteristics. They are interesting, because the characteristics typify a class of problems that I like to call “systems problems.” They are important both because the characteristics point to some weaknesses in the way people often think about issues and because

they point to systems thinking as a valuable vehicle for building understanding and improving system performance.

Systems problems share four fundamental characteristics: they are dynamic in nature; they involve multiple players; they are generated by interdependencies; and, finally, they are hard to communicate.

Characteristic 1: Dynamics

The word “dynamics” simply means “change over time.” It is a simple concept with powerful implications. In the list in Figure 2-1, “change over time” is

Individual	Striking and maintaining a work-life balance while funding college education for my children
Community	Transitioning from an antiquated junior high school to a modern facility in a time of economic slowdown
Country	Collapse of financial markets
World	Global warming

Figure 2-1. Systems problems at four different levels

tracing connections

I worked with and learned from Barry Richmond for over twenty years. For me, these experiences comprised a remarkable set of opportunities to learn with a very remarkable man. I first met Barry when I was a young, skinny graduate student studying system dynamics at Dartmouth College. Over the ensuing years we worked together at High Performance Systems, collaborating on the development of the STELLA and *iThink* software and on a host of systems thinking-focused projects. The context for these projects ranged from pre-college education to business dynamics to the U.S. agricultural system.

Barry was a man with a great passion for systems thinking. He believed deeply that “systems problems” represent the most pressing issues we face as individuals, as a society, and as a global community. He believed that the framework and thinking skills associated with systems thinking have significant potential to underwrite both the building of understanding and the improvement of performance of these systems. And he believed, very strongly, in “big tent” systems thinking. His view was that anyone can do this stuff at some level, that everyone should try, and that the world would be a better place as a result.

intrinsic to each problem. And yet it is possible and fairly common to view such problems as static in nature, ignoring both how things got to where they are now and how things might change moving forward in time. How often is a dynamic problem mischaracterized as a static one? What are the implications of this mischaracterization?

Characteristic 2: Multiple players with diverse interests

Refer again to the list of systems problems in Figure 2-1, or to your own list. It is apparent that the really difficult issues we face frequently involve multiple stakeholders who have diverse, and often divergent, interests. Like the old consulting fable about the difficulty of herding cats, it can be very difficult for disparate groups to come to a common view. This difficulty is amplified when the players view things from a “me”-centric perspective. In business and government circles, the problems of stovepipes—or silos—within organizations are legendary. Because stovepipes inhibit communication across the organizational chart, issues often are viewed from the perspective of narrowly defined functions or sub-groups. Instead of fostering a big-picture view, stovepipes tend to foster balkanized fiefdoms. In contrast, an approach to problems that moves beyond stovepipes has potential to help players come together around a common set of interests.

Characteristic 3: Interdependencies

A third characteristic of a systems problem is the role that interdependencies between individuals, functions, organizations, regions, or nations play in creat-

In an increasingly interconnected world, it is even more important to understand how interdependencies drive dynamics.

ing behavior over time. We have often heard that it takes two (working together) to dance; in an increasingly interconnected world, it is even more important to understand how interdependencies drive dynamics. What are the key interdependencies that drive the problem behaviors on your list?

Characteristic 4: Hard to communicate

Take an item on your list, and try explaining the essence of the issue to a friend or colleague. Hard, isn't it? By themselves, words are often an inadequate vehicle for explaining dynamic problems driven by the interdependency of multiple players with diverse interests. An important aspect of the systems thinking toolset is its ability to facilitate more effective communication.

Narrowly focused disciplines in academia, business, and elsewhere can shed light on pieces of a systems problem, but can break down when the problem reflects the interdependency of multiple, disparate actors and processes.

Because of these four basic characteristics, systems problems tend to be very difficult to address using traditional tools, techniques, and frameworks. Static, linear frameworks work well for addressing simple problems, but break down when applied to dynamic, non-linear problems. Narrowly focused disciplines in academia, business, and elsewhere can shed light on pieces of a systems problem, but can break down when the problem reflects the interdependency of multiple, disparate actors and processes. So if you think that the big issues are systems issues, you are likely to be disappointed if you use

traditional vehicles for understanding and improving performance. Einstein said it well: "We can't solve problems by using the same kind of thinking we used to create them."

Systems Thinking Practices to Consider

One approach to addressing systems problems is to develop relatively detailed system dynamics models, such as those illustrated elsewhere in this book; however, a major challenge associated with building these models is the substantial learning curve involved. In my experience, it takes intense effort over a sustained period to get really good at building system dynamics models. For most people

working to manage school or career, the investment in time and energy required to master the art and science of modeling can simply be too much.

Fortunately, it is possible to make progress as a systems thinker without making such a big investment of time and energy. The key, I think, is to work purposefully to incorporate important systems thinking practices into your daily activities. As these basic practices become internalized, they can support deeper and richer thinking around the structure and behavior of a systems problem, helping to generate better initiatives. Over time, the accumulation of small but continuous investments in a small set of practices can help to make the world a better place.

Here are five practices to consider:

- Think dynamically.
- Expand the boundary of inquiry.
- Get operational.
- Look for feedback.
- Seek to falsify.

These practices arise from and address the four common characteristics of systems issues. In the remainder of this chapter, I describe each of the practices in some detail. For each practice, the discussion will provide the following:

- A definition/description of the practice, identifying its value added
- A set of simple examples of the practice in action
- Suggestions for the next steps that you might take to embed the practice into your own life

Practice 1: Think dynamically

Dynamic thinking involves consideration of how the problem got to the current place, and where one might go from here. Dynamic thinking entails characterizing problems or issues as behavior patterns over time. Rather than simply considering an issue at a point in time (“The economy is in a huge mess!”), dynamic thinking involves consideration of how the problem got to the current place, and where one might go from here. Dynamic thinking often takes the form of a graph of behavior-over-time. You needn’t look far to find a phenomenon that can be cast as behavior over time. Consider, as an illustration, the approval rating for U.S. presidents. The public approval of a host of presidents, including Lincoln,

Dynamic thinking involves consideration of how the problem got to the current place, and where one might go from here.

FDR, Reagan, and Clinton, waxed and waned over the course of their tenure in office. Data associated with George W. Bush is particularly interesting. The graph in Figure 2-2 casts this socio-political phenomenon as a set of behavior patterns over time.

Figure 2-2 illustrates three important attributes of dynamic thinking. First, dynamic thinking provides a temporal perspective on a situation. It is certainly true that at the end of his tenure, President George W. Bush's approval rating was extremely low. But it got there through an almost inexorable decline (with a few aberrations that we will note in a minute) from its peak after the events of 9/11 (decline, by the way, is typical in modern presidencies). Meanwhile, the disapproval of the President grew over the period, while the level of indifference (as reflected in "no opinion") remained very low. By providing a dynamic context, this simple graph stimulates thinking and inquiry.

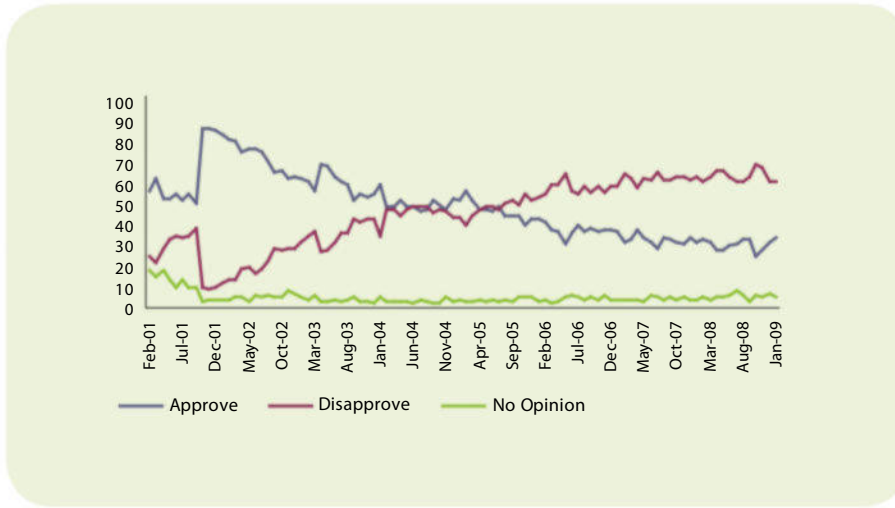
- Why does the popularity of presidents tend to go down during their time in office?
- For President Bush, why did the degree of indifference drop quickly and then remain so low for such a long time? Is this common to modern presidents?
- What might a president do to grow approval ratings in a sustained fashion?

Second, dynamic thinking enables you to put a "stake in the ground" around data. In the initial stages of a client engagement, I will often sketch my "best guess" of some behavior pattern of interest, and then compare that best guess against what the data say. Gaps between my best guess and actual data always provide an opportunity to learn something. In this instance, I was surprised to see the steep drop in the President's approval rating between October of 2001 and January of 2003. Such gaps often cry out for an explanation and further engage the thought

The process of thinking about dynamics, individually and collectively, can go far to help groups come to a shared understanding of the phenomenon of interest.

processes of understanding what happened, why it happened, and what might be done about it.

Another avenue in which dynamic thinking enables you to put a "stake in the ground" around data can be traveled when the data is ambiguous or missing. Consider again your list of pressing problems. Perhaps for one of those problems it is not clear what has happened historically. Or perhaps there are multiple potential trajectories moving forward. Or perhaps different stakeholders have different perspectives. The process of thinking about dynamics, individually and collectively, can go far to help groups come to a shared understanding of the phenomenon of interest.



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Figure 2-2. Approval rating of George W. Bush in a behavior-over-time graph

Third, dynamic thinking is generative in the sense that it facilitates inquiry about the underlying processes that have moved the system to its current condition. In the example above, it is clear that external events (particularly 9/11; the beginning of the Afghanistan war; the beginning of the Iraq war; the capture of Saddam Hussein) have had some effect on President Bush's approval rating. But it is also very clear that these "blips" in approval have occurred against a long-term downward trend. One view into the underlying processes that might drive this trend is shown in the simple stock-flow map in Figure 2-3.

The map in Figure 2-3 emerges readily from the approval rating graph (Figure 2-2). The stocks of *Approvers*, *Indifferent*, and *Disapprovers* directly correspond to the concepts displayed as behavior over time. The flows depict the different pathways that people can take while moving among these three stocks. Very productive discussions could emerge around the relative size of these different pathways, the driving forces for each flow, and the relative difficulty in moving people in a sustained fashion from the box of *Disapprovers* into the box of *Approvers*. Maps such as these, because they depict underlying processes, often form the core structure for formal models such as those described elsewhere in this book. And yet, maps such as these can add value by themselves, by forging an initial connection between system structure and system behavior.

Stock-flow maps can add value by themselves, by forging an initial connection between system structure and system behavior.

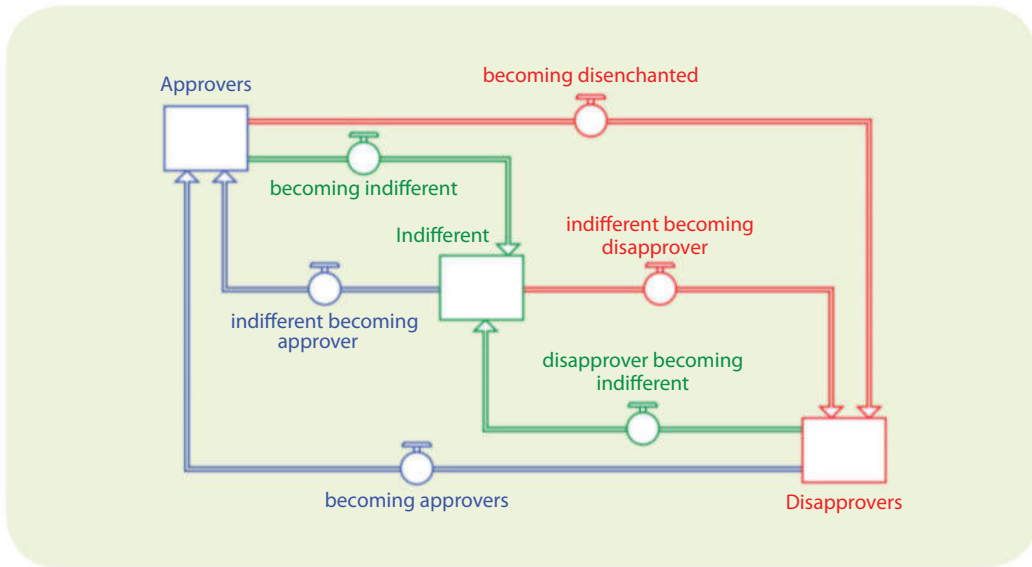


Figure 2-3. Stock-flow map of presidential approval dynamics

Dynamic thinking is one of Barry’s critical thinking skills, and is essential to the recognition and diagnosis of systems problems at any level. It turns out that it is relatively easy to begin building your skills in dynamic thinking, as long as you stick with it. Here are a few activities that you might consider:

- Read through the op-ed pages in your favorite newspaper, magazine or online source with a pencil and paper at your side. See if you can capture the verbal description of a phenomenon of interest as a pattern of behavior over time. Try to be as precise as possible about both the units of measure and the range along the horizontal (time) and vertical axes.
- Whenever you encounter a problem or issue expressed as an “event,” look beyond the event to see if there is a pattern of events over time. Ask yourself: “How did the system get to its current state? How might it evolve moving forward in time?”
- Focus on learning from the data. It is always the case that you will learn something, particularly if you have first bounded or put a “stake in the ground” around what you think has happened over time.
- Engage others in the process of thinking dynamically. Check your thinking with others. Seek their input. An alternate perspective can often clarify and refine your thinking.

Practice 2: Expand the boundary of inquiry

I really hate to travel by airplane these days. While I am mildly annoyed by the security screenings and some of the other minor hassles of air travel, one thing that really and literally pains me is the tightly defined system boundary often adopted by my fellow passengers. Let me describe it to you.

I'm pretty tall at 6'4", and I'm no longer the skinny guy that I was in my graduate school days. I'm also pretty frugal with client money when I travel. So, typically you'll find me traveling toward the back of the plane in the cheap seats. Leg room there leaves something to be desired. Once I have folded myself into my seat, I am anxious for the duration of the flight, anticipating the moment when the person in the seat ahead of me plugs their noise-canceling headphones into their iPod, yawns, stretches, reaches down, pushes the little button on their armrest . . . and *crushes my legs* as they "sit back and relax."

This dynamic, which I experience pretty much every time I travel by airplane, illustrates the problems of a narrowly-defined boundary of inquiry when dealing with a systems problem. All too often, the person in front of me defines his boundary of inquiry as "me and my seat." Because this area of interest is defined narrowly, actions are taken which can result in unintended consequences and unnecessary pain. In a relatively trivial system consisting of passengers on an airplane, these narrowly-defined boundaries lead to small violations of the social contract, eroding whatever communal spirit exists between passengers. In less trivial systems, the unintended consequences associated with a too-narrow boundary of inquiry can make the difference between success and failure of an initiative. Broadening the boundary of inquiry adds value by increasing the likelihood that you will be thinking about a larger set of relevant relationships that underlie problem behavior. This, in turn, increases the likelihood that you will identify, anticipate, and effectively manage the full suite of consequences of an initiative.

A few examples will help to solidify the value added that comes from expanding the boundary of inquiry. First, consider the initial response to the events of 9/11. In the United States, this response was overwhelming and bipartisan; indeed, there was widespread global outcry. *Le Monde* captured the prevailing sentiment well: "We Are All Americans." In many quarters, both in the United States and throughout the world, the response to 9/11 was to seek out and destroy the terrorists responsible.

One very simple representation of this prevailing mental model is shown in Figure 2-4. This little map, with one stock and one outflow, has several compelling features. It is simple. It is direct. It is clear. It is actionable. Unfortunately, because the boundary of inquiry is very narrowly defined, this map can lead to

Broadening the boundary of inquiry adds value by increasing the likelihood that you will be thinking about a larger set of relevant relationships that underlie problem behavior.

Stocks represent accumulations, in this case, the accumulation of *Terrorists*.

Flows represent actions or activities that fill or drain accumulations over time. In this case, the flow called *eradicating* acts to remove *Terrorists* from the system.

The cloud at the end of the flow represents an infinite sink. In this case it indicates that *Terrorists* are removed forever.

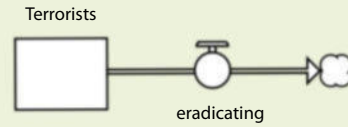


Figure 2-4. A simple representation of the “seek and destroy” mental model

significantly erroneous policy conclusions. In this map, once terrorists are eradicated, that is the end of the story.

But is this the whole story? Contrast the simple map with one that is developed from an expanded boundary of inquiry, shown in Figure 2-5. In this map, it is easy to see how an initial set of efforts to eradicate terrorism can lead to a buildup in enmity toward the United States, which in turn can open up the supply lines associated with recruiting and training new terrorists. Efforts to reduce the number of terrorists can set into motion processes that—over time—could dampen (or even reverse, depending on the strength of feedback) the effect of the initiatives. Also shown on the map (in green) are potential levers for changing system behavior. You might take a few minutes to think through the implications of these different levers as vehicles for reducing terrorist activity.

A second example illustrating the value of expanding the boundary of inquiry comes from the area of public health. According to the Centers for Disease Control and Prevention, prevalence of type 2 diabetes in the United States is projected to double by 2050. This represents an epidemic of epic proportions. The numbers are staggering. According to the CDC (<http://www.cdc.gov/diabetes/news/docs/lifetime.htm>), one of every three Americans is likely to develop type 2 diabetes over their lifetime. For Hispanic females, the risk is 1 in 2! Type 2 diabetes is extremely challenging. It can be managed at some level, but at this point in time it cannot be cured. It is associated with a host of other medical conditions, including renal failure, blindness, slow healing wounds, and coronary artery disease. To a very large extent, type 2 diabetes appears to be a “lifestyle” chronic illness, associated with obesity, diet, and a sedentary lifestyle.

A narrowly defined boundary of inquiry might lead to a simple representation of incidence and prevalence of type 2 diabetes, highlighting the implications for the nation’s health care budget. Figure 2-6 provides a simple map of incidence, prevalence, and the associated incurring of costs.

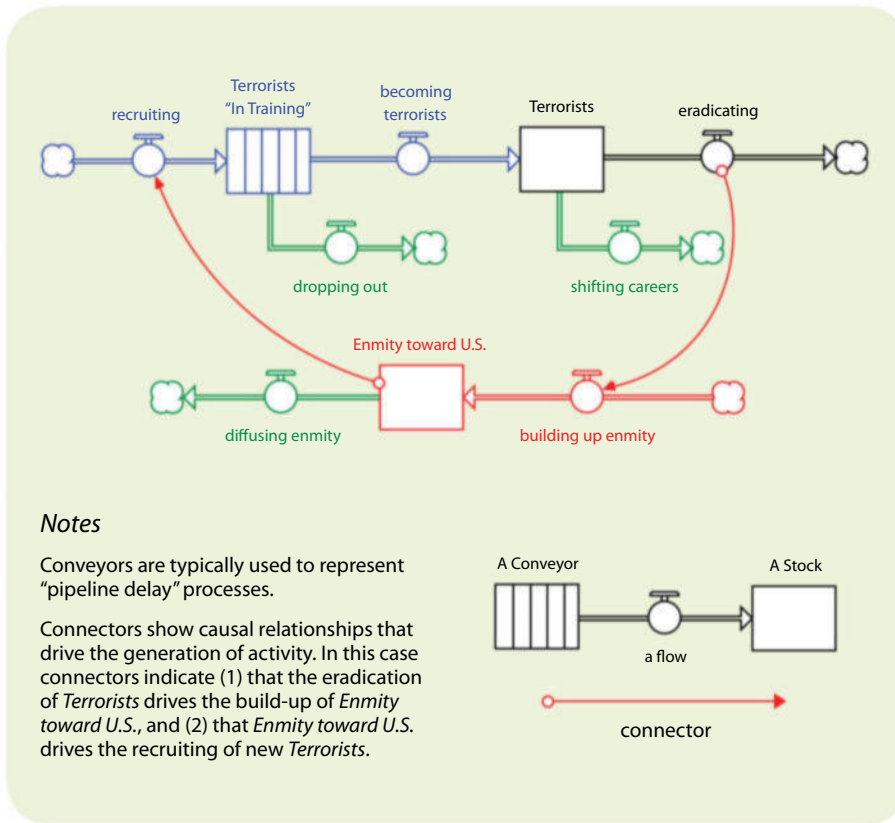


Figure 2-5. A more sophisticated representation of terrorist dynamics

As far as it goes, this simple map (Figure 2-6) can be helpful. It provides a very clear picture of the relationship between the population of type 2 diabetics and the associated health care expenditure. But the policy space increases dramatically with a simple expansion of the boundary, as suggested in Figure 2-7.

With a small expansion in the boundary of inquiry, we can begin to visualize and then address the longer term processes that give rise to type 2 diabetes, perhaps with a positive impact on the system's trajectory. For example, it might be possible to develop targeted public health initiatives (for example, around sustaining a culturally relevant healthful lifestyle) that might slow the influx of people into the pre-diabetic state. Or, it might be possible to develop screenings and lifestyle improvements for pre-diabetics, moving them back into the healthy population *before* type 2 diabetes develops. By lowering the stock of pre-diabetics over time, these initiatives could potentially create a future different than that implied by the CDC projection.

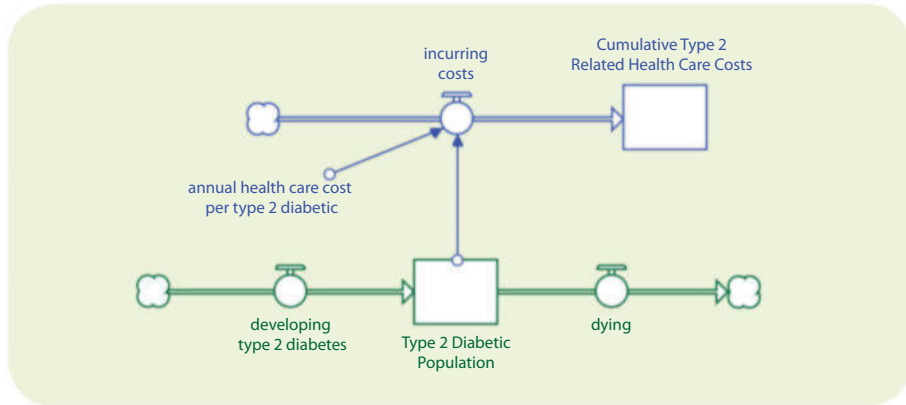


Figure 2-6. Type 2 diabetes—incurring of health care costs

For many people, adopting a broader boundary of inquiry is counter to the default operating style. You have to work hard to incorporate this aspect of “systems citizenry”¹ into your thinking and approach. Here are a few relatively “low-tech” suggestions to consider:

- Make yourself conscious of the boundaries—often implicit—that exist whenever you are working with some issue or problem. Consider how your thinking and/or actions might change if you expanded the boundary of inquiry.
- Get in the habit of thinking through unintended consequences of your actions. This inevitably leads to a healthy expansion in the boundary of inquiry. When you decide to chart a course of action around some systems problem, ask: “What other processes am I setting into motion? How might those processes come back to get me?”
- You may find it helpful to develop some facility in using stocks and flows to represent simple systems and processes. As described in the next section, stocks and flows are extremely powerful tools for representing the essence of how a system is put together.
- Always look behind you before you lean back in the airline seat. Remember, it may be my legs that you’re about to crush.

One of the challenges in expanding the boundary of inquiry is in discovering the sweet spot—the optimal degree of expansion that enables you to shed light on thorny aspects of a systems problem. While it is true that everything is connected to everything else, in my experience it is not often useful to make cosmic

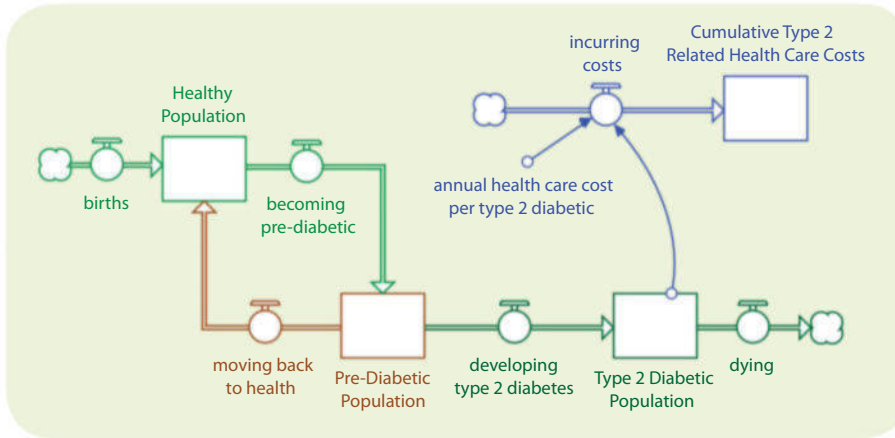


Figure 2-7. Type 2 diabetes—expanding the boundary of inquiry

connections when dealing with real-world systems problems. Instead, you might try a more incremental approach. Start with the prevailing thinking, whatever it is, and then try to expand the boundary by one or two degrees, as illustrated in the diabetes discussion above. See how far that gets you. Iterate as needed.

Practice 3: Get operational

Getting operational about system structure requires you to focus on understanding how underlying processes are put together. Rather than asking, “What are the factors that influence this process?” you are asking, “How does this process work?” You are seeking to understand the essence of how interdependencies operate in the system. The distinction between “factors” and “operational” approaches has important implications for how you think about systems problems. When you get operational, you increase the likelihood that you will identify the actionable levers for improving system performance. When you get operational, you are engaging in Barry’s skill of operational thinking. As an illustration of the distinction between “factors” and “operational” approaches, consider the world of mergers and acquisitions (M&A). Often, M&A activity is undertaken because there is hope that the resultant organization will perform better along some dimensions. In the business press over the past 10 years, you will find words like “synergy” or “increased reach” or “shareholder value” associated with discussions of contemplated M&A activity.

Getting **operational** about system structure requires you to focus on understanding how underlying processes are put together.

When you get operational, you increase the likelihood that you will identify the actionable levers for improving system performance.

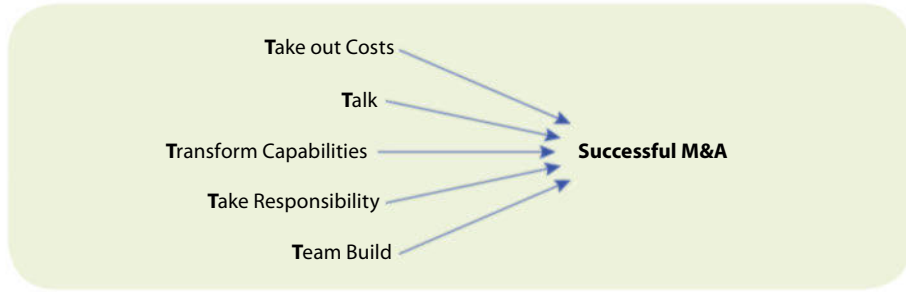


Figure 2-8. The Five T-Factors framework

Unfortunately, the record around M&A activity is less than stellar. The ill-fated Daimler-Chrysler and AOL-Time-Warner mergers come readily to mind.

I recently had the opportunity to work with a client to build understanding of why M&A so often misses the mark, and what an organization might do about it. At the outset, I discovered that the client used what they called “The Five T-Factors” framework (Figure 2-8).

A simple laundry list like that in Figure 2-8 is often used. Perhaps you have developed a list like this, either individually or in a group setting. If you are like me, you have certainly encountered such lists in your educational experience (“Here are the six factors that caused the Civil War . . .”). It is important to note that such lists are *not wrong*. In this instance, each of the five T-Factors is connected in some fashion with a successful M&A; however, the problem is that the factors do not help you to identify *where*, *when*, and *how much* to intervene in the system in order to improve performance. “Getting operational” with the client around each of the five T-Factors turned out to be very productive.

For example, “Team Building” is a great idea in pretty much any context. In many organizations, team building entails the development of highly-connected-to-the-organization individuals who are willing to go the extra mile to achieve the organization’s goals. Highly committed people tend to require less management “care and feeding,” and their activities tend to build the organization’s reputation as a “good” employer. By contrast, highly malcontented people tend to require significant care, feeding, and management, and they can undermine the organization’s reputation.

A simple map that provided an organizing framework for our operational view of team building is shown in Figure 2-9. In the map, there are three categories of employees—*Malcontented*, *Contented*, and *Committed*. Flows move employees between the three categories. Flows also represent hiring activities, exits, and the influx of employees to the combined organization as a result of the M&A.

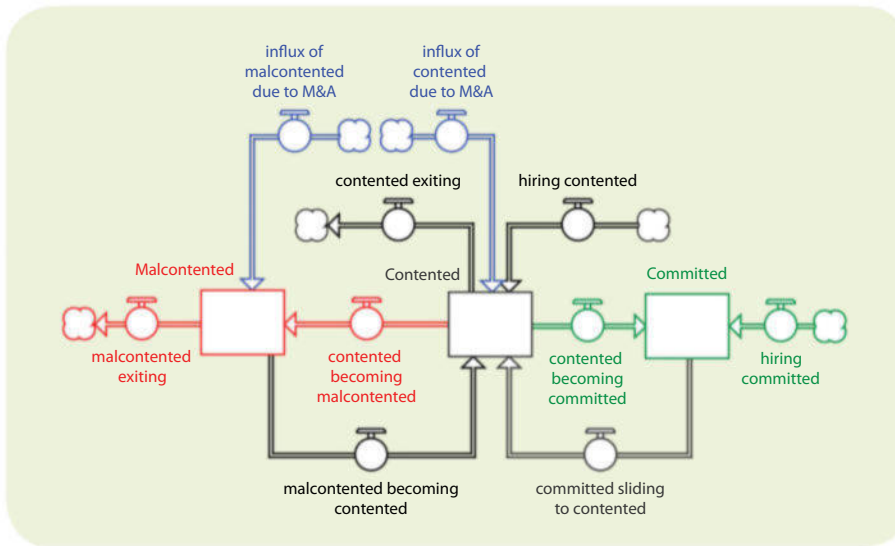


Figure 2-9. M&A team flow dynamics

This map (Figure 2-9) proved exceedingly helpful in pushing forward the thinking about how leadership might facilitate the development of highly committed, highly productive teams during the transitional stress associated with M&A. Based on discussion around this map (as well as subsequent analysis with the resultant model), it became clear that an initial focal point for intervention was around the stock of *Malcontented*. Because of the substantial difficulty in “making” disconnected team members become more connected, and because of the almost viral quality of the spread of discontent and cynicism within an organization (particularly under stressful conditions such as a merger or acquisition), the client team realized that it was essential to monitor the size of the pool of malcontents and facilitate their graceful exit early on in the project. Focusing exclusively on some of the more concrete tasks associated with a merger (for example, taking out costs associated with redundancies in processes, or integrating information technology systems) can allow malcontent dynamics to gain a foothold, causing committed individuals to “slide” and undermining leadership efforts to team-build.

According to Neal Sedaka, “Breakin’ up is hard to do.” It may well be that developing the habit of getting operational is even harder. And yet, it may well be the foundational practice for those of us who do this stuff for a living. I believe that it is an essential practice if you want to deal productively with systems problems. In order to develop this practice, you might begin by doing some of the following:

- Learn how to think in stock and flow terms. Barry's *Introduction to Systems Thinking* books are an excellent place to begin. You can get them by connecting with the folks from isee systems at <http://www.iseesystems.com>.
- Practice thinking in stock and flow terms. Then practice some more. Take a topic that you are thinking about (in your work, your family, your reading, etc.). See if you can represent it as stocks and flows. Explain your map to a friend or colleague. Get their feedback.
- Be conscious of *how* you are thinking. If you find yourself asking questions that begin with, "What are the factors that influence this . . ." see if you can re-cast the questions as, "How does this work . . ." Watch how the questions that you ask condition how you think about things!

I had the pleasure several years ago of sharing an airplane row with Ernie Hobbie, who is known in basketball circles as "The Shot Doctor." His advice for getting good at shooting the basketball applies nicely: "But if . . . every day you practice, practice, practice, then you have a chance to break bad habits" (<http://vault.sportsillustrated.cnn.com/vault/article/magazine/MAG1069290/2/index.htm>).

Practice 4: Look for feedback

Feedback is a *huge* concept in the systems thinking and system dynamics communities. Feedback is operative whenever the current status of the system (along one or more attributes or dimensions) drives activities which, in turn, change the status of the system moving forward in time. As a result, feedback is very closely

Feedback relationships provide the "fine structure" that ties together stocks and flows in real-world systems. Feedback is what makes systems problems so interesting and challenging to address.

tied to the performance of a system. Feedback relationships provide the "fine structure" that ties together stocks and flows in real-world systems. Feedback is what makes systems problems so interesting and challenging to address.

When I say, "look for feedback," I do not mean that you should be asking your colleagues to offer candid evaluations of your performance (although you might find that to be a good idea). The practice of looking for feedback will enrich your view of causality. A simple view of causality says, "A causes B, and that's the end of the story." A feedback-enhanced view of causality says, "A causes B, and over time B impacts A." This enriched view of causality can help you to better understand the interdependencies that drive dynamics of growth, decline, instability, or equilibrium-seeking in systems. In addition, by encouraging you to think about underlying interdependencies whose strength

changes over time, looking for feedback subtly changes how you look at the “solution” to systems problems. Rather than “fixing” a problem once and for all, the mind set becomes one of how to orchestrate a set of ongoing processes to shape the dynamics over time.

To illustrate this change in mind set, think for a moment about gang behavior and violence among youth. A simple view of causality in this instance might look something like Figure 2-10. This is a straightforward picture that makes a lot of empirical sense. In many areas, gangs are responsible for violent activity. This view suggests a “fix” of removing gangs. No gangs, no violence!

A feedback-enhanced viewpoint enriches the picture considerably (Figure 2-11). In so doing, the diagram facilitates thinking about interdependencies and how one might shape the system rather than fix the problem once and for all. In Figure 2-11, there is a link back from violence to gangs. This link reflects the notion that gang-related violence creates a context that influences the further development of gangs. For example, youth who experience (either directly or indirectly) gang-related violence may become affiliated with gangs in order to regain a sense of control, safety, or protection. To the extent that this vicious cycle exists in a neighborhood, it can drive the system into a “trapped state” from which it may be very difficult to emerge.



Figure 2-10. A straight-line view of causality



Figure 2-11. A closed-loop view of causality

This practice of surfacing feedback emerges from an internalized perspective that causality is circular in nature. It is what Barry called closed-loop thinking. This

The practice of surfacing feedback emerges from an internalized perspective that causality is circular in nature. It is what Barry called **closed-loop thinking**.

is not something that you can prove; it is a perspective that you develop over time. For many, internalizing a feedback perspective first requires shedding habits of straight-line thinking. As you encounter assertions about causality (in your work, your reading, and your interaction with others), try to diagram the causality of the situation. A simple word-and-arrow diagram should do the trick. Then, see if you can close the loop. Write down the avenues of inquiry that

emerge when you close the loop. Before long, you will find that you will be looking for feedback as a matter of habit.

As you develop the practice of looking for feedback, it can be easy to go overboard. In my experience, there is a significant return associated with developing a mindset that views causality as circular rather than straight-line in nature. An additional increment of value can come as you use causal loop diagrams (not presented here, but readily accessible from sources such as Pegasus Communications, <http://www.pegasuscom.com>) to represent feedback relationships; however, diminishing (and often negative) returns tend to emerge if your diagrams begin to take the form of a plate of spaghetti and meatballs. If you find yourself losing an operational, “how does it work” focus, you may be going a bit over the top.

Practice 5: Seek to falsify

The fifth practice, seeking to falsify, is not unique to this field; however, I am convinced that it is essential to effective use, both conversationally and more formally, of the systems thinking tools and framework.

Barry used to say that the all-around value of this stuff was its ability to help you build a better argument.

Falsification means you have asked the hard questions, probing to uncover where your argument breaks down. Falsification is part of doing science; indeed, it is an essential component of Barry’s **scientific thinking** skill.

Barry used to say that the all-around value of this stuff was its ability to help you build a better argument. Because it is always a selection and abstraction of the real system, any explanation or model will never be “true.” You are looking for utility or usefulness. Usefulness comes because you have included the relevant parts of the interrelationships and drivers of real system performance. In this context, falsification means that you have asked the hard questions, probing to uncover the circumstances under which your argument breaks down. Falsification is part of doing science; indeed, it is an essential component of Barry’s scientific thinking skill. Seeking to falsify adds value in two ways. First, it helps you to build confidence

in the utility of your effort. Second, it provides a vehicle for engaging others in the process of pushing forward the thinking on an issue of interest, building team ownership of the work product.

For formal simulation models, a host of testing approaches can be applied in an effort to falsify. For more conversational approaches, simple “thought experiments” can go far to help identify weaknesses in the thinking, areas where the boundary might be expanded, and the like. The idea of a thought experiment involves asking a “what if” question around some piece of how the system is put together, and then relating that to system performance. “What if I pushed the system in such-and-such a way, how might it respond in the real system, and does my current theory account for this?” “What would happen to this dynamic if I expand some aspect of my boundary of inquiry?” It is sometimes useful to use analogies and simple physical processes to help in the think-through process.

Physicists seem to be particularly adept at “falsification,” often using simple thought experiments and demonstrations to understand where theories or real systems break down. A particularly compelling example of this practice in action occurred after the demise of the space shuttle *Challenger* in 1986. During the subsequent presidential commission investigation of the disaster, Richard Feynman provided a simple demonstration of the extreme conditions that apparently were not considered in the launch of the shuttle, identifying the circumstances under which the O-ring seals were susceptible to failure. A web search using the words “Feynman O ring” will lead you to a video of this demonstration.

In my own work, I have found it exceedingly helpful to share a simple stock and flow map such as those illustrated above with colleagues and clients, explaining the map to them and then asking them to help us all get smarter, by challenging and improving the thinking that is embedded within the map. When done non-defensively, the explanation of current thinking, the solicitation of input, and the incorporation of insight from the team can go far to help people to come to an improved common understanding. This, in turn, has potential to improve the outcome for a systems problem. You might try adapting this general approach to your own purposes.

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Wrap-Up

Systems problems are ubiquitous, and they constitute some of the biggest challenges that we face individually, as a community, corporately, nationally, and globally. The difficulty in tackling systems issues stems from the unique characteristics of each (dynamics, multiple players with diverse interests, driven by interdependencies, difficult to communicate) when lined up against the tools, frameworks, and techniques that typically are used to address these issues. It is a huge challenge!

The tools and frameworks of systems thinking have potential for addressing systems problems; however, one major challenge is that it is too difficult for many people to invest the time and energy required to be facile at building full-blown system dynamics models. Fortunately, lower time and energy investment pathways can improve an individual's approach to systems issues. The pathway outlined here involves sustained, low-level investment in simple practices. By consistently engaging in the practices of thinking dynamically, expanding the boundary of inquiry, thinking operationally, being sensitive to feedback, and seeking to falsify, it is possible to improve thinking about systems problems, yielding better solutions and potentially resulting in an improved world. I believe, as did Barry, that small changes in one's approach to systems problems have potential to underwrite substantial changes in system performance. Wouldn't that be cool?

The challenge, as with so many other aspects of life, is to condition oneself to work at it so that these practices become second nature. You can't just read about it; you have to *do* it. In the words of Tom Magliozzi of *Car Talk* fame:

... listening does not lead to understanding; doing does lead to understanding. Does the cobbler teach his son how to cobble by telling him about it? Does the doctor learn to perform appendectomies by reading about them? No. They *do it* . . . (<http://www.cartalk.com/content/features/ATC/Education/r-rlast15.html>)

Go get 'em!

Note

1. *Systems citizen* is a term coined by Barry and used in a number of chapters throughout this book. Systems citizens view themselves as members of a global community. They strive to understand the complexities of today's wordly systems and have the ability to tackle problems with an informed capacity to make a positive difference.

Motion to Authorize AP/Payroll Approvals

I move that the Selectboard postpone the December 23, 2025 Selectboard meeting to December 30, 2025 and that the Selectboard leadership (Chair and/or Vice Chair) be authorized to approve Payroll and Accounts Payable, as needed, between December 10, 2025 and the December 30, 2025 meeting.



TOWN OF HARTFORD SELECTBOARD MINUTES

Tuesday, November 25, 2025, 6:00pm

Hartford Town Hall, 171 Bridge Street,

White River Junction, VT 05001

This meeting was conducted in person at Town Hall

Present: Chair, Mary Erdei; Clerk, Ashley Andreas; Ida Griesemer; Erik Krauss; Tim Fariel; John Haverstock; Lana Livingston; Linda Simon Miller; George Miller; Hiedi Duto; Phil Sargent; Scott Hausler; Paula Nulty; Gail Ostrout; David Briggs; Cathy Melocik; Mary Kay Brown; Dennis Brown; Peter Zendran

Absent: Miranda Dupre; Michael Hoyt;

JAM LINK: <https://www.youtube.com/watch?v=glHApS9sII8>

- I. Call to Order the Selectboard Meeting at 6:03PM by Chair, Mary Erdei.
- II. Pledge of Allegiance was recited and led by Gail Ostrout.
- III. Local Liquor Control Board: Selectboard Chair, Mary Erdei recessed the Selectboard Meeting and opened the Local Liquor Control Board at 6:04PM.
 1. **Selectboard Member, Ida Griesemer made the motion to Renew the Application for Cappadocia Cafe, LLC; 5 S. Main Street, White River Junction, VT 05001 for a 1st Class, 3rd Class and Outside Consumption License. Selectboard Clerk, Ashley Andreas seconded the motion. All were in favor and the motion passed.**
Selectboard Chair, Mary Erdei closed the Local Liquor Control Board and reopened the Selectboard Meeting at 6:05PM.
- IV. Local Cannabis Control Board: None
- V. Order of Agenda: There were no changes to the Order of Agenda.
- VI. Selectboard
 1. Public Comment: None
 2. Selectboard Comments and Announcements
Erik Krauss offered his gratitude to the Town Staff, people of Hartford and fellow Board members during this Thanksgiving season.

Ida Griesemer offered her gratitude for all the people that serve the community, the public and Town staff.

Tim Fariel appreciates the Town staff.

Ashley Andreas offered her gratitude to the residents, Town staff and all the committees and Board members. Volunteers make our Town run.

Mary Erdei added her thank you to Finance Director Gail Ostrout.

3. Appointments: None
4. Town Manager Report
Significant Activity Reports Link: <https://www.hartford-vt.org/Archive.aspx?ADID=542>

Selectboard Meetings

There was a Community Forum hosted by the Quechee Club on Wednesday, November 19. Thanks to the Quechee Club and to our friends at JAM, who covered the event. Thanks also to all attendees from across the Town.

There will be a Special Selectboard Budget meeting on December 2. The Finance Director will not be available to participate.

There will be another regular Selectboard meeting on Tuesday, December 9, at which further budget discussions/deliberations will take place.

Town Meeting Preparations

Planning is under way for another Town Meeting cycle of events. This work will involve staff and a growing number of members of the Town and School Meeting Committee.

Bugbee Building Committee

The hard-working Bugbee Building Committee has met seven times and is working on a set of recommendations for the Selectboard to consider. Stay tuned for a discussion which may impact the FY27 budget and/or Town Meeting ballot.

Finance Director Position

The Town Manager has identified a person with many years of municipal government experience (including in municipal finance) to serve as the Town's Interim Finance Director from early December through March, 2026. Hopefully, this will provide the Town sufficient time to work with a consultant to recruit a more permanent successor. A proposed contract will be discussed tonight in executive session.

Thanksgiving Day Holiday

Town offices will be closed in observance of Thanksgiving on Thursday and Friday, November 27 and 28.

5. Board Report, Motions & Ordinances

- a. Consider Acceptance of FY25 Audit Report Presented by Gail Ostrout.

<https://www.hartford-vt.org/DocumentCenter/View/13066/FYE-2025-Audit-Board-Memo-112525>

Selectboard Clerk, Ashley Andreas made the motion to table this item.

Selectboard Member, Tim Fariel seconded the motion. All were in favor and the motion passed.

- b. FY27 Budget Presentation: Finance Presented by Gail Ostrout.

<https://www.hartford-vt.org/DocumentCenter/View/13067/Auditing-FY-27-presentation>

<https://www.hartford-vt.org/DocumentCenter/View/13068/Finance-FY-27-presentation>

- c. FY27 Budget Presentation: IT Presented by Gail Ostrout

<https://www.hartford-vt.org/DocumentCenter/View/13069/Budget-Workshop-IT-181-2026-2027>

- d. Consider Proposal from 250th Committee and Hartford Alumni Association for Parade Funding presented by Linda Simon Miller and David Briggs

<https://www.hartford-vt.org/DocumentCenter/View/13070/HHSAA-Memo-to-Selectboard-rev-11-17-25>

John Haverstock will talk to the Finance Director to see what the process would be to pay out of this year's funds.

- e. Review 2026 Banner Request (Hometown Heroes) by Dennis Brown.

https://www.hartford-vt.org/DocumentCenter/View/13073/1-IMG_7996

Selectboard Member, Erik Krauss made the motion to approve the request by the Hartford Heros Banner Committee for Hartford Heros Banners placed on Town poles between May 16, 2026 and July 18, 2026. Selectboard Member, Tim Fariel seconded the motion. 4 were in favor and 1(Erdei) abstained. The motion passed.

- f. Budget Wrap Up #1

<https://www.hartford-vt.org/DocumentCenter/View/13071/doc03168520251120143228>

VII. Commission Reports

VIII. Consent Agenda: Selectboard Member, Erik Krauss made the motion to approve the Consent Agenda as listed. Selectboard Member, Tim Fariel seconded the motion. All were in favor and the motion passed.

Approve Payroll Ending: 11/22/2025

Approve A/P Manifest: 11/21/2025 & 11/26/2025

Approve Meeting Minutes of: 11/12/2025; 11/18/2025 and 11/19/2025

Future Meetings Approved: 12/2/2025 (Budget); 12/9/2025; 12/16/2025 (Budget); 12/30/2025

Budget Meetings if Needed: 12/4/2025; 12/11/2025; 12/18/2025

IX. Executive Session:

Selectboard Member, Erik Krauss made the motion that In order to allow for (a) the review of a proposed contract for an Interim Finance Director and (b) a discussion of the evaluation of a Town employee, I Move to find that premature general public knowledge would clearly place this body and/or persons involved at a substantial disadvantage, pursuant to V.S.A. Section 313 (a) (1), and I Move to discuss a potential contract and personnel matters, pursuant to 1 V.S.A. Section 313 subsections (a)(1)(A); and (a)(3). Selectboard Member, Tim Fariel seconded the motion. All were in favor and the motion passed.

Selectboard Clerk, Ashley Andreas moved to close the Executive Session at 9:24PM. Selectboard Member, Tim Fariel seconded the motion. All were in favor and the motion passed.

Selectboard Member, Tim Fariel made the motion that the Selectboard approve and authorize the Town Manager to execute the Employee Leasing Agreement proposed by MGT with regard to the provision of Interim Finance Director services to the Town of Hartford. Selectboard Member, Erik Krauss seconded the motion. 4 voted yes and 1 (Andreas) abstained. The motion passed.

X. Adjourn the Selectboard Meeting

Selectboard Member, Erik Krauss made the motion to adjourn the Selectboard Meeting at 9:26PM. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

Ashley Andreas, Selectboard Clerk,
November 25, 2025, Selectboard Meeting



TOWN OF HARTFORD SELECTBOARD MINUTES
SPECIAL BUDGET MEETING

(December 2 moved due to Inclement Weather)

Thursday, December 4, 2025, 6:00pm
Hartford Town Hall, 171 Bridge Street,
White River Junction, VT 05001

This meeting was conducted in person at Town Hall

Present: Chair, Mary Erdei; Clerk, Ashley Andreas; Ida Griesemer; Erik Krauss; Tim Fariel; John Haverstock; Lana Livingston; Scott Hausler; Connie Kelley; Dillon Walsh; Lori Hirshfield

Note: Vice Chair, Michael Hoyt in at 6:12PM.

Absent: Miranda Dupre

Present on Zoom: Bryan Gazda

JAM LINK:

<https://www.youtube.com/watch?v=G93NXzvWQA&list=PLAdkf9ugxof7FGsvb7b8PHLFaNfKZbq-g>

- I. Call to Order the Selectboard Meeting by Chair Mary Erdei at 6:02PM
- II. Pledge of Allegiance was recited and led by Police Chief, Connie Kelley
- III. Order of Agenda: There were no changes to the Order of Agenda.
- IV. Selectboard
 1. Public Comment - None
 2. Selectboard Comments and Announcements
Tim Fariel attended the Hartford School District Meeting during public comment. They are facing some challenges, and he sees a need that the Town keep an eye on it during the budget process.

Ida Griesemer reminded everyone of the deadlines for open positions on the ballot in March. You can check with the Town Clerk for the deadline.

Eric Krauss commented on a posting on ListServ about Community Seed Saver program on Dec. 14th at 1:30 by the Upper Valley Food Co-op. They will speak about sharing seeds and teach how to do it.

Mary Erdei congratulated Mike Hoyt for being appointed as a Representative for Hartford at the State. She also was interested in Jam's sponsored paJAMa-formal JAMmy Awards.

3. Board Report, Motions & Ordinances
 - a. Budget Wrap Up #2 – discussion and preliminary straw votes for items to add and also to cut. Wrap Up # 3 on December 9th.
 - b. Consider Proposed Unassigned Fund Policy – discussion only

- V. Executive Session: Continued Discussion of Evaluation of a Town Employee
Selectboard Vice Chair, Mike Hoyt made the motion that in order for a discussion of the evaluation of a Town employee. Move to find that premature general public knowledge would clearly place this body and/or persons involved at a substantial disadvantage, pursuant to 1 V.S.A. Section 313(a)(1) and I move to discuss a potential contract and personnel matters, pursuant to 1 V.S.A. Section 313 (a)(3). Selectboard Member, Eric Krauss seconded the motion. All were in favor and the motion passed.

Selectboard Vice Chair, Mike Hoyt made the motion to close the Executive Session at 8:57pm Selectboard Clerk, Ashley Andreas seconded the motion. All were in favor and the motion passed.

VI. Adjourn the Selectboard Meeting

Selectboard Member, Erik Kraus made the motion to adjourn the Selectboard meeting at 9:00PM. Selectboard Vice Chair, Mike Hoyt seconded the motion. All were in favor and the motion passed.

Ashley Andreas, Clerk
December 4, 2025

Report Date: 12/05/25
1:59PM

Payment Manifest
by Vendor ID
Town of Hartford
Check Date: 12/05/2025 - 12/05/2025

Page: 1
User: florentina
Report: APINHDD_PmtByDate

Bank ID	Bank Name	Payee Name	Check Date	Check No.	
Vendor ID	Vendor Name				
Detail: Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
13-0100	TIF - Sales Tax Reallocation				
500952	PRIMMER PIPER EGGLESTON & CRAMER P		12/05/2025		1006
B04982-00013-318989	LEGAL: GENERAL	0.00	\$558.00	0.00	558.00
Desc: LEGAL: GENERAL		Acct: 13-500-101-8060	MISC - Direct Pay From Tax Revenue		
Vendor Total:			558.00	0.00	558.00
13-0100	Highway Infrastructure	Bank Total:		558.00	
25-0311	Highway Infrastructure				
047170	UNITED CONSTRUCTION CORP		12/05/2025		2026
930731,1A	RTE 5 SIDEWALK STP EH10(18) STP B	34,632.45	\$34,632.45	0.00	34,632.45
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 11-316-018-2016	Town Match Funds 2016 - No Hartland F		
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 11-316-018-2017	Town Match Funds 2017 - No Hartland F		
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 11-316-018-2018	Town Match Funds 2018 - No Hartland F		
Vendor Total:			34,632.45	0.00	34,632.45
25-0311	Planning Capital Projects	Bank Total:		34,632.45	
25-0622	Planning Capital Projects				
047170	UNITED CONSTRUCTION CORP		12/05/2025		1016
930731,1B	RTE 5 SIDEWALK STP EH10(18) STP B	0.00	\$34,888.22	0.00	34,888.22
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 25-985-622-0025	Grant Match Rte 5 Bike Ped 2021		
Vendor Total:			34,888.22	0.00	34,888.22
25-0622	PARKS - REC RESTRICTED	Bank Total:		34,888.22	
25-8055	PARKS - REC RESTRICTED				
026759	LOWERY PROPERTY SERVICES		12/05/2025		2053
5075	SERVICES - OCT'25	0.00	\$1,500.00	0.00	1,500.00
Desc: Install of pavers for sign at Kilow		Acct: 25-985-521-0001	P & R Restricted - Kilowatt Park		
Vendor Total:			1,500.00	0.00	1,500.00
25-8055	Water Capital Reserve	Bank Total:		1,500.00	
50-0100	Water Capital Reserve				
014447	DUFRESNE GROUP		12/05/2025		1034
20216	WILDER WATER MAIN FD - OCT'25	0.00	\$4,847.50	0.00	4,847.50
Desc: WILDER WATER MAIN FD - OCT'25		Acct: 50-954-331-0100	DEPT EQUIP-CAPITAL RESERVE		
Vendor Total:			4,847.50	0.00	4,847.50
50-0100	WHITE RIVER WATER ENGINEERING	Bank Total:		4,847.50	
50-0300	WHITE RIVER WATER ENGINEERING				
014447	DUFRESNE GROUP		12/05/2025		1002
20217	HTFD WATER AMP PROJ#4125017.1	0.00	\$3,833.75	0.00	3,833.75
Desc: HTFD WATER AMP PROJ#4125017.1		Acct: 50-955-544-0040	WPL-354-1.0 White River Water Asset M		
Vendor Total:			3,833.75	0.00	3,833.75

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50-0300	QUECHEE WASTEWATER ENGINEERING		Bank Total:		3,833.75
65-0300	QUECHEE WASTEWATER ENGINEERING				
014423	DUBOIS & KING, INC			12/05/2025	1003
130471P,1025314	QUE LEACH FIELD 3B INVESTIG-10.30.	0.00	\$1,502.48	0.00	1,502.48
Desc: QUE LEACH FIELD 3B INVESTIG-10.30.2	Acct: 65-009-200-0000		CONSTRUCTION IN PROGRESS		
Vendor Total:			1,502.48	0.00	1,502.48
65-0300	GENERAL FUND - MASCOMA		Bank Total:		1,502.48
FUND 1 0	GENERAL FUND - MASCOMA				
000870	ADVANCE AUTO PARTS	ADVANCED AUTO PARTS		12/05/2025	97232
6084532505538	PARTS	0.00	\$31.82	0.00	31.82
Desc: AMBUALNCES	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532514714	PARTS	0.00	\$59.98	0.00	59.98
Desc: AMBULANCES	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084530204113	PARTS	0.00	\$65.00	0.00	65.00
Desc: E1	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
6084532556165	WIPER BLADES	0.00	\$56.64	0.00	56.64
Desc: WIPER BLADES	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
6084532635025	PARTS	0.00	\$243.24	0.00	243.24
Desc: AMBUALNCES	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532205173	PARTS	0.00	\$92.46	0.00	92.46
Desc: AMB 22	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532882076	RETURNS	0.00	\$-219.66	0.00	-219.66
Desc: RETURNS	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532282024	PARTS	0.00	\$166.55	0.00	166.55
Desc: AMB 19	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532282025	PARTS	0.00	\$198.03	0.00	198.03
Desc: AMB 24	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532505526	PARTS	0.00	\$34.99	0.00	34.99
Desc: AMB 22	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532505536	PARTS	0.00	\$152.33	0.00	152.33
Desc: AMB 24	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
6084532505537	RETURNS	0.00	\$-72.78	0.00	-72.78
Desc: RETURNS	Acct: 10-221-321-0200		HFD -REPAIRS & MAINT EMS VEHICLI		
Vendor Total:			808.60	0.00	808.60
001170	AIRGAS, INC.	AIRGAS USA, LLC		12/05/2025	97233
9166640298	MEDICAL O2	0.00	\$120.52	0.00	120.52
Desc: MEDICAL O2	Acct: 10-221-331-0500		HFD -MEDICAL EQUIPMENT & SUPPL		
Vendor Total:			120.52	0.00	120.52
001645	ALLIANCE MECHANICAL	ALLIANCE GROUP INC.		12/05/2025	97234
93855	SERVICE AGREEMENT	1,190.00	\$1,190.00	0.00	1,190.00
Desc: Service Agreement Billing	Acct: 60-961-318-0000		CONTRACTED SERVICES		
94701	No heat service call WHCCL	0.00	\$510.00	0.00	510.00
Desc: No heat service call WHCCL	Acct: 10-524-318-0000		PR -CONTRACTED SERVICES		

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Vendor Total:			1,700.00	0.00	1,700.00
001801	AMAZON CAPITAL SERVICES, INC			12/05/2025	97235
13RV-GWTV-V7Q7	SUPPLIES	0.00	\$43.93	0.00	43.93
Desc: SPONGES, DISH SOAP, SOAP DISPENSER	Acct: 10-211-323-0000		HPD -MATERIAL & SUPPLIES		
Desc: SHOE LACES	Acct: 10-211-326-0000		HPD -PURCHASE UNIFORMS & CLEAI		
13RV-GWTV-YWWW	GLOVES	0.00	\$52.00	0.00	52.00
Desc: GLOVES	Acct: 10-211-326-0000		HPD -PURCHASE UNIFORMS & CLEAI		
1F3W-PNPX-NXJD	CHAIR	0.00	\$139.99	0.00	139.99
Desc: DISPATCH CHAIR	Acct: 10-271-323-0000		DISP -MATERIAL & SUPPLIES		
Vendor Total:			235.92	0.00	235.92
002065	AMERICAN FAMILY LIFE ASSURANCE	AFLAC - AMERICAN FAMILY LIFE		12/05/2025	97236
NOV'25	AFLAC INS - NOV'25	0.00	\$1,396.14	0.00	1,396.14
Desc: AFLAC INS - NOV'25	Acct: 10-012-300-0270		ACCRUED AD&D PAYABLE		
Vendor Total:			1,396.14	0.00	1,396.14
002260	AMERICAN TOWER CORPORATION			12/05/2025	97237
5121442	TOWER RENTAL	0.00	\$2,249.73	0.00	2,249.73
Desc: TOWER RENTAL	Acct: 10-271-320-0100		DISP -EQUIP OPERATION-COMMUNIC		
Vendor Total:			2,249.73	0.00	2,249.73
002648	APPLIED INDUSTRIAL TECHNOLOGIES INC			12/05/2025	97238
7033404151	SUPPLIES	71.65	\$71.65	0.00	71.65
Desc: SUPPLIES	Acct: 60-961-331-0000		DEPARTMENT EQUIPMENT		
7033451560	PARTS	1,325.51	\$1,325.51	0.00	1,325.51
Desc: Automatic Air Release Valve	Acct: 60-964-320-0100		EQUIP OPERATION/MAINT-GENERAL		
Vendor Total:			1,397.16	0.00	1,397.16
002965	ATCO INTERNATIONAL			12/05/2025	97239
IO651981	ICE MELT	148.90	\$148.90	0.00	148.90
Desc: ICE MELT	Acct: 65-963-323-0000		MATERIALS & SUPPLIES		
Vendor Total:			148.90	0.00	148.90
005400	BGS POSTAL CENTER (43657)			12/05/2025	97240
62106571	SHIPPING FEE FOR TICKET BOOKS	0.00	\$34.11	0.00	34.11
Desc: SHIPPING FEE FOR TICKET BOOKS	Acct: 10-211-322-0000		HPD -POSTAGE		
Vendor Total:			34.11	0.00	34.11
005520	BIG STATE INDUSTRIAL SUPPLY			12/05/2025	97241
1616874	GLOVES	226.80	\$226.80	0.00	226.80
Desc: GLOVES	Acct: 60-964-323-0000		MATERIAL & SUPPLIES		
Vendor Total:			226.80	0.00	226.80
005660	BLACKSTONE LABORATORIES			12/05/2025	97242
134421	OIL - ENG 1	0.00	\$40.00	0.00	40.00
Desc: OIL - ENG 1	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		

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Vendor Total:				40.00	0.00	40.00
006100	BMO FINANCIAL GROUP			12/05/2025		97231
	Nulty 10/01-27/25	Nulty, Paula - Admin	0.00	\$435.89	0.00	435.89
	Desc: Office Supplies	Acct: 10-121-323-0000		TM -MATERIAL & SUPPLIES		
	Desc: Longevity Awards	Acct: 10-121-340-0000		TM -EMPLOYEEAPPRECIATION		
006100	BMO FINANCIAL GROUP			12/05/2025		97243
	Clawson 10/28-31/25	Clawson, Dana - Energy	0.00	\$139.96	0.00	139.96
	Desc: HD-Heater	Acct: 10-325-323-0000		DPW -MATERIAL & SUPPLIES		
	Nulty 10/28-31/25	Nulty, Paula - Admin	0.00	\$168.25	0.00	168.25
	Desc: Label Printer	Acct: 10-121-323-0000		TM -MATERIAL & SUPPLIES		
Vendor Total:				744.10	0.00	744.10
006700	BOUND TREE MEDICAL, LLC		BOUND TREE MEDICAL, LLC	12/05/2025		97244
	85988140	MEDICAL SUPPLIES	0.00	\$2,021.32	0.00	2,021.32
	Desc: MEDICAL SUPPLIES	Acct: 10-221-331-0500		HFD -MEDICAL EQUIPMENT & SUPPL		
	85991531	MEDICAL SUPPLIES	0.00	\$224.50	0.00	224.50
	Desc: MEDICAL SUPPLIES	Acct: 10-221-331-0500		HFD -MEDICAL EQUIPMENT & SUPPL		
Vendor Total:				2,245.82	0.00	2,245.82
006950	N. A. MANOSH			12/05/2025		97245
	57420	LARGE CAMERA	412.50	\$412.50	0.00	412.50
	Desc: LARGE CAMERA	Acct: 65-964-318-0000		CONTRACTED SERVICES		
	61314	Final Inspection of Nutt Lane Line	595.00	\$595.00	0.00	595.00
	Desc: Final Inspection of Nutt Lane Line	Acct: 60-964-318-0000		CONTRACTED SERVICES		
Vendor Total:				1,007.50	0.00	1,007.50
006965	BRADY INDUSTRIES			12/05/2025		97246
	10319929	CLEANING SUPPLIES	0.00	\$77.05	0.00	77.05
	Desc: CLEANING SUPPLIES	Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
	10743239	CLEANING SUPPLIES	0.00	\$391.30	0.00	391.30
	Desc: CLEANING SUPPLIES	Acct: 10-530-323-0000		PR -MATERIAL & SUPPLIES		
	10744450	CLEANING SUPPLIES	0.00	\$53.40	0.00	53.40
	Desc: CLEANING SUPPLIES	Acct: 10-530-323-0000		PR -MATERIAL & SUPPLIES		
	10778008	SUPPLIES	0.00	\$449.38	0.00	449.38
	Desc: CLEANING SUPPLIES	Acct: 10-211-323-0000		HPD -MATERIAL & SUPPLIES		
	10883524	TRASH BAGS	0.00	\$111.75	0.00	111.75
	Desc: TRASH BAGS	Acct: 10-211-323-0000		HPD -MATERIAL & SUPPLIES		
	10900363	CLEANING SUPPLIES	0.00	\$16.36	0.00	16.36
	Desc: CLEANING SUPPLIES	Acct: 10-325-323-0000		DPW -MATERIAL & SUPPLIES		
	10909826	RETURNS	0.00	\$-74.08	0.00	-74.08
	Desc: RETURNS	Acct: 10-211-322-0000		HPD -POSTAGE		
	10958081	CLEANING SUPPLIES	0.00	\$464.07	0.00	464.07
	Desc: CLEANING SUPPLIES	Acct: 10-530-323-0000		PR -MATERIAL & SUPPLIES		
Vendor Total:				1,489.23	0.00	1,489.23
008120	C-CLEAR AUTO GLASS I NC			12/05/2025		97247

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W020623	H-1 WINDSHIELD REPAIR	0.00	\$80.00	0.00	80.00
Desc: H-1 WINDSHIELD REPAIR		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
Vendor Total:			80.00	0.00	80.00
008198	CALIBRE PRESS			12/05/2025	97248
153742	TRAINING	0.00	\$169.00	0.00	169.00
Desc: TRAINING		Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING		
Vendor Total:			169.00	0.00	169.00
008775	CAI TECHNOLOGIES			12/05/2025	97249
23446	AXISGIS 2026 SETUP	0.00	\$4,000.00	0.00	4,000.00
Desc: AXISGIS 2026 SETUP		Acct: 10-174-318-0000	ASE -CONTRACTED SERVICES		
Vendor Total:			4,000.00	0.00	4,000.00
009028	CEMETERY SOLUTIONS, LLC			12/05/2025	97250
1101	MOWING - OCT'25 CHRISTIAN ST CEM	0.00	\$1,455.33	0.00	1,455.33
Desc: MOWING - OCT'25 CHRISTIAN ST CEMETE		Acct: 10-341-318-0000	CEM -CONTRACTED SERVICES		
Vendor Total:			1,455.33	0.00	1,455.33
009075	CENTRAL VERMONT COMMUNICATIONS			12/05/2025	97251
10413200	PAGERS 12.01.25-02.28.26	71.85	\$71.85	0.00	71.85
Desc: PAGERS 12.01.25-02.28.26		Acct: 50-954-324-0000	TELEPHONE		
Desc: PAGERS 12.01.25-02.28.26		Acct: 55-954-324-0000	TELEPHONE		
Desc: PAGERS 12.01.25-02.28.26		Acct: 60-964-324-0000	TELEPHONE		
Desc: PAGERS 12.01.25-02.28.26		Acct: 65-964-324-0000	TELEPHONE		
Vendor Total:			71.85	0.00	71.85
009165	CENTRISYS CORPORATION			12/05/2025	97252
PSI-37694	Repair of Lubrication System	657.35	\$657.35	0.00	657.35
Desc: Repair of Lubrication System		Acct: 60-961-318-0000	CONTRACTED SERVICES		
Vendor Total:			657.35	0.00	657.35
009470	CHAMPLIN ASSOCIATES INC			12/05/2025	97253
6074	Quechee Whitman Brook PS	745.00	\$745.00	0.00	745.00
Desc: Quechee Whitman Brook PS		Acct: 65-964-321-0200	REPAIRS & MAINT-MAINS & APPUR		
Vendor Total:			745.00	0.00	745.00
009818	CINTAS CORPORATION NO. 2	CINTAS LOC. #68M, 71M		12/05/2025	97254
4250334115	MECHANIC LAUNDRY	0.00	\$146.48	0.00	146.48
Desc: MECHANIC LAUNDRY		Acct: 10-221-326-0000	HFD -PURCHASE/RENTAL UNIFORMS		
4251043851	MECHANIC LAUNDRY	0.00	\$45.00	0.00	45.00
Desc: MECHANIC LAUNDRY		Acct: 10-221-326-0000	HFD -PURCHASE/RENTAL UNIFORMS		
Vendor Total:			191.48	0.00	191.48
010420	COATES, THOMAS	THOMAS COATES		12/05/2025	97255
DEC'25	RETIREE HEALTH INS - DEC'25	281.26	\$281.26	0.00	281.26
Desc: Ret reimb Dec 25		Acct: 65-963-418-0100	RETIRE HEALTH INSURANCE		

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Vendor Total:			281.26	0.00	281.26
010832	COMCAST			12/05/2025	97256
0042221DEC'25	INTERNET - LIB	0.00	\$59.88	0.00	59.88
Desc: INTERNET - LIB		Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
Vendor Total:			59.88	0.00	59.88
012665	DANIELS, WANDA	WANDA DANIELS		12/05/2025	97257
DEC'25	RETIREE HEALTH INS - DEC'25	0.00	\$229.17	0.00	229.17
Desc: Ret reimb Dec 25		Acct: 10-211-418-0100	HPD -RETIREE HEALTH INSURANCE		
Vendor Total:			229.17	0.00	229.17
013200	DEAN, DAVID	DAVID DEAN		12/05/2025	97258
DEC'25	RETIREE HEALTH INS - DEC'25	0.00	\$782.92	0.00	782.92
Desc: RETIREE HEALTH INS - DEC'25		Acct: 10-530-418-0100	PR -RETIREE HEALTH INSURANCE		
Vendor Total:			782.92	0.00	782.92
013551	DELISLE, TERRY M	TERRY M DELISLE		12/05/2025	97259
OCT-DEC'25	RETIREE HEALTH INS - OCT-DEC'25	0.00	\$1,145.85	0.00	1,145.85
Desc: Ret reimb Oct Nov Dec 2025		Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
Vendor Total:			1,145.85	0.00	1,145.85
013575	DELL MARKETING L.P.			12/05/2025	97260
10848922801	LAPTOP	0.00	\$1,425.00	0.00	1,425.00
Desc: LAPTOP		Acct: 10-271-331-0000	DISP -DEPARTMENT EQUIPMENT		
Vendor Total:			1,425.00	0.00	1,425.00
013680	DESORCIE EMERGENCY PRODUCTS,LLC	DESORCIE EMERGENCY PRODUCTS,LLC		12/05/2025	97261
20825	PARTS	0.00	\$96.00	0.00	96.00
Desc: APPARATUS PARTS		Acct: 10-221-321-0000	HFD -REPAIRS & MAINT-VEHICLES		
20836	PARTS	0.00	\$2,410.00	0.00	2,410.00
Desc: LADDER 1		Acct: 10-221-321-0000	HFD -REPAIRS & MAINT-VEHICLES		
Vendor Total:			2,506.00	0.00	2,506.00
014395	MACK BROTHERS ELEVATOR LLC			12/05/2025	97262
6078	MONTHLY MAINTENANCE TH ELEVATOR	0.00	\$160.00	0.00	160.00
Desc: MONTHLY MAINTENANCE TH ELEVATOR		Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
Vendor Total:			160.00	0.00	160.00
014415	DUBE, CHRISTOPHER	CHRISTOPHER DUBE		12/05/2025	97263
DEC'25	RETIREE HEALTH INS - DEC'25	0.00	\$312.50	0.00	312.50
Desc: Ret reimb Dec 25		Acct: 10-221-418-0100	HFD -RETIREE HEALTH INSURANCE		
Vendor Total:			312.50	0.00	312.50
015375	ELECTRICAL INSTALLATIONS, INC			12/05/2025	97264
S2519601	SERVICE CALL	2,244.20	\$2,244.20	0.00	2,244.20
Desc: Service Call		Acct: 50-954-318-0000	CONTRACTED SERVICES		

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Vendor Total:				2,244.20	0.00	2,244.20
015500	ENDYNE, INC			12/05/2025		97265
556888	TESTING		240.00	\$240.00	0.00	240.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		
557061	TESTING		25.00	\$25.00	0.00	25.00
Desc: TESTING		Acct: 65-963-318-0000		CONTRACTED SERVICES		
557368	TESTING		90.00	\$90.00	0.00	90.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		
557691	TESTING		25.00	\$25.00	0.00	25.00
Desc: TESTING		Acct: 65-963-318-0000		CONTRACTED SERVICES		
558023	TESTING		36.00	\$36.00	0.00	36.00
Desc: TESTING		Acct: 50-954-318-0000		CONTRACTED SERVICES		
558244	TESTING		90.00	\$90.00	0.00	90.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		
Vendor Total:				506.00	0.00	506.00
015805	EUROFINS ENVIRONMENT TESTING			12/05/2025		97266
4750013315	TESTING		190.40	\$190.40	0.00	190.40
Desc: TESTING		Acct: 65-963-318-0000		CONTRACTED SERVICES		
4750013436	TESTING		29.40	\$29.40	0.00	29.40
Desc: TESTING		Acct: 65-963-318-0000		CONTRACTED SERVICES		
Vendor Total:				219.80	0.00	219.80
015815	EVANS GROUP INC	EVANS GROUP INC.		12/05/2025		97267
0079178-IN	DIESEL 2501GAL@\$3.0491		0.00	\$7,663.53	0.00	7,663.53
Desc: DIESEL 2501GAL@\$3.0491		Acct: 10-321-319-0000		DPW -EQUIPMENT OPERATION-GAS		
10960886	GAS - NOV'25		0.00	\$385.53	0.00	385.53
Desc: GAS - NOV'25		Acct: 10-521-319-0000		PR -EQUIPMENT OPERATION-GAS		
Desc: GAS - NOV'25		Acct: 10-511-311-0000		PR -TRAVEL & MEETINGS		
Vendor Total:				8,049.06	0.00	8,049.06
016080	CONSOLIDATED COMMUNICATIONS			12/05/2025		97268
111020181918NOV'25	QUE WW PLANT - INTERNET		52.96	\$52.96	0.00	52.96
Desc: QUE WW PLANT - INTERNET		Acct: 65-963-324-0000		TELEPHONE		
11833807752NOV'25	WRJ WATER TANKS		394.73	\$394.73	0.00	394.73
Desc: WRJ WATER TANKS		Acct: 50-952-324-0000		TELEPHONE		
11833807752OCT'25	WRJ WATER TANKS		394.69	\$394.69	0.00	394.69
Desc: WRJ WATER TANKS		Acct: 50-952-324-0000		TELEPHONE		
122569096956NOV'25	INTERNET - LF		64.88	\$64.88	0.00	64.88
Desc: INTERNET - LF		Acct: 30-971-324-0000		TELEPHONE		
13444320594NOV'25	RADIO CIRCUITS		0.00	\$900.00	0.00	900.00
Desc: RADIO CIRCUITS		Acct: 10-271-320-0100		DISP -EQUIP OPERATION-COMMUNIC		
13444320594OCT'25	RADIO CIRCUITS		0.00	\$900.00	0.00	900.00
Desc: RADIO CIRCUITS		Acct: 10-271-320-0100		DISP -EQUIP OPERATION-COMMUNIC		
14091736024NOV'25	INTERNET-WABA		0.00	\$326.95	0.00	326.95
Desc: INTERNET-WABA		Acct: 10-530-324-0000		PR -Telephone		
14091736024OCT'25	INTERNET-WABA		0.00	\$326.43	0.00	326.43

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	Desc: INTERNET-WABA	Acct: 10-530-324-0000	PR -Telephone		
14362366935NOV'25	INTERNET - HEMLOCK RIDGE	200.00	\$200.00	0.00	200.00
	Desc: INTERNET - HEMLOCK RIDGE	Acct: 50-952-324-0000	TELEPHONE		
14362366935OCT'25	INTERNET - HEMLOCK RIDGE	200.00	\$200.00	0.00	200.00
	Desc: INTERNET - HEMLOCK RIDGE	Acct: 50-952-324-0000	TELEPHONE		
8022957049639NOV'25	INTERNET-SPORTS PARK PUMP	59.85	\$59.85	0.00	59.85
	Desc: INTERNET-SPORTS PARK PUMP	Acct: 60-965-324-0000	TELEPHONE		
8022959708618NOV'25	INTERNET-MAXFIELD PUMP HOUSE	66.95	\$66.95	0.00	66.95
	Desc: INTERNET-MAXFIELD PUMP HOUSE	Acct: 60-964-324-0000	TELEPHONE		
Vendor Total:			3,887.44	0.00	3,887.44
016390	FASTENAL COMPANY			12/05/2025	97269
NHCLA147985	BATTERIES	315.05	\$315.05	0.00	315.05
	Desc: BATTERIES	Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
NHCLA148107	BATTERIES	402.19	\$402.19	0.00	402.19
	Desc: BATTERIES	Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
NHCLA148157	UNIFORMS	0.00	\$394.95	0.00	394.95
	Desc: UNIFORMS	Acct: 10-325-326-0000	DPW -UNIFORMS		
Vendor Total:			1,112.19	0.00	1,112.19
016445	FBI - LEEDA			12/05/2025	97270
200137543	TRAINING	0.00	\$795.00	0.00	795.00
	Desc: TRAINING	Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING		
Vendor Total:			795.00	0.00	795.00
016540	FERGUSON ENTERPRISES, LLC	FERGUSON ENTERPRISES,LLC #591 #576		12/05/2025	97271
1306985	MATERIALS	115.98	\$115.98	0.00	115.98
	Desc: MATERIALS	Acct: 50-954-331-0000	DEPARTMENT EQUIPMENT		
1307898	HARD HAT	0.00	\$50.28	0.00	50.28
	Desc: HARD HAT	Acct: 10-325-326-0000	DPW -UNIFORMS		
1310330	SCREWS	67.98	\$67.98	0.00	67.98
	Desc: SCREWS	Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
Vendor Total:			234.24	0.00	234.24
017110	FISHER AUTO PARTS, INC			12/05/2025	97272
301-257553	PARTS	0.00	\$44.76	0.00	44.76
	Desc: AMB 22	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
301-258410	PARTS	0.00	\$159.72	0.00	159.72
	Desc: AMB 22	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
301-258983	PARTS	0.00	\$72.92	0.00	72.92
	Desc: AMB 22	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
301-259021	PARTS	0.00	\$341.51	0.00	341.51
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
	Desc: PARTS	Acct: 10-321-323-0000	DPW -MATERIAL & SUPPLIES		
301-259068	PARTS	0.00	\$1,592.55	0.00	1,592.55
	Desc: Stock	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
301-259178	PARTS	1,129.09	\$1,411.36	0.00	1,411.36
	Desc: Parts for Backhoe (430F)	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		

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	Desc: Parts for Backhoe (430F)	Acct: 50-954-321-0000	REPAIRS & MAINT-VEHICLES			
	Desc: Parts for Backhoe (430F)	Acct: 55-954-321-0000	REPAIRS & MAINT - VEHICLES			
	Desc: Parts for Backhoe (430F)	Acct: 60-961-321-0000	REPAIRS & MAINT-VEHICLES			
	Desc: Parts for Backhoe (430F)	Acct: 65-963-321-0000	REPAIRS & MAINT-VEHICLES			
301-259413	PARTS	25.92	\$25.92	0.00	25.92	
	Desc: PARTS	Acct: 65-963-321-0000	REPAIRS & MAINT-VEHICLES			
301-259651	PARTS	0.00	\$101.29	0.00	101.29	
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES			
301-259653	PARTS	0.00	\$37.70	0.00	37.70	
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES			
301-259724	PARTS	0.00	\$89.95	0.00	89.95	
	Desc: RADIO TOWER	Acct: 10-221-321-0100	HFD -REPAIRS & MAINT-BUILDING			
301-259836	PARTS	0.00	\$122.16	0.00	122.16	
	Desc: WASHER SOLVENT	Acct: 10-221-321-0000	HFD -REPAIRS & MAINT-VEHICLES			
301-259837	SUPPLIES	0.00	\$122.16	0.00	122.16	
	Desc: WASHER SOLVENT	Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES			
301-260071	PARTS	0.00	\$67.68	0.00	67.68	
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES			
301-260073	PARTS	0.00	\$340.90	0.00	340.90	
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES			
301-260099	PARTS	0.00	\$292.80	0.00	292.80	
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES			
301-365702	PARTS	0.00	\$10.52	0.00	10.52	
	Desc: AMB 19	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI			
301-365751	PARTS	0.00	\$89.23	0.00	89.23	
	Desc: AMB 22	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI			
Vendor Total:			4,923.13	0.00	4,923.13	
017301	FOGG'S LUMBER AND HARDWARE			12/05/2025		97273
378610/6	SUPPLIES	0.00	\$81.93	0.00	81.93	
	Desc: SUPPLIES	Acct: 10-530-323-0000	PR -MATERIAL & SUPPLIES			
381132/6	MATERIALS	36.97	\$36.97	0.00	36.97	
	Desc: MATERIALS	Acct: 60-961-323-0000	MATERIAL & SUPPLIES			
383337/6	ANT & ROACH KLLR	11.18	\$11.18	0.00	11.18	
	Desc: ANT & ROACH KLLR	Acct: 60-961-323-0000	MATERIAL & SUPPLIES			
383929/6	CLEANING SUPPLIES	35.15	\$35.15	0.00	35.15	
	Desc: CLEANING SUPPLIES	Acct: 65-963-323-0000	MATERIALS & SUPPLIES			
385213/6	PARTS	0.00	\$96.35	0.00	96.35	
	Desc: MISC PARTS	Acct: 10-221-323-0000	HFD -MATERIAL & SUPPLIES			
385650/6	MATERIALS	0.00	\$36.66	0.00	36.66	
	Desc: MATERIALS	Acct: 10-321-323-0000	DPW -MATERIAL & SUPPLIES			
386146/6	MATERIALS	26.58	\$26.58	0.00	26.58	
	Desc: MATERIALS	Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR			
386524/6	MATERIALS	0.00	\$0.93	0.00	0.93	
	Desc: MATERIALS	Acct: 10-521-323-0000	PR -MATERIAL & SUPPLIES			
388055/6	SUPPLIES	0.00	\$19.98	0.00	19.98	
	Desc: SUPPLIES	Acct: 10-521-323-0000	PR -MATERIAL & SUPPLIES			
388833/6	MATERIALS	0.00	\$65.63	0.00	65.63	

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	Desc: MATERIALS	Acct: 10-611-323-0000	PDZ -MATERIALS & SUPPLIES		
	Vendor Total:		411.36	0.00	411.36
017590	FURNARI, WILLIAM R	WILLIAM R FURNARI	12/05/2025		97274
12.04.25	GAS REIMBURSEMENT	0.00	\$49.40	0.00	49.40
	Desc: GAS REIMBURSEMENT	Acct: 10-211-319-0000	HPD -EQUIPMENT OPERATION-GAS		
	Vendor Total:		49.40	0.00	49.40
019390	GRAINGER		12/05/2025		97275
9710298218	SAFETY SIGNS	170.40	\$170.40	0.00	170.40
	Desc: SAFETY SIGNS	Acct: 65-964-321-0200	REPAIRS & MAINT-MAINS & APPUR		
9709245964	MATERIALS	179.20	\$179.20	0.00	179.20
	Desc: MATERIALS	Acct: 65-964-321-0200	REPAIRS & MAINT-MAINS & APPUR		
	Vendor Total:		349.60	0.00	349.60
019392	GRANDSTAND APPAREL	GRANDSTAND APPAREL	12/05/2025		97276
INV-7849	UNIFORMS	0.00	\$929.62	0.00	929.62
	Desc: Uniforms for ft and seasonal rink o	Acct: 10-521-326-0000	PR -UNIFORMS-PURCHASE/LEASE/CI		
	Vendor Total:		929.62	0.00	929.62
019850	GREEN MOUNTAIN POWER CORP	GREEN MOUNTAIN POWER CORP	12/05/2025		97277
13833000006NOV'25	LYMAN POINT PARK	0.00	\$94.37	0.00	94.37
	Desc: LYMAN POINT PARK	Acct: 10-521-329-0000	PR -ELECTRICITY		
23833000005NOV'25	RT 5 HIGHLAND AVE	0.00	\$226.17	0.00	226.17
	Desc: RT 5 HIGHLAND AVE	Acct: 10-314-329-0000	DPW -ELECTRICITY		
28933000003NOV'25	MAPLE ST SEWER PUMP	410.57	\$410.57	0.00	410.57
	Desc: MAPLE ST SEWER PUMP	Acct: 60-964-329-0000	ELECTRICITY		
36340000003DEC'25	FROST PARK A STREET	0.00	\$85.28	0.00	85.28
	Desc: FROST PARK A STREET	Acct: 10-521-329-0000	PR -ELECTRICITY		
38035000009NOV'25	OLCOTT COMMERCE PARK	317.68	\$317.68	0.00	317.68
	Desc: OLCOTT COMMERCE PARK	Acct: 60-964-329-0000	ELECTRICITY		
43833000003NOV'25	BRIDGE ST TRAFFIC LGT	0.00	\$201.82	0.00	201.82
	Desc: BRIDGE ST TRAFFIC LGT	Acct: 10-314-329-0000	DPW -ELECTRICITY		
87700100008DEC'25	CHRISTIAN ST POLE 72-50	0.00	\$34.65	0.00	34.65
	Desc: CHRISTIAN ST POLE 72-50	Acct: 10-314-329-0000	DPW -ELECTRICITY		
87833000000NOV'25	MAPLE ST TRAFFIC LGT	0.00	\$199.37	0.00	199.37
	Desc: MAPLE ST TRAFFIC LGT	Acct: 10-314-329-0000	DPW -ELECTRICITY		
92124869873NOV'25	43 HIGHLAND AVE - POOL	0.00	\$139.11	0.00	139.11
	Desc: 43 HIGHLAND AVE - POOL	Acct: 10-530-329-0000	PR -ELECTRICITY		
98340000003DEC'25	A ST PUMP STN - WW	113.37	\$113.37	0.00	113.37
	Desc: A ST PUMP STN - WW	Acct: 60-964-329-0000	ELECTRICITY		
82948328248NOV'25	PROSPECT ST TEMP SERV TRAFFIC L	0.00	\$315.27	0.00	315.27
	Desc: PROSPECT ST TEMP SERV TRAFFIC LIGHT	Acct: 10-314-329-0000	DPW -ELECTRICITY		
	Vendor Total:		2,137.66	0.00	2,137.66
020223	G. STONE COMMERCIAL DIVISION LLC		12/05/2025		97278
98405	FILTERS	0.00	\$107.35	0.00	107.35
	Desc: FILTERS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		

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020701	HANOVER, TOWN OF	TOWN OF HANOVER		12/05/2025	97279
02775	ELAN FEES	0.00	\$549.43	0.00	549.43
Desc: BACKUP CONTRACT		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		
Vendor Total:			549.43	0.00	549.43
020734	HARRIS COMPUTER SYSTEMS	HARRIS COMPUTER SYSTEMS		12/05/2025	97280
HMUMN0000178	MUNISMART - 2026	11,715.94	\$34,154.06	0.00	34,154.06
Desc: MUNISMART- 2026		Acct: 10-151-318-0000	TC -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
Desc: MUNISMART- 2026		Acct: 10-171-318-0000	FIN -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-174-318-0000	ASE -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-181-318-0000	IT -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-211-318-0000	HPD -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-271-318-0000	DISP -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-325-318-0000	DPW -CONTRACT SERVICES		
Desc: MUNISMART- 2026		Acct: 10-511-318-0000	PR -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 10-622-318-0000	PDZ -CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 30-975-318-0000	CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 50-955-318-0000	CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 55-955-318-0000	CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 60-965-318-0000	CONTRACTED SERVICES		
Desc: MUNISMART- 2026		Acct: 65-965-318-0000	CONTRACTED SERVICES		
Vendor Total:			34,154.06	0.00	34,154.06
021354	HARTFORD, TOWN OF	TOWN OF HARTFORD		12/05/2025	97281
15662	MSM GORY DAZE PARADE	0.00	\$447.72	0.00	447.72
Desc: MSM GORY DAZE PARADE		Acct: 10-111-318-0000	SB -CONTRACT SERVICES		
Vendor Total:			447.72	0.00	447.72
021783	HAVERSTOCK, JOHN S	JOHN S HAVERSTOCK		12/05/2025	97282
DEC'25	Travel Allowance DEC 2025	0.00	\$333.33	0.00	333.33
Desc: Travel Allowance DEC 2025		Acct: 10-121-311-0000	TM -TRAVEL & MEETINGS		
Vendor Total:			333.33	0.00	333.33
022400	HERRIN, RANDY	RANDALL HERRIN		12/05/2025	97283
DEC'25	RETIREE HEALTH INS - DEC'25	229.17	\$229.17	0.00	229.17
Desc: Ret reimb Dec 25		Acct: 60-961-418-0100	RETIREE HEALTH INSURANCE		
Vendor Total:			229.17	0.00	229.17
023250	HUBERT'S OF LEBANON			12/05/2025	97284
86673	UNIFORM SHOES	0.00	\$166.49	0.00	166.49
Desc: UNIFORM SHOES		Acct: 10-325-326-0000	DPW -UNIFORMS		
87769	UNIFORM SHOES	0.00	\$166.49	0.00	166.49
Desc: UNIFORM SHOES		Acct: 10-325-326-0000	DPW -UNIFORMS		
Vendor Total:			332.98	0.00	332.98

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023461	INET COMMUNICATIONS			12/05/2025	97285
30371	TELEPHONES - DEC 2025	0.00	\$111.64	0.00	111.64
Desc: TELEPHONES - DEC 2025	Acct: 10-121-324-0000		TM -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-151-324-0000		TC -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-171-324-0000		FIN -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-174-324-0000		ASE -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-181-324-0000		IT -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-511-324-0000		PR -TELEPHONE		
Desc: TELEPHONES - DEC 2025	Acct: 10-622-324-0000		PDZ -TELEPHONE		
Vendor Total:			111.64	0.00	111.64
023473	INGRAM LIBRARY SERVICES LLC			12/05/2025	97286
92205943	BOOKS	0.00	\$56.24	0.00	56.24
Desc: BOOKS	Acct: 10-712-316-0500		LIB -APPROP - W. HARTFORD LIBRAF		
92323973	BOOKS	0.00	\$14.59	0.00	14.59
Desc: BOOKS	Acct: 10-712-316-0500		LIB -APPROP - W. HARTFORD LIBRAF		
Vendor Total:			70.83	0.00	70.83
025165	JWB COMPANY			12/05/2025	97287
JH5-14	Installation & Purchase AUTODIALER	6,498.33	\$6,498.33	0.00	6,498.33
Desc: Installation & Purchase AUTODIALER	Acct: 65-963-324-0000		TELEPHONE		
Vendor Total:			6,498.33	0.00	6,498.33
026759	LOWERY PROPERTY SERVICES			12/05/2025	97288
5024	FROST PARK: FALL CLEAN-UP	0.00	\$1,800.00	0.00	1,800.00
Desc: FROST PARK: FALL CLEAN-UP	Acct: 10-521-318-0000		PR -CONTRACTED SERVICES		
5075	SERVICES - OCT'25	0.00	\$1,327.60	0.00	1,327.60
Desc: Materials for Kilowatt sign	Acct: 10-521-323-0000		PR -MATERIAL & SUPPLIES		
Desc: Kilowatt historical marker	Acct: 10-521-318-0000		PR -CONTRACTED SERVICES		
Vendor Total:			3,127.60	0.00	3,127.60
027402	LEBANON, CITY OF	CITY OF LEBANON		12/05/2025	97289
OCT'25	TIPPING FEES - OCT'25	10,010.10	\$10,010.10	0.00	10,010.10
Desc: TIPPING FEES - OCT'25	Acct: 30-971-318-0000		CONTRACTED SERVICES		
Vendor Total:			10,010.10	0.00	10,010.10
027403	LEBANON, CITY OF	CITY OF LEBANON		12/05/2025	97290
OCT'25	GRIT DISPOSAL - OCT'25	7,907.55	\$7,907.55	0.00	7,907.55
Desc: GRIT DISPOSAL - OCT'25	Acct: 60-961-318-0000		CONTRACTED SERVICES		
Vendor Total:			7,907.55	0.00	7,907.55
027750	DEAD RIVER COMPANY	DEAD RIVER COMPANY		12/05/2025	97291
4935943,13730	PROPANE 500.3G@\$1.5218 STN#2	0.00	\$771.37	0.00	771.37
Desc: PROPANE 500.3G@\$1.5218 STN#2	Acct: 10-221-327-0000		HFD -BUILDING HEAT		
4935943,81793	PROPANE 194G@\$1.5218 537 PASSUM	299.11	\$299.11	0.00	299.11
Desc: PROPANE 194G@\$1.5218 537 PASSUM	Acct: 50-952-327-0000		BUILDING HEAT		
Vendor Total:			1,070.48	0.00	1,070.48

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027849	LEWIS, WILLIAM J.		WILLIAM J. LEWIS		12/05/2025	97292
DEC'25	RETIREE HEALTH INS - DEC'25		0.00	\$932.82	0.00	932.82
Desc:	RETIREE HEALTH INS - DEC'25		Acct: 10-221-418-0100	HFD -RETIREE HEALTH INSURANCE		
Vendor Total:				932.82	0.00	932.82
028038	LIQUIDSPRING LLC				12/05/2025	97293
0081704-IN	PARTS		0.00	\$232.24	0.00	232.24
Desc:	AMB 24		Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
Desc:	PARTS		Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
Vendor Total:				232.24	0.00	232.24
029815	MASON, W.B. COMPANY, INC		W.B. MASON COMPANY, INC		12/05/2025	97294
258564439	2CS PAPER		0.00	\$127.98	0.00	127.98
Desc:	2CS PAPER		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
258480690	FLASH DRIVE		0.00	\$35.29	0.00	35.29
Desc:	FLASH DRIVE		Acct: 10-171-323-0000	FIN -MATERIAL & SUPPLIES		
256273384	PAPER		0.00	\$10.99	0.00	10.99
Desc:	PAPER		Acct: 10-221-320-0000	HFD -EQUIP OPERATION/MAINT-OFFI		
257367311	SUPPLIES		0.00	\$42.99	0.00	42.99
Desc:	TD SMP		Acct: 10-221-323-0000	HFD -MATERIAL & SUPPLIES		
258204581	STAPLES		0.00	\$10.89	0.00	10.89
Desc:	STAPLES		Acct: 10-325-323-0000	DPW -MATERIAL & SUPPLIES		
258396849	SUPPLIES		0.00	\$7.39	0.00	7.39
Desc:	SUPPLIES		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
258424442	WATER		0.00	\$17.98	0.00	17.98
Desc:	WATER		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
258428459	OFFICE SUPPLIES		0.00	\$52.38	0.00	52.38
Desc:	OFFICE SUPPLIES		Acct: 10-171-323-0000	FIN -MATERIAL & SUPPLIES		
258459865	OFFICE SUPPLIES		0.00	\$18.36	0.00	18.36
Desc:	OFFICE SUPPLIES		Acct: 10-151-323-0000	TC -MATERIAL & SUPPLIES		
258485676	CALENDARS		0.00	\$14.75	0.00	14.75
Desc:	CALENDARS		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
258436310	OFFICE SUPPLIES		0.00	\$47.57	0.00	47.57
Desc:	OFFICE SUPPLIES		Acct: 10-151-323-0000	TC -MATERIAL & SUPPLIES		
258395445	4 PC TONERS		0.00	\$285.96	0.00	285.96
Desc:	4 PC TONERS		Acct: 10-174-330-0000	ASE -OFFICE EQUIPMENT		
Vendor Total:				672.53	0.00	672.53
030250	MCNALL, KAREN		KAREN MCNALL		12/05/2025	97295
2025-16	CARD CLASS 11.19.25		0.00	\$200.00	0.00	200.00
Desc:	CARD CLASS 11.19.25		Acct: 10-515-318-0000	PR -CONTRACTED SERVICES		
Vendor Total:				200.00	0.00	200.00
031390	MODERN CLEANERS & TAILORS, INC				12/05/2025	97296
NOV'25	UNIFORMS		0.00	\$345.25	0.00	345.25
Desc:	UNIFORM CLEANING		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
Desc:	UNIFORM CLEANING		Acct: 10-221-326-0000	HFD -PURCHASE/RENTAL UNIFORMS		

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Detail: Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
Vendor Total:			345.25	0.00	345.25
031920	MUDGETT, JENNETT & KROGH-WISNER, PC		12/05/2025		97297
115912	FYE 2025 AUDIT	0.00	\$18,000.00	0.00	18,000.00
Desc: FYE 2025 AUDIT		Acct: 10-173-318-0000	FIN -CONTRACTED SERVICES		
Vendor Total:			18,000.00	0.00	18,000.00
032106	MVP HEALTH CARE, INC - UNDER 65	MVP HEALTH CARE, INC	12/05/2025		97298
DEC'25	MVP HEALTH DEC 2025	28,807.80	\$186,726.65	0.00	186,726.65
Desc: MVP DEC 2025		Acct: 10-121-220-0000	TM -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-151-220-0000	TC -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-171-220-0000	FIN -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-174-220-0000	ASE -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-181-220-0000	IT -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-211-220-0000	HPD -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-211-418-0100	HPD -RETIREE HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-221-220-0000	HFD -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-221-418-0100	HFD -RETIREE HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-271-220-0000	DISP -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-311-220-0000	DPW -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-325-220-0000	DPW -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-511-220-0000	PR -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-514-220-0000	PR -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-521-220-0000	PR -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 10-622-220-0000	PDZ -HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 30-975-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 50-954-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 50-955-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 55-955-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 60-961-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 60-961-418-0100	RETIREE HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 60-965-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 65-963-220-0000	HEALTH INSURANCE		
Desc: MVP DEC 2025		Acct: 65-965-220-0000	HEALTH INSURANCE		
Vendor Total:			186,726.65	0.00	186,726.65
033986	NEW HAMPSHIRE RECYCLES		12/05/2025		97299
145533	GLASS	295.50	\$295.50	0.00	295.50
Desc: GLASS		Acct: 30-971-318-0000	CONTRACTED SERVICES		
Vendor Total:			295.50	0.00	295.50
033991	NEW HAMPSHIRE MUNICIPAL ASSOCIATIOI		12/05/2025		97300
11592	CLASSIFIED AD JOB - FIN DIRECTOR	0.00	\$150.00	0.00	150.00
Desc: CLASSIFIED AD JOB - FIN DIRECTOR		Acct: 10-121-312-0000	TM -ADVERTISING		
Vendor Total:			150.00	0.00	150.00
034800	NORTHEAST DELTA DENTAL		12/05/2025		97301
DEC'25	DENTAL INS - DEC'25	1,572.73	\$10,375.97	0.00	10,375.97

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	Desc: DENTAL INS-DEC25	Acct: 10-121-230-0000	TM -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-151-230-0000	TC -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-171-230-0000	FIN -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-174-230-0000	ASE -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-175-230-0000	DEL -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-181-230-0000	IT -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-211-230-0000	HPD -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-211-418-0100	HPD -RETIREE HEALTH INSURANCE		
	Desc: DENTAL INS-DEC25	Acct: 10-221-230-0000	HFD -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-271-230-0000	DISP -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-312-230-0000	DPW -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-325-230-0000	DPW -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
	Desc: DENTAL INS-DEC25	Acct: 10-511-230-0000	PR -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-514-230-0000	PR -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-530-230-0000	PR -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-621-230-0000	PDZ -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 10-622-230-0000	PDZ -DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 30-974-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 50-954-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 50-955-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 55-955-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 60-961-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 60-965-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 65-963-230-0000	DENTAL		
	Desc: DENTAL INS-DEC25	Acct: 65-965-230-0000	DENTAL		
	Vendor Total:		10,375.97	0.00	10,375.97
035000	NORTHEAST WASTE SERVICES	CASELLA WASTE SYSTEMS		12/05/2025	97302
1091034	MSW Transport - OCT'25	7,185.34	\$7,185.34	0.00	7,185.34
	Desc: MSW Transport - OCT'25	Acct: 30-971-318-0000	CONTRACTED SERVICES		
	Vendor Total:		7,185.34	0.00	7,185.34
035002	CASELLA WASTE SYSTEMS, INC	CASELLA WASTE SYSTEMS, INC		12/05/2025	97303
9600004148NOV'25	TRASH REMOVAL - NOV'25 BUGBEE	0.00	\$467.99	0.00	467.99
	Desc: TRASH REMOVAL - NOV'25 BUGBEE	Acct: 10-421-318-0000	SEN -CONTRACTED SERVICES		
9600004122NOV'25	TRASH REMOVAL - NOV'25 TH	0.00	\$521.98	0.00	521.98
	Desc: TRASH REMOVAL - NOV'25 TH	Acct: 10-161-318-0000	TH -CONTRACTED SERVICES		
9600291752NOV'25	TRASH REMOVAL - NOV'25 WABA	0.00	\$339.68	0.00	339.68
	Desc: TRASH REMOVAL - NOV'25 WABA	Acct: 10-521-318-0000	PR -CONTRACTED SERVICES		
	Vendor Total:		1,329.65	0.00	1,329.65
035545	NUCAR FORD OF LEBANON			12/05/2025	97304
106268	PARTS	0.00	\$337.33	0.00	337.33
	Desc: AMB 24	Acct: 10-221-321-0200	HFD -REPAIRS & MAINT EMS VEHICLI		
	Vendor Total:		337.33	0.00	337.33
036120	ORION SAFETY PRODUCTS			12/05/2025	97305
00327929	FLARES	0.00	\$953.68	0.00	953.68

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	Desc: FLARES	Acct: 10-211-320-0000	HPD -EQUIP OPERATION/MAINT-OFFI		
	Vendor Total:		953.68	0.00	953.68
037450	PIKE INDUSTRIES INC			12/05/2025	97306
1349182	EROSION STONE	0.00	\$3,191.22	0.00	3,191.22
Desc:	2 - 4" Erosion Stone	Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
Desc:	Rip Rap	Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
1351705	Washed Stone Screenings (Sand)	0.00	\$946.75	0.00	946.75
Desc:	Washed Stone Screenings (Sand)	Acct: 10-312-323-0000	DPW -MATERIAL & SUPPLIES		
	Vendor Total:		4,137.97	0.00	4,137.97
037475	PINE STATE ELEVATOR CO			12/05/2025	97307
51123745	ELEVATOR SERVICES	0.00	\$241.51	0.00	241.51
Desc:	ELEVATOR CONTRACT SERVICE	Acct: 10-211-318-0000	HPD -CONTRACTED SERVICES		
Desc:	ELEVATOR CONTRACT SERVICE	Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
	Vendor Total:		241.51	0.00	241.51
037551	PITNEY BOWES BANK INC	PITNEY BOWES BANK INC		12/05/2025	97308
NOV'25	POSTAGE NOV'25	1,025.36	\$1,717.58	0.00	1,717.58
Desc:	POSTAGE NOV 2025	Acct: 10-121-322-0000	TM -POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 10-171-322-0000	FIN -POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 10-151-322-0000	TC -POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 10-622-322-0000	PDZ -POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 10-175-322-0000	DEL -POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 50-955-322-0000	POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 55-955-322-0000	POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 60-965-322-0000	POSTAGE		
Desc:	POSTAGE NOV 2025	Acct: 65-965-322-0000	POSTAGE		
Desc:	POSTAGE NOV 2025-PROPERTY TAX BILLS	Acct: 10-171-322-0000	FIN -POSTAGE		
	Vendor Total:		1,717.58	0.00	1,717.58
037670	FERGUSON ENTERPRISES INC #3326	FERGUSON ENTERPRISES INC #3326		12/05/2025	97309
0300442	PARTS	13.85	\$13.85	0.00	13.85
Desc:	PARTS	Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
	Vendor Total:		13.85	0.00	13.85
039510	RC CLEANING LLC	RC CLEANING LLC		12/05/2025	97310
544	CLEANING SERVICES - NOV'25	0.00	\$400.00	0.00	400.00
Desc:	CLEANING SERVICES - NOV'25	Acct: 10-524-318-0000	PR -CONTRACTED SERVICES		
542	CLEANING SERV - NOV'25	0.00	\$2,400.00	0.00	2,400.00
Desc:	Town Hall Cleaning for November 202	Acct: 10-161-318-0000	TH -CONTRACTED SERVICES		
	Vendor Total:		2,800.00	0.00	2,800.00
039710	REED TRUCK SERVICES INC	SG REED TRUCK SERVICES INC,		12/05/2025	97311
16922	H-1 REPAIRS	0.00	\$1,816.03	0.00	1,816.03
Desc:	Troubleshoot/Repair Check Engine Li	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
31669	PARTS	0.00	\$302.48	0.00	302.48
Desc:	PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		

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Vendor Total:			2,118.51	0.00	2,118.51	
040425	RIESEBERG, HUNTER	RIESEBERG, HUNTER	12/05/2025	97312		
DEC'25	RETIREE HEALTH INS - DEC'25	136.95	\$391.28	0.00	391.28	
Desc: Ret reimb Dec 25	Acct: 10-121-418-0100	TM -RETIREE HEALTH INSURANCE				
Desc: Ret reimb Dec 25	Acct: 30-975-418-0100	RETIREE HEALTH INSURANCE				
Desc: Ret reimb Dec 25	Acct: 50-955-418-0100	RETIREE HEALTH INSURANCE				
Desc: Ret reimb Dec 25	Acct: 55-955-418-0100	RETIREE HEALTH INSURANCE				
Desc: Ret reimb Dec 25	Acct: 60-965-418-0100	RETIREE HEALTH INSURANCE				
Desc: Ret reimb Dec 25	Acct: 65-965-418-0100	RETIREE HEALTH INSURANCE				
Vendor Total:			391.28	0.00	391.28	
040751	ROGERS, LARRY	LARRY ROGERS	12/05/2025	97313		
DEC'25	RETIREE HEALTH INS - DEC'25	185.00	\$185.00	0.00	185.00	
Desc: Ret reimb Dec 25	Acct: 60-961-418-0100	RETIREE HEALTH INSURANCE				
Vendor Total:			185.00	0.00	185.00	
041450	SABIL & SONS, INC	SABIL & SONS, INC	12/05/2025	97314		
17391	H-1 PARTS	0.00	\$350.00	0.00	350.00	
Desc: H-1 PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES				
Vendor Total:			350.00	0.00	350.00	
042498	SIG SAUER, INC		12/05/2025	97315		
5903329	TRAINING	0.00	\$1,725.00	0.00	1,725.00	
Desc: TRAINING	Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING				
Vendor Total:			1,725.00	0.00	1,725.00	
042699	SIMPLE ENERGY		12/05/2025	97316		
F1505328	HEATING OIL 1852.8G@\$2.66 142 IZZO	4,928.45	\$4,928.45	0.00	4,928.45	
Desc: HEATING OIL 1852.8G@\$2.66 142 IZZO	Acct: 65-963-327-0000	BUILDING HEAT				
F1505326	HEATING OIL 785.1G@\$2.66	0.00	\$2,088.37	0.00	2,088.37	
Desc: HEATING OIL 785.1G@\$2.66	Acct: 10-221-327-0000	HFD -BUILDING HEAT				
Desc: HEATING OIL 785.1G@\$2.66	Acct: 10-211-327-0000	HPD -BUILDING HEAT				
F1505325	HEATING OIL 12801.4G@\$2.66 173 AIR	0.00	\$7,451.72	0.00	7,451.72	
Desc: HEATING OIL 12801.4G@\$2.66 173 AIRP	Acct: 10-321-327-0000	DPW -BUILDING HEAT				
Vendor Total:			14,468.54	0.00	14,468.54	
043084	SNELLING, ELIJAH	ELIJAH SNELLING	12/05/2025	97317		
2025-2026	GYM MEMBERSHIP	0.00	\$370.00	0.00	370.00	
Desc: GYM MEMBERSHIP	Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES				
Vendor Total:			370.00	0.00	370.00	
043400	MILTON CAT	SOUTHWORTH-MILTON, INC.	12/05/2025	97318		
SCR0577919	RETURNS	0.00	\$-92.66	0.00	-92.66	
Desc: RETURNS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES				
INV3740513	PARTS	0.00	\$702.50	0.00	702.50	
Desc: Plate As	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES				
INV3749440	PARTS	87.38	\$109.22	0.00	109.22	

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Detail: Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
	Desc: PARTS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
	Desc: PARTS	Acct: 50-954-321-0000	REPAIRS & MAINT-VEHICLES		
	Desc: PARTS	Acct: 55-954-321-0000	REPAIRS & MAINT - VEHICLES		
	Desc: PARTS	Acct: 60-961-321-0000	REPAIRS & MAINT-VEHICLES		
	Desc: PARTS	Acct: 65-963-321-0000	REPAIRS & MAINT-VEHICLES		
INV3737519	MATERIALS	0.00	\$92.66	0.00	92.66
	Desc: MATERIALS	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
Vendor Total:			811.72	0.00	811.72
043426	FIRSTLIGHT FIBER	FIRSTLIGHT FIBER		12/05/2025	97319
21766941	TELEPHONES NOV 2025	501.56	\$5,780.98	0.00	5,780.98
	Desc: Telephones NOV 2025	Acct: 10-211-324-0000	HPD -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-221-324-0000	HFD -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-271-324-0000	DISP -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-121-324-0000	TM -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-151-324-0000	TC -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-171-324-0000	FIN -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-174-324-0000	ASE -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-181-324-0000	IT -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-511-324-0000	PR -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-622-324-0000	PDZ -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-530-324-0000	PR -Telephone		
	Desc: Telephones NOV 2025	Acct: 30-971-324-0000	TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-221-324-0000	HFD -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 60-962-324-0000	TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-321-324-0000	DPW -TELEPHONE		
	Desc: Telephones NOV 2025	Acct: 10-325-324-0000	DPW -TELEPHONE		
21550983	TELEPHONES OCT 2025	501.73	\$21,377.39	0.00	21,377.39
	Desc: TELEPHONES OCT 2025	Acct: 10-211-324-0000	HPD -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-221-324-0000	HFD -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-271-324-0000	DISP -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-121-324-0000	TM -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-151-324-0000	TC -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-171-324-0000	FIN -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-174-324-0000	ASE -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-181-324-0000	IT -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-511-324-0000	PR -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-622-324-0000	PDZ -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-530-324-0000	PR -Telephone		
	Desc: TELEPHONES OCT 2025	Acct: 30-971-324-0000	TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-221-324-0000	HFD -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 60-962-324-0000	TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-321-324-0000	DPW -TELEPHONE		
	Desc: TELEPHONES OCT 2025	Acct: 10-325-324-0000	DPW -TELEPHONE		
Vendor Total:			27,158.37	0.00	27,158.37
043930	STAPLES CONTRACT & COMMERCIAL	STAPLES ADVANTAGE		12/05/2025	97320
7007832976	SUPPLIES	0.00	\$91.42	0.00	91.42
	Desc: PENS, CALENDARS	Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
	Desc: PENS	Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		

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Detail: Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt		Net Amt.
Vendor Total:			91.42	0.00		91.42
044204	STEARNS SEPTIC SERVICE, LLC			12/05/2025		97321
12519110625	100,000 G from Sludge - DRYING BEDS	4,207.00	\$4,207.00	0.00		4,207.00
Desc: 100,000 G from Sludge - DRYING BEDS	Acct: 65-963-318-0000		CONTRACTED SERVICES			
9581101525	Quechee Main PS Sludge Hauling	1,884.00	\$1,884.00	0.00		1,884.00
Desc: Quechee Main PS Sludge Hauling	Acct: 65-963-318-0000		CONTRACTED SERVICES			
9581102925	Quechee Main PS Sludge Hauling	1,884.00	\$1,884.00	0.00		1,884.00
Desc: Quechee Main PS Sludge Hauling	Acct: 65-963-318-0000		CONTRACTED SERVICES			
Vendor Total:			7,975.00	0.00		7,975.00
044220	STERICYCLE, INC			12/05/2025		97322
8012715050	MEDICAL DISPOSAL	0.00	\$38.20	0.00		38.20
Desc: MEDICAL DISPOSAL	Acct: 10-221-331-0500		HFD -MEDICAL EQUIPMENT & SUPPL			
Vendor Total:			38.20	0.00		38.20
044560	STRATUS TELECOM LLC			12/05/2025		97323
23898	FAX SERVICES - DEC'25	0.00	\$139.31	0.00		139.31
Desc: FAX SERVICES - DEC'25	Acct: 10-271-324-0000		DISP -TELEPHONE			
Desc: FAX SERVICES - DEC'25	Acct: 10-221-324-0000		HFD -TELEPHONE			
Desc: FAX SERVICES - DEC'25	Acct: 10-211-324-0000		HPD -TELEPHONE			
Desc: FAX SERVICES - DEC'25	Acct: 10-121-324-0000		TM -TELEPHONE			
Vendor Total:			139.31	0.00		139.31
045300	TASCO SECURITY, INC			12/05/2025		97324
191066	ALARM MONITORING	129.00	\$129.00	0.00		129.00
Desc: ALARM MONITORING	Acct: 30-971-318-0000		CONTRACTED SERVICES			
Vendor Total:			129.00	0.00		129.00
045390	TAX-EXEMPT LEASING CORP.			12/05/2025		97325
1838042	H-5 LEASE PMNT #3/5	0.00	\$33,958.25	0.00		33,958.25
Desc: H-5 LEASE PMNT #3/5 PRINCIPAL	Acct: 10-912-542-0025		TM -Lease P -DPW Truck H5			
Desc: H-5 LEASE PMNT #3/5 INT	Acct: 10-912-542-0026		TM -Lease I -DPW Truck H5			
Vendor Total:			33,958.25	0.00		33,958.25
045484	TELEPHONE & NETWORK TECHNOLOGIES			12/05/2025		97326
848606	TELEPHONES	205.00	\$205.00	0.00		205.00
Desc: TELEPHONES	Acct: 55-953-324-0000		TELEPHONE			
Desc: TELEPHONES	Acct: 50-954-324-0000		TELEPHONE			
Desc: TELEPHONES	Acct: 65-963-324-0000		TELEPHONE			
Desc: TELEPHONES	Acct: 50-954-324-0000		TELEPHONE			
Desc: TELEPHONES	Acct: 50-954-324-0000		TELEPHONE			
Vendor Total:			205.00	0.00		205.00
046000	TI-SALES, LLC			12/05/2025		97327
INV0191642	NEPTUNE METERS	1,870.56	\$1,870.56	0.00		1,870.56
Desc: 5/8" Neptune T-10 Meter	Acct: 50-954-323-0000		MATERIAL & SUPPLIES			
Desc: Tariff Supplemental Charge	Acct: 50-954-323-0000		MATERIAL & SUPPLIES			

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INV0191944	MATERIALS	64.21	\$64.21	0.00	64.21	
Desc: MATERIALS		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
INV0191641	NEPTUNE METERS	3,309.90	\$3,309.90	0.00	3,309.90	
Desc: 2" Neptune T-10 Meters w/Flanged En		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
Desc: Tariff Supplemental Charge		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
Desc: 2" Neptune T-10 Integrated E-Coder		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
Desc: Tariff Supplemental Charge		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
Desc: 2" Drop In Meter Gasket		Acct: 50-954-323-0000	MATERIAL & SUPPLIES			
Vendor Total:			5,244.67	0.00	5,244.67	
046170	TOP STITCH EMBROIDERY INC			12/05/2025	97328	
415161	HATS	0.00	\$698.25	0.00	698.25	
Desc: HATS		Acct: 10-221-326-0000	HFD -PURCHASE/RENTAL UNIFORMS			
Vendor Total:			698.25	0.00	698.25	
046520	TRIVIUM NEW ENGLAND LLC			12/05/2025	97329	
INVTNE1750	INTEGRATIVE MENTAL HEALTH	0.00	\$3,500.00	0.00	3,500.00	
Desc: INTEGRATIVE MENTAL HEALTH		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES			
INVTNE1924	INTEGRATIVE MENTAL HEALTH	0.00	\$3,500.00	0.00	3,500.00	
Desc: INTEGRATIVE MENTAL HEALTH		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES			
Vendor Total:			7,000.00	0.00	7,000.00	
047170	UNITED CONSTRUCTION CORP			12/05/2025	97330	
930731,1B	RTE 5 SIDEWALK STP EH10(18) STP B	339,759.08	\$339,759.08	0.00	339,759.08	
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 70-623-318-7022	CONTRACTED SERVICE(STP EH10(18)			
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 70-623-318-7043	CONTRACTED SERVICES- STP BP22(			
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 70-623-318-7032	No Hartland STP EH10(18) Aquatic Cen			
Desc: RTE 5 SIDEWALK STP EH10(18) STP BP2		Acct: 70-623-318-7033	No Hartland STP EH10(18) Credit Union			
Vendor Total:			339,759.08	0.00	339,759.08	
047190	USABBLUEBOOK	USABBLUEBOOK		12/05/2025	97331	
INV00892855	MATERIALS	265.94	\$265.94	0.00	265.94	
Desc: MATERIALS		Acct: 65-963-323-0000	MATERIALS & SUPPLIES			
Vendor Total:			265.94	0.00	265.94	
048185	VALLEY IMAGING & AWARDS			12/05/2025	97332	
22179	AWARDS	0.00	\$240.05	0.00	240.05	
Desc: 2024 AWARDS CEREMONY		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES			
Desc: 2024 AWARDS CEREMONY		Acct: 10-271-323-0000	DISP -MATERIAL & SUPPLIES			
Vendor Total:			240.05	0.00	240.05	
048310	VALLEY TURF SERVICES			12/05/2025	97333	
1870A	DEEP TINE AERATION-MAXFIELD	0.00	\$1,059.61	0.00	1,059.61	
Desc: DEEP TINE AERATION-MAXFIELD		Acct: 10-527-323-0000	PR -MATERIAL & SUPPLIES			
1870B	DEEP TINE AERATION-MAXFIELD	0.00	\$2,025.00	0.00	2,025.00	
Desc: DEEP TINE AERATION-MAXFIELD		Acct: 10-521-318-0000	PR -CONTRACTED SERVICES			
Vendor Total:			3,084.61	0.00	3,084.61	

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048575	VERIZON WIRELESS			12/05/2025	97334
6127421986	CELL PHONES - OCT 2025	447.86	\$5,103.88	0.00	5,103.88
Desc: CELL PHONES - OCT2025		Acct: 10-121-324-0000	TM -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-171-324-0000	FIN -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-174-324-0000	ASE -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-181-324-0000	IT -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-221-324-0000	HFD -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-211-324-0000	HPD -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-271-324-0000	DISP -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-325-324-0000	DPW -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-511-324-0000	PR -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-512-318-0000	PR -CONTRACTED SERVICES		
Desc: CELL PHONES - OCT2025		Acct: 30-971-324-0000	TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 50-955-324-0000	TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 55-955-324-0000	TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 60-965-324-0000	TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 65-965-324-0000	TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-121-330-0000	TM -OFFICE EQUIPMENT		
Desc: CELL PHONES - OCT2025		Acct: 50-955-330-0000	OFFICE EQUIPMENT		
Desc: CELL PHONES - OCT2025		Acct: 55-955-330-0000	OFFICE EQUIPMENT		
Desc: CELL PHONES - OCT2025		Acct: 60-965-330-0000	OFFICE EQUIPMENT		
Desc: CELL PHONES - OCT2025		Acct: 65-965-330-0000	OFFICE EQUIPMENT		
Desc: CELL PHONES - OCT2025		Acct: 10-221-324-0000	HFD -TELEPHONE		
Desc: CELL PHONES - OCT2025		Acct: 10-211-320-0100	HPD -EQUIP OPERATION/COMMUNIC.		
Desc: CELL PHONES - OCT2025		Acct: 10-005-100-0000	DUE FROM OTHER GOVERNMENTS		
Desc: CELL PHONES - OCT2025		Acct: 10-005-100-0000	DUE FROM OTHER GOVERNMENTS		
6127359320	VERIZON BROADBAND - OCT'25	0.00	\$951.54	0.00	951.54
Desc: VERIZON BROADBAND - OCT'25		Acct: 10-221-324-0000	HFD -TELEPHONE		
Desc: VERIZON BROADBAND - OCT'25		Acct: 10-211-320-0100	HPD -EQUIP OPERATION/COMMUNIC.		
Desc: CELL PHONES - OCT2025 WINDSOR		Acct: 10-005-100-0000	DUE FROM OTHER GOVERNMENTS		
Desc: CELL PHONES - OCT2025 NORWICH		Acct: 10-005-100-0000	DUE FROM OTHER GOVERNMENTS		
Vendor Total:			6,055.42	0.00	6,055.42
050045	XYLEM WATER SOLUTIONS U.S.A. INC			12/05/2025	97335
3556D97309	Flygt Model NP-3102.070 4" Volute S	13,006.40	\$13,006.40	0.00	13,006.40
Desc: Flygt Model NP-3102.070 4" Volute S		Acct: 65-964-321-0200	REPAIRS & MAINT-MAINS & APPUR		
Vendor Total:			13,006.40	0.00	13,006.40
050965	VERMONT RURAL WATER ASSOCIATION			12/05/2025	97336
21884	GENERATOR MAINTENANCE	24.00	\$24.00	0.00	24.00
Desc: GENERATOR MAINTENANCE		Acct: 65-963-315-0000	RECRUITMENT & TRAINING		
Vendor Total:			24.00	0.00	24.00
051347	VERMONT, STATE OF	TREASURER, STATE OF VERMONT		12/05/2025	97337
ID-9-0197-1	2C NOYES LANE	220.00	\$220.00	0.00	220.00
Desc: 2C NOYES LANE		Acct: 65-963-317-0000	PERMITS & LICENSES		
ID-9-0198-1	3B BIRCHWOOD	220.00	\$220.00	0.00	220.00
Desc: 3B BIRCHWOOD		Acct: 65-963-317-0000	PERMITS & LICENSES		
ID-9-0202-1 2026	4A JAY HILL	220.00	\$220.00	0.00	220.00

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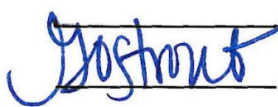
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	Desc: 4A JAY HILL	Acct: 65-963-317-0000	PERMITS & LICENSES			
	Vendor Total:		660.00	0.00	660.00	
051943	VISION SERVICE PLAN	VISION SERVICE PLAN		12/05/2025	97338	
	DEC'25	VISION DEC'25	0.00	\$1,990.46	0.00	1,990.46
	Desc: Vision DEC-25	Acct: 10-012-300-0270	ACCRUED AD&D PAYABLE			
	Vendor Total:		1,990.46	0.00	1,990.46	
052270	WATER INDUSTRIES, LLC			12/05/2025	97339	
	148323	PARTS	106.15	\$106.15	0.00	106.15
	Desc: PARTS	Acct: 65-963-323-0000	MATERIALS & SUPPLIES			
	Vendor Total:		106.15	0.00	106.15	
053040	WHITE RIVER CAR WASH			12/05/2025	97340	
	OCT'25	CAR WASH	0.00	\$175.45	0.00	175.45
	Desc: FLEET CAR WASHES	Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES			
	Vendor Total:		175.45	0.00	175.45	
053650	WILSON TIRE INC			12/05/2025	97341	
	553960	TIRES	0.00	\$833.00	0.00	833.00
	Desc: TIRE MOUNT BALANCE	Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES			
	Vendor Total:		833.00	0.00	833.00	
054600	WOOD, JOHN G. JR	JOHN G. WOOD JR		12/05/2025	97342	
	DEC'25	RETIREE HEALTH INS - DEC'25	0.00	\$185.00	0.00	185.00
	Desc: Ret reimb Dec 25	Acct: 10-221-418-0100	HFD -RETIREE HEALTH INSURANCE			
	Vendor Total:		185.00	0.00	185.00	
059847	COUTERMARSH, TOM	TOM COUTERMARSH		12/05/2025	97343	
	DEC'25	RETIREE HEALTH INS - DEC'25	932.84	\$932.84	0.00	932.84
	Desc: Ret reimb Dec 25	Acct: 50-955-418-0100	RETIREE HEALTH INSURANCE			
	Desc: Ret reimb Dec 25	Acct: 55-955-418-0100	RETIREE HEALTH INSURANCE			
	Desc: Ret reimb Dec 25	Acct: 60-965-418-0100	RETIREE HEALTH INSURANCE			
	Desc: Ret reimb Dec 25	Acct: 65-965-418-0100	RETIREE HEALTH INSURANCE			
	Vendor Total:		932.84	0.00	932.84	
059941	ROY REFRIGERATION, LLC			12/05/2025	97344	
	13159	Service Call_No Heat_319 Latham Wor	530.00	\$530.00	0.00	530.00
	Desc: Service Call_No Heat_319 Latham Wor	Acct: 65-963-318-0000	CONTRACTED SERVICES			
	Vendor Total:		530.00	0.00	530.00	
500387	EXECUSUITE, LLC			12/05/2025	97345	
	40811	RENT - DEC 2025	0.00	\$400.00	0.00	400.00
	Desc: RENT - DEC 2025	Acct: 10-121-318-0600	TM -CONTRACT SERVICES - PARKING			
	Vendor Total:		400.00	0.00	400.00	
500660	JP PEST SERVICE			12/05/2025	97346	

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4279133	PEST SERVICES		0.00	\$94.00	0.00	94.00
Desc: PEST SERVICES		Acct: 10-161-318-0000		TH -CONTRACTED SERVICES		
Vendor Total:				94.00	0.00	94.00
500838	TRUCKVAULT				12/05/2025	97347
294381	CRUISER UPFIT		1,984.00	\$1,984.00	0.00	1,984.00
Desc: CRUISER UPFIT		Acct: 72-211-211-0290		Grant : Family Place SIU FYE 2025		
Vendor Total:				1,984.00	0.00	1,984.00
500894	SECURSHRED	SECURSHRED			12/05/2025	97348
509273	SHREDDING		0.00	\$25.00	0.00	25.00
Desc: SHREDDING		Acct: 10-325-318-0000		DPW -CONTRACT SERVICES		
509990	SHREDDING		0.00	\$30.00	0.00	30.00
Desc: SHREDDING SERVICES		Acct: 10-211-318-0000		HPD -CONTRACTED SERVICES		
Vendor Total:				55.00	0.00	55.00
501958	STONECLIFF ANIMAL CLINIC	STONECLIFF ANIMAL CLINIC			12/05/2025	97349
460560	VET CARE		0.00	\$359.53	0.00	359.53
Desc: VET CARE		Acct: 10-211-318-0000		HPD -CONTRACTED SERVICES		
Vendor Total:				359.53	0.00	359.53
FUND 1 0			Bank Total:		829,362.71	
Holdback Total					911,125.11	
Batch Totals:		0.00	501,291.43	0.00		1,412,416.54

____ MARY M. ERDEI
____ MICHAEL HOYT
____ ASHLEY ANDREAS
____ MIRANDA DUPRE
____ TIMOTHY FARIEL
____ IDA GRIESEMER
____ ERIK KRAUSS
____ JOHN HAVERSTOCK
 GAIL OSTROUT
____ JOSEPH MAJOR

