TOWN OF HARTFORD SELECTBOARD AGENDA
Tuesday, August 18, 2026, 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
II. Pledge of Allegiance
III. Local Liquor Control Board: None
IV. Local Cannabis Control Board: None
V. Order of Agenda
VI. Selectboard

1. Public Comment

The Selectboard welcomes public comments. In order to accommodate as many voices as possible, anyone making a comment will be given three minutes to speak. This is not a time for extended discussion, but the Selectboard is interested in hearing comments, concerns, and suggestions from the public.[1]

2. Selectboard Comments and Announcements
3. Appointments
4. Town Manager Report
   Significant Activity Reports: hartfordvt.gov/Archive.aspx?ADID=573
5. Executive Session: Personnel
   In order to allow for a discussion of personnel matters, Selectboard moves that premature general public knowledge would clearly place this body and/or persons at a substantial disadvantage, pursuant to 1 V.S.A Section 313 (a)(1) and move to discuss personnel matters, pursuant to 1 V.S.A Section 313 (a)(1)(d).
6. Board Report, Motions & Ordinances
   Committee/Commission Updates: None
   Action Items:
   a. Consider Authorization for the In-Frame Motor Rebuild of Engine 2
   b. Consider Awarding the Contract for the Organizational Assessment RFP
   c. Finalize FYE 28 Budget Guidance
   Discussion Items (Action May be Taken):
   d. August 12th workshop debrief
   e. FYE 28 Selectboard Training & Budget Needs
   f. FYE 28 Budget Development

VII. Commission Reports
VIII. Consent Agenda

Approve Payroll Ending: 8/15/2026
Approve A/P Manifest: 8/14/2026 & 8/20/2026
Approve Meeting Minutes of: 8/4/2026 & 8/12/2026 (Special Meeting)
Future Meetings Approved: 9/1/2026 and 9/15/2026

IX. Adjourn the Selectboard Meeting

[1]Public Comment:
Anyone making a comment can expect the Selectboard to respond in one of the following ways:
a. Thank the person with no further action planned
b. Provide an immediate response
c. Direct the Town Manager to contact and respond to the person
d. Seek clarification from the Town Manager at a specified meeting
e. Add the topic to a future Selectboard agenda

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.

Town Manager’s Report
August 18, 2026

Collaboration with HPD & DPW & Planning & Communication Media Specialist on parking meters, parking woes & South Main Street Parking Lot

Collaboration with HPD regarding Public Safety - unhoused individuals, needles, drugs, Wilder Park & Ride, South Main Street Lot, camping & parking, proposed upcoming changes (9/1 agenda)

Town Manager Pop-Up @ West Hartford Library

Noise Complaints from residents - specifically around Casella pickup services

RFP for lights @ Wilder Park & Ride closed & working with DPW on best path forward

FYE 28 Budget Guidance & Development with staff

Collaboration with HPD & DPW & Planning & Communication Media Specialist on South Main Street Parking Lot Exits changing from 1 to 2

Attended the HPD awards ceremony

Reviewed status of FYE 26 audit

Participated in state review/tour of White River W/W plant with DPW & HR Director - more to come on that once the report is complete

Ongoing meetings with HR Director to address vacancies, team building & staff training

Collaboration with Communication Media Specialist to schedule more Town Manager pop-ups as well as community listening sessions over the next 5 months in all 5 villages

Collaboration with HFD on HVAC options for town hall in case it can’t be fixed before winter

Attended the Key Ceremony / Habitat for Humanity

Collaboration with Communication Media Specialist & IT Director to determine what our AV options are for room 1

Thank you to staff for all of the collaboration; it’s wonderful to have everyone on the boat rowing in the same direction!

Thank you to the community for being so welcoming & willing to revisit having open & respectful communication!

AGENDA MEMORANDUM
August 18, 2026
Town Selectboard Meeting Item: .
Submitted by: Scott Cooney, Fire Chief

Subject: **Approval of Vendor for In-Frame Motor Rebuild – 2006 Engine (Station 2)**

Background: The 2006 engine serving Station 2 recently underwent a major refurbishment using ARPA funds. At the time of that project, the engine's motor was unavailable, and associated funding for that portion of the work was removed and reallocated. The apparatus remains a core response asset for Station 2, and the motor rebuild is necessary to ensure continued reliability.

Discussion: Multiple quotes were obtained for an in-frame motor rebuild. The best qualified estimate was submitted by Reed Truck Service in Newport, NH at a cost of $31,508.06. Reed Truck Services has appropriate experience with heavy apparatus engines and has included new injectors in their proposal. Completing this motor rebuild is expected to extend the usable life of the apparatus by an estimated 8–9 years.
Funds are available for this repair within the Fire Department general fund budget under line 10-221-321-0000.

Financial Impact: Total estimated cost of the repair is $31,508.06. Sufficient funds are available in the designated budget line. Final costs may vary depending on additional needs identified during the rebuild.

Recommendation Motion: Move that the Selectboard authorize ATG Lebanon as the vendor for the in-frame motor rebuild of the 2006 engine serving Station 2, acknowledging that the quoted amount of $31,508.06 is an estimate and that the final cost may require additional funds, with expenditures to be made from budget line 10-221-321-0000.

Attachments:
Estimates: Reed Truck Services
ATG Lebanon
Allegiance Truck Centers
ATG Westminster

Repair Management
BY NAVISTAR

REED TRUCK SERVICES

939 JOHN STARK HWY - NEWPORT, NH 037732614
Phone: (603) 542-5032 - Fax: (603) 542-5032
Estimate Number: 5153387 - RO Number: REMAN TURBOCHARGER REMAIN INJECTORS
Service Writer: Jeff Reed - Date: 8/7/2026 5:14 PM (C)

Currency: USD

Unit No: FIRE

VIN: 4EN6AAA8461001897
Model: Fire Apparatus E-One Fire Apparatus Not Applicable Truck
Engine: Cummins ISL
Make: E-One
Mileage: 0 Eng Hrs: 0

Contact Name:
Position:
Phone:
E-Mail:
PO Number:

Operation (All Sections)	Labor Cost	Parts Cost	Core Charge	Total Cost
In Frame Engine Overhaul, I6 (6) KIT, ENGINE PISTON (6) PISTON SLEEVE KIT (1) LOWER GASKET KIT (12) CAPSCREWS CONNECTING ROD (14) CAPSCREW MAIN BEARING (12) CAP SCREW (1) SET, MAIN BEARING (STANDARD) (6) HEXAGON FLANGE HEAD CAP SCREW PISTON COOLER NOZZLE (6) PISTON COOLING NOZZLE (1) THERMOSTAT (1) KIT, WATER PUMP (6) O RING SEAL (8) REGULAR HEXAGON NUT (2) V BAND CLAMP (12) HEXAGON FLANGE HEAD CAP SCREW (12) MOUNTING SPACER (6) CONNECTING ROD (STUD) BEARING (6) CONNECTING ROD (STUD) BEARING (1) V BAND CLAMP (1) REMAN HOLSET TURBOCHARGER (4) STUD (1) OIL PAN GASKET (24) SEAL, VALVE STEM (1) KIT, UPPER ENGINE GASKET (1) KIT, MAIN BEARING (1) FLEETGUARD FUEL FILTER ELEMENT (1) FLEETGUARD ENGINE OIL FILTER (1) LUBRICATING OIL DRAIN TUBE (6) INJECTOR (26) HEXAGON FLANGE HEAD CAP SCREW (1) BELT, V BELT RIBBED (30) 10W30 ENGINE OIL (1) TEST / RES CYL HEAD REPALCE VALVES AND SEALS (1) CLEANING SUPPLIES / ASSY LUBE (12) COOLANT (1) MISC PARTS / HARDWARE	$10,075.00	$20,840.06	$0.00	$30,915.06
Freight / Shipping Fee - FREIGHT	$0.00	$0.00	$0.00	$425.00

Notes: *[8/7/2026 5:14 PM] - Dealer: TEST*

Parts:	$20,840.06
Core:	$0.00
Labor:	$10,075.00
Other Items:	$425.00
Shop:	$143.00

Tax:	$0.00
Haz. Waste:	$25.00
TOTAL:	$31,508.06

This is an estimate, prices will be honored for 30 days. Thank you.

Estimate #5153387

Labor Card

Customer:	**VIN:** 4EN6AAA8461001897	**RO:** REMAN TURBOCH ARGER REMAIN INJECTO RS	**Date:** 8/7/2026
Vehicle: Fire Apparatus E-One Fire Apparatus Not Applicable Truck	**Unit:** FIRE	**Mileage:** 0	

Time: 65.0 In Frame Engine Overhaul, I6

Variation:	DEFAULT
Standard Operation Notes:	Includes: R&R Head with Air Conditioning and Replace All (6) Piston/Sleeve Assembly. Replace; Connecting rd bearings and bolts, crankshaft main bearings and main bolts, cylinder head and liners, injectors, oil pump, pistons and pins, piston rings, water pump
Additional Notes:	N/A

Time: 0.0 FREIGHT

Variation:	A4- FREIGHT
Standard Operation Notes:	FREIGHT CHARGES
Additional Notes:	N/A

Estimate #5153387

Parts Card

Customer:

Mileage: 0

RO: REMAN TURBOCHARGER REMAIN INJECTORS

Vehicle: Fire Apparatus E-One Fire Apparatus Not Applicable Truck

VIN: 4EN6AAA8461001897

Date: 8/7/2026

In Frame Engine Overhaul, I6

Qty	Part Number	Part Name	Price (ea)	Total
6	4955237	KIT, ENGINE PISTON	$555.66	$3,333.96
6	5527862	PISTON SLEEVE KIT	$241.78	$1,450.68
1	4089759	LOWER GASKET KIT	$809.45	$809.45
12	3944679	CAPSCREWS CONNECTING ROD	$23.25	$279.00
14	3970810	CAPSCREW MAIN BEARING	$9.71	$135.94
12	4017567	CAP SCREW	$5.50	$66.00
1	3945917	SET, MAIN BEARING (STANDARD)	$321.26	$321.26
6	3909025	HEXAGON FLANGE HEAD CAP SCREW PISTON COOLER NOZZLE	$4.04	$24.24
6	5405325	PISTON COOLING NOZZLE	$30.60	$183.60
1	4936026	THERMOSTAT	$30.11	$30.11
1	6410399	KIT, WATER PUMP	$288.65	$288.65
6	3682177	O RING SEAL	$8.93	$53.58
8	3818824	REGULAR HEXAGON NUT	$4.09	$32.72
2	3905216	V BAND CLAMP	$49.76	$99.52
12	3944593	HEXAGON FLANGE HEAD CAP SCREW	$4.93	$59.16
12	3945252	MOUNTING SPACER	$8.85	$106.20
6	3950661	CONNECTING ROD (STUD) BEARING	$30.30	$181.80
6	3966244	CONNECTING ROD (STUD) BEARING	$31.17	$187.02
1	3972681	V BAND CLAMP	$48.73	$48.73
1	170-032-3138	REMAN HOLSET TURBOCHARGER	$3,668.75	$3,668.75
4	5286984	STUD	$11.97	$47.88
1	5332563	OIL PAN GASKET	$74.38	$74.38
24	5448124	SEAL, VALVE STEM	$4.20	$100.80
1	5579029	KIT, UPPER ENGINE GASKET	$692.04	$692.04
1	6445945	KIT, MAIN BEARING	$161.74	$161.74
1	FF5488	FLEETGUARD FUEL FILTER ELEMENT	$41.37	$41.37
1	LF9009	FLEETGUARD ENGINE OIL FILTER	$89.40	$89.40
1	5255744	LUBRICATING OIL DRAIN TUBE	$50.58	$50.58
6	5263310RX	INJECTOR	$799.25	$4,795.50
26	3960043	HEXAGON FLANGE HEAD CAP SCREW	$10.98	$285.48
1	5690205	BELT, V BELT RIBBED	$106.97	$106.97
30	CHV257000-990	10W30 ENGINE OIL	$6.16	$184.80
1	CYL HEAD	TEST / RES CYL HEAD REPALCE VALVES AND SEALS	$2,200.00	$2,200.00
1	CLEANER / ASSY LUBE	CLEANING SUPPLIES / ASSY LUBE	$56.99	$56.99
12	COOLANT	COOLANT	$15.98	$191.76
1	MISC	MISC PARTS / HARDWARE	$400.00	$400.00

FREIGHT

Qty	Part Number	Part Name	Price (ea)	Total
		No parts assigned		

Generated by On Command Repair Management Printed On: 8/10/2026 7:49 AM (C) Currency: USD Page: 1 of 1

ATG Lebanon, LLC

165 Heater Road
Lebanon, NH 03766
Phone: (603) 443-9955: Parts - 1; Service - 2; Sales - 3
Fax: (603) 443-9966
LebanonService@AdvantageTruckNE.com

BILL TO
TOWN OF HARTFORD,VT - 31233
171 BRIDGE STREET
WHITE RIVER JUNCTION VT 05001
P: (802) 295-3622

DELIVER TO
TOWN OF HARTFORD,VT - 31233
171 BRIDGE STREET
WHITE RIVER JUNCTION VT 05001
P: (802) 295-3622

Total Invoice Amount on Last Page

SERVICE ESTIMATE: E701005140

DATE ARRIVED	DATE INVOICE	SALES TYPE	ADVISOR	TERMS	CUSTOMER REFERENCE
8/4/2026 11:13:04AM		SRET	ALEC	NET 30	

YEAR	MAKE	MODEL	VIN	CUSTOMER UNIT #	ENGINE HOURS	IN SERVICE	Component Serial #	ODOMETER
2006	EMERGENCY ONI	FIRETRUCK	4EN6AAA8461001897	ENGINE 2	0		46663783	0

Estimate Operations

JOB #1 01 **ENGINE**

COMPLAINT ESTIMATE FOR IN FRAME ENGINE REBUILD PER CUSTOMER REQUEST
CAUSE
CORRECTION

QTY	ITEM	DESCRIPTION	UNIT PRICE	EXTD PRICE
	LABOR 01	ENGINE		10,000.00
1	3391	MANIFOLD RESURFACING	325.00	325.00
1	701C/3067979	CLAMP,V BAND	64.11	64.11
1	701C/3682177	SEAL,O RING	8.68	8.68
4	701C/3818824	NUT,HEXAGON FLANGE	4.19	16.76
1	701C/3905216	CLAMP,V BAND	51.00	51.00
12	701C/3944593	SCREW,HEX FLANGE HEAD CAP	5.05	60.60
12	701C/3944679	SCREW,CONNECTING ROD CAP	23.83	285.96
12	701C/3945252	SPACER,MOUNTING	9.07	108.84
1	701C/3945917	KIT,MAIN BEARING	329.29	329.29
6	701C/3950661	BEARING,CONNECTING ROD	28.76	172.56
6	701C/3966244	BEARING,CONNECTING ROD	31.95	191.70
14	701C/3970810	SCREW,FRACTURE RESISTANT	9.41	131.74
12	701C/4017567	SCREW,HEX FLANGE HEAD CAP	5.32	63.84
1	701C/4089759	KIT,LOWER ENGINE GASKET	783.84	783.84
1	701C/4090053RX	TURBOCHARGER,HEPRE07VG MR	9,300.39	9,300.39
0	701C/4090053RX-CORE	(4089378D) TURBOCHARGER,HEPRE0	875.00	0.00
1	701C/4936026	THERMOSTAT	30.11	30.11
6	701C/4955237	KIT,PISTON	569.55	3,417.30
1	701C/5255744	TUBE,LUB OIL DRAIN	51.76	51.76
4	701C/5286984	STUD,DOUBLE END COLLAR	12.27	49.08
6	701C/5405325	NOZZLE,PISTON COOLING	29.62	177.72
6	701C/5527862	LINER,CYLINDER	231.69	1,390.14
1	701C/5579029	KIT,UPPER ENGINE GASKET	771.34	771.34
1	701C/5690205	BELT,V RIBBED	109.64	109.64

ADVANTAGE TRUCK GROUP
WE KNOW TRUCKS.

SERVICE ESTIMATE: E701005140

Estimate Operations (Cont.)

QTY	ITEM	DESCRIPTION	UNIT PRICE	EXTD PRICE
1	701C/6410399	KIT,WATER PUMP	295.87	295.87
1	701D/FG FF5488	FUEL FILTER *D	26.76	26.76
1	701D/FG LF9009	PACKAGE, LUBRICATION FILTER *D	60.40	60.40
12	701D/OWI 23519396	COOLANT DDC PWRCOL ELC OAT 50/50 (6/1CS)	9.41	112.92
40	701X/10W30BULK	10W-30 CK-4 BULK OIL	5.99	239.60
4	701X/CLEANER	ENGINE CLEANER	8.04	32.16
	C	TURBO FROM CUMMIN 30-40 DAYS OUT AT LEAST PER		
1	FRTOUT	SHIPPING -CUMMINS	489.55	489.55
1	INOUT	MISCELLANEOUS PARTS	400.00	400.00

Subtotals: Prepay: 0.00 Parts: $18,334.11 Labor: $10,000.00 Misc: $889.55 Sublet: $325.00 **$29,548.66**

ESTIMATES VALID FOR 30 DAYS FROM DATE OF DOCUMENT. DISCLAIMER OF WARRANTIES: ADVANTAGE TRUCK GROUP AND IT'S SUBSIDIARIES MAKE NO ASSUMPTION OF WARRANTY FOR ANY PARTS, LABOR OR PREVIOUS REPAIRS PERFORMED AND NEITHER ASSUMES NOR AUTHORIZES ANY OTHER PERSON OR PERSONS TO ASSUME FOR IT ANY LIABILITY IN CONNECTION WITH THIS SALE. ANY WARRANTIES ON THE PRODUCTS SOLD HEREBY ARE MADE SOLELY BY THE MANUFACTURER. THE CUSTOMER AND/OR AGENT FOR THE CUSTOMER ACKNOWLEDGES RECEIPT OF ITEMS AND/OR SERVICES AND AGREES TO FINANCIAL RESPONSIBILITY FOR PAYMENT OF THIS INVOICE.

	ESTIMATED	BILLED
LABOR	$10,000.00	
PARTS	$18,334.11	
MISC	$889.55	
SUBLET	$325.00	
PREPAY	0.00	
SUBTOTAL	$29,548.66	

SHOP SUPPLIES	$300.00
MISC SUPPLIES	$0.00
TAX	$0.00
FINAL TOTAL	**$29,848.66**

ESTIMATE

AUTHORIZED BY ______________________ DATE ______________

PRINTED NAME ______________________

Please Remit Payment to:
ATG Lebanon, LLC
411 Hartford Turnpike
Shrewsbury, MA 01545
ARHelp@AdvantageTruckNE.co
m

ALLEGIANCE™ TRUCK CENTERS

AT LAKE CHAMPLAIN, LLC
ALLEGIANCE TRUCKS JERICHO
6 ORR ROAD
JERICHO, VT 05465
P: (802) 899-3753
F: (802) 899-4648

SERVICE ESTIMATE: E122000232

Tag Number:
License Plate Number:

BILL TO
HARTFORD,TOWN OF - 137647
171 BRIDGE STREET
WHITE RIVER JUNCTION VT 05001
P: (802) 295-2785

DELIVER TO
HARTFORD,TOWN OF - 137647
171 BRIDGE STREET
WHITE RIVER JUNCTION VT 05001
P: (802) 295-2785

DATE ARRIVED	DATE INVOICE	SALES TYPE	ADVISOR	TERMS	EMP OVERRIDE	CUS REFERENCE
8/5/2026 8:09:07AM		SRET	PARKER R	CB		

YEAR	MAKE	MODEL	VIN	Fleet Unit ID	ENGINE HOURS	IN SERVICE	Component Serial #	ODOMETER
2006	EMERGENCY ONE	FIRETRUCK	4EN6AAA8461001897		0			0

Estimate Operations

JOB #1 00-000-12 ENGINE REPAIR

COMPLAINT perfrom engine overhaul
CAUSE
CORRECTION

QTY	ITEM	DESCRIPTION	LIST	UNIT PRICE	EXTD PRICE
	LABOR 00-000-12	ENGINE REPAIR			12,600.00
2	122C/3163075	PAINT	40.54	29.32	58.64
6	122C/3800913	KIT,CYLINDER	1,335.42	1,082.48	6,494.88
4	122C/3818824	NUT,HEXAGON FLANGE	7.31	5.14	20.56
1	122C/3883284	SEAL,O RING	9.81	7.47	7.47
1	122C/3905216	CLAMP,V BAND	60.77	50.15	50.15
12	122C/3944593	SCREW,HEX FLANGE HEAD CAP	6.02	5.64	67.68
12	122C/3945252	SPACER,MOUNTING	10.80	8.39	100.68
6	122C/3950661	BEARING,CONNECTING ROD	34.95	28.16	168.96
2	122C/3966244	BEARING,CONNECTING ROD	38.06	30.66	61.32
1	122C/3972681	CLAMP,V BAND	59.51	49.11	49.11
1	122C/4090053RX	4089378D TURBOCHARGER,HEPRE07V	9,706.52	8,627.81	8,627.81
1	122C/4090053RX-CORE	4089378D TURBOCHARGER,HEPRE07V		781.25	781.25
-1	122C/4090053RX-CORE	4089378D TURBOCHARGER,HEPRE07V		781.25	-781.25
6	122C/4955237	KIT,PISTON	701.52	568.65	3,411.90
4	122C/5286984	STUD,DOUBLE END COLLAR	14.61	11.33	45.32
1	122C/5332563	GASKET,OIL PAN	90.84	75.35	75.35
1	122C/3930408	GASKET,OIL PAN	254.80	213.46	213.46
6	122C/5405325	NOZZLE,PISTON COOLING	35.30	28.43	170.58
12	122C/5448124	SEAL,VALVE STEM	7.41	5.21	62.52
1	122C/5579029	KIT,UPPER ENGINE GASKET	950.08	774.28	774.28
1	122C/6445945	KIT,MAIN BEARING	185.45	151.79	151.79
1	122C/FF5488	PAC, FF	33.45	24.28	24.28
1	122D/LF9009	Fleetguard Engine Oil Filter	89.40	52.81	52.81
30	122D/ZSH500010011B	Shell Rotella T4 Triple Protec	7.14	5.59	167.70
8	122D/ZSH550041810G	Coolant	18.88	7.99	63.92
1	MISC	MISCELLANEOUS		500.00	500.00

Prepay: 0 Parts: $20,921.17 Labor: $12,600.00 Misc: $500.00 Sublet: $0.00 $34,021.17

 PLEASE SEE GRAND TOTAL ON LAST PAGE

ALLEGIANCE™ TRUCK CENTERS

SERVICE ESTIMATE: E122000232

ESTIMATE

THANK YOU - WE APPRECIATE YOUR BUSINESS

I AM THE PERSON OR AGENT ACTING ON BEHALF OF THE PERSON WHO IS OBLIGATED TO PAY FOR THE REPAIROF THE MOTOR VEHICLE SUBJECT TO THE REPAIR AGREEMENT. I UNDERSTAND THAT THE VEHICLE IS SUBJECT TO REPOSSESSION IN ACCORDANCE WITH §9.503, Texas Business and Commerce Code, IF PAYMENT FOR THE REPAIR OF THE MOTOR VEHICLE BY A CHECK, MONEY ORDER, OR A CREDIT CARD TRANSACTION IS STOPPED, DISHONORED BECAUSE OF INSUFFICIENT FUNDS, NO FUNDS OR BECAUSE THE MAKER OR DRAWER OF THE ORDER OF THE CREDIT CARD HOLDER HAS NO ACCOUNT OR THE ACCOUNT UPON WHICH IT IS DRAWN

X

SIGNATURE OF PERSON RESPONISBLE OR AGENT FOR PERSON RESPONSIBLE FOR PAYMENT.

Statement of Disclaimer

The factory warranty constitutes all of the warranties with respect to the sale of this item\items. The Seller hereby expressly disclaims all warranties either express or implied, including any implied warranty of merchantability or fitness for a particular purpose. Seller neither assumes nor authorizes any other person to assume for it any liability in connection with the sale of this item/items.

Customer is required to recheck rim nut torque after first 50 to 100 miles after service.

CUSTOMER SIGNATURE

	ESTIMATED	BILLED
LABOR	$12,600.00	
PARTS	$20,921.17	
MISC	$500.00	
SUBLET	$0.00	
PREPAY	$0.00	
SUBTOTAL	**$34,021.17**	
SHOP SUPPLIES	$350.00	
MISC SUPPLIES	0.00	
SURCHARGE	$0.00	
TAX	$0.00	
TOTAL	**$34,371.17**	

Please Remit Payment to:
AT LAKE CHAMPLAIN, LLC
CORPORATE BILLING LLC
DEPT 100 PO BOX 830604
BIRMINGHAM, AL 35283

Effective May, 2026, a surcharge of 3% will be added to all credit card transactions. This charge does not apply when paying by cash, check, or debit card.

ALLEGIANCE™ TRUCK CENTERS

THANK YOU - WE APPRECIATE YOUR BUSINESS

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X

SIGNATURE OF PERSON RESPONISBLE OR AGENT FOR PERSON RESPONSIBLE FOR PAYMENT

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CUSTOMER SIGNATURE

	ESTIMATED	BILLED
LABOR	$12,600.00	
PARTS	$20,921.17	
MISC	$500.00	
SUBLET	$0.00	
PREPAY	$0.00	
SUBTOTAL	**$34,021.17**	
SHOP SUPPLIES	$350.00	
MISC SUPPLIES	0.00	
SURCHARGE	$0.00	
TAX	$0.00	
TOTAL	**$34,371.17**	

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DEPT 100 PO BOX 830604
BIRMINGHAM, AL 35283

Effective May, 2026, a surcharge of 3% will be added to all credit card transactions. This charge does not apply when paying by cash, check, or debit card.

ATG Westminster, LLC

6243 US Route 5
Westminster, VT 05158
Phone: (802) 722-4703: Parts - 1; Service - 2; Sales - 3; Leasing - 4
Fax: (802) 722-9277
WestminsterService@AdvantageTruckNE.com
Eight Convenient Locations or Online at AdvantageTruckNE.com
MA: Raynham, Shrewsbury & Westfield **NH:** Lancaster, Lebanon, Manchester & Seabrook **VT:** Westminster

BILL TO	DELIVER TO
TOWN OF HARTFORD,VT - 31233 171 BRIDGE STREET WHITE RIVER JUNCTION VT 05001 P: (802) 295-3622	TOWN OF HARTFORD,VT - 31233 171 BRIDGE STREET WHITE RIVER JUNCTION VT 05001 P: (802) 295-3622

Total Invoice Amount on Last Page

SERVICE ESTIMATE: E301015072

DATE ARRIVED	DATE INVOICE	SALES TYPE	ADVISOR	TERMS	CUSTOMER REFERENCE
7/22/2026 10:55:48AM		SRET	KYLE	NET 30	

YEAR	MAKE	MODEL	VIN	CUSTOMER UNIT #	ENGINE HOURS	IN SERVICE	Component Serial #	ODOMETER
2006	EMERGENCY ONE	FIRETRUCK	4EN6AAA8461001897	ENGINE 2	0		46663783	5

Estimate Operations

JOB #1 01 **ENGINE**

COMPLAINT ESTIMATE FOR IN FRAME REBUILD
CAUSE
CORRECTION

QTY	ITEM	DESCRIPTION	UNIT PRICE	EXTD PRICE
	LABOR 01	ENGINE		10,000.00
2	301C/3163075	PAINT	31.08	62.16
6	301C/3800913	KIT,CYLINDER	1,084.19	6,505.14
4	301C/3818824	NUT,HEXAGON FLANGE	4.19	16.76
1	301C/3883284	SEAL,O RING	8.23	8.23
1	301C/3905216	CLAMP,V BAND	51.00	51.00
12	301C/3944593	SCREW,HEX FLANGE HEAD CAP	5.05	60.60
12	301C/3945252	SPACER,MOUNTING	9.07	108.84
6	301C/3950661	BEARING,CONNECTING ROD	28.76	172.56
6	301C/3966244	BEARING,CONNECTING ROD	31.95	191.70
1	301C/3972681	CLAMP,V BAND	49.95	49.95
1	301C/4090053RX	TURBOCHARGER,HEPRE07VG MR	9,300.39	9,300.39
1	301C/4090053RX-CORE	(4089378D) TURBOCHARGER,HEPRE0	875.00	875.00
6	301C/4955237	KIT,PISTON	569.55	3,417.30
4	301C/5286984	STUD,DOUBLE END COLLAR	12.27	49.08
1	301C/5332563	GASKET,OIL PAN	76.24	76.24
6	301C/5405325	NOZZLE,PISTON COOLING	29.62	177.72
24	301C/5448124	SEAL,VALVE STEM	4.30	103.20
1	301C/5579029	KIT,UPPER ENGINE GASKET	771.34	771.34
1	301C/6445945	KIT,MAIN BEARING	152.51	152.51
1	301D/FG FF5488	FUEL FILTER *D	26.76	26.76
1	301D/FG LF9009	PACKAGE, LUBRICATION FILTER *D	60.40	60.40
30	301X/10W30BULK	10W-30 CK-4 BULK OIL	5.99	179.70
1	301X/765-2651	LUBRIPLATE	23.79	23.79
12	301X/OSP/C1	CYCLO CARB CLEANER	5.31	63.72

ADVANTAGE TRUCK GROUP
WE KNOW TRUCKS.

SERVICE ESTIMATE: E301015072

Estimate Operations (Cont.)

QTY	ITEM	DESCRIPTION	UNIT PRICE	EXTD PRICE
1	301X/PEX 24200	MEDIUM STRENGTH THRE	5.39	5.39
1	CBC	SURFACE MANIFOLD	150.00	150.00
1	INOUT	MISC PARTS	500.00	500.00

Subtotals: Prepay: 0.00 Parts: $22,509.48 Labor: $10,000.00 Misc: $650.00 Sublet: $0.00 $33,159.48

	ESTIMATED	BILLED
LABOR	$10,000.00	
PARTS	$22,509.48	
MISC	$650.00	
SUBLET	$0.00	
PREPAY	0.00	
SUBTOTAL	$33,159.48	

SHOP SUPPLIES	$300.00
MISC SUPPLIES	$0.00
TAX	$0.00
FINAL TOTAL	**$33,459.48**

ESTIMATE

AUTHORIZED BY ______________________ DATE ______________

PRINTED NAME ______________________

Please Remit Payment to:
ATG Westminster, LLC
411 Hartford Turnpike
Shrewsbury, MA 01545
ARHelp@AdvantageTruckNE.co
m

FREIGHTLINER WESTERN STAR STERLING TRUCKS ELITE Thomas BUILT BUSES ALLIANCE

AGENDA MEMORANDUM
DATE August 18, 2026
Town Selectboard Meeting
Submitted by: Gail Ostrout, Town Manager

Subject: Organizational Assessment & Alignment

Background: During the FYE 27 Budget process the Selectboard requested that an Organizational Assessment & Alignment be completed. This engagement is a proactive and affirmative step in support of the Town's evolving workforce demands and commitments to continuous improvement and operational excellence. The intent is to affirm the existing strengths of Town departments and staff, identify opportunities for enhanced effectiveness, and ensure the Town's management and support infrastructure is well-positioned to serve Hartford's residents, employees, and mission. The RFP was sent out on April 17, 2026 and closed on May 29, 2026. A total of 10 proposals were received ranging from $19,310 to $254,100.

Discussion: Initially, the proposals were evaluated by Vice Chair Erik Kraus and Board Member Mike Eigenbrode. During the week of August 3, 2026, the Town Manager conducted an additional review and recommends selecting HR Happens. This recommendation is based on several factors, including their relationship-focused approach, extensive knowledge of the Upper Valley and Vermont, use of focus groups, emphasis on building trust among stakeholders, establishment of benchmarks, and a structured phased implementation plan. HR Happens provided a revised timeline for the services to be provided.

Financial Impact: $20,000

Funded by 10-121-318-0000 contracted services

Recommendation: The Selectboard authorizes the Town Manager to execute the Professional Services Agreement for the Organizational Assessment & Alignment with HR Happens not to exceed the amount of $20,000

Attachments: Copy of RFP
Copy of HR Happens Contract

G. Ostrout

Gail Ostrout
Town Manager

TOWN OF HARTFORD, VERMONT

171 Bridge Street • White River Junction, VT 05001

REQUEST FOR PROPOSALS

Organizational Assessment and Alignment

Consulting Services

Town Manager • Executive Support • Human Resources

RFP Issue Date: April 17, 2026
Proposals Due: **May 29, 2026 at 4:00 PM EDT**
Budget: $20,000
Submit To: jhaverstock@hartford-vt.org (PDF)

1. Introduction and Background

The Town of Hartford, Vermont (the "Town") invites proposals from qualified consulting firms or individuals to conduct an Organizational Assessment and Alignment engagement focused on three interconnected functions: Town Manager, Executive Support, and Human Resources.

Focus Functions

The focus of this engagement is the three functions: Town Manager, Executive Support to the Town Manager, and Human Resources, referred to hereafter in this RFP as the "focus functions".

Hartford is a vibrant Upper Valley community in Windsor County, encompassing the villages of White River Junction, Wilder, Hartford, Quechee, and West Hartford. The Town operates under a Town Manager–Selectboard form of government and employs approximately 116 full-time and 41 part-time and seasonal employees across ten departments. The Town has collective bargaining agreements with five unions (Fire, Police and Dispatch, Public Works, Parks and Recreation, and Clerical) representing approximately 85 employees. The Human Resources Department additionally administers benefits for approximately 75 retirees. Currently one full-time employee serves as both HR Director and Executive Assistant to the Town Manager.

Purpose of This Engagement

This engagement is a proactive and affirmative step in support of the Town's evolving workforce demands and commitments to continuous improvement and operational excellence. The intent is to affirm the existing strengths of Town departments and staff, identify opportunities for enhanced effectiveness, and ensure the Town's management and support infrastructure is well-positioned to serve Hartford's residents, employees, and mission.

2. Project Goals and Objectives

The overarching goal of this engagement is to evaluate the managerial operations, organizational structure, effectiveness, and resource utilization of the focus functions. Specific project objectives are as follows:

#	Objective
1	Assess the current organizational structure and management practices within the focus functions including reporting relationships, span of control, and role clarity
2	Evaluate the Executive Support function and analyze the relative merits of the current Executive Assistant model against alternative structures, specifically an Assistant Town Manager or a Deputy Town Manager
3	Review staffing levels, resources, and operational effectiveness compared to peer towns of similar size and complexity, benchmarking across the focus functions
4	Identify skills and competencies for individuals seeking to serve in roles in each of the focus functions

#	Objective
5	Provide recommendations for optimizing operations, staffing, and resource allocations, as well as best practices for enhancing the quality of the work environment for all staff across Town departments
6	Develop a phased implementation plan for recommended organizational changes, recognizing that the Town may be able to add, at most, one full-time employee to staff each fiscal year

3. Town's Engagement Team

The Town's Engagement Team will consist of the Town Manager (or their designee) and one Selectboard delegate. The Selectboard delegate will serve as the point of contact for the consultant throughout the duration of the engagement unless otherwise noted or dictated by confidentiality requirements (Section 5).

4. Scope of Work

The engagement is organized into three phases. Given the $20,000 budget, the scope has been deliberately focused on the highest-value activities. A formal reprioritization checkpoint following Phase 1 allows the Town and consultant to confirm scope for Phases 2 and 3 based on findings.

Executive Support: Scope and Role Analysis

A central element of this engagement is an objective analysis of the Town's executive support capacity. The Town currently employs an Executive Assistant (part time) supporting the Town Manager. The consultant shall evaluate this function and provide a structured analysis of three staffing models (Executive Assistant, Assistant Town Manager, Deputy Town Manager), identifying the most appropriate structure for Hartford's current and anticipated needs.

The consultant's analysis shall include a benchmark comparison of how peer Vermont municipalities of similar size and complexity have structured this function and shall provide a clear recommendation with supporting rationale. If the recommendation involves a role change, the associated staffing and budget implications shall be addressed within the phased implementation plan.

Phase 1 — Assessment and Discovery

4.1 Document Review

The consultant shall review the following Town documents. Review is limited to these materials unless the consultant identifies a specific additional source that materially affects findings:

- 2024 Hartford Strategic Vision
- Equity and Inclusion Strategic Plan
- 2023 Compensation Study and subsequent analysis
- Relevant HR policies, collective bargaining agreements, and personnel rules
- Organization charts

- Job descriptions for the focus functions
- Employee performance review processes including the Town Manager evaluation process

4.2 Stakeholder Interviews and Engagement

The methodology and range of interviews and engagement mechanisms will be defined by the consultant and mutually agreed upon by the consultant and the Town's Engagement Team.

The consultant is advised to conduct semi-structured interviews with the following, tailored to gather perspectives on organizational effectiveness, role clarity, and improvement opportunities:

- Members of the Selectboard
- Town Manager
- Human Resources Director/Executive Assistant
- 4-5 other Department heads
- 10-20 non-managerial Town staff, making an effort to ensure input from underrepresented groups

The consultant is also advised to invite former Town employees who left their position within the last two years to participate in interviews.

4.3 Benchmarking

The consultant shall compare qualifications, skills, responsibilities, compensation, and benefits for the focus functions against benchmark roles in 5–7 comparable Vermont municipalities, identified collaboratively with the Town's Engagement Team.

The consultant shall compare HR FTE count to total FTE count and beneficiaries served by HR in 5–7 comparable Vermont municipalities.

The consultant shall list and analyze Executive Support staffing models for all Vermont municipalities that employ Executive Assistants, Assistant Town Managers, and Deputy Town Managers.

4.4 Current-State Assessment

Drawing on document review, interviews, and benchmarking, the consultant shall assess the current state of each of the three focus functions across the following dimensions and develop a baseline the Town can use for evaluating outcomes.

Dimension	What Is Assessed
Organizational Structure	Reporting relationships, span of control, role clarity, and accountability at the focus function levels and including the Town Manager – Selectboard interface
Staffing and Resources	FTE levels, workload distribution, and resource allocation compared to peers; capacity of staff in focus functions to serve the Town's size, complexity, and strategic needs
Competencies and Skills	Competencies and skills needed to translate strategy into organizational effectiveness
Operational Effectiveness	Workflow efficiency, service delivery quality, decision-making processes, and use of systems and technology; workplace complaint and investigation processes as a priority area
Management Practices and Style	At the organizational level: leadership approach, communication patterns, accountability norms, and staff supervision practices including employee performance evaluations.

Dimension	What Is Assessed
Strategic Alignment	Alignment of management and HR functions with the Town's strategic documents, guiding principles, and commitments
Work Environment and Culture	Factors affecting employee well-being and satisfaction, retention, and engagement

Scope Reprioritization Checkpoint

A formal reprioritization checkpoint shall occur at the first project check-in meeting, following delivery of the Phase 1 Current-State Assessment. At this meeting, the consultant and Town's Engagement Team will review findings together and confirm, adjust, or reprioritize the scope for Phases 2 and 3 to ensure the $20,000 budget is directed at the highest-value work. Proposers should build this checkpoint into their project plan and cost allocation.

Phase 2 — Ideal State, Gap Analysis, and Recommendations

4.5 Best Practices Identification

The consultant shall identify specific best practices applicable to each focus function, grounded in current public administration standards, peer municipality experience, and the Town's strategic commitments.

4.6 Gap Analysis

For each focus function, the consultant shall:

- Identify gaps between the current state and identified best practices
- Classify gaps by urgency (immediate / near-term / longer-term) and impact (high / medium / low)
- Flag key interdependencies among gaps (e.g., structural changes that affect HR service delivery)

4.7 Recommendations

The consultant shall develop specific, actionable recommendations for each focus function across the dimensions identified in 4.4 giving consideration to:

- A clear recommendation on the Executive Support staffing model with supporting rationale and peer town comparisons
- Staffing recommendations, sequenced to respect the Town's approximate constraint of one new FTE per fiscal year (within Town Management and HR)
- Operational and systems improvements, with priority on workplace complaint and investigation processes
- No-cost and low-cost improvements that can be implemented immediately alongside longer-term structural changes
- Recommended indicators and approaches for evaluating observable and measurable outcomes in the near and long term.

Recommendations containing individual-level personnel information related to competencies, skills assessment, professional development, or management and leadership style shall be handled in accordance with the confidentiality framework described in Section 5.

Phase 3 — Implementation Plan and Final Deliverables

4.8 Phased Implementation Plan

The consultant shall provide a prioritized implementation plan organized into three timeframes:

Timeframe	Focus
Year 1 (Immediate)	No-cost and low-cost changes; policy or practice adjustments; structural clarifications achievable within current staffing; any high-urgency / high-impact items
Years 2–3 (Near-Term)	Changes requiring budget planning, role redesign, or incremental FTE additions (within Town's approximate constraint of one per fiscal year within Town Management and HR); training and capacity building
Longer-Term (Structural)	Significant structural changes, major systems investments, or role additions beyond near-term capacity; recommended for future budget cycles

Each action in the plan shall identify: the recommended change, the applicable focus function, and the timeframe. Detailed resource costing and formal success metrics are not required within this budget.

4.9 Selectboard Presentation and Final Report

- Present findings and recommendations to the Selectboard in a single meeting that includes a public session (Tier 1 content) and, where needed, an executive session segment (Tier 2 content relating to the Town Manager position)
- Incorporate Selectboard feedback and deliver a Final Consolidated Report in both Word and PDF formats

5. Confidentiality Framework for Recommendations

Recommendations relating to individual-level competency, skills assessment, professional development, and management and leadership style require differentiated handling to protect personnel confidentiality. The consultant shall structure all deliverables in accordance with the following framework:

Tier	Content	Audience	Distribution
Tier 1 Public	All organizational structure, staffing, systems, best practices, and implementation plan findings and recommendations. General observations about management practices and work environment at the organizational level.	Selectboard, Town Manager, all staff, public	Final Consolidated Report (public document) and Selectboard public presentation
Tier 2 Selectboard Confidential	Individual-level recommendations relating to skills and competencies specific to the Town Manager position.	Selectboard only	Delivered in writing to the Selectboard Chair; considered in executive session per 1 V.S.A. § 313(a)(3)
Tier 3 TM Confidential	Individual-level recommendations relating to skills and competencies specific to staff positions.	Town Manager only	Delivered in writing to the Town Manager only

Note on the Public Report

The Tier 1 public report and presentation shall be complete and substantive as standalone documents. They shall include a note acknowledging that confidential supplements (Tiers 2 and 3) have been delivered separately to the appropriate recipients. The public report shall not include or reference the specific content of those supplements.

6. Key Deliverables

All deliverables shall be structured in accordance with the confidentiality framework in Section 5.

#	Deliverable	Tier / Audience	Description
1	**Project Work Plan**	**Tier 1 / Town's Engagement Team**	Schedule, methodology, and cost allocation by phase; includes the scope reprioritization checkpoint date; submitted within 10 days of contract execution
2	**Current-State Assessment Report**	**Tier 1 / Town's Engagement Team**	Integrated assessment of the focus functions across all seven assessment dimensions (Section 4.4); incorporates document review and interview findings, comparative benchmarking summary; organizational-level management practice observations only. Serves as the basis for the scope reprioritization checkpoint. Provides baseline for evaluating future outcomes

#	Deliverable	Tier / Audience	Description
3	**Scope Reprioritization Memo**	**Tier 1 / Town's Engagement Team**	Brief written memo documenting agreed scope and priority adjustments following the Phase 1 checkpoint meeting
4	**Best Practices and Gap Analysis Report**	**Tier 1 / Town's Engagement Team**	Identified competencies and skills, and best practices for each focus function; gap analysis by dimension including urgency and impact classification; structured analysis and peer town comparison of the Executive Assistant vs. Assistant TM vs. Deputy TM models
5	**Recommendations and Implementation Plan**	**Tier 1 / Town's Engagement Team**	Actionable recommendations for all focus functions; phased implementation plan (Section 4.8); indicators and approaches for evaluating observable and measurable outcomes in the near and long term
6	**Confidential Supplement — Town Manager**	**Tier 2 / Selectboard**	Individual-level recommendations relating to skills and competencies specific to the Town Manager position; delivered per Section 5
7	**Confidential Supplement — Town Staff**	**Tier 3 / Town Manager**	Individual-level recommendations relating to skills and competencies specific to staff positions; delivered per Section 5
8	**Selectboard Presentation**	**Tier 1 + 2**	Single Selectboard meeting covering Tier 1 content in public session and Tier 2 content in executive session segment; incorporates Selectboard feedback prior to final report
9	**Final Consolidated Report**	**Tier 1 / Public**	Integrated public report combining Deliverables 1, 2, 4, and 5; submitted in Word and PDF formats; includes note referencing confidential supplements

7. Anticipated Project Schedule

The schedule, following submission of the Work Plan and excluding the Selectboard presentation and delivery of the final report, is illustrative. Proposers may suggest modifications to each Activity/Milestone denoted with based on their proposed methodology.

Activity / Milestone	Date
RFP Issued	April 17, 2026
Deadline for Written Questions	May 8, 2026 at 4:00 PM EDT
Town's Written Responses to Questions Issued	May 15, 2026
Proposals Due	May 29, 2026 at 4:00 PM EDT
Proposal Review and Evaluation	June 1–5, 2026

Activity / Milestone	Date
Interviews with Finalists	June 8–12, 2026
Contract Negotiations and Award	June 15–26, 2026
Notice to Proceed	July 1, 2026
Project Work Plan Submitted	No later than July 15, 2026
Phase 1: Document Review and Stakeholder Interviews	July-August 2026
Phase 1: Current-State Assessment Report Delivered	August, 2026
Scope Reprioritization Checkpoint Meeting	August 2026
Phase 2: Best Practices, Gap Analysis, Recommendations	August – September 2026
Tier 2 and Tier 3 Confidential Supplements Delivered	September 2026
Selectboard Presentation (Public + Executive Session)	No later than September 29, 2026 (materials for presentation due by COB September 24)
Final Consolidated Report	No later than October 9, 2026

8. Proposal Requirements

Proposals must be received no later than May 29, 2026 at 4:00 PM EDT. Proposals received after this deadline shall not be accepted. Each proposal package shall include:

- One (1) digital copy in PDF format, emailed to jhaverstock@hartford-vt.org with the subject line: "RFP — Organizational Assessment and Alignment"

Page Limit

Proposals shall not exceed 10 double-sided pages (20 single-sided pages total), exclusive of resumes, references, and cost proposal.

Each proposal shall include the following sections, clearly labeled and in the order listed:

8.1 Cover Letter

A letter of introduction (counting toward the 20-page limit) signed by an authorized representative, confirming the proposer's interest, qualifications, and primary point of contact.

8.2 Organizational Overview

- Firm or individual background, structure, size, and location
- Years in practice and primary areas of expertise
- Relevant certifications, professional affiliations, or accreditations

8.3 Qualifications and Relevant Experience

- Prior engagements involving municipal or public sector organizational assessment, management review, or governance improvement
- Experience with HR department assessments and HR systems design, including complaint and investigation processes
- Ideally, experience with executive support role analysis (Executive Assistant, Assistant TM, Deputy TM) in a public sector context
- Demonstrated ability to deliver actionable recommendations within a fixed budget
- Familiarity with Vermont municipal government structure and statutes is preferred
- Resumes or professional biographies for all key personnel assigned to this engagement
- At least one example of a comparable municipal assessment delivered within a constrained budget

8.4 Proposed Scope, Prioritization, and Methodology

The Town explicitly invites proposers to exercise professional judgment in scoping this engagement. This section shall include:

- The proposer's interpretation of the Town's highest priority needs and how they shaped scope and methodology decisions
- The proposed scope of work, clearly mapped to the phases and elements in Section 4
- Any scope elements proposed to be deprioritized, deferred, or addressed at a summary level, with rationale
- The consultant's approach to the Executive Support role analysis
- Methodology for stakeholder interviews and engagement
- How the proposal addresses workplace complaint and investigation processes as a priority area
- How the proposal engages the Town's strategic documents, guiding principles, and commitments
- Proposed timeline, aligned with Section 7

8.5 Project Team

- Name, title, and role for each person performing work under this contract
- Relevant qualifications and years of experience
- Anticipated percentage of effort for each team member
- Identification of the lead consultant and their direct involvement in stakeholder interviews and Selectboard presentation

8.6 Professional References

A minimum of three (3) professional references from comparable engagements completed within the past eight (8) years. For each: organization name, contact name and title, phone number, brief description of the engagement, contract value, and dates of service.

8.7 Cost Proposal

All cost information shall be in a clearly labeled separate section (does not count toward page limit), including:

- Total not-to-exceed fee for the full proposed scope, inclusive of all professional fees, travel, and expenses

- Itemized budget by phase and by major deliverable, including separate line items for Tier 2 and Tier 3 confidential supplements
- Hourly rates for all personnel classifications
- Estimated reimbursable expenses, including travel to White River Junction, Vermont
- Proposed payment schedule tied to milestones or deliverables
- A clear explanation of how the proposed scope has been calibrated to the $20,000 budget

8.8 Conflict of Interest Disclosure

A signed statement disclosing any actual or potential conflicts of interest with the Town of Hartford, its officers, employees, or elected officials. If none exist, a statement to that effect is required.

9. Evaluation Criteria

Proposals will be evaluated by the Town's Engagement Team and scored according to the unweighted model as follows:

Evaluation Criterion	Points
Demonstrated relevant qualifications and experience of key project personnel	35
Quality, clarity and completeness of proposed scope, prioritization rationale, and methodology	35
Reasonableness, transparency, and feasibility of cost proposal	20
Quality of references and demonstrated client outcomes	10
TOTAL	100

The Town reserves the right to select consultants with the highest-scoring proposals and invite them for an interview prior to awarding the contract. Interviews may be conducted virtually and provide the consultant an opportunity to clarify or elaborate on their qualifications. The interview is intended to allow the Town's Engagement Team to ask targeted questions and does not constitute an offer of contract.

Following the interview and selection process, one consultant or team will be selected to negotiate a final contract for services. The final scope of work with specified deliverables may be modified through negotiations of the final contract. The Town is not obligated to select the lowest-cost proposal and may reject any or all proposals.

Attachment A: Terms and Conditions

Right to Reject

The Town reserves the right to reject any or all proposals, to waive informalities or irregularities, and to accept the proposal deemed most advantageous to the Town.

Public Records

All proposals are subject to Vermont's Public Records Act (1 V.S.A. Chapter 5). Tier 2 and Tier 3 deliverables produced under any resulting contract may qualify for the personnel records exemption under 1 V.S.A. § 317(c)(7) and shall be treated accordingly.

Confidentiality of Tier 2 and Tier 3 Deliverables

The professional services contract will specify the consultant's obligations for handling, storing, and not disclosing Tier 2 and Tier 3 materials. The consultant shall not release any such material to any party other than the designated recipients without the express written consent the Selectboard Chair and Town Manager.

Cost of Proposal Preparation

All costs of proposal preparation and submission are borne solely by the proposer. The Town will not reimburse any costs incurred during the proposal process.

Insurance Requirements

The selected consultant shall maintain the following minimum coverage throughout the contract term:

- Commercial General Liability: $1,000,000 per occurrence / $2,000,000 aggregate
- Professional Liability (Errors & Omissions): $1,000,000 per occurrence
- Workers' Compensation: As required by Vermont law
- The Town of Hartford shall be named as an additional insured on the Commercial General Liability policy

Equal Opportunity

The Town of Hartford is an Equal Opportunity Employer and encourages proposals from businesses owned by women, minorities, veterans, and persons with disabilities.

Vermont Ethics in Procurement

By submitting a proposal, the proposer certifies compliance with applicable Vermont procurement ethics statutes and that no fee or consideration has been offered contingent upon the award of a contract.

Governing Law

Any contract resulting from this RFP shall be governed by the laws of the State of Vermont. Disputes shall be resolved in Windsor County Superior Court.

Attachment B: Submission Checklist

By submitting a proposal, the proposer confirms it has read and agrees to all terms and conditions of this RFP. The following checklist is provided to help proposers verify completeness prior to submission:

- Cover Letter (signed)
- Organizational Overview
- Qualifications and relevant experience, including executive support role analysis and confidential/tiered recommendation experience
- Proposed scope, prioritization rationale, and methodology
- Engagement with the Town's strategic documents, guiding principles, and commitments
- Description of approach to workplace complaint and investigation processes
- Project team description with percentage of effort for each member
- Minimum of three (3) professional references
- Cost proposal (clearly labeled, itemized by phase and deliverable, including Tier 2 and Tier 3 items; does not count toward page limit)
- Conflict of Interest Disclosure (signed)
- Statement of ability to obtain required insurance coverage
- Consultant name, address, and phone number clearly displayed on proposal cover

The Town of Hartford thanks all interested consultants for their time and expertise.

HR Happens

May 29, 2026

John Haverstock, Town Manager
Town of Hartford
171 Bridge Street
White River Junction, VT 05001

Re: RFP - Organizational Assessment & Alignment

Dear John:

We are very pleased to provide you and the Town of Hartford the enclosed proposal in response to the Organizational Assessment & Alignment RFP. Since founding HR Happens in 2020 and in my prior consulting business, we've prided ourselves on serving organizations in both the private and public sectors and are eager for the opportunity to partner with the Town as it undertakes this effort to establish a governance and HR model that works best for the community you serve.

My professional career started with the VSEA, providing me with a unique perspective on labor management, employee relations and the unique needs of those in public service. I've carried those lessons into the various stages of my career that followed, whether public or private sector. I'm confident our team's experience and qualifications will lead to a successful outcome for this engagement.

If there are any questions or a need for clarification on the proposal, please don't hesitate to reach out. We look forward to learning the Town's decision and hopefully to working with you and your team.

Sincerely,

Mark Heyman
Founder & Owner

HR Happens

Proposal for the Town of Hartford, Vermont

Organizational Assessment and Alignment

Town Manager • Executive Support • Human Resources

Proposal Date: May 29, 2026

Prepared for:

John Haverstock, Town Manager
jhaverstock@hartford-vt.org
Town of Hartford
171 Bridge Street
White River Junction, VT 05001

Submitted by:

Mark Heyman, Founder & Owner
mark@hrhappens.com
HR Happens
50 Lakeside Ave., PMB 92
Burlington, VT 05401
(802) 598-3813

ABOUT HR HAPPENS

HR Happens is a Vermont-based human resources consultancy providing services to small and medium-sized organizations in both the public and private sectors. We work with municipalities, nonprofit organizations, and businesses to build work environments that are empowering, equitable, and sustainable.

Our strength is practical, data-driven HR consulting that is grounded in best practices and tailored to each client's culture, workforce, and strategic objectives. We don't apply generic frameworks. We take the time to understand where an organization is, where it is headed, and what it needs to get there.

HR Happens has deep experience in Vermont's public sector, including municipalities and unionized environments. Our work includes organizational assessment, compensation benchmarking, HR systems design, workplace investigations, workforce planning, and executive search. We understand the legal and operational framework governing Vermont municipal employment, including the unique rights, responsibilities, and protections that public employees hold, and we bring that understanding to every engagement.

OUR TEAM

Mark Heyman - Founder & Consultant

Mark Heyman, JD, is the Founder and CEO of HR Happens, an HR consultancy. Mark leads client engagements across organizational assessment, compensation strategy, workforce planning, and HR systems design and fractional HR support. Mark has significant public sector experience, including his formative years with the VSEA, providing HR consulting support to municipalities as well as public service oriented non-profit organizations.

Mark brings over 25 years of human resources experience spanning Vermont's private, nonprofit, and public sectors.His professional career started in labor and employment law; he was Deputy Legal Counsel to the VT State Employees Association and an Assistant Clerk in the VT House of Representatives. Mark transitioned to HR as co-owner of Cope & Associates and then owner of Cope HR for 10 years. He then served as HR Director and General Counsel of OnLogic, a global industrial PC company headquartered in VT before going on to found HR Happens. Mark received his bachelor's degree from the University of Vermont in 1992 and his JD from Suffolk University Law School in 1995. He and his family live in South Burlington, VT.

Emilie Schweikert - Senior Organizational Development Consultant

Emilie Schweikert is HR Happens' Senior Organizational Development Consultant, bringing expertise in organizational design, change management, employee engagement, and workforce effectiveness. Emilie works alongside clients to assess organizational structures, identify gaps between current and ideal states, and develop practical, implementable recommendations.

Emilie's background includes driving high-level corporate strategy deployment, optimizing multi-million dollar budgets, and leading comprehensive workplace culture transformations within complex, matrixed organizations. Her career spans serving as a trusted advisor and Chief of Staff to executive leadership teams, where she successfully bridged the gap between C-suite vision and front-line execution. She is currently actively consulting in the local nonprofit sector, building upon a strong foundation of global nonprofit experience where she designed strategic plans and optimized HR processes to elevate workforce performance and wellbeing. She brings a thoughtful, people-centered approach to organizational assessment and is skilled at drawing out honest perspectives from employees at all levels of an organization.

Emilie holds a Master of Business Administration & Organizational Development from Champlain College and a Bachelor of Science in Education from the University of Vermont and actively serves on the Board of Directors for the Greater Burlington Industrial Corporation. Emilie lives with her partner, Brian, and her beloved cat and horse in Richmond, VT.

Mark and Emilie will share responsibility for this engagement equally, with each contributing approximately 50% of total project hours, although the specific percentages may shift as the project progresses.

Background

The Town of Hartford is a vibrant, multi-village Upper Valley community operating under a Town Manager–Selectboard form of government with approximately 157 full-time, part-time, and seasonal employees across ten departments, five collective bargaining agreements, and a Human Resources function that currently administers benefits for approximately 75 retirees in addition to its workforce responsibilities.

Hartford is asking an important and timely question: is the Town's management and support infrastructure, specifically the Town Manager function, executive support, and Human Resources, structured and resourced to serve the community it supports today and in the years ahead?

This engagement is proactive and affirmative, a commitment to continuous improvement and operational excellence. We approach our work with that framing in mind with the goal of identifying where investment and adjustment can produce meaningful gains.

APPROACH & SCOPE OF WORK

This engagement is organized into three phases consistent with the RFP structure, with a formal Scope Reprioritization Checkpoint following Phase 1. Given the stated budget, we have scoped each phase to deliver maximum value on the highest-priority activities. The checkpoint ensures that the budget available for Phases 2 and 3 is directed at what matters most based on Phase 1's findings.

Project Work Plan

Within ten days of contract execution, HR Happens will deliver a Project Work Plan confirming the engagement schedule, methodology, consultant assignments, cost allocation by phase, and the Scope Reprioritization Checkpoint date. This document serves as the operational foundation for the engagement and the baseline against which progress will be tracked. Any changes or adjustments will be discussed with the Town in advance.

Activity	**Estimated Hours**
Project Work Plan development and delivery	2–3 hrs
Work Plan Total	**2–3 hrs**

Phase 1 - Assessment and Discovery

Phase 1 establishes the factual and analytical foundation for our work in Phases 2-3. This includes a document review, stakeholder interviews and focus groups, benchmarking, and development of a Current-State Assessment Report.

Document Review

We will review the following Town documents at the outset of the engagement:

- 2024 Hartford Strategic Vision
- Equity and Inclusion Strategic Plan
- 2023 Compensation Study and subsequent analysis
- Relevant HR policies, collective bargaining agreements, and personnel rules
- Organization charts
- Job descriptions for focus positions & functions
- Employee performance review processes including the Town Manager evaluation process
- Any other documents or information the Town may provide as relevant background materials.

Stakeholder Interviews and Focus Groups

We will conduct semi-structured individual interviews with the following:

- Members of the Selectboard
- Town Manager
- HR Director / Executive Assistant
- 4–5 Department heads (group interview format)
- 3-5 Former Town employees invited to participate in the process

We propose conducting 2-3 structured focus groups with non-managerial Town staff (approximately 15 participants in groups of 5–7), rather than individual interviews in order to increase the comfort level of participants and maximize the feedback, as well as to see how different group members engage and interact with each other. Interview and Focus group feedback will be treated confidentially with themes or feedback provided in the aggregate.

We will develop structured interview and focus group protocols in advance to ensure consistency and focus across all sessions. Logistics, scheduling and participant selection will be coordinated through the Town's Engagement Team.

Regarding former Town employees, if we are unable to engage with former employees, we may need to forego that feedback, but will still be able to meet the objectives as stated in the RFP.

Benchmarking

We will conduct benchmarking across three areas:

- Peer municipality comparison: qualifications, skills, responsibilities, compensation, and benefits for the focus functions against 5–7 comparable Vermont municipalities identified collaboratively with the Town's Engagement Team
- HR staffing ratios: HR FTE to total FTE and beneficiaries served in comparable municipalities
- Executive Support models: a structured analysis of how Vermont municipalities of similar size and complexity staff the executive support function, including a statewide review of municipalities employing Executive Assistants, Assistant Town Managers, and Deputy Town Managers.

Benchmarking will draw on publicly available municipal data and organizational information, VLCT resources, and targeted direct outreach to peer municipalities as needed. We welcome access to any surveys, reports on compensation and benefits the Town may provide. This will be incorporated and cross-referenced with our baseline data and benchmarking tools.

Current-State Assessment Report

Drawing on document review, interviews, and benchmarking, we will produce an integrated Current-State Assessment Report evaluating each of the three focus functions across all seven assessment dimensions identified in the RFP: Organizational Structure, Staffing and Resources, Competencies and Skills, Operational Effectiveness, Management Practices and Style, Strategic Alignment, and Work Environment and Culture. This report will be organizational-level in its observations and will include findings and preliminary recommendations regarding next steps. The presentation and review of the report with the Town Manager also allows for a basis to evaluate and decide on next steps.

Phase 1 Activity	Estimated Hours
Document review and analysis	5–7 hrs
Interview and focus group protocol development	2 hrs
Individual interviews (prep, conduct, notes)	16 – 24 hrs
Non-managerial focus groups (prep, facilitate, synthesis)	4–6 hrs
Interview/focus group logistics and scheduling	1–2 hrs
Benchmarking (desk research, peer outreach, analysis)	12–18 hrs
Current-State Assessment Report	8–10 hrs
Scope Reprioritization Checkpoint (meeting + memo)	2–3 hrs
Phase 1 Total	**50–72 hrs**

Scope Reprioritization Checkpoint

Following delivery of the Current State report, HR Happens and the Town Manager will meet to review findings and confirm, adjust, or reprioritize the scope for Phases 2 and 3. Any adjustments to the scope or approach will be in writing and mutually agreed to before moving forward. This checkpoint ensures that the remaining budget is directed at the areas of greatest need and impact based on the findings and analysis during Phase 1.

Phase 2 - Ideal State, Gap Analysis, and Recommendations

Phase 2 builds directly on Phase 1 findings. The specific scope and sequencing of Phase 2 work will be confirmed at the Scope Reprioritization Checkpoint.

Best Practices Identification and Gap Analysis

We will identify specific best practices applicable to each focus function, grounded in current public administration standards, peer municipality experience, and the Town's strategic commitments. For each focus function, we will identify gaps between the current state and those best practices, classify gaps by urgency and impact, and flag key interdependencies. The structured analysis of the Executive Assistant versus Assistant Town Manager versus Deputy Town Manager models will be a central deliverable of this phase, including peer town comparisons and a clear recommendation with supporting rationale.

Recommendations

We will develop specific, actionable recommendations for each focus function across all assessment dimensions. Recommendations will address the executive support staffing model, staffing levels sequenced within the Town's FTE constraint, operational and systems improvements with priority on workplace complaint and investigation processes, no-cost and low-cost improvements implementable immediately, and indicators for evaluating outcomes in the near and long term.

Recommendations containing individual-level personnel information will be structured in accordance with the Tier 2 and Tier 3 confidentiality framework described below.

Phase 2 Activity	Estimated Hours
Best practices identification, gap analysis, and EA/ATM/Deputy TM analysis	8–10 hrs
Recommendations development and report preparation	8–10 hrs
Phase 2 Total	**8–10 hrs**

Phase 3 - Implementation Plan and Final Deliverables

Phased Implementation Plan

We will produce a prioritized implementation plan organized into three timeframes: Year 1 (immediate — no-cost and low-cost changes, policy adjustments, high-urgency items); Years 2–3 (near-term — changes requiring budget planning, role redesign, or incremental FTE additions within the Town's approximate constraint of one per fiscal year); and Longer-Term (significant structural changes or major systems investments for future budget cycles). Each action in the plan will identify the recommended change, applicable focus function, and timeframe.

Confidential Supplements (Tier 2 and Tier 3)

Individual-level recommendations relating to skills and competencies will be handled in accordance with the confidentiality framework specified in the RFP. Tier 2 content (individual-level recommendations specific to the Town Manager position) will be delivered in writing to the Selectboard Chair for consideration in executive session. Tier 3 content (individual-level recommendations specific to staff positions) will be delivered in writing to the Town Manager only.

Selectboard Presentation and Final Report

HR Happens will present findings and recommendations to the Selectboard in a single meeting covering Tier 1 content in public session and Tier 2 content in executive session. Both Mark Heyman and Emilie Schweikert will present. Following the Selectboard meeting, we will incorporate feedback and deliver the Final Consolidated Report integrating all Tier 1 deliverables in both Word and PDF formats, including a note acknowledging the separate delivery of confidential supplements.

Phase 3 Activity	Estimated Hours
Phased Implementation Plan	5–7 hrs
Confidential Supplements — Tier 2 and Tier 3	3–5 hrs
Selectboard Presentation (preparation and delivery)	4–6 hrs
Final Consolidated Report	4–6 hrs
Phase 3 Total	**16–24 hrs**

PROPOSED TIMELINE

The timeline below aligns with the schedule set forth in Section 7 of the RFP. All dates following Notice to Proceed are consistent with the Town's anticipated schedule. Any substantive changes in the timeline will be discussed and approved with and by the Town Manager in advance.

Activity / Milestone	Date
Notice to Proceed	July 1, 2026
Project Work Plan submitted	No later than July 15, 2026
Phase 1: Document review and stakeholder interviews	July – August 2026
Phase 1: Current-State Assessment Report delivered	August 2026
Scope Reprioritization Checkpoint meeting	August 2026
Phase 2: Best Practices, Gap Analysis, and Recommendations	August – September 2026
Tier 2 and Tier 3 Confidential Supplements delivered	September 2026
Selectboard Presentation (Public + Executive Session)	No later than September 29, 2026
Final Consolidated Report	No later than October 9, 2026

Note: The timeline assumes reasonable document availability and scheduling access to key stakeholders. HR Happens will communicate proactively if adjustments are needed. The Selectboard presentation materials will be delivered no later than September 24, 2026 per the RFP requirement.

DELIVERABLES SUMMARY

All written deliverables will be provided in both PDF and Word formats unless otherwise noted. Deliverables are structured in accordance with the confidentiality framework specified in the RFP.

#	Deliverable	Tier	Description
1	Project Work Plan	Tier 1	Schedule, methodology, cost allocation by phase, and checkpoint date; submitted within 10 days of contract execution. Will track this Scope of Work unless changes are requested or approved by the Town.
2	Current-State Assessment Report	Tier 1	Integrated assessment across all seven dimensions; incorporates document review, interviews, and benchmarking; organizational-level observations only; baseline for evaluating future outcomes
3	Scope Reprioritization Memo	Tier 1	Written memo documenting agreed scope and priority adjustments following the Phase 1 checkpoint meeting
4	Best Practices and Gap Analysis Report	Tier 1	Best practices for each focus function; gap analysis by dimension with urgency and impact classification; structured EA vs. Assistant TM vs. Deputy TM analysis with peer town comparisons and recommendation
5	Recommendations and Implementation Plan	Tier 1	Actionable recommendations for all focus functions; phased implementation plan; outcome indicators
6	Confidential Supplement - Town Manager	Tier 2	Individual-level recommendations on skills and competencies specific to the Town Manager position; delivered to Selectboard Chair
7	Confidential Supplement - Town Staff	Tier 3	Individual-level recommendations on skills and competencies specific to staff positions; delivered to Town Manager only
8	Selectboard Presentation	Tier 1 + 2	Single Selectboard meeting covering Tier 1 content in public session and Tier 2 content in executive session; incorporates Selectboard feedback prior to final report
9	Final Consolidated Report	Tier 1 / Public	Integrated public report combining Deliverables 1, 2, 4, and 5; submitted in Word and PDF formats; includes note referencing confidential supplements

ESTIMATED BUDGET

HR Happens proposes to conduct this engagement on a time and materials basis at a rate of $200 per hour, with a hard not-to-exceed cap of $20,000 inclusive of all professional fees, travel, and expenses. This structure ensures the Town pays only for actual work performed while providing the budget certainty the RFP requires. No additional work will be undertaken without prior written approval from the Town.

Phase	Estimated Hours	Estimated Cost
Phase 1 Total	50–72 hrs	$10,000 - $14,400
Phase 2 Total	8–10 hrs	$1,600 - $2,000
Phase 3 Total	16–24 hrs	$3,200 - $4,800
Professional Fees Total	**71–95 hrs**	**$14,800 - $21,200**
Travel (3 in-person visits, Burlington–White River Junction)		~$918
Total Estimated Cost	**71–95 hrs**	**$15,118–$19,918**
Hard Not-to-Exceed Cap		**$20,000**

Hourly Rates:

- Professional consulting services (Mark Heyman, Emilie Schweikert): $200 per hour
- Travel time: $60 per hour
- Mileage: Current IRS rate (estimated at $0.70/mile; 180 miles round trip per visit)

Payment Terms:

A deposit of $5,000 is due upon contract execution. Thereafter, time, materials, and expenses will be invoiced on a semi-monthly basis. All invoices are payable net thirty (30) days upon receipt. The hard cap of $20,000 is inclusive of all professional fees, travel, and expenses. No work beyond the agreed scope will be undertaken without prior written approval from the Town.

The estimates above reflect our current understanding of the engagement scope. The formal Scope Reprioritization Checkpoint following Phase 1 will confirm the allocation of remaining budget across Phases 2 and 3 based on findings and priorities established in Phase 1.

PROFESSIONAL REFERENCES

The following references represent comparable engagements completed within the past eight years. All three reflect HR Happens' experience in Vermont public sector, municipal, and quasi-public organizational environments.

Reference 1: Town of Middlebury, Vermont

Contact	Kathleen Ramsey, Former Town Manager (Now @ VLCT)
Email	kramsay@vlct.org
Engagement	HR consulting support services, including labor/employee relations, performance management, training, workplace investigations.
Contract Type	Hourly rate billing throughout term of contract
Dates of Service	11/2021 – 8/2024

Reference 2: Advance Transit

Contact	Rebecca Owens, Board Chair
Email	rebecca.owens@lebanonnh.gov
Engagement	HR consulting support and executive search services for Advance Transit, a Vermont public transit authority serving the Upper Valley region.
Contract Type	Hourly rate billing, plus 2 fixed cost Executive Search projects
Dates of Service	6/2021 – 12/24 (HR Support), Q1 2022 Exec Search, Q4 2025 Exec Search, Current – HR/Leadership Support

Reference 3: Waitsfield-Champlain Valley Telecom (WCVT)

Contact	Lisa Chapin, HR Director
email	lchapin@corp.wcvt.com
Engagement	HR Happens served as primary implementation consultants for WCVT's transition to a new performance management system. We managed the full software selection process, identified Lattice as the ideal platform, and led end-to-end implementation including system configuration, management training, and rollout support.
Contract Type	Hourly rate billing
Dates of Service	Summer – Fall 2025

INSURANCE AND CONFLICT OF INTEREST

Insurance

HR Happens (A Vermont Backyard LLC) is able to obtain and maintain the insurance coverages required by the Town of Hartford, including Commercial General Liability ($1,000,000 per occurrence / $2,000,000 aggregate), Professional Liability / Errors & Omissions ($1,000,000 per occurrence), and Workers' Compensation as required by Vermont law. The Town of Hartford will be named as an additional insured on the Commercial General Liability policy upon contract execution.

Conflict of Interest

HR Happens has no actual or potential conflicts of interest with the Town of Hartford, its officers, employees, or elected officials in connection with this engagement.

We appreciate the Town of Hartford's consideration and look forward to the opportunity to support this important work. Please do not hesitate to reach out with any questions.

Respectfully submitted,

Mark Heyman

Founder & Owner, HR Happens

mark@hrhappens.com

(802) 598-3813

HR Happens

Town of Hartford, Vermont

Organizational Assessment and Alignment

Revised Proposed Timeline | August 4, 2026

Project Overview

The Town of Hartford plans to engage HR Happens to conduct an organizational assessment and alignment review of the Town Manager function, executive support, and Human Resources. The purpose of the engagement is to determine whether the Town's management and support infrastructure is structured and resourced to serve the community it supports today and in the years ahead.

This document revises the timeline originally submitted on May 29, 2026 to reflect an anticipated Notice to Proceed of August 19, 2026 following Selectboard approval on August 18, 2026, and a completion date no later than November 1, 2026 for FYE 28 budget purposes. The scope, deliverables, staffing, and not-to-exceed fee of $20,000 set forth in our proposal are unchanged.

HR Happens confirms that we have the availability and capacity to complete this engagement in full within the August 19 to November 1, 2026 window. All nine deliverables identified in the RFP are retained. We are prepared to begin work on August 19, 2026. Our proposed revised timeline follows:

Revised Timeline

Activity / Milestone	Date
Notice to Proceed / contract execution	**Wednesday, August 19, 2026**
Project kickoff meeting with the Town's Engagement Team; document request issued	Week of August 24, 2026
Project Work Plan submitted (Deliverable 1)	No later than Friday, August 28, 2026
Phase 1: Document review and comparative benchmarking	August 24 – September 18, 2026
Phase 1: Stakeholder interviews and focus groups	August 31 – September 18, 2026
Phase 1: Current-State Assessment Report delivered (Deliverable 2)	No later than Friday, September 25, 2026
Scope Reprioritization Checkpoint meeting	Week of September 28, 2026
Scope Reprioritization Memo delivered (Deliverable 3)	No later than Friday, October 2, 2026
Phase 2: Best practices identification, gap analysis, and executive support model analysis	October 5 – 14, 2026

HR Happens

Activity / Milestone	Date
Phase 2: Best Practices and Gap Analysis Report delivered (Deliverable 4)	No later than Wednesday, October 14, 2026
Phase 3: Recommendations and Phased Implementation Plan delivered (Deliverable 5)	No later than Wednesday, October 14, 2026
Tier 2 and Tier 3 Confidential Supplements delivered (Deliverables 6 and 7)	No later than Wednesday, October 14, 2026
Selectboard presentation materials delivered to the Town	COB Thursday, October 15, 2026
Selectboard Presentation — public session (Tier 1) and executive session (Tier 2) (Deliverable 8)	Tuesday, October 20, 2026
Final Consolidated Report delivered in Word and PDF (Deliverable 9)	**No later than Friday, October 30, 2026**

Budget

The engagement remains a time and materials engagement at $200 per hour with a hard not-to-exceed cap of $20,000 inclusive of all professional fees, travel, and expenses. The revised schedule does not change the cap, the rate, or the payment terms set forth in our proposal. The allocation of estimated effort across the compressed schedule is as follows:

Phase	Estimated Hours	Estimated Cost
Project Work Plan	2–3 hrs	$400–$600
Phase 1 Total	50–54 hrs	$10,000–$10,800
Phase 2 Total	16–18 hrs	$3,200–$3,600
Phase 3 Total	16–20 hrs	$3,200–$4,000
Professional Fees Total	**84–95 hrs**	**$16,800–$19,000**
Travel (3 in-person visits)		~$918
Total Estimated Cost	**84–95 hrs**	**$17,718–$19,918**
Hard Not-to-Exceed Cap		**$20,000**

The Town pays only for actual work performed. No work beyond the agreed scope will be undertaken without prior written approval from the Town.

HR Happens

Assumptions and Notes

- The revised schedule compresses the originally proposed fourteen-week engagement into approximately ten weeks and the sequencing is tightened and several Phase 1 workstreams now run concurrently rather than consecutively.
- The most time-sensitive dependency is stakeholder access. Completing individual interviews with the Selectboard, Town Manager, HR Director/Executive Assistant, department heads, and former employees, along with two to three staff focus groups, within the August 31 - September 18 window requires that scheduling begin immediately upon Notice to Proceed. We ask that the Town's Engagement Team be prepared to circulate interview and focus group invitations during the week of August 24 and that the requested documents be provided by August 28.
- Benchmarking outreach to peer municipalities begins in the first week of the engagement so that peer responses are in hand before the Current-State Assessment Report is drafted.
- The Selectboard presentation is shown on October 20, 2026 and should be confirmed against the Board's meeting calendar. October 6 and October 27 are workable alternates; an October 27 presentation would leave three business days for delivery of the Final Consolidated Report and remains within the November 1 completion date.
- Presentation materials are delivered five days in advance of the Selectboard meeting, consistent with the requirement in Section 7 of the RFP.
- The Scope Reprioritization Checkpoint remains a formal gate. Any adjustment to the scope or sequencing of Phases 2 and 3 will be documented in writing and mutually agreed before that work proceeds.
- Should document availability or stakeholder scheduling slip materially, HR Happens will notify the Town promptly and propose adjustments. Our priority in that circumstance would be to preserve the Selectboard presentation and Final Consolidated Report dates by addressing lower-priority scope elements at a summary level, subject to the Town's agreement.

Gail Ostrout

From:	Mark Heyman <mark@hrhappens.com>
Sent:	Monday, August 17, 2026 9:52 AM
To:	Gail Ostrout
Cc:	Emilie Schweikert
Subject:	Re: HRH Contract
Attachments:	Hartford_RevisedTimeline_Revised 2.docx

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

Hi Gail,

Here's the revised timeline.. I've left in our notes, etc. but should be good to go. Please let me know if you have any questions or need anything else.

Looking forward to our kickoff meeting on Wednesday.

Best,
Mark

On Mon, Aug 17, 2026 at 9:42 AM Gail Ostrout <gostrout@hartfordvt.gov> wrote:

> Hi Mark,
>
> Perfect thank you for being flexible.
>
> Your email is fine for now so I can let the board know; however, yes, I would like a revised proposal timeline. The contract is good as it stands.
>
> Thank you.
>
> Gail Ostrout
>
> Town Manager
> Town of Hartford
> 802-295-9353

From: Mark Heyman <mark@hrhappens.com>
Sent: Monday, August 17, 2026 9:40 AM
To: Gail Ostrout <gostrout@hartfordvt.gov>
Subject: Re: HRH Contract

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

Hi Gail,

Sorry I missed your call. A presentation on 10/27 would work great for us. I'll send a revised proposal and contract as soon as possible. Or let me know if this email is sufficient.

Thanks!

Mark

On Mon, Aug 17, 2026 at 9:15 AM Gail Ostrout <gostrout@hartfordvt.gov> wrote:

> Hi Mark
>
> I apologize but I missed your selectboard presentation date of 10/20/26 – the board meets 10/13 & 10/27.
>
> We would like you to present on 10/27/26, are you able to make that revision & change ?
>
> Thank you.
>
> Gail Ostrout

Town Manager
Town of Hartford
802-295-9353

From: Mark Heyman <mark@hrhappens.com>
Sent: Monday, August 10, 2026 9:27 AM
To: Gail Ostrout <gostrout@hartfordvt.gov>
Subject: HRH Contract

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

Hi Gail,

Apologies.. I thought I had hit send on this already this morning. Attached is our agreement for your review. If you have any questions or concerns, please let me know. Otherwise, it's signed and ready to go. You should have the COI already, but I've attached it here as well.

Please let me know if you have any questions. Looking forward to kicking this off!

Best,
Mark

--

Mark Heyman, JD

802-598-3813

HRHappens.com

Book a Meeting with me here.

The content of this email is confidential and intended for the recipient specified in message only. It is strictly forbidden to share any part of this message with any third party, without a written consent of the sender. If you received this message by mistake, please reply to this message and follow with its deletion, so that we can ensure such a mistake does not occur in the future.

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

Town of Hartford, Vermont

Organizational Assessment and Alignment

Revised Proposed Timeline | August 4, 2026

Project Overview

The Town of Hartford has engaged HR Happens to conduct an organizational assessment and alignment review of the Town Manager function, executive support, and Human Resources. The purpose of the engagement is to determine whether the Town's management and support infrastructure is structured and resourced to serve the community it supports today and in the years ahead.

The work is organized into three phases consistent with the RFP. Phase 1 establishes the factual foundation through document review, stakeholder interviews and focus groups, and peer benchmarking, culminating in a Current-State Assessment Report. A formal Scope Reprioritization Checkpoint then allows the Town and HR Happens to direct the remaining budget toward the areas of greatest need. Phase 2 identifies best practices, analyzes gaps by urgency and impact, evaluates the Executive Assistant versus Assistant Town Manager versus Deputy Town Manager models, and develops actionable recommendations. Phase 3 produces a phased implementation plan, the Tier 2 and Tier 3 confidential supplements, a Selectboard presentation, and the Final Consolidated Report. All deliverables follow the three-tier confidentiality framework set out in Section 5 of the RFP.

This document revises the timeline originally submitted on May 29, 2026 to reflect an anticipated Notice to Proceed of August 19, 2026 following Selectboard approval on August 18, 2026, and a completion date no later than November 1, 2026 for FYE 28 budget purposes. The scope, deliverables, staffing, and not-to-exceed fee of $20,000 set forth in our proposal are unchanged.

HR Happens confirms that we have the availability and capacity to complete this engagement in full within the August 19 to November 1, 2026 window. All nine deliverables identified in the RFP are retained. We are prepared to begin work on August 19, 2026.

Revised Timeline

Activity / Milestone	Date
Notice to Proceed / contract execution	**Wednesday, August 19, 2026**
Project kickoff meeting with the Town's Engagement Team; document request issued	Week of August 24, 2026
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Phase 1: Document review and comparative benchmarking	August 24 – September 18, 2026
Phase 1: Stakeholder interviews and focus groups	August 31 – September 18, 2026

Activity / Milestone	Date
Phase 1: Current-State Assessment Report delivered (Deliverable 2)	No later than Friday, September 25, 2026
Scope Reprioritization Checkpoint meeting	Week of September 28, 2026
Scope Reprioritization Memo delivered (Deliverable 3)	No later than Friday, October 2, 2026
Phase 2: Best practices identification, gap analysis, and executive support model analysis	October 5 – 14, 2026
Phase 2: Best Practices and Gap Analysis Report delivered (Deliverable 4)	No later than Wednesday, October 14, 2026
Phase 3: Recommendations and Phased Implementation Plan delivered (Deliverable 5)	No later than Wednesday, October 14, 2026
Tier 2 and Tier 3 Confidential Supplements delivered (Deliverables 6 and 7)	No later than Wednesday, October 14, 2026
Selectboard presentation materials delivered to the Town	COB Thursday, October 22, 2026
Selectboard Presentation — public session (Tier 1) and executive session (Tier 2) (Deliverable 8)	Tuesday, October 27, 2026
Final Consolidated Report delivered in Word and PDF (Deliverable 9)	**No later than Friday, October 30, 2026**

Budget

The engagement remains a time and materials engagement at $200 per hour with a hard not-to-exceed cap of $20,000 inclusive of all professional fees, travel, and expenses. The revised schedule does not change the cap, the rate, or the payment terms set forth in our proposal. The allocation of estimated effort across the compressed schedule is as follows:

Phase	Estimated Hours	Estimated Cost
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Professional Fees Total	**84–95 hrs**	**$16,800–$19,000**
Travel (3 in-person visits)		~$918
Total Estimated Cost	**84–95 hrs**	**$17,718–$19,918**
Hard Not-to-Exceed Cap		**$20,000**

The Town pays only for actual work performed. No work beyond the agreed scope will be undertaken without prior written approval from the Town.

Assumptions and Notes

- The revised schedule compresses the originally proposed fourteen-week engagement into approximately ten weeks. All contract deliverables are retained; the sequencing is tightened and several Phase 1 workstreams now run concurrently rather than consecutively.
- The most time-sensitive dependency is stakeholder access. Completing individual interviews with the Selectboard, Town Manager, HR Director/Executive Assistant, department heads, and former employees, along with two to three staff focus groups, within the August 31 – September 18 window requires that scheduling begin immediately upon Notice to Proceed. We ask that the Town's Engagement Team circulate interview and focus group invitations during the week of August 24 and that the requested documents be provided by August 28.
- Benchmarking outreach to peer municipalities begins in the first week of the engagement so that peer responses are in hand before the Current-State Assessment Report is drafted.
- The Selectboard presentation is scheduled for the Board's October 27, 2026 meeting. This leaves three business days for delivery of the Final Consolidated Report on October 30, 2026, which remains within the November 1 completion date. Because that turnaround is deliberately tight, the report will be substantially drafted in advance of the presentation, with only the incorporation of Board feedback remaining after October 27.
- Presentation materials are delivered five days in advance of the Selectboard meeting, consistent with the requirement in Section 7 of the RFP.
- The Scope Reprioritization Checkpoint remains a formal gate. Any adjustment to the scope or sequencing of Phases 2 and 3 will be documented in writing and mutually agreed before that work proceeds.
- Should document availability or stakeholder scheduling slip materially, HR Happens will notify the Town promptly and propose adjustments. Our priority in that circumstance would be to preserve the Selectboard presentation and Final Consolidated Report dates by addressing lower-priority scope elements at a summary level, subject to the Town's agreement.

Submitted by:
Mark Heyman, JD — Principal, HR Happens
Emilie Schweikert — Senior Organizational Development Consultant
802-598-3813 | mark@hrhappens.com | HRHappens.com

HR Happens

AGREEMENT

THIS AGREEMENT, dated this 10th day of August, 2026 ("Agreement") is by and between A Vermont Backyard LLC d/b/a HR Happens, ("Consultant"), whose principal place of business is at 50 Lakeside Ave, PMB 92, Burlington, VT 05401 and the Town of Hartford, with a principal place of business at Hartford Town Hall, 171 Bridge Street, White River Junction, VT 05001 ("Organization").

The parties agree to the following:

1. Consultant's Services

   a. Consultant shall provide organization development and human resources consulting services as set forth in the human resources management support services as set forth in the Proposal for Organizational Assessment and Alignment, dated May 29, 2026 and as subsequently amended in a Revised Proposed Timeline dated August 4, 2026, copies of which are attached hereto and incorporated by reference. Consultant shall only provide consulting support as is expressly agreed between the parties.

   b. Notwithstanding the above, Consultant and Organization may agree to expand or modify the Services in writing at any time, including via email.

2. Organization's Duties

Organization shall provide or have provided such logistical support to Consultant as is necessary to complete the attached scope of services. This includes the provision of meeting space, audio-visual and video-conferencing services and support if needed, providing emails or other contact information and other tasks as deemed necessary by Organization and Consultant as set forth in the attached proposal(s).

3. Subcontractors

Consultant reserves the right to hire and/or enter into contract with one or more subcontractors to supplement the services provided to Organization as set forth above with Organization's approval. Consultant shall provide Organization reasonable notice of its intentions to subcontract any services in order that Organization may raise in advance any objections or concerns. The engagement of any subcontractors shall not increase or affect in any manner Organization's financial obligations set forth under the terms of this Agreement.

4. Term of Agreement

This Agreement will commence on the date first written above and will terminate upon completion of all services encompassed herein and receipt of final payment for services as set forth below.

5. Fees

a. Organization agrees to pay Consultant for services as set forth in the attached proposal.

b. Organization agrees to pay for or reimburse Consultant for all reasonable expenses related to the scope of work. All expenses, including travel time and mileage, must be approved by Organization in advance and will be billed as incurred.

c. Organization's obligation to pay all sums incurred and invoiced shall survive the termination of this Agreement. Organization agrees to be liable for all reasonable collection costs, including attorney's fees, court costs, and other charges associated with the collection of any past due account.

d. Consultant shall provide invoices for all amounts due monthly or as agreed to by the parties, which shall be payable upon receipt. Invoices shall include any and all expense reimbursements due in addition to the fees for services.

e. Fees for services not included in the attached scope of services shall be by express mutual agreement in writing, which may include email, by Consultant and Organization.

6. Independent Contractor

a. Both Organization and Consultant agree that Consultant, its employees and agents shall act as an independent contractor and shall not be considered an employee(s) of Organization in the performance of its obligations under this Agreement. Organization and Consultant recognize that this Agreement does not create any actual or apparent agency, partnership, franchise, or relationship of employer and employee between the parties. Consultant is not authorized to enter into or commit Organization to any agreements, and Consultant shall not represent itself as the agent or legal representative of Organization.

b. Further, Consultant shall not be entitled to participate in any of Organization's benefits, including without limitation any health or retirement plans. Consultant shall not be entitled to any remuneration, benefits, or expenses other than as specifically provided for in this Agreement.

c. Organization shall not be liable for taxes, Worker's Compensation, unemployment insurance, employers' liability, employer's FICA, social security, withholding tax, or other taxes or withholding for or on behalf of Consultant or any other person consulted or engaged by Consultant in performing Services under this Agreement. All such costs shall be Consultant's responsibility.

7. Intellectual Property Rights and Confidentiality

a. Subject to subsection (b), Organization agrees that Consultant shall retain the right to use all data, materials, information, and reports generated for its internal use. None of the data, materials, reports and the like received by Organization from Consultant or Consultant's employees and/or agents will be further reproduced, published, or disseminated for commercial purposes by Organization without the express written permission of Consultant, or except as required by law. Notwithstanding the above or any section herein, Consultant shall have the right to use any data and information gathered or shared during the term of this Agreement in the aggregate so long as no such data or information contains any personally identifiable information.

b. Consultant, on behalf of its agents, employees and assigns, agrees to keep confidential all information, documents, and/or materials related to Organization's operations, business practices, and any information about individual employees acquired during the project. Consultant shall require any subcontractor engaged to provide services under this Agreement to agree to maintain confidentiality as provided herein. Notwithstanding the above, Consultant may use Organization's name and/or brand in for marketing purposes.

8. Liability

With regard to the services performed by Consultant and Consultant's subcontractors and agents, employees or assigns collectively referred to herein as "Consultant," Consultant will not be liable to Organization for any acts or omissions in the performance of services on the part of Consultant except when said acts or omissions of Consultant are due to willful misconduct, gross negligence, or breach of this Agreement by Consultant. *Organization also acknowledges that Consultant is not engaged for the purpose of providing legal services and that no attorney-client relationship exists between the parties.*

IN NO EVENT SHALL ANY PARTY BE LIABLE TO ANOTHER PARTY FOR ANY LOST PROFITS OR SPECIAL, EXEMPLARY, CONSEQUENTIAL OR PUNITIVE DAMAGES, EVEN IF INFORMED OF

THE POSSIBILITY OF SUCH DAMAGES. FURTHERMORE, NO PARTY MAKES ANY REPRESENTATION OR WARRANTY TO THE OTHER PARTIES REGARDING THE EFFECT THAT THE AGREEMENT MAY HAVE UPON THE FOREIGN, FEDERAL, STATE OR LOCAL TAX LIABILITY OF THE OTHER.

9. No Guarantees Extended

Consultant extends no guarantees or warranties whatsoever as to the results of Consultant's efforts performed hereunder. The Consultant agrees to perform work in a competent, good, and workmanlike manner.

10. Amendments and Waivers

Any and all amendments to this Agreement and/or waivers of the obligations set forth herein shall be in writing and signed by both parties (e-mail acknowledgment by both parties shall be sufficient). The waiver of any provision of this Agreement in any one instance will not constitute a waiver of any other provision in the same instance, nor any waiver of the same provision in another instance.

11. No Solicitation

Organization agrees not to solicit any of Consultant's employees for employment with Organization or for the provision of professional services, except as they may be provided during the course of their employment with Consultant. Furthermore, the Consultant agrees not to solicit any of the Organization's employees for employment with Consultant or for the provision of services, except as they may be provided during the course of their employment with the Organization.

12. Miscellaneous

a. The invalidity or unenforceability of any provision of this Agreement will not affect the validity or unenforceability of any other provision of this Agreement. Any invalid or unenforceable provision will be deemed severed from this Agreement to the extent of its invalidity or unenforceability, and it will be construed and enforced as if this Agreement did not contain that particular provision to the extent of its invalidity or unenforceability.

b. The headings are inserted for convenience only and will not be construed when interpreting any of the provisions or terms hereto.

c. This Agreement will be governed by and construed according to the laws of the State of Vermont. Jurisdiction for any action on this contract, should it be required, will be the appropriate court of the State of Vermont.

d. This document is the entire agreement between the parties, and it supersedes all other Agreements, either written or oral, between the parties.

IN WITNESS WHEREOF the parties have executed this Agreement and one or more counterparts of like tenor and effect, each of which shall be deemed an original but all of which shall constitute one and the same instrument, as of the date first written above.

On behalf of the Town of Hartford "Organization"

____
Gail Ostrout Date

On behalf of HR Happens, "Consultant"

______________________________ 8/10/26
Mark Heyman, Owner Date

Fiscal Year 2028 Budget Guidance

The Hartford Selectboard submits the following guidance to the Hartford Town Manager for the preparation of the FY28 operating budget.

Budget Development Approach

The Selectboard requests that the Town Manager produce:

1) A level service-funded General Fund operating budget[1] ("the baseline")
2) An itemized menu of department-level add-in options, each with its associated cost impact and justification

   Note: Gail does not recommend this as increases in healthcare and material costs this year will likely be large, and if there is room for add ons staff can bring them to the board at that point)
3) An itemized menu of department-level reductions sufficient to produce a budget in which total fund expenditures for operating expenses is no more than 3% above FY27
   a) *OR indicate budget areas where reductions could be made in the budget for operating expenses to be no more than 3% above FY27*
   b) *OR if the level service budget is above 6%, indicate areas where reductions could be made*

Guiding Policy and Core Values

The Selectboard requests that the following guiding principles and core values be reflected in all FY28 operating budgets (General Fund and Enterprise Fund):

Operational Value and Efficiency

1. Evaluate options to streamline, reorganize, and change systems and processes to enhance value for money in operations
2. Continue to leverage technology to increase productivity and efficiency, and to preserve institutional knowledge
3. Favor low-cost, capital-unintensive recreation opportunities to capital intensive alternatives

Long-Term Stewardship and Community Values

1. Maintain a long-term planning horizon (5–15 years out)
2. Maintain current equipment and infrastructure through the end of useful life
3. Identify opportunities to increase community safety
4. Revise user fees and rates to encourage preferred behaviors (e.g., recycling and organic waste recovery)
5. Favor quality and local sourcing over lowest cost alone
6. Consider the number of users served when making funding decisions

Staff and Workforce

1. Identify ways to keep Hartford a competitive employer, including personnel education and development, mental health and wellness resources, and investment in retaining, recognizing, and rewarding staff

Planning and Emergency Funds

1. Continue to fund reserve accounts

2. Pursue grants and other means to offset budgeted costs. For example, evaluating whether a fundraising or volunteer campaign, supported by the Selectboard or Committees, could meet budgetary needs while also building community

Budget Preparation and Presentation Guidelines

The Selectboard requests:

1. An Excel worksheet with the level service-funded General Fund budget (the baseline) and add-in and reduction options to allow for what-if scenario analysis, and evaluation of assignments from the unassigned fund balance and local sales and use tax
2. That each department's budget materials are presented as follows:
    a. Standardized format: present budgets consistently, leading with the bottom line and highlighting changes from the previous year
    b. Non-tax revenue: provide a summary of non-tax revenue sources of funding (i.e. grant awards) for FY26 and FY27 (to date)
    c. Open positions: identify unfilled positions from FY26 and FY27 (to date)
    d. Reserve activity: show additions to, purchases from, and purpose for reserve accounts
    e. Local Option Tax: recommend items to be funded using Local Option Tax revenue (rooms, meals, and alcohol)
    f. Fee schedule: summarize proposed changes to the master fee schedule
    g. Outlook: separately, itemize additional staff positions and significant operating expenditures anticipated over the next two to three fiscal years.

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[1] In the context of this memorandum, a level service-funded budget maintains the same level of public services for the next fiscal year as the Town is delivering this fiscal year. It includes:

- Contractual salary increases, step raises, and negotiated union wage increases
- Rising costs of health insurance, pensions, and other benefits
- Inflation on material, supplies, utilities, fuel, and contracted services
- Debt service obligations already committed
- Any other cost increases necessary to maintain the status quo for service delivery

It does not include:

- New programs or initiatives or staff positions
- Service expansions (e.g., extended hours, geographic coverage, delivery channels, etc.)
- Capital improvements beyond what's already scheduled and committed

Summary of Responses to Hartford's Affordability Survey

August 12, 2026

Background

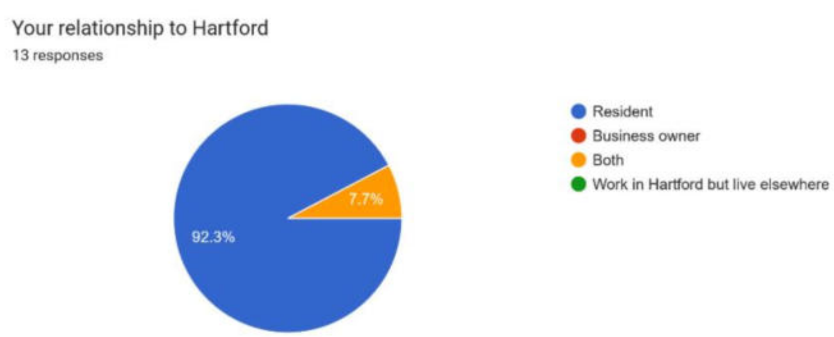
A link to the survey was included in a message that was in the August 5th Hartford Newsletter. The same message was posted to Hartford's social media accounts on August 4th.

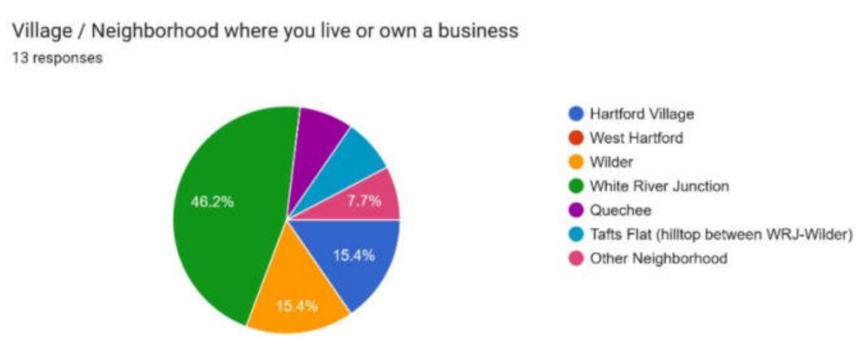
Respondents were invited attend to the August 12, 2026 workshop to "Help Shape Hartford's Response to the Affordability Crisis" and to complete the survey if they could not attend or wanted to share their experiences, ideas, and questions in advance.

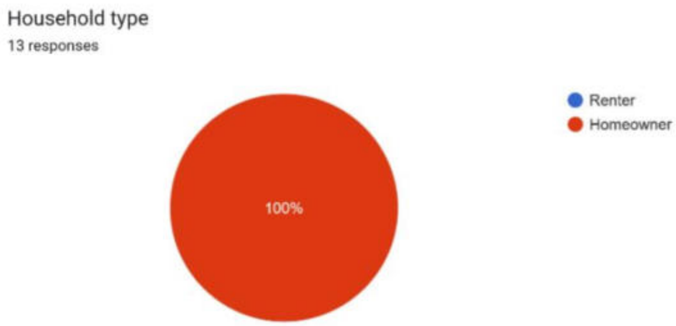
Thirteen (13) responses were received between August 4th and August 6th.

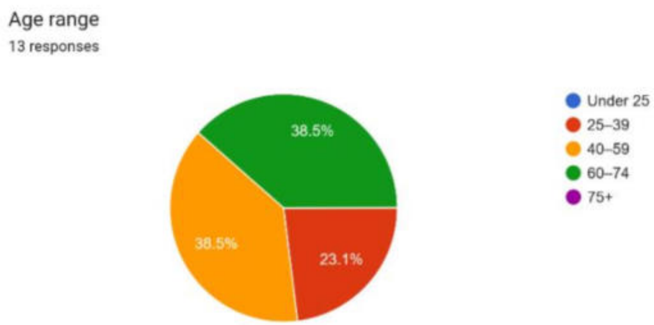
The raw data is here: https://docs.google.com/spreadsheets/d/1xvgnGZEvfUERatKEBRGU7EluohBg59EHt5UPsR_dVqA/edit?usp=sharing

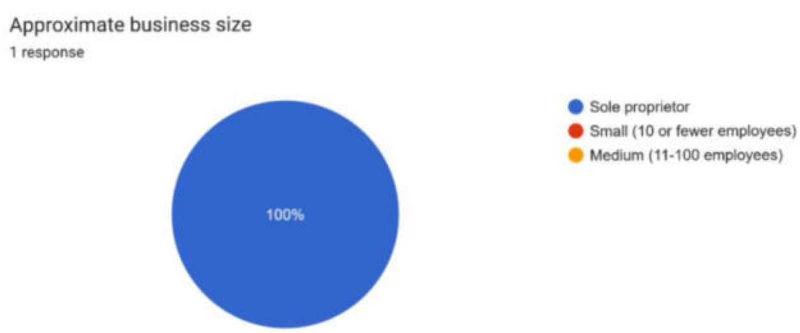
Summary of Demographic Information











Current Pain Points, Ideas, and Questions

1. What costs are affecting you the most right now?
    a. Property tax is the dominant concern, mentioned in nearly every response
    b. Heating fuel, gas, electricity, and food also came up frequently
    c. Housing-related costs matter too; mortgage payments, home repairs, and construction

2. What's one action the Town could take?
    a. Control property taxes and municipal spending, cutting "wants" over "needs"
    b. Make housing easier to build: new rentals, homes, and ADU approvals
    c. Specific asks: free downtown WiFi, mortgage assistance for new owners, requiring officials to live/pay taxes locally

3. Things other towns have done that Hartford should consider?
    a. Land trust and cohousing models (examples from Michigan and Denver)
    b. Easier ADU/housing construction processes and senior services support
    c. Some respondents had no examples in mind, or felt neighboring towns overspend too

4. Questions for the Town related to affordability?
    a. Why taxes keep rising and what's driving the increases
    b. Does the town truly consider resident input in budget decisions
    c. Questions about parking meters, second-home/rental policy, and public safety budgets

MEMORANDUM

August 18, 2026

TO: Hartford Selectboard

SUBMITTED BY: Erik Krauss, Selectboard Member

SUBJECT: Fiscal Year 2028 Training & Engagement Plan and Budget

BACKGROUND

The Annual Selectboard Calendar Cycle that the Selectboard adopted at its March 17, 2026 meeting includes the development of a Selectboard training plan and associated budget in September. Selectboard-hosted public engagement sessions that necessitate the services of a professional facilitator have typically been funded from 10-111-315-0000 and therefore are also included in this plan.

DISCUSSION

The goal of this discussion is to consider training, workshop, and facilitated engagement ideas in preparation for budgeting, plan finalization, and approval at a September regular meeting.

The following suggestions for training and workshops cover the balance of FY27 and all FY28. The Selectboard should consider:

1. A plan that is synchronized with the annual operating budget and CIP cycles
2. A combination of workshops and training and a balance between soft skills and technical skills-focused training
3. The target audience (Selectboard; include staff leadership; include advisory body members; expand to general public or stakeholder groups) which may impact the associated budgetary estimate.

Key:
Audience: SB=Selectboard; PE=public engagement
Type: WS=workshop; SSD=soft skills development; TSD=technical skills development

Description/Purpose	Audience /Type	FY/ Month	Length	SB Point	Prof. Services	Est. $
Annual Work Planning	SB/WS	FY27/ Jan	2 hrs.	TBD	No	

Description/Purpose	Audience /Type	FY/ Month	Length	SB Point	Prof. Services	Est. $
Multisolving/FLOWER or similar technical training on frameworks for decision-making and prioritization	SB/WS	FY27/ Feb	3 hrs.	TBD	Yes	
Strategic Vision & Priorities (informs strategic plans and FY29 budget development)	PE/WS	FY27/ May	3 hrs.	TBD	Yes	
Welcoming Through the Perspective of Racial Biases	PE/SSD	FY28/ July	3 hrs	MD	Yes	
Finance for SB Members	SB/TSD	FY28/ Sept	3 hrs.	TBD	VLCT+	
Annual Work Planning	SB/WS	FY28/ Jan	2 hrs.	TBD	No	
Multisolving/FLOWER or similar technical training on frameworks for decision-making and prioritization	SB/WS	FY28/ Feb	3 hrs.	TBD	Yes	
Strategic Vision & Priorities (informs strategic plans and FY30 budget development)	PE/WS	FY28/ May	4 hrs.	TBD	Yes	

FINANCIAL IMPACT

Professional services, food and beverages for Selectboard trainings, workshops, and public engagement to be funded using 10-111-315-0000 (Recruitment and Training).

RECOMMENDATIONS

1. Finalize a shortlist of events for FY28, develop budgetary estimates, and approve the plan and budget in September.
2. Designate one or more Selectboard members to serve as training coordinators to finalize planning and follow through on coordinating each event.

Ida Griesemer, Chair

Memorandum

August 4, 2026

(updated on August 14, 2026 with responses received to date)

To: Gail Ostrout, Town Manager

Submitted By: Erik Krauss, on behalf of the Hartford Selectboard

Subject: FY28 Budget Development – *DRAFT* List of Selectboard Inquiries & Requests

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Introduction

This draft list of operating budget inquiries and requests was compiled from input from several Selectboard members and has not yet been reviewed or approved by the full board.

The list isn't comprehensive; it highlights areas that may need research before a department presents its FY28 budget. Some items were already discussed during FY27 budget development, and staff may be working on them.

These inquiries don't commit the board to a direction or critique current operations, rather they reflect areas of interest as the board works toward the best possible budget proposal to deliver to voters in March 2027.

The Selectboard invites staff feedback on each item, including:

- Clarifying questions
- Counter proposals if the Selectboard inquiry poses the wrong question
- Feasibility of anticipated analysis to meet FY28 budget timeline

Next Steps

The Selectboard plans to review this draft list, along with staff feedback, at its August 18, 2026 meeting with the goal of approving a final prioritized list of requests to staff. To meet this timeline, please share initial staff feedback by end of day August 12.

FY28 Selectboard Inquiries & Requests

Assessor

Conduct a preliminary analysis of technologies that could make the valuation process more efficient. Depending on the results, follow with a feasibility analysis (operational, technical, financial, and timeline) and phased implementation recommendations for augmenting staff capacity with technology. This request reflects recruitment challenges in this field and the growing capability of machine-learning tools to automate data collection, classification and preliminary decision-making tasks.

Response

Communications & Media

Provide a landscape overview of digital engagement platforms that could supplement the Town's in-person and existing digital engagement methods. This should address when/whether the Town wants to simply consult the public or facilitate genuine deliberation – that is, if participants can just submit or vote on topics, or actually engage with each other's reasoning – and may cover platform categories such as statement-clustering/opinion-mapping, delegative/liquid democracy, and structured small-group deliberation.

Recommend a path forward for incorporating digital engagement tools into existing practices, including scoping, design/methodology, timeline, and budgeting for a ***pilot*** project to evaluate one or more tools.

Response

Environmental Sustainability Program

Program Scope and Goals

Define the program's scope, goals, and value proposition. This request assumes that once the Town fills the Facilities Manager position, it will be an appropriate time to revisit and refine the program's scope and goals, addressing:

- How does the Town define "environmental sustainability"?
- What are the goals and objectives of the environmental sustainability program, and what strategies are in place to achieve them?
- How do those goals and objectives differ from those pursued by the Energy Coordinator?
- How is the program designed to develop institutional knowledge at the department level and empower staff to achieve goals aligned with the Town's definition of environmental sustainability?
- What are the KPIs and metrics for the program and what mechanisms are in place for monitoring the program's performance and reporting to the Selectboard and public?

Carbon Neutrality

What is the Town's plan for reaching carbon neutrality in its operations by 2027 (see March 2020 ballot, article 25)? This request is for a written plan for standardized carbon accounting (measuring and tracking emissions across operations) that defines standards and criteria for offsets and performance monitoring and reporting. If that is not the staff-recommended path, provide justification for an alternate course of action that can be shared with the Selectboard and public.

Finance

The Annual Town Report includes the full operating budget but, aside from department/cost center totals, no summary-level information. The budget slide deck presented on Budget and Candidates Night focuses on new requests and budget justification and is not preserved in the Town Report or elsewhere. This request is for budget summary information in tabular and graphic format to be included in the Annual Town Report, and for a template to enhance presentation of the Budget and Candidates Night budget presentation. Brattleboro's most recent Town Report offers an example of presenting a revenue and expense summary.

Fire

Provide an update on the community nursing program and a proposal outlining its future direction, goals, needs, and strategies for long-term sustainability.

Response

HR, Town Manager, and Executive Support

Assessment and Alignment

The Selectboard anticipates that the Organizational Assessment and Alignment engagement will produce actionable recommendations and budgetary estimates in time for consideration during FY28 budget development.

HR – General

What investments in employees is HR planning for FY28? What principles of continuous improvement does HR plan to pursue and what resources are needed to support such efforts? Would the Town benefit from an HRIS? If so, provide detailed justification.

Response

IT

Provide a proposal outlining options for upgrading the Room 1 audio/visual technology, ranging from full system replacement to incremental/phased upgrades of existing components (if feasible) with comparisons across alternatives.

Police

Overall Staffing

During FY27 budget development, the Chief requested staff additions based on per capita staffing analysis and acknowledged that better analysis approaches exist. This request is for a staffing needs analysis for HPD, including an explanation of why the chosen method (for example, per capita, minimum staffing levels, authorized staffing levels, or workload-based analysis) was selected.

Response

Staffing Analysis Methodology

Staffing Capacity Analysis

CSO

Provide an update on the CSO role, including any proposed changes to its scope or staffing.

Public Works

Recycling

When the Town discontinued curbside recycling pickup as a municipal service, the Department committed to a year of monitoring recycling at the Transfer Station, then reporting back to the Selectboard to inform future decisions on recycling services. This request is for a report on program performance covering the post-curbside period.

Transfer Station

Provide an operational update on the Transfer Station that includes qualitative measures and performance based on KPIs.

Sidewalks

Outline a multi-year summer and winter maintenance plan for the Town's current and planned sidewalks, focused on operational and reserve budgeting for equipment, materials, and staffing needs.

Paving

During FY27 budget development, the Selectboard approved $100,000 less for paving than the Department's request. Can staff quantify how this reduction has impacted, or is expected to impact, paving this fiscal year, and how should the Selectboard plan to increase the paving budget over the next five years? Should paving continue to be funded through Fund 10, or should the town consider other funding mechanisms? Is the current approach the most equitable and financially sound option?

Town Manager

Strategic Planning and Performance Management System

Develop a proposal to improve how the Town aligns initiatives across the organization and provides transparency and accountability to stakeholders. This encompasses four interrelated functions: strategic planning alignment across departments, the Selectboard, and advisory bodies; project management; performance monitoring; and communication.

Software systems like Envisio (which Montpelier has some experience with) provide these functions in one integrated platform and may be worth considering. This effort could be a collaboration between one or more Selectboard members and the Town Manager. The immediate question is whether the Town should budget for such a SaaS system in FY28.

Allocations

Ensure that split salaries are allocated to enterprise funds accurately and justify allocations with supporting data and explanations. For example, the FY27 HR salary allocation (10-123-101-0000) to enterprise funds is 50%, which is disproportionate to the ratio of enterprise fund FTEs to total FTEs.

Following are responses from staff received as of August 13, 2026.

Assessor Response

From: Richard Vincent <rvincent@hartfordvt.gov>
Sent: Tuesday, August 4, 2026 12:01 PM
To: Gail Ostrout <gostrout@hartfordvt.gov>
Subject: RE: FY28 Budget Development – DRAFT List of Selectboard Inquiries & Requests

Gail,

As for the Selectboard's request for items from the Assessing Department:

They asked for a preliminary analysis of technologies that could make the valuation process more efficient;

I am constantly looking for ways to improve the assessing process. I made changes to some software last year that streamlined some processes and saved the town a little money.

Other software programs (i.e. the Vision CAMA system) should not be replaced in between reappraisal years. Converting to a new program will cause a change to property values because of differences in how the cost tables work. Changing CAMA systems might be a possibility (cost-savings, possibly) but that should not be done until the next townwide reappraisal in 2031. I do not recommend changing the CAMA system now. Conversely, keeping the Vision CAMA system might save money during the next reappraisal project in 2031. Some companies that bid on the reappraisal project might offer discounts if we have the Vision system.

The Town will have to physically visit every property before or during the 2031 reappraisal. No technology will fulfill this requirement. We might be able to employ some electronic devices that assist in the measuring of the structures. But those are relatively low-cost tools. I have tried some of these devices over the years but I find myself returning to a tape measure and clipboard. There are also the many unknowns still surrounding the State's proposal to set up Assessing Districts.

I have experimented over the years with different technologies. Some work, some don't. We are currently employing the technologies that serve us well and are affordable.

I have considered, for some time now, the possibility of hiring a third person for the Assessing Department (primarily to do the property inspections and succeed me upon my retirement). I have not acted on that for a couple of reasons. More recently, I have had preliminary discussions with Assessing firms regarding the possibility of having them do cyclical inspections for the Town. These inspections would be done over the next several years in preparation for the 2031 townwide reappraisal. This might be a more affordable option to getting the physical inspections completed.

Rick Vincent

Rick Vincent

Assessor

Town of Hartford, Vt.

171 Bridge St

White River Jct, Vt. 05001

CMS Response

From: JD Hawks <jhawks@hartfordvt.gov>
Sent: Tuesday, August 11, 2026 10:18 AM
To: Gail Ostrout <gostrout@hartfordvt.gov>
Subject: Re: FY28 Budget Development – DRAFT List of Selectboard Inquiries & Requests

Hi Gail,

I reviewed the digital public engagement tools and can see the value in using one or more of these community-input platforms. In my few minutes of research, I liked Pol.is and the Citizens Foundation platforms. They are free or very low cost and can be embedded on the website for ease of use for our residents. I could see us using it to gather community input around budget time, community priorities, and other misc. things.

I'm happy to help set these up, most likely with assistance from the IT Department. However, I would prefer not to interpret the results/ data. I think that should be the responsibility of the department or group seeking the public's input.

If we would like to pilot one or more platforms, we certainly can. I think some internal testing and a test project could certainly help us determine what would be a good fit. I'm not sure garnering public input on which platform they prefer will be helpful or productive, given how similar they all are; I think it should fit our needs internally first and foremost.

Thanks,

JD Hawks

Communications and Media Specialist

Town of Hartford

171 Bridge Street, WRJ VT 05001

Fire Response

To: Selectboard

From: Scott Cooney, Fire Chief

Subject: Supporting Memo – Community Nurse Program Update and Strategic Direction

Date: August 2026

Background:

Since its launch in February 2025, the Community Nurse Program has grown into a highly effective and well-utilized resource that supports residents who struggle with health management, care coordination, and aging in place. The Fire Department continues to see positive outcomes associated with referring complex clients to the nurse, particularly individuals who historically had frequent 911 contact due to unmanaged medical, social, or environmental needs.

Though it is difficult to directly correlate nurse outreach to an overall reduction in community-wide 911 usage, we have observed decreases in repeat 911 calls among individuals once they are actively engaged with the nurse. This supports the broader value of the program as a proactive, community-based intervention that reduces strain on emergency services.

Program Outcomes and Benefits:

The nurse has managed 143 total referrals since program inception, with 47 current active clients. The median age of clients is 74.8, demonstrating strong alignment with the intent to support aging residents. Encounters continue to be intensive: most home visits last 1–2 hours, and more than half of all encounters occur in client homes. These visits consistently uncover medical, social, environmental, and safety needs that, if left unmanaged, often lead to emergency calls.

Additional benefits include:

- Reduced repeat EMS activation for high-need clients.
- Strong case management and advocacy for older adults navigating care systems.
- Direct support to primary care offices, partner agencies, and family members needing coordinated follow-up.
- Regular community outreach that connects isolated seniors with services, resources, and safety nets.
- Integration into broader community efforts such as the Situation Table and mutual-aid development initiatives.

These outcomes reflect a substantial return on the Town's investment and reinforce the value of maintaining and strengthening this program.

Discussion:

Throughout 2026, client referrals averaged approximately six per month. In late spring, the growing referral list began to resemble a waitlist, prompting a temporary pause in accepting clients aged 50–60. While the program initially included clients 50 and older, we found that younger referrals often presented with complex cases involving mental health, social services, or substance-use challenges. These cases, while important, draw time and resources away from the original mission: supporting older residents who struggle with aging at home and managing chronic medical conditions.

Given the median age of nearly 75, and the need to align staffing capacity with program goals, raising the minimum client age to 65 warrants serious consideration. This change may sharpen the program's focus and better match our community's demographic needs. However, further evaluation is essential, especially as we assess potential impacts related to the upcoming emergency shelter. The shelter may generate additional nursing support needs, and we must plan carefully to avoid future waitlists.

To sustain the nurse's intensive workload and allow for increased client engagement, we are also evaluating the potential addition of a community health worker. This role could manage administrative tasks, phone triage, and non-clinical coordination, enabling the nurse to prioritize direct care. The position could be integrated within an existing service structure, such as Bugbee Senior Center.

Given recent funding increases and the nurse's request for flexible work hours between 25 and 32 hours per week, this is an opportune time for strategic planning guided by individuals with public health expertise and knowledge of local service systems.

Summary & Recommendation:

The Community Nurse Program continues to provide measurable value to the Town and the Fire Department by reducing repeat emergency calls, improving coordination of care, and supporting vulnerable older adults. Strategic adjustments, including refining the program's age criteria and adding a community health worker, should be considered to sustain this momentum.

I recommend:

- Continuing the pause on accepting clients under age 60 and formally evaluating a shift to age 65.
- Conducting a broader strategic review with community health partners and stakeholders.
- Exploring the creation of a community health worker position to support the nurse and expand program capacity.

These steps will help ensure that the Community Nurse Program remains focused, sustainable, and positioned to meet the evolving needs of our community.

August 2026 Community Nurse Program Update*

Total referrals since inception of program in February of 2025: 143

Active Clients: 47 **Inactive Clients:** 57 **Pending Referrals:** 5 **Discharged:** 34

The community nurse program is receiving on average six new referrals per month. The median age is 74.8 years. The goal is to keep the active caseload around forty-five if the nurse continues to work 25 hours per week. It is taking on average three weeks to engage new referrals to allow for the active client census to be adjusted.

Referral sources are varied and come from primary care offices (7%), community partner agencies (25.4%), family members (9.5%), and first responders (19%). Individuals self-refer at a rate of twenty-two percent.

In 2025, 83 clients were served and there was a total of 489 encounters. 52.2% of these encounters were home visits. In quarter one and quarter two of 2026, 272 encounters of have been performed. On average, 58% of these have been home visits. The nurse provides on-average 8 home visits per week, with each visit lasting 1-2 hours. In addition to home visits, client care continues to be focused on care-coordination and advocacy, appointment attendance, and case management.

Outreach efforts include attendance to the Situation Table, maintaining open office hours at Bugbee Senior Center every Friday, facilitating monthly senior-care case management meetings, participating in a mutual-aide development task force at the Senior Center and occasionally supporting broader community outreach to spread awareness of this program and its place within the regional network.

The nurse stopped attending the local pop-up clinic which is supported by a local population health coalition. This summer, in consultation with the Fire Chief and director of Community Nurse Connect, she has trialed pausing services for people between the ages of 50-60. In late spring, the pending referral list became substantial and started to resemble more of a waitlist. With these changes, the program has become more manageable.

Strategic development goals include examining the true mission of the Community Nurse program. Does it aim to primarily serve the 65+ community, or should the referral age limit continue to be fifty? Our program would benefit from the addition of an adjunct position which resembles more of a community health worker, someone who can support more non-clinical needs and facilitate some office tasks. This would allow the nurse to prioritize direct care. It is possible this position could exist within another service infrastructure, for example, the Bugbee Senior Center. If our monthly referrals are consistently averaging six or more, we will have to continue to waitlist clients and this may suggest the need for additional nurse hours. Budget funding has recently increased and our current nurse requests flexibility to work at least 25 hours per week and up to 32 hours per week for work-life balance. Ideally, this strategic planning would emerge from an expert group of people who are invested in the broader public health reality of our community and region.

HR Response

From: Halie Manley <hmanley@hartford-vt.org>
Sent: Wednesday, August 12, 2026 3:43 PM
To: Gail Ostrout <gostrout@hartfordvt.gov>
Subject: Response to Selectboard Inquiries & Requests

Gail,

Per the request of the selectboard here are my responses for HR / Executive Support:

Assessment and Alignment.

I'm in agreement with the Selectboard's perspective on the assessment and alignment, and I am hopeful that the organizational assessment and alignment engagement is approached thoughtfully and ultimately results in a successful outcome. My past experiences with outside consultants have not always been positive, as I've seen assessments rely on cookie cutter or generic narratives that don't necessarily reflect the realities of a particular department or organization. I think it's important that this process truly takes the time to understand the organization, the departments, and the people within them so that the outcome provides an accurate and meaningful picture.

What investments in employees is HR planning for FY28?

For FY28 HR is looking at investments that support both employee wellbeing and the Town's long term organizational effectiveness. One area I would like to develop further is an employee wellness program that provides employees with resources and opportunities to support physical, mental, and financial wellbeing. A wellness program could also help with employee engagement, retention, morale, and overall workplace culture.

I also see professional development as an important investment. As HR continues to become more strategic within the organization, I would like to become more involved with SHRM and other HR professional development opportunities so that I can continue bringing current best practices, resources, and compliance information back to the Town. I am also in the process of finalizing my master's degree, which will further support my ability to bring an HR focused and strategic perspective to the organization.

What principles of continuous improvement does HR plan to pursue, and what resources are needed?

My approach to continuous improvement is to look at our current processes and ask whether they are efficient, consistent, compliant, and providing the best service to both employees and the public. This includes identifying opportunities to reduce manual processes, improve communication, establish consistent procedures, and use technology more effectively.

The current dual role of Human Resources Director and Executive Assistant to the Town Manager is manageable for now. However as the Town Manager and I continue to grow as a team and HR functions are brought to the standards I believe they should be at, we will need to continually evaluate the workload and determine whether the current structure remains sustainable. The goal is not necessarily to separate the positions immediately, but to recognize that increased HR responsibilities, employee relations, compliance requirements, recruitment, benefits, training, wellness initiatives, and strategic HR work may eventually require additional capacity.

Resources needed to support continuous improvement include appropriate technology, professional development, adequate staffing capacity, and support from departments throughout the organization. HR improvements are most successful when they are approached as an organizational effort rather than something that happens solely within the HR office. Every action I take is intended to strengthen and benefit the organization, not simply my department.

Would the Town benefit from an HRIS?

I strongly believe the Town would benefit from implementing an HRIS, particularly as we continue to improve our HR processes while managing approximately 140 employees across multiple departments including seasonal employees. An HRIS would provide greater consistency and efficiency in maintaining employee records, onboarding, benefits administration, reporting, payroll related information, compliance, and other HR functions. The paper based processes we currently rely on are not efficient, and I have concerns that they can lead to inconsistencies, disorganization, and difficulty accessing information when it is needed.

That said I recognize that we did not budget adequately for a standalone HRIS solution, and I do not believe it would be financially feasible to pursue an additional system solely for HR at this time. Instead I have been working closely with IT to evaluate the systems available to us. Based on what we have reviewed I would recommend exploring a larger enterprise solution that can provide value not only to HR, but across multiple departments. This approach would allow us to address our HR needs while also looking at the broader operational and technology needs of the organization, making the investment more sustainable and beneficial to the Town as a whole.

One system I believe is worth pursuing is Tyler Technologies ERP Pro module. The advantage is that it is not simply an HRIS. Once fully implemented it can support functions including the general ledger, accounts receivable, accounts payable, payroll processing, licensing, billing, and other municipal operations, while also providing opportunities to improve HR related processes and employee information management (like an employee portal).

Rather than purchasing technology that primarily benefits one department ERP Pro has the potential to become an organizational system that improves efficiency, data accuracy, reporting, and workflow across multiple departments. This makes the investment more practical from a Town wide perspective.

My goal for FY28 is to create an opportunity to continue moving HR from primarily an administrative function toward a more strategic and service oriented function. Investments in employee wellness, professional development, continuous improvement, and appropriately scaled technology can support employee retention and engagement while also improving the Town's overall operations. The goal should be to make thoughtful investments that provide measurable value to both employees and the Town.

Thank you,

Halie

Halie Manley

HR Director

Executive Assistant to the Town Manager

Town of Hartford

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HPD Response

From: Amie Wunderlich <awunderlich@hartford-vt.org>
Sent: Tuesday, August 4, 2026 2:12 PM

To: Connie Kelley <ckelley@hartfordvt.gov>
Subject: HPD Response Capacity Analysis -- follow up from this morning

Chief,

I've attempted to lay out the decision-making process for the staffing analysis chronologically below; it jumps between documents a bit, but ought to clarify the justification for this approach. However, I'd first like to draw attention to and explain the establishment of assumed minimums/thresholds used in the analysis.

While the analysis is grounded in data-based determinations, some thresholds -- such as the following -- must be assumed:

- minimum officers on duty (A minimum of 3 officers on duty was established as the operational floor for Hartford's 45-square-mile/roughly 10,000 population jurisdiction)
- unavailability factor (established as 30% to account for utilization of vacation, sick, and personal days granted by the department or earned as comp time as a result of overtime; and training, court appearances, restricted duty assignments, and other activities which occur during the course of work and restrict an officer's ability to respond to an incident)
- targeted obligation percentage (MSU/COPS Office guidance, which recommends that officers spend no more than 70% of available time committed to calls, with the remaining 30% reserved for proactive patrol, community engagement, officer safety, and administrative functions)

Adherence to the MSU/COPS method was the primary basis for establishing these minimums; however, the determination of minimum officers --a distinct outlier -- was established at the independent discretion of the analyst without seeking input from patrol officers, detectives, command staff or others within the department. In an effort to limit introduction of bias and provide the most objective conclusion, elements such as department budget, union contracts, staffing constraints and the resulting impacts, and personal experience and perception **were intentionally not considered** when establishing the assumed minimum staffing threshold.

The threshold of three (3) officers on duty at any time should be considered conservative, even from an objective standard.

This threshold assumes a single active incident requiring a single officer response, resulting in one officer engaged with an active call, one officer available for support and safety, and one officer maintaining coverage of the remainder of the service area and **does not** account for concurrent calls, multi-officer incidents, or officer unavailability due to injury or delay. The minimum officer on duty threshold established at 3 for this analysis **does not represent an optimal or recommended staffing level.**

Any formal recommendation regarding staffing is beyond the scope of this role or analysis, but I sincerely hope that the findings produced by this analysis can be useful as leadership considers the capacity and objectives of the department and the community it serves. In the event that department or town leadership determine that this, or any other assumed threshold, is insufficient the analysis may be reproduced utilizing adjusted values upon request.

The documents referenced are included with this email for easy access. Please find attached:

- MSU COPS Approach to Performance Based Staffing (which accompanied the initial request and served as a basis for development and analysis of the Response Capacity Model),
- findings report based on the HPD Response Capacity Model
- HPD RCA Methodology Memorandum.

In the event I manage to both say too much and, at the same time, not ultimately answer your questions, please let me know. I'm always happy to discuss, especially this project -- it was an especially interesting and challenging build and I'm pleased that I was able to provide it to the town at no cost (New study to consider staffing levels at Aurora Police Department -- Aurora City Council recently approved a $134,000 agreement to contract this type of study!)

Defense of determination to utilize a workload-based approach (instead of per-capita) for the Response Capacity Analysis:

From the HPD Response Capacity Analysis Methodology Memorandum (Purpose section):

"The Response Capacity Model was developed to automate the staffing methodology framework described in the U.S. Department of Justice COPS Office Performance-Based Approach to Police Staffing and Allocation (Wilson & Weiss, 2014), applying that framework to HPD's own dispatch data. The intent is to provide a transparent, reproducible, and defensible basis for staffing recommendations and decision making.

As Wilson & Weiss (2014) note, determining staffing need is "a fundamentally different question than how many officers does a community want or can a community support. Yet answering the 'need' question effectively frames a discussion about 'want' and 'affordability.'" Answering that question requires more than a simple ratio — the International Association of Chiefs of Police has strongly advised against population-based approaches, noting that "ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions" because "defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data" (IACP, 2004, as cited in Wilson & Weiss, 2014).

Hartford represents the type of jurisdiction for which the IACP and Wilson & Weiss caution against ratio-based approaches. With a population of approximately 10,000 residents across 45 square miles (U.S. Census Bureau, 2020), Hartford falls well outside the population densities on which officer-per-capita benchmarks are typically derived. This memorandum documents the application of workload-based and minimum coverage approaches for a jurisdiction of Hartford's size and geographic character."

The MUS/COPs document addresses the per capita approach beginning on page 22, stating:

"Per capita ratios do not account for the intensity of workload by jurisdiction. Crime levels and types can vary substantially among communities of similar population sizes. Per capita ratios also do not account for changes in population characteristics (such as seasonal fluctuations in tourist communities), or long-term trajectories of population growth and shrinkage.

The per capita method does not account for variations in policing style, service delivery, or response to crime (i.e., how police officers spend their time). Some police departments may choose to use non-sworn staff to perform some service functions. Others may choose a more community-oriented (with various forms of implementation) or traditional style of service delivery. Variations in how agencies choose to patrol their jurisdictions also have implications for staffing needs that are not reflected in per capita ratios.

The per capita approach fails to account for environmental differences among jurisdictions. It does not incorporate service-area size, weather patterns, or physical barriers and obstacles (such as rivers, mountains, bridges, and tunnels) in determining optimum staffing levels. Furthermore, it does not account for non-crime related functions and activities, traditionally performed by police as community demographic and economic characteristics dictate. In sum, the per capita method does not consider community context for determining staffing levels.

Given the disadvantages noted above as well as others, the International Association of Chiefs of Police (IACP) has strongly advised against using population rates for police staffing. The IACP (2004, 2) notes, “Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions.... Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data."

And on page 27, the case for a work-load based staffing approach:

"...What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics. The workload approach estimates future staffing needs of police departments by modeling the level of current activity (Orrick 2008; Wilson and McLaren 1972; Keycare Strategy Operations Technology 2010).

...We suggest that, even with shortcomings, allocation models based on actual workload and performance objectives are preferable to other methods that might not account for environmental and agency-specific variables."

Limitations of a work-load based model begin on page 43:

"Finally, it is important to note that the workload-based approach works best when a community responds to at least 15,000 citizen-generated calls per year. Otherwise, the time required for calls for service is so low that the number of officers recommended is far fewer than is thought reasonable. Table 3.19 illustrates this type of outcome. In the 50% time column we see that the model indicates that only one officer is recommended to be on duty.

In these communities police staffing is typically determined through a "coverage," or minimum staffing approach. That is, the community makes a subjective judgment about the appropriate level of policing required for deterrence, rapid response, and to ensure officer safety. Of course, there are typically varied views about these objectives. For example, research suggests that as few as 5 percent of police calls for service require a rapid response (McEwen, Connors, and Cohen 1986), and yet most police departments are organized and staffed to respond rapidly to every call. Sometimes the number of officers is a function of citizen willingness to pay for those services. For example, the City of Holland, Michigan, employs about 60 sworn police officers, but Holland Township, which is about the same size and similar in nature, contracts for service with the county sheriff who covers the township with 16 sworn officers."

It should be noted that Hartford does not generate the CFS volume (15,000/year min) stated by the work-load based model approach to be the "best" minimum for accurate analysis. With HPD responding to approximately 5,280 CFS per year — below the threshold for most accurate results — the minimum coverage requirement calculation was also utilized.

The MSU guidance on minimum staffing approach, found on page 24 of the document, suggests:

"The minimum staffing approach requires police supervisors and command staff to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public (Demers, Palmer, and Griffiths 2007; Orrick 2008). The use of minimum staffing approaches is fairly common (Kotsur 2006; National Sheriffs' Association 2007) and is generally reinforced through organizational policy and practice and collective bargaining agreements."

The HPD RCA establishes a minimum of 3 patrol officers on duty for this analysis. It should be noted that the determination of three as a minimum staffing threshold was made independently and at the discretion of the analyst, as described above. In the event that Department or Town leadership determine that this or any other assumed threshold is insufficient, the analysis may be reproduced utilized adjusted values upon request.

Staffing Model Calculations for the HPD RCA are also outlined in the memorandum, beginning on page 6, as follows:

Minimum Coverage Requirement

Minimum coverage represents the total number of FTE patrol officers required on payroll to maintain a minimum of 3 patrol officers on duty 24 hours a day, 365 days a year, accounting for normal officer unavailability. The calculation is as follows:

- Annual coverage hours required: Minimum officers on duty × 24 hours × 365 days = 26,280 hours
- Adjust for unavailability: 26,280 ÷ (1 − 0.30 unavailability factor) = 37,543 total payroll hours needed
- Convert to FTE: 37,543 ÷ 2,080 annual hours per officer = 18.05 FTE patrol officers required

The 30% unavailability factor accounts for leave, sick time, training, court appearances, administrative duties, and restricted duty assignments, consistent with MSU/COPS Office methodology.

A minimum of 3 officers on duty is established as the operational floor for Hartford's 45-square-mile jurisdiction (U.S. Census Bureau, 2020). This threshold assumes a single active incident requiring a single officer response, resulting in one officer engaged with an active call, one officer available for support and safety, and one officer maintaining coverage of the remainder of the service area. This figure does not account for concurrent calls, multi-officer incidents, or officer unavailability due to injury or delay, and does not represent an optimal or recommended staffing level.

Officers Required for Call Response

This figure represents the number of officers required to handle calls for service workload, given availability and target obligation constraints. It is calculated as follows:

CFS operational hours ÷ (annual hours per officer × availability factor × target obligation percentage)

Operational hours are calculated as the sum of travel time and on-scene time across all responding units for all CFS calls within the selected reporting period.

The target obligation percentage of 70% is drawn from MSU/COPS Office guidance, which recommends that officers spend no more than 70% of available time committed to calls, with the remaining 30% reserved for proactive patrol, community engagement, officer safety, and administrative functions.

Operationally Required Officers

Per MSU/COPS Office staffing methodology, agencies should staff to the greater of workload demand or minimum coverage requirement:

MAX(Officers Required for Call Response, Minimum Coverage Requirement) = Operationally Required Officers

Hartford meets the MSU model definition of a low call volume jurisdiction, as documented in the accompanying findings report. In such jurisdictions, minimum coverage requirements typically exceed workload-driven requirements per MSU guidance. As Wilson & Weiss (2014) state: "In these communities police staffing is typically determined through a coverage, or minimum staffing approach. That is, the community makes a subjective judgment about the appropriate level of policing required for deterrence, rapid response, and to ensure officer safety."

Staffing Gap

The staffing gap represents the difference between the count of current FTE patrol officers and the operationally required figure, calculated as:

Current patrol officer headcount − Operationally Required Officers = Staffing Gap

A negative value indicates the number of additional FTE patrol officers required to meet minimum coverage requirements, accounting for normal officer unavailability.

Patrol staffing levels fluctuate throughout the year due to training, vacancies, leave, retirements, and other organizational changes. The patrol officer count reflects the approximate average patrol staffing level for the reporting period and should be understood as a representative estimate rather than a fixed count.

The patrol officer count excludes the following FTE officers: Chief (1), Lieutenants (3), Detectives/CID (3), and FTO (1), who serve in command, investigative, or training capacities and are not primarily assigned to patrol response. The contribution of these personnel to patrol capacity is addressed in the Deployable Patrol Equivalents section below.

Deployable Patrol Equivalents

To account for the department's staffing structure, a deployable patrol equivalent figure is calculated by weighing each sworn position by its typical availability for patrol response.

Weights are assigned as follows:

- Chief (1): weighted at 0.10, reflecting that the Chief's primary responsibilities are organizational leadership, policy, and community relations, with patrol deployment limited to extenuating circumstances.

- Lieutenants (3): weighted at 0.50, adjusted for Mon–Fri daytime availability (approximately 24% of weekly hours): 3 × 0.50 × 0.24 = 0.36. Lieutenants serve primarily in supervisory, administrative, and leadership capacities and respond in patrol-support roles when necessary.

- Detectives/CID (3): weighted at 0.50, adjusted for Mon–Fri daytime availability: 3 × 0.50 × 0.24 = 0.36. Detectives are primarily assigned to investigative functions and respond in patrol-support roles when necessary.

- Patrol officers: patrol staffing is structured as a nominal three-officer-per-shift model. Applying the 30% unavailability factor documented in the Minimum Coverage Requirement section, which accounts for leave, sick time, training, court appearances, administrative duties, and restricted duty assignments, yields 3 × (1 − 0.30) = 2.10 deployable patrol equivalents, weighted at 1.0.

- FTO (1): excluded, assigned to training duties and not independently deployable.

The resulting deployable patrol equivalent figure is specific to the staffing structure described above and should not be applied to reporting periods reflecting a different organizational composition. This figure is used in conjunction with the staffing gap calculation.

The table of assumptions utilized in HPD's analysis and basis for their determinations is included below and can be found on page 11 of the Methodology Memorandum.

Assumption	Value	Basis
Annual hours per officer	2,080	Standard full-time work year
Unavailability factor	30%	Applied as analytical assumption
Target obligation percentage	70%	Applied as analytical assumption
Minimum patrol officers on duty	3	Assumed operational floor for geographic coverage, officer safety
Patrol officer count	Per reporting period	HPD staffing records (approximate)
Total sworn count	Per reporting period	HPD staffing records (approximate)
Minimum on-scene time threshold	2 minutes	CAD data quality
Response time cap	240 minutes	CAD data quality
Travel time cap	60 minutes	CAD data quality
Concurrent call duration proxy	CFS median on-scene time for reporting period	Derived from model output

Amie Wunderlich

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Hartford Police Department Staffing Analysis - METHODOLOGY MEMORANDUM

Prepared by Amie Wunderlich

Data & Crime Analyst Hartford Police Department June 2026

Purpose

This memorandum documents the methodology, data sources, analytical decisions, and limitations underlying the Hartford Police Department Response Capacity Model — a purpose-built analytical platform designed to evaluate staffing adequacy on an ongoing basis. The platform draws from Computer-Aided Dispatch (CAD) data exported into the Mosaic data repository and can be applied to any data range extracted from that system. The Response Capacity Model was developed to automate the staffing methodology framework described in the U.S. Department of Justice COPS Office Performance-Based

Approach to Police Staffing and Allocation (Wilson & Weiss, 2014), applying that framework to HPD's own dispatch data. The intent is to provide a transparent, reproducible, and

defensible basis for staffing recommendations and decision making.

As Wilson & Weiss (2014) note, determining staffing need is "a fundamentally different

question than how many officers does a community want or can a community support. Yet answering the 'need' question effectively frames a discussion about 'want' and

'affordability.'" Answering that question requires more than a simple ratio — the

International Association of Chiefs of Police has strongly advised against population-based approaches, noting that "ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions" because "defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data" (IACP, 2004, as cited in Wilson & Weiss, 2014).

Hartford represents the type of jurisdiction for which the IACP and Wilson & Weiss caution against ratio-based approaches. With a population of approximately 10,000 residents across 45 square miles (U.S. Census Bureau, 2020), Hartford falls well outside the population densities on which officer-per-capita benchmarks are typically derived. This memorandum documents the application of workload-based and minimum coverage approaches for a jurisdiction of Hartford's size and geographic character.

Methodological Framework

This model is based on the workload-based patrol staffing framework of Wilson & Weiss (2014), who describe it as an approach that "specifically considers workload, performance objectives, and work schedules" and derives "staffing indicators from demand for service."

They further note that "no single metric or benchmark should be used as a sole basis for determining an agency's staffing level. Rather, agencies should consider metrics in light of professional expertise that can place them in an appropriate practical context."

The workload-based approach is codified as Standard 16.1.2 by the Commission on Accreditation for Law Enforcement Agencies, which requires agencies to allocate

personnel "in accordance with documented workload assessments conducted at least once every 3 years."

Data Source, Extraction, and Scope

Source data is extracted from the HPD CAD system (Spillman Flex), in use by the department since May 2014, and exported into the Mosaic data repository as a radio log database. The source data contains one unique row per logged officer activity. Fields

included in the source data and relevant to the model include: call identifier, unit identifier, nature of call, call type, priority, shift, reported time, log timestamp, and ten-code (status code).

The model can be applied to any date range available within the Mosaic repository. For any given reporting period, records are selected to reflect recent and operationally relevant

activity levels. Where post-pandemic data availability permits, reporting periods begin after the period of disruption to public safety demand patterns associated with the COVID-19 pandemic. Year-specific reporting uses the earliest logged activity date for each call as the call's in-scope date.

For the purposes of CFS volume trend modeling and forecasting, an extended historical data range beginning in May 2014, the date of HPD's initial Spillman Flex implementation, is used. This longer window provides a more comprehensive basis for trend analysis than the primary analysis period alone. Forecast figures are derived from incident-level CFS records rather than call-level data, as incident records extend further back within the Mosaic

repository. Incident and call counts are closely aligned, differing by less than half a percent in any given year of the primary analysis period.

Data Preparation

The dataset is not modified or cleaned prior to import beyond the transformations

described in this memorandum. All transformations are documented and reproducible.

Unit Filtering

HPD's CAD system assigns numeric identifiers to officers and personnel, locations, and involved parties. The dispatch system serves multiple agencies including fire, EMS, and other responding organizations. Data is filtered by numeric unit identifiers specific to HPD sworn personnel, ensuring that only department officers are included in workload, response, and staffing calculations.

Calls for Service Classification

The CAD dataset is a comprehensive record of all officer activity regardless of the source or purpose of that activity. The COPS methodology draws a distinction between all activity

and strictly citizen-generated calls for service. For the purpose of CFS calculation, the following nature codes are classified as non-CFS and excluded from response time calculations, CFS-specific workload figures, and response performance metrics:

Agency Assist, Background, Background Checks, Bike Patrol, Call Info, Deliver

Message, Directed Patrol, Foot Patrol, Information, Lock Down Drill, Miscellaneous, Paperwork Service, Paperwork Srv, Search Warrant, Service of APO, Sex Offend Reg, Test, Training, VIN Inspection, Assist EMS, Assist Fire, Court Time, Public Speaking.

These exclusions generally reflect activities that are internally generated, administrative in nature, or otherwise not representative of a citizen requesting police response. It is

acknowledged that non-CFS activities do on occasion evolve into active police responses; however, such activity is classified according to the originating nature code and is not captured as CFS by the model. The exclusion list was reviewed and validated against HPD's actual CAD nature codes.

Data Structure and Derived Tables

Three derived tables are built from the source radio log data:

Call Summary summarizes one row per CallID, aggregating unit count, total enroute minutes across all responding units, total on-scene minutes across all responding units, and call-level attributes including nature, priority, shift, and date fields. This is the primary fact table used by the model.

Response Times summarizes each officer's involvement per call. For each unit's involvement per incident, the following are consolidated into a single data row: reported time (earliest reported timestamp), enroute time (earliest ENRT code timestamp), arrival time (earliest ARRVD code timestamp), and clear time (latest CMPLT, 43, or OFFDT code timestamp). From those data points, enroute minutes (time from enroute to arrival) and on-scene minutes (time from arrival to clearance) are calculated.

Where no formal clearance code exists for a unit, the last logged activity for that unit on that call is used as a proxy for end-of-scene time. This is a deliberate design decision to capture officer time on scene even when no formal clearance record exists, rather than treating those records as missing data. This may result in occasional overstatement of on-scene time but does not produce a meaningful impact on model outputs.

Records where no arrival time is documented produce blank time values; this is addressed in the Timestamp Quality and Data Exclusions section of this memorandum.

Location Reference is a supplementary reference table mapping numeric location

identifiers to geographic latitude and longitude coordinates, used for geographic call

density and travel time mapping. Location Reference data is available for a subset of calls within the repository. Geographic analyses — including call density mapping and travel time mapping — reflect only those calls for which valid location data is available. The

proportion of calls with usable location data varies by year and should be considered when interpreting geographic figures.

Incident Detail is a supplementary incident-level reference table drawn from HPD's Records Management System, available within the Mosaic repository from May 2014

onward. Unlike the call-level tables derived from radio log data, this table contains one row per incident report rather than one row per dispatched call. It is used exclusively for CFS volume trend modeling and forecasting, where its longer historical range provides a more robust basis for projection than call-level data alone. Incident and call counts are closely aligned but not identical; differences of less than half a percent per year are attributable to calls that did not result in a formal incident report, data quality, or other operational

factors.

Timestamp Quality and Data Exclusions

First responders and dispatchers operate in dynamic environments where data entry is not always possible or appropriate at the moment activity occurs, increasing the likelihood of delayed entry, incomplete records, or omitted timestamps. This limitation should be understood as an operational circumstance and does not necessarily indicate error or negligence. As a result, a proportion of records within the dataset may contain incomplete timestamp data. To ensure consistent and reproducible results, targeted handling

decisions are made where activity timestamps are improbable, impossible, or absent. Where definitive timestamps are unavailable and assumptions are necessary, the most conservative available estimates are applied.

Missing enroute or arrival timestamps: when ENRT or ARRVD codes are absent from a unit's call record, enroute and on-scene minutes respectively cannot be calculated and are recorded as blank. These records are excluded from time-based calculations but retained in call counts. Where arrival timestamps are present but enroute is absent, on-scene time

is still calculated and contributes to workload figures. Workload figures are therefore understated where timestamps are missing and should be interpreted as conservative minimums rather than complete accountings of officer time invested.

Improbable timestamps: a significant number of records indicate timestamps within seconds of each other, producing enroute or on-scene durations of zero or near-zero minutes. These instances may reflect delayed data entry resulting in artificially

simultaneous timestamps, or walk-in activity occurring at the police station. Records with enroute or on-scene times under 2 minutes are excluded from time-based calculations, with the practical effect of a modest understatement of travel time totals. A review of the distribution of on-scene times between 1 and 10 minutes showed an even distribution,

indicating the 2-minute threshold does not disproportionately exclude legitimate short-duration activity. Total volume of call count is not affected.

Missing clearance timestamps: when no final clearance code exists for a unit, the last logged activity for that unit on that call is used as a proxy for end-of-scene time, as

documented in the Data Structure and Derived Tables section of this memorandum. This represents the most conservative available estimate of on-scene duration, as any officer activity occurring after the last logged entry is not captured. These records are retained in all calculations.

Missing location data: some incident records do not contain usable geographic location data. These records are excluded from geographic analysis but retained in all other

calculations.

Staffing Model Calculations

Minimum Coverage Requirement

Minimum coverage represents the total number of FTE patrol officers required on payroll to maintain a minimum of 3 patrol officers on duty 24 hours a day, 365 days a year, accounting for normal officer unavailability. The calculation is as follows:

- Annual coverage hours required: Minimum officers on duty × 24 hours × 365 days = 26,280 hours
- Adjust for unavailability: 26,280 ÷ (1 − 0.30 unavailability factor) = 37,543 total payroll hours needed
- Convert to FTE: 37,543 ÷ 2,080 annual hours per officer = 18.05 FTE patrol officers required

The 30% unavailability factor accounts for leave, sick time, training, court appearances, administrative duties, and restricted duty assignments, consistent with MSU/COPS Office methodology.

A minimum of 3 officers on duty is established as the operational floor for Hartford's 45-square-mile jurisdiction (U.S. Census Bureau, 2020). This threshold assumes a single

active incident requiring a single officer response, resulting in one officer engaged with an active call, one officer available for support and safety, and one officer maintaining coverage of the remainder of the service area. This figure does not account for concurrent calls, multi-officer incidents, or officer unavailability due to injury or delay, and does not represent an optimal or recommended staffing level.

Officers Required for Call Response

This figure represents the number of officers required to handle calls for service workload, given availability and target obligation constraints. It is calculated as follows:

CFS operational hours ÷ (annual hours per officer × availability factor × target obligation percentage)

Operational hours are calculated as the sum of travel time and on-scene time across all responding units for all CFS calls within the selected reporting period.

The target obligation percentage of 70% is drawn from MSU/COPS Office guidance, which recommends that officers spend no more than 70% of available time committed to calls, with the remaining 30% reserved for proactive patrol, community engagement, officer safety, and administrative functions.

Operationally Required Officers

Per MSU/COPS Office staffing methodology, agencies should staff to the greater of workload demand or minimum coverage requirement:

MAX(Officers Required for Call Response, Minimum Coverage Requirement) = Operationally Required Officers

Hartford meets the MSU model definition of a low call volume jurisdiction, as documented in the accompanying findings report. In such jurisdictions, minimum coverage

requirements typically exceed workload-driven requirements per MSU guidance. As Wilson & Weiss (2014) state: "In these communities police staffing is typically determined through a coverage, or minimum staffing approach. That is, the community makes a subjective judgment about the appropriate level of policing required for deterrence, rapid response, and to ensure officer safety."

Staffing Gap

The staffing gap represents the difference between the count of current FTE patrol officers and the operationally required figure, calculated as:

Current patrol officer headcount − Operationally Required Officers = Staffing Gap

A negative value indicates the number of additional FTE patrol officers required to meet minimum coverage requirements, accounting for normal officer unavailability.

Patrol staffing levels fluctuate throughout the year due to training, vacancies, leave, retirements, and other organizational changes. The patrol officer count reflects the

approximate average patrol staffing level for the reporting period and should be understood as a representative estimate rather than a fixed count.

The patrol officer count excludes the following FTE officers: Chief (1), Lieutenants (3), Detectives/CID (3), and FTO (1), who serve in command, investigative, or training capacities and are not primarily assigned to patrol response. The contribution of these personnel to patrol capacity is addressed in the Deployable Patrol Equivalents section below.

Deployable Patrol Equivalents

To account for the department's staffing structure, a deployable patrol equivalent figure is calculated by weighing each sworn position by its typical availability for patrol response.

Weights are assigned as follows:

- Chief (1): weighted at 0.10, reflecting that the Chief's primary responsibilities are organizational leadership, policy, and community relations, with patrol deployment limited to extenuating circumstances.
- Lieutenants (3): weighted at 0.50, adjusted for Mon–Fri daytime availability (approximately 24% of weekly hours): 3 × 0.50 × 0.24 = 0.36. Lieutenants serve primarily in supervisory, administrative, and leadership capacities and respond in patrol-support roles when necessary.
- Detectives/CID (3): weighted at 0.50, adjusted for Mon–Fri daytime availability: 3 ×

0.50 × 0.24 = 0.36. Detectives are primarily assigned to investigative functions and respond in patrol-support roles when necessary.

- Patrol officers: patrol staffing is structured as a nominal three-officer-per-shift model. Applying the 30% unavailability factor documented in the Minimum

Coverage Requirement section, which accounts for leave, sick time, training, court appearances, administrative duties, and restricted duty assignments, yields 3 × (1 − 0.30) = 2.10 deployable patrol equivalents, weighted at 1.0.

- FTO (1): excluded, assigned to training duties and not independently deployable.

The resulting deployable patrol equivalent figure is specific to the staffing structure described above and should not be applied to reporting periods reflecting a different organizational composition. This figure is used in conjunction with the staffing gap calculation.

Performance Metrics

Workload Measurement

Operational workload is measured as total officer time committed to calls, calculated as the sum of enroute minutes and on-scene minutes across all responding units per call, converted to hours. This follows MSU methodology, which defines workload as officer time consumed rather than incident duration. For example, a call handled by two officers each spending 15 minutes traveling to and 30 minutes on scene represents 90 officer-minutes of workload: (15 + 30 × 2).

The model calculates workload in two forms. CFS-only workload sums officer time across all units responding to citizen-generated calls for service. All activity workload applies the same calculation across all calls regardless of nature, including non-CFS activity such as directed patrol and training. Staffing calculations are based on CFS-only workload,

consistent with MSU guidance that staffing models should focus on citizen-generated demand.

Workload figures reflect time recorded for all units responding to calls in the CAD system. Because unit-level role data is not available in the source data, workload calculations cannot be limited to patrol officers only. Where command or investigative staff responded to calls, their time is included in workload totals. The proportional impact of this is

addressed in the Deployable Patrol Equivalents section of this memorandum.

The response time and travel time caps documented in the Timestamp Quality and Data Exclusions section are applied to performance metrics only and are not applied to

operational hours calculations, which are intended to reflect total officer time committed to calls without an artificial ceiling.

Response and Travel Time Measurements

Response time is measured from the initial CFS entry time to the time the first officer arrives on scene, using the reported time and first ARRVD or 32 ten-code timestamp

respectively. This is the sole response time measure used by the model, capturing the full elapsed time from initial citizen report to first officer arrival.

Travel time is measured separately as the interval from enroute to arrival on scene per unit per call, representing the physical travel burden to the scene at the unit level. This metric captures travel to the incident only. Post-incident travel is not captured unless it occurs as travel to a subsequent incident, in which case it is documented as part of that incident's record.

All response time calculations are filtered to calls for service only and exclude records where the calculated response time exceeds 240 minutes. This cap is applied to exclude artificially extended values resulting from delayed administrative entry due to operational circumstances, follow-up investigations, or supplemental activity recorded under the original call identifier days or weeks after the initial response, none of which are representative of patrol response time.

Limitations and Intended Use

This model is designed to answer the staffing need question empirically and transparently, grounded in operational data and established methodology. It does not address community preference, budgetary feasibility, or policy priorities. Those questions are

beyond the scope of this memorandum.

All analytical decisions, exclusions, and assumptions are documented above and are reproducible from the source data. Where data quality limitations require conservative estimates, those decisions are identified and their directional effect on results is noted.

This memorandum is intended to be read in conjunction with the Hartford Police Department Response Capacity Model findings report, which presents the outputs derived from this methodology. The methodology memorandum stands as the technical record

supporting those findings.

The following known limitations apply to outputs produced by the model:

CAD data completeness. First responders and dispatchers operate in dynamic environments where recording data in real time is not always possible. A portion of CAD records reflect incomplete or delayed entry rather than actual activity. Time-based

calculations exclude these records, meaning workload, response time, and concurrent call figures reflect minimum estimates. Actual officer burden may be higher than model outputs reflect.

Command staff activity included in workload. Workload figures include all sworn officer CAD activity. As noted in the Deployable Patrol Equivalents section, command staff

contribute a proportionally modest share of estimated deployable patrol capacity. Their

inclusion in raw workload figures may result in a modest overstatement of patrol-specific burden.

Concurrent call estimation. Concurrent call analysis uses estimated call durations based on median on-scene time for the reporting period. Actual concurrent demand may be higher.

Staffing data. Staffing figures reflect approximate averages for the reporting period. Actual staffing fluctuated throughout the year due to vacancies, leave, and organizational changes. The model does not account for intra-year staffing changes.

Low call volume jurisdiction. As Wilson & Weiss (2014) note, the workload-based approach is best suited to agencies responding to at least 15,000 citizen-generated calls

per year. Hartford falls below this threshold. Minimum coverage requirements are the appropriate primary staffing driver for this jurisdiction, and the model applies that guidance accordingly.

Geographic analysis. Travel time and call density figures reflect available location data only. Calls with missing or non-geographic location identifiers are excluded from mapping. Geographic patterns should be interpreted as indicative rather than exhaustive.

All analytical decisions, exclusions, and assumptions are documented in this

memorandum and are reproducible from the source data. Where data quality limitations require conservative estimates, those decisions are identified and their directional effect on model outputs is noted. The assumptions underlying all calculations are summarized in the table below.

Incident-level data for trend modeling. CFS volume projections are derived from

incident-level records rather than call-level data. While these counts are closely aligned, they are not identical measures. The incident-level series extends further back in time and is used solely for the purpose of trend modeling and forecasting; all other figures in this report are derived from call-level data.

Assumption	**Value**	**Basis**
Annual hours per officer	2,080	Standard full-time work year
Unavailability factor	30%	Applied as analytical assumption
Target obligation percentage	70%	Applied as analytical assumption
Minimum patrol officers on duty	3	Assumed operational floor for geographic coverage, officer safety
Patrol officer count	Per reporting period	HPD staffing records (approximate)

Total sworn count	Per reporting period	HPD staffing records (approximate)
Minimum on-scene time threshold	2 minutes	CAD data quality
Response time cap	240 minutes	CAD data quality
Travel time cap	60 minutes	CAD data quality
Concurrent call duration proxy	CFS median on-scene time for reporting period	Derived from model output

Sources

Hartford Police Department. (2015–2025). *Computer-Aided Dispatch Records.* Spillman Flex CAD System, Motorola Solutions. Exported via Mosaic Data Repository.

Stenzel, W. (2007). *Police Personnel Allocation Manual (PAM): Determination of the Number and Allocation of Personnel for Patrol and Traffic Services for Municipal Law Enforcement Agencies* (Version M3.0). Northwestern University Traffic Institute.

Wilson, J.M. & Weiss, A. (2014). *A Performance-Based Approach to Police Staffing and Allocation.* U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office). ISBN 978-1-932582-60-4.

Hartford Police Department Response Capacity Analysis

WORKLOAD-BASED STAFFING ANALYSIS, 2021-2025

June 2026

Prepared by Amie Wunderlich, Data & Crime Analyst Hartford Police Department

Executive Summary

This report presents the findings of the Response Capacity Model analysis of Hartford Vermont Police Department Computer-Aided Dispatch System for the period January 1, 2021, through December 31, 2025. The model applies a workload-based staffing methodology based on the Performance-Based Approach to Police Staffing and Allocation produced by the U.S. Department of Justice COPS Office and was developed to evaluate current capacity to provide satisfactory policing services to the community.

The findings indicate that Hartford Police Department requires a minimum of 18.05 full-time equivalent officers who are deployable for patrol on payroll to maintain continuous minimum coverage of its 45-

square-mile service area. Current deployable patrol capacity is estimated at 12 FTE officers, producing a staffing gap of 6.05 FTE. Officers required to handle calls for service workload alone is calculated at 5.26, meaning minimum coverage requirements, not call volume, are the binding staffing constraint for a

jurisdiction of Hartford's size and character.

Terminology:

Minimum Coverage Requirement (18.05 FTE) refers to the total number of FTE patrol

officers required on payroll to maintain a minimum of 3 patrol officers on duty 24 hours a day, 365 days a year, accounting for normal officer unavailability. It is not intended to be a headcount of personnel in the building at any one time and does not include command-level staff or investigative personnel.

Minimum Officers on Duty (3) represents the assumed operational floor for Hartford's 45-square-mile service area, allowing for one officer to handle an active call, one available for backup and officer safety, and one maintaining coverage of the remainder of the service area at any given time. This figure does not account for concurrent calls,

multi-officer incidents, or other factors that may require additional personnel, and is not intended to represent an optimal or recommended staffing level.

Target Obligation Rate (70%) refers to the percentage of an officer's available working time that should be committed to calls for service, with the remaining 30% reserved for proactive efforts and patrol, community engagement, officer safety, and administrative functions among other non CFS activity.

There is no single accepted standard for this allocation; this threshold is described in the Police Allocation Manual (PAM), developed by William Stenzel (Northwestern University Traffic Institute, 1993; Stenzel, 2007), which is widely used by law enforcement agencies to estimate staffing needs. The HPD Response Capacity Model applies this rate to citizen-generated CFS only, representing a conservative staffing assumption.

Staffing Gap of -6.05 is the difference between Hartford's 12 patrol officers and the 18.05 patrol FTE required for minimum coverage as determined by the COPS/MSU guide.

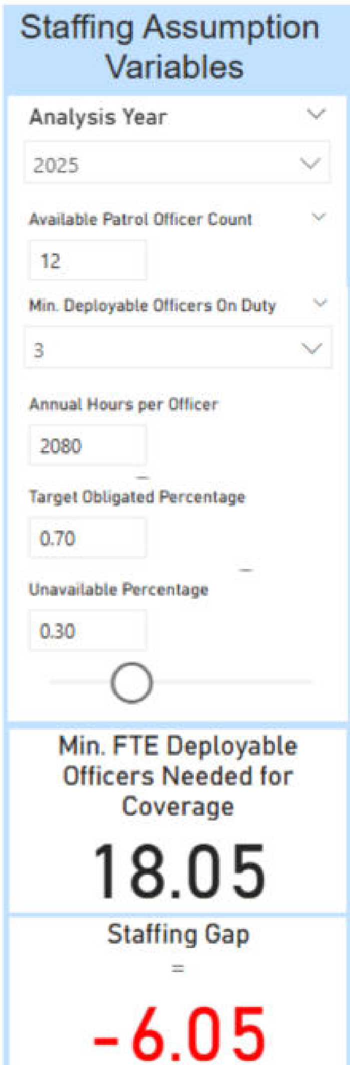


Figure 1. Staffing gap calculation summary

About This Report

This report presents outputs derived from the Hartford Police Department Response Capacity Model, developed to replicate the staffing methodology framework established by Michigan State University (MSU) School of Criminal Justice with support from the Office of Community Oriented Policing Services (COPS Office). The Performance-Based Approach to Police Staffing and Allocation provides law

enforcement decision makers a method for determining sworn patrol staffing needs based on community service obligations, intended as a first step toward a comprehensive personnel plan. By focusing

specifically on available-for-patrol staffing, the approach allows for detailed consideration of the factors and scenarios involved in determining appropriate staffing levels (Wilson & Weiss, 2014).

The Hartford Police Department Response Capacity Model analytical platform is described in full in the accompanying Methodology Memorandum. All figures are drawn from HPD's Computer-Aided Dispatch system via the Mosaic data repository. The methodology memorandum should be referenced for full

documentation of data sources, analytical decisions, assumptions, and limitations.

All findings are presented as analytical observations based on available data. This report does not make policy recommendations or address operational feasibility; those determinations are beyond the scope of this analysis.

Five-Year Activity Overview: 2021–2025

Between 2021 and 2025, HPD recorded a total of 43,031 incidents. Of those, 26,423 (approximately 61%) were classified as citizen-generated calls for service (CFS). CFS activity represents incidents initiated by a member of the public requesting police response and, consistent with the COPS/MSU methodology, serves as the basis for staffing calculations in this report. The remaining 39% of incidents reflect activity with natures not generally indicative of a citizen requesting police response; examples include:

administrative duties, assisting other agencies, services such as VIN inspections and service of paperwork, and proactive and patrol activity. It is acknowledged that any of these types of activity can and do occasionally results in enforcement action -- for example, an officer conducting directed patrol may observe and respond to an active offense. Such activity is classified according to its originating nature code and is not captured as CFS in this analysis.

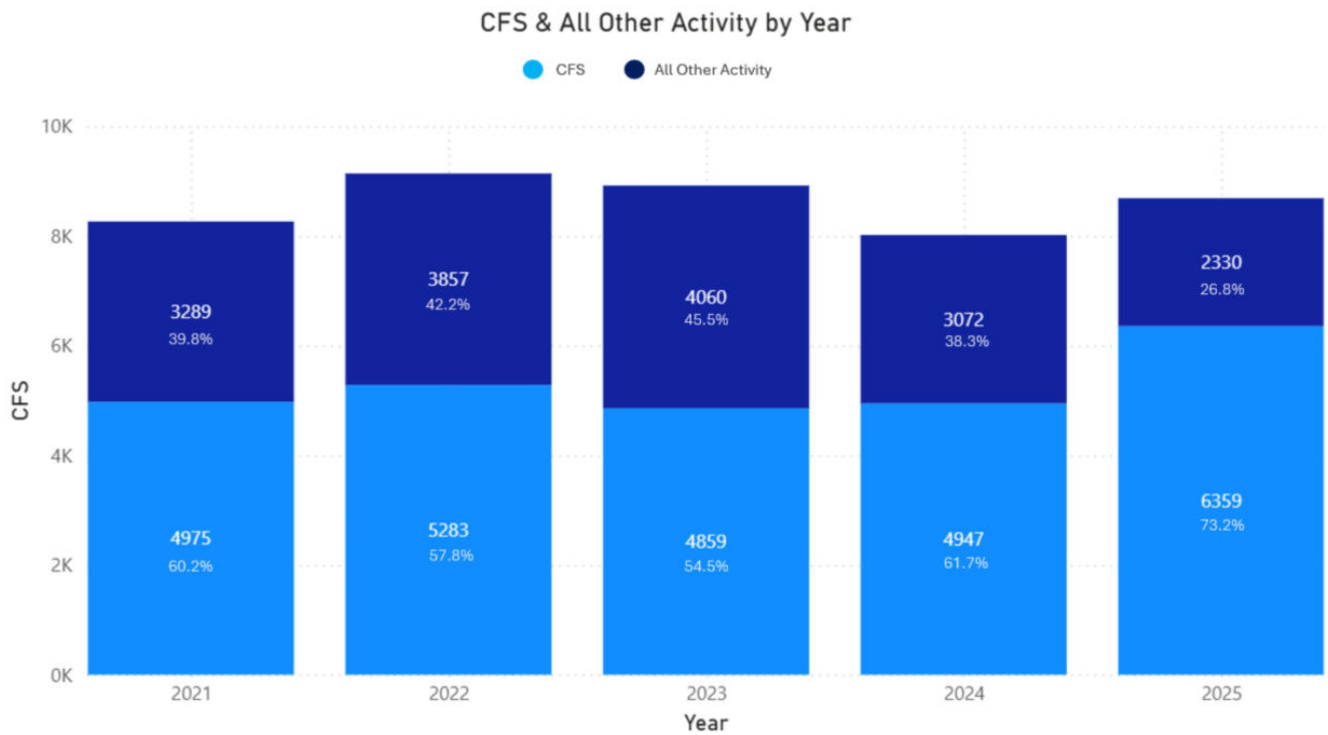


Figure 2. total incidents by year breakdown of CFS vs. all activity.

CFS volume increased notably between 2024 and 2025, rising from 4,947 to 6,359, an increase of 1,412 calls, or approximately 28.5%. This represents the largest single-year increase in CFS volume in the analysis period. Across the full five-year period, CFS volume increased 28% from 2021 to 2025.

Total incident volume fluctuated across the five-year period, ranging from a low of 8,019 in 2024 to a high of 9,140 in 2022. 2025 recorded 8,689 total incidents, an increase of 8.4% over 2024 , with 6,359

classified as CFS, the highest CFS volume in the five-year period.

Three Year-Forecast: 2026-2028

A three-year projection of CFS volume, using an exponential smoothing trend model based on ten years of CFS incident data (2015–2025), indicates continued growth in demand through 2028. Point estimates project CFS volume reaching 5,869 in 2026, 6,041 in 2027, and 6,214 in 2028, with the accompanying trend line consistent with the upward trajectory observed over the past decade.

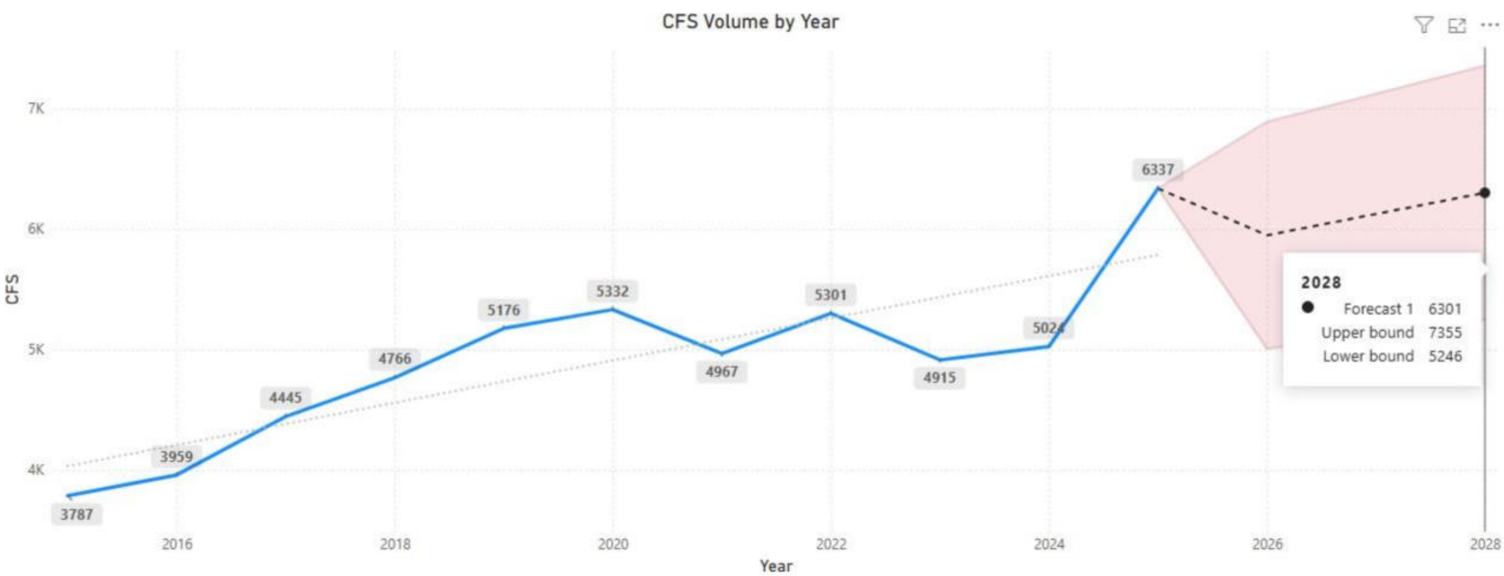


Figure 3. CFS volume trend and forecast.

The forecast carries a 95% confidence interval, with 2028 estimates ranging from 5,169 to 7,259. While the range reflects the inherent uncertainty of multi-year projections, the trend line and point estimates are consistent with sustained growth in CFS demand.

Note: This projection is based on incident-level CFS records, the scope of which extends farther back than call-level data and provides a more comprehensive historical window, allowing for more accurate trend modeling. Incident and call counts are closely aligned, differing by less than half a percent in any given year of the analysis period. This marginal difference may reflect calls that did not result in a formal incident report, data quality, or other operational factors.

Call Response Workload

Response Time

Response time measures the elapsed time from the moment a call is entered into the dispatch system to the moment the first officer arrives on scene. It represents the citizen's experience of police response

and is the primary service delivery metric used in this report. Travel time, the time from an officer going enroute to arrival, is a component of response time and reflects the physical demands of covering Hartford's 45-square-mile service area.

Median response time for all CFS calls held consistently at 8 minutes across all five years of the analysis period. For Priority 1 calls, the highest urgency category, median response time ranged from 6 to 7

minutes across the period, reaching 6 minutes in 2025.

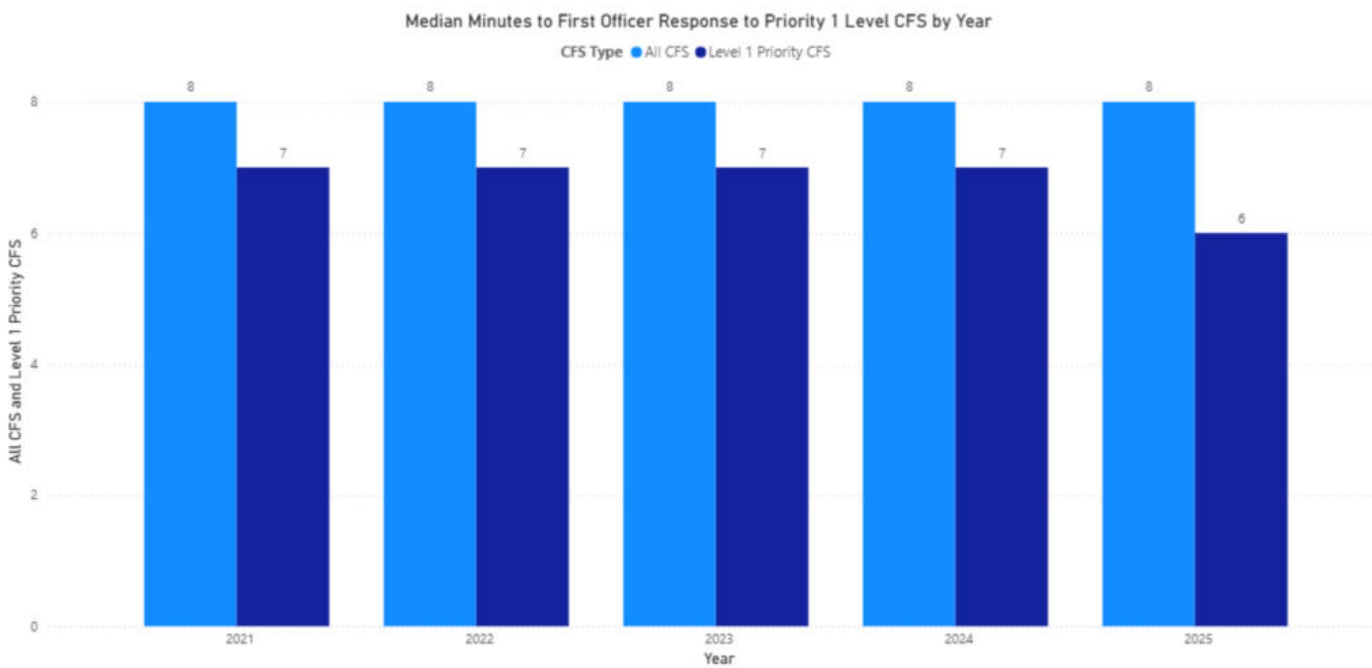


Figure 5. Median response minutes to all CFS and Priority Level 1 CFS by year.

Response time performance is evaluated against two thresholds: arrival to Priority Level 1 calls within 4 minutes and arrival to the same within 8 minutes. These thresholds are used as internal performance

benchmarks and are consistent with response time goals reported by law enforcement agencies nationally. They are not derived from a single universal standard, as no such standard exists in law enforcement comparable to fire service benchmarks; response time goals vary by jurisdiction, geography, and call priority.

Response Time Threshold Performance by Year

Year	Priority 1 Arrival ≤ 8 min	Priority 1 Arrival ≤ 4 min
2021	69%	24%
2022	64%	21%
2023	65%	25%
2024	60%	21%
2025	65%	27%

Figure 6. Response time threshold performance by year

In 2025, 65% of Priority 1 CFS calls received a first officer arrival within 8 minutes, and 27% within 4 minutes. Performance dipped to its lowest point in the analysis period in 2024 at 60% within 8 minutes, recovering to 65% in 2025.

Total enroute hours for CFS calls, reflecting cumulative officer travel time across all responding units, increased from 466.9 hours in 2021 to 600.1 hours in 2025, an increase of 28.5% over the period.

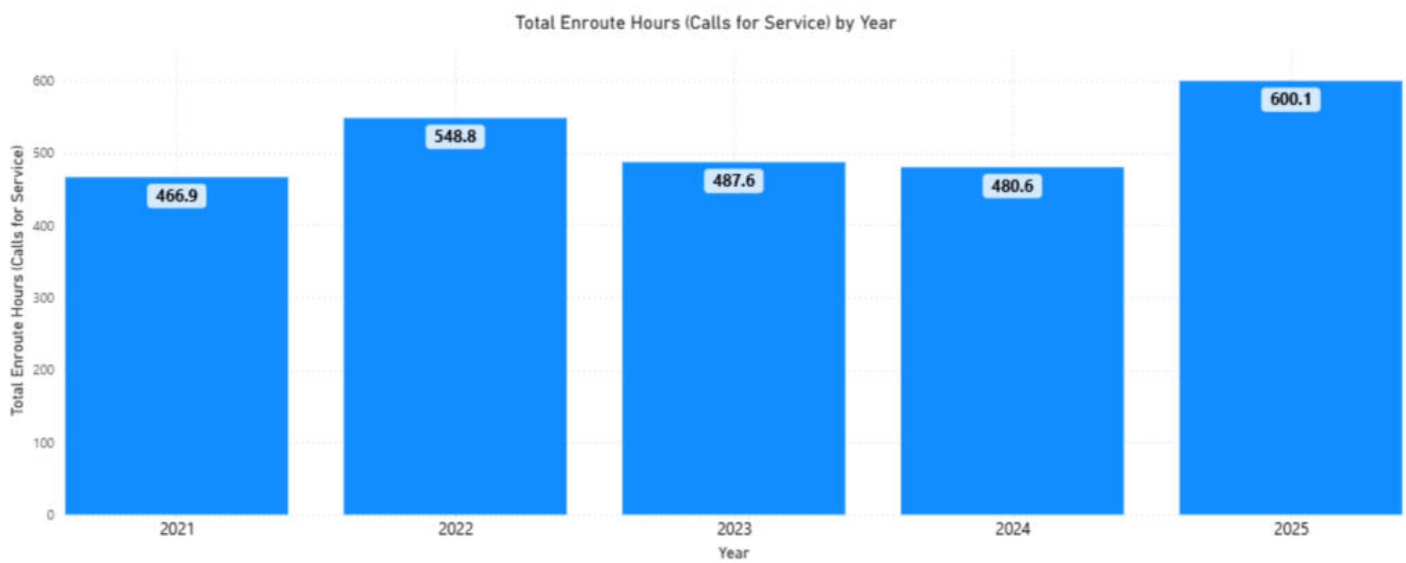


Figure 7. Enroute hours by year.

Median on-scene time for CFS calls has remained relatively stable, ranging from 9 to 10 minutes across the five-year period. For incidents that were not initiated by a citizen request for service, on-scene minutes have been falling by one minute per year since 2022’s high of 8, to 5 in 2025.

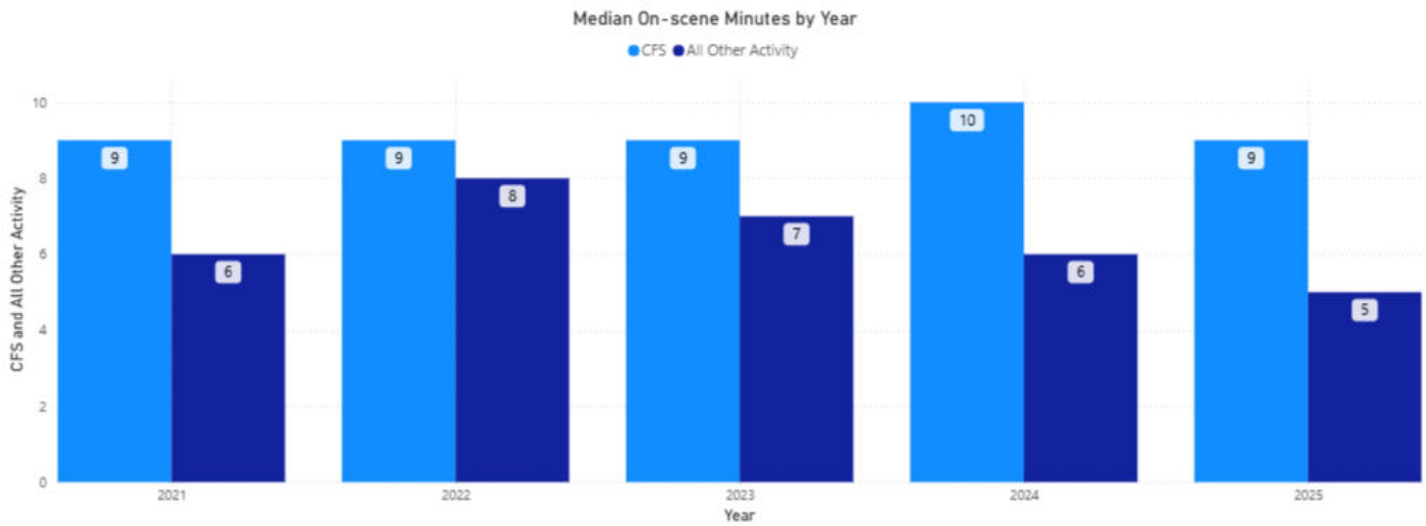


Figure 8. Median on-scene time by year, all activity vs. CFS

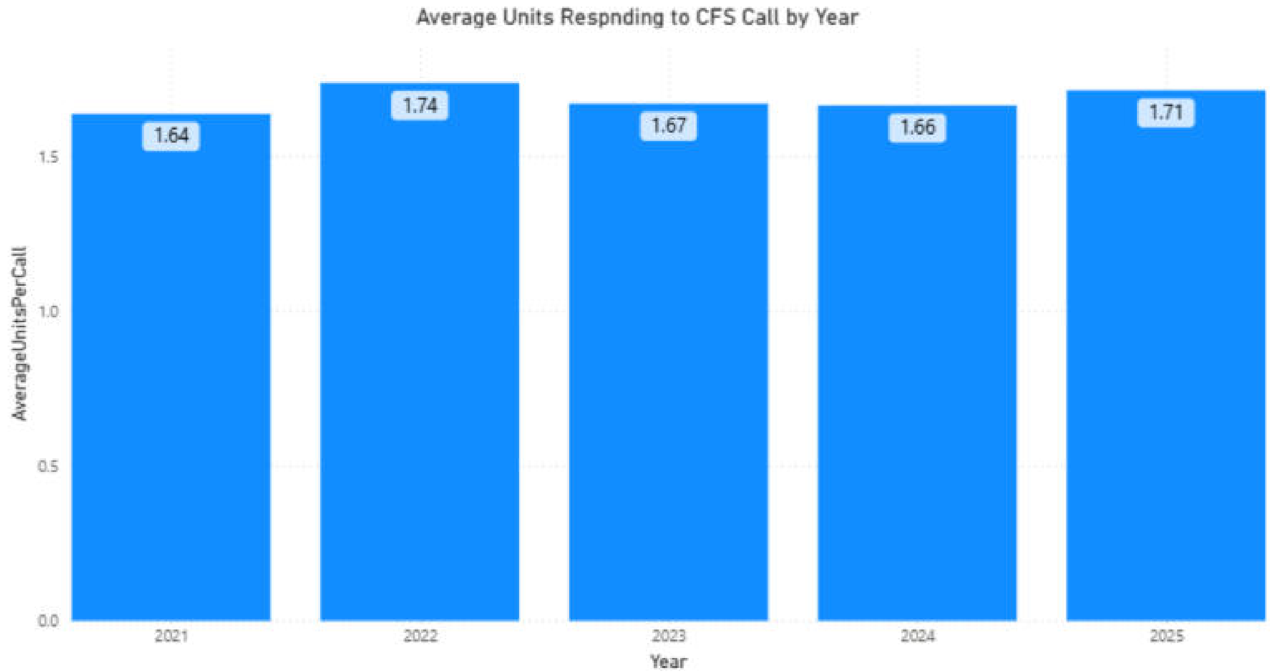
Unit Deployment

Average units responding per CFS call is a measure of how frequently calls require more than one officer. A value above 1.0 indicates that, on average, calls draw more than one responding officer.

Average Units Responding by Year		
Year	Average Units Responding (All Activity)	Average Units Responding (CFS)
2021	1.45	1.64
2022	1.56	1.74
2023	1.44	1.67
2024	1.50	1.66
2025	1.63	1.71

Figure 9. Average units responding by year, CFS and All Activity table

Average units responding per CFS call remained relatively stable throughout the analysis period, ranging from 1.64



to 1.74 units per call. In 2025, calls for service required an average of 1.71 responding units per call, and nearly half (46.4%) of CFS calls for that year involved two or more officers.

Figure10.Average units responding by year to CFS

Concurrent Call Demand

Concurrent call demand measures the frequency with which HPD officers are managing multiple active citizen-generated calls simultaneously. Concurrent demand is calculated by estimating each CFS call's active window using reported time and median on scene duration, and identifying overlapping windows across all CFS calls in the same period.

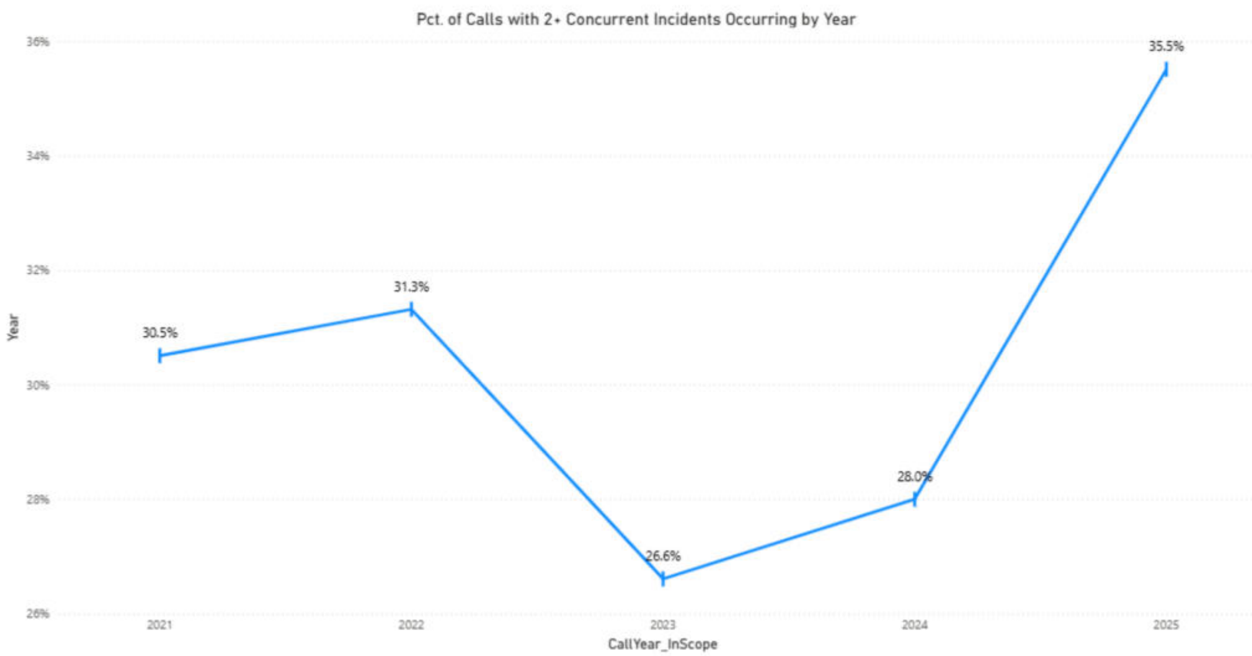


Figure 11. Concurrent call demand by year

Across the five-year period, concurrent call demand (the percentage of CFS calls occurring while at least one other CFS was simultaneously active) ranged from 26.6% to 35.5%. The 2025 figure of 35.5%

represents the highest point in the analysis period, a notable increase over any of the four previous years. Calls occurring alongside two or more simultaneous incidents reached 10.5% in 2025, compared to a range of 6.1% to 7.3% across the four prior years.

Concurrent Call Demand by Year				
Year	Concurrent Call Demand	Calls with 1+ Simultaneous	Calls with 2+ Simultaneous	Avg Simultaneous Calls
2021	30.5%	31.5%	7.3%	1.36

2022	31.3%	32.6%	7.0%	1.26
2023	26.6%	30.2%	6.1%	1.25
2024	28.0%	30.4%	6.1%	1.24
2025	35.5%	40.9%	10.5%	1.33

Figure 12. the percentage of CFS calls occurring while at least one other CFS call was simultaneously active

Geographic Coverage

Hartford Police Department's service area spans approximately 45 square miles, encompassing multiple distinct village areas connected by rural and highway corridors. The geographic distribution of call activity and officer travel time across this area has direct implications for response capacity and officer safety.

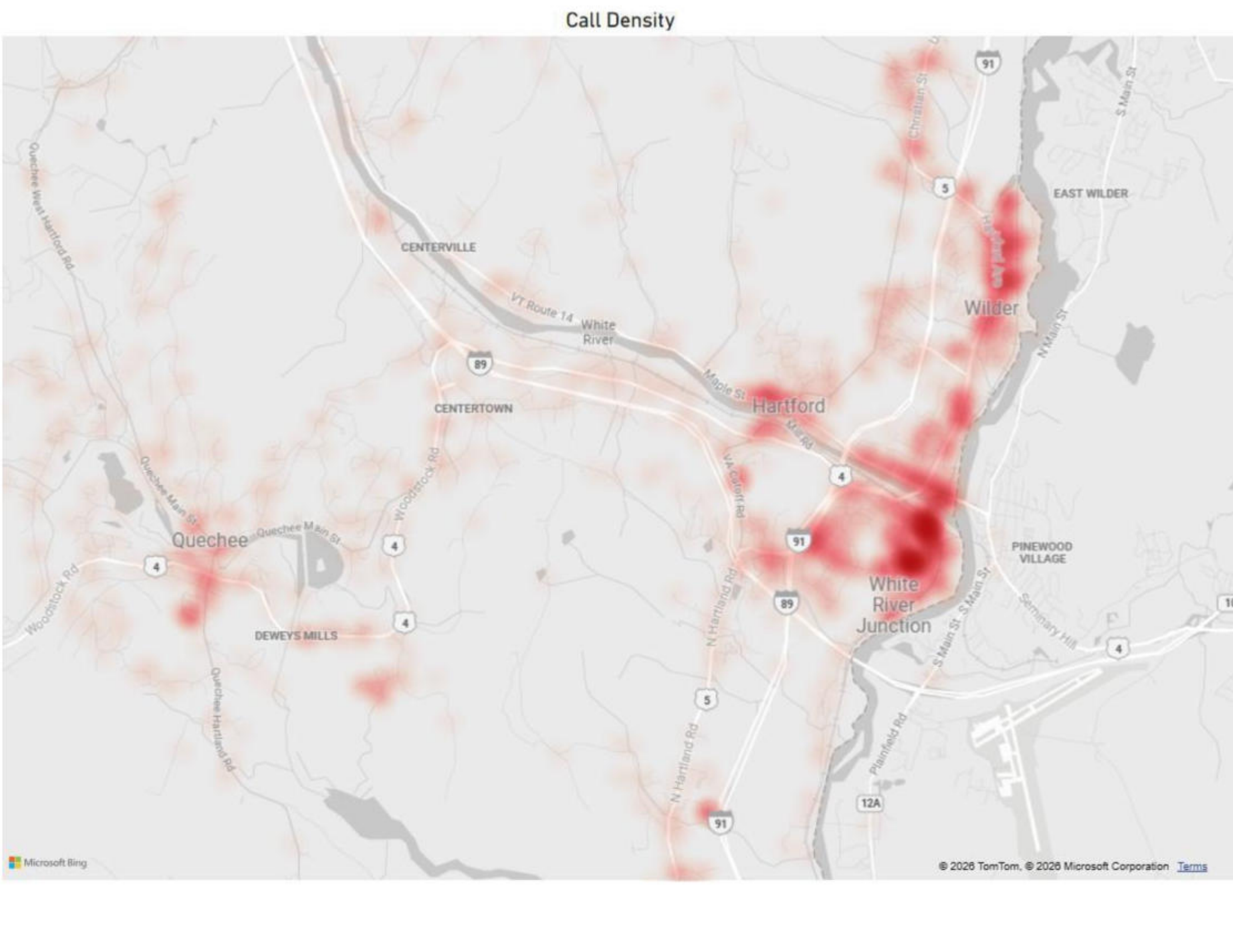


Figure 13. Call Density, 2025

Call activity is heavily concentrated in the White River Junction and Wilder village areas, with secondary clusters in Quechee and along Route 14 through Hartford village. Despite this concentration, HPD must maintain continuous coverage across the full 45-square-mile service area. The police station at 812 VA Cutoff Road sits centrally, but the extremes of the coverage area are significant; West Hartford to the northwest and North Hartland to the south are approximately 25–30 minutes apart by road. If one officer is handling an active call in one area and a second call comes in at the other extreme, backup travel time alone could exceed 25 minutes.

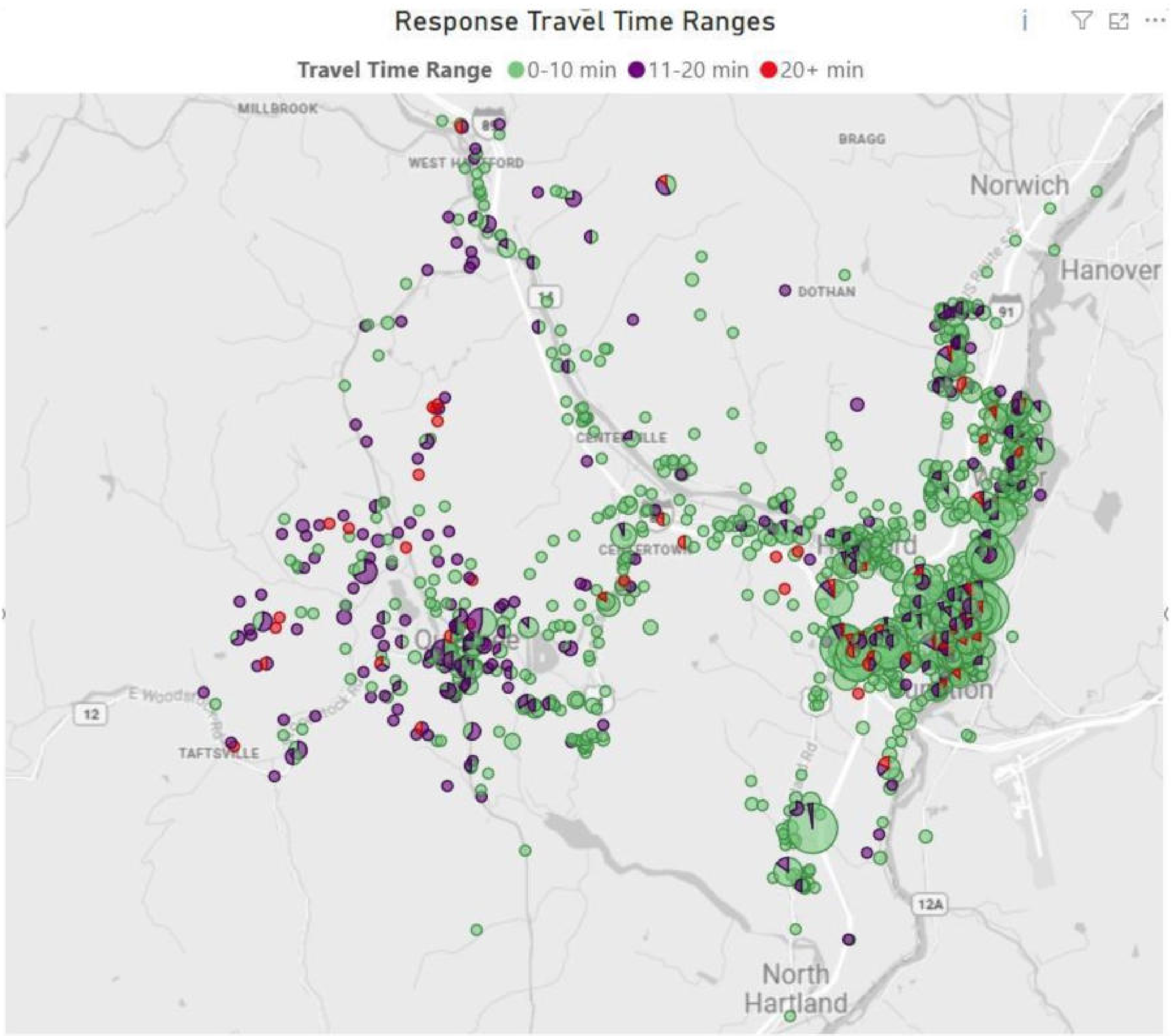


Figure1 4X. Response Travel Time Ranges, 2025

Calls for service occurring in the White River Junction and Wilder core are predominantly reached within 10 minutes. As distance from the station increases, travel times extend significantly; locations in

Quechee, West Hartford, and North Hartland regularly see travel times of 11–20 minutes or more.

Note: Travel time data is incomplete. Records with missing, zero, or unreliable timestamps have been excluded, and calls with travel times exceeding 60 minutes have been capped per the methodology

documented in the accompanying Methodology Memorandum. Actual travel burdens, particularly for outlying areas, are likely understated. Both maps should be interpreted as conservative representations of geographic response patterns.

Operational Impact

Department Operational Hours

Operational hours measure the total officer time committed to calls, calculated as the sum of travel time and on-scene time across all responding units. For example, a call handled by two officers each traveling 30 minutes and spending 30 minutes on scene represents one hour of operational time for each officer, resulting in two operational hours attributed to the incident.

Operational hours represent the actual investment of officer time generated by call activity and serve as the primary input for the model's staffing calculations. While both total activity and CFS-only figures are presented, staffing calculations are based on CFS-only operational hours.

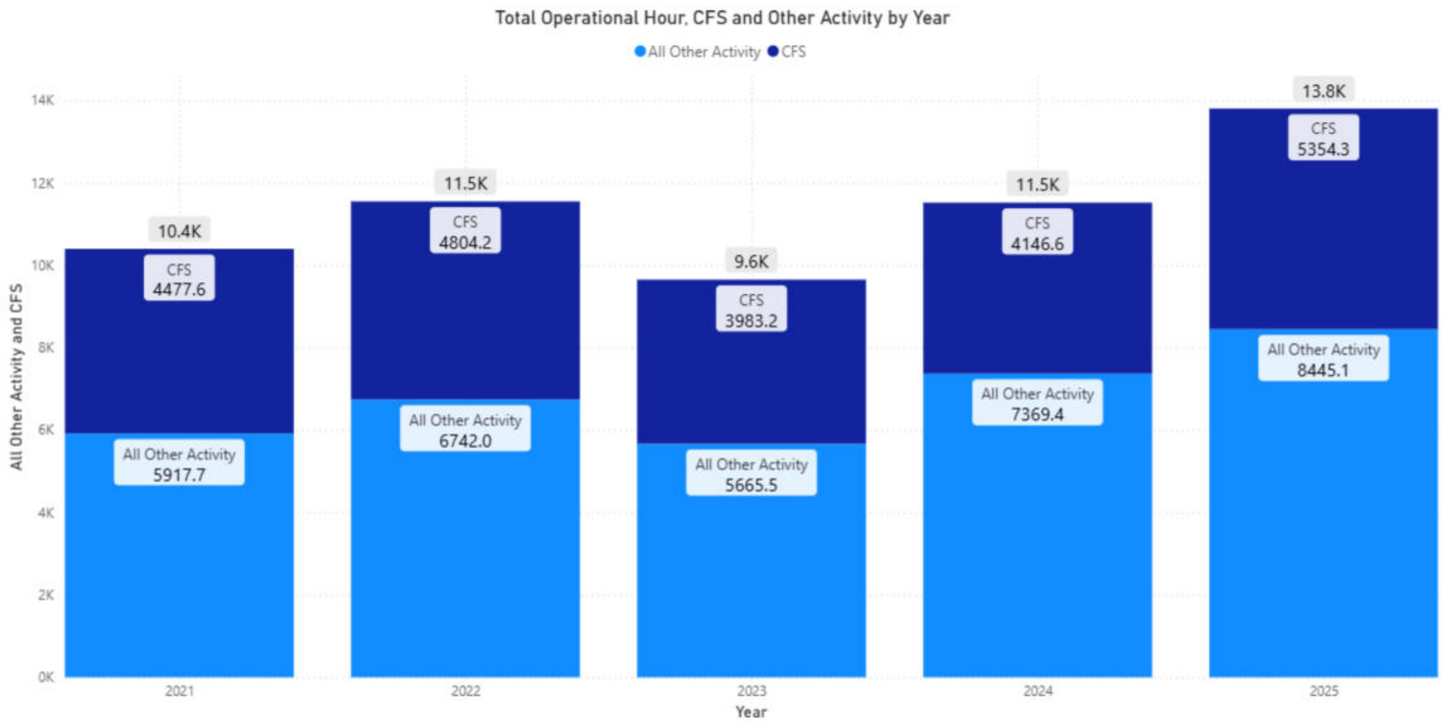


Figure 15. Total operational hours, CFS and all other, by year.

The department's operational hours committed to CFS calls reached 5,354.3 in 2025, a 29.1% increase from 2024 and a 34.4% increase from 2023. Compared to 2021, CFS operational hours increased 19.6%.

Total operational hours for all activity reached 13,799.4 in 2025, a 32.7% increase from 10,395.3 hours in 2021.

In practical terms, HPD's total operational hours in 2025 (the combined officer time committed to all dispatched activity) averaged 37.8 officer-hours per day. Against a nominal patrol staffing model of three officers on duty at all times, representing 26,280 available officer-hours annually, this reflects approximately 52.5% of total available officer time committed to logged CAD activity. Because CAD records do not capture time spent on activities such as report writing, warrant and affidavit preparation, email and telephone communication, meals and breaks, and other necessary duties, actual officer utilization should be understood as higher than operational hours alone reflect.

Year-over-year Operational Hours Changes:

Year	Non CFS Operational Hours	Year-over-Year Change	CFS Operational Hours	Year-over-Year Change
2021	5,917.7	—	4,477.6	—
2022	6742.0	13.9%	4,804.2	7.3%
2023	5665.5	-16.0%	3983.2	-17.1%
2024	7,369.4	30.1%	4,146.6	4.1%
2025	8,445.1	14.6%	5,354.3	29.1%

Figure 16. Operational hours by year, all activity vs. CFS table

Staffing Analysis

Target Obligation Rate

An assumed Target Obligation Rate of 70% was applied to this analysis. The Targeted Obligation Rate refers to the percentage of an officer's available working time that should be committed to calls for service.

There is no accepted standard for this allocation. The HPD Response Capacity Model considers obligated time to be limited to responses to citizen-generated CFS and *does not* include proactive or patrol time, nor does it include administrative services or non-emergency activities such as VIN checks, paperwork service, assistance to other agencies, sex offender registry compliance checks, or public speaking, among other activity types not generally associated with a citizen request for law enforcement response.

The Police Allocation Manual (PAM) developed by William Stenzel (Northwestern University Traffic

Institute 1993; Stenzel 2007) is widely used by law enforcement agencies to estimate police staffing

needs and defines obligated time as reactive time plus administrative time plus proactive time; in this method, patrol time is considered unobligated.

Staffing to a 70% obligation rate, with only 30% of available time remaining for activities such as proactive efforts, patrol, community engagement, officer safety, and administrative functions, represents a

conservative staffing threshold.

Minimum Coverage Requirement

Minimum Coverage is not a headcount of people in the building, rather, deployable, patrol-equivalent officers required to ensure continuous coverage, adjusted for availability, leave, and non-patrol duties. Supervisory and investigative staff are included at fractional deployable capacity.

The COPS/MSU methodology describes minimum staffing as an estimate of the number of patrol officers that must be deployed at any time to maintain officer safety and an adequate level of public protection, noting that minimum staffing approaches are common in law enforcement and are typically reinforced through organizational policy and collective bargaining agreements (Wilson & Weiss, 2014, citing Demers, Palmer, and Griffiths 2007; Orrick 2008; Kotsur 2006; National Sheriffs' Association 2007).

In order for HPD to maintain a minimum of 3 patrol officers on duty 24 hours a day, 365 days a year, the department would require 18.05 FTE patrol officers to be on payroll. This accounts for the 30% of paid time during which officers are unavailable for patrol response due to leave, training, court appearances, and other obligations. The full calculation is documented in the Methodology Memorandum.

A minimum of 3 officers on duty was chosen to represent the operational floor for Hartford's 45-square-mile service area. This minimum allows for: one officer handling an active call, one available for backup

and officer safety, and one maintaining coverage of the remainder of the service area. This figure does not account for concurrent calls, multi-officer incidents, or other factors that may require additional personnel, and does not intend to suggest an optimal or recommended staffing level.

Officers Required for Call Response

HPD is a low call volume jurisdiction as defined by the MSU model. In such jurisdictions, minimum coverage requirements consistently exceed workload-driven staffing needs, making minimum coverage the binding staffing constraint rather than call volume alone.

Based on 2025 CFS operational hours, the model calculates a requirement of 5.26 FTE officers to handle strictly call response workload. This figure reflects all sworn officer activity — including command and investigative staff when they respond to calls — and should be understood as a department-wide workload measure rather than a patrol-only figure. As this figure falls below the minimum coverage

requirement of 18.05, minimum coverage is the operationally required staffing figure per MSU methodology.

Operationally Required Officers

Applying the MSU methodology, the operationally required officer count is the greater of the minimum coverage requirement and the officers required for call response:

MAX(5.26, 18.05) = 18.05 FTE patrol officers required

Current Staffing and Staffing Gap

HPD’s 2025 patrol staffing was estimated at 12 deployable FTE officers, reflecting approximate average staffing levels accounting for vacancies, leave, and organizational changes throughout the year. This figure excludes the Chief, Lieutenants, Detectives, and FTO, whose contributions to patrol capacity are addressed in the Deployable Patrol Equivalents section below.

The staffing gap is calculated as:

12 − 18.05 = −6.05 FTE

HPD's current patrol staffing is 6.05 FTE officers below the minimum required to maintain continuous minimum coverage of its service area.

Deployable Patrol Equivalents

To provide a complete picture of available patrol capacity, a deployable patrol equivalent figure was

calculated by weighting each sworn position by its typical availability for patrol response. This accounts for the fact that command, investigative, and training personnel are not primarily assigned to patrol

duties and are not available for patrol response on a continuous basis.

Applying documented weights to 2025 staffing, the total deployable patrol equivalent across all sworn personnel is estimated at 2.92; meaning that at any given time, the effective patrol capacity available across the entire department is approximately 2.92 officers. This figure falls below the minimum of 3 officers on duty required for continuous coverage, leaving no margin for concurrent calls, multi-officer

incidents, officer unavailability, or any other factor requiring additional response capacity. Full weighting assumptions for all positions are documented in the accompanying Methodology Memorandum.

This figure does not represent a headcount of personnel present at any given moment. On a given shift, three patrol officers plus available command or investigative staff may be in the building simultaneously.

Rather, it represents the sustained, continuous capacity available for patrol response over time, after

accounting for the portion of each role's time spent on supervision, investigations, administrative duties, training, leave, and other non-patrol functions.

Summary of Findings

Across all measures, the data presents a consistent picture of a department operating at or below minimum safe coverage levels. CFS demand has grown 28% since 2021 and reached its highest point in the analysis period in 2025, with trend modeling projecting continued growth through 2028. Concurrent call demand spiked notably in 2025, with more than a third of calls occurring while at least one other call was simultaneously active. Geographic coverage requirements across a 45-square-mile service area compound the operational impact of limited staffing, as travel time to outlying areas reduces the effective availability of officers already committed to active calls. The model calculates a staffing gap of

6.05 FTE -- the difference between the 12 patrol officers currently on payroll and the 18.05 FTE required to maintain continuous minimum coverage accounting for normal officer unavailability. At current staffing levels, the department's total deployable patrol equivalent across all sworn personnel is estimated at 2.92, below the minimum of 3 officers required for uninterrupted coverage of the service area.

Sources

Hartford Police Department. (2015–2025). *Computer-Aided Dispatch Records.* Spillman Flex CAD System, Motorola Solutions. Exported via Mosaic Data Repository.

Stenzel, W. (2007). *Police Personnel Allocation Manual (PAM): Determination of the Number and*

Allocation of Personnel for Patrol and Traffic Services for Municipal Law Enforcement Agencies (Version M3.0). Northwestern University Traffic Institute.

Wilson, J.M. & Weiss, A. (2014). *A Performance-Based Approach to Police Staffing and Allocation.* U.S. Department of Justice, Office of Community Oriented Policing Services (COPS Office). ISBN 978-1-932582-60-4.

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name / Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
25-0121	**AMERICAN RECOVERY FUNDS**				
054815	WORKSAFE TCI INC			8/14/2026	2073
40937B	PARKING METER SIGNAGE+HARDWARE	0.00	$3,970.55	0.00	3,970.55
Desc:	PARKING METER SIGNAGE+HARDWARE	Acct: 25-985-121-0108	ARPA - Planning - Parking Meters		
	Vendor Total:		3,970.55	0.00	3,970.55
25-0121	**Town Clerk Restoration**		**Bank Total:**		**3,970.55**
25-0151	**Town Clerk Restoration**				
000800	ACTION MOVING AND STORAGE			8/14/2026	2004
1486-26	SHIPPING DEATH CERTIF TO VSARA	0.00	$470.00	0.00	470.00
Desc:	SHIPPING DEATH CERTIF TO VSARA	Acct: 25-985-100-0151	Town Clerk Restoration		
	Vendor Total:		470.00	0.00	470.00
25-0151	**Capital - Information Technology**		**Bank Total:**		**470.00**
25-0181	**Capital - Information Technology**				
043215	SOLUTIONS-II, INC			8/14/2026	3
70122	VMware ANNUAL	0.00	$8,662.88	0.00	8,662.88
Desc:	VMware ANNUAL	Acct: 25-985-100-0181	Capital - Information Technology		
	Vendor Total:		8,662.88	0.00	8,662.88
25-0181	**Local Option Tax - Meals & Room**		**Bank Total:**		**8,662.88**
25-0500	**Local Option Tax - Meals & Room**				
024465	JAMES LAMONTAGNE LANDSCAPE CO, INC	JAMES LAMONTAGNE LANDSCAPE CO, INC		8/14/2026	2023
3585	DWTN BEAUTIFICATION PROJ	0.00	$855.09	0.00	855.09
Desc:	Quechee, Hartford Village, West Har	Acct: 25-985-316-0521	LOT - Beautification Project		
	Vendor Total:		855.09	0.00	855.09
25-0500	**WABA Reserve**		**Bank Total:**		**855.09**
25-0530	**WABA Reserve**				
017540	FRIAR ARCHITECTURE INC.			8/14/2026	10
2024-049B-01	WABA CAPITAL IMPROV ANALYSIS	0.00	$11,340.00	0.00	11,340.00
Desc:	WABA CAPITAL IMPROV ANALYSIS	Acct: 25-985-530-0530	WABA		
	Vendor Total:		11,340.00	0.00	11,340.00
25-0530	**Planning Capital Projects**		**Bank Total:**		**11,340.00**
25-0622	**Planning Capital Projects**				
024465	JAMES LAMONTAGNE LANDSCAPE CO, INC	JAMES LAMONTAGNE LANDSCAPE CO, INC		8/14/2026	1019
3585	DWTN BEAUTIFICATION PROJ	0.00	$693.66	0.00	693.66
Desc:	Quechee, Hartford Village, West Har	Acct: 25-985-622-0046	Economic Dev & Marketing Plan		
	Vendor Total:		693.66	0.00	693.66
25-0622	**PARKS - REC RESTRICTED**		**Bank Total:**		**693.66**

Bank ID / Vendor ID / **Detail:** Invoice No.	Bank Name / Vendor Name	Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
25-8055	**PARKS - REC RESTRICTED**					
015422	ELLIS MUSIC COMPANY, INC		ELLIS MUSIC COMPANY, INC		8/14/2026	2086
1087518		CONCERT BAND FEES	0.00	$173.25	0.00	173.25
	Desc: CONCERT BAND FEES		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		173.25	0.00	173.25
019392	GRANDSTAND APPAREL		GRANDSTAND APPAREL		8/14/2026	2087
INV-7633		HPAC Camp Shirts	0.00	$913.82	0.00	913.82
	Desc: HPAC Camp Shirts		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		913.82	0.00	913.82
028128	CONERTY, DANIELLE		DANIELLE CONERTY		8/14/2026	2088
08.02-07.2026		HPAC Co-Director	0.00	$3,500.00	0.00	3,500.00
	Desc: HPAC Co-Director		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		3,500.00	0.00	3,500.00
028130	CONERTY, MICHAEL		MICHAEL CONERTY		8/14/2026	2089
08.02-07.2026		HPAC Co-Director	0.00	$3,500.00	0.00	3,500.00
	Desc: HPAC Co-Director		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		3,500.00	0.00	3,500.00
502952	PERKINS, JOLENE		JOLENE PERKINS		8/14/2026	2090
890973		REFUND-HPAC	0.00	$245.00	0.00	245.00
	Desc: REFUND-HPAC		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		245.00	0.00	245.00
503109	WINSLOW, CORA				8/14/2026	2091
08.03-07.2026		HPAC CO-TEACHER	0.00	$1,300.00	0.00	1,300.00
	Desc: HPAC CO-TEACHER		Acct: 25-985-514-0002	P & R Restricted - Broadway Ventures (H		
		Vendor Total:		1,300.00	0.00	1,300.00
25-8055	**Water Capital Reserve**			**Bank Total:**		**9,632.07**
50-0100	**Water Capital Reserve**					
500952	PRIMMER PIPER EGGLESTON & CRAMER P				8/14/2026	1044
B04982-00016-335267		LEGAL: 2026 WATER IMPROVEMENTS	0.00	$1,216.00	0.00	1,216.00
	Desc: LEGAL: 2026 WATER IMPROVEMENTS		Acct: 50-955-543-0000	CAPITAL OUTLAY		
		Vendor Total:		1,216.00	0.00	1,216.00
50-0100	**WHITE RIVER WATER ENGINEERING**			**Bank Total:**		**1,216.00**
50-0300	**WHITE RIVER WATER ENGINEERING**					
014447	DUFRESNE GROUP				8/14/2026	1008
2026-501		WILDER WATER MAIN - JUN'26	0.00	$2,080.00	0.00	2,080.00
	Desc: WILDER WATER MAIN - JUN'26		Acct: 50-954-321-0100	REPAIRS & MAINT-BUILDING		
		Vendor Total:		2,080.00	0.00	2,080.00

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name / Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
50-0300	**Community Oriented Policing Fund**		**Bank Total:**		**2,080.00**
72-7232	**Community Oriented Policing Fund**				
001801	AMAZON CAPITAL SERVICES, INC			8/14/2026	1013
1KK3-L33J-6T7F	BIKE LIGHTS	0.00	$197.73	0.00	197.73
Desc: BIKE LIGHTS		Acct: 72-211-318-7232	COMMUNITY ORIENTED POLICING		
001801	AMAZON CAPITAL SERVICES, INC			8/14/2026	1014
1PJV-H1VN-3K7K	SUPPLIES	0.00	$103.41	0.00	103.41
Desc: CANDY, FIDGETS		Acct: 72-211-318-7232	COMMUNITY ORIENTED POLICING		
1TCH-1N7L-TMD1	SUPPLIES	0.00	$27.06	0.00	27.06
Desc: CANDY		Acct: 72-211-318-7232	COMMUNITY ORIENTED POLICING		
001801	AMAZON CAPITAL SERVICES, INC			8/14/2026	1013
1KHV-WWWM-4PLV	RED SUPPLIES	0.00	$22.98	0.00	22.98
Desc: RED Supplies		Acct: 72-211-318-7232	COMMUNITY ORIENTED POLICING		
	Vendor Total:		351.18	0.00	351.18
029815	MASON, W.B. COMPANY, INC	W.B. MASON COMPANY, INC		8/14/2026	1015
263370637	SNACK BOX	0.00	$110.97	0.00	110.97
Desc: SNACK BOX		Acct: 72-211-318-7232	COMMUNITY ORIENTED POLICING		
	Vendor Total:		110.97	0.00	110.97
72-7232	**Quechee Garden Project**		**Bank Total:**		**462.15**
73-0100	**Quechee Garden Project**				
024465	JAMES LAMONTAGNE LANDSCAPE CO, INC	JAMES LAMONTAGNE LANDSCAPE CO, INC		8/14/2026	1039
3589	Friends of Quechee Covered Bridge	0.00	$775.00	0.00	775.00
Desc: Friends of Quechee Covered Bridge		Acct: 73-516-318-0100	QUECHEE GARDEN PROJECT		
	Vendor Total:		775.00	0.00	775.00
73-0100	**Dog Park**		**Bank Total:**		**775.00**
73-7302	**Dog Park**				
035002	CASELLA WASTE SYSTEMS, INC	CASELLA WASTE SYSTEMS, INC		8/14/2026	1158
9600044482JUL'26	TRASH REMOVAL - DOG PARK - JUL 26	0.00	$116.08	0.00	116.08
Desc: TRASH REMOVAL - DOG PARK - JUL 26		Acct: 73-511-318-7302	CONTRACTED SERVICES(DOG PARK		
	Vendor Total:		116.08	0.00	116.08
73-7302	**GENERAL FUND - MASCOMA**		**Bank Total:**		**116.08**
FUND 1 0	**GENERAL FUND - MASCOMA**				
000892	ADVANCED TURF SOLUTIONS, INC			8/14/2026	99773
PS10553	TURF TREATMENT	0.00	$2,350.50	0.00	2,350.50
Desc: TURF TREATMENT		Acct: 10-521-323-0000	PR -MATERIAL & SUPPLIES		
PS19616	FERT	0.00	$3,639.00	0.00	3,639.00
Desc: Fert for parks following site visit		Acct: 10-527-323-0000	PR -MATERIAL & SUPPLIES		
	Vendor Total:		5,989.50	0.00	5,989.50

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name	Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
001525	ALL-STATE TOWING LLC				8/14/2026	99820
INV-0290		CRUISER TINTED WINDOWS	0.00	$675.00	0.00	675.00
Desc:	CRUISER TINTED WINDOWS		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		675.00	0.00	675.00
001580	ALLAN'S VENDING SERVICE, LLC				8/14/2026	99821
507169		COOLER RENT 3RD QTR 2026	0.00	$36.00	0.00	36.00
Desc:	COOLER RENT 3RD QTR 2026		Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
		Vendor Total:		36.00	0.00	36.00
001642	ALLARD'S PORTABLE TOILETS LLC				8/14/2026	99822
15327		PORTABLE TOILETS	0.00	$2,400.00	0.00	2,400.00
Desc:	4th of July Event Toilets		Acct: 10-516-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		2,400.00	0.00	2,400.00
001645	ALLIANCE MECHANICAL		ALLIANCE GROUP INC.		8/14/2026	99823
103362		Pressure Adjust Glycol System	695.00	$695.00	0.00	695.00
Desc:	Pressure Adjust Glycol System		Acct: 60-961-321-0100	REPAIRS & MAINT-BUILDING		
103679		Replace AHU-1 & HRU-1 Pulleys	2,799.30	$2,799.30	0.00	2,799.30
Desc:	Replace AHU-1 & HRU-1 Pulleys		Acct: 60-961-321-0100	REPAIRS & MAINT-BUILDING		
103704		No AC. HP 1 Compressor not working	695.00	$695.00	0.00	695.00
Desc:	No AC. HP 1 Compressor not working		Acct: 60-961-321-0100	REPAIRS & MAINT-BUILDING		
103867		Repair Valve on Blower Unit	973.37	$973.37	0.00	973.37
Desc:	Repair Valve on Blower Unit		Acct: 60-961-321-0100	REPAIRS & MAINT-BUILDING		
		Vendor Total:		5,162.67	0.00	5,162.67
001650	ALLEN ENGINEERING, INC				8/14/2026	99824
1CS-504014-01		CHLORINE	3,550.00	$3,550.00	0.00	3,550.00
Desc:	Chlorine		Acct: 50-952-340-0000	CHEMICALS		
Desc:	Chlorine		Acct: 55-953-340-0000	CHEMICALS		
220-127097		CHLORINE	0.00	$64.49	0.00	64.49
Desc:	CHLORINE		Acct: 10-512-323-0000	PR -MATERIAL & SUPPLIES		
220-127098		CHLORINE	0.00	$64.50	0.00	64.50
Desc:	CHLORINE		Acct: 10-512-323-0000	PR -MATERIAL & SUPPLIES		
		Vendor Total:		3,678.99	0.00	3,678.99
001670	ALTA CONSTRUCTION EQUIPMENT				8/14/2026	99825
SS6/16879		PARTS	0.00	$205.77	0.00	205.77
Desc:	PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		205.77	0.00	205.77
001801	AMAZON CAPITAL SERVICES, INC				8/14/2026	99826
1TCH-1N7L-GYMW		JUMP BOX	0.00	$363.49	0.00	363.49
Desc:	JUMP BOX		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
1TCH-1N7L-TMD1		SUPPLIES	0.00	$56.95	0.00	56.95
Desc:	UNIFORM ALLOWANCE		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
1VHX-6WMG-CRMC		SUPPLIES	0.00	$2,414.81	0.00	2,414.81

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name	Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
	Desc: GLOVES, OFFICE SUPPLIES		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
		Vendor Total:		2,835.25	0.00	2,835.25
002065	AMERICAN FAMILY LIFE ASSURANCE		AFLAC - AMERICAN FAMILY LIFE		8/14/2026	99827
AUG'26		AFLAC INS - AUG'26	0.00	$1,251.92	0.00	1,251.92
	Desc: AFLAC INS - AUG'26		Acct: 10-012-300-0270	ACCRUED AD&D PAYABLE		
		Vendor Total:		1,251.92	0.00	1,251.92
002155	AMERICAN PLANNING ASSOCIATION		NNECAPA		8/14/2026	99828
2026		NNECAPA MEMBER FEE	0.00	$330.00	0.00	330.00
	Desc: NNECAPA MEMBER FEE		Acct: 10-622-311-0000	PDZ -TRAVEL & MEETINGS		
		Vendor Total:		330.00	0.00	330.00
002260	AMERICAN TOWER CORPORATION				8/14/2026	99829
5322722		TOWER RENTAL	0.00	$2,339.72	0.00	2,339.72
	Desc: TOWER RENTAL		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		
5350926		TOWER RENTAL - AUG'26	0.00	$2,339.72	0.00	2,339.72
	Desc: TOWER RENTAL - AUG'26		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		
		Vendor Total:		4,679.44	0.00	4,679.44
004582	BATTERIES PLUS BULBS #697				8/14/2026	99830
P92922137		BATTERY	38.95	$38.95	0.00	38.95
	Desc: BATTERY		Acct: 65-964-321-0200	REPAIRS & MAINT-MAINS & APPUR		
		Vendor Total:		38.95	0.00	38.95
004850	BEN'S UNIFORMS INC.				8/14/2026	99831
230369		UNIFORMS	0.00	$593.94	0.00	593.94
	Desc: UNIFORMS		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
		Vendor Total:		593.94	0.00	593.94
004863	BENNETT, DANIEL J		DANIEL J BENNETT		8/14/2026	99774
APR-JUN'26		GYM REIMBURSEMENT APR-JUN'26	0.00	$131.00	0.00	131.00
	Desc: GYM REIMBURSEMENT APR-JUN'26		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		131.00	0.00	131.00
005800	BLAKTOP INC.				8/14/2026	99832
35691		ASPHALT	0.00	$712.58	0.00	712.58
	Desc: ASPHALT		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
35709		ASPHALT	0.00	$952.74	0.00	952.74
	Desc: Asphault		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
		Vendor Total:		1,665.32	0.00	1,665.32
005900	BLOOD'S CATERING & PARTY RENTALS				8/14/2026	99833
07.04.2026		4th of July Event - Tents, Generato	0.00	$4,253.00	0.00	4,253.00
	Desc: 4th of July Event - Tents, Generato		Acct: 10-516-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		4,253.00	0.00	4,253.00

Bank ID / Vendor ID / **Detail:** Invoice No.	Bank Name / Vendor Name	Invoice Description / Payee Name	Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
006700	BOUND TREE MEDICAL, LLC	BOUND TREE MEDICAL, LLC			8/14/2026	99834
86272610		MED SUPPLIES	0.00	$1,739.54	0.00	1,739.54
	Desc: MED SUPPLIES		Acct: 10-221-331-0500	HFD -MEDICAL EQUIPMENT & SUPPL		
		Vendor Total:		1,739.54	0.00	1,739.54
006920	BRACKETT, OLIVIA	OLIVIA BRACKETT			8/14/2026	99775
MAY-JUN'26		GYM REIMBURSEMENT MAY-JUN'26	0.00	$72.00	0.00	72.00
	Desc: GYM REIMBURSEMENT MAY-JUN'26		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		72.00	0.00	72.00
006965	BRADY INDUSTRIES				8/14/2026	99835
12007532		MATERIALS	0.00	$343.98	0.00	343.98
	Desc: MATERIALS		Acct: 10-325-323-0000	DPW -MATERIAL & SUPPLIES		
12092548		CLEANING SUPPLIES	0.00	$558.84	0.00	558.84
	Desc: Cleaning and bathroom supplies at p		Acct: 10-528-323-0100	PR -MATERIAL & SUPPLIES - CUSTOD		
		Vendor Total:		902.82	0.00	902.82
006995	R.C. BRAYSHAW & COMPANY, INC	R.C. BRAYSHAW & COMPANY, INC			8/14/2026	99776
90378		2025 CONSUMER REPORT	4,122.66	$4,122.66	0.00	4,122.66
	Desc: 2025 Report & Mailing Services		Acct: 50-954-318-0000	CONTRACTED SERVICES		
	Desc: 2025 Report & Mailing Services		Acct: 55-954-318-0000	CONTRACTED SERVICES		
		Vendor Total:		4,122.66	0.00	4,122.66
007645	BUDGET PRINT LLC				8/14/2026	99836
5009		500 BUSINESS CARDS M. TIRE	32.00	$32.00	0.00	32.00
	Desc: 500 BUSINESS CARDS M. TIRE		Acct: 60-965-323-0000	MATERIAL & SUPPLIES		
	Desc: 500 BUSINESS CARDS M. TIRE		Acct: 65-963-323-0000	MATERIALS & SUPPLIES		
		Vendor Total:		32.00	0.00	32.00
007760	BURLINGTON COMMUNICATIONS				8/14/2026	99837
BCS18834		RADIO MAINT	0.00	$140.00	0.00	140.00
	Desc: RADIO MAINTENANCE CONTRACT		Acct: 10-271-318-0000	DISP -CONTRACTED SERVICES		
BCS18835		AVETEC EQUIP MAINT	0.00	$450.00	0.00	450.00
	Desc: AVETEC EQUIPMENT CONTRACT		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		
BCS18970		RADIO MAINT - AUG'26	0.00	$140.00	0.00	140.00
	Desc: RADIO MAINT - AUG'26		Acct: 10-271-318-0000	DISP -CONTRACTED SERVICES		
BCS18971		AVETEC EQUIPMNT MAINT - AUG'26	0.00	$450.00	0.00	450.00
	Desc: AVETEC EQUIPMNT MAINT - AUG'26		Acct: 10-271-318-0000	DISP -CONTRACTED SERVICES		
		Vendor Total:		1,180.00	0.00	1,180.00
008098	C&G CREATIVE CATERING, INC				8/14/2026	99838
08.11.2026		PRIMARY ELECTION - DINNER	0.00	$473.75	0.00	473.75
	Desc: PRIMARY ELECTION - DINNER 08.11.26		Acct: 10-131-323-0000	TC -MATERIALS & SUPPLIES		
		Vendor Total:		473.75	0.00	473.75
008120	C-CLEAR AUTO GLASS I NC				8/14/2026	99777
I021127		WINDSHIELD REPAIRS	0.00	$75.00	0.00	75.00

Payment Manifest
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Town of Hartford
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	Desc: WINDSHIELD REPAIRS	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
008120	C-CLEAR AUTO GLASS I NC				8/14/2026	99839
W022144	WINDSHIELD REPAIRS		0.00	$671.95	0.00	671.95
	Desc: WINDSHIELD REPAIR	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		746.95	0.00	746.95
009028	CEMETERY SOLUTIONS, LLC				8/14/2026	99840
1168	CEMETERY MOWING - AUG 2026		0.00	$1,499.00	0.00	1,499.00
	Desc: CEMETERY MOWING - AUG 2026	Acct: 10-341-318-0100		CEM -Christian St Cemetery - Contracte		
		Vendor Total:		1,499.00	0.00	1,499.00
009470	CHAMPLIN ASSOCIATES INC				8/14/2026	99778
6629	SERVICE CALL: UV BUILDING OCF		226.00	$226.00	0.00	226.00
	Desc: SERVICE CALL: UV BUILDING OCF	Acct: 60-961-320-0100		EQUIP OPERATION/MAINT-GENERAL		
6632	Troubleshoot OCF Failure		3,919.00	$3,919.00	0.00	3,919.00
	Desc: Troubleshoot OCF Failure	Acct: 65-963-318-0000		CONTRACTED SERVICES		
		Vendor Total:		4,145.00	0.00	4,145.00
009818	CINTAS CORPORATION NO. 2	CINTAS LOC. #68M, 71M			8/14/2026	99841
4275773616	SHOP SUPPLIES		0.00	$49.92	0.00	49.92
	Desc: SHOP TOWELS HFD FY27	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
	Desc: SHOP TOWELS HPD FY27	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
4276524249	UNIFORMS		0.00	$62.13	0.00	62.13
	Desc: UNIFORMS	Acct: 10-325-326-0000		DPW -UNIFORMS		
4276524365	SHOP SUPPLIES		0.00	$49.92	0.00	49.92
	Desc: SHOP TOWELS HFD FY 27	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
	Desc: SHOP TOWELS HPD FY27	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
4277261447	SHOP SUPPLIES		0.00	$49.92	0.00	49.92
	Desc: SHOP TOWELS HFD FY27	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
	Desc: SHOP TOWELS HPD FY27	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
4277261455	UNIFORMS		0.00	$62.13	0.00	62.13
	Desc: UNIFORMS	Acct: 10-325-326-0000		DPW -UNIFORMS		
4278037863	SHOP SUPPLIES		0.00	$49.92	0.00	49.92
	Desc: SHOP TOWELS HFD FY27	Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
	Desc: SHOP TOWELS HPD FY27	Acct: 10-211-321-0000		HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		323.94	0.00	323.94
009840	CIVICPLUS, INC	CIVICPLUS, INC			8/14/2026	99842
377336	CivicPlus Agenda Module		0.00	$23,975.00	0.00	23,975.00
	Desc: CivicPlus Agenda Module	Acct: 10-181-318-0000		IT -CONTRACTED SERVICES		
		Vendor Total:		23,975.00	0.00	23,975.00
010259	CLEAN ROYALTIES SOLAR GENERATION, L				8/14/2026	99843
INV-SG-000111	SOLAR ARRAY - JUL'26		5,475.29	$5,475.29	0.00	5,475.29
	Desc: SOLAR ARRAY - JUL'26	Acct: 65-963-329-0000		ELECTRICITY		
		Vendor Total:		5,475.29	0.00	5,475.29
010735	COLLINS, TROY	TROY COLLINS			8/14/2026	99844

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	05.21.26-07.02.26	TUITION REIMBURSEMENT FY27	0.00	$354.45	0.00	354.45
	Desc: TUITION REIMBURSEMENT FY27		Acct: 10-221-315-0000	HFD -RECRUITMENT & TRAINING		
		Vendor Total:		354.45	0.00	354.45
010832	COMCAST				8/14/2026	99845
	0134242AUG'26	INTERNET - LF AUG'26	91.90	$91.90	0.00	91.90
	Desc: INTERNET - LF AUG'26		Acct: 30-971-324-0000	TELEPHONE		
		Vendor Total:		91.90	0.00	91.90
011400	COONEY, SCOTT		SCOTT COONEY		8/14/2026	99779
	APR-JUN'26	UVAC REIMBURSEMENT APR-JUN'26	0.00	$123.00	0.00	123.00
	Desc: UVAC REIMBURSEMENT APR-JUN'26		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
011400	COONEY, SCOTT		SCOTT COONEY		8/14/2026	99846
	JUL-AUG'26	UVAC REIMBURSEMENT	0.00	$82.00	0.00	82.00
	Desc: UVAC REIMBURSEMENT JUL-AUG'26		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
		Vendor Total:		205.00	0.00	205.00
011520	CORE & MAIN LP				8/14/2026	99780
	Y933707	SADDLES	1,025.61	$1,025.61	0.00	1,025.61
	Desc: Saddles		Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
	Desc: Saddles		Acct: 55-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
		Vendor Total:		1,025.61	0.00	1,025.61
011552	CORNING, STEPHEN D.		STEPHEN D. CORNING		8/14/2026	99847
	07.17.2026	CAMP PERFORMANCE	0.00	$750.00	0.00	750.00
	Desc: CAMP PERFORMANCE		Acct: 10-514-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		750.00	0.00	750.00
011970	CRONIN, PETER		PETER CRONIN		8/14/2026	99781
	APR-JUN'26	GYM REIMBURSEMENT APR-JUN 2026	0.00	$75.15	0.00	75.15
	Desc: GYM REIMBURSEMENT APR-JUN 2026		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		75.15	0.00	75.15
012275	CYRAN, JONATHAN		JONATHAN CYRAN		8/14/2026	99782
	06.15-17.26	MILEAGE + TRAINING MEAL REIMBUR	0.00	$45.48	0.00	45.48
	Desc: MEAL REIMBURSEMENT		Acct: 10-211-311-0000	HPD -TRAVEL & MEETINGS		
	Desc: MILEAGE REMIBURSEMENT		Acct: 10-211-311-0000	HPD -TRAVEL & MEETINGS		
012275	CYRAN, JONATHAN		JONATHAN CYRAN		8/14/2026	99848
	07.01.2026	UNIFORM REIMBURSEMENT	0.00	$175.25	0.00	175.25
	Desc: UNIFORM ALLOWANCE		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
	Desc: UNIFORM REIMBURSEMENT		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
		Vendor Total:		220.73	0.00	220.73
012868	SBA TOWERS II, LLC				8/14/2026	99849
	IN13938316	TOWER RENTAL JUL'26	0.00	$1,157.63	0.00	1,157.63
	Desc: TOWER RENTAL JUL'26		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		

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		Vendor Total:		1,157.63	0.00	1,157.63
013551	DELISLE, TERRY M	TERRY M DELISLE			8/14/2026	99850
AUG'26	RETIREE HEALTH INS REIMB - AUG'26		0.00	$428.22	0.00	428.22
Desc: RETIREE HEALTH INS REIMB - AUG'26		Acct: 10-325-418-0100		DPW -RETIREE HEALTH INSURANCE		
		Vendor Total:		428.22	0.00	428.22
013575	DELL MARKETING L.P.				8/14/2026	99851
10885029303	MCRO PROCESSOR		0.00	$1,005.75	0.00	1,005.75
Desc: MCRO PROCESSOR		Acct: 10-221-320-0000		HFD -EQUIP OPERATION/MAINT-OFFI		
10886171309	MONITOR - TM		0.00	$926.18	0.00	926.18
Desc: MONITOR - TM		Acct: 10-121-320-0000		TM -EQUIP OPERATION/MAINT-OFFIC		
10884880632	LAPTOP		1,288.78	$1,288.78	0.00	1,288.78
Desc: LAPTOP		Acct: 60-965-320-0000		EQUIP OPERATION/MAINT-OFFICE		
		Vendor Total:		3,220.71	0.00	3,220.71
014027	DISA GLOBAL SOLUTIONS, INC	AWSI/DISA GLOBAL SOLUTIONS, INC			8/14/2026	99852
703037	DOT DRUG TEST		0.00	$46.80	0.00	46.80
Desc: DOT DRUG TEST		Acct: 10-325-315-0000		DPW -RECRUITMENT & TRAINING		
		Vendor Total:		46.80	0.00	46.80
014145	DOLAN CONSULTING GROUP, LLC				8/14/2026	99853
W2869-0626-0120-0128	SUPERVISOR LIABILITY TELECOM DISPAT		0.00	$275.00	0.00	275.00
Desc: TRAINING COURSE		Acct: 10-271-315-0000		DISP -RECRUITMENT & TRAINING		
		Vendor Total:		275.00	0.00	275.00
014273	DOTTER, AARON	AARON DOTTER			8/14/2026	99854
07.12-25.2026	DOTTER MEDIC TRAINING EXPENSES		0.00	$1,238.23	0.00	1,238.23
Desc: DOTTER MEDIC TRAINING EXPENSES		Acct: 10-221-315-0000		HFD -RECRUITMENT & TRAINING		
		Vendor Total:		1,238.23	0.00	1,238.23
015500	ENDYNE, INC				8/14/2026	99855
584081	TESTING		25.00	$25.00	0.00	25.00
Desc: TESTING		Acct: 65-964-318-0000		CONTRACTED SERVICES		
584397	TESTING		25.00	$25.00	0.00	25.00
Desc: TESTING		Acct: 65-964-318-0000		CONTRACTED SERVICES		
586181	TESTING		36.00	$36.00	0.00	36.00
Desc: TESTING		Acct: 55-954-318-0000		CONTRACTED SERVICES		
586379	TESTING		155.00	$155.00	0.00	155.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		
586539	TESTING		150.00	$150.00	0.00	150.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		
586948	TESTING		46.00	$46.00	0.00	46.00
Desc: TESTING		Acct: 50-954-318-0000		CONTRACTED SERVICES		
587051	TESTING		46.00	$46.00	0.00	46.00
Desc: TESTING		Acct: 50-954-318-0000		CONTRACTED SERVICES		
587178	TESTING		25.00	$25.00	0.00	25.00
Desc: TESTING		Acct: 60-961-318-0000		CONTRACTED SERVICES		

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587361		TESTING	25.00	$25.00	0.00	25.00
	Desc: TESTING		Acct: 65-964-318-0000	CONTRACTED SERVICES		
588864		TESTING	72.00	$72.00	0.00	72.00
	Desc: TESTING		Acct: 50-954-318-0000	CONTRACTED SERVICES		
588865		TESTING	72.00	$72.00	0.00	72.00
	Desc: TESTING		Acct: 50-954-318-0000	CONTRACTED SERVICES		
		Vendor Total:		677.00	0.00	677.00
015805	EUROFINS ENVIRONMENT TESTING				8/14/2026	99856
4750025744		TESTING	29.40	$29.40	0.00	29.40
	Desc: TESTING		Acct: 65-964-318-0000	CONTRACTED SERVICES		
		Vendor Total:		29.40	0.00	29.40
015815	EVANS GROUP INC		EVANS GROUP INC.		8/14/2026	99857
12036719		GAS - JUL'26	0.00	$4,292.54	0.00	4,292.54
	Desc: APPARATUS FUEL FY27		Acct: 10-221-319-0000	HFD -EQUIPMENT OPERATION-GAS		
12036721		GAS - JULY'26	0.00	$6,944.37	0.00	6,944.37
	Desc: FLEET GAS		Acct: 10-211-319-0000	HPD -EQUIPMENT OPERATION-GAS		
		Vendor Total:		11,236.91	0.00	11,236.91
016080	CONSOLIDATED COMMUNICATIONS				8/14/2026	99858
11833807752JUL'26		WRJ WATER TANKS	396.97	$396.97	0.00	396.97
	Desc: WRJ WATER TANKS		Acct: 50-952-324-0000	TELEPHONE		
13444320594JUL'26		RADIO CIRCUITS	0.00	$900.00	0.00	900.00
	Desc: RADIO CIRCUITS		Acct: 10-271-320-0100	DISP -EQUIP OPERATION-COMMUNIC		
139245838419JUL'26		319 LATHAM WKS LN	86.00	$86.00	0.00	86.00
	Desc: 319 LATHAM WKS LN		Acct: 60-962-324-0000	TELEPHONE		
14091736024JUL'26		WABA INTERNET	0.00	$328.45	0.00	328.45
	Desc: WABA INTERNET		Acct: 10-530-324-0000	PR -Telephone		
14362366935JUL'26		INTERNET - HEMLOCK RIDGE	200.00	$200.00	0.00	200.00
	Desc: INTERNET - HEMLOCK RIDGE		Acct: 50-952-324-0000	TELEPHONE		
		Vendor Total:		1,911.42	0.00	1,911.42
016540	FERGUSON ENTERPRISES, LLC		FERGUSON ENTERPRISES,LLC #591 #576		8/14/2026	99859
1333718		Sewer pipe, bend, couplers, cement	0.00	$959.07	0.00	959.07
	Desc: Sewer pipe, bend, couplers, cement		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
1333910		Sewer pipe, bends	0.00	$424.07	0.00	424.07
	Desc: Sewer pipe, bends		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
1334328		MATERIALS	22.77	$22.77	0.00	22.77
	Desc: MATERIALS		Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
CM102878		RETURNS	0.00	$-792.20	0.00	-792.20
	Desc: RETURNS		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
		Vendor Total:		613.71	0.00	613.71
017110	FISHER AUTO PARTS, INC				8/14/2026	99860
377094,301-291404		NITRILE GLOVES	209.60	$209.60	0.00	209.60
	Desc: NITRILE GLOVES		Acct: 65-963-326-0000	UNIFORMS PURCHASE/LEASE		
377094,301-293095		PARTS	0.00	$21.65	0.00	21.65

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Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
Desc: PARTS		Acct: 10-321-323-0000	DPW -MATERIAL & SUPPLIES		
377094,301-293191	PARTS	0.00	$135.95	0.00	135.95
Desc: PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
377094,301-293772	PARTS	63.97	$63.97	0.00	63.97
Desc: PARTS		Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
377094,301-293779	PARTS	0.00	$17.08	0.00	17.08
Desc: PARTS		Acct: 10-321-323-0000	DPW -MATERIAL & SUPPLIES		
377094,301-293960	PARTS	0.00	$23.04	0.00	23.04
Desc: PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
377094,301-295398	PARTS	0.00	$47.29	0.00	47.29
Desc: PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
377094,301-295675	PARTS	0.00	$2.39	0.00	2.39
Desc: PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
377102,301-295516	PARTS	0.00	$25.59	0.00	25.59
Desc: E2		Acct: 10-221-321-0000	HFD -REPAIRS & MAINT-VEHICLES		
377104,301-295713	PEAK LIGHTING	0.00	$0.60	0.00	0.60
Desc: PEAK LIGHTING		Acct: 10-521-321-0000	PR -REPAIRS & MAINT - VEHICLES		
377104,301-296304	DIESEL EXHAUST FLUID	0.00	$27.12	0.00	27.12
Desc: DIESEL EXHAUST FLUID		Acct: 10-521-321-0000	PR -REPAIRS & MAINT - VEHICLES		
	Vendor Total:		574.28	0.00	574.28

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017301	FOGG'S LUMBER AND HARDWARE				8/14/2026	99783

Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
427004/6	MATERIALS	278.10	$278.10	0.00	278.10
Desc: SIU SUPPLIES		Acct: 72-211-211-0291	Grant : Family Place SIU FYE 2026		

Vendor ID	Vendor Name	Payee Name			Check Date	Check No.
017301	FOGG'S LUMBER AND HARDWARE				8/14/2026	99861

Invoice No.	Invoice Description	Cross Fund	Invoice Amt	Disc. Amt	Net Amt.
301-296860	BATTERY	0.00	$163.95	0.00	163.95
Desc: BATTERY		Acct: 10-521-321-0000	PR -REPAIRS & MAINT - VEHICLES		
433331/6	MATERIALS	0.00	$69.95	0.00	69.95
Desc: BUILIDING MATERIAL		Acct: 10-211-321-0100	HPD -REPAIRS & MAINT-BUILDING		
434083/6	SUPPLIES	0.00	$57.12	0.00	57.12
Desc: FLEET SELF CAR WASH MATERIALS		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
434411/6	MATERIALS	14.36	$14.36	0.00	14.36
Desc: MATERIALS		Acct: 60-961-323-0000	MATERIAL & SUPPLIES		
438534/6	MATERIALS	4.88	$4.88	0.00	4.88
Desc: MATERIALS		Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
438971/6	PARTS	0.00	$30.36	0.00	30.36
Desc: NUTS/BOLTS/NUMBERS		Acct: 10-221-331-0100	HFD -FIRE SUPPRESSION EQUIPMEN		
439337/6	MATERIALS	10.98	$10.98	0.00	10.98
Desc: MATERIALS		Acct: 60-961-320-0100	EQUIP OPERATION/MAINT-GENERAL		
439426/6	MATERIALS	9.99	$9.99	0.00	9.99
Desc: MATERIALS		Acct: 60-961-323-0000	MATERIAL & SUPPLIES		
439896/6	MATERIALS	16.56	$16.56	0.00	16.56
Desc: MATERIALS		Acct: 60-961-320-0100	EQUIP OPERATION/MAINT-GENERAL		
440812/6	PARTS	0.00	$44.02	0.00	44.02
Desc: NUTS/BOLTS		Acct: 10-221-323-0000	HFD -MATERIAL & SUPPLIES		
442197/6	SUPPLIES	0.00	$149.10	0.00	149.10
Desc: RANGE SUPPLIES		Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING		

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		Vendor Total:		849.37	0.00	849.37
017469	FRECHETTE AND SONS TURF CARE				8/14/2026	99862
1102		TURF TREATMENT/ROUND#2 FERTILIZER	0.00	$3,428.50	0.00	3,428.50
	Desc: Turf treatment at max and spread of		Acct: 10-527-323-0000	PR -MATERIAL & SUPPLIES		
	Desc: Spreading of materials		Acct: 10-527-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		3,428.50	0.00	3,428.50
017503	FULL CIRCLE TRAINING SOLUTIONS				8/14/2026	99863
260270		STANDARD NIBRS TRAINING	0.00	$459.00	0.00	459.00
	Desc: STANDARD NIBRS TRAINING		Acct: 10-271-315-0000	DISP -RECRUITMENT & TRAINING		
		Vendor Total:		459.00	0.00	459.00
017850	GALLS, LLC		GALLS, LLC		8/14/2026	99784
035514937		UNIFORMS	0.00	$54.33	0.00	54.33
	Desc: UNIFORM ALLOWANCES		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
017850	GALLS, LLC		GALLS, LLC		8/14/2026	99864
035655933		UNIFORMS	0.00	$176.96	0.00	176.96
	Desc: UNIFORM ALLOWANCE		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
035681303		UNIFORMS	0.00	$111.96	0.00	111.96
	Desc: UNIFORM ALLOWANCE		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
035699316		UNIFORMS	0.00	$133.59	0.00	133.59
	Desc: UNIFORM ALLOWANCES		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
035699467		UNIFORMS	0.00	$166.99	0.00	166.99
	Desc: UNIFORM ALLOWANCE		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
		Vendor Total:		643.83	0.00	643.83
018328	GIBBONS, TYLER		TYLER GIBBONS		8/14/2026	99785
APR-JUN'26		GYM REIMBURSEMNT APR-JUN'26	0.00	$120.00	0.00	120.00
	Desc: GYM REIMBURSEMENT		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		120.00	0.00	120.00
019390	GRAINGER				8/14/2026	99865
9015257208		PARTS	77.52	$77.52	0.00	77.52
	Desc: PARTS		Acct: 65-963-331-0000	DEPARTMENT EQUIPMENT		
9978221621		PARTS	65.08	$65.08	0.00	65.08
	Desc: PARTS		Acct: 65-963-321-0000	REPAIRS & MAINT-VEHICLES		
		Vendor Total:		142.60	0.00	142.60
019392	GRANDSTAND APPAREL		GRANDSTAND APPAREL		8/14/2026	99866
INV-7614		Rising Stars Theater Camp T-Shirts	0.00	$560.48	0.00	560.48
	Desc: Rising Stars Theater Camp T-Shirts		Acct: 10-514-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		560.48	0.00	560.48
019398	GRANITE STATE EXTERIOR CLEANING LLC		GRANITE STATE EXTERIOR CLEANING LLC		8/14/2026	99867
INV-0431		POWER WASH LIB BUILDING	0.00	$1,320.00	0.00	1,320.00
	Desc: POWER WASH LIB BUILDING		Acct: 10-524-318-0000	PR -CONTRACTED SERVICES		

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		Vendor Total:		1,320.00	0.00	1,320.00
019500	GRASSLAND EQUIPMENT &				8/14/2026	99868
1423247		BLADES	0.00	$281.82	0.00	281.82
	Desc: BLADES		Acct: 10-521-320-0000	PR -EQUIP OPERATION & MAINT		
		Vendor Total:		281.82	0.00	281.82
019800	GREEN MOUNTAIN LIBRARY CONSORTIUM				8/14/2026	99869
B26-4662		BIBLIO+STREAMING VIDEO SERVICE	0.00	$155.96	0.00	155.96
	Desc: BIBLIO+STREAMING VIDEO SERVICE		Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
		Vendor Total:		155.96	0.00	155.96
019850	GREEN MOUNTAIN POWER CORP		GREEN MOUNTAIN POWER CORP		8/14/2026	99870
04832000006AUG'26		1299 S MAIN ST PUMP STN	79.51	$79.51	0.00	79.51
	Desc: 1299 S MAIN ST PUMP STN		Acct: 60-964-329-0000	ELECTRICITY		
09832000005AUG'26		BRIGGS PARK	0.00	$56.03	0.00	56.03
	Desc: BRIGGS PARK		Acct: 10-521-329-0000	PR -ELECTRICITY		
13611000004AUG'26		HARTFORD VILLAGE ST LGT	0.00	$111.86	0.00	111.86
	Desc: HARTFORD VILLAGE ST LGT		Acct: 10-314-329-0000	DPW -ELECTRICITY		
20822960512AUG'26		1732 QUECHEE MAIN	0.00	$36.46	0.00	36.46
	Desc: 1732 QUECHEE MAIN		Acct: 10-314-329-0000	DPW -ELECTRICITY		
33490000008AUG'26		DEPOT ST SIDEWALK	0.00	$58.01	0.00	58.01
	Desc: DEPOT ST SIDEWALK		Acct: 10-314-329-0000	DPW -ELECTRICITY		
34591000004AUG'26		RADIO TOWER	0.00	$296.71	0.00	296.71
	Desc: RADIO TOWER		Acct: 10-271-329-0000	DISP -ELECTRICITY		
34926000000AUG'26		PARK LEHMAN BRIDGE LGTS	0.00	$114.05	0.00	114.05
	Desc: PARK LEHMAN BRIDGE LGTS		Acct: 10-314-329-0000	DPW -ELECTRICITY		
36340000003AUG'26		FROST PARK A STREET	0.00	$27.59	0.00	27.59
	Desc: FROST PARK A STREET		Acct: 10-521-329-0000	PR -ELECTRICITY		
36637407697AUG'26		1400 MAPLE ST	0.00	$58.92	0.00	58.92
	Desc: 1400 MAPLE ST		Acct: 10-314-329-0000	DPW -ELECTRICITY		
37762000000AUG'26		N MAIN ST - TRAFFIC LIGHT - HWY	0.00	$103.76	0.00	103.76
	Desc: N MAIN ST - TRAFFIC LIGHT - HWY		Acct: 10-314-329-0000	DPW -ELECTRICITY		
39065357434AUG'26		CURRIER ST - LAMP POST	0.00	$149.99	0.00	149.99
	Desc: CURRIER ST - LAMP POST		Acct: 10-314-329-0000	DPW -ELECTRICITY		
44390000006AUG'26		BILLINGS FARM RD	0.00	$66.92	0.00	66.92
	Desc: BILLINGS FARM RD		Acct: 10-314-329-0000	DPW -ELECTRICITY		
49762000005AUG'26		BRIDGE ST PUMP STATION	98.56	$98.56	0.00	98.56
	Desc: BRIDGE ST PUMP STATION		Acct: 60-964-329-0000	ELECTRICITY		
59511000008AUG'26		CAMPBELL ST PUMP STN	90.40	$90.40	0.00	90.40
	Desc: CAMPBELL ST PUMP STN		Acct: 50-954-329-0000	ELECTRICITY		
67700100000AUG'26		RT 5 POLE 95	0.00	$37.73	0.00	37.73
	Desc: RT 5 POLE 95		Acct: 10-314-329-0000	DPW -ELECTRICITY		
74856156851AUG'26		97 S MAIN ST CHARGING	0.00	$512.51	0.00	512.51
	Desc: 97 S MAIN ST CHARGING		Acct: 10-314-329-0100	DPW -ELECTRICITY - CHARGING STA		
77700100009AUG'26		POLE 1 PLEASANTVIEW TERR	0.00	$57.51	0.00	57.51
	Desc: POLE 1 PLEASANTVIEW TERR		Acct: 10-314-329-0000	DPW -ELECTRICITY		
78840100008AUG'26		RAILRD ROW - ENGINE 494	0.00	$70.87	0.00	70.87

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Desc: RAILRD ROW - ENGINE 494		Acct: 10-521-329-0000	PR -ELECTRICITY		
87700100008AUG'26	CHRISTIAN ST POLE 72-50	0.00	$31.80	0.00	31.80
Desc: CHRISTIAN ST POLE 72-50		Acct: 10-314-329-0000	DPW -ELECTRICITY		
89290000002AUG'26	HEMLOCK RIDGE	33.04	$33.04	0.00	33.04
Desc: HEMLOCK RIDGE		Acct: 50-954-329-0000	ELECTRICITY		
91611000000AUG'26	FERRY RD - SEWER PUMP	154.68	$154.68	0.00	154.68
Desc: FERRY RD - SEWER PUMP		Acct: 60-964-329-0000	ELECTRICITY		
97762000004AUG'26	N MAIN ST HWY LGTS	0.00	$57.51	0.00	57.51
Desc: N MAIN ST HWY LGTS		Acct: 10-314-329-0000	DPW -ELECTRICITY		
98380000003AUG'26	A ST PUMP STN - WW	35.00	$35.00	0.00	35.00
Desc: A ST PUMP STN - WW		Acct: 60-964-329-0000	ELECTRICITY		
98490000001AUG'26	ELM/GILLETTE ST	50.35	$50.35	0.00	50.35
Desc: ELM/GILLETTE ST		Acct: 60-964-329-0000	ELECTRICITY		
	Vendor Total:		2,389.77	0.00	2,389.77
020190	GROBE, JONATHAN W.	JONATHAN W. GROBE		8/14/2026	99871
07.27.2026	UMPIRE BASEBALL	0.00	$375.00	0.00	375.00
Desc: UMPIRE BASEBALL		Acct: 10-514-318-0000	PR -CONTRACTED SERVICES		
	Vendor Total:		375.00	0.00	375.00
020213	MOORE'S ORCHARD SHERBURNE FARM			8/14/2026	99786
2034	PLANTS FOR VETS @ TH + GARDEN AREAS	0.00	$962.44	0.00	962.44
Desc: PLANTS FOR VETS @ TH + GARDEN AREAS		Acct: 10-521-323-0000	PR -MATERIAL & SUPPLIES		
	Vendor Total:		962.44	0.00	962.44
020556	HAMPSHIRE FIRE PROTECT CO, LLC			8/14/2026	99872
290997	ANNUAL E-LIGHT+ALARM ISPECTIONS	0.00	$445.00	0.00	445.00
Desc: ANNUAL E-LIGHT+ALARM ISPECTIONS		Acct: 10-421-318-0000	SEN -CONTRACTED SERVICES		
	Vendor Total:		445.00	0.00	445.00
022035	HEARTLINE FITNESS PRODUCTS, INC			8/14/2026	99873
CINV-206810	FITNESS EQUIP MAINTENANCE	0.00	$325.00	0.00	325.00
Desc: FITNESS EQUIP MAINTENANCE		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
CINV-206861	FITNESS EQUIP MAINTENANCE	0.00	$180.00	0.00	180.00
Desc: FITNESS EQUIP MAINTENANCE		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
	Vendor Total:		505.00	0.00	505.00
022440	HERNANDEZ, CHRISTIAN	CHRISTIAN HERNANDEZ		8/14/2026	99787
APR-JUN'26	GYM REIMBURSEMNT APR-JUN'26	0.00	$108.00	0.00	108.00
Desc: GYM REIMBURSEMENT		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
	Vendor Total:		108.00	0.00	108.00
022545	HEWES, JANET	THE MOONLIGHTERS BIG BAND		8/14/2026	99874
07.29.26	2026 SUMMER CONCERT SERIES	0.00	$600.00	0.00	600.00
Desc: 2026 SUMMER CONCERT SERIES		Acct: 10-516-318-0000	PR -CONTRACTED SERVICES		
	Vendor Total:		600.00	0.00	600.00

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022630	HIGH COUNTRY ALUMINUM PRODUCTS, LL	HIGH COUNTRY ALUMINUM PRODUCTS		8/14/2026	99875
19509	ALUMINUM SHEET	0.00	$959.50	0.00	959.50
Desc:	ALUMINUM SHEET	Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
	Vendor Total:		959.50	0.00	959.50
022703	HILL, MARY	MARY HILL		8/14/2026	99876
AUG'26	RETIREE HEALTH INS REIMB - AUG'26	0.00	$428.22	0.00	428.22
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 10-151-418-0100	TC -Retirees		
	Vendor Total:		428.22	0.00	428.22
023260	HR HAPPENS			8/14/2026	99877
1272A	Org Assessment & Alignment	0.00	$5,000.00	0.00	5,000.00
Desc:	Org Assessment & Alignment	Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
	Vendor Total:		5,000.00	0.00	5,000.00
023395	ICC COMMUNITY DEVELOPMENT SOLUTIO	ICC CDS, LLC		8/14/2026	99878
CMS0028967	LASERFICHE ANNUAL FEE	5,400.00	$18,900.00	0.00	18,900.00
Desc:	Laserfiche FY26	Acct: 10-151-318-0000	TC -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-511-318-0000	PR -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-622-318-0000	PDZ -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
Desc:	Laserfiche FY27	Acct: 10-174-318-0000	ASE -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-171-318-0000	FIN -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-325-318-0000	DPW -CONTRACT SERVICES		
Desc:	Laserfiche FY27	Acct: 50-955-318-0000	CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 55-955-318-0000	CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 60-965-318-0000	CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 65-965-318-0000	CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-211-318-0000	HPD -CONTRACTED SERVICES		
Desc:	Laserfiche FY27	Acct: 10-181-318-0000	IT -CONTRACTED SERVICES		
	Vendor Total:		18,900.00	0.00	18,900.00
023422	IDEMIA IDENTITY & SECURITY USA LLC			8/14/2026	99879
190878	LIVESCAN	0.00	$3,376.00	0.00	3,376.00
Desc:	LIVESCAN	Acct: 10-211-320-0100	HPD -EQUIP OPERATION/COMMUNIC		
	Vendor Total:		3,376.00	0.00	3,376.00
023461	INET COMMUNICATIONS			8/14/2026	99880
33976	TELEPHONES - AUG 2026	0.00	$113.58	0.00	113.58
Desc:	TELEPHONES - AUG 2026	Acct: 10-121-324-0000	TM -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-151-324-0000	TC -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-171-324-0000	FIN -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-174-324-0000	ASE -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-181-324-0000	IT -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-511-324-0000	PR -TELEPHONE		
Desc:	TELEPHONES - AUG 2026	Acct: 10-622-324-0000	PDZ -TELEPHONE		
	Vendor Total:		113.58	0.00	113.58

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023466	INDUSTRIAL PUMP SALES &SERVICE, INC				8/14/2026	99788
	0626413-IN	ISO Grade Synthetic Oil	525.36	$525.36	0.00	525.36
	Desc: ISO Grade Synthetic Oil		Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
	0726077-IN	FILTERS	380.00	$380.00	0.00	380.00
	Desc: Filter Element		Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
		Vendor Total:		905.36	0.00	905.36
023473	INGRAM LIBRARY SERVICES LLC				8/14/2026	99881
	98401429	BOOKS	0.00	$61.16	0.00	61.16
	Desc: BOOKS		Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
		Vendor Total:		61.16	0.00	61.16
023475	INNOVATIVE MUNICIPAL PRODUCTS USINC		INNOVATIVE SURFACE SOLUTIONS		8/14/2026	99882
	PS-INV016250	Magnesium Chloride	0.00	$6,091.46	0.00	6,091.46
	Desc: Magnesium Chloride		Acct: 10-311-323-0000	DPW -MATERIAL & SUPPLIES		
		Vendor Total:		6,091.46	0.00	6,091.46
023951	INTERNATIONAL ASSOCIATION OF				8/14/2026	99883
	0480775	IACPNET MEMBERSHIP	0.00	$875.00	0.00	875.00
	Desc: IACPNET MEMBERSHIP		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		875.00	0.00	875.00
024185	INTERSTATE FIRE PROTECTION, LLC				8/14/2026	99884
	12487522	Clerk Vault Fire Protection Inspect	0.00	$595.00	0.00	595.00
	Desc: Clerk Vault Fire Protection Inspect		Acct: 10-151-318-0000	TC -CONTRACTED SERVICES		
		Vendor Total:		595.00	0.00	595.00
024228	INTRASYSTEMS, LLC				8/14/2026	99885
	58062	ABNORMAL AI	0.00	$2,856.00	0.00	2,856.00
	Desc: ABNORMAL AI		Acct: 10-181-318-0000	IT -CONTRACTED SERVICES		
		Vendor Total:		2,856.00	0.00	2,856.00
024465	JAMES LAMONTAGNE LANDSCAPE CO, INC		JAMES LAMONTAGNE LANDSCAPE CO, INC		8/14/2026	99886
	3585	DWTN BEAUTIFICATION PROJ	178.93	$178.93	0.00	178.93
	Desc: DWTN Beautification Project FY27		Acct: 70-622-318-7080	Downtown Vibrancy 2027 #07110-DVF-2		
		Vendor Total:		178.93	0.00	178.93
024800	JOE'S EQUIPMENT SERVICE				8/14/2026	99887
	NF-100439	PARTS	29.48	$29.48	0.00	29.48
	Desc: PARTS		Acct: 65-963-321-0000	REPAIRS & MAINT-VEHICLES		
		Vendor Total:		29.48	0.00	29.48
025715	KEY CHEVROLET OF WHITE RIVER				8/14/2026	99789
	61104	AUTO REPAIRS	0.00	$1,802.53	0.00	1,802.53
	Desc: AUTO REPAIR		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		1,802.53	0.00	1,802.53

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026580	LACKARD, JOHN M.	JOHN M. LACKARD			8/14/2026	99888
08.05.26	2026 SUMMER CONCERT SERIES		0.00	$600.00	0.00	600.00
Desc:	2026 SUMMER CONCERT SERIES	Acct: 10-516-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		600.00	0.00	600.00
026925	MODERN TIMES THEATRE, LLC	MODERN TIMES THEATRE, LLC			8/14/2026	99889
1979096006	CAMP PERFORMANCE		0.00	$700.00	0.00	700.00
Desc:	CAMP PERFORMANCE	Acct: 10-514-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		700.00	0.00	700.00
027100	LAVALLEY BUILDING SUPPLY, INC				8/14/2026	99890
1604807	RAILS - MAXFIELD		0.00	$175.89	0.00	175.89
Desc:	RAILS - MAXFIELD	Acct: 10-527-323-0000		PR -MATERIAL & SUPPLIES		
		Vendor Total:		175.89	0.00	175.89
027175	LAW, TODD	TODD LAW			8/14/2026	99891
JUL-AUG'26	TRAVEL ALLOWANCE JUL-AUG'26		0.00	$666.66	0.00	666.66
Desc:	TRAVEL ALLOWANCE JUL-AUG'26	Acct: 10-325-315-0000		DPW -RECRUITMENT & TRAINING		
		Vendor Total:		666.66	0.00	666.66
027402	LEBANON, CITY OF	CITY OF LEBANON			8/14/2026	99790
JUN'26	TIPPING FEES - JUN'26		12,846.07	$12,846.07	0.00	12,846.07
Desc:	Tipping Fees	Acct: 30-971-318-0000		CONTRACTED SERVICES		
027402	LEBANON, CITY OF	CITY OF LEBANON			8/14/2026	99892
JUL'26	TIPPING FEES - JUL'26		11,216.16	$11,216.16	0.00	11,216.16
Desc:	TIPPING FEES - JUL'26	Acct: 30-971-318-0000		CONTRACTED SERVICES		
		Vendor Total:		24,062.23	0.00	24,062.23
027403	LEBANON, CITY OF	CITY OF LEBANON			8/14/2026	99791
JUN'26	GRIT DISPOSAL		16,643.50	$16,643.50	0.00	16,643.50
Desc:	Grit Disposal Fees_06/01/2026 - 06/	Acct: 60-961-318-0000		CONTRACTED SERVICES		
027403	LEBANON, CITY OF	CITY OF LEBANON			8/14/2026	99893
JUL'26	GRIT DISPOSAL - JUL'26		16,042.28	$16,042.28	0.00	16,042.28
Desc:	GRIT DISPOSAL - JUL'26	Acct: 60-961-318-0000		CONTRACTED SERVICES		
		Vendor Total:		32,685.78	0.00	32,685.78
027750	DEAD RIVER COMPANY	DEAD RIVER COMPANY			8/14/2026	99894
4935943,41915	LEAK CHECK - LIBRARY		0.00	$277.20	0.00	277.20
Desc:	LEAK CHECK - LIBRARY	Acct: 10-524-327-0000		PR -BUILDING HEAT		
		Vendor Total:		277.20	0.00	277.20
027755	LEONARD, TIMOTHY A	TIMOTHY A. LEONARD			8/14/2026	99895
07.27.2026	UMPIRE BASEBALL		0.00	$375.00	0.00	375.00
Desc:	UMPIRE BASEBALL	Acct: 10-514-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		375.00	0.00	375.00
027850	WILLIAM LEWIS ELECTRICAL, LLC	WILLIAM LEWIS ELECTRICAL LLC			8/14/2026	99896

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INV-2026-34		ELECTRICAL WORK		0.00	$1,137.00	0.00	1,137.00
	Desc: ELECTRICAL WORK		Acct: 10-271-321-0100		DISP -REPAIRS & MAINT - BUILDING		
			Vendor Total:		1,137.00	0.00	1,137.00
028500	LUNDRIGAN, SHAWN		SHAWN LUNDRIGAN			8/14/2026	99897
AUG'26		RETIREE HEALTH INS REIMB - AUG'26		0.00	$480.45	0.00	480.45
	Desc: RETIREE HEALTH INS REIMB - AUG'26		Acct: 10-211-418-0100		HPD -RETIREE HEALTH INSURANCE		
			Vendor Total:		480.45	0.00	480.45
029010	MAINE OXY ACETYLENE SUPPLY CO		MAINE OXY			8/14/2026	99898
3003607320		CO_2		0.00	$277.76	0.00	277.76
	Desc: CO_2		Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
3003613436		CO_2		0.00	$284.64	0.00	284.64
	Desc: CO_2		Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
3003618894		CO_2 PAST DUE FEE		0.00	$5.44	0.00	5.44
	Desc: CO_2 PAST DUE FEE		Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
3003622446		CO_2		0.00	$289.59	0.00	289.59
	Desc: CO_2		Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
7000654040		CO_2 CYLINDER FEE		0.00	$98.75	0.00	98.75
	Desc: CO_2 CYLINDER FEE		Acct: 10-512-323-0000		PR -MATERIAL & SUPPLIES		
			Vendor Total:		956.18	0.00	956.18
029380	MARCO EQUIPMENT SALES LLC					8/14/2026	99899
12978		PARTS		0.00	$90.63	0.00	90.63
	Desc: E1 PARTS FY27		Acct: 10-221-321-0000		HFD -REPAIRS & MAINT-VEHICLES		
			Vendor Total:		90.63	0.00	90.63
029745	DARTMOUTH HITCHCOCK		DARTMOUTH HITCHCOCK			8/14/2026	99900
0726-03		MED SUPPLIES		0.00	$159.44	0.00	159.44
	Desc: MED SUPPLIES-JUL'26		Acct: 10-221-331-0500		HFD -MEDICAL EQUIPMENT & SUPPL		
			Vendor Total:		159.44	0.00	159.44
029746	DARTMOUTH-HITCHCOCK		DARTMOUTH - HITCHCOCK			8/14/2026	99792
700005551,241616662		PRE EMPLOYMENT EXAMS		0.00	$560.00	0.00	560.00
	Desc: PRE EMPLOYMENT EXAMS		Acct: 10-512-315-0000		PR -RECRUITMENT & TRAINING		
	Desc: PRE EMPLOYMENT EXAMS H.M.		Acct: 10-121-315-0000		TM -RECRUITMENT & TRAINING		
	Desc: PRE EMPLOYMENT EXAMS S.S.		Acct: 10-171-315-0000		FIN -RECRUITMENT & TRAINING		
			Vendor Total:		560.00	0.00	560.00
029815	MASON, W.B. COMPANY, INC		W.B. MASON COMPANY, INC			8/14/2026	99901
263478913		7500 WINDOW ENVELOPES		0.00	$554.73	0.00	554.73
	Desc: 7500 WINDOW ENVELOPES		Acct: 10-171-323-0000		FIN -MATERIAL & SUPPLIES		
263552996		FILE ORGANIZER		0.00	$8.99	0.00	8.99
	Desc: FILE ORGANIZER		Acct: 10-121-323-0000		TM -MATERIAL & SUPPLIES		
263576581		WALL CALENDAR		0.00	$6.48	0.00	6.48
	Desc: WALL CALENDAR		Acct: 10-121-323-0000		TM -MATERIAL & SUPPLIES		
263592007		PADS		0.00	$9.99	0.00	9.99
	Desc: PADS		Acct: 10-121-323-0000		TM -MATERIAL & SUPPLIES		

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	263592007B	CREDIT	0.00	$-9.99	0.00	-9.99
	Desc: CREDIT		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
	263691207	POST-IT NOTES	0.00	$22.14	0.00	22.14
	Desc: POST-IT NOTES		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
	CM4918144	RETURNS	0.00	$-11.99	0.00	-11.99
	Desc: RETURNS		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
	CM4918147	RETURNS	0.00	$-9.99	0.00	-9.99
	Desc: RETURNS		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
	263465079	CLEANING SUPPLIES	0.00	$182.39	0.00	182.39
	Desc: CLEANING SUPPLIES		Acct: 10-221-323-0000	HFD -MATERIAL & SUPPLIES		
	263318814	SMALL FLAGS	0.00	$4.19	0.00	4.19
	Desc: SMALL FLAGS		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
029815	MASON, W.B. COMPANY, INC		W.B. MASON COMPANY, INC		8/14/2026	99793
	262500744	WATER	0.00	$45.65	0.00	45.65
	Desc: EMPLOYEE APPRECIATION PARTY SUPPLIE		Acct: 10-121-340-0000	TM -EMPLOYEEAPPRECIATION		
029815	MASON, W.B. COMPANY, INC		W.B. MASON COMPANY, INC		8/14/2026	99901
	26308/3063	CLEANING MOPS	0.00	$24.98	0.00	24.98
	Desc: CLEANING MOPS		Acct: 10-221-323-0000	HFD -MATERIAL & SUPPLIES		
	263179227	2CS PAPER	0.00	$125.98	0.00	125.98
	Desc: 2CS PAPER		Acct: 10-221-320-0000	HFD -EQUIP OPERATION/MAINT-OFFI		
	263369411	OFFICE SUPPLIES	0.00	$19.67	0.00	19.67
	Desc: OFFICE SUPPLIES		Acct: 10-325-323-0000	DPW -MATERIAL & SUPPLIES		
	263373719	1 CS PAPER + 5 INDEX BNDR	0.00	$26.46	0.00	26.46
	Desc: 1 CS PAPER + 5 INDEX BNDR		Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES		
	263389645	OFFICE SUPPLIES	154.30	$185.16	0.00	185.16
	Desc: OFFICE SUPPLIES		Acct: 10-325-323-0000	DPW -MATERIAL & SUPPLIES		
	Desc: OFFICE SUPPLIES		Acct: 30-975-323-0000	MATERIAL & SUPPLIES		
	Desc: OFFICE SUPPLIES		Acct: 50-955-323-0000	MATERIAL & SUPPLIES		
	Desc: OFFICE SUPPLIES		Acct: 55-955-323-0000	MATERIALS & SUPPLIES		
	Desc: OFFICE SUPPLIES		Acct: 60-965-323-0000	MATERIAL & SUPPLIES		
	Desc: OFFICE SUPPLIES		Acct: 65-965-323-0000	MATERIALS & SUPPLIES		
		Vendor Total:		1,184.84	0.00	1,184.84
029905	MAYO, JEFFREY		JEFFREY MAYO		8/14/2026	99794
	APR-JUN'26	GYM REIMBURSEMNT APR-JUN'26	0.00	$75.15	0.00	75.15
	Desc: GYM REIMBURSEMENT		Acct: 10-271-313-0000	DISP -MEMBERSHIP DUES		
		Vendor Total:		75.15	0.00	75.15
030269	MBG EQUIPMENT SALES AND RENTALS LL(				8/14/2026	99795
	65943	EMERGENCY PUMP RENTAL-WRIGHTS RESER	0.00	$578.40	0.00	578.40
	Desc: EMERGENCY PUMP RENTAL-WRIGHTS RESER		Acct: 10-521-318-0000	PR -CONTRACTED SERVICES		
	65943B	EMERGENCY PUMP RENTAL-WRIGHTS RESER	0.00	$6,451.60	0.00	6,451.60
	Desc: EMERGENCY PUMP RENTAL-WRIGHTS RESER		Acct: 10-521-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		7,030.00	0.00	7,030.00
031390	MODERN CLEANERS & TAILORS, INC				8/14/2026	99902
	JUL'26	UNIFORM CLEANING - JUL'26	0.00	$325.25	0.00	325.25
	Desc: UNIFORM CLEANING		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		

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031390	MODERN CLEANERS & TAILORS, INC				8/14/2026	99796
INV-1851		UNIFORM CLEAN UP	0.00	$156.75	0.00	156.75
Desc:	UNIFORM CLEANING		Acct: 10-211-326-0000	HPD -PURCHASE UNIFORMS & CLEAI		
		Vendor Total:		482.00	0.00	482.00
031435	MOMAR, INC.		MOMAR, INC.		8/14/2026	99797
PSI680846		ODO-WAY - 1/12 GL	679.59	$679.59	0.00	679.59
Desc:	ODO-WAY - 1/12 GL		Acct: 60-961-340-0000	CHEMICALS		
		Vendor Total:		679.59	0.00	679.59
031438	MONAGHAN SAFAR PLLC				8/14/2026	99903
29196		LEGAL: GENERAL MATTERS	0.00	$1,800.00	0.00	1,800.00
Desc:	LEGAL: GENERAL MATTERS		Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
29197		LEGAL: 303 CHRISTIAN STREET	0.00	$4,230.00	0.00	4,230.00
Desc:	LEGAL: 303 CHRISTIAN STREET		Acct: 10-121-318-0000	TM -CONTRACT SERVICES		
		Vendor Total:		6,030.00	0.00	6,030.00
031443	MONTAGE ENTERPRISES, INC				8/14/2026	99904
0033166-IN		Rotary blades, tiger Nuts & bolts	0.00	$616.34	0.00	616.34
Desc:	Rotary blades, tiger Nuts & bolts		Acct: 10-321-323-0000	DPW -MATERIAL & SUPPLIES		
		Vendor Total:		616.34	0.00	616.34
031735	MORSE, SARAH A		SARAH A MORSE		8/14/2026	99798
APR-JUN'26		GYM REIMBURSEMNT APR-JUN'26	0.00	$60.09	0.00	60.09
Desc:	GYM REIMBURSEMENT		Acct: 10-271-313-0000	DISP -MEMBERSHIP DUES		
		Vendor Total:		60.09	0.00	60.09
031892	MS&K, INC				8/14/2026	99905
18865		QUE-HARTLAND RD CULVERT 06.30-07.28	7,570.34	$7,570.34	0.00	7,570.34
Desc:	QUE-HARTLAND RD CULVERT 06.30-07.28		Acct: 72-325-325-0560	TH Structures Program #BC2426		
		Vendor Total:		7,570.34	0.00	7,570.34
031920	MUDGETT, JENNETT & KROGH-WISNER, PC				8/14/2026	99906
116647		AUDIT MAY 8 2026 - JULY 17 2026	0.00	$4,000.00	0.00	4,000.00
Desc:	AUDIT MAY 8 2026 - JULY 17 2026		Acct: 10-173-318-0000	FIN -CONTRACTED SERVICES		
		Vendor Total:		4,000.00	0.00	4,000.00
031955	MES SERVICE COMPANY, LLC		MES SERVICE COMPANY, LLC		8/14/2026	99907
IN2548546		SCBA FLOW TESTS	0.00	$1,946.24	0.00	1,946.24
Desc:	SCBA FLOW TESTS FY27		Acct: 10-221-331-0100	HFD -FIRE SUPPRESSION EQUIPMEN		
IN2552487		HYDRO TEST	0.00	$44.75	0.00	44.75
Desc:	HYDRO TESTING FY27		Acct: 10-221-331-0100	HFD -FIRE SUPPRESSION EQUIPMEN		
031955	MES SERVICE COMPANY, LLC		MES SERVICE COMPANY, LLC		8/14/2026	99799
IN2498659		UNIFORMS	0.00	$129.89	0.00	129.89
Desc:	UNIFORMS		Acct: 10-221-326-0000	HFD -PURCHASE/RENTAL UNIFORMS		
		Vendor Total:		2,120.88	0.00	2,120.88

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032104	MVP SELECT CARE INC.				8/14/2026	99908
	CINV021535	Health ins Advisory JUL 2026	43.92	$353.50	0.00	353.50
	Desc: Health ins Advisory JUL 2026		Acct: 10-121-220-0000	TM -HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 10-151-220-0000	TC -HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 10-171-220-0000	FIN -HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 10-174-220-0000	ASE -HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 10-175-220-0000	DEL -HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 10-181-220-0000	IT -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-211-220-0000	HPD -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-211-418-0100	HPD -RETIREE HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-211-220-0000	HPD -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-221-418-0100	HFD -RETIREE HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-271-220-0000	DISP -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-312-220-0000	DPW -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-325-220-0000	DPW -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-511-220-0000	PR -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-514-220-0000	PR -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-521-220-0000	PR -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 10-622-220-0000	PDZ -HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 30-975-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory Aug 2026		Acct: 50-954-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 50-955-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 55-955-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 60-961-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 60-961-418-0100	RETIREE HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 60-965-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 65-963-220-0000	HEALTH INSURANCE		
	Desc: Health ins Advisory JUL 2026		Acct: 65-965-220-0000	HEALTH INSURANCE		
		Vendor Total:		353.50	0.00	353.50
032232	NANATOVICH, KELSI L		KELSI L NANATOVICH		8/14/2026	99800
	2025/2026	GYM REIMBURSEMNT	0.00	$425.00	0.00	425.00
	Desc: GYM REIMBURSEMENT		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		425.00	0.00	425.00
033600	NEW ENGLAND STATE POLICE				8/14/2026	99909
	INV202600871	NESPIN MEMBERSHIP 2026/2027	0.00	$100.00	0.00	100.00
	Desc: NESPIN MEMBERSHIP 2026/2027		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		100.00	0.00	100.00
033986	NEW HAMPSHIRE RECYCLES				8/14/2026	99910
	148784	GLASS/FREON	750.40	$750.40	0.00	750.40
	Desc: Glass-PGA		Acct: 30-971-318-0000	CONTRACTED SERVICES		
	Desc: Freon-Units		Acct: 30-971-318-0000	CONTRACTED SERVICES		
		Vendor Total:		750.40	0.00	750.40
034785	NORTHEAST COMMUNITY SOLAR LLC				8/14/2026	99911
	5604	SOLAR ARRAY - JUL'26	1,109.00	$1,584.31	0.00	1,584.31

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	Desc: SOLAR ARRAY - JUL'26		Acct: 10-321-329-0000	DPW -ELECTRICITY		
	Desc: SOLAR ARRAY - JUL'26		Acct: 60-961-329-0000	ELECTRICITY		
		Vendor Total:		1,584.31	0.00	1,584.31
035002	CASELLA WASTE SYSTEMS, INC	CASELLA WASTE SYSTEMS, INC			8/14/2026	99912
9600306162JUL'26		TRASH REMOVAL - MAXFIELD - JUL 26	0.00	$286.58	0.00	286.58
	Desc: TRASH REMOVAL - MAXFIELD - JUL 26		Acct: 10-527-318-0000	PR -CONTRACTED SERVICES		
9600004122JUL'26		TRASH REMOVAL - TH - JUL 26	0.00	$521.98	0.00	521.98
	Desc: TRASH REMOVAL - TH - JUL 26		Acct: 10-161-318-0000	TH -CONTRACTED SERVICES		
9600556519JUL'26		TRASH REMOVAL - DPW - JUL 26	0.00	$267.19	0.00	267.19
	Desc: TRASH REMOVAL - DPW - JUL 26		Acct: 10-325-318-0000	DPW -CONTRACT SERVICES		
9600291752JUL'26		TRASH REMOVAL - WABA - JUL 26	0.00	$339.68	0.00	339.68
	Desc: TRASH REMOVAL - WABA - JUL 26		Acct: 10-521-318-0000	PR -CONTRACTED SERVICES		
9600004148JUL'26		TRASH REMOVAL - BUGBEE - JUL 26	0.00	$527.97	0.00	527.97
	Desc: TRASH REMOVAL - BUGBEE - JUL 26		Acct: 10-421-318-0000	SEN -CONTRACTED SERVICES		
035002	CASELLA WASTE SYSTEMS, INC	CASELLA WASTE SYSTEMS, INC			8/14/2026	99801
9600004155JUN'26		TRASH PICK-UP JUN 26	0.00	$501.22	0.00	501.22
	Desc: TRASH SERVICES		Acct: 10-221-318-0000	HFD -CONTRACTED SERVICES		
	Desc: TRASH SERVICES		Acct: 10-211-318-0000	HPD -CONTRACTED SERVICES		
	Desc: TRASH SERVICES		Acct: 10-271-320-0000	DISP -EQUIP OPERATION/MAINT-OFF		
		Vendor Total:		2,444.62	0.00	2,444.62
035050	NORTHERN NURSERIES INC				8/14/2026	99913
302412		MACRO CLAY BRICKS	0.00	$27.50	0.00	27.50
	Desc: MACRO CLAY BRICKS		Acct: 10-527-323-0000	PR -MATERIAL & SUPPLIES		
		Vendor Total:		27.50	0.00	27.50
035735	O'NEIL, LISA	LISA O'NEIL			8/14/2026	99914
08.11.2026		LUNCH ELECTION PRIMARY-REIMBURSEMEN	0.00	$101.20	0.00	101.20
	Desc: LUNCH ELECTION PRIMARY-REIMBURSEMEN		Acct: 10-131-323-0000	TC -MATERIALS & SUPPLIES		
		Vendor Total:		101.20	0.00	101.20
035780	O'REILLY AUTO PARTS				8/14/2026	99915
5698-430621		PARTS	0.00	$131.73	0.00	131.73
	Desc: E1		Acct: 10-221-321-0000	HFD -REPAIRS & MAINT-VEHICLES		
035780	O'REILLY AUTO PARTS				8/14/2026	99802
5698-423273		AUTO PARTS	0.00	$55.49	0.00	55.49
	Desc: AUTO PARTS		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		187.22	0.00	187.22
036735	PATHWAYS CONSULTING, LLC				8/14/2026	99803
28157		SLOPE+ROAD REPAIRS-COUNTRY LN	0.00	$4,935.50	0.00	4,935.50
	Desc: SLOPE+ROAD REPAIRS-COUNTRY LN		Acct: 10-311-318-0000	DPW -CONTRACTED SERVICES		
		Vendor Total:		4,935.50	0.00	4,935.50
037276	PETE'S TIRE BARNS, INC				8/14/2026	99916
291899		TIRES	0.00	$8,950.12	0.00	8,950.12

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Desc:	Tires, Mount & Balance	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
292002	H-3 TIRES	0.00	$3,755.80	0.00	3,755.80
Desc:	H-3 TIRES	Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
	Vendor Total:		12,705.92	0.00	12,705.92
037450	PIKE INDUSTRIES INC			8/14/2026	99917
1388155	ASPHALT	336.00	$336.00	0.00	336.00
Desc:	ASPHALT	Acct: 50-954-321-0200	REPAIRS & MAINT-MAINS & APPUR		
	Vendor Total:		336.00	0.00	336.00
037551	PITNEY BOWES BANK INC	PITNEY BOWES BANK INC		8/14/2026	99918
JUL'26	POSTAGE - JULY 2026	91.36	$4,929.25	0.00	4,929.25
Desc:	Postage July 2026	Acct: 10-121-322-0000	TM -POSTAGE		
Desc:	Postage July 2026	Acct: 10-171-322-0000	FIN -POSTAGE		
Desc:	Postage July 2026	Acct: 10-151-322-0000	TC -POSTAGE		
Desc:	Postage July 2026	Acct: 10-511-322-0000	PR -POSTAGE		
Desc:	Postage July 2026	Acct: 10-622-322-0000	PDZ -POSTAGE		
Desc:	Postage July 2026	Acct: 10-174-322-0000	ASE -POSTAGE		
Desc:	Postage July 2026	Acct: 50-955-322-0000	POSTAGE		
Desc:	Postage July 2026	Acct: 55-955-322-0000	POSTAGE		
Desc:	Postage July 2026	Acct: 60-965-322-0000	POSTAGE		
Desc:	Postage July 2026	Acct: 65-965-322-0000	POSTAGE		
Desc:	Postage July 2026 - TAX BILLS	Acct: 10-171-322-0000	FIN -POSTAGE		
	Vendor Total:		4,929.25	0.00	4,929.25
037751	PONZONI, JOAN	JOAN M. PONZONI		8/14/2026	99919
AUG'26	RETIREE HEALTH INS REIMB - AUG'26	342.58	$428.22	0.00	428.22
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 50-955-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 60-965-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 55-955-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 65-965-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - AUG'26	Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
JUL'26	RETIREE HEALTH INS REIMB - JUL'26	342.58	$428.22	0.00	428.22
Desc:	RETIREE HEALTH INS REIMB - JUL'26	Acct: 50-955-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - JUL'26	Acct: 60-965-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - JUL'26	Acct: 55-955-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - JUL'26	Acct: 65-965-418-0100	RETIREE HEALTH INSURANCE		
Desc:	RETIREE HEALTH INS REIMB - JUL'26	Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
	Vendor Total:		856.44	0.00	856.44
038495	PRIORITY EXPRESS, INC.			8/14/2026	99920
81722631	INTERLIBRARY LOAN PROG	0.00	$105.20	0.00	105.20
Desc:	INTERLIBRARY LOAN PROG	Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
	Vendor Total:		105.20	0.00	105.20
039250	RADIO NORTH GROUP INC			8/14/2026	99921
24148018	PARTS	0.00	$654.00	0.00	654.00
Desc:	REPLACEMENT PARTS	Acct: 10-211-330-0000	HPD -OFFICE EQUIPMENT		

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		Vendor Total:		654.00	0.00	654.00
039510	RC CLEANING LLC		RC CLEANING LLC		8/14/2026	99804
645		CLEANING SERVICES - JUN'26	0.00	$1,725.90	0.00	1,725.90
	Desc: CLEANING SERVICES		Acct: 10-211-318-0000	HPD -CONTRACTED SERVICES		
	Desc: CLEANING SERVICES		Acct: 10-271-320-0000	DISP -EQUIP OPERATION/MAINT-OFF		
		Vendor Total:		1,725.90	0.00	1,725.90
040375	RICKER, ALLYN		ALLYN RICKER		8/14/2026	99922
AUG'26		RETIREE HEALTH INS REIMB - AUG'26	0.00	$837.51	0.00	837.51
	Desc: RETIREE HEALTH INS REIMB - AUG'26		Acct: 10-325-418-0100	DPW -RETIREE HEALTH INSURANCE		
		Vendor Total:		837.51	0.00	837.51
041857	PITNEY BOWES GLOBAL FINANCIAL		PITNEY BOWES GLOBAL FINANCIAL		8/14/2026	99923
3322940926B		MAIL STATION LEASE JUL 1-AUG 20	23.00	$46.00	0.00	46.00
	Desc: MAIL STATION LEASE JUL 1-AUG 20		Acct: 30-975-318-0000	CONTRACTED SERVICES		
	Desc: MAIL STATION LEASE JUL 1-AUG 20		Acct: 10-325-318-0000	DPW -CONTRACT SERVICES		
041857	PITNEY BOWES GLOBAL FINANCIAL		PITNEY BOWES GLOBAL FINANCIAL		8/14/2026	99805
3322940926		MAIL STATION LEASE MAY 21-JUN 30	46.00	$92.00	0.00	92.00
	Desc: MAIL STATION LEASE MAY 21-JUN 30		Acct: 10-325-318-0000	DPW -CONTRACT SERVICES		
	Desc: MAIL STATION LEASE MAY 21-JUN 30		Acct: 30-975-318-0000	CONTRACTED SERVICES		
		Vendor Total:		138.00	0.00	138.00
042498	SIG SAUER, INC				8/14/2026	99924
6440563		SWAT I - BASIC SWAT OPERATOR	0.00	$1,290.00	0.00	1,290.00
	Desc: SWAT I - BASIC SWAT OPERATOR		Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING		
6440568		SWAT I - BASIC SWAT OPERATOR	0.00	$1,290.00	0.00	1,290.00
	Desc: SWAT I - BASIC SWAT OPERATOR		Acct: 10-211-315-0000	HPD -RECRUITMENT & TRAINING		
		Vendor Total:		2,580.00	0.00	2,580.00
042720	SIRCHIE AQUISITION COMPANY, LLC		SIRCHIE ACQUISITION COMPANY, LLC		8/14/2026	99925
0749479-IN		DRUG TESTING KITS	0.00	$84.45	0.00	84.45
	Desc: DRUG TESTING KITS		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
		Vendor Total:		84.45	0.00	84.45
042802	SL MERIWETHER SOLAR I LLC				8/14/2026	99926
JUL'26		SOLAR ARRAY - JUL'26	2,551.99	$2,551.99	0.00	2,551.99
	Desc: SOLAR ARRAY - JUL'26		Acct: 50-952-329-0000	ELECTRICITY		
		Vendor Total:		2,551.99	0.00	2,551.99
043190	SOLOMITA, DANIEL		DANIEL SOLOMITA		8/14/2026	99927
07.13-15.2026		MEAL REIMBURSEMENT	0.00	$347.00	0.00	347.00
	Desc: ADVANCED INTERVIEW+INTERROGATION TR		Acct: 10-211-311-0000	HPD -TRAVEL & MEETINGS		
		Vendor Total:		347.00	0.00	347.00
043315	NATIONAL CENTER FOR SAFETY INITIATI				8/14/2026	99928
71763		BACKGROUND CHECKS	0.00	$30.00	0.00	30.00

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	Desc: BACKGROUND CHECKS	Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES			
043315	NATIONAL CENTER FOR SAFETY INITIATI				8/14/2026	99806
70753	BACKGROUND CHECKS	0.00		$30.00	0.00	30.00
	Desc: BACKGROUND CHECKS	Acct: 10-514-315-0000	PR -RECRUITMENT & TRAINING			
	Desc: BACKGROUND CHECKS	Acct: 10-121-323-0000	TM -MATERIAL & SUPPLIES			
	Vendor Total:			60.00	0.00	60.00
043426	FIRSTLIGHT NETWORKS, LLC	FIRSTLIGHT NETWORKS, LLC			8/14/2026	99929
23664981	TELEPHONES - JULY 2026	506.04		$5,848.23	0.00	5,848.23
	Desc: Telephones July 2026	Acct: 10-211-324-0000	HPD -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-221-324-0000	HFD -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-271-324-0000	DISP -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-121-324-0000	TM -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-151-324-0000	TC -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-171-324-0000	FIN -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-174-324-0000	ASE -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-181-324-0000	IT -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-511-324-0000	PR -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-622-325-0000	PDZ -REFUNDS			
	Desc: Telephones July 2026	Acct: 10-530-324-0000	PR -Telephone			
	Desc: Telephones July 2026	Acct: 30-971-324-0000	TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-221-324-0000	HFD -TELEPHONE			
	Desc: Telephones July 2026	Acct: 60-962-324-0000	TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-321-324-0000	DPW -TELEPHONE			
	Desc: Telephones July 2026	Acct: 10-325-324-0000	DPW -TELEPHONE			
	Vendor Total:			5,848.23	0.00	5,848.23
043930	STAPLES CONTRACT & COMMERCIAL	STAPLES ADVANTAGE			8/14/2026	99930
7010545696	OFFICE SUPPLIES	0.00		$175.23	0.00	175.23
	Desc: OFFICE MATERIALS AND SUPPLIES	Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES			
	Desc: OFFICE MATERIALS AND SUPPLIES	Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES			
	Desc: OFFICE MATERIALS AND SUPPLIES	Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES			
	Vendor Total:			175.23	0.00	175.23
044204	STEARNS SEPTIC SERVICE, LLC				8/14/2026	99931
9581072226	SLUDGE HAULING	1,884.00		$1,884.00	0.00	1,884.00
	Desc: SLUDGE HAULING	Acct: 65-963-318-0000	CONTRACTED SERVICES			
13773072726	VAC TRUCK	5,740.00		$5,740.00	0.00	5,740.00
	Desc: Emergency Vac Service_7/21, 7/24, 7	Acct: 60-964-321-0200	REPAIRS & MAINT-MAINS			
13749072426	VAC TRUCK	2,085.00		$2,085.00	0.00	2,085.00
	Desc: Emergency Vac Service_07/24/26	Acct: 60-964-321-0200	REPAIRS & MAINT-MAINS			
13730071726	VAC TRUCK	1,487.50		$1,487.50	0.00	1,487.50
	Desc: Emergency Vac Services 07/17/26	Acct: 60-964-321-0200	REPAIRS & MAINT-MAINS			
9581070626	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:			13,080.50	0.00	13,080.50
044220	STERICYCLE, INC				8/14/2026	99932
8014972351	MED DISPOSAL - AUG'26	0.00		$38.20	0.00	38.20

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	Desc: MED DISPOSAL - AUG'26		Acct: 10-221-331-0500	HFD -MEDICAL EQUIPMENT & SUPPL		
		Vendor Total:		38.20	0.00	38.20
044450	STONE, ROBERT		ROBERT STONE		8/14/2026	99933
07.22.2026		2026 SUMMER CONCERT SERIES	0.00	$600.00	0.00	600.00
	Desc: 2026 SUMMER CONCERT SERIES		Acct: 10-516-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		600.00	0.00	600.00
044560	STRATUS TELECOM LLC				8/14/2026	99934
26648		FAX SERVICES - AUG'26	0.00	$139.31	0.00	139.31
	Desc: TELEPHONES - AUG 2026		Acct: 10-271-324-0000	DISP -TELEPHONE		
	Desc: TELEPHONES - AUG 2026		Acct: 10-221-324-0000	HFD -TELEPHONE		
	Desc: TELEPHONES - AUG 2026		Acct: 10-211-324-0000	HPD -TELEPHONE		
	Desc: TELEPHONES - AUG 2026		Acct: 10-121-324-0000	TM -TELEPHONE		
		Vendor Total:		139.31	0.00	139.31
044602	STROBES N' MORE LLC				8/14/2026	99935
809421		2 RADAR	0.00	$5,036.98	0.00	5,036.98
	Desc: 2 RADAR		Acct: 10-211-320-0000	HPD -EQUIP OPERATION/MAINT-OFFI		
		Vendor Total:		5,036.98	0.00	5,036.98
045300	TASCO SECURITY, INC				8/14/2026	99936
196786		ALARM FEE 08.01.26-07.31.27 319LATH	199.44	$199.44	0.00	199.44
	Desc: ALARM FEE 08.01.26-07.31.27 319LATH		Acct: 60-961-318-0000	CONTRACTED SERVICES		
		Vendor Total:		199.44	0.00	199.44
045350	AXON ENTERPRISE, INC				8/14/2026	99937
INUS464420		2 AXON BASIC LICENSE BUNDLE	0.00	$383.76	0.00	383.76
	Desc: 2 AXON BASIC LICENSE BUNDLE		Acct: 10-211-330-0000	HPD -OFFICE EQUIPMENT		
INUS464551		AXON ANNUAL CONTRACT	0.00	$33,258.76	0.00	33,258.76
	Desc: AXON ANNUAL CONTRACT		Acct: 10-211-330-0000	HPD -OFFICE EQUIPMENT		
		Vendor Total:		33,642.52	0.00	33,642.52
045484	TELEPHONE & NETWORK TECHNOLOGIES				8/14/2026	99938
8494937		MATERIALS	497.00	$497.00	0.00	497.00
	Desc: MATERIALS		Acct: 60-961-321-0100	REPAIRS & MAINT-BUILDING		
8494981		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		
045484	TELEPHONE & NETWORK TECHNOLOGIES				8/14/2026	99807
847850		TNT ITEMS	0.00	$835.00	0.00	835.00
	Desc: TNT items		Acct: 10-181-318-0100	IT -CONTRACTED SERVICES - MANA(		
		Vendor Total:		1,537.00	0.00	1,537.00
045730	THOMSON REUTERS - WEST				8/14/2026	99939

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853830215		CLEAR SUBSCRIPTION FEE	0.00		$358.60	0.00	358.60
Desc:	CLEAR SUBSCRIPTION FEE		Acct:	10-211-314-0000	HPD -BOOKS & PERIODICALS		
853954800		CLEAR MONTHLY FEE	0.00		$358.60	0.00	358.60
Desc:	CLEAR MONTHLY FEE - JUL'26		Acct:	10-211-314-0000	HPD -BOOKS & PERIODICALS		
		Vendor Total:			717.20	0.00	717.20
046000	TI-SALES, LLC					8/14/2026	99940
INV0200111		METERS	54.37		$54.37	0.00	54.37
Desc:	5/8" Meter Washers		Acct:	50-954-323-0000	MATERIAL & SUPPLIES		
Desc:	5/8" Meter Washers		Acct:	55-954-323-0000	MATERIALS & SUPPLIES		
INV0199590		METERS	3,954.00		$3,954.00	0.00	3,954.00
Desc:	5/8" Meters		Acct:	50-954-323-0000	MATERIAL & SUPPLIES		
Desc:	5/8" Meters		Acct:	55-954-323-0000	MATERIALS & SUPPLIES		
INV0200260		METERS	4,368.72		$4,368.72	0.00	4,368.72
Desc:	5/8" Meters		Acct:	50-954-323-0000	MATERIAL & SUPPLIES		
Desc:	5/8" Meters		Acct:	55-954-323-0000	MATERIALS & SUPPLIES		
INV0199895		METERS	3,072.20		$3,072.20	0.00	3,072.20
Desc:	1" Neptune Meters, washers & meter		Acct:	50-954-323-0000	MATERIAL & SUPPLIES		
Desc:	1" Neptune Meters, washers & meter		Acct:	55-954-323-0000	MATERIALS & SUPPLIES		
		Vendor Total:			11,449.29	0.00	11,449.29
046170	TOP STITCH EMBROIDERY INC					8/14/2026	99941
417245		UNIFORMS	39.50		$39.50	0.00	39.50
Desc:	UNIFORMS		Acct:	50-954-326-0000	UNIFORMS-PURCHASE/LEASE/CLEAN		
Desc:	UNIFORMS		Acct:	55-954-326-0000	UNIFORMS-PURCHASE/LEASE/CLEAN		
		Vendor Total:			39.50	0.00	39.50
046460	TRI-COUNTY CONTRACTORS SUPPLY, INC					8/14/2026	99942
51071		PARTS	0.00		$273.10	0.00	273.10
Desc:	PARTS		Acct:	10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
		Vendor Total:			273.10	0.00	273.10
046950	TWIN STATE SAND AND GRAVEL CO					8/14/2026	99943
123657		TWIN PACK	0.00		$617.04	0.00	617.04
Desc:	3/4" Twin Pack		Acct:	10-311-323-0000	DPW -MATERIAL & SUPPLIES		
Desc:	3/4" Twin Pack		Acct:	10-311-323-0000	DPW -MATERIAL & SUPPLIES		
		Vendor Total:			617.04	0.00	617.04
047190	USABLUEBOOK		USABLUEBOOK			8/14/2026	99808
INV01064187		PARTS	495.88		$495.88	0.00	495.88
Desc:	Check valve & ball valve		Acct:	65-964-320-0100	EQUIP OPERATION/MAINT-GENERAL		
INV01064260		PARTS	474.90		$474.90	0.00	474.90
Desc:	Check valve and ball valve		Acct:	65-964-320-0100	EQUIP OPERATION/MAINT-GENERAL		
047190	USABLUEBOOK		USABLUEBOOK			8/14/2026	99944
INV01090860		CHART PAPER	438.81		$438.81	0.00	438.81
Desc:	CHART PAPER		Acct:	65-963-323-0000	MATERIALS & SUPPLIES		
047190	USABLUEBOOK		USABLUEBOOK			8/14/2026	99808

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INV01058710		PARTS	945.51	$945.51	0.00	945.51
	Desc: 12" Air Bag Blower System		Acct: 65-964-320-0100	EQUIP OPERATION/MAINT-GENERAL		
INV01055006		PARTS	86.08	$86.08	0.00	86.08
	Desc: Clamp meter		Acct: 60-964-320-0100	EQUIP OPERATION/MAINT-GENERAL		
INV01030100		MATERIALS	310.58	$310.58	0.00	310.58
	Desc: MATERIALS		Acct: 60-961-340-0000	CHEMICALS		
047190	USABLUEBOOK	USABLUEBOOK			8/14/2026	99944
INV01107017		CHART PENS	524.15	$524.15	0.00	524.15
	Desc: Chart pens		Acct: 60-961-323-0000	MATERIAL & SUPPLIES		
		Vendor Total:		3,275.91	0.00	3,275.91
047797	HARTFORD AUTO				8/14/2026	99945
004196		VT STATE INSPECTION	0.00	$60.00	0.00	60.00
	Desc: VT STATE INSPECTION		Acct: 10-521-321-0000	PR -REPAIRS & MAINT - VEHICLES		
		Vendor Total:		60.00	0.00	60.00
048300	VALLEY NEWS	VALLEY NEWS			8/14/2026	99946
125978,4455796		NO2 HEATING OIL + PROPANE	0.00	$111.00	0.00	111.00
	Desc: NO2 HEATING OIL + PROPANE		Acct: 10-325-312-0000	DPW -ADVERTISING		
125978,4455791		RFP MAGNESIUM CHLORIDE	0.00	$123.00	0.00	123.00
	Desc: RFP MAGNESIUM CHLORIDE		Acct: 10-325-312-0000	DPW -ADVERTISING		
125978,4455617		HWY LABORER I	0.00	$229.50	0.00	229.50
	Desc: HWY LABORER I		Acct: 10-325-312-0000	DPW -ADVERTISING		
125978,4455604		FYE2027 WW COLLECTION	125.00	$125.00	0.00	125.00
	Desc: FYE2027 WW COLLECTION		Acct: 60-965-312-0000	ADVERTISING		
	Desc: FYE2027 WW COLLECTION		Acct: 65-965-312-0000	ADVERTISING		
125911,4455830		SB AGENDA 07.21.26	0.00	$326.00	0.00	326.00
	Desc: SB AGENDA 07.21.26		Acct: 10-111-312-0000	SB -ADVERTISING		
125911,4456152		SB AGENDA 08.04.26	0.00	$304.00	0.00	304.00
	Desc: SB AGENDA 08.04.26		Acct: 10-111-312-0000	SB -ADVERTISING		
125978,4455605		FYE2027 SLUDGE HAULING+GREASE	119.00	$119.00	0.00	119.00
	Desc: FYE2027 SLUDGE HAULING+GREASE		Acct: 65-965-312-0000	ADVERTISING		
		Vendor Total:		1,337.50	0.00	1,337.50
049800	VERMONT DEPARTMENT OF TAXES	VERMONT DEPARTMENT OF TAXES			8/14/2026	99809
2026 Q2		Q2 2026 - FRANCHISE TAX	1,175.45	$1,175.45	0.00	1,175.45
	Desc: Q2 2026 - FRANCHISE TAX		Acct: 30-971-316-0000	GRANTS/APPROP/ST.TAXES		
		Vendor Total:		1,175.45	0.00	1,175.45
050070	VERMONT INST OF NATURAL SCIENCE				8/14/2026	99947
V-2307		EVENT FEE 08.04.26 BIRDS ARE DINOSA	106.89	$371.00	0.00	371.00
	Desc: EVENT FEE 08.04.26 BIRDS ARE DINOSA		Acct: 80-711-318-8043	Grant Exp - Smith Fund (WH Library)		
	Desc: EVENT FEE 08.04.26 BIRDS ARE DINOSA		Acct: 10-712-316-0500	LIB -APPROP - W. HARTFORD LIBRAF		
		Vendor Total:		371.00	0.00	371.00
050090	VERMONT LEAGUE OF CITIES AND TOWNS	VERMONT LEAGUE OF CITIES AND TOWNS			8/14/2026	99948
25925		TF2026 REG FEE	0.00	$99.00	0.00	99.00

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Desc:	TF2026 REG FEE		Acct: 10-121-313-0000	TM -MEMBERSHIP DUES		
		Vendor Total:		99.00	0.00	99.00
051924	VIP TIRES & SERVICE				8/14/2026	99949
2062040964		TIRES	1,510.00	$1,510.00	0.00	1,510.00
Desc:	Tires		Acct: 50-954-321-0000	REPAIRS & MAINT-VEHICLES		
Desc:	Tires		Acct: 55-954-321-0000	REPAIRS & MAINT - VEHICLES		
		Vendor Total:		1,510.00	0.00	1,510.00
052300	WEBB, F W COMPANY		F.W. WEBB COMPANY		8/14/2026	99950
96902841		PARTS	100.07	$100.07	0.00	100.07
Desc:	PARTS		Acct: 60-961-320-0100	EQUIP OPERATION/MAINT-GENERAL		
96899706		PARTS	64.91	$64.91	0.00	64.91
Desc:	PARTS		Acct: 60-961-320-0100	EQUIP OPERATION/MAINT-GENERAL		
96857901		PARTS	63.43	$63.43	0.00	63.43
Desc:	PARTS		Acct: 60-961-323-0000	MATERIAL & SUPPLIES		
97089366		PARTS	0.00	$11.41	0.00	11.41
Desc:	PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
052300	WEBB, F W COMPANY		F.W. WEBB COMPANY		8/14/2026	99810
96748340		Plumbing Kit	555.90	$555.90	0.00	555.90
Desc:	Plumbing Kit		Acct: 60-964-320-0100	EQUIP OPERATION/MAINT-GENERAL		
052300	WEBB, F W COMPANY		F.W. WEBB COMPANY		8/14/2026	99950
96802436		COND PUMP	0.00	$395.04	0.00	395.04
Desc:	COND PUMP		Acct: 10-221-321-0100	HFD -REPAIRS & MAINT-BUILDING		
97045550		PARTS	0.00	$207.58	0.00	207.58
Desc:	PARTS		Acct: 10-321-321-0000	DPW -REPAIRS & MAINT-VEHICLES		
96783107		PARTS	8.27	$8.27	0.00	8.27
Desc:	PARTS		Acct: 60-961-331-0000	DEPARTMENT EQUIPMENT		
		Vendor Total:		1,406.61	0.00	1,406.61
052650	WEST LEBANON FEED & SUPPLY				8/14/2026	99811
JUN'26		K9 FOOD	0.00	$15.99	0.00	15.99
Desc:	K9 FOOD		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
052650	WEST LEBANON FEED & SUPPLY				8/14/2026	99951
JUL'26		K9 FOOD	0.00	$15.99	0.00	15.99
Desc:	K9 FOOD		Acct: 10-211-323-0000	HPD -MATERIAL & SUPPLIES		
		Vendor Total:		31.98	0.00	31.98
053040	WHITE RIVER CAR WASH				8/14/2026	99952
JUL'26		FLEET CAR WAS - JUL'26	0.00	$256.26	0.00	256.26
Desc:	FLEET CAR WASHES		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
053040	WHITE RIVER CAR WASH				8/14/2026	99812
MAY'26		CAR WASH - MAY'26	0.00	$539.55	0.00	539.55
Desc:	FLEET CARWASHES		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		795.81	0.00	795.81
053650	WILSON TIRE INC				8/14/2026	99953

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name	Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
559870		PD-3 TIRES	0.00	$881.50	0.00	881.50
	Desc: PD-3 TIRE MOUNT BALANCE		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
053650	WILSON TIRE INC				8/14/2026	99813
558952		TIRE REPAIR	0.00	$55.00	0.00	55.00
	Desc: TIRE REPAIR		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
053650	WILSON TIRE INC				8/14/2026	99953
559967		PD-4 TIRE REPAIR	0.00	$169.00	0.00	169.00
	Desc: PD-4 TIRE REPAIR		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
559871		TIRE REPLACEMENT	0.00	$54.75	0.00	54.75
	Desc: PD-2 TIRE REPLACEMENT		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
559945		PD-2 TIRE REPAIR	0.00	$42.25	0.00	42.25
	Desc: PD-2 TIRE REPAIR		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
560019		PD-3 TIRE REPAIR	0.00	$55.00	0.00	55.00
	Desc: PD-3 TIRE REPAIR		Acct: 10-211-321-0000	HPD -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		1,257.50	0.00	1,257.50
054815	WORKSAFE TCI INC				8/14/2026	99954
40936		ROAD SIGNS	0.00	$1,626.54	0.00	1,626.54
	Desc: Road Signs		Acct: 10-315-323-0000	DPW -MATERIAL & SUPPLIES		
40937		PARKING METER SIGNAGE+HARDWARE	0.00	$1,290.89	0.00	1,290.89
	Desc: PARKING METER SIGNAGE+HARDWARE		Acct: 10-622-318-0000	PDZ -CONTRACTED SERVICES		
		Vendor Total:		2,917.43	0.00	2,917.43
055051	YANKEE GENERATOR INC				8/14/2026	99814
7861		Serv, MPAC 1500-Type G	3,232.84	$3,232.84	0.00	3,232.84
	Desc: Serv, MPAC 1500-Type G		Acct: 65-963-318-0000	CONTRACTED SERVICES		
7857		MATERIALS	124.46	$124.46	0.00	124.46
	Desc: MATERIALS		Acct: 60-961-318-0000	CONTRACTED SERVICES		
		Vendor Total:		3,357.30	0.00	3,357.30
055310	ZOLL MEDICAL CORPORATION				8/14/2026	99955
4530704		MED SUPPLIES	0.00	$409.60	0.00	409.60
	Desc: MED SUPPLIES FY27		Acct: 10-221-331-0500	HFD -MEDICAL EQUIPMENT & SUPPL		
4525225		MED SUPPLIES	0.00	$606.80	0.00	606.80
	Desc: MED SUPPLIES FY27		Acct: 10-221-331-0500	HFD -MEDICAL EQUIPMENT & SUPPL		
		Vendor Total:		1,016.40	0.00	1,016.40
059704	CLARKE, MARTHA		MARTHA CLARKE		8/14/2026	99815
APR-MAY'26		GYM REIMBURSEMENT APR-MAY 2026	0.00	$40.06	0.00	40.06
	Desc: GYM REIMBURSEMENT APR-MAY 2026		Acct: 10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		40.06	0.00	40.06
059850	LEBANON YOUTH BASEBALL ASSOC.		LYBA		8/14/2026	99816
05.13.2026		LOGAN+SMITH FIELD	0.00	$300.00	0.00	300.00
	Desc: LOGAN+SMITH FIELD		Acct: 10-514-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		300.00	0.00	300.00

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060110	NATIONAL - METER	NATIONAL BUSINESS TECHNOLOGIES LLC			8/14/2026	99956
IN744797		METER COPIER - DPW	37.83	$37.83	0.00	37.83
Desc:	METER COPIER - DPW-C4791	Acct:	60-961-320-0100	EQUIP OPERATION/MAINT-GENERAL		
		Vendor Total:		37.83	0.00	37.83
060112	NATIONAL BUSINESS TECHNOLOGIES				8/14/2026	99957
5039555431		LEASE COPIER - AUG'26 - WABA	0.00	$90.46	0.00	90.46
Desc:	LEASE COPIER - AUG'26 - WABA C4794	Acct:	10-530-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		90.46	0.00	90.46
060113	WELLS FARGO VENDOR FINANCIAL SERVI(				8/14/2026	99958
5039676998		LEASE COPIER - AUG/SEP'26 FD#2	0.00	$95.81	0.00	95.81
Desc:	LEASE COPIER - AUG/SEP'26 FD#2	Acct:	10-221-320-0000	HFD -EQUIP OPERATION/MAINT-OFFI		
		Vendor Total:		95.81	0.00	95.81
061582	M & T BANK / WILMINGTON TRUST				8/14/2026	99959
2027 AR1-006		MUNICIPAL PROJECT AR1-006	39,915.46	$39,915.46	0.00	39,915.46
Desc:	AR1-006 Bond Principal Payment as B	Acct:	60-964-542-0100	DEBT PRINCIPAL - AR1-006		
Desc:	AR1-006 Bond Principal Payment as B	Acct:	60-964-542-0102	DEBT ADMIN FEE - AR1-006		
Desc:	AR1-006 Bond Principal Payment as B	Acct:	65-964-542-0100	DEBT PRINCIPAL - AR1-006		
Desc:	AR1-006 Bond Principal Payment as B	Acct:	65-964-542-0102	DEBT ADMIN FEE - AR1-006		
061582	M & T BANK / WILMINGTON TRUST				8/14/2026	99961
2027 TH41 AR1-041		MUNICIPAL PROJECT AR1-041 6/12	302,968.96	$302,968.96	0.00	302,968.96
Desc:	MUNICIPAL PROJECT AR1-041 6/12	Acct:	65-963-542-0200	DEBT PRINCIPAL- AR1-041-3		
Desc:	MUNICIPAL PROJECT AR1-041 6/12	Acct:	65-963-542-0202	DEBT ADMIN FEES- AR1-041-3		
061582	M & T BANK / WILMINGTON TRUST				8/14/2026	99960
2027 TH17 RF1-188		MUNICIPAL PROJECT RF1-188	3,483.74	$3,483.74	0.00	3,483.74
Desc:	MUNICIPAL PROJECT RF1-188 4/10	Acct:	60-019-100-0100	RF1-188-1 White River W/W Mapping L(		
		Vendor Total:		346,368.16	0.00	346,368.16
489010	VERMONT CENTER FOR RESPONDER				8/14/2026	99962
1888		WELLNESS SERVICES JUL-SEP'26	0.00	$3,750.00	0.00	3,750.00
Desc:	WELLNESS SERVICES JUL-SEP'26	Acct:	10-211-313-0000	HPD -MEMBERSHIP DUES		
		Vendor Total:		3,750.00	0.00	3,750.00
500660	JP PEST SERVICE				8/14/2026	99817
4438706		WABA RINK SERVICE	0.00	$428.00	0.00	428.00
Desc:	WABA RINK SERVICE	Acct:	10-530-318-0000	PR -CONTRACTED SERVICES		
		Vendor Total:		428.00	0.00	428.00
500894	SECURSHRED	SECURSHRED			8/14/2026	99963
537523		SHREDDING	0.00	$25.00	0.00	25.00
Desc:	SHREDDING	Acct:	10-325-318-0000	DPW -CONTRACT SERVICES		
538339		SHREDDING	0.00	$25.00	0.00	25.00
Desc:	SHREDDING	Acct:	10-161-318-0000	TH -CONTRACTED SERVICES		
538343		SHREDDING	0.00	$25.00	0.00	25.00
Desc:	SHRED SERVICES FY27	Acct:	10-221-330-0000	HFD -OFFICE EQUIPMENT		

Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name	Invoice Description / Payee Name	Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
538333		SHREDDING	0.00	$25.00	0.00	25.00
Desc:	SHRED SERVICES	Acct: 10-211-318-0000		HPD -CONTRACTED SERVICES		
500894	SECURSHRED	SECURSHRED			8/14/2026	99818
535125		SHREDDING	0.00	$25.00	0.00	25.00
Desc:	SHREDDING	Acct: 10-211-318-0000		HPD -CONTRACTED SERVICES		
		Vendor Total:		125.00	0.00	125.00
501936	VIKING-CIVES USA				8/14/2026	99964
4554686		CYLINDER	0.00	$523.03	0.00	523.03
Desc:	Cylinder	Acct: 10-321-321-0000		DPW -REPAIRS & MAINT-VEHICLES		
		Vendor Total:		523.03	0.00	523.03
502527	TECHVAR				8/14/2026	99970
Z26IBRO2-0001		ARCTIC WOLF CONTRACT	0.00	$61,245.26	0.00	61,245.26
Desc:	ARCTIC WOLF CONTRACT	Acct: 10-181-318-0000		IT -CONTRACTED SERVICES		
		Vendor Total:		61,245.26	0.00	61,245.26
503109	WINSLOW, CORA				8/14/2026	99965
07.13-18.2026		Rising Stars Theater Camp Staff	0.00	$1,000.00	0.00	1,000.00
Desc:	Rising Stars Theater Camp Staff	Acct: 10-514-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		1,000.00	0.00	1,000.00
503111	CHAPMAN, DAKOTA				8/14/2026	99966
07.13-18.2026		Rising Stars Theater Camp Staff	0.00	$750.00	0.00	750.00
Desc:	Rising Stars Theater Camp Staff	Acct: 10-514-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		750.00	0.00	750.00
503112	CHADBURN, KYLE				8/14/2026	99967
07.15.2026		2026 SUMMER CONCERT SERIES	0.00	$600.00	0.00	600.00
Desc:	2026 SUMMER CONCERT SERIES	Acct: 10-516-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		600.00	0.00	600.00
503113	VAHEY, JACOB				8/14/2026	99968
08.12.2026		2026 SUMMER CONCERT SERIES	0.00	$600.00	0.00	600.00
Desc:	Summer Concert Series 8/12 - Static	Acct: 10-516-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		600.00	0.00	600.00
503114	MICHAELIDES, LEE	LEE MICHAELIDES			8/14/2026	99819
06.30.2026		HCC BLOCK PARTY MATERIALS REIMBURSE	160.05	$160.05	0.00	160.05
Desc:	HCC BLOCK PARTY MATERIALS REIMBURSE	Acct: 70-626-626-0100		ACT172 Community Capacity Bldg Mini		
		Vendor Total:		160.05	0.00	160.05
503115	NORTH, CAYLEY				8/14/2026	99969
08.03.2026		2026 SUMMER CONCERT SERIES	0.00	$400.00	0.00	400.00
Desc:	2026 SUMMER CONCERT SERIES	Acct: 10-516-318-0000		PR -CONTRACTED SERVICES		
		Vendor Total:		400.00	0.00	400.00

Bank ID	Bank Name					
Vendor ID	Vendor Name		Payee Name		Check Date	Check No.
Detail: Invoice No.	Invoice Description		Cross Fund	Invoice Amt	Disc. Amt	Net Amt.

FUND 1 0				**Bank Total:**		**798,381.53**
		Holdback Total				838,655.01
	Batch Totals:	0.00	487,945.36		0.00	1,326,600.37

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Bank ID / Vendor ID / Detail: Invoice No.	Bank Name / Vendor Name / Invoice Description	Payee Name / Cross Fund	Invoice Amt	Check Date / Disc. Amt	Check No. / Net Amt.
FUND 1 0	**GENERAL FUND - MASCOMA**				
000100	DEPARTMENT OF THE TREASURY	DEPARTMENT OF THE TREASURY		8/20/2026	99987
FEDERAL TAX PD082026	FEDERAL TAX P/E 081526	0.00	$36,908.45	0.00	36,908.45
	Desc: FEDERAL TAX P/E 081526	Acct: 10-012-200-0110	FEDERAL WITHHOLDING TAX PAYAB		
MEDICARE PD082026	MEDICARE TAX P/E 081526	0.00	$13,052.07	0.00	13,052.07
	Desc: MEDICARE TAX P/E 081526	Acct: 10-012-200-0120	FICA/MEDICARE TAXES PAYABLE		
FICA TAX PD082026	FICA TAX P/E 081526	0.00	$55,808.84	0.00	55,808.84
	Desc: FICA TAX P/E 081526	Acct: 10-012-200-0120	FICA/MEDICARE TAXES PAYABLE		
	Vendor Total:		105,769.36	0.00	105,769.36
001985	AFSCME COUNCIL 93	AFSCME COUNCIL 93		8/20/2026	99988
ADMIN DUES PD082026	UNION DUES-CLERICAL P/E 081526	0.00	$214.56	0.00	214.56
	Desc: UNION DUES-CLERICAL P/E 081526	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
	Vendor Total:		214.56	0.00	214.56
020780	HARTFORD CAREER FIREFIGHTERS ASSO(			8/20/2026	99989
AUG'26	UNION DUES AUG'26 FIREFIGHTERS	0.00	$2,300.00	0.00	2,300.00
	Desc: UNION DUES AUG'26 FIREFIGHTERS	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
	Vendor Total:		2,300.00	0.00	2,300.00
020935	HARTFORD POLICE ASSOCIATION #405			8/20/2026	99990
PD DUES PD082026	PD DUES - P/E08152026	0.00	$1,134.00	0.00	1,134.00
	Desc: PD DUES - P/E081526	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
	Vendor Total:		1,134.00	0.00	1,134.00
023750	ICMA RETIREMENT TRUST-401	MISSIONSQUARE-#109316		8/20/2026	99991
ICMA 8% PD082026	ICMA EMPLOYER CONTRIBUT P/E 081	0.00	$1,701.93	0.00	1,701.93
	Desc: ICMA EMPLOYER CONTRIBUT P/E 081526	Acct: 10-012-300-0260	ACCRUED RETIREMENT PAYABLE		
ICMA LOANS PD082026	ICMA EMPLOYEE LOAN REPAY P/E 08	0.00	$1,972.45	0.00	1,972.45
	Desc: ICMA EMPLOYEE LOAN REPAY P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
	Vendor Total:		3,674.38	0.00	3,674.38
023800	ICMA RETIREMENT TRUST-457	MISSIONSQUARE-#304085		8/20/2026	99992
ICMA 457 PD082026	ICMA 457EMPLOYEE CONTRIB P/E 081	0.00	$3,302.44	0.00	3,302.44
	Desc: ICMA 457EMPLOYEE CONTRIB P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
	Vendor Total:		3,302.44	0.00	3,302.44
023805	ICMA ROTH IRA - VANTAGE POINT	MISSIONSQUARE-#705953		8/20/2026	99993
ICMA ROTH PD082026	ICMA ROTH EMPLOYEE CONT P/E 081	0.00	$269.00	0.00	269.00
	Desc: ICMA ROTH EMPLOYEE CONT P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
	Vendor Total:		269.00	0.00	269.00
023970	INTERNATIONAL BROTHERHOOD OF			8/20/2026	99994
DPW DUES PD082026	UNION DUES-DPW P/E 081526	0.00	$271.24	0.00	271.24
	Desc: UNION DUES-DPW P/E 081526	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
	Vendor Total:		271.24	0.00	271.24

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032785	NATIONWIDE RETIREMENT SOLUTIONS			8/20/2026	99995
NW 457 PD082026	NATION WIDE RETIRE SOL P/E 081526	0.00	$1,735.92	0.00	1,735.92
Desc:	NATION WIDE RETIRE SOL P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
	Vendor Total:		1,735.92	0.00	1,735.92
049700	VERMONT DEPARTMENT OF TAXES			8/20/2026	99996
VT TAX PD082026	VT DEP TAXES P/E 081526	0.00	$13,787.78	0.00	13,787.78
Desc:	VT DEP TAXES P/E 081526	Acct: 10-012-200-0210	VT WITHHOLDING TAXES PAYABLE		
	Vendor Total:		13,787.78	0.00	13,787.78
049701	VERMONT DEPARTMENT OF TAXES			8/20/2026	99997
TN CCC TAX PD082026	TOWN VT CHILD CARE CONTRB W/E0	0.00	$1,763.76	0.00	1,763.76
Desc:	TOWN VT CHILD CARE CONTRB W/E081526	Acct: 10-012-200-0215	VT CHILD CARE TAX		
	Vendor Total:		1,763.76	0.00	1,763.76
050515	VMERS - DB	VMERS - DB		8/20/2026	99998
VMERSB 7.500%082026	VMERSB 7.500% TOWN P/E 081526	0.00	$3,109.81	0.00	3,109.81
Desc:	VMERSB 7.500% TOWN P/E 081526	Acct: 10-012-300-0260	ACCRUED RETIREMENT PAYABLE		
VMERS 1.250%082026	VMERS 1.250% TOWN/EMP P/E 08152	0.00	$962.95	0.00	962.95
Desc:	VMERS 1.250% TOWN/EMP P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERS 10.750%082026	VMERS 10.750% EMPLOYEE P/E 0815	0.00	$8,281.44	0.00	8,281.44
Desc:	VMERS 10.750% EMPLOYEE P/E081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERSD 13.350%082026	VMERSD 13.350% EMP 081526	0.00	$13,288.06	0.00	13,288.06
Desc:	VMERSD 13.350% EMP 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERSD 11.850%082026	VMERSD 11.850% TOWN 081526	0.00	$11,795.03	0.00	11,795.03
Desc:	VMERSD 11.850% TOWN 081526	Acct: 10-012-300-0260	ACCRUED RETIREMENT PAYABLE		
VMERS 9.250%082026	VMERS 9.250% TOWN P/E 081526	0.00	$20,385.83	0.00	20,385.83
Desc:	VMERS 9.250% TOWN P/E 081526	Acct: 10-012-300-0260	ACCRUED RETIREMENT PAYABLE		
VMERS WW12.00%08202	VMERS 12.000% EMP WW 081526	0.00	$727.69	0.00	727.69
Desc:	VMERS 12.000% EMP WW 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERSB 0.500%082026	VMERSB 0.500% TOWN/EMP P/E 0815	0.00	$207.31	0.00	207.31
Desc:	VMERSB 0.500% TOWN/EMP P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERS U 11.00%082026	VMERS U 11.00% EMPLOYEE P/E 0815	0.00	$3,136.88	0.00	3,136.88
Desc:	VMERS U 11.00% EMPOLYEE P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERS U 12.00%082026	VMERS U 12.00% EMPLOYEE P/E 0815	0.00	$13,053.42	0.00	13,053.42
Desc:	VMERS U 12.00% EMPOLYEE P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERS U 1.000%082026	VMERS U 1.000% TOWN/EMP P/E 0815	0.00	$285.18	0.00	285.18
Desc:	VMERS U 1.000% TOWN/EMP P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERSB 6.375%082026	VMERSB 6.375% EMPLOYEE P/E 0815	0.00	$2,643.34	0.00	2,643.34
Desc:	VMERSB 6.375% EMPLOYEE P/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
	Vendor Total:		77,876.94	0.00	77,876.94
050516	VMERS - DC	VMERS - DC		8/20/2026	99999
VMERSDC 2.062%082026	VMERS DC 2.062% EMPLOYEEP/E081	0.00	$531.88	0.00	531.88
Desc:	VMERS DC 2.062% EMPLOYEEP/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		
VMERSDC 2.938%082026	VMERS DC 2.938% TOWN/EMP P/E 08	0.00	$757.83	0.00	757.83
Desc:	VMERS DC 2.938% TOWN/EMPP/E 081526	Acct: 10-012-200-0310	PENSION CONTRIBUTIONS PAYABLE		

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VMERSDC 6.000%082026	VMERS DC 6.000% TOWN P/E 081526	0.00	$1,547.65	0.00	1,547.65
Desc:	VMERS DC 6.000% TOWN P/E 081526	Acct: 10-012-300-0260	ACCRUED RETIREMENT PAYABLE		
	Vendor Total:		2,837.36	0.00	2,837.36
050650	VERMONT OFFICE OF CHILD SUPPORT			8/20/2026	100000
08.20.2026	VT CHILD SUPPORT W/E 081526	0.00	$2,739.93	0.00	2,739.93
Desc:	CASE-ID:009760915-0 0913064	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
Desc:	CASE-ID:0427832450 25-DM-02344	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
Desc:	CASE-ID:0086625822 114-10-18 OEDM	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
Desc:	CASE-ID:0086625821 86-6-14 OEDM	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
Desc:	CASE-ID:3049837650 248-9-18 WRDM	Acct: 10-012-200-0410	WAGE ASSIGNMENT		
	Vendor Total:		2,739.93	0.00	2,739.93

FUND 1 0 **Bank Total:** **217,676.67**

	Holdback Total			
				217,676.67
Batch Totals:	0.00	0.00	0.00	217,676.67

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________________ LIZA FREDRICKSON

________________ JOSEPH MAJOR

TOWN OF HARTFORD SELECTBOARD AGENDA
Tuesday, August 4, 2026, 6:00pm
Hartford Town Hall, 171 Bridge Street,
White River Junction, VT 05001

This meeting was conducted in person at Town Hall

Present: Chair, Ida Griesemer; Vice Chair, Erik Krauss; Miranda Dupre; Michael Eigenbrode; Tim Fariel; Gail Ostrout; Halie Manley; Connie Kelley; Lynn Bohi; Alexis Hudes; Marcy Bartlett; Janet Sharkey Potter; Heidi Duto; Nancy Harve; Scott Hausler

Present on Zoom: Marie Alvin

Absent: Clerk, Ashley Andreas; Mary Erdei

JAM Link: Hartford Selectboard 08/04/26

I. Selectboard Meeting Called to Order by Selectboard Chair Ida Griesemer at 6:00 PM.
II. Pledge of Allegiance was recited and led by Police Chief Connie Kelley.
III. Local Liquor Control Board: None
IV. Local Cannabis Control Board: None
V. Order of Agenda:

Item VI 5 C was moved to Discussion.

VI. Selectboard

1. Public Comment

Marcy Bartlett, Wilder, spoke on tax bills, needles, and DPW software.

Marie Alvin via Zoom, WRJ, spoke on needles.

Janet Sharkey Potter, WRJ, spoke on needles.

2. Selectboard Comments and Announcements

Tim Fariel spoke on the hard work of Town employees.

Erik Krauss spoke on how many items on Town calendar and did a ride along with HPD and his thanks.

Mike Eigenbrode gave his thanks for the work of HFD last weekend.

Ida Griesemer gave her thanks to Gail for her work in the first couple weeks and encouraged Selectboard attendance for the Hartford Police and Emergency Communication awards August 10th. And the Opioid Fund Review Committee is getting ready for the first meeting. VT Primary on Augst 11th, thanks to the Clerk staff and volunteers.

3. Appointments

1. Consider the Appointment of Alexis Hudes to the Energy Commission for a three-year term beginning August 4, 2026 and ending August 3, 2029

Selectboard Vice Chair Erik Krauss moved to appointment Alexis Hudes to the Energy Commission for a three-year term beginning August 4, 2026 and ending August 3, 2029. Selectboard Member Miranda Dupre seconded the motion. All were in favor and the motion passed.

2. Consider the Appointment of Savannah Bailey to the Conservation Commission for a

four-year term beginning August 4, 2026 and ending August 3, 2030

Selectboard Member Miranda Dupre moved to appointment Savannah Bailey to the Conservation Commission for a four-year term beginning August 4, 2026 and ending August 3, 2030. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

3. Consider the Appointment of Janet Potter to the Hartford Tree Board for a three-year term beginning August 4, 2026 and ending August 3, 2029

Selectboard Member Miranda Dupre moved to appointment Janet Potter to the Hartford Tree Board for a three-year term beginning August 4, 2026 and ending August 3, 2029. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

4. Town Manager Report

I apologize for not having a formal Town Manager Report.
In the past week:

- Reviewing CIP with Staff and will provide consultant with revisions next week
- Budget guidance discussions
- Meeting community members
- Park and Ride
- South Main Parking Lot clean up
- Needles on my list this week
- Opioid requests – National and State approval to then provide to Board and Committee for selection
- Parking meters discussion tomorrow
- Organizational Assessment 8/18 to board
- Communication Media Specialist role and community events and working with IT about Room 1
- HR personnel issues, hiring Planning and Development Director, team building.

Significant Activity Reports: https://www.hartford-vt.org/Archive.aspx?ADID=572

5. Board Report, Motions & Ordinances
Committee/Commission Updates: None
Action Items:

a. Consider Renewal of MOU with West Hartford Library Trustees (Parks and Recreation)

Selectboard Vice Chair Erik Krauss moved to authorize the Town Manager to execute the Memorandum of Understanding as presented. Selectboard Member Miranda Dupre seconded the motion. All were in favor and the motion passed.

b. Consider Approving Purchasing Policy Exception for Cellebrite (HPD)

Selectboard Member Miranda Dupre moved to approve an exception to the Town of Hartford purchasing policy section 3.7 for the renewal of Cellebrite for the amount of $23,018.50. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

Discussion Items (Action May be Taken):

c. Consider Approval for Wilder Park and Ride Lighting (ESC)

Selectboard Member Miranda Dupre moved that the Hartford Selectboard authorize the Town Manager to acquire lighting equipment for the Park & Ride that is not to exceed $35,000. Selectboard Member Mike Eigenbrode seconded the motion. Dupre, Eigenbrode, and Griesemer were in favor, Fariel and Krauss opposed and the motion passed.

d. Discuss FYE 28 Budget Calendar

Selectboard Vice Chair Erik Kraus moved to adopt the FY 28 Budget Calendar as presented. Selectboard Member Miranda seconded the motion. All were in favor and the motion passed.

e. Discuss FYE 28 Budget Guidance

https://www.hartfordvt.gov/DocumentCenter/View/13593/FY28-Budget-Guidance-1

Gail Ostrout and the Selectboard discussed the FYE 28 Budget Guidance. Discussion will continue August 18th Selectboard Meeting.

VII. Commission Reports
VIII. Consent Agenda

Selectboard Vice Chair Erik Krauss moved to approve the Consent Agenda. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

Approve Payroll Ending: 8/1/2026
Approve A/P Manifest: 7/31/2026 & 8/6/2026
Approve Meeting Minutes of: 7/21/2026
Future Meetings Approved: 8/12/2026 (Special Meeting), 8/18/2026 & 9/1/2026

IX. Executive Session: Personnel

In order to allow for a discussion of personnel matters, Selectboard Vice Chair Erik Krauss moved that premature general public knowledge would clearly place this body and/or persons at a substantial disadvantage, pursuant to 1 V.S.A. Section 313 (a)(1) and move to discuss personnel matters, pursuant to 1 V.S.A. Section 313 (a)(1)(d). Selectboard Tim Fariel seconded the motion. All were in favor and the motion passed.

Selectboard Vice Chair Erik Krauss moved to close the executive session with no action taken. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

X. Adjourn the Selectboard Meeting

Selectboard Member Miranda Dupre moved to adjourn the meeting at 8:27 PM. Selectboard Member Tim Fariel seconded the motion. All were in favor and the motion passed.

Ida Griesemer, Chair

SELECTBOARD MINUTES
Wednesday, August 12, 2026, 6:00 PM
Hartford Town Hall, 171 Bridge Street
White River Junction, VT 05001

This meeting was conducted in person at Town Hall and live streamed on Youtube (https://www.youtube.com/watch?v=nWDn4Ar550s)

Present – Chair, Ida Griesemer, Vice Chair, Erik Krauss, Clerk, Ashley Andreas, Tim Fariel, Mike Eigenbrode; Town staff: Director of Planning and Development Lori Hirshfield, Housing and Development Specialist Alexis Webster; Energy Commission Chair Jesse Pollard, Resilient Hartford Chair Kyle Katz and member Tad Montgomery, Housing and Homelessness Committee Chair John Haffner and members Maggie Burnett, Jennifer Kravitz and Nancy Trottier, Planning Commission Chair John Reid and Vice Chair Bruce Riddle; Public: Sara Ferguson, John Clerkin, Jacob Ross, Gwen Tuson, Beth Mallow, Robert Deane, Jonathan Rugg, Kim Souza

Absent – Mary Erdei, Miranda Dupré

I. The meeting was called to order at 6:01 pm by Chair Ida Griesemer.
II. Order of Agenda: there were no changes
III. Selectboard
   1. Public Comment:
      Beth Mallow, a resident of Quechee and facilitator for Braver Angels announced the Skills for Disagreeing Better workshop planned for August 25, 2026 at Town Hall.
   2. Board Report, Motions & Ordinances
      1. Discussion of initiatives to address affordability in Hartford
      a. Introductions – workshop participants introduced themselves and shared brief introductory comments
      b. Workshop process overview – Ashley Andreas explained the proposed 3-round process for the workshop
      c. Review of Survey Responses – Erik Krauss provided a brief overview of responses to the survey seeking input on affordability from the public.

d. Round One –

Jesse Pollard summarized ideas from the **Energy Commission**

- Car Share
- Bike rack installation in WRJ
- Window Dressers
- Plug in solar technology
- Economic Development Committee

Kyle Katz summarized ideas from **Resilient Hartford**

- Food forest
- Tool lending library
- Community time bank
- Skill sharing workshops, knowledge sharing forums

John Haffner summarized ideas from **Housing and Homelessness Committee**

- Homeshare Vermont
- Resident owned communities for manufactured homes (protect homeowners from predatory investors)
- Big little build
- Rent or tax stabilization
- Rental registry?
- Town sponsored bulk fuel purchasing
- VSHA – Move-In VT program

e. Round Two

Committee/Commission members discussed opportunities and next steps for cross-pollination & collaboration.

Following is a list of comments and suggestions from participants:

Fuel & Energy

- Fuel bulk purchasing: Town-coordinated bulk purchase/RFPs for fuel, with a Town-backed minimum purchase
- Fuel assistance via SEVCA: Could the Town partner with SEVCA to administer fuel assistance funding for Hartford residents? This would reduce administrative burden on the Town
- Organize a weatherization and energy fair, similar to Waterbury's LEAP fair

Bulk Purchasing & Cost Savings

- Aside from fuel, are there other materials the Town purchases in bulk that residents could access at the same pricing?
- Can property taxes be reduced by limiting government services to only those things the public cannot do for themselves (e.g., plowing, paving, law enforcement)? 🡐 Ties in with community building comments below.

Resource Access & Coordination

- Resource mapping: help residents navigate available resources and share information to reduce duplication of effort
- Are there other sources of discounted or free groceries/food besides the Haven and Listen? Is there a need for more?
- Quick win: add an affordability feedback button to the Town website

Regional Coordination

- If other Upper Valley towns are bringing homeless individuals and people in need of services to Hartford, how should the Town address this? Who is meeting with leadership from other towns, and how often?

Community Building

- How can the Town promote community and neighborhood-level connections and build social capital? (e.g., neighborhood captains; coordinating with Planning & Development's economic development efforts at the village level)

Private Sector

- Identify and work to reduce or eliminate limitations, disincentives, and barriers facing the private sector in Hartford

f. Round Three
Round Three shortlisting was deferred. The expectation was that committees and commissions will continue to discuss initiatives and develop a shortlist for discussion at a future joint meeting with the Selectboard.

IV. Adjourn the Meeting

Erik Krauss moved to adjourn the meeting at 8:29 PM. Tim Fariel seconded the motion. The motion carried with 5 in favor and none opposed.

Ashley Andreas, Clerk