

**Town Supervisor**  
Timothy Doney  
**Town Board Members**  
Kenneth Knapp  
Donna J. Patchen  
James Kenney  
Kathleen LaClair



**Town of Clayton**  
405 Riverside Drive  
Clayton, New York 13624  
Telephone: (315) 686-3512  
Fax: (315) 686-2651  
www.townofclayton.com

**Town Clerk**  
Megan Badour

## **TOWN BOARD REGULAR MEETING AGENDA**

*Wednesday, March 12, 2025 • 5:00pm • Cerow Rec Park Arena*

---

1. **Pledge of Allegiance**
2. **Guests:**
3. **Town Clerk**
  - A. *Correspondence* that Needs Recording
  - B. *Minutes* from 2/12/2025 Workshop Meeting
4. **Public: Comment on Agenda Items**
5. **General Discussion Items:**
  - A. Bills & Transfers
    - i. Abstract #3 of 2025 in the amount of \$252,412.55
    - ii. Transfers: *N/A*
    - iii. Budget Amendment: *N/A*
    - iv. New Accounts/Special Entries: *N/A*
  - B. Supervisor's Report & Bank Reconciliations: February 2025
  - C. Balance Sheets: February 2025
  - D. Resignations, Appointments & Rate Changes
    - i. Resignations & Appointments:
      - a. *Resignation- ZBA Member Ashley Owens*
      - b. *Appointment- Planning Board appointed Adam Powers as Vice Chair*
      - c. *Appointment- Advertise for Rec Park Laborer*
      - d. Rate Changes: *N/A*
  - E. Training:
    - i. *Mandatory Annual Training: Tentatively scheduled for April 30<sup>th</sup> at the Cerow Recreation Park Arena*
  - F. Local Law 1 of 2025: Noise Ordinance
  - G. RFP Award for Administrative Services for Depauville Wastewater Disinfection Project
  - H. RFQ Award for Engineering services for Depauville Wastewater Disinfection Project
  - I. Rte 12 Sewer District Levy Refund \$1,500 for parcel 20.11-2-12.51
  - J. 2024 AFR
  - K. NNY Online Network Cybersecurity Compliance Assessment
  - L. Deputy Clerk Summer Hours
  - M. Cerow Rec Park Concession Stand
  - N. Climate Smart Communities
6. **Supervisor's Report:** Highway, Consolidated Health District, Youth Commission & Antique Boat Museum
7. **Department Head Reports:**
  - A. Highway Superintendent: Steve Dorr
  - B. Buildings & Grounds: James Jones
  - C. Assessor: Interim Alexander Marchenkoff
  - D. Codes/Zoning: Richard Ingerson
8. **Council Reports:**
  - A. **Councilman Knapp:** Libraries & Chamber of Commerce
  - B. **Councilwoman Patchen:** Buildings & Grounds, Cemeteries, and Purchasing & Personnel
  - C. **Councilman Kenney:** Safety Coordinator, Planning/Zoning, and Sewer Districts
  - D. **Councilwoman LaClair:** TIERS, Paynter Center and CLDC
9. **Public: Submitted Requests to Address the Board**

**Town Supervisor**  
Timothy Doney  
**Town Board Members**  
Kenneth Knapp  
Donna J. Patchen  
James Kenney  
Kathleen LaClair



**Town of Clayton**  
405 Riverside Drive  
Clayton, New York 13624  
Telephone: (315) 686-3512  
Fax: (315) 686-2651  
[www.townofclayton.com](http://www.townofclayton.com)

10. **Executive Session:**

11. **Adjournment**

**Next Board Meeting:** *Wednesday, March 26, 2025 @ 5:00pm at the Cerow Recreation Park Arena*

Town of Clayton,

Thank-you for  
Sending flowers.

Duane enjoyed  
his 15 years on  
Zoning board.

Thank-you for  
your Thoughtfulness

Cindy  
Nafeltm

40 Years



# Save the Date

## 2025 Treks & Events

- JAN 01** WINTER HIKE CHALLENGE BEGINS
- MAR 08** WINTER GATHERING
- APR 15** COMMON TERN GRID INSTALL
- APR 25** FOR THE TREES
- MAY 23** KIDSTREK: ART FROM NATURE
- JUN 06** SPRING STEWARDSHIP DAY
- JUN 15** ZENDA COMMUNITY PICNIC & VOLUNTEER RECOGNITION
- JUN 19** WALKING MEDITATION
- JUL 10** BIRKHEAD LECTURE: LOONS
- JUL 19** ANNUAL LOON CENSUS
- JUL 19** SUMMER GATHERING
- JUL 24** TILTKIDS CAMP: LET IT FLOW!
- JUL 31** GRINDSTONE ISLAND MULE TOUR
- AUG 06** KIDSTREK: ICHTHYOLOGIST FOR A DAY
- AUG 12** COMMON TERN GRID REMOVAL
- AUG 15** KIDSTREK: FARM YARD FUN DAY
- AUG 21** ISLANDER MAJOR DONOR APPRECIATION
- OCT 25** KIDSTREK: HALLOWEEN HIKE
- DEC 20** CONSERVATION CHRISTMAS

315.686.5345

[tilandtrust.org](http://tilandtrust.org)

[treks@tilandtrust.org](mailto:treks@tilandtrust.org)





A New Direction

**Prevention & Health Services**  
Watertown & Lowville Office: 315-788-4660  
Fax: 315-788-4922  
[www.pivot2health.com](http://www.pivot2health.com)

**Employee Assistance Program**  
Watertown & Lowville Office: 315-788-4790  
Ogdensburg Office: 315-713-4861  
Toll Free: 1-877-327-6327  
[www.pivot2eap.com](http://www.pivot2eap.com)

January 31, 2025

Ms. Alicia Dewey, SHRM-SCP, CPHR, Budget Officer  
Town of Clayton  
405 Riverside Drive  
Clayton, New York 13624

Dear Ms. Dewey:

I hope this letter finds you well. As part of our ongoing commitment to support your employees' well-being through Pivot Employee Assistance Program (EAP), I am pleased to provide a summary of usage statistics for the reporting period of October 1, 2024 – December 31, 2024.

Please take a moment to look over your utilization statistics for this last quarter. This information is helpful and can lead to requests for additional services such as orientations or trainings offered by Pivot EAP.

We encourage organizations to have frequent orientations to familiarize staff with EAP services. Orientations can be done in person, on zoom, and through the link on our web site at [www.pivot2eap.com](http://www.pivot2eap.com). Don't forget to look us up on Facebook.

We look forward to continuing our partnership and supporting the well-being of your employees. Should you have any questions or wish to discuss the report in more detail, please feel free to contact me directly at 315-788-4790.

Thank you for your continued commitment to employee wellness.

Warm regards,

A handwritten signature in black ink that reads "Kelly Flanagan Hall".

*Kelly Flanagan Hall*

Employee Assistance Program Coordinator  
Pivot Employee Assistance Program



## 2024 Pivot Employee Assistance Services Town of Clayton Quarterly Report

	QTR 1	QTR 2	QTR 3	QTR 4	YTD
<b>OVERALL STATISTICS</b>					
New Clients	0	0	0	0	0
Client Contacts	0	0	0	0	0
Phone Contacts	1	0	0	0	1
Orientation/Training Attendance	0	0	0	0	0
Benefits Fair Attendance	0	0	0	0	0
Information/Wellness Sessions Attendance	0	0	0	0	0
Consultation & Research	0	0	0	0	0
<b>NEW CLIENT DATA ONLY</b>					
Employees Assisted	0	0	0	0	0
Family Members Assisted	0	0	0	0	0
<b>HOW EAP WAS ACCESSED</b>					
Voluntary Self Referral	0	0	0	0	0
Family Member	0	0	0	0	0
Supervisor	0	0	0	0	0
Co-Worker/School	0	0	0	0	0
<b>SOURCE OF AWARENESS</b>					
Poster	0	0	0	0	0
Pamphlet	0	0	0	0	0
Orientation	0	0	0	0	0
Co-Worker/School	0	0	0	0	0
Supervisor	0	0	0	0	0
Family Member/Friend	0	0	0	0	0
Wallet Card	0	0	0	0	0
Previous Client	0	0	0	0	0
<b>PROBLEM AREA</b>					
Alcohol Use	0	0	0	0	0
Drug Use	0	0	0	0	0
Alcohol/Drug use in family	0	0	0	0	0
Mental/Emotional	0	0	0	0	0
Financial	0	0	0	0	0
Job/School	0	0	0	0	0
Family/Relationship	0	0	0	0	0
Legal	0	0	0	0	0
<b>ASSESSMENTS/RESULTS</b>					
Formal Referral	0	0	0	0	0
Handled by EAP Staff	0	0	0	0	0



**Volunteer Transportation Center, Inc:**  
MAIN OFFICE: 24685 ROUTE 37 WATERTOWN, NY 13601  
(315) 788-0422 Fax: (315) 788-8021  
[www.VolunteerTransportationCenter.org](http://www.VolunteerTransportationCenter.org)  
*Serving Jefferson, Lewis, St. Lawrence, Broome, Chenango,  
Otsego, and Delaware Counties*

February 24, 2025

Supervisor Timothy Doney  
Town of Clayton  
405 Riverside Drive  
Clayton, NY 13624

Dear Supervisor Doney:

The clients of the Volunteer Transportation Center and I would like to extend our heartfelt thank you to you and the Town of Clayton council for your ongoing support of our programs. Your donation of \$1,500 was received on February 24, 2025.

Last year, our Volunteers performed over 25,288 one-way trips, and provided 924,203 miles of service to all of our clients. Meeting this critical need in your community is accomplished by a dedicated cadre of volunteer drivers that use their own vehicles, and receive a mileage reimbursement to perform this service.

Again, thank you for your support.

Yours in community spirit,

Jennifer Hodge  
Development Director

*Your continuing support is appreciated.*

*Board of Directors*

Drew Bouffer  
Makenzie Piatt  
Jeff Wood

Celia Cook-VP  
Daphne Pickert  
Ben Coe, emeritus

PJ DiFabion  
Tim Ruetten

Jamie Ganter-Sec.  
Trisha Seymour-Pres.

Lloyd Hurlbut-Trs.  
Kathy Webster

NEWS & UPDATES | MAR 10, 2025



**Camille Joseph, Group Vice President**  
State Government Affairs, Northeast Region

## Charter Policy Update

MARCH 2025

### **Preventing Illegal and Unwanted Robocalls and Robotexts**

Robocalls are a daily frustration and security risk for millions of Americans targeted by scams, which is why we've taken an aggressive approach to addressing the issue and providing relief for Spectrum Voice® and Spectrum Mobile® customers. We are pleased to see our efforts earned Charter a top ranking in a recent Public Interest Research Group report on U.S. phone companies' robocall protections – with an “A” in Services and an “A” Overall.



# REPORT CARD ROBOCALL PROTECTIONS

## SERVICES OVERALL

<b>Charter</b> COMMUNICATIONS	<b>Spectrum</b>	A	A
COMCAST	xfinity	A	A
AT&T		A	B
CenturyLink		A	B
<b>T Mobile</b>		C	B
<b>WOW!</b>		C	B
<b>COX</b>		B	C
WINDSTREAM		B	C
uscellular		D	C
<b>optimum</b>		C	D
<b>verizon</b>		F	D
FRONTIER		C	D
breezeline		F	D
<b>/Sparklight</b>		D	F

READ MORE: *Public Interest Research Group: New Report: Half of Largest Phone Companies Earn D or F Grades on Robocall Protections,* 02/06/25

Our customer protections include:

- Call Guard is enabled for Spectrum Voice and Spectrum Mobile services at no additional cost to our customers

assess incoming calls and automatically blocks those highly likely to be malicious

- Call Guard applies a caller ID alert to other suspicious telemarketing or potential spam calls to ensure our customers continue to receive the legitimate calls they need from, e.g., schools or healthcare providers
- We block numbers on the Industry Traceback Group's Do Not Originate list
- We offer additional free tools for Spectrum Voice customers, including features to accept only select calls, block specific unwanted callers, and block anonymous calls

We'll continue working alongside the FCC and our industry partners to protect our customers as this risk continues to evolve.

U.S. Consumers Received More Than  
**4.7 BILLION ROBOCALLS**  
IN JANUARY 2025 ALONE

YouMail, 2/6/25

READ MORE: *Public Interest Research Group: New Report: Half of Largest Phone Companies Earn D or F Grades on Robocall Protections," 02/06/25*

[read more](#)



## CBRS Shared Spectrum: Driving Innovation and Delivering New Mobile Competition

Through the convergence of high-speed internet, Wi-Fi, and nationwide cellular access, Spectrum Mobile® has offered customers unprecedented flexibility and value since 2018.

In 2020, Charter participated in the FCC's first auction of new 5G mid-band spectrum, winning 210 Citizen Broadband Radio Service (CBRS) Priority Access Licenses (PALs) in 106 counties across the country. We're using CBRS spectrum to build our own 5G data-only mobile network on targeted 5G small cell sites leveraging our existing infrastructure to provide power and data connectivity to the majority of the sites. These 5G small cells, combined with growing Wi-Fi capabilities, increase speed and reliability for our mobile customers. In 2023, we commercialized our first market with our 5G network and are continuing to deploy 5G small cell sites in targeted areas of our footprint, as part of our broader multi-year 5G mobile network buildout.

**Learn more about the significant team effort that paved the way for our CBRS deployment:**



[read more](#)



# Developing the Next Generation of Leaders with Spectrum Scholars



Quality matters, which is why 100% of our 75,000 employees are based in the United States. It's also why we make long-term investments to support our workforce and their career growth and why we invest in developing the next generation of Charter leaders.

Spectrum Scholars is a two-year scholarship and professional development initiative to help support the needs and aspirations of rising college juniors with financial need through a combination of scholarships, mentorships, and opportunities to explore possible internships at Charter. Now accepting applications for its fifth class, more than \$1.5 million in scholarships have been awarded through Spectrum Scholars since 2020.

Incorporating mentorship was an important aspect of this program for us.

- **More than 90%** of workers who have a mentor say they're satisfied with their jobs (CNBC/SurveyMonkey)
  - **57%** say they are "very satisfied"
- **81%** of Millennials that have a mentor remain with a company for 5+ years (Deloitte)
- **75%** of executives say mentoring has been critical to their career development (American Society for Training and Development Survey)

We're delivering prioritized, personalized customer service across all aspects of our business, which requires quality talent. That's why we invest in our workforce and encourage them to build long-term careers with us – from apprenticeships and programs like Spectrum Scholars to employee-driven career progression and continuing education opportunities.

Learn more about our workforce investments.

[read more](#)



## Supporting Communities Impacted by Wildfires

We're part of the communities we serve, which is why we're supporting those affected by the devastating wildfires in California, including thousands of our own employees living and working in the Los Angeles area. Many Californians are experiencing service outages resulting from extensive damage from the wildfires and due to preemptive power shutoffs.

As California battles this unprecedented wildfire season, we've undertaken efforts to help keep people supported, informed, and connected in impacted communities during this challenging time, including:

- **Free Access to Wi-Fi Access Points** | To help keep people in impacted communities connected, Spectrum has opened more than 35,000 out-of-home Wi-Fi access points that are available at no cost to all users.
- **Keeping Affected Communities Informed with Expanded Access to Spectrum News Southern California** | Because it is critically important for residents to remain informed about where fires are burning, how and where they are spreading, and areas to avoid, Spectrum News 1 SoCal has lifted all authentication requirements to give broad access to their coverage. Spectrum News meteorologists use state-of-the-art technology to provide precise, updated forecasts to subscribers in Southern California. These weather reports are essential not only for residents in the community, but also for those fighting fires and coordinating emergency response.
  - Spectrum News 1 SoCal is available via the Spectrum News App and at [spectrumnews1.com/ca/southern-california](https://spectrumnews1.com/ca/southern-california).
  - To support local coverage of the Greater Los Angeles fires, Comcast has also launched Spectrum News 1 SoCal for customers in the state. Comcast customers will find Spectrum News on Channel 1132, which is available on Comcast's Popular TV and Sports and News packages, in its standard Comcast

- **Automatic Bill Credits** | Customers whose Spectrum service continues to be impacted after power is restored will proactively receive daily credits until they are back online.
  - **No Charges for Damaged or Destroyed Equipment** | If you have equipment that's been damaged or destroyed, please contact us and we'll make sure you're not charged for the damages.
  - **\$2.5M Committed to Support Wildfire Relief Efforts** | Spectrum's commitment includes \$500,000 in total cash contributions to be split between the Los Angeles Fire Department Foundation, American Red Cross Los Angeles Region, and the California Fire Foundation; \$1 million committed to support small businesses in the Los Angeles area through the Spectrum Community Investment Loan Fund; and \$1 million in in-kind public service announcement (PSA) airtime to support nonprofit organizations in their wildfire relief efforts.
  - **Supporting Affected Employees** | Spectrum has activated the company's Employee Disaster Assistance Policy to support employees with expenses incurred during this emergency including costs related to temporary housing, transportation, and the purchase of food and essential items.
  - **Helping Service Organizations** | To help relief and service organizations during the LA Wildfires, Spectrum is providing a number of Red Cross and other service organization locations that have Spectrum a free upgrade to 1 Gig service. Spectrum is also offering free 1 Gig service through the end of February to service organizations providing support during the wildfires that are not currently Spectrum subscribers.
    - Spectrum has also established a microsite to facilitate employee donations to the American Red Cross.
- 
- **Government and Community Coordination** | We're working closely with federal, state, and local government officials, community leaders,

and sharing appropriate information.

- **Restoration and Recovery** | As areas are deemed safe to enter, our crews will work as quickly as possible to safely conduct field surveys to identify impacted customers and restore service for our customers.

Whether through wildfires, hurricanes, or other natural disasters, Charter supports the communities we serve. We're working around the clock for our customers and employees and helping to ensure those in impacted areas can stay safe and connected.

[read more](#)



Charter Policy 601 Massachusetts Ave NW Ste  
400W Washington DC 20001 4369 USA

You are receiving this email because you've  
communicated with a member of the Charter  
Communications Government Affairs. [Learn](#)  
[Unsubscribe](#)

DRAFT

Town of Clayton Regular Meeting Minutes

Wednesday, February 12, 2025

The Town Board of the Town of Clayton held their regular meeting at 5:00 PM, located at Cerow Recreation Park, 600 East Line Rd, Clayton, NY.

The following persons attended:

Tim Doney	Kenneth Knapp	Donna Patchen	Steve Dorr, Sr.
James Kenney	Robert McDowell	Pamela McDowell	Mariah LaClair
Savarah McCargar	Megan Badour	James Jones	

1. Pledge of Allegiance: Supervisor Doney led the pledge of allegiance.

2. Guests: N/A

3. Town Clerk

A. Correspondence that Needs Recording

- Charter Communications Updates (2- see attached)
- Letter from Kendall, Harrienger & Burrows (see attached)

B. Minutes from 1/22/25 Regular Meeting

- Minutes from 1/22/25 Regular Meeting to be approved. Motion made by Kenneth Knapp, seconded by James Kenney. **Motion carried.**

4. Public: Comment on Agenda Items: N/A

5. General Discussion Items:

Bills & Transfers:

i. Abstract #2 of 2025 in the amount of \$1,184,192.46

Motion was made by Donna Patchen, seconded by Kenneth Knapp to approve Abstract #2 of 2025, in the amount of \$1,184,192.46. **Motion carried.**

ii. Transfers: N/A

iii. Budget Amendment: N/A

iv. New Accounts/Special Entries: N/A

Supervisor's Report & Bank Reconciliations:

Motion was made by Donna Patchen, seconded by Kenneth Knapp to approve January 2025 Supervisor Report and bank reconciliations. **Motion carried.**

Balance Sheets: January 2025

Resignations, Appointments & Rate Changes:

i. Resignations & Appointments: N/A

ii. Rate Changes: N/A

Training:

i. Tug Hill Training Authorization: Planning Board & Zoning Board of Appeals

Motion was made to approve the authorization of the Planning Board and Zoning Board of Appeals Members: Steve Mack, Chip Garnsey, Lori Arnot, Nick Reddick and Mike McMahon as well as the following Planning Board Members: Doug Rogers, Kevin Patchen, Ed Higgins, Adam Powers, Sandra McMullen, Alson Taylor, Thomas Williams

and Therese Christensen; and Admin: James Kenney to attend the Annual Tug Hill training by James Kenney, seconded by Kenneth Knapp. **Motion carried.**

Utility Truck Bid Award:

BIDDER	TOTAL BID
F. X. Caprara	\$88,830
Legacy Brothers, Inc	\$105,739

Motion to award the utility truck bid to F. X. Caprara for the purchase of the 2024 Ram 5500 Reg Cab Chassis 4x4 utility truck in the amount of \$88,380 made by Kenneth Knapp, seconded by Donna Patchen. **Motion carried.**

2025 Municipal Solutions Agreement:

Motion was made to approve the 2025 Municipal Solutions Agreement by Kenneth Knapp, seconded by James Kenney. **Motion carried.**

Designate Tim Doney CDGB-Fair Housing Officer & Section 3 Coordinator:

Motion was made to designate Tim Doney CDGB-Fair Housing Officer & Section 3 Coordinator by Donna Patchen, seconded by Kenneth Knapp. **Motion carried.**

Extend due date for CDBG RFQ/RFP to March 10, 2025 @ 2PM:

Motion was made to extend due date for CDBG RFQ for Engineering Services and RFP for Administrative Services to March 10, 2025 @ 2:00 PM by James Kenney, seconded by Kenneth Knapp. **Motion carried.**

Request Authorization to apply for Zoning Permit for Rec Park Digital Sign:

Motion was made by Kenneth Knapp, seconded by Donna Patchen to apply for Village Zoning Permit for Rec Park digital sign. **Motion carried.**

6. Supervisor's Report: Highway, Consolidated Health District, Youth Commission & Antique Boat Museum: Supervisor Doney indicated that all is moving as planned for winter projects.

7. Department Head Reports:

A. Highway Superintendent: Steve Dorr reported that the winter supplies are still in good standings, but trucks have been hit with some necessary repairs given the amount of use that they have had this winter.

B. Buildings & Grounds: James Jones reported that the ice will be removed March 5, several events on the ice prior to that are scheduled. Events in the arena are also scheduled following the removal of ice. Jones brought up a discussion in regards to the needs of trailer mounted heaters for the arena.

C. Assessor: Interim Alexander Marchenkoff: No report

D. Codes/Zoning: Richard Ingerson: No report

8. Council Reports:

A. Councilman Knapp: Libraries & Chamber of Commerce: Mr. Knapp reported libraries will be hosting multiple events with the upcoming winter break.

B. Councilwoman Patchen: Buildings & Grounds, Cemeteries, and Purchasing & Personnel: N/A

C. Councilman Kenney: Safety Coordinator, Planning/Zoning, and Sewer Districts: N/A

D. Councilwoman LaClair: Absent

9. Public: Submitted Requests to Address the Board: N/A

Motion was made by Kenneth Knapp seconded by Donna Patchen to close the regular meeting at 5:24 PM. **Motion carried.**

10. Executive Session:

Motion was made by Kenneth Knapp, seconded by Donna Patchen to enter Executive Session at 5:25 PM in accordance with NYS OML §105 (f) the medical, financial, credit or employment history of a particular person or corporation, or matters leading to the appointment, employment, promotion, demotion, discipline, suspension, dismissal or removal of a particular person or corporation. **Motion carried.**

Motion was made by Kenneth Knapp, seconded by Donna Patchen to close Executive Session at 5:34 PM. **Motion carried.**

Motion was made by Kenneth Knapp seconded by James Kenney to open the regular meeting at 5:34 PM. **Motion carried.**

11. Leave of Absence

Motion was made by Donna Patchen, seconded by Kenneth Knapp to approve paid leave of absence for Walker Coughlin for 4 days to attend CDL-A driving school from 3/25/2025-3/29/2025 **Motion carried.**

12. Adjournment

Motion was made by Donna Patchen, seconded by James Kenney to adjourn regular meeting at 5:57 PM. **Motion carried.**

Next Board Meeting: Wednesday, February 26, 2025 @ 5:00pm located at Cerow Rec Park Arena, 600 East Line Rd, Clayton NY 13624.

*Megan Badour, Town Clerk*

DRAFT

**Ranges**      **Item Status**      **Purchase Types**      **Misc**  
**Open: N**      **Bid: Y**  
**Void: N**      **State: Y**  
**Paid: N**      **Other: Y**  
**Held: N**      **Exempt: Y**  
**Aprv: N**  
**Rcvd: Y**  
**Range: First to Last**  
**Rcvd Batch Id Range: First to Last**  
**Encumbrance Date Range: 03/01/25 to 03/11/25**  
**P.O. Type: All**  
**Format: Detail with Line Item Notes**  
**Include Non-Budgeted: Y**  
**Prior Year Only: N**  
**\* Means Prior Year Line:**  
**Vendors: All**

PO #	PO Date	Vendor	Contract	PO Type	Item Description	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice	
25-00139	03/06/25	NATGRI			NATIONAL GRID										
1				E	E LINE ROAD LITE	\$21.17	A -7110-40		REC PARK-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25			
2				E	600 CTY RT 3	\$7,605.31	A -7110-40		REC PARK-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25			
3				E	TRANSFER SITE	\$109.80	A -8160-40		TRANSFER SITE-CONTRACTUAL	R	03/06/25	03/10/25			
4				E	403 RIVERSIDE	\$1,389.52	A -7560-40		TOWN HALL-CONTRACTUAL	R	03/06/25	03/10/25			
5				E	STEPHANIE ST	\$34.25	GD -8130-40		DEPAUVILLE SEWER-CONTRACTU	R	03/06/25	03/10/25			
6				E	CAROLINE ST	\$26.68	GD -8130-40		DEPAUVILLE SEWER-CONTRACTU	R	03/06/25	03/10/25			
7				E	AMELIA ST	\$20.65	GD -8130-40		DEPAUVILLE SEWER-CONTRACTU	R	03/06/25	03/10/25			
8				E	RT 12 SALT BARN	\$178.45	A -1640-41		CENTRAL GARAGE-JT HIGHWAY	CC R	03/06/25	03/10/25			
9				E	CLAYTON CNTR	\$20.20	A -1640-41		CENTRAL GARAGE-JT HIGHWAY	CC R	03/06/25	03/10/25			
10				E	E LINE RD	\$332.05	A -1640-41		CENTRAL GARAGE-JT HIGHWAY	CC R	03/06/25	03/10/25			
11				E	615 CTY RT 3	\$908.15	A -1640-41		CENTRAL GARAGE-JT HIGHWAY	CC R	03/06/25	03/10/25			
12				E	DPV LIB	\$524.78	B -7410-40		DEPAUVILLE LIBRARY-CONTRACT	R	03/06/25	03/10/25			
13				E	HH PUMP	\$44.10	GH -8130-40		HERITAGE HEIGHTS SEWER-CONT	R	03/06/25	03/10/25			
14				E	DPV LTG	\$395.90	SL1-5182-40		DEPAUVILLE STREET LIGHTING-CC	R	03/06/25	03/10/25			
15				E	HH LTG	\$66.95	SL2-5182-40		HERITAGE HTS STREET LIGHTING-	R	03/06/25	03/10/25			
16				E	DOCKS	\$273.51	A -5720-40		TRANSIENT DOCKING-CONTRACT	R	03/06/25	03/10/25			
						<u>\$11,951.47</u>									
25-00140	03/06/25	KONIC005			KONICA MINOLTA PREMIER FINANCE										
1				E	BOARD ROOM COPIER - B&W	\$161.49	A -1650-40		CENTRAL COMMUNICATIONS-CON	R	03/06/25	03/10/25			
2				E	ARENA COPIER	\$48.35	A -7110-40		REC PARK-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25			
3				E	HIGHWAY COPIER	\$48.35	A -5010-40		HIGHWAY SUPERINTENDENT-CONT	R	03/06/25	03/10/25			
4				E	BOARD ROOM COPIER - COLOR	\$80.00	A -1650-40		CENTRAL COMMUNICATIONS-CON	R	03/06/25	03/10/25			
						<u>\$338.19</u>									



PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Rcvd Date	Chk/Void Date	Invoice
25-00141	03/06/25	KONIC005	KONICA MINOLTA PREMIER FINANCE									
1		CLERK COPIER CONTRACT		E	\$135.57	A -1410-40		TOWN CLERK-CONTRACTUAL EXPI	R	03/06/25	03/10/25	
25-00142	03/06/25	USDA	USDA, RURAL DEVELOPMENT									
1		INTEREST PMT		E	\$26,741.25	A -9770-70		REC PARK ADDITION-DEBT INTERE	R	03/06/25	03/10/25	
25-00143	03/06/25	VERWIR	VERIZON WIRELESS									
1		WIRELESS CHARGES		E	\$18.99	A -3620-40		CODE ENFORCEMENT-CONTRACTI	R	03/06/25	03/10/25	
2		WIRELESS CHARGES		E	\$37.99	A -1220-40		SUPERVISOR-CONTRACTUAL EXP	R	03/06/25	03/10/25	
3		WIRELESS CHARGES		E	\$19.00	B -8010-41		ZONING-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25	
4		WIRELESS CHARGES		E	\$50.57	A -7110-40		REC PARK-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25	
					<u>\$126.55</u>							
25-00144	03/06/25	WSB-FEE	WATERTOWN SAVINGS BANK-ACC FEE									
1		MONTHLY RDC FEE		E	\$20.00	A -1310-42		FINANCE-BANK SERVICE FEES	R	03/06/25	03/10/25	
25-00145	03/06/25	WESTEL	WESTELCOM									
1		JUSTICE PHONE		E	\$38.95	A -1110-41		COURT-JOINT COURTROOM EXPEN	R	03/06/25	03/10/25	
2		JUSTICE INTERNET		E	\$99.95	A -1110-41		COURT-JOINT COURTROOM EXPEN	R	03/06/25	03/10/25	
3		TOWN PHONE/INTERNET		E	\$1,408.60	A -1650-40		CENTRAL COMMUNICATIONS-CON	R	03/06/25	03/10/25	
					<u>\$1,547.50</u>							
25-00146	03/06/25	AMEROC	AMERICAN ROCK SALT CO. LLC									
1		BULK ICE CONTROL SALT		E	\$2,636.77	DA -5142-42		SNOW REMOVAL-CONTRACTUAL-S	R	03/06/25	03/10/25	0789268
2		BULK ICE CONTROL SALT		E	\$2,636.77	DA -5142-42		SNOW REMOVAL-CONTRACTUAL-S	R	03/06/25	03/10/25	0788909
3		BULK ICE CONTROL SALT		E	\$2,619.39	DA -5142-42		SNOW REMOVAL-CONTRACTUAL-S	R	03/06/25	03/10/25	0788532
4		BULK ICE CONTROL SALT		E	\$5,265.81	DA -5142-42		SNOW REMOVAL-CONTRACTUAL-S	R	03/06/25	03/10/25	0788131
					<u>\$13,158.74</u>							
25-00147	03/06/25	ANDEQU	ANDERSON EQUIPMENT COMPANY INC									
1		TAKEUCHI 84" ANGLE BROOM		E	\$1,600.79	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25	5250033620
25-00148	03/06/25	ATISE005	ATIS ELEVATOR INSPECTIONS LLC									
1		OPERA HOUSE ELAVATOR & LIFT		E	\$480.00	A -7560-40		TOWN HALL-CONTRACTUAL	R	03/06/25	03/10/25	ATIS-30156

PO #	PO Date	Vendor	Contract	PO Type	Item Description	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00149	03/06/25	BABHIG	BABCOCK HIGHWAY SUPPLY, INC.											
1		5/8X6X156 15H WING		E		\$2,087.10	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		54197
25-00150	03/06/25	BEAMAC	BEAM MACK SALES & SERV., INC.											
1		A5S WIPER TRUCK 78		E		\$186.21	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264478W
2		F8 SEALS TRUCK 84		E		\$18.46	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264466W
3		BRACKETS/HOSE/SPACERS TRK 84		E		\$964.61	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		26451W
4		LEVEL/WIRES/BRACKET TRK 92		E		\$694.08	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264540W
5		TRL 92 ELECTRICAL REPAIR		E		\$835.67	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		124999
6		ABS MODULATOR VALVE TRK 83		E		\$713.34	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264658W
7		COOLANT PUMP KIT TRK 83		E		\$803.43	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264669W
8		LUBER-FINER FUEL FILTER TRK 84		E		\$57.94	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264680W
9		BELT TENSIONER TRUCK 83		E		\$265.71	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264681W
10		BLOWER MOTOR FAN TRUCK 84		E		\$185.64	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264689W
12		FUEL FILET HOUSING TRUCK 88		E		\$337.07	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264687W
13		COOLANT FILLER CAP BACKSTOCK		E		\$33.47	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264691W
14		COOLANT FILLER CAP TRK 83		E		\$33.47	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264688W
15		FUEL FILTER TRUCK 84		E		\$340.84	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264731W
16		HOSE & HOSE CLAMP TRUCK 80		E		\$90.06	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264763W
17		V BAND COMP HSNG/ NUT TRUCK 80		E		\$245.65	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264784W
18		MOBIL DELVAC/PLUG/BOLT TRK 84		E		\$694.54	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264787W
19		END YOKE TRUCK 88		E		\$422.28	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264851W
20		WATER PUMP CORE REFUND		E		125.00-	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		CM264669W
21		MODULATOR CORE REFUND		E		87.50-	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		CM264658W
22		END YOKE/KIT/JOINT/STRAP TRK88		E		\$352.72	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264847W
23		REAR AXLE COVER KIT TRUCK 88		E		\$82.94	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264874W
24		COOLANT PIPE TRUCK 84		E		\$692.09	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264897W
25		HOSE/OIL FILTER TRKS 78/84/92		E		\$282.91	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		264930W
26		COOLANT PIPE RETURN		E		711.48-	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		CM264515W
27		HARDENED IN TUBE REFUND		E		10.00-	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/06/25	03/10/25		CM264847W
						<b>\$7,399.15</b>								
25-00151	03/06/25	BILLD005	BILL DEALING											
1		2024 AFR ACCOUNTING SERVICES		E		\$990.00	A -1310-40	E	FINANCE-CONTRACTUAL EXPENSE	R	03/06/25	03/10/25		

PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00152	03/06/25	BLUE3005 BLUE360 MEDIA, LLC											
1		2025 MAGIL'S VEHICLE & TRAFFIC		E	\$74.95	A -1110-40		COURT-CONTRACTUAL EXP	R	03/06/25	03/10/25		IN2501250378
25-00153	03/06/25	CERAGE CEROW AGENCY, INC.											
1		HULL/PROTECTION & INDEMNITY		E	\$6,619.00	A -1910-40		GENERAL INSURANCE	R	03/06/25	03/10/25		INV000000101
25-00154	03/06/25	CHRISTHU CHRISTINE C. THURSTON											
1		ASSESSMENT SERVICES 02-2025		E	\$630.00	A -1355-42		ASSESSMENT-REAL PROPERTY AS	R	03/06/25	03/10/25		
25-00155	03/06/25	COOBRO COOK BROS. TRUCK PARTS, INC.											
1		16" LED LIGHT BAR		E	\$299.00	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2310286
2		CABLE TIES/HYDRA CRIMP FITTING		E	\$567.72	DA -5130-41		MACHINERY-JT VILLAGE CONTRAC	R	03/07/25	03/10/25		2310286
3		14" BLACK CABLE TIES 100/PK		E	\$20.00	DA -5130-41		MACHINERY-JT VILLAGE CONTRAC	R	03/07/25	03/10/25		2311348
4		ACTUATOR TRUCK 83		E	\$148.20	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2311442
5		WINDOW REGULATOR TRUCK 92		E	\$323.69	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2313301
6		HYDRAULIC CRIMP FITTINGS TRK84		E	\$110.80	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2317426
7		HYDRAULIC HOSE ASSEMBLY		E	\$2,865.00	DA -5130-41		MACHINERY-JT VILLAGE CONTRAC	R	03/07/25	03/10/25		2317925
8		16" LIGHT BAR/ACTUATOR RETURN		E	447.20-	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2317925
9		20" TRICO ICE WINTER BLADE		E	\$76.90	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2320744
10		HYDRAULIC CRIMP FITTING TRK 84		E	\$134.10	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2320656
11		LED FLOOD LIGHT TRK 88 +1XTRA		E	\$151.06	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2320652
12		COUPLER/PLUG/GLOVES		E	\$187.44	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2323369
13		DIFFERENTIAL ASSEMBLY TRK 88		E	\$12,129.00	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2325532
14		1/2" DBL CLEVIS LINK TRK 84/88		E	\$15.28	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2326329
15		DUMP TRAILER TAILGATE VALVE		E	\$82.77	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2327363
16		SYNTHETIC GEAR OIL 35LB		E	\$182.17	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		2328979
					<b>\$16,845.93</b>								
25-00156	03/07/25	DOCTE005 DOCTEUR ENVIRONMENTAL											
1		32406 Co Rte 54 SEWER REPAIR		E	\$2,238.00	GD -8130-40		DEPAUVILLE SEWER-CONTRACTU/	R	03/07/25	03/10/25		7275
25-00157	03/07/25	EASTL005 EASTLINE REPAIR											
1		CARBURETOR		E	\$43.45	DA -5130-40		MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		262

PO #	PO Date	Vendor	Contract	PO Type	Item Description	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Rcvd Date	Chk/Void Date	Invoice
25-00158	03/07/25	EDMUNDS	EDMUNDS GOVTECH										
1		BAS SYSTEM MAINTENANCE	\$1,764.68	A -1650-40	E				CENTRAL COMMUNICATIONS-CON	R	03/07/25	03/10/25	25-IN4845
2		BAS SYSTEM MAINT. CODES TABLET	\$381.55	A -3620-40	E				CODE ENFORCEMENT-CONTRACTI	R	03/07/25	03/10/25	25-IN4845
			<u>\$2,146.23</u>										
25-00159	03/07/25	FINGE005	FINGER LAKES SYSTEM CHEMISTRY,										
1		GARAGE CLEANING SOLUTIONS	\$175.80	A -1640-41	E				CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25	915373
25-00160	03/07/25	FIRSTBNK	FIRST NATIONAL BANK OF OMAHA										
1		STAPLES- FORMS/ORGANIZER	\$44.80	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
2		USPS- W2/W3 CERTIFIED MAIL	\$10.72	A -1430-40	E				PERSONNEL-CONTRACTUAL EXP	R	03/07/25	03/10/25	
3		VISTAPRINT-HISTORIAN BUS CARDS	\$19.97	B -7510-40	E				HISTORIAN-CONTRACTUAL EXPEN	R	03/07/25	03/10/25	
4		VISTAPRINT-S. WRIGHT BUS CARDS	\$19.97	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
5		VISTAPRINT-J. JONES BUS CARDS	\$26.98	A -7110-40	E				REC PARK-CONTRACTUAL EXPENS	R	03/07/25	03/10/25	
6		TAX CHECK ENDORSEMENT STAMP	\$41.89	A -1330-40	E				TAX COLLECTION-CONTRACTUAL E	R	03/07/25	03/10/25	
7		GOOGLE WORKSPACE	\$331.20	A -1650-40	E				CENTRAL COMMUNICATIONS-CON	R	03/07/25	03/10/25	
8		PURE HOCKEY- LACES & WAX	\$55.89	A -7110-40	E				REC PARK-CONTRACTUAL EXPENS	R	03/07/25	03/10/25	
9		AMAZON- STAGE BULB LAMP	\$19.98	A -7110-40	E				REC PARK-CONTRACTUAL EXPENS	R	03/07/25	03/10/25	
10		STAMP SALES TAX CREDIT MEMO	3.10-	A -1330-40	E				TAX COLLECTION-CONTRACTUAL E	R	03/07/25	03/10/25	
11		STAPLES-LAPTOP/MICRSFT/CALENDR	\$492.45	B -7510-40	E				HISTORIAN-CONTRACTUAL EXPEN	R	03/07/25	03/10/25	
12		STAPLES- OFFICE CHAIR	\$197.36	A -1220-20	E				SUPERVISOR-EQUIPMENT & CAPIT.	R	03/07/25	03/10/25	
13		AMAZON- CONDENSATE PUMPS	\$127.50	A -7110-40	E				REC PARK-CONTRACTUAL EXPENS	R	03/07/25	03/10/25	
14		STAPLES- NOTEPADS/FOLDERS/TAPE	\$186.33	A -1660-40	E				CENTRAL STOREROOM-GENERAL :	R	03/07/25	03/10/25	
15		AMAZON- OFFICE CHAIR	\$89.99	A -1355-40	E				ASSESSMENT-CONTRACTUAL	R	03/07/25	03/10/25	
16		KEURIG- COFFEE	\$57.72	A -1660-40	E				CENTRAL STOREROOM-GENERAL :	R	03/07/25	03/10/25	
17		AOT CONFERENCE TRAVEL EXP	\$29.81	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
18		STAPLES- FORMS	\$19.97	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
19		DOCUSIGN- ANNUAL MEMBERSHIP	\$518.40	A -1650-40	E				CENTRAL COMMUNICATIONS-CON	R	03/07/25	03/10/25	
20		AOT CONFERENCE TRAVEL EXP	\$52.68	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
21		AOT CONF SYR AMTRACK PARKING	\$48.00	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
22		MARRIOTT-AOT LACLAIR/WRIGHT	\$1,475.00	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
23		MARRIOTT-AOT CONFERENCE DONEY	\$1,475.00	A -1220-40	E				SUPERVISOR-CONTRACTUAL EXP	R	03/07/25	03/10/25	
24		MARRIOTT-AOT CONFERENCE BADOUR	\$1,475.00	A -1410-40	E				TOWN CLERK-CONTRACTUAL EXP	R	03/07/25	03/10/25	
25		AMAZON- BLINDS	\$71.10	A -7560-40	E				TOWN HALL-CONTRACTUAL	R	03/07/25	03/10/25	

PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00160	03/07/25	FIRSTBNK	FIRST NATIONAL BANK OF OMAHA										
26		INTEREST	\$136.12	A -1660-40	E	CENTRAL STOREROOM-GENERAL : R				03/07/25	03/10/25		
27		FINANCE CHARGE CREDITS	139.19-	A -1660-40	E	CENTRAL STOREROOM-GENERAL : R				03/07/25	03/10/25		
			<u>\$6,881.54</u>										
25-00161	03/07/25	FROCRY	FRONTENAC CRYSTAL SPRINGS, INC										
1		WATER	\$56.25	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		
2		WATER	\$43.75	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		
3		WATER	\$39.25	A -7560-40	E	TOWN HALL-CONTRACTUAL R				03/07/25	03/10/25		
			<u>\$139.25</u>										
25-00162	03/07/25	GILCO	GILCO AUTO & TRUCK SERVICE CEN										
1		Z HOSE END FITTINGS TRK 84	\$362.91	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI R				03/07/25	03/10/25		75319
25-00163	03/07/25	GILAUT	GILLEE'S AUTO TRUCK & MARINE,										
1		STARTING FLUID/BIG UGGLY SNGLE	\$62.96	DA -5130-41	E	MACHINERY-JT VILLAGE CONTRAC R				03/07/25	03/10/25		
2		PARTS	\$980.90	DA -5130-40	E	MACHINERY-CONTRACTUAL EXPEI R				03/07/25	03/10/25		
			<u>\$1,043.86</u>										
25-00164	03/07/25	GRAPAR	GRAINGER, INC.										
1		DISPOSABLE GLOVES	\$94.08	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		9400007168
2		MICROFIBER CLOTH/ GUARD	\$67.85	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		9408331966
3		KEY CHAIN/KEY HOLDER	\$82.57	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		9419329009
			<u>\$244.50</u>										
25-00165	03/07/25	GRAWHO	GRAY'S WHOLESale, INC.										
1		FRYER PUCK BOIL-OUT	\$23.18	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		464617
2		CAN LINERS/TOLIET PAPER/TOWELS	\$798.92	A -7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		463743
			<u>\$822.10</u>										
25-00166	03/07/25	GRAWHO	GRAY'S WHOLESale, INC.										
1		HOOD HALF & HALF 360CT	\$22.00	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		463835
2		CAN LINER 60 GAL 100PK	\$102.30	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		464012
3		CAN LINERS/STYROFOAM CUPS	\$76.64	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		464182
4		STYROFOAM BOWLS	\$20.47	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		464297

PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00166	03/07/25	GRAWHO	GRAY'S WHOLESALE, INC.										
5	COFFEE			E	\$90.00	A -1640-41		CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		464821
					<u>\$311.41</u>								
25-00167	03/07/25	GREWAT	GREATER WATERTOWN - NORTH COUN										
1	2025 ANNUAL CHAMBER DUES			E	\$400.00	A -6410-42		PUBLICITY-DUES CONTRACTUAL	R	03/07/25	03/10/25		59792A
25-00168	03/07/25	HAUWEL	HAUN WELDING SUPPLY, INC.										
1	CYLINDER RENTAL			E	\$53.76	A -1640-41		CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		369191
2	OXYGEN GAS			E	\$107.45	A -1640-41		CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		376521
					<u>\$161.21</u>								
25-00169	03/07/25	HAZRET	HAZLEWOOD RETAIL										
1	1/2" BRASS STREET 90 TRUCK 84			E	\$8.23	DA -5130-40		MACHINERY-CONTRACTUAL EXPE	R	03/07/25	03/10/25		RECEIPT4924
2	BOILER EXHAUST FAN			E	\$658.54	DA -5130-40		MACHINERY-CONTRACTUAL EXPE	R	03/07/25	03/10/25		RECEIPT4965
					<u>\$666.77</u>								
25-00170	03/07/25	HYDSTO	HYDE-STONE MECHANICAL, INC										
1	FALL 2024 HEATING			E	\$408.00	A -7560-40		TOWN HALL-CONTRACTUAL	R	03/07/25	03/10/25		W49184
2	CIRCULATION PUMP REPAIR11/2024			E	\$230.00	A -7110-40		REC PARK-CONTRACTUAL EXPENS	R	03/07/25	03/10/25		W49116
3	TRANSFER SITE NO HEAT 12/2024			E	\$153.00	A -8160-40		TRANSFER SITE-CONTRACTUAL E	R	03/07/25	03/10/25		W49371
					<u>\$791.00</u>								
25-00171	03/07/25	JAMIE010	JAMIE SANCHEZ										
1	\$600 EMPLOYEE PLAN			E	\$600.00	A -9070-80		BENEFITS-\$600 PLAN	R	03/07/25	03/10/25		
	Tracking Id: 600PLAN \$600 PLAN REIMBURSEMENT												
25-00172	03/07/25	JEFF015	JEFFERSON COUNTY										
1	01/2025 ASSESSMENT SERVICE BAL			E	\$23.27	A -1355-40		ASSESSMENT-CONTRACTUAL	R	03/07/25	03/10/25		250157
2	02/2025 ASSESSMENT SERVICES			E	\$5,603.37	A -1355-40		ASSESSMENT-CONTRACTUAL	R	03/07/25	03/10/25		250295
					<u>\$5,626.64</u>								
25-00173	03/07/25	JCREG	JEFFERSON COUNTY RECYCLING										
1	SOLID WASTE FEES ISW			E	\$5,370.30	A -8160-40		TRANSFER SITE-CONTRACTUAL E	R	03/07/25	03/10/25		
2	SOLID WASTE FEES MSW			E	\$800.00	A -8160-40		TRANSFER SITE-CONTRACTUAL E	R	03/07/25	03/10/25		



PO #	PO Date	Vendor	Contract	PO Type	Item Description	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00183	03/07/25	NYSTEA	NYS TEAMSTERS COUNCIL						Account Continued					
1	MARCH 2025	B&G HEALTH INS	\$9,914.80	A	-9060-83	E	BENEFITS-BARGAINING HEALTH IN R				03/07/25	03/10/25		
2	MARCH 2025	HWY HEALTH INS	\$5,665.60	DA	-9060-83	E	BENEFITS-BARGAINING HEALTH IN R				03/07/25	03/10/25		
3	MARCH 2025	HWY HEALTH INS	\$5,665.60	DB	-9060-81	E	BENEFITS-BARGAINING HEALTH IN R				03/07/25	03/10/25		
			<b>\$21,246.00</b>											
25-00184	03/07/25	NNYONLIN	NNYonline LLC											
1	MONTHLY	SERVER HOST & BACKUP	\$755.00	A	-1650-41	E	CENTRAL COMMUNICATIONS-INFC R				03/07/25	03/10/25		
25-00185	03/07/25	OVEDOO	OVERHEAD DOOR CO. OF WATERTOWN											
1	REPLACE	MOTOR ON TROLLEY	\$803.00	A	-1640-20	E	CENTRAL GARAGE-EQUIP & CAPIT/ R				03/07/25	03/10/25		53515
25-00186	03/07/25	REIDEP	REINMAN'S DEPARTMENT STORE											
1	MOP PAD/FLOOR	CLEANER	\$34.17	A	-8160-40	E	TRANSFER SITE-CONTRACTUAL E) R				03/07/25	03/10/25		
2	SUPPLIES		\$176.61	A	-7560-40	E	TOWN HALL-CONTRACTUAL				03/07/25	03/10/25		
3	CREDIT		1.13-	A	-7560-40	E	TOWN HALL-CONTRACTUAL				03/07/25	03/10/25		
4	CREDIT		35.24-	A	-7560-40	E	TOWN HALL-CONTRACTUAL				03/07/25	03/10/25		
			<b>\$174.41</b>											
25-00187	03/07/25	SHEWIL	THE SHERMAN-WILLIAMS CO.											
1	PAINT/BRUSHES		\$1,074.37	A	-7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		2301-6
25-00188	03/07/25	SUPER005	SUPERIOR PLUS PROPANE											
1	TOWN HALL	PROPANE	\$3,483.08	A	-7560-40	E	TOWN HALL-CONTRACTUAL				03/07/25	03/10/25		
2	ZAMBONI	PROPANE	\$120.03	A	-7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		
3	REC PARK	PROPANE	\$3,007.59	A	-7110-40	E	REC PARK-CONTRACTUAL EXPENS R				03/07/25	03/10/25		
4	HIGHWAY	PROPANE	\$2,717.33	A	-1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC R				03/07/25	03/10/25		
6	DP LIB	PROPANE	\$584.40	B	-7410-40	E	DEPAUVILLE LIBRARY-CONTRACTL R				03/07/25	03/10/25		
			<b>\$9,912.43</b>											
25-00189	03/07/25	SCHELE	SCHINDLER ELEVATOR CORP											
1	ELEVATOR	INSPECTION	\$3,795.00	A	-7560-40	E	TOWN HALL-CONTRACTUAL				03/07/25	03/10/25		7100588953
25-00190	03/07/25	SYDEN005	SYDENSTRICKER NOBBE PARTNERS											
1	OIL FILTERS	JD LOADER	\$140.79	DA	-5130-40	E	MACHINERY-CONTRACTUAL EXPEI R				03/07/25	03/10/25		11045991





PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Date	Rcvd Date	Chk/Void Date	Invoice
25-00194	03/07/25	TIPRI						T.I. PRINTING CO., INC.					
1		ADMIN PROPASALS			\$34.22	A -1670-40	E	CENTRAL PRINTING-CONTRACTUA	R	03/07/25	03/10/25		203868
2		ENGINEERING QUALS			\$35.41	A -1670-40	E	CENTRAL PRINTING-CONTRACTUA	R	03/07/25	03/10/25		203869
3		CLERKS OFFICE HOURS			\$48.00	A -1410-40	E	TOWN CLERK-CONTRACTUAL EXPI	R	03/07/25	03/10/25		203902
4		ZBA MEETING CHANGE			\$25.53	B -8010-40	E	ZONING-CONTRACTUAL EXPENSE	R	03/07/25	03/10/25		203936
					<b>\$143.16</b>								
25-00195	03/07/25	UNIAUTO						UNITED AUTO SUPPLY					
1		MOTOR ASMB 15 CHEVY			\$188.24	DA-5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		
25-00196	03/07/25	UNICOR						UNIFIRST CORPORATION					
1		GARAGE MATS			\$122.68	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		
2		TOWN HALL MATS			\$127.40	A -7560-40	E	TOWN HALL-CONTRACTUAL	R	03/07/25	03/10/25		
					<b>\$250.08</b>								
25-00197	03/07/25	UNICOR						UNIFIRST CORPORATION					
1		UNIFORMS			\$112.52	A -7110-40	E	REC PARK-CONTRACTUAL EXPENSE	R	03/07/25	03/10/25		
2		UNIFORMS/TOWELS			\$302.88	DA-5130-40	E	MACHINERY-CONTRACTUAL EXPEI	R	03/07/25	03/10/25		
					<b>\$415.40</b>								
25-00198	03/07/25	UNIF005						UNIFIRST FIRST AID + SAFETY					
1		FIRST AID SUPPLIES			\$80.42	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		C558069
25-00199	03/07/25	VILCLA						VILLAGE OF CLAYTON					
1		JOINT COURT LEASE 03/2025			\$1,543.50	A -1110-41	E	COURT-JOINT COURTROOM EXPEI	R	03/07/25	03/10/25		3.2025
25-00200	03/07/25	VILCLA						VILLAGE OF CLAYTON					
1		POOL ACCT 144-0			\$1,625.10	A -7110-40	E	REC PARK-CONTRACTUAL EXPENSE	R	03/07/25	03/10/25		
2		ARENA ACCT.145-0			\$333.03	A -7110-40	E	REC PARK-CONTRACTUAL EXPENSE	R	03/07/25	03/10/25		
3		TOWN HALL ACCT 302-0			\$349.86	A -7560-40	E	TOWN HALL-CONTRACTUAL	R	03/07/25	03/10/25		
4		BOATER SRV BLDG ACT 1127-0			\$271.01	A -5720-40	E	TRANSIENT DOCKING-CONTRACTL	R	03/07/25	03/10/25		
5		ATTENUATOR A ACCT 1193-0			\$105.02	A -5720-40	E	TRANSIENT DOCKING-CONTRACTL	R	03/07/25	03/10/25		
6		FLOATERS B & C ACCT 1192-0			\$270.87	A -5720-40	E	TRANSIENT DOCKING-CONTRACTL	R	03/07/25	03/10/25		
7		HWY GARAGE ACCT 1023-0			\$1,120.83	A -1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC	R	03/07/25	03/10/25		

PO #	PO Date	Vendor	Contract	PO Type	Amount	Charge Account	Acct Type	Description	Stat/Chk	First Enc Rcvd Date	Chk/Void Date	Invoice
25-00200	03/07/25	VILCLA	VILLAGE OF CLAYTON					Account Continued				
8		ARENA BATHHOUSE 146-0	\$1,234.59	A	-7110-40	E	REC PARK-CONTRACTUAL EXPENSE	R		03/07/25	03/10/25	
			<u>\$5,310.31</u>									
25-00201	03/10/25	WINNI005	WINNING PROMOTIONS LLC									
1		TOWN SHIRT	\$32.50	A	-1220-40	E	SUPERVISOR-CONTRACTUAL EXP	R		03/10/25	03/10/25	6588
25-00202	03/10/25	WASMAN	WASTE MANAGEMENT OF NY, LLC									
1		DUMPSTER	\$195.10	A	-1640-41	E	CENTRAL GARAGE-JT HIGHWAY CC	R		03/10/25	03/10/25	
25-00203	03/10/25	WHILUM	WHITE'S LUMBER									
1		SUPPLIES	\$209.70	DA	-5130-40	E	MACHINERY-CONTRACTUAL EXPE	R		03/10/25	03/10/25	
2		SUPPLIES	\$104.93	A	-7110-40	E	REC PARK-CONTRACTUAL EXPENSE	R		03/10/25	03/10/25	
			<u>\$314.63</u>									
25-00204	03/10/25	CLAARE	CLAYTON CHAMBER OF COMMERCE									
1		OCCUPANCY TAX PMT 2025	\$38,000.00	A	-6410-43	E	PUBLICITY-CHAMBER CONTRACTU	R		03/10/25	03/10/25	
25-00205	03/10/25	DANIE005	DANIEL MOYER									
1		DOG SHELTER SERVICES 2025	\$200.00	A	-3510-40	E	DOG CONTROL-CONTRACTUAL	R		03/10/25	03/10/25	69242

**Total Purchase Orders: 67 Total P.O. Line Items: 221 Total List Amount: \$252,412.55 Total Void Amount: \$0.00**

Totals by Year-Fund		Fund	Expend Total	Revenue Total	G/L Total	Total
Fund Description						
General Fund	5-A	\$169,385.93	\$0.00	\$0.00	\$169,385.93	
General Fund B	5-B	\$2,592.77	\$0.00	\$0.00	\$2,592.77	
Highway Town Wide Fund	5-DA	\$71,941.72	\$0.00	\$0.00	\$71,941.72	
Highway Part Town Fund	5-DB	\$5,665.60	\$0.00	\$0.00	\$5,665.60	
Depauville Sewer Fund	5-GD	\$2,319.58	\$0.00	\$0.00	\$2,319.58	
Heritage Heights Sewer Fund	5-GH	\$44.10	\$0.00	\$0.00	\$44.10	
Depauville Street Light	5-SL1	\$395.90	\$0.00	\$0.00	\$395.90	
Heritage Heights Street Light	5-SL2	\$66.95	\$0.00	\$0.00	\$66.95	
<b>Total Of All Funds:</b>		<b>\$252,412.55</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$252,412.55</b>	

Totals by Fund		Fund	Expend Total	Revenue Total	G/L Total	Total
Fund Description						
General Fund	A	\$169,385.93	\$0.00	\$0.00	\$169,385.93	
General Fund B	B	\$2,592.77	\$0.00	\$0.00	\$2,592.77	
Highway Town Wide Fund	DA	\$71,941.72	\$0.00	\$0.00	\$71,941.72	
Highway Part Town Fund	DB	\$5,665.60	\$0.00	\$0.00	\$5,665.60	
Depauville Sewer Fund	GD	\$2,319.58	\$0.00	\$0.00	\$2,319.58	
Heritage Heights Sewer Fund	GH	\$44.10	\$0.00	\$0.00	\$44.10	
Depauville Street Light	SL1	\$395.90	\$0.00	\$0.00	\$395.90	
Heritage Heights Street Light	SL2	\$66.95	\$0.00	\$0.00	\$66.95	
<b>Total Of All Funds:</b>		<b>\$252,412.55</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$252,412.55</b>	

Fund Description	Fund	Current	Prior Revd	Prior Open	Paid Prior	Fund Total
General Fund	5-A	\$169,385.93	\$0.00	\$0.00	\$0.00	\$169,385.93
General Fund B	5-B	\$2,592.77	\$0.00	\$0.00	\$0.00	\$2,592.77
Highway Town Wide Fund	5-DA	\$71,941.72	\$0.00	\$0.00	\$0.00	\$71,941.72
Highway Part Town Fund	5-DB	\$5,665.60	\$0.00	\$0.00	\$0.00	\$5,665.60
Depauville Sewer Fund	5-GD	\$2,319.58	\$0.00	\$0.00	\$0.00	\$2,319.58
Heritage Heights Sewer Fund	5-GH	\$44.10	\$0.00	\$0.00	\$0.00	\$44.10
Depauville Street Light	5-SL1	\$395.90	\$0.00	\$0.00	\$0.00	\$395.90
Heritage Heights Street Light	5-SL2	\$66.95	\$0.00	\$0.00	\$0.00	\$66.95
<b>Total Of All Funds:</b>		<b>\$252,412.55</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$252,412.55</b>

February 24, 2025

Dear Steve,

I hope this email finds you well. I am writing to formally submit my resignation from the Clayton Zoning Board of Appeals, effective April 1, 2025, as I will be relocating out of the area.

It has been an honor to serve on the board and contribute to the important work of shaping our community. I am grateful for the opportunity to have worked alongside such dedicated individuals and appreciate the experience and knowledge I have gained during my time in this role.

Please let me know if there is anything I can do to assist with the transition before my departure. I look forward to staying connected and wish the board continued success in its efforts.

Best regards,  
Ashley Owens

Handwritten signature of Ashley Owens in cursive script.

# KENDALL, HARRIENGER & BURROWS

*Attorneys-at-Law*

120 Washington Street, Suite 500A  
Watertown, NY 13601  
Phone: 315-753-8080  
Fax: 315-753-8090

*Service of Papers by Email  
or Fax is Not Authorized*

February 25, 2025

Town of Clayton  
ATTN: TOWN BOARD  
405 Riverside Drive  
Clayton, NY 13624

RE: Local Law – Noise  
KJB File #: 46385.0000

Dear Supervisor Doney and Town Board:

We have reviewed your proposed Local Law and offer “changes” to that Local Law. In our experience certain noise emitters elicit questions and concerns from citizens. Many of those emitters are included in this draft Local Law. The following outlines steps that should be taken in connection with adoption of a Local Law in regard to Noise in the Town of Clayton.

1. The Local Law should be provided to members of the Town Board for their review and consideration at least ten (10) days prior to any activity.
2. A Public Hearing should be scheduled and published in the Town’s official newspaper. At least five (5) days must elapse between the date of publication of the notice and the date of the Public Hearing.
3. The Town Board may make changes to the draft and potentially vote on the Local Law at any time after the Public Hearing.
4. The Local Law must be filed with the Secretary of the State.
5. No SEQR review is necessary for this potential action.

A proposed Local Law, Notice of Public Hearing, Resolution adopting the Local Law and the NYS Filing form are enclosed for your consideration.

Feel free to contact me, or Sue, directly with any questions or concerns you might have in this process.

Very truly yours,

KENDALL, HARRIENGER & BURROWS

  
James A. Burrows

/sjw  
Enclosures

Megan S. Kendall

Kathryn J. Harrienger

James A. Burrows

**TOWN OF CLAYTON  
NOTICE OF PUBLIC HEARING**

**RE: LOCAL LAW REGARDING NOISE**

**PLEASE TAKE NOTICE** that a Local Law has been introduced by the Town Board of the Town of Clayton regarding Noise in the boundaries of the Town of Clayton, but outside the Village of Clayton limits.

**PLEASE TAKE NOTICE** that a Public Hearing upon the Local Law will be held at the **Town Offices 405 Riverside Drive, Clayton, NY 13624** on \_\_\_\_\_, **2025** at \_\_\_\_\_ **p.m.** and that an opportunity to be heard in regard thereto will then and there be given to all persons.

Dated: \_\_\_\_\_, 2025

\_\_\_\_\_  
Megan Badour, Town Clerk



# TOWN OF CLAYTON

405 Riverside Drive  
Clayton, NY 13624  
(315) 686-3512

## RESOLUTION # \_\_\_ of 2025

### TO ADOPT LOCAL LAW NO. \_\_\_ OF 2025 Chapter 225 -of the Village Code – Noise

**WHEREAS**, the Town Board for the Town of Clayton, New York has devoted considerable time and attention to address noise impacts and concerns within the Town's boundaries; but outside the Village of Clayton limits; and

**WHEREAS**, the Town Board has reviewed the proposed legislation that might be added to the Town's Code to address the same; and

**WHEREAS**, this Board has considered the New York Environmental Quality Review Act, and has determined that the proposed legislation is not subject to that review .

**NOW, THEREFORE, BE IT RESOLVED**, by the Town Board of the Town of Clayton, New York as follows:

1. The forgoing recitations are incorporated herein and made a part hereof as if set forth hereafter.
2. The Town Board hereby enacts the Local Law adding Chapter 225 – Noise to the Town Code as being in the best interests of the Town of Clayton.
3. The Supervisor for the Town of Clayton and the Town Clerk for the Town of Clayton, their respective agents and employees are authorized to sign all documents and take all steps necessary to enact this legislation.
4. This Legislation shall be filed with the New York State Department of State, and with the Town Clerk of the Town of Clayton.
5. This Resolution shall take effect immediately.

The foregoing Resolution was offered by Board Member, \_\_\_\_\_, and seconded by Board Member, \_\_\_\_\_, and upon roll call vote of the Board was duly adopted as follows:

Tim Doney, Supervisor	Yes ___	No ___
Kenneth Knapp	Yes ___	No ___
Donna Patchen,	Yes ___	No ___
James Kenney	Yes ___	No ___
Kathleen LaClair	Yes ___	No ___

Dated: \_\_\_\_\_, 2025

\_\_\_\_\_  
Megan Badour, Town Clerk

**Town of Clayton**

**LOCAL LAW NO. \_\_\_\_ OF 2025**

**CHAPTER 225 - NOISE**

**§225-1. Purpose.**

The purpose of this law is to regulate noise that is loud, excessive and possibly harmful to citizens in the Town of Clayton and outside the Village of Clayton limits. This prohibition is intended to prohibit unreasonable noise by whatever means created or from whatever source.

**§ 225-2. General Prohibition and Definitions.**

A. **General prohibition.** The creation of any unreasonably loud, disturbing noise in the Town and outside the boundary of the Village of Clayton is prohibited. Noise of such character, intensity or duration as to endanger public comfort, peace or repose or to be detrimental to the life or health of any individual is declared to be a nuisance, shall constitute unreasonable noise, and is prohibited.

B. **Definitions.**

**AUTHORIZED EMERGENCY VEHICLE** — Every ambulance, police vehicle, fire vehicle and civil defense vehicle when on emergency calls.

**EMERGENCY** — A public calamity or an exposure of any person or property to imminent danger.

**EMERGENCY WARNING DEVICE** — Any sound signal device that is designed to be used and is actually used to warn of an emergency.

**PERSON** — Any individual, partnership, company, corporation, association, firm, organization, or any other group of individuals, or any person or employee thereof.

**REAL PROPERTY BOUNDARY** — An imaginary line exterior to any structure, along the ground surface, which separates the real property owned by one person from that owned by another person, and the vertical extension of such line.

**SOUND REPRODUCTION DEVICE** — A device intended primarily for the production or reproduction of sound including, but not limited to, any musical instrument, radio receiver, tape recorder, cd player, phonograph or sound amplification system, and the like.

**SOUND SOURCE SITE** — Any land under the ownership or control of a person in or upon which one or more sound sources are located. The sound source site includes all individual sound sources that are located on such site, whether stationary, movable or mobile.

**UNREASONABLE NOISE** — Any excessive or unusually loud sound which either annoys, disturbs, injures, or endangers the comfort, repose, health, peace or safety of a reasonable person of normal sensibilities, or which causes injury to animal or damage to property or business. Standards to be considered in determining whether unreasonable noise exists in a

given situation include, but are not limited to, the following:

- (1) The intensity of the noise.
- (2) Whether the nature of the noise is usual or unusual.
- (3) Whether the origin of the noise is natural or unnatural.
- (4) The intensity of the background noise.
- (5) The proximity of the noise to sleeping facilities.
- (6) The nature and the zoning district of the area within which the noise emanates.
- (7) The time of day or night the noise occurs.
- (8) The duration of the noise.
- (9) Whether the sound source is temporary.
- (10) Whether the noise is continuous or intermittent.
- (11) Whether alternative methods are available to achieve the objectives of the sound-producing activity.
- (12) Specific examples of sounds which may create unreasonable noise are specified hereafter at subsections 3 - 9.

**§225-3. Bells.**

No person shall sound or cause to be sounded any bell, except a church bell, in such manner or with such volume as to create unreasonable noise.

**§225-4. Amplifiers and Loud Speakers.**

- A. No person shall use, operate or maintain, or, being the owner or lessee of any premises, permit the use, maintenance or operation thereon of any radio, phonograph, loudspeaker, amplifier or any like reproducing device in such a manner or with such volume at any time as to create unreasonable noise.
- B. The Town Board may grant permission in writing to any person to reasonably broadcast or amplify in or upon the streets, or other areas, of the Town, and if and when such permission is granted and broadcasting or amplifying is done pursuant to such permission, the same shall not constitute unreasonable noise.

**§225-5. Truck Motors.**

No person shall permit the motor of a tractor or truck to continue operating while such tractor or truck is not in motion and is standing or parked on any public street or in any public place in any residential zone during the hours between 10:00 p.m. and 6:30 a.m., as to create unreasonable noise.

**§225-6. Emergency Warning Devices.**

No person shall operate or cause to be operated any emergency warning device, which creates unreasonable noise except:

- A. To give notice as a warning of any emergency.
- B. On an authorized emergency vehicle when such vehicle is engaged in emergency operations provided that such device is not operated to create unnecessary noise or for a period of time longer than is necessary to respond to such emergency.

C. When such device is under test.

**§225-7. Exhausts.**

No person shall cause or permit the discharge into the open air the exhaust of any device, including but not limited to any diesel engine, internal combustion engine or turbine engine, so as to create unreasonable noise.

**§225-8. Sound Reproduction.**

No person shall operate, play or permit the operation or playing of any radio, television, phonograph, drum, musical instrument, sound amplifier or similar device which produces, reproduces or amplifies sound:

- A. In such a manner as to create unreasonable noise plainly audible across a real property boundary.
- B. In such a manner as to create unreasonable noise that is plainly audible at 50 feet from such device, when operated in or on a motor vehicle on a public highway.
- C. In such a manner as to create unreasonable noise to any person other than the operator of the device.
- D. In such a manner as to create unreasonable noise that enters an apartment or dwelling unit that is separate and distinct from the apartment or dwelling unit from which the unreasonable noise originated.

The Town Board, or its designee, may issue a permit to authorize sound reproduction upon such conditions as the Board deems appropriate and pursuant to such rules or regulations and fees as promulgated by the Town Board.

**§225-9. Squealing Tires.**

No person shall operate a motor vehicle in such a manner as to cause unreasonable noise by spinning or squealing the tires of such motor vehicle.

**§225-10. Penalties for Offenses.**

Any person violating any provision of this chapter shall, upon conviction, be subject to a fine of not less than \$50 nor more than \$250. Each day of continued violation is a separate and distinct offense. The Town Board may also seek injunctive relief from a court of competent jurisdiction against such person.

**§225-11. Severability.**

If any provision or subsection of this law shall be held to be invalid by a court of competent jurisdiction, such judgment shall not affect, impair or invalidate the remainder of this chapter, but shall be confined to the clause, sentence, or paragraph thereof directly involved in such controversy.

# Local Law Filing

(Use this form to file a local law with the Secretary of State.)

Text of law should be given as amended. Do not include matter being eliminated and do not use italics or underlining to indicate new matter.

County  City  Town  Village  
*(Select one.)*

of Clayton

Local Law No. \_\_\_\_\_ of the year 2025

A local law Noise  
*(Insert Title)*

Be it enacted by the Town Board of the  
*(Name of Legislative Body)*

County  City  Town  Village  
*(Select one.)*

of Clayton

as follows:

SEE ATTACHED

(If additional space is needed, attach pages the same size as this sheet, and number each.)

(Complete the certification in the paragraph that applies to the filing of this local law and strike out that which is not applicable.)

**1. (Final adoption by local legislative body only.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20<sup>25</sup> of the ~~(County)(City)~~(Town)(Village) of Clayton Town Board was duly passed by the ~~(Name of Legislative Body)~~ on \_\_\_\_\_ 20<sup>25</sup>, in accordance with the applicable provisions of law.

**2. (Passage by local legislative body with approval, no disapproval or repassage after disapproval by the Elective Chief Executive Officer\*.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20\_\_\_\_ of the (County)(City)(Town)(Village) of \_\_\_\_\_ was duly passed by the \_\_\_\_\_ on \_\_\_\_\_ 20\_\_\_\_, and was (approved)(not approved) (repassed after disapproval) by the \_\_\_\_\_ and was deemed duly adopted on \_\_\_\_\_ 20<sup>□□</sup>, in accordance with the applicable provisions of law.

**3. (Final adoption by referendum.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20\_\_\_\_ of the (County)(City)(Town)(Village) of \_\_\_\_\_ was duly passed by the \_\_\_\_\_ on \_\_\_\_\_ 20\_\_\_\_, and was (approved)(not approved) (repassed after disapproval) by the \_\_\_\_\_ on \_\_\_\_\_ 20\_\_\_\_.

Such local law was submitted to the people by reason of a (mandatory)(permissive) referendum, and received the affirmative vote of a majority of the qualified electors voting thereon at the (general)(special)(annual) election held on \_\_\_\_\_ 20\_\_\_\_, in accordance with the applicable provisions of law.

**4. (Subject to permissive referendum and final adoption because no valid petition was filed requesting referendum.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20\_\_\_\_ of the ~~(County)(City)~~(Town)(Village) of \_\_\_\_\_ was duly passed by the \_\_\_\_\_ on \_\_\_\_\_ 20\_\_\_\_, and was (approved)(~~not approved~~) (repassed after disapproval) by the \_\_\_\_\_ on \_\_\_\_\_ 20\_\_\_\_. Such local law was subject to permissive referendum and no valid petition requesting such referendum was filed as of \_\_\_\_\_ 20\_\_\_\_, in accordance with the applicable provisions of law.

\* Elective Chief Executive Officer means or includes the chief executive officer of a county elected on a county-wide basis or, if there be none, the chairperson of the county legislative body, the mayor of a city or village, or the supervisor of a town where such officer is vested with the power to approve or veto local laws or ordinances.

**5. (City local law concerning Charter revision proposed by petition.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20\_\_\_\_ of the City of \_\_\_\_\_ having been submitted to referendum pursuant to the provisions of section (36)(37) of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of such city voting thereon at the (special)(general) election held on \_\_\_\_\_ 20\_\_\_\_, became operative.

**6. (County local law concerning adoption of Charter.)**

I hereby certify that the local law annexed hereto, designated as local law No. \_\_\_\_\_ of 20\_\_\_\_ of the County of \_\_\_\_\_ State of New York, having been submitted to the electors at the General Election of November \_\_\_\_\_ 20\_\_\_\_, pursuant to subdivisions 5 and 7 of section 33 of the Municipal Home Rule Law, and having received the affirmative vote of a majority of the qualified electors of the cities of said county as a unit and a majority of the qualified electors of the towns of said county considered as a unit voting at said general election, became operative.

**(If any other authorized form of final adoption has been followed, please provide an appropriate certification.)**

I further certify that I have compared the preceding local law with the original on file in this office and that the same is a correct transcript therefrom and of the whole of such original local law, and was finally adopted in the manner indicated in paragraph \_\_\_\_\_<sup>1</sup> above.

\_\_\_\_\_  
Clerk of the county legislative body, City, Town or Village Clerk or officer designated by local legislative body

Date: \_\_\_\_\_

(Seal)





**To:** The Town of Clayton  
**From:** Adroit Consultants, LLC (“Adroit”)  
**Date:** March 4, 2025  
**RE:** Project Administration Services for the Depauville Sewer District Improvements Project

Greetings,

It is with enthusiasm that we present this proposal for providing professional services including construction administration services in support of the Depauville Sewer District Improvements Project implemented by the Town of Clayton.

Adroit’s team of professionals with extensive experience and expertise in providing similar services is ready to fulfill your needs. I am confident that our expertise, experience, and commitment to providing the highest quality, client-centered services that will exceed your expectations.

With its pool of competent, experienced, and well-educated professionals, Adroit delivers value-added solutions that are effective and economically viable. Our primary resource is our competent and well-educated professionals who have extensive experience in managing a broad range of projects. Our competent professionals have added value to our clients’ construction projects through all phases of projects. As such, we will be ready to proudly deliver professional services including construction administration services that are professionally offered and effective.

Adroit’s key strengths include:

- Our team has extensive experience in overseeing the implementation of construction projects, and ensuring adherence to regulatory standards and requirements.
- Because of our core competency in project monitoring and control, our team is structured to meet project deadlines, ensuring that all administrative tasks, compliance requirements, and reporting obligations are completed within the specified timeline.

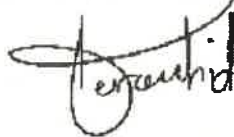
# ADROIT

- Our team has extensive experience and expertise in the field of construction management and is closely familiar with the key success factors for successful implementation of construction projects.
- We understand the unique challenges faced by towns like the Town of Clayton and have experience working in similar jurisdictions to deliver high-quality project administration services.
- We are currently providing construction administration services for the Hudson River Ground Stabilization (HRGS) Project and our team is also part of four other construction management teams that are successfully managing station rehabilitation projects in the City of New York, and as such, we are closely familiar with what it takes to provide professional services including construction administration services in a professional manner.

We thank you again for the opportunity and look forward to working with you on this matter.

This proposal will remain in effect 180 days from the proposal date.

Sincerely,



~~~~~  
Amin Terouhid, Ph.D., P.E., PMP, PSP, DRMP  
PRINCIPAL CONSULTANT  
Adroit Consultants, LLC  
DIRECT: 201.366.3522 | FAX: 805.309.7534



The recipient of the 2018 AACE International Technical Excellence Award.

# ADROIT

## Contents

|                                                                                               |    |
|-----------------------------------------------------------------------------------------------|----|
| <b>1. Firm Background</b> .....                                                               | 3  |
| <b>2. Qualifications</b> .....                                                                | 8  |
| <b>3. Project Approach</b> .....                                                              | 11 |
| <b>4. References</b> .....                                                                    | 18 |
| <b>5. Cost Proposal</b> .....                                                                 | 19 |
| <b>Exhibits</b> .....                                                                         | 20 |
| Exhibit 1. Select professional registrations and certificates of Adroit.....                  | 20 |
| Exhibit 2. Tabulation of the most pertinent projects performed by Adroit.....                 | 21 |
| Exhibit 3. Project Sheet Prepared for some of Adroit’s key projects .....                     | 23 |
| Exhibit 4. Resume of Adroit’s Proposed Team .....                                             | 24 |
| Exhibit 5. List of select workshop, training sessions, and webinars presented by Adroit ..... | 25 |
| Exhibit 6. Letters of Reference and Recommendations .....                                     | 28 |

### 1. Firm Background

Established in 2014, Adroit is a consulting firm that provides construction management services to a wide range of clients. Adroit’s consulting services are focused on construction management, construction administration, construction documentation, construction project management services, value engineering, cost engineering, cost estimating and control, construction inspection, risk management, project planning and scheduling, and construction contract management. Adroit also provides professional training among its services. Adroit is a Woman Owned Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) firm in the States of New York and New Jersey.

Adroit delivers effective solutions that help our clients successfully implement projects and minimize deviations from plans. Adroit’s ultimate objective is to maximize value improvement opportunities and achieve our clients’ goals. Adroit also provides effective solutions to ensure its clients can successfully administer business practices to create the highest level of efficiency possible within an organization.

Adroit’s primary resource is our competent, experienced, and well-educated professionals who have not only been successful in implementing projects but also have proven their expertise in providing training services, performing research, publishing industry studies, and publishing industry guidelines made available to practitioners around the globe. As an example, two of Adroit’s principal consultants received the AACE 2018 Technical Excellence Award because of their role in authoring some of the recommended practices published by AACE international (including Recommended Practice 91R-16 Schedule Development, Recommended Practice 89R-16 Management Summary Schedule, and

# ADROIT

Recommended Practice 92R-17 Analyzing Near-Critical Paths).<sup>1</sup> All these recommended practices relate to the field of construction and project management and demonstrate Adroit's capabilities and expertise in the effective use of construction management techniques.

Exhibit 1 contains the professional registrations and certificates of Adroit. As previously noted, Adroit is WBE and DBE certified in the States of New York and New Jersey. Metropolitan Transit Authority (MTA) of New York certified Adroit as a DBE with the New York State Unified Certification Program (NYSUCP). This certificate certified Adroit to provide its services in a wide range of areas including:

- Construction management,
- Mass transit administrative management,
- General management consulting services,
- Utilities management consulting services, and
- Professional and management development training

Adroit has also been certified as a WBE by other agencies such as the School Construction Authority (SCA) of New York and became pre-qualified to submit bids/proposals in a wide range of construction management areas. For example, SCA has prequalified Adroit in the following areas:

- Construction Related Services (Project Management Supervision) (36000), and
- Professional Services – Non-Construction (Scheduling Analysis Services and Claim Review) (86009).

As another example, the Dormitory Authority of the State of New York (DASNY) has accepted Adroit into the Authority's Opportunity Programs Group Registry, and included Adroit in the Authority's Registry under the following categories:

- Project Management
- Construction Management
- Construction Manager
- Estimating and Scheduling Service
- Industrial Engineering
- Architecture and Civil Engineering
- Civil Engineering
- Management Services
- Management and Employee Training
- Computer Software Networks-Programs, and
- Consulting Services

---

<sup>1</sup> AACE International Recommended Practices contain valuable reference information that has been subject to a rigorous peer review process. These documents are regularly and carefully updated, go through multiple revisions before publication, and are routinely reviewed by numerous relevant practitioners.

# ADROIT

As an example of the set of services Adroit provides, Table 2 provides an overview of Adroit's services currently being provided on the Hudson River Ground Stabilization (HRGS) Project.

Table 1. An overview of Adroit's services for the Hudson River Ground Stabilization (HRGS) Project

## Adroit's deliverable include:

- ✚ **Project Management: Overseeing the entire project, including scheduling, project monitoring and progress reporting, and coordinating with various stakeholders.**
- ✚ **Documentation and Reporting: Keeping detailed records of all project activities, including progress reports, meeting minutes, and change orders.**
- ✚ **Progress Photography: Regularly capturing and documenting the progress of the construction through photographs.**
- ✚ **Administration of Contract Documents: Managing and organizing all contract-related documents, ensuring they are up-to-date and accessible.**
- ✚ **Updating Project Records: Keeping all project records current, including schedules, budgets, and progress reports.**

As another example of the set of services Adroit provides, Table 2 provides an overview of Adroit's services currently being provided in the ADA Upgrade at 149 Street - Grand Concourse Station Complex, White Plains/Jerome Line (IRT) project. Exhibit 2 provides a tabulation of the most pertinent projects performed by Adroit and Exhibit 3 contains project sheets that provide additional information about Adroit's key projects.

Table 2. An overview of Adroit's services in the ADA Upgrade at 149 Street - Grand Concourse Station Complex, White Plains/Jerome Line (IRT) Project

## Adroit's deliverable include:

- ✚ **Proposed phasing plans**
- ✚ **Project schedule constructability review**
- ✚ **The list of comments and improvements to be made to the baseline and updated project schedules**
- ✚ **Assisted the contractor in coordinating the work of the contractor, subcontractors, and other project participants and served as a liaison to ensure the owner's needs are properly communicated with the contractor**
- ✚ **Review of the project schedules including the baseline, recovery schedules, and updated project schedules**
- ✚ **Review resource plans and identify resource-related concerns**
- ✚ **Prepare resource histograms and identify areas of concern**
- ✚ **Assess resource S-curves and identify the trends of progress based on historical performance records**
- ✚ **Review of the contractor's time-related claims**
- ✚ **Project progress report including project assessment reports**
- ✚ **Assessment of project delays and delay responsibilities**
- ✚ **Ad-hoc reports to ensure outstanding project submittals are traced and completed in a timely manner**
- ✚ **Time impact assessment (TIA) to quantify the potential impact of change order and change order request on the project timeline**
- ✚ **Review of the change order request submitted by the contractor from the time management perspective**
- ✚ **Schedule related correspondence for effective schedule management**
- ✚ **Customized management reports**



# ADROIT

Adroit will use its expertise to successfully manage this project by providing professional services including construction administration services in support of the project sponsored by the Town of Clayton. Adroit's team lead is a certified project management professional and a licensed professional engineer (PE) with an in-depth expertise and experience in managing a variety of construction projects. Adroit will use relevant construction management expertise and experience to provide services to ensure projects will be completed on time, within budget, and in compliance with quality and scope requirements.

Adroit is currently active in several infrastructure projects in the City of New York and in the State of New Jersey. Adroit has been involved in all development phases of construction projects and is closely familiar with the means and methods used in the industry, standards and industry guidelines used throughout the life of construction projects, and best practices used to successfully implement projects. Examples of projects in the various phases of development status include:

## 1) **Preconstruction**

Adroit is currently managing the Flushing Creek CSO Disinfection Facilities of the Department of Environmental Protection (DEP) for the Office of Management and Budget (OMB) of New York City (NYC). This project is part of a master contract with a not-to-exceed amount of \$4 million between Adroit and OMB for providing similar services for studies of a wide range of capital construction projects in New York City. The team that Adroit has formed for this project has been tasked to evaluate the preliminary design of the project and identify value enhancing opportunities and design improvements to increase the value of this project. This project is currently in early phases of development and its design will be improved based on the outcomes of Adroit's work.

Of note, Adroit recently managed the Belt Cross Island Parkway (BCIP) Bridge over Dutch Broadway VE Study for the Office of Management and Budget (OMB) of New York City (NYC). This project is part of a master contract with a not-to-exceed amount of \$4 million between Adroit and OMB for providing similar services for studies of a wide range of capital construction projects in New York City. The team that Adroit formed for the Belt Cross Island Parkway (BCIP) Bridge over Dutch Broadway was tasked to evaluate the preliminary design of the project and identify value enhancing opportunities and design improvements to increase the value of this project. This project is currently in the early stages of development and its design will be improved based on the outcomes of Adroit's work.

Adroit's experts have also been recently involved in several construction projects for which Adroit provided cost estimating, constructability, and value engineering services. Adroit typically provides constructability services for projects to determine if the overall implementation plan is reasonable and if durations or cost estimates are reasonable and whether they fit the purpose.

# ADROIT

## 2) Construction

As part of the construction management team, Adroit's team oversees the construction work of the ADA Upgrade at 149 Street - Grand Concourse Station Complex, White Plains/Jerome Line (IRT), including project monitoring, progress reporting, and project planning and scheduling services.

In addition, Adroit is currently providing project scheduling and construction claim management services for CH058B – Harold Structures Eastbound Reroute as part of East Side Access project. The team oversees the construction work of the project. Adroit works closely with Metropolitan Transportation Authority (MTA) of New York to properly monitor and control the work. This project is another project in which Adroit's services contribute to the successful implementation of a project during the construction phase.

- 3) **Post Construction:** Adroit is currently involved in the closeout phase of a subway station rehabilitation projects in the Bronx, New York. The project is Consultant Construction Management and Inspection Services for ADA Upgrades of Gun Hill Road Station Dyre Avenue Line (IRT) Borough of the Bronx (Contract A-37109) which is currently being closed out by Metropolitan Transportation Authority (MTA). Adroit is currently involved in processing and finalizing some of the change order requests, finalizing time extension requests, and claim resolutions for the project's final close out.

Examples of infrastructure projects in which Adroit is currently involved are shown in Figure 1. Exhibit 3 provides project sheets that provide additional information about some of Adroit's key projects.

# ADROIT

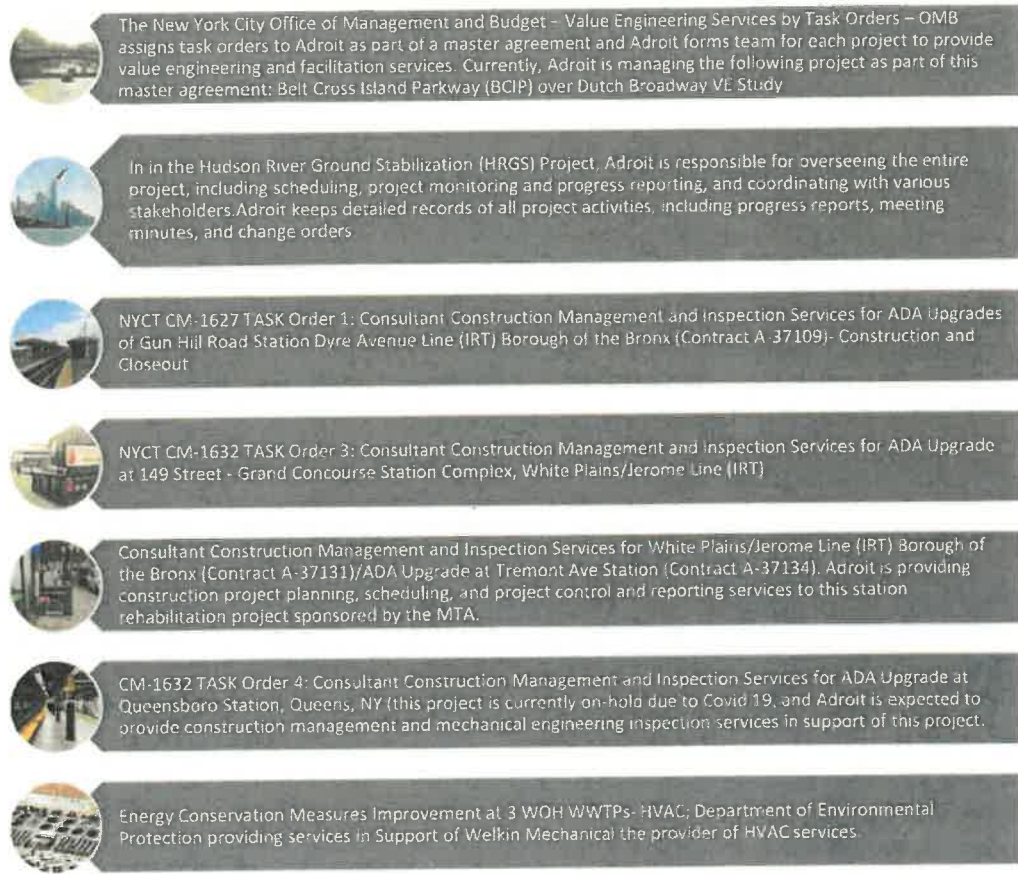


Figure 1. Examples of infrastructure projects in which Adroit is currently involved

## 2. Qualifications

The resume of Adroit’s proposed team are contained in Exhibit 4. Amin Terouhid will be the team lead and Zahraa Abbas and Maryam Mirhadi will assist him in providing the services outlined in this proposal. The members of Adroit’s proposed team currently hold relevant professional certificates and/or licenses in their field of practice. Examples of these professional certificates include:

- Professional Engineer (P.E.)
- Project Management Professional (PMP) certificate from the Project Management Institute (PMI)
- Project Planning and Scheduling Professional (PS) obtained from the Association for the Advancement of Cost Engineering (AACE International)
- American Concrete Institute (ACI) certificates such as the concrete construction special inspection certificate



# ADROIT

Adroit's principal consultants, Amin Terouhid, Ph.D., PE,<sup>2</sup> PMP, PSP and Maryam Mirhadi Ph.D., PMP, PSP, both hold a Ph.D. in construction and have extensive experience and expertise in the field of construction management. They have more than 35 years of collective experience and have both been examined and certified as:

- Project Management Professional (PMP) by Project Management Institute (PMP)
- Project Planning and Scheduling Professional (PSP) by the Association for the Advancement of Cost Engineering (AACE International)

The resume of Dr. Terouhid and Dr. Mirhadi and other members of Adroit's proposed team are provided in Exhibit 4.

Adroit has access to a pool of resources and professionals active in the industry, and depending on the project needs, Adroit may engage them on a need basis. These professionals will be certified and highly qualified to provide construction management and administration services in the areas relevant to the services.

Adroit's primary resource is its competent, experienced, and well-educated professionals who have not only been successful in implementing construction projects but have proven their expertise in publishing industry studies and guidelines. Our consultants have received the AACE International 2018 Technical Excellence Award, in part, because of their role in authoring three Recommended Practices (RPs) including:

- [RP91R-16 Schedule Development](#),
- [RP 92R-17 Analyzing Near-Critical paths](#), and
- [RP89R-16 Management Summary Schedule](#).

Excerpts from these RPs can be found on the AACE International website at this address: <https://web.aacei.org/resources/publications/recommended-practices>

The AACE International Recommended Practices are intended to be the main technical foundation of educational, and certification products and services in the areas of project management, construction management, and cost engineering. The RPs are a series of documents that contain valuable reference information for project management practitioners around the globe. Adroit has presented these RPs and provided presentations and webinars on other construction-management-related topics to a wide range of professional associations. A listing of select presentations, workshop, webinars, and publications of Adroit's principal consultants is provided in Exhibit 5.

The following provides more information about the qualifications of Adroit's principal consultants:

---

<sup>2</sup> Licensed in the States of New Jersey, New York, and Texas

# ADROIT

- S. Amin Terouhid, Ph.D., PE, PMP, PSP, DRMP, VMA

*Dr. Amin Terouhid is a Principal Consultant with Adroit and has a proven expertise in project and construction management. With 22 years of experience working on several large and mega projects internationally and throughout the United States, he is a recognized expert in the areas of construction management, project management, project planning, scheduling, project control, construction scheduling, construction administration, schedule delay analysis, value engineering, and risk management. Examples of projects he has been involved include civil and infrastructure projects, waste water treatment, water treatment plants, transit and bridge projects, residential and commercial building projects, transit projects, and industrial projects (e.g., cement upgradation, vehicle manufacturing plant, petrochemical and natural gas projects, and pipeline).*

*Dr. Terouhid was a recipient of the 2018 AACE Technical Excellence Award. He has received his Ph.D. in construction management from the University of Florida, is a Professional Engineer (P.E.) in the States of New York, New Jersey, and Texas. Dr. Terouhid has also been examined and certified by Project Management Institute (PMI) as a Project Management Professional (PMP) and Risk Management Professional (RMP), and by the Association for the Advancement of Cost Engineering (AACE International) as a Planning and Scheduling Professional (PSP) and a Decision and Risk Management Professional (DRMP), and by SAVE International as a Value Methodology Associate (VMA). He also holds the American Concrete Institute (ACI)'s special concrete inspection certificate and completed several training courses. For further information about Dr. Terouhid's qualifications, please see Exhibit 4.*

*Dr. Terouhid also holds the following professional certificates:*

- *Multiple inspection certificates such as the following:*
    - o *ACI 306R-10 Guide to Cold Weather Concreting*
    - o *ACI 440 Externally Bonded FRP Systems*
    - o *ACI Chemical Admixtures for Concrete*
    - o *ACI Contractor's Guide to Quality Concrete Construction*
    - o *ACI Control of Cracking in Concrete Structures*
    - o *Cement Mill and Concrete Test Reports*
    - o *FDOT Highway and Bridge Contracts Plan Reading*
    - o *OSHA (Occupational Safety and Health) 30 hour training*
  - Maryam Mirhadi F., Ph.D., PMP, PSP, VMA
- Dr. Maryam Mirhadi is the CEO and Principal Consultant with Adroit and has a proven expertise in the areas of construction management, project planning and scheduling, project control, value engineering, cost engineering, risk management, construction administration, cost estimating, and claims administration and resolution. She has more than 20 years of experience working on several large and mega projects internationally and throughout the United States. Dr. Mirhadi was a recipient of the 2018 AACE Technical Excellence Award.*

# ADROIT

*She has received his Ph.D. in construction management from the University of Florida. She has been examined and certified by Project Management Institute (PMI) as a Project Management Professional (PMP), and by the Association for the Advancement of Cost Engineering (ACE International) as a Planning and Scheduling Professional (PSP), and by SAVE International as a Value Methodology Associate (VMA). For further information about Dr. Mirhadi's background, please see Exhibit 4.*

### 3. Project Approach

Adroit will take the following steps to provide the services outlined in the RFP document in a professional manner. We propose a structured and proactive approach focused on compliance, efficiency, and effective communication. Our methodology will be divided into the following key phases:

#### 1. Project initiation and planning

Adroit's objective is to establish a strong foundation for compliance, coordination, and efficient execution.

- **Kickoff meeting and coordination:**
  - Adroit will meet with the representatives of the Town of Clayton, funding agencies, and project stakeholders to clarify expectations, reporting structures, and compliance requirements.
  - Adroit will prepare a project execution plan, identifying key deliverables, milestones, and responsibilities.
- **Regulatory compliance**
  - Adroit will conduct a thorough review of the Housing Trust Fund Corporation and NYS Community Development Block Grant (CDBG) requirements and prepare a responsibility matrix.
  - Adroit will establish document control procedures for tracking costs, progress reports, and compliance filings.
- **Risk management**
  - Adroit will monitor the risks and bring them to the attention of the representatives of the Town of Clayton
  - Adroit will coordinate any risk management strategies that may affect the compliance review and reporting

#### 2. Contract administration and compliance management

Adroit will ensure adherence to all grant requirements and regulatory obligations throughout the project.

- **Grant compliance and reporting**

# ADROIT

- Adroit will maintain accurate records of all expenditures, ensuring alignment with CDBG guidelines; and prepare and submit periodic financial and performance reports to funding agencies.
- Adroit will also monitor compliance with grant conditions, assisting with audit preparation and funding agency reviews.
- **Coordination with contractors and municipal oversight**
  - Adroit will act as the primary liaison between the Town of Clayton and contractors, ensuring alignment with project goals.
  - Adroit will review contractor invoices and work progress to ensure compliance with funding guidelines.
  - Adroit will facilitate timely processing of payment requests and prepare closeout reports as required.
- **Specific requirements related to Housing Trust Fund Corporation**
  - Adroit will ensure all necessary documentation is prepared and submitted in accordance with the Housing Trust Fund Corporation requirements including any that may relate to written agreements and legal documents, administrative plans, compliance with equal employment opportunity (EEO) and minority and women-owned business enterprises (MWBE) requirements, insurance documentation and procurement records.
- **Specific requirements related to NYS Community Development Block Grant (CDBG)**
  - Adroit will ensure all necessary documentation is prepared and submitted in accordance with the CDBG requirements that may relate to:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li><b>1. Initial Application and Pre-Award Requirements</b><ul style="list-style-type: none"><li>● Application preparation</li><li>● Public hearing</li><li>● Environmental review compliance (NEPA)</li><li>● Grant agreement execution</li></ul></li><li><b>2. Program Administration &amp; Compliance</b><ul style="list-style-type: none"><li>● Financial management &amp; reporting</li><li>● Procurement &amp; contracting (MWBE compliance)</li><li>● Labor compliance (Davis-Bacon Act)</li><li>● Fair housing &amp; equal opportunity compliance</li><li>● Monitoring &amp; record-keeping</li></ul></li><li><b>3. Ongoing Reporting &amp; Closeout</b><ul style="list-style-type: none"><li>● Quarterly and annual performance reports</li><li>● Final public hearing</li><li>● Grant closeout documentation</li></ul></li></ul> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

### 3. Construction phase administration

- **Progress monitoring and reporting**

# ADROIT

- Adroit will track project progress and identify the information that needs to be extracted from progress reports prepared by the contractor and send the right information to the Town and funding agencies
- Adroit will maintain proper compliance metrics.
- Prepare and submit periodic reports to the Town and funding agencies.
- **Issue resolution**
  - Adroit will address any issues that may arise in the construction phase as they may relate to reporting or compliance management
  - Ensure that any change orders or project modifications comply with grant conditions and regulatory standards.

#### 4. Project closeout and compliance review

Adroit will review the requirements for the successful completion of the project, compliance certification, and efficient project closure.

- **Final Compliance and Grant Reporting:**
  - Adroit will submit final expenditure reports and compliance documentation to funding agencies.
  - Adroit will support any required audits or performance evaluations by funding bodies.
  - Adroit will verify that all project objectives and requirements established by Housing Trust Fund Corporation and NYS CDBG have been met.
- **Lessons Learned & Future Recommendations:**
  - Conduct a closeout meeting with key stakeholders to review project successes and areas for improvement.
  - Provide recommendations for best practices in future project administration efforts.

The following series of tables describe how Adroit achieved related objectives in three previously completed projects:



## Timely Delivery of Past Projects

### Adroit's Approach

One of Adroit's core competencies is effective project planning in support of timely implementation of projects. Adroit has a proven track record of making work and coordination plans to ensure construction activities are performed in a timely manner.

As part of its approach to managing projects, Adroit has found the following the most effective strategies in ensuring projects are performed in a timely manner:

1. **Properly define project objectives and requirements:** Our experience has shown that delays and deviations from plans are decreased in those projects for which objectives and requirements have properly been defined; and project participants have the same understanding of the expectations.
2. **Set realistic target dates and reasonable budgets:** We have found that unrealistic target dates and reasonable budgets are among the common reasons that project participants fail to fulfil expectations.
3. **Devise a well-prepared project plan supplemented by a reasonable project schedule:** Adroit has found through experience that a well-prepared plan that translates all the requirements into a list of action items is a key basis for meticulous planning and a proper basis to develop a reasonable project schedule.
4. **Form a dedicated and proactive project team:** Adroit's experience has shown that having team members who are dedicated and proactive and demonstrate the behavior of creating or controlling situations by causing something to happen rather than responding to it after it has happened is one of the key success factors in projects.
5. **Empower the project team and support them with the tools they need:** Adroit believes in the importance of training and using proper strategies to empower project team members by providing the tools and resource they need to fulfill their responsibilities.
6. **Develop an effective risk management strategy.** We have found that project risk management is of utmost importance to stay proactive in developing meticulous plans and to demonstrate an attitude of problem solving.
7. **Effectively communicate and coordinate among the project participants:** Adroit has found through experience that effective communication is an important component in project management that allows the project to progress smoothly and on time. It ensures project participants are aligned on project objectives and understand exactly what's expected of them. It also helps build trust, so all team members will work more efficiently together from project start to finish.
8. **Effectively monitor and control the project:** Such monitoring and controlling endeavors allow project participants to produce action items and corrective action lists for the project team to proactively follow up for issue resolution.

## Timely Delivery of Past Projects

### Examples

As noted, one of Adroit's core competencies is effective project planning and scheduling in support of timely implementation of projects. As such, Adroit has demonstrated its capabilities in developing reasonable schedules that reflect an appropriate work sequence for timely completion of projects. The following are demonstrative examples that show Adroit's dedication to the timely delivery of project outcomes:

- 1- Adroit is currently overseeing the timely execution of several construction projects, including MTA's ADA Upgrade at 149 Street - Grand Concourse Station Complex and ADA Upgrade at Tremont Ave Station (Contract A-37134). Adroit uses its project planning and scheduling expertise to support the timely implementation of these projects. In the event delays are reported, Adroit provides its recommendation (e.g., shortening the critical path, improving the work sequence to save time, removing unnecessary activity ties, and preparing recovery schedules) to recover delays and minimize their adverse effect on the schedule.
- 2- Adroit has always fulfilled its contractual duties in a timely manner and has not ever received a notice of delay or time-related concern from its clients.
- 3- Adroit's "commitment to delivery" attitude has played a key role in Adroit's success in its timely performance. The following provides an excerpt from Adroit's website that demonstrates Adroit's values:

### OUR VALUES

Adroit is committed to delivering excellence by maintaining the highest standards of quality, professionalism, and ethics for consulting services. We believe in demonstrating a "commitment to delivery" attitude that is shaped by our experience, expertise, and professionalism. Adroit wisely breaks down complex problems into more manageable and smaller issues that can be resolved in an effective fashion.

Adroit assists its clients in successful implementation of their projects through practical business knowledge and relevant experience. Our client-focused culture and dedication to deliver effective solutions earn us respect and provide us with the opportunity to offer services that will delight clients and satisfy their needs.

Reference: <https://www.adroitprojectconsultants.com/about-us>

- 4- The following is an excerpt from Forte Construction's reference letter issued on March 11, 2021 (the full copy of this reference letter is provided in Exhibit 6).

*From the outset, Adroit met and exceeded any expectations, even factoring in the high confidence my colleague had expressed in his assessment of their services. Within days of my submission of extensive records for their review, Maryam and Amin had an immediate and deep grasp of the issues involved. Following our initial discussion of the claim, I was pleasantly surprised to discover that, within an incredibly short period of time considering the quality of the final product, Adroit had prepared an in-depth, complex analysis of all of the delay issues encountered over a six-year time period.*

## Delivery of Projects Within Budget

### Adroit's Approach

Adroit's experience has proved that effective project cost containment begins in early phases of a project with an emphasis placed on reasonable cost estimates. These efforts begin with a thorough understanding of the intended facility use and close and constant communication with the Town of Clayton, project team, and architect/design professionals.

The cost management strategies that Adroit uses include those strategies that are required to ensure costs are properly estimated, budgeted, monitored, and controlled to complete the work within a set budget. To achieve these objectives, Adroit evaluates equipment and labor rates, taxes, escalation, markups, important duties and fees. Any failure to accurately identify the scope of work and to prepare cost estimates results in difficulties in being able to manage the scope of work.

Adroit uses effective cost controlling techniques to identify any deviations from the budgeted amounts and to bring cost overruns to the attention to the project team and the key decision makers. Adroit continuously uses cost monitoring techniques such as variance analysis to identify the areas in which actual costs exceed budgeted costs. Adroit will then use cause-and-effect analysis to determine root causes of deviations from the budget or cost overruns (e.g., overdesign, spending more than budgeted amounts, uses of resources beyond the approved budget). Adroit will also review the design and implementation methods to ensure the costs do not exceed the established budgets. Adroit will also continuously review contract documents including plans and specifications to identify opportunities for cost savings and/or value enhancement.

## Delivery of Projects Within Budget

### Examples

Here are examples that demonstrate Adroit's capabilities in the delivery of projects within their budget:

- 1- Adroit has demonstrated its expertise in project management by the effective role it has played in the successful implementation of projects and by receiving industry recognition through invited talks and webinars and the professional certificates obtained by its principals and employees. One of the effective project management techniques is to control the budget and ensure cost overruns are minimized. As one of its core competencies, Adroit uses project cost control techniques such as variance analysis and earned value management (EVM) to report on cost performance of projects.
- 2- Adroit has always fulfilled its contractual duties and completed its scope of consulting services within the set budget. Adroit has not ever received a notice of cost overruns or cost-related concern from its clients and has never exceeded the established contractual budget. Adroit has been successful not only in managing the budget for its own contracts but also in managing the budget of those projects in which Adroit is involved.



# ADROIT

## Demonstrated Innovation and Problem-Solving Ability

### Adroit's Approach

Adroit believes that creativity and innovation are the pathways to obtain satisfactory records of productivity and improved processes and systems in the organization. We also have found that when we harness leverage creativity and innovation as two of the key soft skills that construction project managers need, we achieve higher levels of success. Adroit has demonstrated its innovation and problem-solving by fulfilling its responsibilities and contractual duties in a wide range of contracts and has established its innovation and problem-solving capabilities by:

1. **Finding creative and innovative solutions to complex problems:** Adroit has demonstrated these abilities by playing an active role in developing the list of corrective actions to minimize delays in projects, finding risk response strategies in response to the project risks identified by project participants, and proposing the list of mitigating actions to minimize delays in recovery schedules. In addition, Adroit's principal consultants are certified in the field of value engineering and have demonstrated their abilities in finding creative solutions by facilitating value engineering workshops conducted for construction projects.
2. **Effectively manage change:** Adroit uses proper change management procedures to ensure changes are properly identified, authorized, documented, monitored/controlled, and implemented. Adroit endeavors to recognize and address project changes promptly to mitigate their festering consequences; especially those changes that are not explicit or directly requested. In doing so, Adroit uses its creative and problem-solving abilities to successfully manage changes. Adroit believes that each and every project change needs to properly be documented and analyzed to ensure the parties understand the scope, consequence and response to the change. Documentation also helps resolve later disputes.
3. **Foster innovation and growth:** Adroit encourages creative problem-solving among its employees and project stakeholders because Adroit has found that a proper problem-solving attitude sparks innovative ideas that drive success. These efforts can lead to innovative solutions, corrective or improving actions, or a modified operations structure that improves efficiency.

## Past Performance / Client Recommendations

### Adroit's Approach

Adroit believes that client satisfaction is the main driver for improving the quality of consulting services and considers stellar performance as a vital factor in the development and management of the construction process, as well in the creation of efficient company-client relationship.

Adroit is committed to delivering excellence by maintaining the highest standards of quality, professionalism, and ethics for consulting services. We believe in demonstrating a "commitment to delivery" attitude that is shaped by our experience, expertise, and professionalism. Adroit wisely breaks down complex problems into more manageable and smaller issues that can be resolved in an effective fashion.

Adroit assists its clients in successful implementation of their projects through practical business knowledge and relevant experience. Our client-focused culture and dedication to deliver effective solutions earn us respect and provide us with the opportunity to offer services that will delight clients and satisfy their needs.

# ADROIT

## Past Performance / Client Recommendations

### Example

Exhibit 6 provides samples of recommendations and/or reference letters issued by some of our past clients. As an example, the following is an excerpt from Forte Construction’s reference letter issued on March 11, 2021 (the full copy of this reference letter is provided in Exhibit 6).

*From the outset, Adroit met and exceeded any expectations, even factoring in the high confidence my colleague had expressed in his assessment of their services. Within days of my submission of extensive records for their review, Maryam and Amin had an immediate and deep grasp of the issues involved. Following our initial discussion of the claim, I was pleasantly surprised to discover that, within an incredibly short period of time considering the quality of the final product, Adroit had prepared an in-depth, complex analysis of all of the delay issues encountered over a six-year time period.*

As another recent example, Adroit’s principal consultant, Amin Terouhid, Ph.D., PE, PMP received the following recognition from one of the clients, Becht:

*You saved us. Thanks for your effort and wisdom and ability to work with people in difficult situations.*

Adroit has always endeavored to deliver excellence by maintaining the highest standards of quality, professionalism, and ethics for consulting services, and has never receive a performance-related complaint from any of its clients. Adroit’s growth and continued success in the past eight years testifies to its satisfactory and stellar performance demonstrated by a “commitment to delivery” attitude that is shaped by its experience, expertise, and professionalism.

## 4. References

Table 3 identifies three projects specific to the type of work described in the bid documents.

Table 3. Three projects specific to the type of work described in the bid documents

| # | Project                           | Scope Description                                             | Date of Completion and Cost | Role of Adroit                                                                   | Client Name, Address, and Phone                                                                                                        | Name, Title, and Role of Reference |
|---|-----------------------------------|---------------------------------------------------------------|-----------------------------|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 1 | Hudson River Ground Stabilization | Reinforcing soil and underwater sediments to prevent erosion. | Ongoing \$256M              | Construction administration services, project planning, scheduling, and progress | Weeks Marine, Inc.<br>4 Commerce Drive<br>Cranford, NJ 07016<br>Mobile (908) 209-1438<br>jkropa@weeksmarine.com<br>www.weeksmarine.com | John Kropa<br>Project Engineer     |

# ADROIT

| # | Project                             | Scope Description                                                                                                                 | Date of Completion and Cost | Role of Adroit                                                                                                                                                                                               | Client Name, Address, and Phone                                                                                                    | Name, Title, and Role of Reference                                                                  |
|---|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
|   |                                     | enhance structural integrity, and support infrastructure resilience along the riverbanks of Hudson                                |                             | monitoring, progress photography                                                                                                                                                                             |                                                                                                                                    |                                                                                                     |
| 2 | C-33946 DCE Component roof repair   | Repairing the DCE Component roof for project C-33946, addressing any structural damage, leaks, and ensuring long-term durability. | Ongoing \$51M               | In the category of staff specialists (scheduler, estimator, etc.) as part of the construction management team, Adroit provides project scheduling and project planning, monitoring and controlling services. | HDR<br>500 7th Avenue<br>New York, NY 10018-4502<br>O 212 479 7024<br>D 917 873 6642<br>M 347 837 0498<br>John.Keperdis@hdrinc.com | John Keperdis, PE<br>Senior Project Manager                                                         |
| 3 | OMB Value Engineering (VE) Outreach | Value Engineering services for studies of a wide range of capital construction projects in New York City.                         | Ongoing \$4M                | Adroit manages the entire study by providing facilitation services and by engaging subject matter experts (several subcontractors) who are retained to provide value enhancing services.                     | Office of Management and Budget (OMB)<br>255 Greenwich Street, 8th Floor, New York, NY 10007<br>Tel. 212 788-6165                  | Michele Beza-Harris,<br>Procurement and Contracting,<br>NYC Mayor's Office of Management and Budget |

## 5. Cost Proposal

Based on the assumption that the project is going to start in the Fall of 2025 and its planned duration is two years, Adroit's cost proposal is as follows:

|                          |           |
|--------------------------|-----------|
| Monthly proposed fee     | \$2,850   |
| Planned project duration | 24 months |
| Total proposed fee       | \$68,400  |

# ADROIT.

## **Exhibits**

**Exhibit 1. Select professional registrations and certificates of Adroit**



# NYS Department of State Division of Corporations Entity Information

The information contained in this database is current through September 22, 2017.

Selected Entity Name: ADROIT CONSULTANTS, LLC

Selected Entity Status Information

Current Entity Name: ADROIT CONSULTANTS, LLC

DOS ID #: 5194908

Initial DOS Filing Date: AUGUST 30, 2017

County: NEW YORK

Jurisdiction: TEXAS

Entity Type: FOREIGN LIMITED LIABILITY COMPANY

Current Entity Status: ACTIVE

Selected Entity Address Information

DOS Process (Address to which DOS will mail process if accepted on behalf of the entity)

INCORP SERVICES, INC.  
845 BRAZOS ST. STE 500  
AUSTIN, TEXAS, 78701

Registered Agent

NONE

This office does not require or maintain information regarding the names and addresses of members or managers of nonprofessional limited liability companies. Professional limited liability companies must include the name(s) and address(es) of the original members, however this information is not recorded and only available by [viewing the certificate](#).

### \*Stock Information

| # of Shares              | Type of Stock | \$ Value per Share | Filing Date  | Name Type | Entity Name             |
|--------------------------|---------------|--------------------|--------------|-----------|-------------------------|
| No Information Available |               |                    | AUG 30, 2017 | Actual    | ADROIT CONSULTANTS, LLC |

\*Stock information is applicable to domestic business corporations.

A Fictitious name must be used when the Actual name of a foreign entity is unavailable for use in New York State. The entity must use the fictitious name when conducting its activities or business in New York State.

NOTE: New York State does not issue organizational identification numbers.

Search Results New Search



## Certified Profile

CLOSE WINDOW 

[Print](#)

### Business & Contact Information

**BUSINESS NAME**                      **Adroit Consultants, LLC**

**OWNER**                                      **Ms. Maryam Mirhadi Fard**

**ADDRESS**                                  **4 Applewood Dr**  
**Upper Saddle River, NJ 07458** [\[map\]](#)

**PHONE**                                      **201-366-3522**

**EMAIL**                                      [info@adroitprojectconsultants.com](mailto:info@adroitprojectconsultants.com)

**WEBSITE**                                  <https://adroitprojectconsultants.com/>

### Certification Information

**CERTIFYING AGENCY**                      **New York State**

**CERTIFICATION TYPE**                      **WBE - Women Business Enterprise**

**CERTIFICATION DATE**                      **8/13/2024**

**CERTIFIED BUSINESS DESCRIPTION**      **Adroit Consultants, LLC is a consulting firm that provides project management, project planning and scheduling, construction management, construction claims and expert services as well as training. In the field of construction management, Adroit provides effective and knowledgeable construction management services to ensure projects are set for success from concept to completion. Adroit also provides construction claims, claims administration, and expert services that facilitate successful management and resolution of construction claims.**

### Commodity Codes

| Code         | Description                                      |
|--------------|--------------------------------------------------|
| NAICS 237990 | Construction management, mass transit            |
| NAICS 611430 | Professional and Management Development Training |
| NIGP 91831   | Construction Consulting                          |
| NIGP 95826   | Construction Management Services                 |

**Additional Information**

|                        |                                     |
|------------------------|-------------------------------------|
| WORK DISTRICTS/REGIONS | <b>Long Island, NYC, Mid-Hudson</b> |
| INDUSTRY               | <b>Construction Consultants</b>     |
| BUSINESS SIZE          | <b>Less than \$100,000</b>          |
| GENERAL LOCATION       | <b>Out of State</b>                 |
| LOCATION               | <b>Out of State</b>                 |

This profile was generated on 2/3/2025



# WBE Certificate

## Adroit Consultants, LLC

This certificate acknowledges that this company has met the criteria as established by the M/WBE Program at the NYC Department of Small Business Services and is therefore certified as a Women-Owned Business Enterprise (WBE).

Certificate Number **MWCERT2018-125** Expires on **1/31/2028**

Eric Adams, Mayor

Kevin D. Kim, Commissioner





**Metropolitan Transportation Authority**

State of New York

October 25, 2024

Ms. Maryam Mirhadi Fard, President  
Adroit Consultants, LLC  
4 Applewood Drive  
Upper Saddle River, NJ 07458

**Re: DBE CERTIFICATION ANNUAL REVIEW NOTICE**

Dear Ms. Mirhadi Fard:

The Metropolitan Transportation Authority (MTA), a Certifying Partner in the New York State Unified Certification Program (NYSUCP), has completed its review of the Affidavit of No Change and supporting documentation submitted on behalf of your firm, Adroit Consultants, LLC, in fulfillment of its annual submission requirement. We are pleased to advise you that your firm continues to meet the eligibility criteria established by the U.S. Department of Transportation Disadvantaged Business Enterprises regulation, codified at 49 CFR, Part 26, and remains CERTIFIED as a Disadvantaged Business Enterprise (DBE) with MTA and the NYSUCP providing the services below:

**PROJECT MANAGEMENT, PROJECT PLANNING, AND CRITICAL PATH METHOD SCHEDULING; CONSTRUCTION PROJECT ASSISTANCE SUPPORT SERVICES; VALUE ENGINEERING SUPPORT; CONSTRUCTION PROJECT RISK MANAGEMENT, CONSTRUCTION CLAIMS INVESTIGATIONS, PREPARATION OF REBUTTAL REPORTS, AND FACILITATING CLAIM RESOLUTIONS; AND PROJECT AND CONSTRUCTION MANAGEMENT TRAINING SERVICES**

Your firm's certification status with the NYSUCP will remain effective for as long as your firm continues to meet all DBE certification eligibility requirements and the ownership and control of the firm, upon which DBE certification was granted, has not changed. However, your firm's compliance with DBE certification eligibility criteria will be reviewed on an annual basis.

You are required to submit, annually, a sworn affidavit affirming that there have been no changes in your firm's economic disadvantaged status, ownership or control. In the event that there are changes, you must notify the MTA within 30 days of any changes in your business' ownership, control and/or operations including address, telephone number, business services and capabilities. Failure to adhere to these requirements may result in the removal of your firm's DBE certification status. Your firm's next annual submission will be due on or before **December 15, 2025**.

*The agencies of the MTA*

MTA New York City Transit  
MTA Long Island Rail Road

MTA Metro-North Railroad  
MTA Bridges and Tunnels

MTA Capital Construction  
MTA Bus Company

Your firm will continue to be included in the NYSUCP Directory <https://nysucp.newnycontracts.com> which will indicate the type of work that your firm has been certified to perform.

Please note that any of the Certifying Partners of the NYSUCP reserve the right to review your firm's certification eligibility prior to your firm's participation on a federally assisted project for their agency or at any time that it is determined that such re-evaluation is warranted.

We are pleased to have you as a continued participant in the NYSUCP and wish you much success.

Should you have any questions, please contact me at [lwarren@mtahq.org](mailto:lwarren@mtahq.org) or call me (646) 252-1356.

Sincerely,



Lorraine Warren  
Sr. Director  
Certification Program  
Department of Diversity & Civil Rights

cc: Yhozoty Carey, MTA



June 26, 2020  
Adroit Consultants LLC  
255 Laird Ave, #14  
Cliffside Park, NJ 07010

Attn: Dr. Maryam Mirhadi Fard, CEO

Re: **Pre-qualification Approval**  
**Federal Tax ID# 47-1081107**

Dear Dr. Fard:

Based upon the information furnished on your Pre-qualification Application, the New York City School Construction Authority (SCA) has pre-qualified your firm to submit bids/proposals for SCA projects for a period of three years until June 26, 2023 for the following: Construction Related Services (Project Management Supervision) (36000) and Professional Services – Non Construction (Scheduling Analysis Services and Claim Review) (86009).

Pre-qualification does not mean that your firm will automatically receive a contract for work with the SCA. Your pre-qualification status allows you to compete for business on SCA projects as a prime and/or sub-consultant within your approved disciplines(s).

Although your firm is qualified to submit proposals for the aforementioned discipline(s), it also must meet the specific technical requirements, if applicable, for each SCA project. You are to refer to the SCA project specifications for additional required experience and certifications. In that regard, we encourage you to visit the SCA's website on a regular basis. Using the following link to our "Competing for Business" page, you can stay informed about upcoming projects and learn of opportunities for your firm to receive SCA Requests for Proposals: <http://www.nycsca.org/Business/CompetingforBusiness/Pages/default.aspx>

In addition, we note that your firm will be subject to a full responsibility determination at the time of consideration for any specific contract award.

Furthermore, we remind you that your firm's status as a pre-qualified firm is always subject to review. You must submit in writing to the NYCSCA any substantive changes to your pre-qualification application as soon as possible, but no later than (30) days of said change(s). Substantive changes include, but not limited to, key people, ownership, court proceedings, investigations, bankruptcies, etc.

If you have questions regarding your status, please call the Pre-qualification Division at (718) 472-8777.

Very truly yours,

*Sarah L. Sinclair*  
Deputy Director  
Pre-qualification Division

SS:br  
cc: Qualification File

# ADROIT

## Exhibit 2. Tabulation of the most pertinent projects performed by Adroit

| Project Code | Project Name                                                                                                                          | Date                    | Description                                                                                                                                                                      | Client                                                |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|
| 21010        | A37109- Gun Hill Rd.                                                                                                                  | 2019-01 thru 2021-04    | As part of the construction management (CCM) team, Adroit provided project planning and scheduling, construction management support, and project control and reporting services  | Systra                                                |
| 21013        | Well and Well House #9, City of Brigantine                                                                                            | 2019-05                 | Project delay analysis, damages analysis, and construction claim investigation services.                                                                                         | Construction Claims Group                             |
| 21016        | Consultant CM and Inspection Services for ADA Upgrade at 149 Street - Grand Concourse Station Complex, White Plains/Jerome Line (IRT) | 2019-09 to Present      | As part of the construction management (CCM) team, Adroit provides project planning and scheduling, construction management support, and project control and reporting services. | Systra                                                |
| 21019        | Forte/ TAP Electrical Contracting Services, Inc. Training                                                                             | 2020-01 through 2020-08 | Construction project management, project planning and scheduling, budgeting, and cost reporting training for construction project managers                                       | TAP Electric                                          |
| 21023        | VE of Reconstruction of Primary Tanks at Bowery Bay WRRF, Queens, NY                                                                  | 2020-01                 | Assisted in the facilitation of a value engineering workshop and functioned as the assistant VE team lead                                                                        | Faithful+ Gould                                       |
| 21035        | SH 63/LA 8 Bridge at the Sabine River VE Study, Shared between Newton County, Texas and Vernon Parish, Louisiana                      | 2020-10                 | Assisted in the facilitation of a value engineering workshop and functioned as the assistant VE team lead                                                                        | Wood Engineering                                      |
| 21036        | 435514-1 (I-95/Sunrise Blvd. Interchange) Virtual Value Engineering Workshop, Florida District 4                                      | 2020-10                 | Assisted in the facilitation of a value engineering workshop and functioned as the assistant VE team lead                                                                        | Brave Brock Risk and Value Engineering PLLC           |
| 21037        | PSP Training AACE NYC Metro Chapter                                                                                                   | 2020-10                 | Provided project planning and scheduling professional (PSP) certification training.                                                                                              | AACE International                                    |
| 21041        | Atlantic Ave VE FDOT Workshop (229658.4)                                                                                              | 2021-03                 | Assisted in the facilitation of a value engineering workshop and functioned as the assistant VE team lead.                                                                       | Brave Brock Risk and Value Engineering PLLC           |
| 21043        | OMB Value Engineering / Value Analysis (VE/VA) Outreach                                                                               | 2021-10 to Present      | Providing facilitation and value engineering/ value analysis (VE/VA) services to a wide range of capital projects in New York City.                                              | NYC Office of Management and Budget                   |
| 21047        | SAVE International Facilitation and Creative Techniques used in Value Engineering Training                                            | 2021-06                 | Provided group facilitation training as a subset of value engineering practices used to collaborate and identify value enhancing opportunities.                                  | SAVE International                                    |
| 21048        | CMAA project risk management training workshop                                                                                        | 2021-10                 | Provided risk management training entitled Risk Management - A Proactive Approach to Implementing Construction Projects                                                          | Construction Management Association of America (CMAA) |

# ADROIT

| Project Code | Project Name                                                                                                                    | Date               | Description                                                                                                                                                                                                  | Client                                 |
|--------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
| 21055        | NYC OMB and NYDOT - Belt Cross Island Parkway (BCIP) over Dutch Broadway VE Study                                               | 2022-02 to 2022-05 | Providing facilitation and value engineering/ value analysis (VE/VA) services to a DOT's bridge project in Quneens, NY.                                                                                      | NYC Office of Management and Budget    |
| 21062        | Reconstruction of Cross Collection Screw Conveyor System & Suction Piping in Primary Settling Tank No. 10-15 at Bowery Bay WWTP | 2023-01            | Providing document review and construction scheduling and delay analysis services.                                                                                                                           | Welkin Mechanical / Iovino Enterprises |
| 21063        | Flushing Creek CSO Disinfection Facilities Value Engineering Study                                                              | 2023-01            | Providing facilitation and value engineering/ value analysis (VE/VA) services to a wide range of capital projects in New York City.                                                                          | NYC Office of Management and Budget    |
| 21091        | Hudson River Ground Stabilization                                                                                               | 2024-06            | Construction administration services, project planning, scheduling, and progress monitoring, progress photography                                                                                            | Weeks Marine, Inc.                     |
| 21104        | MTA C&D CM1601: C-33946 DCE Component roof repair                                                                               | 2024-10            | In the category of staff specialists (scheduler, estimator, etc.) as part of the construction management team, Adroit provides project scheduling and project planning, monitoring and controlling services. | HDR                                    |

# ADROIT

Exhibit 3. Project Sheet Prepared for some of Adroit's key projects



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Sheet 01                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                            |
| Project Name: Hudson River Ground Stabilization- Hoboken, NJ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Client: Weeks Marine, Inc.                                                                                                                                 |
| Firm: Adroit Consultants, LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Location: Hoboken, NJ and Hudson River                                                                                                                     |
| <p><b>Client's contact information</b><br/> Weeks Marine, Inc.<br/> 4 Commerce Drive<br/> Cranford, NJ 07016<br/> Mobile (908) 209-1438<br/> jkropa@weeksmarine.com<br/> www.weeksmarine.com</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <p><b>Role in the project:</b><br/> Construction administration services, project planning, scheduling, and progress monitoring, progress photography.</p> |
| <p><b>Description of work</b><br/> The Hudson River Ground Stabilization Project is a critical infrastructure initiative aimed at reinforcing and stabilizing the riverbanks and surrounding soil to prevent erosion, mitigate subsidence, and ensure the structural integrity of nearby developments. This project involves advanced geotechnical techniques such as soil grouting, deep foundation reinforcements, and retaining wall installations to strengthen unstable ground conditions. Given the region's susceptibility to water-induced soil displacement, the stabilization efforts are essential for safeguarding transportation networks, utilities, and waterfront properties. Additionally, the project incorporates environmental considerations to minimize ecological impact while enhancing long-term resilience against flooding and climate-related challenges.</p> <p>In this project, Adroit is responsible for construction administration services, project planning, scheduling, and progress monitoring, progress photography. Specifically, some of the processes and controls being assessed and tested include:</p> <ul style="list-style-type: none"> <li>— Federal funding award determination;</li> <li>X Program and project scoping;</li> <li>X Construction administration</li> <li>— Estimating;</li> <li>— Procurement and contract management;</li> <li>— Design management;</li> <li>X Project management;</li> <li>— Quality management;</li> <li>X Field site management;</li> <li>X Contractor invoicing and change management;</li> <li>X Adherence to city permitting requirements;</li> <li>— Program and City inspections;</li> <li>— Cost management;</li> <li>X Schedule management;</li> <li>— Risk management; and</li> <li>— Disbursement of funds and project close-out.</li> <li>X Progress photography and documentation</li> </ul> |                                                                                                                                                            |

## Project Sheet 01

Adroit has been playing a key role in the effective management of the project and making sure that the schedule is reasonable and reliable to ensure the project team can rely on the project schedule as a reliable basis for coordination of the work and collaboration. Adroit has been updating the project schedules and preparing necessary progress reports. Adroit is also responsible for construction administration services, as well as progress monitoring and progress photography.

### Date of Completion

March 2027

### Timeline and Cost

The project completed on time and within budget. The project budget is about \$250M.

### Deliverables

Adroit's deliverable include the following:

- Construction administration deliverables and records
- The list of comments and improvements to be made to the baseline and updated project schedules
- Review of the project schedules including the baseline, recovery schedules, and updated project schedules
- Review of the contractor's time-related claims
- Project progress report including project assessment reports
- Assessment of project delays and delay responsibilities
- Schedule related correspondence for effective schedule management
- Customized management reports
- Monthly updated schedules
- Progress photos

John Kropa  
Project Engineer

Weeks Marine, Inc.  
4 Commerce Drive  
Cranford, NJ 07016  
Mobile (908) 209-1438  
jkropa@weeksmarine.com  
www.weeksmarine.com

John Kelley  
Project Engineer  
Weeks Marine, Inc.  
4 Commerce Drive  
Cranford, NJ 07016  
www.weeksmarine.com  
JMKelley@WeeksMarine.Com



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Project Sheet 02                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                              |
| Project Name : CM-1632: Consultant Construction Management and Inspection Services for ADA Upgrade at 149 Street Grand Concourse Station Complex, White Plains/Jerome Line (IRT) Borough of the Bronx (Contract A-37131)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Client : SYSTRA Engineering Inc./MCSS, Inc. Joint Venture                    |
| Firm : Adroit Consultants, LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Location: 149 Street Grand Concourse Station Complex, Bronx, NY              |
| <b>Client's contact information</b><br>Maher Mahmoud, CCM<br>PM/CM Senior Project Manager<br>Systra<br>1366 E Gun Hill Road, Bronx, NY 10469<br>mmahmoud@systra.com<br>Cell: 646-772-5069                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Role in the project:</b><br>Project scheduling and controlling consultant |
| <b>Description of work</b><br>SYSTRA Engineering Inc./MCSS, Inc. Joint Venture is serving as the construction manager (CM) of the project and Adroit is the CM's consultant. Adroit is responsible for project scheduling, project monitoring and controlling, reviewing and approval of the contractor's project schedule submittals, assessing constructability of project schedules, reviewing the contractor's time-related claims, and performing delay analysis.<br><br>Adroit has been playing a key role in the effective management of the project and making sure that the schedule is reasonable and reliable to ensure the project team can rely on the project schedule as a reliable basis for coordination of the work and collaboration. Adroit has been identifying the shortcoming of the project schedules and has been playing a key role in improving the schedules to ensure the project will achieve its time, cost, and performance objectives. |                                                                              |
| <b>Date of Completion</b><br>Ongoing (July 2023 expected)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                              |
| <b>Timeline and Cost</b><br>The project is expected to be completed on time and within budget. The project budget is about \$70M.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                              |
| <b>Deliverables</b><br>Adroit's deliverable include the following: <ul style="list-style-type: none"> <li>- The list of comments and improvements to be made to the baseline and updated project schedules</li> <li>- Review of the project schedules including the baseline, recovery schedules, and updated project schedules</li> <li>- Review of the contractor's time-related claims</li> <li>- Project progress report including project assessment reports</li> <li>- Assessment of project delays and delay responsibilities</li> <li>- Schedule related correspondence for effective schedule management</li> <li>- Customized management reports</li> </ul>                                                                                                                                                                                                                                                                                                   |                                                                              |

**Additional references:**

**Maher Mahmoud, CCM**  
**PM/CM Senior Project Manager**  
**Systra**  
**1366 E Gun Hill Road, Bronx, NY 10469**  
**mmahmoud@systra.com**  
**Cell: 646-772-5069**

**Mike Rafat, P.E.**  
**Vice President**  
**Systra**  
**PM/CM Northeast Mid-Atlantic Region**  
**mrafat@systra.com**  
**Tel: 646-943-6733**  
**Cell: 914-319-3540**

**James Bowles, PE**  
**PCEO/ CM # 29**  
**MTA Construction and Development**  
**james.bowles@nyct.com**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>Project Sheet 03</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                               |
| <b>Project Name:</b> Consultant Construction Management (CCM) and Inspection Services of ADA Upgrade at Tremont Ave Station, IRT Division in the Borough of The Bronx (A37131)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Client:</b> SYSTRA Engineering Inc./MCSS, Inc. Joint Venture               |
| <b>Firm :</b> Adroit Consultants, LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Location:</b> ADA Upgrade at Tremont Ave Station, Borough of The Bronx, NY |
| <b>Client's contact information</b><br>Maher Mahmoud, CCM<br>PM/CM Senior Project Manager<br>Systra<br>1366 E Gun Hill Road, Bronx, NY 10469<br>mmahmoud@systra.com<br>Cell: 646-772-5069                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Role in the project:</b><br>Project scheduling and controlling consultant  |
| <p><b>Description of work</b><br/>SYSTRA Engineering Inc./MCSS, Inc. Joint Venture is serving as the construction manager (CM) of the project and Adroit is the CM's consultant. Adroit is responsible for project scheduling, project monitoring and controlling, reviewing and approval of the contractor's project schedule submittals, assessing constructability of project schedules, reviewing the contractor's time-related claims, and performing delay analysis.</p> <p>Specifically, some of the processes and controls being assessed and tested include:</p> <ul style="list-style-type: none"> <li>— Federal funding award determination;</li> <li>X Program and project scoping;</li> <li>— Estimating;</li> <li>— Procurement and contract management;</li> <li>— Design management;</li> <li>X Project management;</li> <li>— Quality management;</li> <li>— Field site management;</li> <li>X Contractor invoicing and change management;</li> <li>— Site safety and adherence to city permitting requirements;</li> <li>— Program and City inspections;</li> <li>— Cost management;</li> <li>X Schedule management;</li> <li>— Risk management; and</li> <li>— Disbursement of funds and project close-out.</li> </ul> <p>Adroit has been playing a key role in the effective management of the project and making sure that the schedule is reasonable and reliable to ensure the project team can rely on the project schedule as a reliable basis for coordination of the work and collaboration. Adroit has been identifying the shortcoming of the project schedules and has been playing a key role in improving the schedules to ensure the project will achieve its time, cost, and performance objectives.</p> |                                                                               |

## Project Sheet 03

### Date of Completion

September 2022

### Timeline and Cost

The project completed on time and within budget. The project budget was about \$30M.

### Deliverables

Adroit's deliverable include the following:

- The list of comments and improvements to be made to the baseline and updated project schedules
- Review of the project schedules including the baseline, recovery schedules, and updated project schedules
- Review of the contractor's time-related claims
- Project progress report including project assessment reports
- Assessment of project delays and delay responsibilities
- Schedule related correspondence for effective schedule management
- Customized management reports

**Maher Mahmoud, CCM**

PM/CM Senior Project Manager

Systra

1366 E Gun Hill Road, Bronx, NY 10469

mmahmoud@systra.com

Cell: 646-772-5069

**Mike Rafat, P.E.**

Vice President

Systra

PM/CM Northeast Mid-Atlantic Region

mrafat@systra.com

Tel: 646-943-6733

Cell: 914-319-3540

**James Bowles, PE**

PCEO/ CM # 29

MTA Construction and Development

james.bowles@nyct.com

| Project Sheet 04                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Project Name: NYC Office of Management and Budget (OMB) Value Engineering Outreach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Client : NYC Office of Management and Budget (OMB)        |
| Firm : Adroit Consultants, LLC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Location: New York, NY                                    |
| <b>Project owner's contact information</b><br><br>Illiam Carrillo<br>NYC Office of Management and Budget<br>Value Engineering   Technical Services Unit<br>255 Greenwich Street, 8th Floor<br>New York, NY 10007<br>P: (212) 788-6159<br>F: (212) 788-6200<br>E: <a href="mailto:carrilloi@omb.nyc.gov">carrilloi@omb.nyc.gov</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Role in the project:</b><br>Value Engineering Services |
| <b>Description of work</b><br><br>Adroit is currently providing value engineering (VE) and value analysis (VA) services for studies of a wide range of capital construction projects to the NYC Office of Management and Budget (OMB), as one of the major public agencies in the City of New York. VE/VA teams that Adroit form consist of a team of Subject Matter Experts (SMEs), cost estimators, and VE/VA facilitators. SMEs are subject matter experts from specialized disciplines such as civil, mechanical, environmental, and electrical engineering as well as other SMEs such as right-of-way or process specialists to match the specific requirements of each VE/VA study. Our VE facilitators, estimators, and SMEs play key roles in facilitation discussions among the project team and stakeholders to assess the viability and reasonableness of value improvement ideas that ultimately result in value enhancements. |                                                           |
| Specifically, some of the processes and controls being assessed and some specific fields of practice used include: <ul style="list-style-type: none"> <li>- Federal funding award determination;</li> <li>— Program and project scoping;</li> <li>X Estimating;</li> <li>- Procurement and contract management;</li> <li>- Design management;</li> <li>X Project management;</li> <li>- Quality management;</li> <li>X Value Engineering</li> <li>— Contractor invoicing and change management.               <ul style="list-style-type: none"> <li>- Site safety and adherence to city permitting requirements.</li> <li>- Program and City inspections;</li> <li>- Cost management;</li> </ul> </li> <li>X Schedule management;</li> <li>X Risk management; and               <ul style="list-style-type: none"> <li>- Disbursement of funds and project close-out.</li> </ul> </li> </ul>                                              |                                                           |

## Project Sheet 04

### Date of Completion

September 2025

### Timeline and Cost

The project is progressing on time and within budget.

### Deliverables

Adroit's deliverable include the following:

- Review and assessment of project work packages and activities
- Identify various aspects of the project or process which are most likely to yield value improvement
- Utilize a variety of tools and techniques including cost engineering techniques, FAST (Function Analysis Systems Technique), expert judgement and information gathering techniques to identify opportunities for value improvement.
- Evaluate each selected element (i.e., opportunity for value improvement) to determine its basic and secondary functions
- Identify and assess the costs of the element and the way the costs are distributed among its functions.
- Use FAST diagramming technique to perform function analysis.
- Collaborate and achieve consensus as to the needed functions (basic and secondary functions along with other functions such as all-time functions), in preparation for generating innovative ideas about how best to achieve the intended functions.
- Use brainstorming techniques to think creatively to generate ideas, and come up with creative ideas and value improvement opportunities by accounting for the functions identified in the previous phase.
- Reduce the list of ideas to those most reasonable and feasible by analyzing advantages and disadvantages of each idea.
- Use a variety of techniques including diagramming, sketching, performing calculations, preparing graphics, furnishing reports, as well as reaching out to other specialists or stakeholders to obtain supplemental information to further develop the ideas.

Michele Beza-Harris  
NYC Mayor's Office of Management and Budget  
255 Greenwich Street, 8<sup>th</sup> Floor  
New York, NY 10007  
w. 212 788-6165 f. 212 788-6200  
[bezaharrism@omb.nyc.gov](mailto:bezaharrism@omb.nyc.gov)

# ADROIT

## Exhibit 4. Resume of Adroit's Proposed Team

## Curriculum Vitae

**Amin Terouhid, Ph.D., P.E.**

[terouhid@AdroitProjectConsultants.com](mailto:terouhid@AdroitProjectConsultants.com); (201) 366.3522

### Professional Certificates and Awards

- Professional Engineer (P.E.) – Texas (NY & NJ pending)
- 2018 [AAACE International Technical Excellence Award](#)
- [Planning and Scheduling Professional \(PSP\)](#)  
The Association for the Advancement of Cost Engineering (AAACE)
- [Design and Risk Management Professional \(DRMP\)](#)  
The Association for the Advancement of Cost Engineering (AAACE)
- [Project Management Professional \(PMP®\)](#), Project Management Institute (PMI)
- Concrete Construction Special Inspector, American Concrete Institute (ACI)

### Work Experience

- **Mar 2018- Present** Principal Consultant, [Adroit Consultants, LLC](#)  
Upper Saddle River, New Jersey  
Providing construction management, construction planning and scheduling, and construction claims services. Examples of key projects include:
  - [SCHEDULE CONSULTANT] CH058B – Harold Structures Eastbound Reroute as part of East Side Access project, Jan 2022 until present  
Providing project planning and scheduling consulting services, updating project schedules, reflecting project progress into the monthly report, preparing monthly progress reports, assessing delays, and performing resource- and cost-loading of the schedule.
  - [SCHEDULE CONSULTANT] Gun Hill Rd. Station Rehabilitation Project – Jan 2019 until Present – Adroit provides the following services in support of the CM:  
Working with Systra Eng., Inc. (the Project's CM) and NYCT (the Owner). Providing project planning and scheduling consulting services, assess the reasonableness of the contractor's schedule, perform risk assessment and assess causes for delays, perform delay analysis.
  - [SCHEDULE CONSULTANT] Refinery Project, Tulsa, OK – August 2019  
Provided schedule constructability review and risk assessment for a turnaround project.
  - [CLAIMS CONSULTANT] Fare Collection System Implementation Project including the design and construction of fare collection systems and equipment, Massachusetts Bay Transportation Authority (MBTA) – May 2019 until March 2020  
Provided project delay analysis, construction claim investigation services, prepare expert reports with a focus on identifying responsibilities for delay.
  - [SCHEDULE CONSULTANT] Construction Scheduling Training provides to NYCT Project Controls team – Sep 2018



# ADROIT

Provided construction project planning and scheduling training services to the project control team and trained the project control team members on the main deficiencies of project schedules and ways to fix them using project planning and scheduling software applications.

➤ [SCHEDULE CONSULTANT] Kings Highway Seven Station Project – March 2018

Provided support, analysis, and reporting services in support of the construction scheduling team dedicated to the project. Assessed delays and prepared findings reports.

➤ [SCHEDULE CONSULTANT] Green Street mixed use facility, parking, and bridge structure project – Oct 2019 to present

Providing project scheduling services including the development of monthly updates, monthly narratives and progress reports, and project control and delay analysis services.

➤ Provided planning and scheduling, delay analysis and review of acceleration claims in support of LaGuardia Airport Central Terminal Building Replacement Project, New York, LaGuardia Airport Queens, NY

➤ Provided planning and scheduling, and delay analysis, Contract No. 25781 for the Replacement of the 86th Street Substation and Negative Return Reactors at 110th Street: Project scheduling, TIA, and delay analysis support

➤ Construction delay analysis and claims services related to multiple projects including Fare Collection System Implementation Project including the design and construction of fare collection systems and equipment, Massachusetts Bay Transportation Authority (MBTA)

➤ Provided training services focused on project scheduling to clients such as the NYCT, Forte Construction, TAP Electric, and AACE International

➤ Performed IMTT Pipeline - Cost Estimate Review and Project Risk Analysis

- **May 2014 – Mar 2018 Senior Project Manager / Consultant, [The Vertex Companies](#), Long Island City, New York**

Provided construction management services including planning, project phasing, construction schedule constructability review, schedule baseline review, project planning and scheduling and delay claim support services to a variety of projects.

Key projects included bridge, utility, airport, commercial buildings, pipeline, and highway projects. Examples of projects included the following:

- Dulles Corridor Metrorail Project – Phase 2
- Long Island Railroad (LIRR) expansion and grade crossing elimination project - Floral Park & Garden City
- Tarheel – DOT 69th Street Bridge – North Bergen
- Interchange 9 Improvements, Milepost 83.0
- Laughlin AFB Repair Runway at Spofford Auxiliary Airfield
- Open Pipeline- Spread 2 & 3 Dillonvale, Ohio
- Zurich Sheehan Pipeline
- Queensville West Sewage Pumping Station, Town of East Gwillimbury

- **Aug 2009 – May 2014 Individual Project Management Consultant**

Position Description: Provided project and construction management services including PMO consultancy, project cost engineering, project risk management, and construction claim management services to clients, including Pinnacle Strategies, Inc. and targetbase.

# ADROIT

- **Sep 2007-Aug 2009** Program Lead Project Control Engineer, AVEC Engineering Consultant  
Project: Secunda Growth Program (SGP) - natural gas program, Sasol Technology (Pty) Ltd., Secunda, South Africa  
Position Description: Led the planning processes for a portfolio of pipeline and petrochemical projects by managing and auditing contractors' schedule, conducting claim / delay analysis, developing PM systems and procedures, and establishing a progress measurement system. Applied resource-constrained project scheduling and drove a standardized resource management system to increase project portfolio success.
  - **Feb 2007-Aug 2007** Cost-Based Project Control Office and ERP Consultant, AVEC Engineering Consultant  
Project: 9<sup>th</sup> Olefin Complex, Arya Sasol Polymer Company, Asaluyeh, Iran  
Position Description: Provided experienced cost engineering consultation, including cost estimation, budgeting, cost control, and claims assessment services. Led the implementation of the maintenance module of the ERP system.
  - **Nov 2006-Feb 2007** Project Planning and Control Manager, AVEC Engineering Consultant  
Project: Gorgan Urea and Ammonia Project, Golestan Petrochemical Company, Gorgan  
Position Description: Developed the project's Work Breakdown Structure (WBS), Cost Breakdown Structure (CBS), developed the project's control systems and procedures, developed the project's master time schedule and detailed time schedules, established the progress measurement system, compiled the project's Statement of Work (SOW), and required coordination procedures
  - **Oct 2003-Jun 2006** Project Planning and Control Manager, AVEC Engineering Consultant  
Projects: 1) Upgradation Project of ABYEK Cement Production Line no. 1, Abyek Cement Company, 2) ZAMYAD's 2<sup>nd</sup> Complex of Vehicles Manufacturing, SAIPA expansion engineering company (SEECO)  
Position Description: Established and led PMO. Facilitated planning for projects into an integrated schedule by performing as a single point of accountability for project plans, cost / budget projections, schedule, progress measurement and reporting, risk management plans, and time delay assessments.
  - **Mar 2003-Sep 2003** Project Manager, AVEC Engineering Consultant  
Project: Designing and Implementation of Automated Planning and Production Control System, Shahid Ghandi Cable Manufacturing Company (SGCC), Yazd, Iran  
Position Description: Led the optimization modeling effort. Managed the business process analysis and design team for the development and implementation of an automated production planning and control system
  - **Sep 2002-Sep 2003** Project Supervisor / Engineer, AVEC Engineering Consultant  
Projects: 1) Samand Body Shop Project - Capacity Study, Balance and Simulation, Iran Khodro Co. (IKCO), 2) Trim II Assembly Line Project - Capacity Study, Balance and Simulation, Iran Khodro Co. (IKCO)  
Position Description: Conducted motion, time, and methods study for compiling a balance scenario. Assisted the simulation team to model the assembly line and perform what-if scenarios to increase the throughput.
-

# ADROIT

- **Jun 2001-Oct 2001** Project Engineer, AVEC Engineering Consultant  
Project: Design and Implementation of Project Management System based on AM/PM Methodology, Tehran, Iran

## Education

- **2013** Ph.D. in Construction Management  
M.E. Rinker Sr. School of Construction Management, University of Florida, Gainesville, FL
- **2012** M.Sc. in Civil Engineering  
Engineering School of Sustainable Infrastructure and Environment, University of Florida, Gainesville, FL
- **2002 and 2004** B.Ss. and M.Sc. in Industrial Engineering  
Department of Industrial Engineering, Amirkabir University of Technology (Tehran Polytechnic)

## Volunteer Positions

- **Jul 2019 – Present** Director of Education/Knowledge Platform, AACE-Metro New York  
AACE International (The Association for the Advancement of Cost Engineering)
- **Oct 2018 – Present** Exam Committee  
National Council of Examiners for Engineering and Surveying (NCEES)

## Select Publications

- SA. Terouhid, M. Mirhadi Fard, Recommended Practice PS-19 Linear Scheduling Method (LSM), AACE International (The Association for the Advancement of Cost Engineering), under review
- M. Mirhadi Fard, SA Terouhid, [Recommended Practice 91R-16 Schedule development](#), AACE (Association for the Advancement of Cost Engineering), Published in October 2017
- SA Terouhid, M. Mirhadi Fard, [Recommended Practice 92R-17 Analyzing Near-Critical Paths](#), AACE (Association for the Advancement of Cost Engineering), Published in October 2017
- SA. Terouhid, M. Mirhadi Fard, [Recommended Practice 89R-16 Management Summary Schedule](#), AACE's (Association for the Advancement of Cost Engineering), Published in October 2017

## Software Skills

- **Project Planning / Management:** Primavera 6, Primavera Expedition, MS Project, On-Screen Takeoff, Quick Books Pro, Pert Master, Claim Digger
- **Construction Management:** Bluebeam, Revit Structure, Revit Architecture, Revit MEP, Navisworks, Solidworks, GeoSlope, eQuest, ArcGIS
- **General Software:** Microsoft Office, SQL coding, Crystal reports, Wordpress, SPSS

# ADROIT

## Zahraa Abbas

---

### PROFESSIONAL SUMMARY

Detail-oriented and results-driven professional, leveraging diverse experience in administrative and compliance duties in office, construction, education, and laboratory settings while applying strong organizational, communication, and problem-solving skills to drive successful project outcomes and facilitate effective coordination among project participants.

### Skills

- Proficient in construction administration platforms
- Proficient in Microsoft Office (Word, Excel, PowerPoint, Outlook)
- Proficient in Photoshop and graphic design tools
- Strong communication and interpersonal skills
- Ability to work independently and collaboratively
- Attention to detail and organizational skills
- Group Instruction
- Project management
- Flexibility and adaptability in various work environments
- Adaptable
- Positive reinforcement
- Behavior management
- Organizational ability
- Group and individual instruction
- Complex problem-solving

### EXPERIENCE

05/2024 to Present **Administrative Assistant** – Adroit Consultants, LLC

#### **Hudson River Ground Stabilization Project – Hoboken, NJ**

- Administration of contract documents: Managing and organizing all contract-related documents, ensuring they are up-to-date and accessible.
- Regulatory and compliance oversight: Ensuring that all assigned activities adhere to relevant legal, safety, and industry regulations, as well as contractual obligations.
- Documentation and Reporting: Keeping detailed records of all project activities, including progress reports, meeting minutes, and change orders.
- Updating project records: Keeping all project records current, including schedules, budgets, and progress reports.

- Stakeholder communication and coordination: Facilitating clear and timely communication between project team and other stakeholders, including clients, contractors, and team members, to ensure alignment and issue resolution.

01/2022 to 04/2024 **Substitute Teacher**

**Swing By Swing** - Bergen County NJ

- Provided instruction and support in various subjects and grade levels.
- Developed strong rapport with students through consistent encouragement and support, fostering a positive learning atmosphere conducive to academic growth.
- Adapted quickly to different classroom environments and student needs.
- Kept students on-task with proactive behavior modification and positive reinforcement strategies.
- Maintained day-to-day classroom management and discipline to promote learning initiatives.
- Enhanced classroom management by implementing positive reinforcement strategies and maintaining clear expectations for behavior.
- Provided instruction for students in core subject areas.
- Supported students in developing social skills through structured activities and positive reinforcement techniques.

09/2018 to 05/2022 **Laboratory Assistant**

**Rutgers University** - Newark, NJ

- Prepared schedules and made team coordination
- Assisted in laboratory experiments and research projects. - Prepared materials and equipment for experiments. - Maintained cleanliness and organization of laboratory space.
- Handled hazardous materials responsibly following proper waste disposal procedures to minimize environmental impact.
- Processed patient specimens according to priority and documented results.
- Actively participated in lab safety inspections, identifying potential hazards and implementing corrective actions promptly.
- Maintained documentation on tests performed in the lab.
- Tracked collected specimens by initialing, dating, and noting times of collection.
- Reduced sample contamination risks through rigorous adherence to proper specimen handling techniques.
- Served as a reliable source of information for colleagues seeking assistance or clarification on laboratory procedures or equipment use.
- Performed coordination and managed communications with stakeholders

## **EDUCATION**

**Bachelor of Arts in Biology: Biology**

**Rutgers University** - Newark, NJ

Minor: Chemistry and Psychology

- Dean's List (Fall and Spring semester 2018-2022]
- SHPEP Scholarship Recipient GPA
- 3.6 GPA

## **AWARDS**

**Summer Health Professions Education Program: Merit Award**

## Curriculum Vitae

**Maryam Mirhadi, Ph.D., PMP, VMA**

### Education

- **2013** Ph.D. in Construction Management  
M.E. Rinker Sr. School of Construction Management, University of Florida, Gainesville, FL
- **2005** M.Sc. in Industrial Engineering  
Sharif University of Technology, Tehran
- **2003** B.Ss. in Industrial Engineering  
Amirkabir University of Technology (Tehran Polytechnic)

### Professional Certificates, Training, and Awards

- **May 2018** AACE International Technical Excellence Award
- **Dec 2015** Planning and Scheduling Professional (PSP)  
The Association for the Advancement of Cost Engineering (AACE)
- **Apr 2009** Project Management Professional (PMP®)  
Project Management Institute (PMI)
- **Oct 2011** FDOT Contracts Plan Reading
- **May 2010** OSHA 30-Hour Training
- MTA Safety Track Training

### Work Experience

- **Oct 2016- Present** Principal Consultant, Adroit Consultants, LLC  
Upper Saddle River, New Jersey  
Position Description: Providing construction project management consulting services including project planning and scheduling, project control, construction claims, risk management, cost engineering, cost estimating, and training. She is currently the project lead scheduling engineer representing a construction management firm at:
  - **ADA Upgrade at 149 Street - Grand Concourse Station Complex and Tremont Ave, White Plains/Jerome Line (IRT)**  
Responsibilities include reviewing project and contract documents including project plans and specifications, evaluation of project schedules, preparation of management summary schedules and progress reports, performing schedule constructability reviews, and delay analysis.
  - **[PROJECT LEAD SCHEDULING ENGINEER] Gun Hill Road Station – A subway rehabilitation project, The Bronx, New York, January 2019 – 2022**  
Responsibilities include reviewing project plans and specifications, reviewing and assessing project schedules, performing schedule constructability reviews, and delay analysis.



# ADROIT

Other key projects include:

- Connecticut DOT - New Railroad Station in West Haven, CT
- NYCT Kings Highway 7-station project, Brooklyn, NY: Assessed delays and loss of productivity due to issues in staging the work, changes made to the temporary, support, and permanent structures in line with the schedule prepared for the subway line
- Contract No. 25781 for the Replacement of the 86th Street Substation and Negative Return Reactors at 110th Street
- Contract GR1429265, Restoration Associated with the Sandy Recovery Program East River Project 8328

- **May 2015- Aug 2016** Senior Project Control Engineer, Hill International

Client: Metropolitan Transportation Authority (MTA), New York, USA

Position Description: Providing project planning and control services including schedule review and analyses, developing project control policies and procedures, investigating time extension requests and contractor claims, evaluating value engineering proposals, analyzing budget and cash flow projections of construction projects, analyzing planned and actual financial metrics, and developing project performance reports. Examples of key projects include:

- A-36884/A-36906: Component Repairs at Four Stations Lexington Ave.
- A36151: New Entrance Stair & Reconfiguration of Control Areas R-238 and R-238A at Grand Central Station
- A-36916: Station Component Repairs at Dyre Ave.
- A-36199 - A36199 - ADA elevator at Lefferts Blvd. Station Renewal
- A-36908 Component Repairs at Three Stations Queen Blvd.

- **Oct 2009- Apr 2015** Individual Project Management Consultant

Position Description: Providing project management consulting services including preparing a wide range of project schedules, developing and continuously revisiting the project WBS for project scheduling and control purposes, implementing Earned Value Method (EVM), preparing coordination procedures and RASCI charts to identify project responsibilities, preparing project reports, budgeting, preparing cash flow and cost control reports, conducting construction claim analysis, and risk analysis.

- **Sep 2009 – Aug 2013** Graduate Research Assistant, University of Florida

M.E. Rinker Sr. School of Construction Management, University of Florida, Gainesville, FL

- **Sep 2007- Sep 2009** Project Control Lead Engineer, AVEC Engineering Consultant

Project: Secunda Growth Program (SGP), Sasol Technology (Pty) Ltd., South Africa

Position Description: Led the project planning and control efforts for a portfolio of petrochemical projects by managing and auditing contractors' schedule, conducting delay analysis, developing project management systems and procedures, and establishing a progress measurement system. Applied resource-constrained project scheduling and developed a resource management system that increased project portfolio success.

---



# ADROIT

- **Oct 2003-Aug 2007** Project Control Manager, AVEC Engineering Consultant
  - 9<sup>th</sup> Olefin Complex, Arya-Sasol Petrochemical

Led the implementation of the reporting module of the ERP system by developing and customizing different types of reports in the crystal report environment

  - Gorgan Urea and Ammonia Project, Iran

Set up the Project Management Office (PMO) and developed project management standards and procedures

  - Zamyad II Automobile factory project, Iran

Provided cost engineering services, including budgeting, cost control, conducting risk analysis, and implementing Earned Value Method (EVM)

  - 9<sup>th</sup> Olefin Complex, Arya Sasol Polymer Company, Iran

Provided experienced cost engineering consultation, including cost estimation, budgeting, cost control, claims assessment services, conducting risk analysis, and implementing Earned Value Method (EVM)

  - South Pars Gas Field Development Project, Phases 9 & 10, Client: OIEC

Led the project planning and controlling for the design section of the project by managing and auditing the Engineer's schedules, developing procedures, establishing a progress measurement system, developing project reports, and conducting claim / delay analysis.

  - Temporary Utility of C2 Recovery Unit, Iran

Provided planning and control services for the project by developing and updating project time schedules, establishing project management systems and coordination procedures.
- **Jun 2002-Sep 2002** Intern / Project planner, Offshore Oil Company

Managed and audited project's time schedules, developed the progress measurement system, prepared project reports, and developed coordination procedures.

- **Jun 2000-Jan 2002** Project planner, Offshore Engineering and Construction Company

Project: Aboozar field extension and renovation project.

Provided planning and control services for the design and procurement sections of the project by developing and updating project time schedules and preparing project reports.

## Select Publications

- Recommended Practice PS-19 Linear Scheduling Method (LSM), AACE's (Association for the Advancement of Cost Engineering), under review
- Recommended Practice CDR-05 Apportionment of Delay Damages, AACE's (Association for the Advancement of Cost Engineering), under review
- [Recommended Practice 91R-16 Schedule development](#), AACE (Association for the Advancement of Cost Engineering), Published in October 2017
- [Recommended Practice 92R-17 Analyzing Near-Critical Paths](#), AACE (Association for the Advancement of Cost Engineering), Published in October 2017

# ADROIT

- [Recommended Practice 89R-16 Management Summary Schedule](#), AACE's (Association for the Advancement of Cost Eng.), Published in Oct 2017
- SA. Terouhid, M. Mirhadi Fard, J. Charles Kibert, [Construction of manufactured homes: understanding the hazards and risks](#), Professional Safety: Journal of the American Society of Safety Engineers, May 2017
- M. Mirhadi Fard, SA. Terouhid, CJ. Kibert, H Hakim, [Safety concerns related to the construction of modular and pre-manufactured buildings](#), International Journal of Injury Control and Safety Promotion, Taylor & Francis, June 2015

## Software Skills

- **Project Management:** Primavera P6, Primavera expedition (P3e), P3, Microsoft project (MSP), Enterprise Project Management (EPM) Solution
- **Construction Management:** Bluebeam, eQuest, ArcGIS, Revit Architecture, Revit Structure, SPSS, On-Screen Take-off, Sage Estimating
- **General Software:** Microsoft office, Crystal reports

## Membership (past and present)

- SAVE International
- Project Management Institute (PMI)

# ADROIT

## **Membership History**

- Project Management Institute (PMI)
- The Association for the Advancement of Cost Engineering (AACE International)
- SAVE International

# ADROIT

## Exhibit 5. List of select workshop, training sessions, and webinars presented by Adroit

- Risk Management Workshop: A Proactive Approach to Implementing Projects, CMAA's (Construction Management Association of America), CMAA training, October 2021
- Typical Deficiencies of Construction Project Schedules: Practices to Avoid, CMAA's (Construction Management Association of America) webinar series, October 2021
- Recommended Practices in Resource Planning and Leveling of Construction Projects, CMAA's (Construction Management Association of America) webinar series, October 2021
- How to Reasonably Define Activity Relationships? CMAA's (Construction Management Association of America) webinar series, June 2021
- Loss of Productivity (LOP) Damage Quantification – A Review of Project-Specific Methods, CMAA's (Construction Management Association of America) Focus 21, April 2021
- The Value Engineering (VE) Process and Its Uses in Various Project Phases, CMAA's (Construction Management Association of America) webinar series, February 2021
- Project Scheduling Specifications Key Considerations in Bidding and During the Project, CMAA's (Construction Management Association of America) webinar series, January 2021
- Typical deficiencies of construction project schedules – Lessons Learned from Delay Claims, Project Controls Expo, November 2020
- Typical Deficiencies of Construction Schedules in Mega Projects– Scheduling Practices to Avoid, Project Controls Expo, November 2020
- Assessing the effects of adverse weather on construction project schedules. CMAA's (Construction Management Association of America) webinars, December 2019
- Assessing the adverse effects of schedule deficiencies from the claim management perspective, CMAA's (Construction Management Association of America) webinars, February 2019
- SA. Terouhid, Chris Carleo, Greg Sampson, The Need for Applying Project Management Strategies to Facility Closures and Acquisitions, AGC of America 2017 Contractors Environmental Conference (CEC), Crystal City, VA, Sep 2017
- Typical deficiencies of construction project schedules – Lessons Learned from Delay Claims, Project Controls Expo, November 2020
- Typical Deficiencies of Construction Schedules in Mega Projects– Scheduling Practices to Avoid, Project Controls Expo, November 2020

# ADROIT

- Typical Deficiencies of Construction Project Schedules: Practices to Avoid, CMAA's (Construction Management Association of America) webinar series, October 2021
- Panel Discussion – Industry Impacts of COVID-19, AACE International – New York Metro Section, April 2020
- Concurrent Delays: What to Look For? CMAA's (Construction Management Association of America) webinar series, October 2021, January 2020
- Assessing the effects of adverse weather on construction project schedules. CMAA's (Construction Management Association of America) webinars, December 2019
- Performing project schedule constructability reviews: What to look for. CMAA's (Construction Management Association of America) webinars, May 2019
- Assessing the adverse effects of schedule deficiencies from the claim management perspective, CMAA's (Construction Management Association of America) webinars, February 2019
- Recommended Practice 92R-17 Analyzing Near-Critical Paths, AACE, The Florida Chapter of the AACE International, Nov 2018
- SA. Terouhid, Chris Carleo, Greg Sampson, The Need for Applying Project Management Strategies to Facility Closures and Acquisitions, AGC of America 2017 Contractors Environmental Conference (CEC), Crystal City, VA, Sep 2017
- Improving the effectiveness of project schedules through an integrated project management approach, CMAA's (Construction Management Association of America) 2017 Capital Projects Symposium, New Orleans, LA, March 2017
- SA. Terouhid, D. Minchella, Well-structured project gating and work breakdown structures: building blocks for effective construction project planning, Selected for presentation at the 2016 CMAA's Capital Projects Symposium, Austin, TX
- SA. Terouhid, M. Mirhadi Fard. CDR2114: Structuring construction claim investigation processes to reduce cognitive bias, presented in the 2016 AACE (the Association for the Advancement of Cost Engineering) Annual Meeting
- M. Mirhadi Fard, SA. Terouhid. Planning and scheduling requirements of subway station rehabilitation/ renovation projects, Selected for presentation at the 2016 AACE (the Association for the Advancement of Cost Engineering) Annual Meeting
- SA Terouhid, Andrew Sargent, Construction claim visuals: an investigation into the common visuals used for preparing or assessing construction delay and productivity claims, AACE International's (the

# ADROIT

Association for the Advancement of Cost Engineering) 3rd Annual Northeast Total Cost Management Symposium, Valley Forge, PA, March 2016

- Andrew Sargent, SA. Terouhid, Key challenges in demonstrating lost productivity claims based on specialty industry studies, AACE International, 3rd Annual Northeast Total Cost Management Symposium, Valley Forge, PA, March 2016
- Pacing as a delay management mechanism, The monthly meeting of AACE (the Association for the Advancement of Cost Engineering) International's Connecticut Section, Middletown, CT, December 2015
- SA. Terouhid, D. Minchella, A Sargent, Pacing as a delay management mechanism, 2015 AACE (the Association for the Advancement of Cost Engineering) Annual Meeting, June 2015

# ADROIT

## Exhibit 6. Letters of Reference and Recommendations



April 5<sup>th</sup>, 2022

Re: Recommendation of Adroit Consultants for CM services

To Whom It May Concern:

I would like to take this opportunity to recommend Adroit Consultants, LLC ("Adroit") for the professional construction management services that it provides.

In my capacity as the designated Project Manager on the Consultant Construction Management (CCM) team for New York City Transit Authority's (NYCTA) Project A-37109, regarding CM-1627 Task Order 1 ADA Upgrades of Gun Hill Road Station on the Dyre Avenue Line (IRT), I had the privilege to work with Adroit's Principal Consultant, Maryam Mirhadi, Ph.D., PMP, PSP through the construction and closeout phases between January, 2019 and May, 2022. Ms. Mirhadi's professional involvement included providing project scheduling and project control, reviewing and approving contractor's project schedule submittals, assessing constructability of project schedules, performing project delay and time impact analyses, and reviewing construction claims.

To ensure on-time project performance, along with minimal deviations from the baseline, Adroit used the project schedules, daily reports, monthly progress reports, and other schedule-related documents as a reliable tool to monitor and control the project's schedule. This played a key role in the effective management of the project by ensuring that the schedule was reasonable and reliable for the project team to coordinate the work. Adroit constantly identified the shortcomings of the project schedules and performed a key role in improving the schedules in line with the project's objectives. Demonstrating skill and knowledge in every aspect of the project schedule, Adroit also contributed to the effective and smooth resolution of construction claims by an in-depth, reasonable, and professional review of time extension requests submitted by the contractor.

In providing professional construction management services, I believe Adroit is the consulting firm that can make a lasting difference and assist in the successful implementation of construction projects.

Please feel free to contact me should you have questions or want to discuss Adroit's capabilities and qualifications. I can be reached at [John.Kepertis@stvinc.com](mailto:John.Kepertis@stvinc.com) or (347) 837-0498.

Sincerely,

A handwritten signature in blue ink that reads "John M. Kepertis".

John M. Kepertis, PE  
Project Manager, Transportation & Infrastructure Division  
STV, Inc



RECOMMENDATION LETTER

04/05/2022

Greetings,

I am Dr. Maher Abu-Mallouh, P.E. at 2200 Ellis Road, New Lenox, IL. Prior to this position, I was the project manager as part of the construction management (CCM) team for New York City Transit Authority project, MTA's ADA Upgrade at 149 Street - Grand Concourse Station Complex and ADA Upgrade at Tremont Ave Station (Contracts A-37131/4), Bronx, NY.

In that project, the construction management (CCM) team benefitted immensely from the professional Consulting services of Maryam Mirhadi, Ph.D., PMP, PSP, the principal consultant with Adroit Consultants, LLC ("Adroit"). She has been the designated project scheduling manager for this project since November 2019. The services that Adroit provided focused primarily on project planning, scheduling, and project control. She was instrumental for providing and guiding the contractor to manage the baseline schedule, mitigation of delays, preparing the recovery schedule, working with contractor to provide accurate look ahead schedule and meet the proper activities and plan ahead.

Adroit advised the project team of ways to improve the project schedule to ensure it would reflect a reasonable, practical work sequence for implementation. Judging from how much Adroit helped our team, I would recommend Adroit's professional services for project as well.

Adroit used its project planning and scheduling expertise to support the timely implementation of the project. In the event delays were reported, Adroit provided its recommendation (e.g., shortening the critical path, improving the work sequence to save time, removing unnecessary activity ties, and preparing recovery schedules) to recover delays and minimized their adverse effect on the schedule.

Adroit not only played a critical role in the effective use of the project schedule for close collaboration of project participants but also assisted in dispute resolution and evaluating the contractor's requests for time extension or delay damages. Adroit professionally assessed project documents and shared its insight with the team that immensely facilitated the process of decision making by project executives.

I could not be more pleased with the way Adroit supported the project. Adroit's principal consultant, Maryam was not only an expert in developing and accessing project schedules, but a genuinely nice person to work with. She patiently answered questions, address inquiries for the successful implementation of the project.

If you would like to discuss Adroit's qualifications and expertise, please feel free to reach out to me.



Thanks and regards,

**Maher Abu-Mallouh, Ph.D., P.E.**

Senior Structural Engineer/Project Manager

**Cooper & Associates LLC**

a Quad Plus™ company

Office: 815.724.2381 • Mobile: 773.619.8897

2200 Ellis Road • New Lenox, IL 60451

[mabu-mallouh@quadplus.com](mailto:mabu-mallouh@quadplus.com) • [www.quadplus.com](http://www.quadplus.com)

March 11, 2021

To Whom It May Concern:

I am an attorney working for Forte Construction Corp. and TAP Electrical Contracting, Inc., with a particular focus on pursuing claims against Owners for unpaid compensation on large scale construction projects. As part of my role, I often require a Time Impact Analysis to substantiate the validity of our claims.

In June 2020, I was referred to Adroit Consultants, LLC by a colleague who had worked with its principal, Maryam Mirhadi, in his previous role. My colleague assured me that, based on his past highly successful experience with Maryam, he was confident Adroit could provide all of the services we needed and would assist us in pursuing the claim.

From the outset, Adroit met and exceeded any expectations, even factoring in the high confidence my colleague had expressed in his assessment of their services. Within days of my submission of extensive records for their review, Maryam and Amin had an immediate and deep grasp of the issues involved. Following our initial discussion of the claim, I was pleasantly surprised to discover that, within an incredibly short period of time considering the quality of the final product, Adroit had prepared an in-depth, complex analysis of all of the delay issues encountered over a six-year time period. We submitted this report to the Owner and, in response, received an opening settlement offer of hundreds of days' compensable delay.

Having this experience with Adroit, we naturally engaged them to perform services for claims since and have consistently received the same level of client focus and results-driven reports. In my view, one indication of the strength of Adroit's analytical work is that, to date, no Owner has chosen to engage in ongoing review or dispute of a Time Impact Analysis prepared by Adroit and has instead opted to settle the claim or dispute other grounds for claims submitted.

I am happy to recommend Adroit to any potential client and I know that they will provide the highest quality of services available in the industry.

Please feel free to contact me if I can be of any further assistance in sharing my experience with these formidable and top-class professional schedulers.

Yours sincerely,

*/s/ Ruth Fagan*

E: [Rfagan@ForteCC.com](mailto:Rfagan@ForteCC.com)



3 May 2018

Dr. Maryam Mirhadi Fard, PSP  
255 Laird Ave  
Apt 14  
Cliffside Park, NJ 07010-1278

Email: [Maryam.mirhadi@gmail.com](mailto:Maryam.mirhadi@gmail.com)

Dear Maryam,

It is my great pleasure to inform you that the AAACE International Technical Board has selected you as one of this year's recipients of the Technical Excellence Award.

The Technical Excellence Award is presented by AAACE International's Technical Board to honor and recognize outstanding technical contributions to the organization by an individual in the project and cost management community.

The award is scheduled for presentation at our 2018 AAACE International Conference & Expo, at the Manchester Grand Hyatt San Diego, on Tuesday, June 26, 2018. Formal presentation will be made at the Awards Luncheon.

In contacting you at this time, I request a high-resolution (300 dpi) color photo of you for use in our Awards information included in the Conference & Expo's Final Program and other related announcements. Please send this photo to me no later than May 25 at [jamos@aaacei.org](mailto:jamos@aaacei.org).

Congratulations, Maryam. We are delighted that you are being honored as one of this year's Technical Excellence Award recipients!

Sincerely,

A handwritten signature in black ink that reads 'Jennie M. Cunningham-Amos'. The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Jennie M. Cunningham-Amos  
Director: Governance, | Marketing | Meetings

cc: John C. Livengood, Esq. CCP CFCC PSP FAACE  
Todd W. Pickett, CCP CEP FAACE  
file



3 May 2018

Dr. Seyed Amin Terouhid, DRMP PSP

4518 Court Sq  
Ste 602  
Long Island, NY 11101-4347

Email: [terouhid@yahoo.com](mailto:terouhid@yahoo.com)

Dear Amin,

It is my great pleasure to inform you that the AAACE International Technical Board has selected you as one of this year's recipients of the Technical Excellence Award.

The Technical Excellence Award is presented by AAACE International's Technical Board to honor and recognize outstanding technical contributions to the organization by an individual in the project and cost management community.

The award is scheduled for presentation at our 2018 AAACE International Conference & Expo, at the Manchester Grand Hyatt San Diego, on Tuesday, June 26, 2018. Formal presentation will be made at the Awards Luncheon.

In contacting you at this time, I request a high-resolution (300 dpi) color photo of you for use in our Awards information included in the Conference & Expo's Final Program and other related announcements. Please send this photo to me no later than May 25 at [jamos@aaacei.org](mailto:jamos@aaacei.org).

Congratulations, Amin. We are delighted that you are being honored as one of this year's Technical Excellence Award recipients!

Sincerely,

A handwritten signature in black ink, appearing to read 'Jennie M. Cunningham-Amos', written over a light blue circular stamp.

Jennie M. Cunningham-Amos  
Director: Governance, | Marketing | Meetings

cc: John C. Livengood, Esq. CCP CFCC PSP FAACE  
Todd W. Pickett, CCP CEP FAACE  
file

## Adroit Consultants, LLC

---

**From:** Alex Early <aearly@cmaanet.org>  
**Sent:** Thursday, January 28, 2021 1:57 PM  
**To:** info@adroitprojectconsultants.com  
**Subject:** ATTN: Amin Terouhid - CMAA conference speaking opportunity

Hello Amin,

CMAA is trying something new for Focus21 – actually, a few new things. First of all, we are soliciting speakers and sessions instead of having an open RFP process. The other change is that we are segmenting career level content across 4 days for this (virtual) conference.

I've been going through our past conference presentation evaluations and purchase data, and you are always well rated and your sessions are some of our most popular. Would you be interested in presenting again in 2021?

Since the conference is virtual, we would record your presentation (via Zoom, Teams, or similar). During the conference itself, we would stream your presentation so that you could monitor the chat/Q&A. At the end of the presentation you would go live to interact with attendees and answer any questions they have. We are interested in having you speak to the 7+ years in CM crowd/the CCM crowd. The dates for those sessions are April 13-14.

Are you interested and available? Please let me know if you have any questions prior to committing!

Happy New Year and I look forward to working with you in 2021.

Thank you,  
Alex Early  
Director, Professional Development



703-677-3378

[aearly@cmaanet.org](mailto:aearly@cmaanet.org)

[www.cmaanet.org](http://www.cmaanet.org)

-----|



December 22, 2016

John E. Sebastian  
Attorney  
Direct Telephone: 312-219-6912  
Direct Facsimile: 312-550-2758  
jsebastian@watttieder.com

[Redacted]

Dear Sir or Madame:

[Redacted]

I joined Watt Tieder in 2013 as the managing partner of the firm's new Chicago office. I focus my practice primarily in the areas of surety bond, construction and commercial litigation. I have represented sureties, contractors, architects, engineers, design/builders, and trade contractors in payment disputes, design defect claims, delay claims, defective work claims, and contractor, subcontractor and owner bankruptcies; and I have handled complex commercial litigation, including fidelity bond claims, common law fraud, breach of contract matters and preserving and prosecuting creditors' claims in bankruptcy. I counsel and advise clients on contract preparation, administration and termination, mechanics liens, and surety claims and defenses, as well as contractor, subcontractor and owner bankruptcies. I have extensive experience in claim preparation, prosecution and dispute resolution on federal, state, municipal and private contracts.

I have become familiar with Dr. Terouhid's contributions to Vertex through Ms. Minchella who works closely with him. Based on my professional assessment and my close review of Dr. Terouhid's qualifications and past experience, I would like to attest that Dr. Terouhid is uniquely fit to the type of efforts that he has been involved with in the construction claims team at Vertex. This uniqueness is not only due to his distinctive experience in this field, but also due to the fact that Dr. Terouhid has conducted extensive research in this area, and he is helping to further develop construction claims management competencies that Vertex needs to successfully practice in this field.

Since he completed his college degree in 2003, Dr. Terouhid has been involved in claims relevant capacities. His key role in project planning, scheduling, control, and management of a number of high-profile projects has given him a strong grounding in a variety of construction claims. Some of Dr. Terouhid's skills further sets him apart from his peers in the construction industry. For instance, his combined skills in construction project management and forensic claims has added a significant value to his profile, and has provided the opportunity for him to be

able to play a vital role in review and assessment of construction claims. In addition, his expertise in quantitative and modeling techniques together with his claims management competencies enables him to successfully manage complex construction claims that require a higher degree of knowledge and technical skill than a typical claim specialist.

Dr. Terouhid's expertise is critical in effectively assessing and settling construction claims because this practice requires not only an in-depth knowledge of the construction field, but also skills, expertise, and extensive experience in many other areas such as contracts, construction planning and scheduling, project delay assessment, cost engineering, and damages analysis. The combination of Dr. Terouhid's expertise and experience in these fields makes him a professional with unique abilities.

It is also important to recognize Dr. Terouhid's expertise in the area of project management because this competency further sets him apart from many of his professional peers. He has obtained the prestigious and internationally-recognized certificate of Project Planning and Scheduling Professional (PSP), awarded by the Advancement of Cost Engineering (AACEi), as well as Project Management Professional (PMP), which is awarded by the Project Management Institute (PMI). Dr. Terouhid's qualifications have been recognized through many awards from the AACEi and other professional associations such as the PMI. These recognitions further testify to the depth of Dr. Terouhid's contributions to his field of practice.

In summary, Dr. Terouhid has demonstrated his ability to make significant contributions in the fields of construction and contract claims by professionally practicing on a wide range of projects.

Please contact me for any additional information.

Very truly yours,

Watt, Tieder, Hoffar & Fitzgerald, LLP

*s/John E. Sebastian*

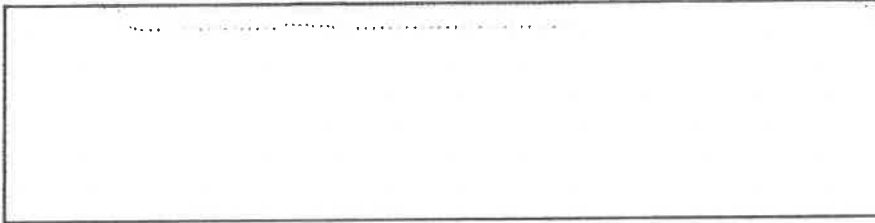
By: \_\_\_\_\_  
John E. Sebastian

JES/jc



The Vertex Companies, Inc.  
45-18 Court Square, Suite 602  
Long Island City, NY 11101  
PHONE 646.553.3500 | FAX 646.553.3499  
www.vertexeng.com

July 16, 2014



Dear Sir / Madam:



I am a Vice President of the Vertex Companies, Inc. Vertex is a global provider of construction, environmental, energy, air quality, and engineering solutions. Vertex delivers a broad range of strategic and technical services with a premier team of experienced professionals from diverse technical and business backgrounds. I have been with Vertex for almost fifteen years, and served as a project executive on behalf of surety and insurance companies on numerous projects. My fields of expertise include construction consulting services such as contract claims consulting, performance and payment bond claims consulting, project planning and scheduling, and construction management.

I earned my undergraduate degree in civil engineering at Duke University and, earned a Master's degree in construction engineering and management from the University of California at Berkeley.

Dr. Terouhid has been hired as a Senior Project Manager / Consultant to serve as a project manager on behalf of sureties, insurance companies, owners, contractors and subcontractors to investigate construction claims. Construction claims are very diverse and range from performance bond claims to contract delay claims. A proper and thorough assessment of construction claims requires broad and in-depth expertise and experience in many construction processes such as design, pre-construction planning, construction coordination as well as expertise in compliance management programs such as programs associated with sustainable construction, safety codes and standards, and building codes. It also requires experience with various different project types involving vertical construction, heavy civil, as well as renovations and retrofits. Therefore, a thorough knowledge of construction management and extensive experience in this field was an essential requirement of this job position; and we have found Dr. Terouhid to be a well-qualified and a highly experienced professional for this purpose. Dr. Terouhid is now an essential part of our claim management team and an asset to the construction management team and to the company.

The significant impact of the construction industry on national economic growth necessitates enhanced efficiency in the industry by means of cost-effectiveness and timelines; and claims





[REDACTED]  
July 16, 2014

Page 2 of 3

have significant time and cost implications for construction projects. Therefore, claims management techniques are of great importance not only to the industry but also to the nation's economy overall. Dr. Terouhid has a combined ten years of experience in the construction, operations management, project management and claims analysis fields, which has provided him with an exceptionally strong background in many aspects of construction project management including project planning and control, cost engineering, construction contracting, and claims analysis.

Dr. Terouhid is currently contributing to a study of complex construction productivity claims at Vertex, and we are planning to present the result of this study in the 2015 International Annual Meeting of the AACE, the international Association for the Advancement of Cost Engineering. The study involves the use of System Dynamics for claim management practices. System Dynamics is a powerful simulation tools with great potentials in creating simulation models to facilitate the process of fact-finding and assessment of various complex claims including construction productivity claims. Although System Dynamics offers many benefits to claim management practices, it is not a common tool among claim management practitioners. The reason is that many construction claim practitioners are not familiar with capabilities of this important method. In addition, most complex claims are handled through intense negotiations and are usually settled in compromising ways with only a partial understanding of the main issues involved. Dr. Terouhid has intensely used System Dynamics during his PhD studies and he is an expert in this method. Dr. Terouhid's skills and experience in construction claims management together with his expertise in using System Dynamics provide him with a unique ability in the assessment of complex construction claims, and we are very fortunate to highly benefit from Dr. Terouhid's unique skill-set.

A core competency of Dr. Terouhid is his skills in construction project management. The delivery of business outcomes is realized through the success of projects, and adhering to project management methods and strategies play a crucial role in reducing risks, cutting costs and improving success rates. All of these factors are vital to business outcomes. While Dr. Terouhid has many years of research and teaching experience in his field, he has also obtained a Project Management Professional (PMP) certificate from the Project Management Institute (PMI). PMI is the world's largest not-for-profit membership and professional associations for the project management profession. PMI is also a leading publisher of project management books, training tools, learning products, global standards and research books and studies. The PMP certificate is a recognized and prestigious international credential that is an asset to the profile of any project management practitioner. Dr. Terouhid's PMP certificate testifies to his demonstrated proficiency and knowledge of project management and attests to his dedication to this nationally-significant field of practice.

Prior to coming to Vertex, Dr. Terouhid has been involved in many international construction projects in the Middle East and Africa. For instance, his involvement in Sasol's largest petrochemical and refinery revamp project in South Africa is extremely significant because this experience has highly enriched Dr. Terouhid's experience in oil, gas, and petrochemical projects. The importance of Dr. Terouhid's experience in practicing project management in the oil, gas,

**VERTEX**

[Redacted]  
July 16, 2014

Page 3 of 3

and petrochemical industries is remarkable because these industries provide a significant contribution to the United States' economy. Dr. Terouhid's expertise and experience in providing construction project management services including planning, scheduling, budgeting, cost control, risk assessment, and claim analysis in these projects are most sought after and of high value to our company.

Many of Dr. Terouhid's other research projects are also notable and tremendously useful in providing professional services by our firm. For instance, he has extensive research experience in the fields of sustainable construction and high-performance buildings. These practices, which are focused on the use of environmentally-responsible and resource-efficient processes, expand and complement the classical building design concerns of economy, efficiency, utility, and durability. These practices are nationally-significant efforts due to their potential to maximize both economic and environmental performance of the construction sector. In my professional opinion, Dr. Terouhid's research focused on sustainable construction combined with his qualifications and expertise in project and claim management provides him with a unique skill in assessing green building construction claims and in providing project management services specifically targeting high-performance buildings.

Project delay analysis is another area of Dr. Terouhid's expertise. He has extensive research experience in this field of great importance to the construction industry, and we have found his research immediately useful in successfully identifying responsibilities for delays and settling construction delay claims. His research in this field has been practical in nature with many real-world applications for assessing construction claims of delay. Reports indicate that time and cost overruns have the most significant effects of delay on construction projects, and successful handling of project claims requires the establishment of an effective method of inquiry for preparing a timely and independent assessment of delaying events. Dr. Terouhid's research in this area has been remarkably helpful in that regard, and I am sure will continue to remain extremely beneficial to Vertex.

I highly expect Dr. Terouhid's contributions and work in the highly complex area of construction management and claims to continue to be of major significance.

[Redacted]  
Please contact me if you require any further information.

Sincerely,

The Vertex Companies, Inc.



Diana Minchella

Vice President

The Vertex Companies, Inc.

www.vertexeng.com

Office 646.553.3500

**VERTEX**



28<sup>th</sup> September 2009-09-28

Re - LETTER OF REFERENCE - AMIN TEROUHID

*Mr Amin Terouhid worked on a number of projects and studies in my portfolio in Sasol Technology (Pty) Ltd during 2008 and 2009. During this time he gave excellent service as the Owner / Employer's planner. He showed a very good understanding of the overall role of planning in project conception, FEED and execution, and made significant inputs to commercial discussions and claim discussions. His overall grasp of the management impacts of planning and scheduling considerations is certainly among the best of all planners with whom I have worked in my 25 years in the industry. During execution phase, his quick grasp and intelligent understanding of the significance of the contract conditions on the project plans and contractual claims was of great assistance. During concept / feasibility phases he contributed significantly to the development of visionary plans with the purpose of conceiving and enabling growth in the natural gas business in South Africa.*

*It is evident that his post-graduate studies have already contributed significantly to his competencies as a high level project and program planner. I wish him well on his decision to take his studies to the doctorate level.*

*Should there be more information required, please do not hesitate to contact the writer.*

Regards

A handwritten signature in black ink, appearing to read 'Ron Lawson', written over a light blue horizontal line.

Ron Lawson

Project Director: Upstream Natural Gas Project Management  
+27 17 619 2714/ +27 82 903 7101





# FOURTH COAST INC

A NYS Certified Woman Business Enterprise (WBE)

745 GRAVES STREET  
CLAYTON, NEW YORK 13624

315/408.7443

10 March 2025

Town of Clayton  
Attn: Tim Doney, Supervisor  
PO Box 62  
405 Riverside Drive  
Clayton, NY 13624

Re: **Proposal Submission – Project Administration Services for Depauville Sewer District Improvements**

Dear Supervisor Doney, and Town Board:

I am pleased to submit this proposal on behalf of Fourth Coast Inc in response to the Town of Clayton's Request for Proposal for Project Administration Services related to the Depauville Sewer District Improvements Project. As a women-owned business with extensive experience in project administration, contract compliance, and municipal infrastructure projects, we are confident in our ability to support the Town in successfully implementing the proposed disinfection system at its wastewater treatment plant.

Our team brings proven expertise in regulatory compliance, particularly with Housing Trust Fund Corporation and NYS Community Development Block Grant (CDBG) requirements. We specialize in contract administration, financial tracking, and reporting to ensure that all project milestones are met efficiently and within regulatory guidelines. Additionally, we have successfully worked as a subcontractor to St. Lawrence Engineering on multiple projects, providing administrative and compliance support to ensure seamless project execution. Our strong working relationships with local municipalities, as well as with the funding and regulatory agencies, position us well to contribute to the success of this project.

We are committed to delivering high-quality administrative support, ensuring compliance with grant conditions, and maintaining transparent communication with all stakeholders. Enclosed, please find our detailed proposal outlining our qualifications, project approach, and references.

We appreciate your consideration and look forward to the opportunity to collaborate with the Town of Clayton. Please feel free to reach out with any questions or requests for further information.

Respectfully,  
FOURTH COAST INC

  
Augusta Withington  
President

### **Statement of Qualifications (SOQ)**

We are pleased to submit our proposal in response to the Request for Proposal (RFP) for Project Administration Services for the Depauville Sewer District Improvements Project. Fourth Coast Inc. is eager to offer our expertise in contract administration, regulatory compliance, and construction phase services to support the Town of Clayton in the successful implementation of the wastewater treatment plant disinfection system.

### **Firm Background and Qualifications**

Fourth Coast Inc. is a women-owned business specializing in project administration, contract compliance, and municipal infrastructure support. We have a strong track record of working with local governments and funding agencies to ensure regulatory compliance and efficient project execution. Our firm has served as a subcontractor to Engineering firms on multiple projects, providing administrative and compliance support to facilitate successful project completion. Our experience in working alongside engineering firms and municipal clients makes us a strong candidate for this project.

### **Project Approach**

Our approach ensures a streamlined and efficient process that meets all compliance and funding requirements, including:

- **Contract Administration & Compliance:** Ensuring adherence to Housing Trust Fund Corporation and NYS CDBG guidelines.
- **Grant Management & Reporting:** Tracking expenditures, project progress, and submitting timely reports to funding agencies.
- **Coordination & Oversight:** Working closely with the Town to facilitate timely payment requests, audits, and project closeout.

### **References**

We have successfully managed similar projects for municipalities and public agencies. Below are three references from recent projects:

1. **Town of Orleans – Job Name**
  1. Contact: Kevin Rarick, Supervisor
  2. Phone: 315.778.7550
  3. Email: [orleanssuper@aol.com](mailto:orleanssuper@aol.com)
2. **Town of Alexandria**
  1. Contact: Brent Sweet, Supervisor
  2. Phone: 315.778.5665
  3. Email: [brenthsweet@gmail.com](mailto:brenthsweet@gmail.com)



### 3. Village of Dexter

1. Contact: Jim Eves, Mayor
2. Phone: 315.639.6260
3. Email: [mavordexter@villageofdexterny.com](mailto:mavordexter@villageofdexterny.com)

#### **Commitment to MBE/WBE Participation**

Fourth Coast Inc. is committed to supporting Minority Business Enterprises and Women’s Business Enterprises in compliance with the Town’s objectives.

#### **Conclusion**

We appreciate the opportunity to submit this proposal and look forward to the possibility of contributing to the success of this project. Please feel free to reach out for any additional information or clarification.

#### **Relevant Experience**

The relevant projects listed below showcase our extensive experience in completing permit applications, environmental reports, and surveys, ensuring compliance and efficiency across various initiatives.

- **Village of Evans Mills – Wastewater Treatment Plant Disinfection**
  - Contact: Robert Boucher, Mayor
  - Phone: 315.408.6960
  - Email: [rmboucher@outlook.com](mailto:rmboucher@outlook.com)
- **Town of Orleans – LaFargeville Sewage Treatment Facility Disinfection**
  - Contact: Kevin Rarick, Supervisor
  - Phone: 315.778.7550
  - Email: [orleanssuper@aol.com](mailto:orleanssuper@aol.com)
- **Town of Orleans – LaFargeville Sewage Treatment Facility Disinfection**
  - Contact: Kevin Rarick, Supervisor
  - Phone: 315.778.7550
  - Email: [orleanssuper@aol.com](mailto:orleanssuper@aol.com)

#### **Attachments:**

Resumes of Key Personnel

**Andrew Veith**  
**6116 Gosier Rd**  
**Cape Vincent, NY 13618**  
**(315) 573-9794**  
[ajveith@gmail.com](mailto:ajveith@gmail.com)

### **Education**

Graduated from Newark (NY) High School in 2003  
B.S. in Meteorology, State University of New York at Oswego, Oswego, NY,  
December 2007.

### **Related Coursework**

Calculus 1, 2 and 3, Differential Equations, Statistics, Calculus Based Chemistry,  
Calculus Based Physics, Climatology, Air Pollution, Meteorology Experimentation,  
Synoptic Meteorology, Synoptic Lab, Mesoscale Meteorology, Computer Applications  
for Meteorology, Dynamic Meteorology, Cloud Physics, Weather Disasters, Meteorology  
Seminar.

### **Related Experience/Training**

- Project management
- Project pricing/proposals
- Report writing / data management
- Commercial and residential site plans
- Renewable energy system design and sales
- Field Safety Officer
- 40 Hour OSHA HAZWOPER
- Soil sampling per various state and federal methods
- Ambient air monitoring/sampling with a variety of sensors, instruments and analyzers
- Water quality monitoring
- Incorporation of wastewater monitoring programs with data telemetry
- Data telemetry
- Installation of well depth monitoring program
- Source emission testing
- Installation and audits of meteorological towers for various clients
- Setting up meteorological towers with SODARS for wind studies
- Green grid energy consumption
- Emergency Response
- 30 Hour OSHA Construction Safety
- 8 Hour Site Supervisor/Manager Safety
- Asbestos Inspector Certification
- Incident Command System (ICS) 100 and 200
- Project Manager Development program



### **Related Projects**

- Project management, renewable energy system design, project pricing/proposals, engineering reports for various clients, NYSDEC PBS Tank Closure sampling and reports, project permitting, OSHA compliance, wetland delineations and associated reports, AutoCAD diagrams and drawings - April 2015 - Present
- Ambient Air Monitoring/Sampling, various clients, June 2008 – April 2015
  - Experience with the set up and maintenance of different types of environmental monitoring and sampling equipment, as well as data telemetry systems. Clients include the EPA, state governments (TCEQ, PADEP, etc.), as well as private and confidential clients.
- Source Emission Testing, various clients, June 2008 – April 2015
  - Experience with several EPA emission testing methods.
- Air Team Lead role for Deepwater Horizon oil spill response, June 2010 – August 2010
  - Set up air monitoring equipment with data telemetry system; trained shift members on operation of instruments and led daily safety meetings, sample recovery, data collection; performed equipment troubleshooting; coordinated with EPA onsite representative.
- Water Monitoring System, Tobyhanna Army Depot, March 2012 – April 2015
  - Installation, maintenance and quarterly audits of water quality system including pH, Dissolved Oxygen, Conductivity, water depth and flow rate.

### **Computer Experience**

Word, Excel, Power Point, Visio, AutoCAD, Right-Suite, Fortran 77, Fortran 90, C, GARP, Linux

### **Employment History**

- Project Manager, Fourth Coast Inc/St Lawrence Engineering DPC, April 2015-Present
- Project Scientist/Air Quality Meteorologist, Weston Solutions, Inc., May 2008-April 2015
- General Laborer, Bach and Co., summers of 2003 - 2008
- General Laborer, The Pike Company, during college breaks, 2004 - 2006

### **References**

- William Pulver, Wayne County (NY) Undersheriff, Retired, 315 331 0467
- Steve Brady, Air Compliance Lead, Monroe Energy, 610 389 6162
- David VanDyne, EHS Manager, Ventra Salem LLC, 330 360 0441



# FOURTH COAST INC

745 GRAVES STREET  
CLAYTON, NEW YORK 13624

A NYS Certified Woman Business Enterprise (WBE)

315/408.7443

## AUGUSTA L. WITHINGTON

745 Graves Street, Clayton NY 13624 | 315/408.7443 | [alw@fourthcoast.com](mailto:alw@fourthcoast.com)

EDUCATION - State University of New York at Stonybrook - Bachelor of Arts in Economics

### FOURTH COAST INC

PRESIDENT AND CEO - Fourth Coast, Inc

Owner of a consulting and construction firm located in the Thousand Islands, New York specializing in Municipal Consulting and Renewable Energy. Responsibilities include marketing and client development, management of senior technical staff, financial management and oversight, human resources including employee recruitment and professional development.

### RELATED EXPERIENCE AND EDUCATION

SPARE - Solar Power as Renewable Energy

#### Photovoltaic Evaluation and Installation

Recognized by the North American Board of Certified Energy Practitioners in siting, design, and installation of photovoltaic systems. Course covered both grid connected and off grid PV systems. Instruction included evaluation of solar resource, load analysis, electrical design principals, mounting systems and safety

Solar Energy International

#### Advanced PV System Design and the National Electric Code

Training focused on application of the National Electric Code to photovoltaic systems and covers larger residential and commercial PV system design and installation

International Ground Source Heat Pump Association

#### Installation of Ground Source Heat Pumps

Training on the installation of water to air and water to water ground source heat pumps

### AFFILIATIONS

New York State Solar Energy Association

NY GEO

NYSERDA Certified Installers for photovoltaics, solar thermal, geothermal, air source heat pumps

**Dennis H. Dillabough**

3 Institute Street | Adams, New York 13605

Phone: 315/842-2166 | 315/804-4964

Email: [dchiefcook@yahoo.com](mailto:dchiefcook@yahoo.com)

---

**PROFESSIONAL OBJECTIVE**

To leverage my skills and experience as a Foreman, Site Superintendent, Construction Manager, Commercial Plumber, Pipefitter, or Quality Control Inspector, contributing to successful project execution and continued professional growth.

---

**CERTIFICATIONS**

- Boiler/Oil Burner Repair
  - Plumbing/Pipefitting
  - Construction Trades
  - Commercial/Residential Wiring
  - OSHA 30-hour course
  - HILTI Fire Stop Systems
  - Qualified Operator for Power Actuated Tools
  - Heat-Fuse Polyolefin Pipe & Fittings for Gas & Water
  - Certified to Install Ward Flex Piping
- 

**PROFESSIONAL EXPERIENCE**

**Fourth Coast Inc. – Clayton, NY**

*Senior Project Representative* | 2022–Present

- Manage on-site execution of construction projects, ensuring compliance with contract specifications, quality standards, and safety regulations.
- Conduct progress inspections, identify potential issues, coordinate with contractors, and provide regular updates to the project manager to maintain schedules and quality expectations.
- Key projects:
  - Village of Waddington Wastewater Collection and Treatment Facilities Improvements
  - Village of Pulaski Wastewater Infrastructure Improvements (subcontracted by Blue Line Engineering, DPC)

**Dillabough Construction and Mechanical – Watertown, NY**  
*Owner/Operator | 2020–2022*

- Coordinated and oversaw residential construction work, including electrical, masonry, carpentry, plumbing, painting, and repairs.

**Alltel Energy Systems – Waterford, NY**  
*Construction Superintendent | 2019–2020*

- Supervised multi-million-dollar apartment renovation project.
- Managed construction personnel and vendors, ensuring quality standards and daily records.
- Ordered materials and maintained inventory.

**Bernier and Carr Associates – Watertown, NY**  
*Construction Manager | 2015–2019*

- Supervised installation of aeration systems, main water and sewer systems, storm drainage, and pumping stations.
- Managed projects for prominent clients including:
  - Green Lakes State Park, Owego, Village of Deferiet, Oswego and Wellesley Island

**E.W. Tompkins Company, Inc. – Albany, NY**  
*Project Manager | 2013–2014*

- Oversaw multi-million-dollar project, including subcontractor scheduling and coordination.
- Managed installation of HVAC units, condensation pumps, and Corey vac system for bus garage.

**ALUTIQ LLC – Fort Drum, NY**  
*Quality Control Inspector | 2009–2010*

- Submitted daily reports to government officials, assisted in rectifying construction issues.
- Developed and implemented safety measures, receiving a Safety Award for contributions.

**Pemco – Great Bend, NY**  
*Commercial Plumber Superintendent | 2007–2009*

- Installed heating systems and revamped plumbing for three-story barracks on Fort Drum, NY.
- Supervised field plumbers and managed emergency water main repairs.

**Cadence Contract Services, LLC – Black River, NY**  
*Site Superintendent | March 2007–September 2007*

- Supervised new addition to the U.S. Coast Guard Station in Alexandria Bay.
- Completed the project three weeks ahead of schedule, ensuring the quality and safety of operations.

**Lawman Heating & Cooling, Inc.** – Sackets Harbor, NY  
*Plumber/Pipefitter* | 2006–2007

- Installed plumbing systems for 25 Aviation Brigade barracks at Fort Drum, NY.
- Presided over water testing and chlorination for potable water.

**Pemco** – Great Bend, NY  
*Commercial Plumber & Electrician* | 2004–2006

- Installed bath facilities and constructed storage buildings, along with electrical systems for Battalion HQ.

**Empire Northeast** – Gouverneur, NY  
*Project Manager/Commercial Plumber* | 2001–2004

- Managed plumbing installation for various commercial projects, including ADA compliance and fire hydrant replacement.

**Beneco Enterprises** – Fort Drum, NY  
*Quality Control Inspector* | 1999–2001

- Oversaw contract quality and ensured safe installation of generators and boilers for residential housing.

**Lawman Heating & Cooling, Inc.** – Sackets Harbor, NY  
*Plumber/Pipefitter* | February 1999–September 1999

- Installed boilers and piping systems at Fort Bragg and Fort Drum.

**Watertown Housing Authority** – Watertown, NY  
*Maintenance Supervisor* | 1993–1999

- Managed maintenance for 100 low-income housing units, overseeing a team of five workers.
- Refurbished plumbing stations and coordinated material procurement.

---

## SKILLS

- Project Management
- Construction Coordination
- Quality Control & Inspection
- Safety Compliance
- Team Leadership & Supervision
- Plumbing & Pipefitting
- HVAC Systems

- Electrical Systems
- Material Procurement

# Kristi Dippel

---

## Work Experience

### *Fourth Coast Inc.*

2023 to present

- Coordination of funding for municipal infrastructure projects, to include funding research, development of applications and administration
- Partial List of Current & Recent Awards:
  - Village of Dexter WTP Disinfection Project, \$ 1 million NYS DEC WQIP funding
  - Town of Clayton, Depauville WTP Disinfection Project, \$842,485 NYS DEC WQIP funding

### *Clayton Improvement Association, Ltd, Executive Director*

2013 to present

- Responsible for overall operations of non-profit rural preservation company representing ten townships in northern Jefferson county, as the organization works to achieve its mission
- Partial List of Current & Recent Projects:
  - Mixed-use Building Redevelopment, LaFargeville, NY – renovation of 9,240 sf building; \$2.3 million received in grant funding to date from Northern Border Regional Commission, Restore NY, NYS Main Street Stabilization and National Grid Main Street program. Construction to begin in spring 2024
  - NYS Small Rental Development Initiative (SRDI) \$1.2 million rehab of French Bay Cottages
  - NYS Affordable Housing Corporation and North Country HOME Consortium Owner Occupied Home Rehabilitation program to complete home improvements (On-going programs)
  - Samaritan Medical Clinic Expansion Project: interior and exterior expansion of the medical clinic

### *Clayton Local Development Corporation, Executive Director*

2008 to present

- Manage and advance economic and community development initiatives for the Town and Village of Clayton with multiple local, state and federal agencies.
- Responsible for funding applications and grant administration
- Partial List of Current & Recent Projects:
  - NYS Empire State Development: \$1 million funding for the Village of Clayton Historic District Infrastructure Development Project: TPC \$10 million
  - USDA Rural Business Enterprise Grant: \$85,000 to assist of local farm brewery
  - NYS Department of Transportation \$1.3 million for construction of Riverwalk Phase 3
  - NYS Depart of State \$750,000 to construct Riverwalk Phase 1 & 2, redevelop Frink Park
  - NYS Empire State Development & Northern Board Regional Commission: \$3 million for the construction of the 1000 Islands Harbor Hotel; Total Project Cost: \$23 million
  - US Fish & Wildlife: \$1.7 Boating Infrastructure Grant to construct transient docking
  - NYS ESD Restore NY, \$900,000 towards to reconstruction of the Clayton Yacht House

**Education**

Masters of Business Administration • Campbell University • 2005

Curriculum focused on developing strong analytical and decision-making skills along with problem solving capabilities to be utilized in business environments.

BA of Policy Studies (Public Affairs) • Syracuse University • 1995

Program concentrated on skills in social science research, computer applications, interpersonal relations, planning management and problem solving; coursework was designed to learn and evaluate the factors shaping public policy issues.





# ST LAWRENCE ENGINEERING DPC

---

745 GRAVES STREET, CLAYTON NEW YORK 13624  
315/783.6384 • 315/408.7443  
[www.fourthcoast.com](http://www.fourthcoast.com) - [www.stlawrenceengineering.com](http://www.stlawrenceengineering.com)

## **Nichole Jobson** Project Manager

### **Education**

SUNY Delhi

• *Associate of Science – Architectural Technology, 2002*

### **Registration/ Certification**

International Ground Source Heat Pump Association Accredited Installer

### **Experience**

(October 2013 – present) Project Manager at Fourth Coast, Inc. Current responsibilities include Project Management assisting with report preparation, agency review and coordination, and funding, Inspection services for multiple municipal and commercial projects.

(September 2004 – October 2013) Specification Writer / CAD Operator / Asbestos Designer at Bernier, Carr & Associates (BCA). Responsibilities included writing technical descriptions, specifying materials, preparing drawings for construction activities, and planning the remediation methods to be utilized on an asbestos project.





**J** **P**iper Consulting, LLC

March 3, 2025

Town of Clayton  
Attn: Tim Doney, Supervisor  
PO Box 379  
405 Riverside Drive  
Clayton, NY 13624  
Email: support@townofclayton.com

**Subject:** Proposal for Project Administration Services – Depauville Sewer District Improvements Project

Dear Supervisor Doney,  
My name is Jennifer Hartsig, owner of J Piper Consulting, LLC. In response to the Town of Clayton's Request for professional service firms, please accept this Proposal for Project Administration Services for the Depauville Sewer District Improvements Project. My business brings extensive experience in NYS contract administration, compliance requirements, and a commitment to highly customized, efficient project execution.

Thank you for considering,

Jennifer P. Hartsig  
Owner  
J Piper Consulting, LLC  
1960 State Route 28, Thendara, NY 13472  
315-247-4924  
jennifer@jpiperconsulting.com

---

P.O. Box 284, Thendara, NY 13472





# JP Piper Consulting, LLC

## Proposal for Project Administration Services for the Depauville Sewer District Improvements Project

March 3, 2025

### ***Firm Background and Qualifications:***

J Piper Consulting LLC has been helping clients with all aspects of project management since 2010. From project planning and research, to grant writing, administration and evaluation, J Piper Consulting provides clients with highly tailored, professional services to get the job done right according to your project's needs. Based in the Adirondacks and working across the Northern Forest, J Piper Consulting specializes in helping rural municipalities, small businesses and organizations reach their goals, on time and on budget.

J Piper Consulting is a Certified NYS Women owned enterprise and has extensive experience in working with rural municipalities on complex infrastructure projects.

### ***Project Approach:***

My firm employs a customized approach to working with each client. Rural municipalities face large infrastructure projects with complicated compliance requirements, spanning multiple state agencies, often while only employing part time staff and elected officials. With J Piper Consulting, LLC, you are able to have professional, experienced support on an as-needed basis to manage stakeholder communication, coordination between agencies and required reporting. I am able to customize services according to the needs of your staff, project scope and Agency reporting requirements. As a Certified Woman Owned Enterprise, my company's services will count towards your project's compliance goals.

I pride myself on being responsive, professional and working well across stakeholder groups: Municipal Officials & your constituents, contracted professionals, State Agency representatives, and others. My services can ensure complex infrastructure projects stay on track despite the required regulatory and reporting tasks that are often tedious and time consuming. I stay abreast of funding cycles and programmatic changes across State agencies that affect your community and project.

### ***NYS Agency Experience:***

J Piper Consulting, LLC has proven experience assisting municipalities work with a wide variety of NYS Agencies and funding programs. I have helped communities manage project planning, reporting and other administrative requirements for waste water infrastructure, transportation, planning and environmental projects. I have direct experience with administrative and reporting requirements for the following NYS Agencies/programs & have highlighted the waste water funding, specifically:





# JP Piper Consulting, LLC

## *NYS Agency Experience, continued:*

- NYS Department of Environmental Conservation: WQIP, planning grants
- Environmental Facilities Corporation: WIIA; CWSRF & IUP listing
- NYS Department of State
- NYS Department of Transportation
- NYS Energy Research Development Agency
- NYS Department of Homeland Security and Emergency Services
- NYS Education Department
- NYS Office of Parks, Recreation & Historic Preservation
- Adirondack Park Agency
- NYS Homes and Community Renewal -CDBG
- NYS Department of Labor
- NYS Canal Corporation
- NYS Thruway Authority

## ***Depauville Sewer District Improvements Project***

J Piper Consulting will provide a customized approach to The Town of Clayton's project administration needs. I will work with municipal officials and staff to structure the level of support needed for the Depauville Sewer District Improvements Project, and design a plan that meets the project goals—scope of work, budget, timeline and compliance needs.

J Piper Consulting, LLC charges an hourly rate of \$120/hour on an as needed basis. Scope would include work related to:

- **Regulatory Compliance:** Preparing and is submitting all reporting in accordance with funding agency requirements, including that required in working with the NYS Department of Environmental Conservation, Environmental Facilities Corporation and Housing Trust Fund Corporation/NYS CDBG guidelines.
- **Project Tracking & Reporting:** Maintaining meticulous records on project progress, expenditures, and providing timely updates to the Town and funding agencies.
- **Coordination & Communication:** Working closely with the Town, the involved agencies and contracted professionals to facilitate the submission of payment requests, closeout reports, and support audits or reviews.
- **Timely Execution:** Aligning the work schedule to fit with the Town and State Agency timelines to ensure project completion within the specified deadlines.





# J Piper Consulting, LLC

## References:

Below are three references from recent, relevant projects:

**Town of Forestport** – various infrastructure projects

Contact: Supervisor Harold (TJ) Entwistle

Phone: 315-272-2890 (office); 315-796-5590 (personal mobile)

Email: [Supervisor@TownofForestport.gov](mailto:Supervisor@TownofForestport.gov)

**Town of Remsen** – various project planning, administration, reporting

Contact: Supervisor Tom McDonald

Phone: 315-831-5558

Email: [remsensupervisor@roadrunner.com](mailto:remsensupervisor@roadrunner.com)

**Dodson & Associate Consulting Engineers, PLLC**

Contact: Jack Dodson, PE Principal, Dodson & Associate

Phone: 518-382-5842 ext 21

Email: [cjdodsonpe@dodsonandassociate.com](mailto:cjdodsonpe@dodsonandassociate.com)

## Commitment to MBE/WBE

Since 2014, J Piper Consulting, LLC has maintained Certification as a NYS Women Owned Business Enterprises in project management and administration services. The most recent recertification was approved in February 2025, and will carry through 2030.

J Piper Consulting, LLC is enthusiastic about the opportunity to support the Town of Clayton in successfully administering the Depauville Sewer District Improvements Project. I look forward to the possibility of working together to ensure compliance, efficiency, and project success.

If you require any additional information or clarification, please feel free to contact me at 315-247-4924 or [jennifer@jpiperconsulting.com](mailto:jennifer@jpiperconsulting.com).





# ST LAWRENCE ENGINEERING DPC

745 GRAVES STREET, CLAYTON NEW YORK 13624  
315/783.6384 · 315/408.7443  
www.fourthcoast.com - www.stlawrenceengineering.com

10 March 2025

**Town of Clayton**  
Attn: Tim Doney, Supervisor  
PO Box 62  
405 Riverside Drive  
Clayton, NY 13624

Re: **Request for Engineering Services – Depauville Sewer District Improvements Project**

Dear Supervisor Doney, and Town Board:

St. Lawrence Engineering is pleased to submit our qualifications in response to the Town of Clayton's Request for Qualifications (RFQ) for professional engineering services for the implementation of a disinfection system at the wastewater treatment plant (WWTP) serving the Hamlet of Depauville. Our team brings extensive expertise in wastewater treatment, disinfection systems, and regulatory compliance, aligning closely with the goals and requirements outlined in the RFQ. Our capabilities and dedication to the Town of Clayton are summarized as follows:

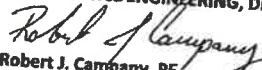
- We have extensive experience with Depauville's infrastructure, including the wastewater treatment plant. I was the original designer and construction manager of the system, and have been involved in operation and maintenance of the facility since its construction.
- Our office in Clayton, NY, enables us to work where we live, offering the Village direct access to our team and ensuring responsive, timely customer service.
- We possess significant experience addressing municipal infrastructure needs, including infrastructure design, funding strategies, and environmental assessments.
- We have a long, successful history working with funding agencies, including NYS EFC, HUD, and USDA.

St. Lawrence Engineering works with Fourth Coast Inc on numerous project components, to Fourth Coast Inc., a certified Women-Owned Business that enhances our projects providing funding administration, environmental reviews, project monitoring, and survey.

St. Lawrence Engineering is grateful for the opportunity to partner with the Town of Clayton on this important project. We are confident that our qualifications, experience, and commitment to excellence will contribute to the successful implementation of the WWTP disinfection project. We appreciate your consideration and look forward to the opportunity to further discuss our approach and qualifications. Should you require additional information, please do not hesitate to contact us at 315.783.6384 or via email at [rlc@stlawrenceengineering.com](mailto:rlc@stlawrenceengineering.com).

Sincerely,

ST. LAWRENCE ENGINEERING, DPC

  
Robert J. Company, PE

## Statement of Qualifications (SOQ)

### 1. Firm Qualifications and Licensing

St. Lawrence Engineering, DPC, is a licensed engineering firm in the State of New York (Professional Corporation Number 101844). Our firm comprises a team of highly qualified and experienced engineering professionals dedicated to delivering practical solutions to engineering challenges. From project inception to funding, construction, startup, operation, and maintenance, we provide comprehensive services.

Our firm has decades of experience in wastewater collection and treatment, having successfully executed projects for numerous Towns and Villages in Jefferson, Lewis, and St. Lawrence Counties. Additionally, we have a strong working relationship with the multiple funding agencies, including significant experience navigating their funding and technical requirements.

Mr. Robert Campany has served as an engineer for multiple municipalities over the past 30 years, collecting extensive knowledge of wastewater treatment facilities. His expertise includes serving as the engineer for the Joint Wastewater Treatment Facilities of the Towns of Clayton, Orleans, and Alexandria, Thousand Islands Park Sewage Treatment Plant, Village of Evans Mills Sewage Treatment Plant, Village of Waddington, and Village of Dexter Wastewater Treatment Plant just to name a few.

Our firm with extensive experience in wastewater treatment facility design, construction administration, and compliance with SPDES permit modifications. Our team includes licensed Professional Engineers (PEs) and specialists in wastewater treatment, electrical engineering, and project management.

To meet MWBE goals, we often collaborate with Fourth Coast Inc., an NYS-certified women business enterprise (WBE), for contract administration, environmental compliance, project monitoring, and survey.

### 2. Understanding of and Approach to the Project

The implementation of a disinfection system at the Depauville WWTP is a critical step in ensuring compliance with SPDES permit modifications and improving water quality. Our approach includes:

- A thorough review of the Preliminary Engineering Report completed by St. Lawrence Engineering.
- Evaluating alternative disinfection methods (e.g., UV disinfection, chlorination/dichlorination) to select the most effective and cost-efficient solution.
- Addressing DO compliance through process optimization and aeration enhancements.
- Coordinating all necessary piping, electrical modifications, and automation to ensure a fully operational system.
- Implementing best practices for manhole rehabilitation and collection system improvements.

### 3. Technical Capability and Relevant Experience

- **Village of Evans Mills – Wastewater Treatment Plant Disinfection**
-



- Contact: Robert Boucher, Mayor
- Phone: 315.408.6960
- Email: rmboucher@outlook.com
- **Town of Orleans – LaFargeville Sewage Treatment Facility Disinfection**
  - Contact: Kevin Rarick, Supervisor
  - Phone: 315.778.7550
  - Email: orleanssuper@aol.com
- **Village of Dexter - Sewage Treatment Facility Disinfection**
  - Contact: Jim Eves, Mayor
  - Phone: 315.778.8132
  - Email: mayordexter@villageofdexterny.com

#### **4. Project Team and Key Personnel**

Project Leadership Mr. Robert Company will lead the evaluation of the sewer district, reporting directly to the Supervisor and Town Board. Our locally based team in Clayton, NY, is readily available to ensure timely and effective project management.

##### **Team Members**

- **Dan Bernat, PE** – Specialist in system design, including civil, mechanical and electrical.
- **Robert Schrader, PE** – Expert in system design and constructability and cost estimating
- **Nichole Jobson** – Expert in project management and funding agency coordination

Key licensed engineers include:

- **Robert J. Company, PE** – Licensed since 1992 (License #068800).
- **Robert L. Schrader, PE** – Licensed since 1978 (License #055717).
- **Dan Bernat, PE** – Licensed since 2013 (License #093217).

#### **5. Project Management and Cost Control**

We employ a structured project management approach to ensure timely and cost-effective project execution, including:

- Project management will be executed directly by Robert Company and Nichole Jobson, both providing exceptional knowledge of the project and access to Town personnel for the duration of the project.

- Regular project progress meetings with stakeholders. We are located only 3 minutes for the Town Offices and only 10 minutes from the project site to provide the most efficient and cost-effective project execution possible.
- A detailed cost-tracking system to maintain budget control. We monitor and approve all requests for payment and project progress to maintain the project budget. Our cost management starts early in the process, with detailed cost estimates, constructability reviews, and discussions with contractors and suppliers during the design to minimize the potential for cost increases.
- A comprehensive quality assurance/quality control (QA/QC) program requiring internal review of design documents, and “boots on the ground” on site project management during construction to assure the project is executed in accordance with the specifications, but also managing any changes that may be required.

#### **6. Experience with Regulatory Compliance and Funding Programs**

Our firm has successfully worked with NYSEFC, NYS DEC, and other funding agencies for dozens of projects in the St. Lawrence River Valley. We have extensive experience securing funding and navigating regulatory approvals for wastewater infrastructure projects. Assisting the Town’s fiscal advisor is also a critical component in securing timely reimbursement of funds during project execution.

#### **7. MBE/WBE and Section 3 Participation**

We are committed to diversity and inclusion in our projects and actively engage Minority and Women-Owned Business Enterprises (MWBE) and Section 3 Businesses in our engineering and construction services. Nichole Jobson is critical in coordinating all aspects of project management and funding agency coordination.

#### **8. References**

We provide the following references for similar projects completed in the last three years:

##### **Town of Orleans**

Contact: Kevin Rarick, Supervisor  
Phone: 315.778.7550  
Email: [orleanssuper@aol.com](mailto:orleanssuper@aol.com)

##### **Town of Alexandria**

Contact: Brent Sweet, Supervisor  
Phone: 315.778.5665  
Email: [brenthsweet@gmail.com](mailto:brenthsweet@gmail.com)

##### **Village of Waddington**

Contact: Michael Zagobelny, Mayor  
Phone: 315.244.5233  
Email: [waddmayor@waddingtonvillage.com](mailto:waddmayor@waddingtonvillage.com)

##### **Village of Dexter**

Contact: Jim Eves, Mayor

Request for Engineering – Town of Clayton – Depauville Sewer District Improvements  
10 March 2025

---

Phone: 315.639.6260

Email: [mayordexter@villageofdexterny.com](mailto:mayordexter@villageofdexterny.com)

#### **9. Insurance Coverage**

Enclosed, please find a certificate of insurance verifying our coverage as required by the RFQ.

#### **Attachments:**

Resumes of Key Personnel

Professional Engineer License Certificate

Insurance Certificate



# ST LAWRENCE ENGINEERING DPC

745 GRAVFS STREFT, CLAYTON NEW YORK 13624  
315/783.6384 · 315/408.7443  
www.fourthcoast.com www.stlawrenceengineering.com

## Robert J. Campany P.E.

315/783.6384

[rlc@stlawrenceengineering.com](mailto:rlc@stlawrenceengineering.com)

[rlc@fourthcoast.com](mailto:rlc@fourthcoast.com)

### **EDUCATION**

Syracuse University/SUNY College of Environmental Science and Forestry  
**BS Resource and Environmental Engineering** 1985

Mohawk Valley Community College, Utica NY  
**Engineering Science** 1983

**New York State Licensed Professional Engineer 068800** 1995

### **PROFESSIONAL EXPERIENCE**

**ST. LAWRENCE ENGINEERING DPC - PRESIDENT** 2013-PRESENT

Formed St. Lawrence Engineering DPC in 2013 to provide Civil, Environmental, Mechanical, and Electrical Engineering services to municipalities and private clients in upstate New York. Projects include public and private renewable energy systems, water and wastewater infrastructure, waterfront structures and docking facilities, and municipal buildings ranging from office to public works facilities in Northern New York State. Project size up to \$30 million. Responsible for all aspects of project design, bidding, and construction phases.

**FOURTH COAST INC. Project Manager/Designer** 2009-PRESENT

Responsible for evaluating technical feasibility, designing and estimating costs of renewable energy systems for clients, including full system design and construction management. Responsible for project development of public infrastructure projects, including environmental permitting, archeological screening, scope development and budgeting.

**BERNIER CARR AND ASSOCIATES PC - Managing Partner** 1988-2009

Responsible for all aspects of engineering for mid-sized engineering firm located in Watertown NY (150 employees). Projects included municipal and educational projects ranging up to \$50 million. Engineering services included Civil, Environmental, Electrical, Structural, and Mechanical Engineering.

### **MEMBERSHIPS AND AFFILIATIONS**

National Society of Professional Engineers past president of Jefferson Chapter  
North American Board of Certified Energy Practitioners (NABCEP)  
NYSERDA Photovoltaic Designer and Installer  
International Ground Source Heat Pump Association

**The University of the State of New York  
Education Department  
Office of the Professions  
REGISTRATION CERTIFICATE  
Do not accept a copy of this certificate**

License Number: 068800-01

Certificate Number: 3285890



CAMPANY ROBERT JOSEPH JR  
17493 BLIND BAY ROAD  
CLAYTON NY 13624-0000

is registered to practice in New York State through 02/29/2028 as a(n)  
**PROFESSIONAL ENGINEER**

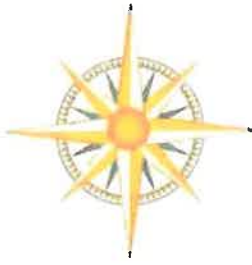
LICENSEE/REGISTRANT

  
EXECUTIVE SECRETARY

  
COMMISSIONER OF EDUCATION

DEPUTY COMMISSIONER  
FOR THE PROFESSIONS

*This document is valid only if it has not expired, name and address are correct, it has not been tampered with and is an original - not a copy. To verify that this registration certificate is valid or for more information please visit [www.op.nysed.gov](http://www.op.nysed.gov).*



# ST LAWRENCE ENGINEERING DPC

---

745 GRAVES STREET CLAYTON NEW YORK 13624  
315/783.6384 · 315/408.7443  
www.fourthcoast.com www.stlawrenceengineering.com

## **Robert L. Schrader, P.E.** Project Engineer/Project Manager

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Education</b>                       | Clarkson University<br><i>Master of Science in Engineering (MSE), 1974</i><br><i>Bachelor of Science in Civil Engineering (BSCE), 1972</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Registration/<br/>Certification</b> | Professional Engineer: New York (License No. 055717)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Responsibilities</b>                | Construction Management Oversight and Inspection<br>Interface between Owner, Engineer, Architect and Contractors<br>Payment Review and Approvals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Experience</b>                      | <p>Current - Project Engineer at St. Lawrence Engineering. Current responsibilities include Design, Management, Oversight, and Inspection of projects. Previous projects include Town of Orleans NYS Route 12 Water District, Town of Clayton NYS Sewer Project District. Village of Dexter WWTP and Collection Upgrades; Town of Orleans LaFargeville Sewer Collection and Treatment Improvements; Town of Alexandria NYS Route 12 Water; Town of Clayton marina project; Opera House roof structural repair project; Opera House roof replacement project and Depauville Library roof replacement project.</p> <p>[2010 – 2013] Provided construction management and inspection services for Bernier, Carr &amp; Associates. Projects included the following:<br/><u>Valley Central School</u>---Reroofing, masonry wall renovation, new ventilation and pool filter equipment for swimming pool facility, on-site sewage treatment facility reconstruction, renovations to high school and four elementary schools, including roofs, bathrooms and entrances.<br/><u>General Brown Central School</u>---Parking lot and bus loop reconstruction, heating system renovations and replacement piping.<br/><u>Gouverneur Central School</u>---High school ACT floor replacement, lead abatement and wall reconstruction in shop areas, classroom cabinet installation, door installation, and required electrical &amp; plumbing modifications.</p> <p>Also inspected and assisted in the design of numerous roofing systems for other school facilities and public structures.</p> <p>Performed inspection services on sewage treatment plants and water pumping facilities.[1979 – 2010] General Manager/Project Engineer for</p> |

a local industrial construction firm specializing in roofing and sheet metal ventilation systems.

Work included roof inspection, current condition determination, recommended corrections, establishment of work scope, estimation of cost, bidding procedures, shop drawings preparation & submittal, material procurement, interface with owners, engineers & architects, developing site safety plans & implementation, the monitoring of construction installation, and the development of schedule of values and payment requisitions.

[1972 – 1979] Field Engineer/Construction Inspector for a former local engineer, Robert E. Witt, P.E. Projects included the following:

Gouverneur Central School---Field investigation for renovation of the high school, middle school and five elementary schools for the 1978 renovation project. Design & drafting work related to various details and plans. Work included parking lot renovation, lighting improvements, boiler replacement, plumbing and heating system replacement, and roof repair work. Acted as the resident inspector during construction and reviewed all payment requests.

Hammond Central School---Acted as the resident inspector on boiler room renovations, parking lot repaving, and auditorium roof deck & roof replacement project.

Also performed field investigation for renovations of existing sewer collection systems and sewage treatment plants in northern New York. Assisted in the development of related design drawings, bid documents and acted as the on-site resident inspector during construction of these system improvements.

Involved with the grant writing, design, bidding and construction of a water storage facility in the Adirondacks.

**Specialized  
Training**

OSHA 10 Construction Training Certificate  
SWPPP Training and Certification

**Professional  
Affiliations**

National Society of Professional Engineers (NSPE)  
American Society of Civil Engineers (ASCE)  
Northern New York Builder's Exchange (Former President)

**Civic/Public  
Affiliations**

Town of Gouverneur Zoning Board of Appeals (Former Chairman)  
Kiwanis Club – Gouverneur (Former Charter member, Former Past President)



*The University of the State of New York  
Education Department  
Office of the Professions  
REGISTRATION CERTIFICATE  
Do not accept a copy of this certificate*

License Number: 055717-01

Certificate Number: 3274973



SCHRADER ROBERT L  
311 NORTH BROAD ST  
PO BOX 697  
SACKETS HARBOR NY 13685-0000

is registered to practice in New York State through 06/30/2028 as a(n)  
PROFESSIONAL ENGINEER

LICENSEE/REGISTRANT

*[Signature]*  
EXECUTIVE SECRETARY

*[Signature]*  
COMMISSIONER OF EDUCATION

*[Signature]*  
DEPUTY COMMISSIONER  
FOR THE PROFESSIONS

*This document is valid only if it has not expired, name and address are correct, it has not been tampered with and is an original - not a copy. To verify that this registration certificate is valid or for more information please visit [www.op.nysed.gov](http://www.op.nysed.gov).*





# ST LAWRENCE ENGINEERING DPC

---

745 GRAVES STREET, CLAYTON NEW YORK 13624  
315/783.6384 • 315/408.7443  
www.fourthcoast.com - www.stlawrenceengineering.com

**Daniel E. Bernat, P.E.**  
Project Engineer

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Education</b>                       | Clarkson University<br><i>Bachelor of Science – Mechanical Engineering, 2009</i><br><br>Jefferson Community College<br><i>Associate of Science – Engineering Science, 2005</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Registration/<br/>Certification</b> | Professional Engineer: New York (License No. 093217)<br><br>International Ground Source Heat Pump Association (IGHSPA) Accredited<br>Installer (Certification ID: 21641-0319)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Experience</b>                      | (January 2019 – present) Project Engineer at St. Lawrence Engineering.<br>Current responsibilities include Management, Oversight, and Inspection of<br>projects, designing HVAC, Plumbing, and Electrical systems in commercial<br>projects as well as design of wastewater systems for communities.<br><br>(May 2009 – January 2019) Mechanical Engineer at Bernier, Carr & Associates<br>(BCA). Responsibilities included Design of Plumbing and HVAC systems, and<br>planning and design of water systems for communities. Design responsibilities<br>included review of regulations and standards, verification of existing<br>conditions, coordination between mechanical, plumbing, electrical, structural,<br>architectural, and sitework trades; layout, design calculations, and contract<br>documents for plumbing systems including sanitary, storm, domestic hot<br>water, propane and natural gas, medical gas and vacuum; layout, design<br>calculations, and contract documents for mechanical systems including<br>building heating loads, equipment selection, duct and pipe sizing for various<br>HVAC systems within residential, commercial and industrial projects;<br>preparation of feasibility study reports, hydraulic loading analysis, design and<br>sizing of distribution systems for various water and wastewater projects.<br>Project management responsibilities included reviewing payment<br>applications, shop drawing review, coordination, and inspection services. |
| <b>Professional<br/>Affiliations</b>   | American Society of Heating, Refrigerating, and Air-Conditioning Engineers<br>(ASHRAE)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**The University of the State of New York  
Education Department  
Office of the Professions  
REGISTRATION CERTIFICATE  
Do not accept a copy of this certificate**

License Number: 093217-01

Certificate Number: 1966386




**BERNAT DANIEL EARL  
12042 JOSLYN RD  
MANNSVILLE**

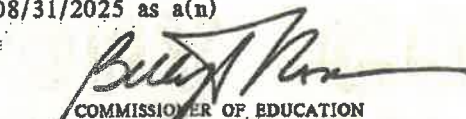
**NY 13661-0000**

is registered to practice in New York State through 08/31/2025 as a(n)  
**PROFESSIONAL ENGINEER**

LICENSEE/REGISTRANT

  
EXECUTIVE SECRETARY

COMMISSIONER OF EDUCATION

  
Sarah A. Benson  
DEPUTY COMMISSIONER  
FOR THE PROFESSIONS

*This document is valid only if it has not expired, name and address are correct; it has not been tampered with and is an original - not a copy. To verify that this registration certificate is valid or for more information please visit [www.op.nysed.gov](http://www.op.nysed.gov).*



# ST LAWRENCE ENGINEERING DPC

---

745 GRAVES STREET, CLAYTON NEW YORK 13624  
315/783.6384 • 315/408.7443  
[www.fourthcoast.com](http://www.fourthcoast.com) - [www.stlawrenceengineering.com](http://www.stlawrenceengineering.com)

**Nichole Jobson**  
Project Manager

**Education**                      SUNY Delhi  
*Associate of Science – Architectural Technology, 2002*

**Registration/  
Certification**                      International Ground Source Heat Pump Association Accredited Installer

**Experience**                      (October 2013 – present) Project Manager at Fourth Coast, Inc. Current responsibilities include Project Management assisting with report preparation, agency review and coordination, and funding, Inspection services for multiple municipal and commercial projects.

(September 2004 – October 2013) Specification Writer / CAD Operator / Asbestos Designer at Bernier, Carr & Associates (BCA). Responsibilities included writing technical descriptions, specifying materials, preparing drawings for construction activities, and planning the remediation methods to be utilized on an asbestos project.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/05/2025

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

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

|                                                                                                                     |                                            |                                                |              |
|---------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------------------------|--------------|
| PRODUCER<br><b>Cerow Agency, Inc.</b><br>221 John Street<br>Clayton, NY 13624                                       | CONTACT NAME: <b>Heather Valadez</b>       | FAX (A/C, No): <b>(315)686-3596</b>            |              |
|                                                                                                                     | PHONE (A/C, No, Ext): <b>(315)686-3111</b> | E-MAIL ADDRESS: <b>heather@cerowagency.com</b> |              |
| INSURED<br><b>St Lawrence Engineering DPC</b><br><b>Robert J Company</b><br>745 Graves St<br>Clayton, NY 13624-1503 | INSURER(S) AFFORDING COVERAGE              |                                                | NAIC #       |
|                                                                                                                     | INSURER A:                                 | <b>Preferred Mutual Insurance Co</b>           | <b>15024</b> |
|                                                                                                                     | INSURER B:                                 | <b>Selective Ins Co of America</b>             | <b>12572</b> |
|                                                                                                                     | INSURER C:                                 | <b>Everest National Insurance Company</b>      | <b>10120</b> |
|                                                                                                                     | INSURER D:                                 |                                                |              |
|                                                                                                                     | INSURER E:                                 |                                                |              |

COVERAGES      CERTIFICATE NUMBER: 00074001-0      REVISION NUMBER: 1

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

| INSR LTR | TYPE OF INSURANCE                                                                                                                                                                                                                                                                                                  | ADDL SUBR INSD WVD | POLICY NUMBER  | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS                                                                                                                                                                                                                                                                                   |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------|-------------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A        | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY<br><input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><br>GEN'L AGGREGATE LIMIT APPLIES PER:<br><input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC<br>OTHER: | Y Y                | BOP0100745179  | 08/05/2024              | 08/05/2025              | EACH OCCURRENCE \$ <b>2,000,000</b><br>DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>50,000</b><br>MED EXP (Any one person) \$ <b>10,000</b><br>PERSONAL & ADV INJURY \$ <b>2,000,000</b><br>GENERAL AGGREGATE \$ <b>4,000,000</b><br>PRODUCTS - COMP/OP AGG \$ <b>4,000,000</b><br>\$ |
| A        | AUTOMOBILE LIABILITY<br><input type="checkbox"/> ANY AUTO<br><input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY<br><input type="checkbox"/> HIRED AUTOS ONLY                                                                                                  |                    | PCA0100727941  | 08/05/2024              | 08/05/2025              | COMBINED SINGLE LIMIT (Ea accident) \$ <b>1,000,000</b><br>BODILY INJURY (Per person) \$<br>BODILY INJURY (Per accident) \$<br>PROPERTY DAMAGE (Per accident) \$<br>\$                                                                                                                   |
|          | <input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR<br><input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE<br>DED   RETENTION \$                                                                                                                                           |                    |                |                         |                         | EACH OCCURRENCE \$<br>AGGREGATE \$<br>\$                                                                                                                                                                                                                                                 |
| B        | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY<br>ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> N<br>If yes, describe under DESCRIPTION OF OPERATIONS below                                                                                       | Y/N N/A            | WC 9056566     | 05/17/2024              | 05/17/2025              | PER STATUTE OTH-ER<br>E.L. EACH ACCIDENT \$ <b>100,000</b><br>E.L. DISEASE - EA EMPLOYEE \$ <b>100,000</b><br>E.L. DISEASE - POLICY LIMIT \$ <b>500,000</b>                                                                                                                              |
| C        |                                                                                                                                                                                                                                                                                                                    |                    | AAEP000386-231 | 06/04/2024              | 06/04/2025              | Professional Liabil <b>2,000,000</b>                                                                                                                                                                                                                                                     |

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

Town of Clayton is named as an additional insured with primary/noncontributory coverage to include a waiver of subrogation as per written contract requirements per conditions of policy forms attached. BP 96 50 05 17; BP 95 23 01 06; BP 04 97 01 06

## CERTIFICATE HOLDER

Town of Clayton  
405 Riverside Dr.  
Clayton, NY 13624

## CANCELLATION

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

AUTHORIZED REPRESENTATIVE

(HNV)

© 1988-2015 ACORD CORPORATION. All rights reserved.

**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

**WAIVER OF TRANSFER OF RIGHTS OF RECOVERY  
AGAINST OTHERS TO US**

This endorsement modifies insurance provided under the following:

**BUSINESSOWNERS COVERAGE FORM**

**SCHEDULE**

|                                                                                                        |
|--------------------------------------------------------------------------------------------------------|
| <b>Name Of Person Or Organization:</b>                                                                 |
| As required by written contract with the named insured.                                                |
| Information required to complete this Schedule, if not shown above, will be shown in the Declarations. |

Paragraph **K. Transfer Of Rights Of Recovery Against Others To Us** in **Section III – Common Policy Conditions** is amended by the addition of the following:

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

c. We will not pay for loss or damage caused by or resulting from:

- (1) Wear and tear;
- (2) Hidden or latent defect;
- (3) Rust;
- (4) Corrosion; or
- (5) Mechanical breakdown.

d. The most we will pay for loss or damage in any one occurrence is \$5,000, or an additional \$5,000 in excess of the Limit of Insurance for Outdoor Signs shown in the Declarations.

e. The provisions of this Optional Coverage supersede all other references to outdoor signs in this policy, including, but not limited to, **C. Limits of Insurance, 2.**

## **2. Money And Securities**

The following is added to Item **G.2.c.(1)**:

The most we will pay for loss or damage in any one occurrence is \$10,000, or an additional \$10,000 in excess of the limit shown in the Declarations.

The following is added to Item **G.2.c.(2)**:

The most we will pay for loss or damage in any one occurrence is \$10,000, or an additional \$10,000 in excess of the limit shown in the Declarations.

## **3. Employee Dishonesty**

The following is added to Item **G.3.c.:**

The most we will pay for loss or damage in any one occurrence is \$25,000, or an additional \$25,000 in excess of the Limit of Insurance shown in the Declarations.

The following changes apply to **Section II – Liability**:

### **A. Who Is An Insured**

The following is added to Item **C.2.**

**Section II – Who Is An Insured** is amended to include as an additional insured any person(s) or organization(s) with whom you agreed in a written contract, written agreement or permit to provide insurance as afforded under this Coverage Part, but only with respect to liability for “bodily injury,” “property damage” or “personal and advertising injury” caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

The insurance provided the additional insured is limited as follows:

- 1. The person or organization is only an additional insured with respect to liability:**
  - a.** In connection with premises you own, rent, lease or occupy;
  - b.** In the maintenance, operations or use of equipment leased to you by such person(s) or organization(s);
  - c.** In connection with liability as mortgagee, assignee, or receiver and arising out of the ownership, maintenance, or use of the premises by you;
  - d.** In connection with liability as grantor of a franchise to you; or
  - e.** In connection with operations performed by you or on your behalf for which the state or governmental agency or subdivision or political subdivision has issued a permit or authorization.
  
- 2. The insurance provided to the additional insured herein is limited. In addition to the limitations and exclusions within the Coverage Form, this insurance does not apply:**
  - a. Unless:**
    - (i)** The written contract, written agreement or permit is currently in effect or becomes effective during the term of this policy; and
    - (ii)** The written contract, written agreement was executed or permit was issued prior to the "bodily injury", "property damage", or "personal and advertising injury".
  - b. To any:**
    - (i)** Lessor of equipment if the "occurrence" takes place after the equipment lease expires; or
    - (ii)** Managers or lessors of premises if the "occurrence" takes place after you cease to be a tenant in the premises.
  - c. For any manager or lessor of premises and mortgagee, assignee, or receiver for:**
    - (i)** "Bodily injury", "property damage", "personal and advertising injury" arising out of structural alterations, new construction or demolition operations performed by or on behalf of the person(s) or organization(s) with whom you have a written contract or written agreement.
  - d. For any permits or authorizations granted for:**
    - (i)** "Bodily injury", "property damage", "personal and advertising injury" arising out of operations performed for the federal government, state or municipality; or
    - (ii)** "Bodily injury" or "property damage" included within the "products-completed operations hazard".

**3.** Limits of Insurance applicable to the additional insured are those specified in the contract, agreement or permit or in the Declarations of this policy, whichever is less, and fix the most we will pay regardless of the number of:

- a.** Insureds;
- b.** Claims made or "suits" brought; or
- c.** Persons or organizations making claims or bringing "suits".

These Limits of Insurance are inclusive of and not in addition to the Limits of Insurance shown in the Declaration.

**B. Damage To Premises Rented To You**

The following is added to Item **D.3**:

We will increase the Damage To Premises Rented To You Limit shown in the Declaration by an additional \$300,000.



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

## **PRIMARY AND NON-CONTRIBUTORY COVERAGE**

This endorsement modifies insurance provided under the following:

### **BUSINESSOWNERS COVERAGE FORM**

The following is added to **SECTION II – LIABILITY, H. Other Insurance**:

With respect to any Additional Insured on the policy, this insurance is considered to be primary or primary and non-contributory with the insurance issued directly to additional protected persons if:

1. Your contract specifically requires that we consider this insurance to be primary or primary and non-contributory; or
2. You request before a loss that we consider this insurance to be primary or primary and non-contributory insurance.



Mariah LaClair <mclair@townofclayton.com>

---

## Fwd: 20.11-2-12.51 and 12.55

1 message

---

Alexander Marchenkoff <assessor@townofclayton.com>

Tue, Mar 4, 2025 at 11:46 AM

To: Mariah LaClair <mclair@townofclayton.com>, Savarah Wright <swright@townofclayton.com>

----- Forwarded message -----

From: Theresa Marzano <tmarzano@jeffersoncountyny.gov>

Date: Tue, Mar 4, 2025 at 11:18 AM

Subject: 20.11-2-12.51 and 12.55

To: Alexander Marchenkoff <Assessor@townofclayton.com>, Danielle Cummings <dcummings@jeffersoncountyny.gov>,

Alex Burke <aburke@jeffersoncountyny.gov>

Cc: Melissa VanBrocklin <melissav@jeffersoncountyny.gov>

Good Morning,

Ellen Steifel called this morning. She sold part of her property in February 2024. The Tax Bills for Town and County 2025 were created correctly. Ellen kept some land and sold the Beauty Shop. The attached Sewer district move taxes show the Town put the entire amount onto 12.51. Please find attached the tax bills, the email form Clayton, the Sewer District file sent by the Town and the TCS snapshot showing both parcels paid the taxes.

Ellen Steifel feels she should not be subjected to the total amount of sewer amount on her bill. She feels that the Beauty Shop should pay the majority. She would like a refund.

Regards,

Theresa M Marzano  
Secretary  
Real Property Tax Services  
175 Arsenal Street, 3rd Fl  
Watertown, NY 13601  
Phone - 315-785-3074  
Fax - 315-785-3377

----- Forwarded message -----

From: <copier@jeffersoncountyny.gov>

Date: Tue, Mar 4, 2025 at 11:10 AM

Subject: Send data from MFP15617473 03/04/2025 11:10

To: Theresa Marzano <tmarzano@jeffersoncountyny.gov>

Scanned from MFP15617473

Date:03/04/2025 11:10

Pages:5

Resolution:300x300 DPI

---

Alexander W. Marchenkoff, Assessor

Town of Clayton

PO Box 379

405 Riverside Drive

Clayton, NY 13624

Phone: 315-686-3512, option 2

**NOT FINAL**

**Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024**

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Authorization**

Article 3, Section 30 of the General Municipal Law

1. \*\*\*Every Municipal Corporation\*\*\* shall annually make a report of its financial condition to the Comptroller. Such report shall be made by the Chief Fiscal Officer of such Municipal Corporation\*\*\*
5. All reports shall be certified by the officer making the same and shall be filed with the Comptroller\*\*\* it shall be the duty of the incumbent officer at the time such reports are required to be filed with the Comptroller to file such report\*\*\*

**Certification Statement**

I, \*\*\* No certify event recorded \*\*\* , hereby certify that I am the Chief Financial Officer of the Town of Clayton, and that the information provided in the Annual Financial Report of the Town of Clayton for the fiscal year ended 12/31/2024, is true and correct to the best of my knowledge and belief.

NOT FINAL

# Table of contents

|                                                    |    |
|----------------------------------------------------|----|
| Financial Statements                               | 1  |
| A - General                                        | 2  |
| B - General Town-Outside Village                   | 21 |
| CM - Miscellaneous Special Revenue                 | 31 |
| DA - Highway Town-wide                             | 36 |
| DB - Highway Part-town                             | 45 |
| H - Capital Projects                               | 53 |
| SL - Special District(s) Lighting                  | 59 |
| SS - Special District(s) Sewer                     | 64 |
| TE - Private Purpose Trust                         | 73 |
| K - Schedule of Non-Current Government Assets      | 78 |
| W - Schedule of Non-Current Government Liabilities | 79 |
| Supplemental Schedules                             | 80 |
| Statement of Indebtedness                          | 81 |
| Bond Repayment                                     | 83 |
| Bank Reconciliation                                | 85 |
| Employee and Retiree Benefits                      | 87 |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Financial Statements**

Financial information for the following funds and accounts groups are included in the Annual Financial Report filed by your government for the fiscal year ended 2024 and has been used by the OSC as the basis for preparing this Annual Financial Report for the fiscal year ended 2024:

List of funds being used

- A - General
- B - General Town-Outside Village
- CM - Miscellaneous Special Revenue
- DA - Highway Town-wide
- DB - Highway Part-town
- H - Capital Projects
- SL - Special District(s) Lighting
- SS - Special District(s) Sewer
- TE - Private Purpose Trust
- K - Schedule of Non-Current Government Assets
- W - Schedule of Non-Current Government Liabilities

All amounts included in this Annual Financial Report for 2024 represent data filed by your government with OSC as reviewed and adjusted where necessary.

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Balance Sheet**

|                                                       | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|-------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Assets and Deferred Outflows</b>                   |                       |                       |                       |
| <b>Assets</b>                                         |                       |                       |                       |
| <b>Cash and Cash Equivalents</b>                      |                       |                       |                       |
| 200 - Cash                                            | \$3,215,983.00        | \$1,976,763.00        | \$2,316,859.00        |
| 201 - Cash In Time Deposits                           | \$197,365.00          | \$324,909.00          | \$196,965.00          |
| 210 - Petty Cash                                      | \$300.00              | \$300.00              | \$300.00              |
| <b>Total for Cash and Cash Equivalents</b>            | <b>\$3,413,648.00</b> | <b>\$2,301,972.00</b> | <b>\$2,514,124.00</b> |
| <b>Restricted Cash and Cash Equivalents</b>           |                       |                       |                       |
| 230 - Cash Special Reserves                           | \$155,408.00          | \$142,765.00          | \$234,237.00          |
| <b>Total for Restricted Cash and Cash Equivalents</b> | <b>\$155,408.00</b>   | <b>\$142,765.00</b>   | <b>\$234,237.00</b>   |
| <b>Net Other Receivables</b>                          |                       |                       |                       |
| 454 - Leases Receivable                               | \$40,000.00           | \$55,000.00           | \$65,000.00           |
| <b>Total for Net Other Receivables</b>                | <b>\$40,000.00</b>    | <b>\$55,000.00</b>    | <b>\$65,000.00</b>    |
| <b>Due From</b>                                       |                       |                       |                       |
| 391 - Due From Other Funds                            | \$998,140.00          | \$1,256,911.00        | -                     |
| <b>Total for Due From</b>                             | <b>\$998,140.00</b>   | <b>\$1,256,911.00</b> | <b>\$0.00</b>         |
| <b>Other Assets</b>                                   |                       |                       |                       |
| 480 - Prepaid Expenses                                | \$1,567.00            | \$20.00               | \$20.00               |
| <b>Total for Other Assets</b>                         | <b>\$1,567.00</b>     | <b>\$20.00</b>        | <b>\$20.00</b>        |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
 Balance Sheet**

|                                               | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|-----------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Total for Assets</b>                       | <b>\$4,608,763.00</b> | <b>\$3,756,668.00</b> | <b>\$2,813,381.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$4,608,763.00</b> | <b>\$3,756,668.00</b> | <b>\$2,813,381.00</b> |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Balance Sheet**

|                                                        | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|--------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b> |                     |                     |                     |
| <b>Deferred Inflows</b>                                |                     |                     |                     |
| <b>Deferred Inflows of Resources</b>                   |                     |                     |                     |
| 691 - Deferred Inflow Of Resources<br>Leases           | \$40,000.00         | \$55,000.00         | \$65,000.00         |
| <b>Total for Deferred Inflows of Resources</b>         | <b>\$40,000.00</b>  | <b>\$55,000.00</b>  | <b>\$65,000.00</b>  |
| <b>Total for Deferred Inflows</b>                      | <b>\$40,000.00</b>  | <b>\$55,000.00</b>  | <b>\$65,000.00</b>  |
| <b>Fund Balance</b>                                    |                     |                     |                     |
| <b>Nonspendable Fund Balance</b>                       |                     |                     |                     |
| 806 - Not In Spendable Form                            | \$1,567.00          | \$20.00             | \$20.00             |
| <b>Total for Nonspendable Fund Balance</b>             | <b>\$1,567.00</b>   | <b>\$20.00</b>      | <b>\$20.00</b>      |
| <b>Restricted Fund Balance</b>                         |                     |                     |                     |
| 878 - Capital Reserve                                  | \$154,966.00        | \$50,083.00         | \$50,032.00         |
| 884 - Reserve For Debt                                 | \$443.00            | \$92,682.00         | \$184,204.00        |
| <b>Total for Restricted Fund Balance</b>               | <b>\$155,409.00</b> | <b>\$142,765.00</b> | <b>\$234,236.00</b> |
| <b>Assigned Fund Balance</b>                           |                     |                     |                     |
| 914 - Assigned Appropriated Fund Balance               | \$750,000.00        | \$702,000.00        | \$503,000.00        |
| <b>Total for Assigned Fund Balance</b>                 | <b>\$750,000.00</b> | <b>\$702,000.00</b> | <b>\$503,000.00</b> |
| <b>Unassigned Fund Balance</b>                         |                     |                     |                     |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Balance Sheet**

|                                                                  | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| 917 - Unassigned Fund Balance                                    | \$3,661,787.00        | \$2,856,883.00        | \$2,011,125.00        |
| <b>Total for Unassigned Fund Balance</b>                         | <b>\$3,661,787.00</b> | <b>\$2,856,883.00</b> | <b>\$2,011,125.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$4,568,763.00</b> | <b>\$3,701,668.00</b> | <b>\$2,748,381.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$4,608,763.00</b> | <b>\$3,756,668.00</b> | <b>\$2,813,381.00</b> |

NOT FINANCIAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                  | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|--------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Revenues and Other Sources</b>                |                       |                       |                       |
| <b>Revenues</b>                                  |                       |                       |                       |
| <b>Property Taxes</b>                            |                       |                       |                       |
| 1001 - Real Property Taxes                       | \$660,388.00          | \$999,989.00          | \$993,462.00          |
| <b>Total for Property Taxes</b>                  | <b>\$660,388.00</b>   | <b>\$999,989.00</b>   | <b>\$993,462.00</b>   |
| <b>Property Tax Items</b>                        |                       |                       |                       |
| 1081 - Other Payments In Lieu of Taxes           | \$10,078.00           | \$9,427.00            | \$10,222.00           |
| 1090 - Interest and Penalties on Real Prop Taxes | \$6,563.00            | \$5,443.00            | \$4,001.00            |
| <b>Total for Property Tax Items</b>              | <b>\$16,641.00</b>    | <b>\$14,870.00</b>    | <b>\$14,223.00</b>    |
| <b>Non-Property Tax Items</b>                    |                       |                       |                       |
| 1113 - Tax on Hotel Room Occupancy               | \$93,545.00           | \$90,472.00           | \$94,140.00           |
| 1120 - Non Property Tax Distribution by County   | \$1,517,060.00        | \$1,614,183.00        | \$1,256,727.00        |
| <b>Total for Non-Property Tax Items</b>          | <b>\$1,610,605.00</b> | <b>\$1,704,655.00</b> | <b>\$1,350,867.00</b> |
| <b>Departmental Income</b>                       |                       |                       |                       |
| 1255 - Clerk Fees                                | \$950.00              | \$436.00              | \$1,183.00            |
| 1603 - Vital Statistics Fees                     | \$1,692.00            | \$3,441.00            | \$2,287.00            |
| 2001 - Park and Recreational Charges             | \$582.00              | \$1,345.00            | \$829.00              |
| 2012 - Recreational Concessions                  | \$29,717.00           | \$29,539.00           | \$30,576.00           |
| 2025 - Special Recreational Facility Charges     | \$131,603.00          | \$123,317.00          | \$134,337.00          |
| 2089 - Other Culture and Recreation Income       | \$185,273.00          | \$180,891.00          | \$167,685.00          |
| 2130 - Refuse and Garbage Charges                | \$164,164.00          | \$167,216.00          | \$159,250.00          |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                                        | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| 2192 - Charges For Cemetery Services                                   | -                   | \$550.00            | -                   |
| <b>Total for Departmental Income</b>                                   | <b>\$513,981.00</b> | <b>\$506,735.00</b> | <b>\$496,147.00</b> |
| <b>Intergovernmental Charges</b>                                       |                     |                     |                     |
| 2389 - Miscellaneous Revenue Other Governments<br><i>village reimb</i> | \$30,602.00         | \$24,278.00         | \$31,601.00         |
| 2392 - Debt Service Other Governments<br><i>village reimb</i>          | \$22,194.00         | \$11,097.00         | \$11,097.00         |
| <b>Total for Intergovernmental Charges</b>                             | <b>\$52,796.00</b>  | <b>\$35,375.00</b>  | <b>\$42,698.00</b>  |
| <b>Use of Money and Property</b>                                       |                     |                     |                     |
| 2401 - Interest and Earnings                                           | \$5,173.00          | \$431.00            | \$298.00            |
| 2410 - Rental of Real Property                                         | -                   | \$2,000.00          | \$2,000.00          |
| 2421 - Lease Payments Collected                                        | \$15,000.00         | \$10,000.00         | \$2,500.00          |
| <b>Total for Use of Money and Property</b>                             | <b>\$20,173.00</b>  | <b>\$12,431.00</b>  | <b>\$4,798.00</b>   |
| <b>Licenses and Permits</b>                                            |                     |                     |                     |
| 2544 - Dog Licenses                                                    | \$3,242.00          | \$4,091.00          | \$4,330.00          |
| 2550 - Public Safety Permits                                           | \$71,609.00         | \$39,561.00         | \$52,024.00         |
| <b>Total for Licenses and Permits</b>                                  | <b>\$74,851.00</b>  | <b>\$43,652.00</b>  | <b>\$56,354.00</b>  |
| <b>Fines and Forfeitures</b>                                           |                     |                     |                     |
| 2610 - Fines and Forfeited Bail                                        | \$42,101.00         | \$41,648.00         | \$41,346.00         |
| <b>Total for Fines and Forfeitures</b>                                 | <b>\$42,101.00</b>  | <b>\$41,648.00</b>  | <b>\$41,346.00</b>  |
| <b>Sales of Property and Compensation for Loss</b>                     |                     |                     |                     |
| 2665 - Sales of Equipment                                              | -                   | \$29,505.00         | \$78.00             |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                              | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|--------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| 2680 - Insurance Recoveries                                  | \$7,284.00            | -                     | \$3,291.00            |
| <b>Total for Sales of Property and Compensation for Loss</b> | <b>\$7,284.00</b>     | <b>\$29,505.00</b>    | <b>\$3,369.00</b>     |
| <b>Other Revenues</b>                                        |                       |                       |                       |
| 2701 - Refunds of Prior Year Expenditures                    | \$1,303.00            | \$592.00              | \$250.00              |
| 2750 - AIM Related Payments                                  | -                     | -                     | \$0.00                |
| 2770 - Unclassified<br><i>other govt reimb</i>               | \$26,160.00           | \$23,791.00           | \$12,145.00           |
| <b>Total for Other Revenues</b>                              | <b>\$27,463.00</b>    | <b>\$24,383.00</b>    | <b>\$12,395.00</b>    |
| <b>State Aid</b>                                             |                       |                       |                       |
| 3001 - State Aid Revenue Sharing                             | \$17,385.00           | \$16,248.00           | \$16,248.00           |
| 3005 - State Aid Mortgage Tax                                | \$98,831.00           | \$133,444.00          | \$161,290.00          |
| 3040 - State Aid Real Property Tax Administration            | \$19,474.00           | -                     | -                     |
| 3089 - State Aid Other<br><i>NYSERDA MKT Grant</i>           | \$674,545.00          | \$15,021.00           | \$8,196.00            |
| 3889 - State Aid Other Culture and Recreation                | \$4,000.00            | -                     | \$4,000.00            |
| <b>Total for State Aid</b>                                   | <b>\$814,235.00</b>   | <b>\$164,713.00</b>   | <b>\$189,734.00</b>   |
| <b>Federal Aid</b>                                           |                       |                       |                       |
| 4089 - Federal Aid Other                                     | -                     | -                     | \$149,538.00          |
| 4960 - Federal Aid Emergency Disaster Assistance             | -                     | -                     | \$0.00                |
| <b>Total for Federal Aid</b>                                 | <b>\$0.00</b>         | <b>\$0.00</b>         | <b>\$149,538.00</b>   |
| <b>Total for Revenues</b>                                    | <b>\$3,840,518.00</b> | <b>\$3,577,956.00</b> | <b>\$3,354,931.00</b> |
| <b>Other Sources</b>                                         |                       |                       |                       |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
 Results of Operations**

|                                             | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Operating Transfers</b>                  |                       |                       |                       |
| 5031 - Interfund Transfers                  | -                     | \$178,467.00          | -                     |
| <b>Total for Operating Transfers</b>        | <b>\$0.00</b>         | <b>\$178,467.00</b>   | <b>\$0.00</b>         |
| <b>Total for Other Sources</b>              | <b>\$0.00</b>         | <b>\$178,467.00</b>   | <b>\$0.00</b>         |
| <b>Total for Revenues and Other Sources</b> | <b>\$3,840,518.00</b> | <b>\$3,756,423.00</b> | <b>\$3,354,931.00</b> |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                       | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Expenditures and Other Uses</b>                    |                     |                     |                     |
| <b>Expenditures</b>                                   |                     |                     |                     |
| <b>General Government Support</b>                     |                     |                     |                     |
| <b>Legislative Board</b>                              |                     |                     |                     |
| 10101 - Legislative Board - Personal Services         | \$20,000.00         | \$19,750.00         | \$18,750.00         |
| 10104 - Legislative Board - Contractual               | \$983.00            | \$2,101.00          | \$1,299.00          |
| <b>Total for Legislative Board</b>                    | <b>\$20,983.00</b>  | <b>\$21,851.00</b>  | <b>\$20,049.00</b>  |
| <b>Judicial</b>                                       |                     |                     |                     |
| 11101 - Municipal Court - Personal Services           | \$63,345.00         | \$45,979.00         | \$56,559.00         |
| 11104 - Municipal Court - Contractual                 | \$51,730.00         | \$52,539.00         | \$39,827.00         |
| <b>Total for Judicial</b>                             | <b>\$115,075.00</b> | <b>\$98,518.00</b>  | <b>\$96,386.00</b>  |
| <b>Executive</b>                                      |                     |                     |                     |
| 12201 - Supervisor - Personal Services                | \$155,125.00        | \$147,909.00        | \$133,783.00        |
| 12202 - Supervisor - Equipment and Capital Outlay     | \$2,194.00          | -                   | -                   |
| 12204 - Supervisor - Contractual                      | \$15,402.00         | \$4,635.00          | \$5,114.00          |
| <b>Total for Executive</b>                            | <b>\$172,721.00</b> | <b>\$152,544.00</b> | <b>\$138,897.00</b> |
| <b>Finance</b>                                        |                     |                     |                     |
| 13104 - Director of Finance - Contractual             | \$22,084.00         | \$15,363.00         | \$16,812.00         |
| 13204 - Auditor - Contractual                         | \$7,600.00          | \$7,300.00          | \$22,000.00         |
| 13302 - Tax Collection - Equipment and Capital Outlay | \$349.00            | -                   | -                   |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                                     | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------------------------------|---------------------|---------------------|---------------------|
| 13304 - Tax Collection - Contractual                                | \$8,866.00          | \$3,104.00          | \$3,036.00          |
| 13551 - Assessment - Personal Services                              | \$12,480.00         | -                   | \$38,013.00         |
| 13552 - Assessment - Equipment and Capital Outlay                   | \$122.00            | -                   | \$750.00            |
| 13554 - Assessment - Contractual                                    | \$75,402.00         | \$211,367.00        | \$134,857.00        |
| <b>Total for Finance</b>                                            | <b>\$126,903.00</b> | <b>\$237,134.00</b> | <b>\$215,468.00</b> |
| <b>Municipal Staff</b>                                              |                     |                     |                     |
| 14101 - Clerk - Personal Services                                   | \$73,514.00         | \$65,990.00         | \$65,760.00         |
| 14102 - Clerk - Equipment and Capital Outlay                        | -                   | -                   | \$499.00            |
| 14104 - Clerk - Contractual                                         | \$6,625.00          | \$7,783.00          | \$4,693.00          |
| 14204 - Law - Contractual                                           | \$8,334.00          | \$17,225.00         | \$17,242.00         |
| 14304 - Personnel - Contractual                                     | \$1,697.00          | \$1,656.00          | \$2,504.00          |
| 14404 - Engineer - Contractual                                      | -                   | \$649.00            | \$4,311.00          |
| 14601 - Records Management - Personal Services                      | -                   | \$720.00            | \$2,340.00          |
| 14604 - Records Management - Contractual                            | \$943.00            | \$3,020.00          | \$4,471.00          |
| <b>Total for Municipal Staff</b>                                    | <b>\$91,113.00</b>  | <b>\$97,043.00</b>  | <b>\$101,820.00</b> |
| <b>Shared Services</b>                                              |                     |                     |                     |
| 16201 - Operation of Plant - Personal Services                      | \$49,974.00         | \$46,191.00         | \$39,975.00         |
| 16402 - Central Garage - Equipment and Capital Outlay               | \$3,382.00          | \$12,132.00         | \$12,274.00         |
| 16404 - Central Garage - Contractual                                | \$61,816.00         | \$40,493.00         | \$38,345.00         |
| 16502 - Central Communication System - Equipment and Capital Outlay | -                   | \$6,780.00          | \$10,655.00         |
| 16504 - Central Communication System - Contractual                  | \$42,257.00         | \$33,264.00         | \$36,104.00         |
| 16604 - Central Storeroom - Contractual                             | \$1,971.00          | \$2,536.00          | \$2,093.00          |
| 16704 - Central Printing and Mailing - Contractual                  | \$10,337.00         | \$7,560.00          | \$6,666.00          |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                          | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|----------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Shared Services</b>                         | <b>\$169,737.00</b> | <b>\$148,956.00</b> | <b>\$146,112.00</b> |
| <b>Special Items</b>                                     |                     |                     |                     |
| 19104 - Unallocated Insurance - Contractual              | \$78,339.00         | \$67,491.00         | \$62,981.00         |
| 19204 - Municipal Association Dues - Contractual         | \$1,199.00          | \$1,100.00          | \$1,200.00          |
| <b>Total for Special Items</b>                           | <b>\$79,538.00</b>  | <b>\$68,591.00</b>  | <b>\$64,181.00</b>  |
| <b>Total for General Government Support</b>              | <b>\$776,070.00</b> | <b>\$824,637.00</b> | <b>\$782,913.00</b> |
| <b>Public Safety</b>                                     |                     |                     |                     |
| <b>Fire Protection</b>                                   |                     |                     |                     |
| 34104 - Fire Protection - Contractual                    | \$6,706.00          | \$5,693.00          | \$5,605.00          |
| <b>Total for Fire Protection</b>                         | <b>\$6,706.00</b>   | <b>\$5,693.00</b>   | <b>\$5,605.00</b>   |
| <b>Animal Control</b>                                    |                     |                     |                     |
| 35104 - Dog Control - Contractual                        | \$10,388.00         | \$8,053.00          | \$7,375.00          |
| <b>Total for Animal Control</b>                          | <b>\$10,388.00</b>  | <b>\$8,053.00</b>   | <b>\$7,375.00</b>   |
| <b>Other Public Safety</b>                               |                     |                     |                     |
| 36101 - Examining Boards - Personal Services             | \$1,509.00          | \$15,561.00         | \$975.00            |
| 36104 - Examining Boards - Contractual                   | \$270.00            | \$1,315.00          | -                   |
| 36201 - Safety Inspection - Personal Services            | \$31,000.00         | \$29,763.00         | \$28,638.00         |
| 36202 - Safety Inspection - Equipment and Capital Outlay | -                   | -                   | \$60.00             |
| 36204 - Safety Inspection - Contractual                  | \$1,366.00          | \$3,367.00          | \$2,649.00          |
| <b>Total for Other Public Safety</b>                     | <b>\$34,145.00</b>  | <b>\$50,006.00</b>  | <b>\$32,322.00</b>  |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                                          | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|--------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Public Safety</b>                                           | <b>\$51,239.00</b>  | <b>\$63,752.00</b>  | <b>\$45,302.00</b>  |
| <b>Health</b>                                                            |                     |                     |                     |
| <b>Other Health</b>                                                      |                     |                     |                     |
| 45404 - Ambulance - Contractual                                          | \$13,180.00         | \$13,220.00         | \$15,989.00         |
| <b>Total for Other Health</b>                                            | <b>\$13,180.00</b>  | <b>\$13,220.00</b>  | <b>\$15,989.00</b>  |
| <b>Total for Health</b>                                                  | <b>\$13,180.00</b>  | <b>\$13,220.00</b>  | <b>\$15,989.00</b>  |
| <b>Transportation</b>                                                    |                     |                     |                     |
| <b>Highway</b>                                                           |                     |                     |                     |
| 50101 - Highway and Street Administration - Personal Services            | \$64,000.00         | \$57,750.00         | \$55,500.00         |
| 50102 - Highway and Street Administration - Equipment and Capital Outlay | -                   | \$48.00             | \$690.00            |
| 50104 - Highway and Street Administration - Contractual                  | \$2,191.00          | \$6,301.00          | \$4,229.00          |
| <b>Total for Highway</b>                                                 | <b>\$66,191.00</b>  | <b>\$64,099.00</b>  | <b>\$60,419.00</b>  |
| <b>Other Transportation</b>                                              |                     |                     |                     |
| 57104 - Waterways Navigation - Contractual                               | -                   | \$660.00            | -                   |
| 57201 - Docks, Piers and Wharfs - Personal Services                      | \$47,417.00         | \$43,695.00         | \$35,759.00         |
| 57204 - Docks, Piers and Wharfs - Contractual                            | \$29,646.00         | \$27,671.00         | \$27,216.00         |
| <b>Total for Other Transportation</b>                                    | <b>\$77,063.00</b>  | <b>\$72,026.00</b>  | <b>\$62,975.00</b>  |
| <b>Total for Transportation</b>                                          | <b>\$143,254.00</b> | <b>\$136,125.00</b> | <b>\$123,394.00</b> |
| <b>Economic Assistance and Opportunity</b>                               |                     |                     |                     |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                                                  | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|----------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Economic Opportunity and Development</b>                                      |                     |                     |                     |
| 64104 - Publicity - Contractual                                                  | \$47,213.00         | \$48,315.00         | \$49,457.00         |
| 69894 - Economic Development, Other - Contractual<br><i>Economic Development</i> | \$16,500.00         | \$24,195.00         | \$177,712.00        |
| <b>Total for Economic Opportunity and Development</b>                            | <b>\$63,713.00</b>  | <b>\$72,510.00</b>  | <b>\$227,169.00</b> |
| <b>Total for Economic Assistance and Opportunity</b>                             | <b>\$63,713.00</b>  | <b>\$72,510.00</b>  | <b>\$227,169.00</b> |
| <b>Culture and Recreation</b>                                                    |                     |                     |                     |
| <b>Recreation</b>                                                                |                     |                     |                     |
| 71101 - Parks - Personal Services                                                | \$357,254.00        | \$301,061.00        | \$290,656.00        |
| 71102 - Parks - Equipment and Capital Outlay                                     | \$3,324.00          | \$26,575.00         | \$279,639.00        |
| 71104 - Parks - Contractual                                                      | \$242,887.00        | \$206,726.00        | \$175,601.00        |
| 71801 - Special Recreation Facilities - Personal Services                        | \$61,252.00         | \$59,983.00         | \$42,250.00         |
| 71802 - Special Recreation Facilities - Equipment and Capital<br>Outlay          | -                   | -                   | \$664.00            |
| 71804 - Special Recreation Facilities - Contractual                              | \$23,641.00         | \$45,051.00         | \$57,302.00         |
| 73201 - Joint Youth Programs - Personal Services                                 | \$6,714.00          | -                   | -                   |
| 73204 - Joint Youth Programs - Contractual                                       | \$655.00            | -                   | -                   |
| <b>Total for Recreation</b>                                                      | <b>\$695,727.00</b> | <b>\$639,396.00</b> | <b>\$846,112.00</b> |
| <b>Culture</b>                                                                   |                     |                     |                     |
| 75201 - Historical Property - Personal Services                                  | \$1,101.00          | \$293.00            | \$351.00            |
| 75204 - Historical Property - Contractual                                        | \$831.00            | \$2,169.00          | \$647.00            |
| 75601 - Performing Arts, Other - Personal Services                               | \$1,570.00          | \$5,071.00          | \$1,679.00          |
| 75604 - Performing Arts, Other - Contractual                                     | \$75,390.00         | \$80,507.00         | \$83,178.00         |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                           | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-----------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Culture</b>                                  | <b>\$78,892.00</b>  | <b>\$88,040.00</b>  | <b>\$85,855.00</b>  |
| <b>Total for Culture and Recreation</b>                   | <b>\$774,619.00</b> | <b>\$727,436.00</b> | <b>\$931,967.00</b> |
| <b>Home and Community Services</b>                        |                     |                     |                     |
| <b>Sanitation</b>                                         |                     |                     |                     |
| 81601 - Refuse and Garbage - Personal Services            | \$72,053.00         | \$60,190.00         | \$53,288.00         |
| 81602 - Refuse and Garbage - Equipment and Capital Outlay | \$73,680.00         | \$56,382.00         | \$44,700.00         |
| 81604 - Refuse and Garbage - Contractual                  | \$101,141.00        | \$109,009.00        | \$158,250.00        |
| <b>Total for Sanitation</b>                               | <b>\$246,874.00</b> | <b>\$225,581.00</b> | <b>\$256,238.00</b> |
| <b>Special Services</b>                                   |                     |                     |                     |
| 88101 - Cemetery - Personal Services                      | \$4,138.00          | \$6,768.00          | \$7,344.00          |
| 88104 - Cemetery - Contractual                            | \$9,704.00          | \$11,535.00         | \$15,258.00         |
| <b>Total for Special Services</b>                         | <b>\$13,842.00</b>  | <b>\$18,303.00</b>  | <b>\$22,602.00</b>  |
| <b>Total for Home and Community Services</b>              | <b>\$260,716.00</b> | <b>\$243,884.00</b> | <b>\$278,840.00</b> |
| <b>Employee Benefits</b>                                  |                     |                     |                     |
| <b>Employee Benefits</b>                                  |                     |                     |                     |
| 90108 - State Retirement System - Employee Benefits       | \$84,086.00         | \$71,291.00         | \$85,462.00         |
| 90308 - Social Security - Employee Benefits               | \$72,998.00         | \$65,004.00         | \$62,451.00         |
| 90408 - Workers' Compensation - Employee Benefits         | \$49,744.00         | \$50,979.00         | \$48,579.00         |
| 90508 - Unemployment Insurance - Employee Benefits        | \$2,999.00          | -                   | \$222.00            |
| 90558 - Disability Insurance - Employee Benefits          | \$745.00            | \$555.00            | \$636.00            |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Results of Operations**

|                                                                              | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| 90608 - Hospital, Medical and Dental Insurance - Employee Benefits           | \$274,335.00          | \$272,696.00          | \$257,125.00          |
| 90898 - Employee Benefits, Other (Specify) - Employee Benefits allowances    | \$14,160.00           | \$12,236.00           | \$12,663.00           |
| <b>Total for Employee Benefits</b>                                           | <b>\$499,067.00</b>   | <b>\$472,761.00</b>   | <b>\$467,138.00</b>   |
| <b>Total for Employee Benefits</b>                                           | <b>\$499,067.00</b>   | <b>\$472,761.00</b>   | <b>\$467,138.00</b>   |
| <b>Debt Service</b>                                                          |                       |                       |                       |
| <b>Debt Service</b>                                                          |                       |                       |                       |
| 97106 - Serial Bonds - Debt Principal                                        | \$326,992.00          | \$86,000.00           | \$205,000.00          |
| 97107 - Serial Bonds - Debt Interest                                         | \$62,175.00           | \$64,129.00           | \$69,152.00           |
| <b>Total for Debt Service</b>                                                | <b>\$389,167.00</b>   | <b>\$150,129.00</b>   | <b>\$274,152.00</b>   |
| <b>Total for Debt Service</b>                                                | <b>\$389,167.00</b>   | <b>\$150,129.00</b>   | <b>\$274,152.00</b>   |
| <b>Total for Expenditures</b>                                                | <b>\$2,971,025.00</b> | <b>\$2,704,454.00</b> | <b>\$3,146,864.00</b> |
| <b>Other Uses</b>                                                            |                       |                       |                       |
| <b>Interfund Transfers</b>                                                   |                       |                       |                       |
| <b>Interfund Transfers</b>                                                   |                       |                       |                       |
| 99019 - Transfers to Other Funds - Interfund Transfer<br><i>Capital Fund</i> | \$2,398.00            | \$98,682.00           | -                     |
| <b>Total for Interfund Transfers</b>                                         | <b>\$2,398.00</b>     | <b>\$98,682.00</b>    | <b>\$0.00</b>         |
| <b>Total for Interfund Transfers</b>                                         | <b>\$2,398.00</b>     | <b>\$98,682.00</b>    | <b>\$0.00</b>         |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
 Results of Operations**

|                                              | 12/31/2024     | 12/31/2023     | 12/31/2022     |
|----------------------------------------------|----------------|----------------|----------------|
| <b>Total for Other Uses</b>                  | \$2,398.00     | \$98,682.00    | \$0.00         |
| <b>Total for Expenditures and Other Uses</b> | \$2,973,423.00 | \$2,803,136.00 | \$3,146,864.00 |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Changes in Fund Balance**

| Analysis of Changes in Fund Balance              | 12/31/2024     | 12/31/2023     | 12/31/2022     |
|--------------------------------------------------|----------------|----------------|----------------|
| 8021 - Fund Balance - Beginning of Year          | \$3,701,668.28 | \$2,748,381.28 | \$2,540,314.28 |
| 8022 - Restated Fund Balance - Beginning of Year | \$3,701,668.28 | \$2,748,381.28 | \$2,540,314.28 |
| Add Revenues and Other Sources                   | \$3,840,518.00 | \$3,756,423.00 | \$3,354,931.00 |
| Deduct Expenditures and Other Uses               | \$2,973,423.00 | \$2,803,136.00 | \$3,146,864.00 |
| 8029 - Fund Balance - End of Year                | \$4,568,763.28 | \$3,701,668.28 | \$2,748,381.28 |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Adopted Budget Summary**

|                                                       | 12/31/2025            | 12/31/2024            | 12/31/2023            |
|-------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Estimated Revenues and Other Sources</b>           |                       |                       |                       |
| <b>Estimated Revenue</b>                              |                       |                       |                       |
| 1049 - Est Rev - Property Taxes                       | \$820,305.00          | \$659,830.00          | \$999,989.00          |
| 1099 - Est Rev - Property Tax Items                   | \$18,228.00           | \$14,863.00           | \$10,214.00           |
| 1199 - Est Rev - Non-Property Tax Items               | \$971,597.00          | \$1,071,370.00        | \$937,827.00          |
| 1299 - Est Rev - Departmental Income                  | -                     | -                     | \$1,900.00            |
| 2399 - Est Rev - Intergovernmental Charges            | \$466,400.00          | \$422,997.00          | \$414,797.00          |
| 2499 - Est Rev - Use of Money and Property            | \$2,200.00            | \$2,200.00            | \$2,105.00            |
| 2599 - Est Rev - Licenses and Permits                 | \$33,500.00           | \$33,500.00           | \$34,000.00           |
| 2649 - Est Rev - Fines and Forfeitures                | \$38,000.00           | \$38,000.00           | \$50,000.00           |
| 2799 - Est Rev - Other Revenues                       | \$23,550.00           | \$8,000.00            | \$24,248.00           |
| 3099 - Est Rev - State Aid                            | \$77,748.00           | \$107,749.00          | \$91,500.00           |
| <b>Total for Estimated Revenue</b>                    | <b>\$2,451,528.00</b> | <b>\$2,358,509.00</b> | <b>\$2,566,580.00</b> |
| <b>Estimated Other Sources</b>                        |                       |                       |                       |
| 599 - Appropriated Fund Balance                       | \$750,000.00          | \$702,000.00          | \$503,000.00          |
| <b>Total for Estimated Other Sources</b>              | <b>\$750,000.00</b>   | <b>\$702,000.00</b>   | <b>\$503,000.00</b>   |
| <b>Total for Estimated Revenues and Other Sources</b> | <b>\$3,201,528.00</b> | <b>\$3,060,509.00</b> | <b>\$3,069,580.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**A - General  
Adopted Budget Summary**

|                                                          | 12/31/2025            | 12/31/2024            | 12/31/2023            |
|----------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Estimated Appropriations and Other Uses</b>           |                       |                       |                       |
| <b>Estimated Appropriations</b>                          |                       |                       |                       |
| 1999 - App - General Government Support                  | \$1,011,829.00        | \$969,244.00          | \$1,042,694.00        |
| 3999 - App - Public Safety                               | \$61,550.00           | \$49,500.00           | \$47,263.00           |
| 4999 - App - Health                                      | \$13,000.00           | \$5,000.00            | \$5,000.00            |
| 5999 - App - Transportation                              | \$174,980.00          | \$147,121.00          | \$123,682.00          |
| 6999 - App - Economic Assistance and Opportunity         | \$77,070.00           | \$77,070.00           | \$69,070.00           |
| 7999 - App - Culture and Recreation                      | \$914,229.00          | \$784,910.00          | \$814,910.00          |
| 8999 - App - Home and Community Services                 | \$233,016.00          | \$237,000.00          | \$218,500.00          |
| 9199 - App - Employee Benefits                           | \$543,371.00          | \$523,178.00          | \$478,921.00          |
| 9899 - App - Debt Service                                | \$172,483.00          | \$267,486.00          | \$269,540.00          |
| <b>Total for Estimated Appropriations</b>                | <b>\$3,201,528.00</b> | <b>\$3,060,509.00</b> | <b>\$3,069,580.00</b> |
| <b>Total for Estimated Appropriations and Other Uses</b> | <b>\$3,201,528.00</b> | <b>\$3,060,509.00</b> | <b>\$3,069,580.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Balance Sheet**

|                                               | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-----------------------------------------------|---------------------|---------------------|---------------------|
| <b>Assets and Deferred Outflows</b>           |                     |                     |                     |
| <b>Assets</b>                                 |                     |                     |                     |
| <b>Cash and Cash Equivalents</b>              |                     |                     |                     |
| 200 - Cash                                    | \$610,569.00        | \$472,101.00        | \$383,644.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$610,569.00</b> | <b>\$472,101.00</b> | <b>\$383,644.00</b> |
| <b>Other Assets</b>                           |                     |                     |                     |
| 480 - Prepaid Expenses                        | \$45.00             | \$100.00            | -                   |
| <b>Total for Other Assets</b>                 | <b>\$45.00</b>      | <b>\$100.00</b>     | <b>\$0.00</b>       |
| <b>Total for Assets</b>                       | <b>\$610,614.00</b> | <b>\$472,201.00</b> | <b>\$383,644.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$610,614.00</b> | <b>\$472,201.00</b> | <b>\$383,644.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Balance Sheet**

|                                                                  | 12/31/2022          | 12/31/2023          | 12/31/2024          |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                     |                     |                     |
| <b>Deferred Inflows</b>                                          |                     |                     |                     |
| <b>Deferred Inflows of Resources</b>                             |                     |                     |                     |
| 691 - Deferred Inflow Of Resources<br><i>deferred</i>            | \$10,000.00         | \$10,000.00         | \$10,000.00         |
| <b>Total for Deferred Inflows of Resources</b>                   | <b>\$10,000.00</b>  | <b>\$10,000.00</b>  | <b>\$10,000.00</b>  |
| <b>Total for Deferred Inflows</b>                                | <b>\$10,000.00</b>  | <b>\$10,000.00</b>  | <b>\$10,000.00</b>  |
| <b>Fund Balance</b>                                              |                     |                     |                     |
| <b>Nonspendable Fund Balance</b>                                 |                     |                     |                     |
| 806 - Not In Spendable Form                                      | -                   | \$100.00            | \$45.00             |
| <b>Total for Nonspendable Fund Balance</b>                       | <b>\$0.00</b>       | <b>\$100.00</b>     | <b>\$45.00</b>      |
| <b>Assigned Fund Balance</b>                                     |                     |                     |                     |
| 914 - Assigned Appropriated Fund Balance                         | \$20,697.00         | \$28,762.00         | -                   |
| 915 - Assigned Unappropriated Fund Balance                       | \$352,947.00        | \$433,339.00        | \$600,614.00        |
| <b>Total for Assigned Fund Balance</b>                           | <b>\$373,644.00</b> | <b>\$462,101.00</b> | <b>\$600,614.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$373,644.00</b> | <b>\$462,201.00</b> | <b>\$600,659.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$383,644.00</b> | <b>\$472,201.00</b> | <b>\$610,659.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Results of Operations**

|                                                       | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues and Other Sources</b>                     |                     |                     |                     |
| <b>Revenues</b>                                       |                     |                     |                     |
| <b>Non-Property Tax Items</b>                         |                     |                     |                     |
| 1120 - Non Property Tax Distribution by County        | \$190,000.00        | \$130,000.00        | \$145,000.00        |
| 1170 - Franchise Tax                                  | \$38,783.00         | \$42,441.00         | \$44,515.00         |
| <b>Total for Non-Property Tax Items</b>               | <b>\$228,783.00</b> | <b>\$172,441.00</b> | <b>\$189,515.00</b> |
| <b>Departmental Income</b>                            |                     |                     |                     |
| 2110 - Zoning Fees                                    | \$34,724.00         | \$32,313.00         | \$28,229.00         |
| 2115 - Planning Board Fees                            | \$3,840.00          | \$3,850.00          | \$6,180.00          |
| <b>Total for Departmental Income</b>                  | <b>\$38,564.00</b>  | <b>\$36,163.00</b>  | <b>\$34,409.00</b>  |
| <b>Intergovernmental Charges</b>                      |                     |                     |                     |
| 2389 - Miscellaneous Revenue Other Governments        | -                   | -                   | \$30,020.00         |
| <b>Total for Intergovernmental Charges</b>            | <b>\$0.00</b>       | <b>\$0.00</b>       | <b>\$30,020.00</b>  |
| <b>Other Revenues</b>                                 |                     |                     |                     |
| 2770 - Unclassified<br><i>Village share of zoning</i> | \$8,491.00          | \$7,807.00          | -                   |
| <b>Total for Other Revenues</b>                       | <b>\$8,491.00</b>   | <b>\$7,807.00</b>   | <b>\$0.00</b>       |
| <b>State Aid</b>                                      |                     |                     |                     |
| 3089 - State Aid Other                                | -                   | \$10,000.00         | -                   |
| <b>Total for State Aid</b>                            | <b>\$0.00</b>       | <b>\$10,000.00</b>  | <b>\$0.00</b>       |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
 Results of Operations**

|                                             | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Revenues</b>                   | <b>\$275,838.00</b> | <b>\$226,411.00</b> | <b>\$253,944.00</b> |
| <b>Total for Revenues and Other Sources</b> | <b>\$275,838.00</b> | <b>\$226,411.00</b> | <b>\$253,944.00</b> |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Results of Operations**

|                                                       | 12/31/2024         | 12/31/2023         | 12/31/2022         |
|-------------------------------------------------------|--------------------|--------------------|--------------------|
| <b>Expenditures and Other Uses</b>                    |                    |                    |                    |
| <b>Expenditures</b>                                   |                    |                    |                    |
| <b>Economic Assistance and Opportunity</b>            |                    |                    |                    |
| <b>Economic Opportunity and Development</b>           |                    |                    |                    |
| 67724 - Programs for the Aging - Contractual          | \$10,000.00        | \$10,000.00        | \$10,000.00        |
| <b>Total for Economic Opportunity and Development</b> | <b>\$10,000.00</b> | <b>\$10,000.00</b> | <b>\$10,000.00</b> |
| <b>Total for Economic Assistance and Opportunity</b>  | <b>\$10,000.00</b> | <b>\$10,000.00</b> | <b>\$10,000.00</b> |
| <b>Culture and Recreation</b>                         |                    |                    |                    |
| <b>Recreation</b>                                     |                    |                    |                    |
| 73204 - Joint Youth Programs - Contractual            | \$9,000.00         | \$9,000.00         | \$5,000.00         |
| <b>Total for Recreation</b>                           | <b>\$9,000.00</b>  | <b>\$9,000.00</b>  | <b>\$5,000.00</b>  |
| <b>Culture</b>                                        |                    |                    |                    |
| 74101 - Library - Personal Services                   | \$4,641.00         | \$2,320.00         | \$2,775.00         |
| 74102 - Library - Equipment and Capital Outlay        | \$4,765.00         | -                  | \$9,970.00         |
| 74104 - Library - Contractual                         | \$30,389.00        | \$35,075.00        | \$31,579.00        |
| 75102 - Historian - Equipment and Capital Outlay      | -                  | \$570.00           | \$54.00            |
| 75104 - Historian - Contractual                       | \$7,402.00         | \$5,962.00         | \$6,241.00         |
| <b>Total for Culture</b>                              | <b>\$47,197.00</b> | <b>\$43,927.00</b> | <b>\$50,619.00</b> |
| <b>Total for Culture and Recreation</b>               | <b>\$56,197.00</b> | <b>\$52,927.00</b> | <b>\$55,619.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Results of Operations**

|                                                     | 12/31/2024         | 12/31/2023         | 12/31/2022         |
|-----------------------------------------------------|--------------------|--------------------|--------------------|
| <b>Home and Community Services</b>                  |                    |                    |                    |
| <b>General Environment</b>                          |                    |                    |                    |
| 80101 - Zoning - Personal Services                  | \$36,266.00        | \$33,868.00        | \$32,430.00        |
| 80102 - Zoning - Equipment and Capital Outlay       | -                  | -                  | \$60.00            |
| 80104 - Zoning - Contractual                        | \$2,348.00         | \$2,779.00         | \$2,688.00         |
| 80201 - Planning and Surveys - Personal Services    | \$10,275.00        | \$7,323.00         | \$8,265.00         |
| 80204 - Planning and Surveys - Contractual          | \$2,069.00         | \$2,142.00         | \$3,105.00         |
| <b>Total for General Environment</b>                | <b>\$50,958.00</b> | <b>\$46,112.00</b> | <b>\$46,548.00</b> |
| <b>Sewage</b>                                       |                    |                    |                    |
| 81104 - Sewer Administration - Contractual          | \$39.00            | \$10,162.00        | -                  |
| <b>Total for Sewage</b>                             | <b>\$39.00</b>     | <b>\$10,162.00</b> | <b>\$0.00</b>      |
| <b>Community Environment</b>                        |                    |                    |                    |
| 85104 - Community Beautification - Contractual      | -                  | -                  | \$149.00           |
| <b>Total for Community Environment</b>              | <b>\$0.00</b>      | <b>\$0.00</b>      | <b>\$149.00</b>    |
| <b>Total for Home and Community Services</b>        | <b>\$50,997.00</b> | <b>\$56,274.00</b> | <b>\$46,697.00</b> |
| <b>Employee Benefits</b>                            |                    |                    |                    |
| <b>Employee Benefits</b>                            |                    |                    |                    |
| 90108 - State Retirement System - Employee Benefits | \$4,306.00         | \$3,610.00         | \$4,570.00         |
| 90308 - Social Security - Employee Benefits         | \$3,713.00         | \$3,153.00         | \$3,168.00         |
| 90508 - Unemployment Insurance - Employee Benefits  | \$107.00           | \$50.00            | \$80.00            |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Results of Operations**

|                                                                    | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|--------------------------------------------------------------------|---------------------|---------------------|---------------------|
| 90558 - Disability Insurance - Employee Benefits                   | \$38.00             | \$63.00             | \$29.00             |
| 90608 - Hospital, Medical and Dental Insurance - Employee Benefits | \$12,067.00         | \$11,777.00         | \$11,625.00         |
| 90898 - Employee Benefits, Other (Specify) - Employee Benefits     | -                   | -                   | \$360.00            |
| <b>Total for Employee Benefits</b>                                 | <b>\$20,231.00</b>  | <b>\$18,653.00</b>  | <b>\$19,832.00</b>  |
| <b>Total for Employee Benefits</b>                                 | <b>\$20,231.00</b>  | <b>\$18,653.00</b>  | <b>\$19,832.00</b>  |
| <b>Total for Expenditures</b>                                      | <b>\$137,425.00</b> | <b>\$137,854.00</b> | <b>\$132,148.00</b> |
| <b>Total for Expenditures and Other Uses</b>                       | <b>\$137,425.00</b> | <b>\$137,854.00</b> | <b>\$132,148.00</b> |



Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
 Changes in Fund Balance**

| Analysis of Changes in Fund Balance              | 12/31/2024   | 12/31/2023   | 12/31/2022   |
|--------------------------------------------------|--------------|--------------|--------------|
| 8021 - Fund Balance - Beginning of Year          | \$462,201.00 | \$373,644.00 | \$251,848.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$462,201.00 | \$373,644.00 | \$251,848.00 |
| Add Revenues and Other Sources                   | \$275,838.00 | \$226,411.00 | \$253,944.00 |
| Deduct Expenditures and Other Uses               | \$137,425.00 | \$137,854.00 | \$132,148.00 |
| 8029 - Fund Balance - End of Year                | \$600,614.00 | \$462,201.00 | \$373,644.00 |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Adopted Budget Summary**

|                                                       | 12/31/2025          | 12/31/2024          | 12/31/2023          |
|-------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Estimated Revenues and Other Sources</b>           |                     |                     |                     |
| <b>Estimated Revenue</b>                              |                     |                     |                     |
| 1199 - Est Rev - Non-Property Tax Items               | \$133,752.00        | \$80,000.00         | \$70,000.00         |
| 2399 - Est Rev - Intergovernmental Charges            | \$14,000.00         | \$39,029.00         | \$59,476.00         |
| 2799 - Est Rev - Other Revenues                       | \$14,602.00         | \$13,727.00         | -                   |
| <b>Total for Estimated Revenue</b>                    | <b>\$162,354.00</b> | <b>\$132,756.00</b> | <b>\$129,476.00</b> |
| <b>Estimated Other Sources</b>                        |                     |                     |                     |
| 599 - Appropriated Fund Balance                       | -                   | \$28,762.00         | \$20,697.00         |
| <b>Total for Estimated Other Sources</b>              | <b>\$0.00</b>       | <b>\$28,762.00</b>  | <b>\$20,697.00</b>  |
| <b>Total for Estimated Revenues and Other Sources</b> | <b>\$162,354.00</b> | <b>\$161,518.00</b> | <b>\$150,173.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**B - General Town-Outside Village  
Adopted Budget Summary**

|                                                          | 12/31/2025          | 12/31/2024          | 12/31/2023          |
|----------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Estimated Appropriations and Other Uses</b>           |                     |                     |                     |
| <b>Estimated Appropriations</b>                          |                     |                     |                     |
| 6999 - App - Economic Assistance and Opportunity         | \$10,000.00         | \$10,000.00         | \$10,000.00         |
| 7999 - App - Culture and Recreation                      | \$55,530.00         | \$58,030.00         | \$49,030.00         |
| 8999 - App - Home and Community Services                 | \$74,250.00         | \$72,500.00         | \$71,263.00         |
| 9199 - App - Employee Benefits                           | \$22,574.00         | \$20,988.00         | \$19,880.00         |
| <b>Total for Estimated Appropriations</b>                | <b>\$162,354.00</b> | <b>\$161,518.00</b> | <b>\$150,173.00</b> |
| <b>Total for Estimated Appropriations and Other Uses</b> | <b>\$162,354.00</b> | <b>\$161,518.00</b> | <b>\$150,173.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**CM - Miscellaneous Special Revenue  
 Balance Sheet**

|                                               | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-----------------------------------------------|---------------------|---------------------|---------------------|
| <b>Assets and Deferred Outflows</b>           |                     |                     |                     |
| <b>Assets</b>                                 |                     |                     |                     |
| <b>Cash and Cash Equivalents</b>              |                     |                     |                     |
| 200 - Cash                                    | \$145,223.00        | \$144,404.00        | \$101,604.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |
| <b>Total for Assets</b>                       | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**CM - Miscellaneous Special Revenue  
 Balance Sheet**

|                                                                  | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                     |                     |                     |
| <b>Fund Balance</b>                                              |                     |                     |                     |
| <b>Assigned Fund Balance</b>                                     |                     |                     |                     |
| 915 - Assigned Unappropriated Fund Balance                       | \$145,223.00        | \$144,404.00        | \$101,604.00        |
| <b>Total for Assigned Fund Balance</b>                           | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$145,223.00</b> | <b>\$144,404.00</b> | <b>\$101,604.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**CM - Miscellaneous Special Revenue  
 Results of Operations**

|                                             | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues and Other Sources</b>           |                     |                     |                     |
| <b>Revenues</b>                             |                     |                     |                     |
| <b>Property Taxes</b>                       |                     |                     |                     |
| 1001 - Real Property Taxes                  | \$171,000.00        | \$171,000.00        | \$171,000.00        |
| <b>Total for Property Taxes</b>             | <b>\$171,000.00</b> | <b>\$171,000.00</b> | <b>\$171,000.00</b> |
| <b>Total for Revenues</b>                   | <b>\$171,000.00</b> | <b>\$171,000.00</b> | <b>\$171,000.00</b> |
| <b>Total for Revenues and Other Sources</b> | <b>\$171,000.00</b> | <b>\$171,000.00</b> | <b>\$171,000.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**CM - Miscellaneous Special Revenue  
 Results of Operations**

|                                                                 | 12/31/2022          | 12/31/2023          | 12/31/2024          |
|-----------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Expenditures and Other Uses</b>                              |                     |                     |                     |
| <b>Expenditures</b>                                             |                     |                     |                     |
| <b>Health</b>                                                   |                     |                     |                     |
| <b>Other Health</b>                                             |                     |                     |                     |
| 49894 - Health, Other - Contractual<br><i>Ambulance expense</i> | \$203,200.00        | \$128,200.00        | \$170,181.00        |
| <b>Total for Other Health</b>                                   | <b>\$203,200.00</b> | <b>\$128,200.00</b> | <b>\$170,181.00</b> |
| <b>Total for Health</b>                                         | <b>\$203,200.00</b> | <b>\$128,200.00</b> | <b>\$170,181.00</b> |
| <b>Total for Expenditures</b>                                   | <b>\$203,200.00</b> | <b>\$128,200.00</b> | <b>\$170,181.00</b> |
| <b>Total for Expenditures and Other Uses</b>                    | <b>\$203,200.00</b> | <b>\$128,200.00</b> | <b>\$170,181.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**CM - Miscellaneous Special Revenue  
 Changes in Fund Balance**

|                                                  | 12/31/2024   | 12/31/2023   | 12/31/2022   |
|--------------------------------------------------|--------------|--------------|--------------|
| <b>Analysis of Changes in Fund Balance</b>       |              |              |              |
| 8021 - Fund Balance - Beginning of Year          | \$144,404.00 | \$101,604.00 | \$133,804.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$144,404.00 | \$101,604.00 | \$133,804.00 |
| Add Revenues and Other Sources                   | \$171,000.00 | \$171,000.00 | \$171,000.00 |
| Deduct Expenditures and Other Uses               | \$170,181.00 | \$128,200.00 | \$203,200.00 |
| 8029 - Fund Balance - End of Year                | \$145,223.00 | \$144,404.00 | \$101,604.00 |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Balance Sheet**

|                                                       | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Assets and Deferred Outflows</b>                   |                     |                     |                     |
| <b>Assets</b>                                         |                     |                     |                     |
| <b>Cash and Cash Equivalents</b>                      |                     |                     |                     |
| 200 - Cash                                            | \$795,763.00        | \$863,044.00        | \$799,350.00        |
| 201 - Cash In Time Deposits                           | \$23,441.00         | \$23,417.00         | \$23,393.00         |
| <b>Total for Cash and Cash Equivalents</b>            | <b>\$819,204.00</b> | <b>\$886,461.00</b> | <b>\$822,743.00</b> |
| <b>Restricted Cash and Cash Equivalents</b>           |                     |                     |                     |
| 230 - Cash Special Reserves                           | \$63,139.00         | \$10,711.00         | \$667.00            |
| <b>Total for Restricted Cash and Cash Equivalents</b> | <b>\$63,139.00</b>  | <b>\$10,711.00</b>  | <b>\$667.00</b>     |
| <b>Total for Assets</b>                               | <b>\$882,343.00</b> | <b>\$897,172.00</b> | <b>\$823,410.00</b> |
| <b>Total for Assets and Deferred Outflows</b>         | <b>\$882,343.00</b> | <b>\$897,172.00</b> | <b>\$823,410.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Balance Sheet**

|                                                                  | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                     |                     |                     |
| <b>Fund Balance</b>                                              |                     |                     |                     |
| <b>Restricted Fund Balance</b>                                   |                     |                     |                     |
| 878 - Capital Reserve                                            | \$63,139.00         | \$10,711.00         | \$667.00            |
| <b>Total for Restricted Fund Balance</b>                         | <b>\$63,139.00</b>  | <b>\$10,711.00</b>  | <b>\$667.00</b>     |
| <b>Assigned Fund Balance</b>                                     |                     |                     |                     |
| 914 - Assigned Appropriated Fund Balance                         | \$150,000.00        | \$200,000.00        | \$217,606.00        |
| 915 - Assigned Unappropriated Fund Balance                       | \$669,204.00        | \$686,461.00        | \$605,137.00        |
| <b>Total for Assigned Fund Balance</b>                           | <b>\$819,204.00</b> | <b>\$886,461.00</b> | <b>\$822,743.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$882,343.00</b> | <b>\$897,172.00</b> | <b>\$823,410.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$882,343.00</b> | <b>\$897,172.00</b> | <b>\$823,410.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Results of Operations**

|                                                                                     | 12/31/2022          | 12/31/2023          | 12/31/2024          |
|-------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues and Other Sources</b>                                                   |                     |                     |                     |
| <b>Revenues</b>                                                                     |                     |                     |                     |
| <b>Property Taxes</b>                                                               |                     |                     |                     |
| 1001 - Real Property Taxes                                                          | \$68,390.00         | \$66,590.00         | \$101,886.00        |
| <b>Total for Property Taxes</b>                                                     | <b>\$68,390.00</b>  | <b>\$66,590.00</b>  | <b>\$101,886.00</b> |
| <b>Non-Property Tax Items</b>                                                       |                     |                     |                     |
| 1120 - Non Property Tax Distribution by County                                      | \$525,000.00        | \$525,000.00        | \$525,000.00        |
| <b>Total for Non-Property Tax Items</b>                                             | <b>\$525,000.00</b> | <b>\$525,000.00</b> | <b>\$525,000.00</b> |
| <b>Intergovernmental Charges</b>                                                    |                     |                     |                     |
| 2300 - Transportation Services Other Governments<br><i>jefferson county and nys</i> | \$388,824.00        | \$366,584.00        | \$334,695.00        |
| 2389 - Miscellaneous Revenue Other Governments<br><i>other local govts</i>          | \$10,831.00         | \$8,919.00          | \$6,262.00          |
| <b>Total for Intergovernmental Charges</b>                                          | <b>\$399,655.00</b> | <b>\$375,503.00</b> | <b>\$340,957.00</b> |
| <b>Use of Money and Property</b>                                                    |                     |                     |                     |
| 2401 - Interest and Earnings                                                        | \$86.00             | \$58.00             | \$2,451.00          |
| <b>Total for Use of Money and Property</b>                                          | <b>\$86.00</b>      | <b>\$58.00</b>      | <b>\$2,451.00</b>   |
| <b>Sales of Property and Compensation for Loss</b>                                  |                     |                     |                     |
| 2665 - Sales of Equipment                                                           | \$89,445.00         | \$4,040.00          | \$2,067.00          |
| 2680 - Insurance Recoveries                                                         | -                   | \$28,197.00         | \$26,273.00         |
| <b>Total for Sales of Property and Compensation for Loss</b>                        | <b>\$89,445.00</b>  | <b>\$32,237.00</b>  | <b>\$28,340.00</b>  |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
 Results of Operations**

|                                             | 12/31/2024   | 12/31/2023   | 12/31/2022     |
|---------------------------------------------|--------------|--------------|----------------|
| <b>Total for Revenues</b>                   | \$998,634.00 | \$999,388.00 | \$1,082,576.00 |
| <b>Total for Revenues and Other Sources</b> | \$998,634.00 | \$999,388.00 | \$1,082,576.00 |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Results of Operations**

|                                                                    | 12/31/2024          | 12/31/2023          | 12/31/2022            |
|--------------------------------------------------------------------|---------------------|---------------------|-----------------------|
| <b>Expenditures and Other Uses</b>                                 |                     |                     |                       |
| <b>Expenditures</b>                                                |                     |                     |                       |
| <b>Transportation</b>                                              |                     |                     |                       |
| <b>Highway</b>                                                     |                     |                     |                       |
| 51301 - Machinery - Personal Services                              | \$164,608.00        | \$3,215.00          | \$124,994.00          |
| 51302 - Machinery - Equipment and Capital Outlay                   | \$129,184.00        | \$127,496.00        | \$719,469.00          |
| 51304 - Machinery - Contractual                                    | \$146,629.00        | \$267,050.00        | \$217,935.00          |
| 51401 - Brush And Weeds - Personal Services                        | \$36,221.00         | \$40,395.00         | \$14,264.00           |
| 51421 - Snow Removal - Personal Services                           | \$45,525.00         | \$48,033.00         | \$48,390.00           |
| 51424 - Snow Removal - Contractual                                 | \$219,380.00        | \$219,361.00        | \$230,293.00          |
| 51481 - Highway Services for Other Governments - Personal Services | \$128,492.00        | \$96,716.00         | \$117,754.00          |
| <i>snow removal nys</i>                                            |                     |                     |                       |
| <b>Total for Highway</b>                                           | <b>\$870,039.00</b> | <b>\$802,266.00</b> | <b>\$1,473,099.00</b> |
| <b>Total for Transportation</b>                                    | <b>\$870,039.00</b> | <b>\$802,266.00</b> | <b>\$1,473,099.00</b> |
| <b>Employee Benefits</b>                                           |                     |                     |                       |
| <b>Employee Benefits</b>                                           |                     |                     |                       |
| 90108 - State Retirement System - Employee Benefits                | \$25,838.00         | \$22,245.00         | \$24,668.00           |
| 90308 - Social Security - Employee Benefits                        | \$27,579.00         | \$23,335.00         | \$22,464.00           |
| 90508 - Unemployment Insurance - Employee Benefits                 | \$38.00             | \$380.00            | \$2,162.00            |
| 90558 - Disability Insurance - Employee Benefits                   | \$44.00             | \$82.00             | \$78.00               |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Results of Operations**

|                                                                           | 12/31/2024            | 12/31/2023          | 12/31/2022            |
|---------------------------------------------------------------------------|-----------------------|---------------------|-----------------------|
| 90608 - Hospital, Medical and Dental Insurance - Employee Benefits        | \$86,385.00           | \$74,558.00         | \$66,510.00           |
| 90898 - Employee Benefits, Other (Specify) - Employee Benefits allowances | \$3,540.00            | \$2,760.00          | \$2,160.00            |
| <b>Total for Employee Benefits</b>                                        | <b>\$143,424.00</b>   | <b>\$123,360.00</b> | <b>\$118,042.00</b>   |
| <b>Total for Employee Benefits</b>                                        | <b>\$143,424.00</b>   | <b>\$123,360.00</b> | <b>\$118,042.00</b>   |
| Total for Expenditures                                                    | \$1,013,463.00        | \$925,626.00        | \$1,591,141.00        |
| <b>Total for Expenditures and Other Uses</b>                              | <b>\$1,013,463.00</b> | <b>\$925,626.00</b> | <b>\$1,591,141.00</b> |

NOT

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
 Changes in Fund Balance**

| Analysis of Changes in Fund Balance              | 12/31/2024     | 12/31/2023   | 12/31/2022     |
|--------------------------------------------------|----------------|--------------|----------------|
| 8021 - Fund Balance - Beginning of Year          | \$897,172.00   | \$823,410.00 | \$1,331,975.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$897,172.00   | \$823,410.00 | \$1,331,975.00 |
| Add Revenues and Other Sources                   | \$998,634.00   | \$999,388.00 | \$1,082,576.00 |
| Deduct Expenditures and Other Uses               | \$1,013,463.00 | \$925,626.00 | \$1,591,141.00 |
| 8029 - Fund Balance - End of Year                | \$882,343.00   | \$897,172.00 | \$823,410.00   |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Adopted Budget Summary**

|                                                       | 12/31/2025            | 12/31/2024            | 12/31/2023            |
|-------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Estimated Revenues and Other Sources</b>           |                       |                       |                       |
| <b>Estimated Revenue</b>                              |                       |                       |                       |
| 1049 - Est Rev - Property Taxes                       | \$387,020.00          | \$101,886.00          | \$66,590.00           |
| 1199 - Est Rev - Non-Property Tax Items               | \$425,000.00          | \$425,000.00          | \$425,000.00          |
| 2399 - Est Rev - Intergovernmental Charges            | \$312,056.00          | \$308,500.00          | \$308,500.00          |
| 2499 - Est Rev - Use of Money and Property            | \$100.00              | \$100.00              | -                     |
| <b>Total for Estimated Revenue</b>                    | <b>\$1,124,176.00</b> | <b>\$835,486.00</b>   | <b>\$800,090.00</b>   |
| <b>Estimated Other Sources</b>                        |                       |                       |                       |
| 599 - Appropriated Fund Balance                       | \$150,000.00          | \$200,000.00          | \$217,606.00          |
| <b>Total for Estimated Other Sources</b>              | <b>\$150,000.00</b>   | <b>\$200,000.00</b>   | <b>\$217,606.00</b>   |
| <b>Total for Estimated Revenues and Other Sources</b> | <b>\$1,274,176.00</b> | <b>\$1,035,486.00</b> | <b>\$1,017,696.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DA - Highway Town-wide  
Adopted Budget Summary**

|                                                          | 12/31/2025            | 12/31/2024            | 12/31/2023            |
|----------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Estimated Appropriations and Other Uses</b>           |                       |                       |                       |
| <b>Estimated Appropriations</b>                          |                       |                       |                       |
| 5999 - App - Transportation                              | \$1,106,861.00        | \$886,000.00          | \$895,858.00          |
| 9199 - App - Employee Benefits                           | \$167,315.00          | \$149,486.00          | \$121,938.00          |
| <b>Total for Estimated Appropriations</b>                | <b>\$1,274,176.00</b> | <b>\$1,035,486.00</b> | <b>\$1,017,796.00</b> |
| <b>Total for Estimated Appropriations and Other Uses</b> | <b>\$1,274,176.00</b> | <b>\$1,035,486.00</b> | <b>\$1,017,796.00</b> |

NOT

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
Balance Sheet**

|                                               | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|-----------------------------------------------|---------------------|---------------------|---------------------|
| <b>Assets and Deferred Outflows</b>           |                     |                     |                     |
| <b>Assets</b>                                 |                     |                     |                     |
| <b>Cash and Cash Equivalents</b>              |                     |                     |                     |
| 200 - Cash                                    | \$315,130.00        | \$293,546.00        | \$741,722.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$315,130.00</b> | <b>\$293,546.00</b> | <b>\$741,722.00</b> |
| <b>Due From</b>                               |                     |                     |                     |
| 410 - Due from State and Federal Government   | -                   | \$416,700.00        | -                   |
| <b>Total for Due From</b>                     | <b>\$0.00</b>       | <b>\$416,700.00</b> | <b>\$0.00</b>       |
| <b>Total for Assets</b>                       | <b>\$315,130.00</b> | <b>\$710,246.00</b> | <b>\$741,722.00</b> |
| <b>Total for Assets and Deferred Outflows</b> |                     |                     |                     |
|                                               | <b>\$315,130.00</b> | <b>\$710,246.00</b> | <b>\$741,722.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
 Balance Sheet**

|                                                                  | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                     |                     |                     |
| <b>Fund Balance</b>                                              |                     |                     |                     |
| <b>Assigned Fund Balance</b>                                     |                     |                     |                     |
| 914 - Assigned Appropriated Fund Balance                         | -                   | \$318,741.00        | \$144,385.00        |
| 915 - Assigned Unappropriated Fund Balance                       | \$315,130.00        | \$391,505.00        | \$597,337.00        |
| <b>Total for Assigned Fund Balance</b>                           | <b>\$315,130.00</b> | <b>\$710,246.00</b> | <b>\$741,722.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$315,130.00</b> | <b>\$710,246.00</b> | <b>\$741,722.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$315,130.00</b> | <b>\$710,246.00</b> | <b>\$741,722.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
 Results of Operations**

|                                                                                       | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues and Other Sources</b>                                                     |                     |                     |                     |
| <b>Revenues</b>                                                                       |                     |                     |                     |
| <b>Non-Property Tax Items</b>                                                         |                     |                     |                     |
| 1120 - Non Property Tax Distribution by County                                        | \$376,700.00        | \$265,673.00        | \$320,000.00        |
| <b>Total for Non-Property Tax Items</b>                                               | <b>\$376,700.00</b> | <b>\$265,673.00</b> | <b>\$320,000.00</b> |
| <b>Intergovernmental Charges</b>                                                      |                     |                     |                     |
| 2300 - Transportation Services Other Governments<br><i>summer work reimbursements</i> | \$72,761.00         | \$25,000.00         | \$69,420.00         |
| <b>Total for Intergovernmental Charges</b>                                            | <b>\$72,761.00</b>  | <b>\$25,000.00</b>  | <b>\$69,420.00</b>  |
| <b>State Aid</b>                                                                      |                     |                     |                     |
| 3501 - State Aid Consolidated Highway Aid                                             | -                   | \$416,700.00        | \$385,550.00        |
| <b>Total for State Aid</b>                                                            | <b>\$0.00</b>       | <b>\$416,700.00</b> | <b>\$385,550.00</b> |
| <b>Total for Revenues</b>                                                             | <b>\$449,461.00</b> | <b>\$707,373.00</b> | <b>\$774,970.00</b> |
| <b>Total for Revenues and Other Sources</b>                                           | <b>\$449,461.00</b> | <b>\$707,373.00</b> | <b>\$774,970.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
Results of Operations**

|                                                                           | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Expenditures and Other Uses</b>                                        |                     |                     |                     |
| <b>Expenditures</b>                                                       |                     |                     |                     |
| <b>Transportation</b>                                                     |                     |                     |                     |
| <b>Highway</b>                                                            |                     |                     |                     |
| 51101 - Maintenance of Roads - Personal Services                          | \$135,965.00        | \$115,043.00        | \$111,962.00        |
| 51104 - Maintenance of Roads - Contractual                                | \$64,525.00         | \$32,492.00         | \$24,080.00         |
| 51121 - Permanent Improvements Highway - Personal Services                | \$47,063.00         | \$58,633.00         | \$28,019.00         |
| 51122 - Permanent Improvements Highway - Equipment and Capital Outlay     | \$468,016.00        | \$420,145.00        | \$319,522.00        |
| <b>Total for Highway</b>                                                  | <b>\$715,569.00</b> | <b>\$626,313.00</b> | <b>\$483,583.00</b> |
| <b>Total for Transportation</b>                                           | <b>\$715,569.00</b> | <b>\$626,313.00</b> | <b>\$483,583.00</b> |
| <b>Employee Benefits</b>                                                  |                     |                     |                     |
| <b>Employee Benefits</b>                                                  |                     |                     |                     |
| 90108 - State Retirement System - Employee Benefits                       | \$25,838.00         | \$22,245.00         | \$24,765.00         |
| 90308 - Social Security - Employee Benefits                               | \$13,162.00         | \$12,512.00         | \$10,131.00         |
| 90508 - Unemployment Insurance - Employee Benefits                        | \$38.00             | \$379.00            | \$1,912.00          |
| 90558 - Disability Insurance - Employee Benefits                          | \$44.00             | \$82.00             | \$79.00             |
| 90608 - Hospital, Medical and Dental Insurance - Employee Benefits        | \$86,386.00         | \$74,558.00         | \$66,510.00         |
| 90898 - Employee Benefits, Other (Specify) - Employee Benefits allowances | \$3,540.00          | \$2,760.00          | \$2,160.00          |
| <b>Total for Employee Benefits</b>                                        | <b>\$129,008.00</b> | <b>\$112,536.00</b> | <b>\$105,557.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
 Results of Operations**

|                                              | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|----------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Employee Benefits</b>           | <b>\$129,008.00</b> | <b>\$112,536.00</b> | <b>\$105,557.00</b> |
| <b>Total for Expenditures</b>                | <b>\$844,577.00</b> | <b>\$738,849.00</b> | <b>\$589,140.00</b> |
| <b>Total for Expenditures and Other Uses</b> | <b>\$844,577.00</b> | <b>\$738,849.00</b> | <b>\$589,140.00</b> |

NOT FINAL

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
 Changes in Fund Balance**

|                                                  | 12/31/2022   | 12/31/2023   | 12/31/2024   |
|--------------------------------------------------|--------------|--------------|--------------|
| <b>Analysis of Changes in Fund Balance</b>       |              |              |              |
| 8021 - Fund Balance - Beginning of Year          | \$555,892.00 | \$741,722.00 | \$710,246.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$555,892.00 | \$741,722.00 | \$710,246.00 |
| Add Revenues and Other Sources                   | \$774,970.00 | \$707,373.00 | \$449,461.00 |
| Deduct Expenditures and Other Uses               | \$589,140.00 | \$738,849.00 | \$844,577.00 |
| 8029 - Fund Balance - End of Year                | \$741,722.00 | \$710,246.00 | \$315,130.00 |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
Adopted Budget Summary**

|                                                       | 12/31/2025            | 12/31/2024          | 12/31/2023          |
|-------------------------------------------------------|-----------------------|---------------------|---------------------|
| <b>Estimated Revenues and Other Sources</b>           |                       |                     |                     |
| <b>Estimated Revenue</b>                              |                       |                     |                     |
| 1199 - Est Rev - Non-Property Tax Items               | \$572,721.00          | \$226,699.00        | \$165,673.00        |
| 2399 - Est Rev - Intergovernmental Charges            | \$20,000.00           | \$20,000.00         | \$25,000.00         |
| 3099 - Est Rev - State Aid                            | \$415,428.00          | \$377,853.00        | \$344,681.00        |
| <b>Total for Estimated Revenue</b>                    | <b>\$1,008,149.00</b> | <b>\$624,552.00</b> | <b>\$535,354.00</b> |
| <b>Estimated Other Sources</b>                        |                       |                     |                     |
| 599 - Appropriated Fund Balance                       | -                     | \$318,741.00        | \$144,385.00        |
| <b>Total for Estimated Other Sources</b>              | <b>\$0.00</b>         | <b>\$318,741.00</b> | <b>\$144,385.00</b> |
| <b>Total for Estimated Revenues and Other Sources</b> | <b>\$1,008,149.00</b> | <b>\$943,293.00</b> | <b>\$679,739.00</b> |



Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**DB - Highway Part-town  
 Adopted Budget Summary**

|                                                          | 12/31/2025            | 12/31/2024          | 12/31/2023          |
|----------------------------------------------------------|-----------------------|---------------------|---------------------|
| <b>Estimated Appropriations and Other Uses</b>           |                       |                     |                     |
| <b>Estimated Appropriations</b>                          |                       |                     |                     |
| 5999 - App - Transportation                              | \$849,718.00          | \$802,135.00        | \$572,232.00        |
| 9199 - App - Employee Benefits                           | \$158,431.00          | \$141,158.00        | \$107,507.00        |
| <b>Total for Estimated Appropriations</b>                | <b>\$1,008,149.00</b> | <b>\$943,293.00</b> | <b>\$679,739.00</b> |
| <b>Total for Estimated Appropriations and Other Uses</b> | <b>\$1,008,149.00</b> | <b>\$943,293.00</b> | <b>\$679,739.00</b> |

NOT

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
Balance Sheet**

|                                               | 12/31/2024    | 12/31/2023          | 12/31/2022          |
|-----------------------------------------------|---------------|---------------------|---------------------|
| <b>Assets and Deferred Outflows</b>           |               |                     |                     |
| <b>Assets</b>                                 |               |                     |                     |
| <b>Cash and Cash Equivalents</b>              |               |                     |                     |
| 200 - Cash                                    | -             | \$246,757.00        | \$178,008.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$0.00</b> | <b>\$246,757.00</b> | <b>\$178,008.00</b> |
| <b>Total for Assets</b>                       | <b>\$0.00</b> | <b>\$246,757.00</b> | <b>\$178,008.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$0.00</b> | <b>\$246,757.00</b> | <b>\$178,008.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
 Balance Sheet**

|                                                                  | 12/31/2024            | 12/31/2023              | 12/31/2022            |
|------------------------------------------------------------------|-----------------------|-------------------------|-----------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                       |                         |                       |
| <b>Liabilities</b>                                               |                       |                         |                       |
| <b>Due to</b>                                                    |                       |                         |                       |
| 630 - Due To Other Funds                                         | \$908,684.00          | \$1,256,911.00          | -                     |
| <b>Total for Due to</b>                                          | <b>\$908,684.00</b>   | <b>\$1,256,911.00</b>   | <b>\$0.00</b>         |
| <b>Notes Payable</b>                                             |                       |                         |                       |
| 626 - Bond Anticipation Notes Payable                            | -                     | -                       | \$600,000.00          |
| <b>Total for Notes Payable</b>                                   | <b>\$0.00</b>         | <b>\$0.00</b>           | <b>\$600,000.00</b>   |
| <b>Total for Liabilities</b>                                     | <b>\$908,684.00</b>   | <b>\$1,256,911.00</b>   | <b>\$600,000.00</b>   |
| <b>Fund Balance</b>                                              |                       |                         |                       |
| <b>Unassigned Fund Balance</b>                                   |                       |                         |                       |
| 917 - Unassigned Fund Balance                                    | (\$908,684.00)        | (\$1,010,154.00)        | (\$421,992.00)        |
| <b>Total for Unassigned Fund Balance</b>                         | <b>(\$908,684.00)</b> | <b>(\$1,010,154.00)</b> | <b>(\$421,992.00)</b> |
| <b>Total for Fund Balance</b>                                    | <b>(\$908,684.00)</b> | <b>(\$1,010,154.00)</b> | <b>(\$421,992.00)</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$0.00</b>         | <b>\$246,757.00</b>     | <b>\$178,008.00</b>   |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
Results of Operations**

|                                             | 12/31/2024            | 12/31/2023            | 12/31/2022          |
|---------------------------------------------|-----------------------|-----------------------|---------------------|
| <b>Revenues and Other Sources</b>           |                       |                       |                     |
| <b>Revenues</b>                             |                       |                       |                     |
| <b>State Aid</b>                            |                       |                       |                     |
| 3097 - State Aid Capital Projects           | \$1,070,255.00        | \$2,088,243.00        | \$821,682.00        |
| <b>Total for State Aid</b>                  | <b>\$1,070,255.00</b> | <b>\$2,088,243.00</b> | <b>\$821,682.00</b> |
| <b>Federal Aid</b>                          |                       |                       |                     |
| 4097 - Federal Aid Capital Projects         | -                     | \$163,208.00          | -                   |
| <b>Total for Federal Aid</b>                | <b>\$0.00</b>         | <b>\$163,208.00</b>   | <b>\$0.00</b>       |
| <b>Total for Revenues</b>                   | <b>\$1,070,255.00</b> | <b>\$2,251,451.00</b> | <b>\$821,682.00</b> |
| <b>Other Sources</b>                        |                       |                       |                     |
| <b>Operating Transfers</b>                  |                       |                       |                     |
| 5031 - Interfund Transfers                  | \$2,398.00            | \$98,682.00           | -                   |
| <b>Total for Operating Transfers</b>        | <b>\$2,398.00</b>     | <b>\$98,682.00</b>    | <b>\$0.00</b>       |
| <b>Proceeds of Obligations</b>              |                       |                       |                     |
| 5730 - Bond Anticipation Notes              | -                     | \$1,163,000.00        | \$0.00              |
| <b>Total for Proceeds of Obligations</b>    | <b>\$0.00</b>         | <b>\$1,163,000.00</b> | <b>\$0.00</b>       |
| <b>Total for Other Sources</b>              | <b>\$2,398.00</b>     | <b>\$1,261,682.00</b> | <b>\$0.00</b>       |
| <b>Total for Revenues and Other Sources</b> | <b>\$1,072,653.00</b> | <b>\$3,513,133.00</b> | <b>\$821,682.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
Results of Operations**

|                                                                                              | 12/31/2024          | 12/31/2023            | 12/31/2022          |
|----------------------------------------------------------------------------------------------|---------------------|-----------------------|---------------------|
| <b>Expenditures and Other Uses</b>                                                           |                     |                       |                     |
| <b>Expenditures</b>                                                                          |                     |                       |                     |
| <b>Transportation</b>                                                                        |                     |                       |                     |
| <b>Other Transportation</b>                                                                  |                     |                       |                     |
| 56802 - Transportation, Other - Equipment and Capital Outlay<br><i>Redi Project expenses</i> | \$971,183.00        | \$2,739,530.00        | \$447,557.00        |
| <b>Total for Other Transportation</b>                                                        | <b>\$971,183.00</b> | <b>\$2,739,530.00</b> | <b>\$447,557.00</b> |
| <b>Total for Transportation</b>                                                              | <b>\$971,183.00</b> | <b>\$2,739,530.00</b> | <b>\$447,557.00</b> |
| <b>Culture and Recreation</b>                                                                |                     |                       |                     |
| <b>Recreation</b>                                                                            |                     |                       |                     |
| 71102 - Parks - Equipment and Capital Outlay                                                 | -                   | -                     | \$7,258.00          |
| <b>Total for Recreation</b>                                                                  | <b>\$0.00</b>       | <b>\$0.00</b>         | <b>\$7,258.00</b>   |
| <b>Total for Culture and Recreation</b>                                                      | <b>\$0.00</b>       | <b>\$0.00</b>         | <b>\$7,258.00</b>   |
| <b>Debt Service</b>                                                                          |                     |                       |                     |
| <b>Debt Service</b>                                                                          |                     |                       |                     |
| 97306 - Bond Anticipation Notes - Debt Principal                                             | -                   | \$1,163,000.00        | -                   |
| 97307 - Bond Anticipation Notes - Debt Interest                                              | -                   | \$20,298.00           | \$4,760.00          |
| <b>Total for Debt Service</b>                                                                | <b>\$0.00</b>       | <b>\$1,183,298.00</b> | <b>\$4,760.00</b>   |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
Results of Operations**

|                                                       | 12/31/2024          | 12/31/2023            | 12/31/2022          |
|-------------------------------------------------------|---------------------|-----------------------|---------------------|
| <b>Total for Debt Service</b>                         | <b>\$0.00</b>       | <b>\$1,183,298.00</b> | <b>\$4,760.00</b>   |
| <b>Total for Expenditures</b>                         | <b>\$971,183.00</b> | <b>\$3,922,828.00</b> | <b>\$459,575.00</b> |
| <b>Other Uses</b>                                     |                     |                       |                     |
| <b>Interfund Transfers</b>                            |                     |                       |                     |
| <b>Interfund Transfers</b>                            |                     |                       |                     |
| 99019 - Transfers to Other Funds - Interfund Transfer | -                   | \$178,467.00          | -                   |
| <b>Total for Interfund Transfers</b>                  | <b>\$0.00</b>       | <b>\$178,467.00</b>   | <b>\$0.00</b>       |
| <b>Total for Interfund Transfers</b>                  | <b>\$0.00</b>       | <b>\$178,467.00</b>   | <b>\$0.00</b>       |
| <b>Total for Other Uses</b>                           | <b>\$0.00</b>       | <b>\$178,467.00</b>   | <b>\$0.00</b>       |
| <b>Total for Expenditures and Other Uses</b>          | <b>\$971,183.00</b> | <b>\$4,101,295.00</b> | <b>\$459,575.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**H - Capital Projects  
Changes in Fund Balance**

|                                                  | 12/31/2022     | 12/31/2023       | 12/31/2024       |
|--------------------------------------------------|----------------|------------------|------------------|
| <b>Analysis of Changes in Fund Balance</b>       |                |                  |                  |
| 8021 - Fund Balance - Beginning of Year          | (\$784,098.59) | (\$421,991.59)   | (\$1,010,153.59) |
| 8022 - Restated Fund Balance - Beginning of Year | (\$784,098.59) | (\$421,991.59)   | (\$1,010,153.59) |
| Add Revenues and Other Sources                   | \$821,682.00   | \$3,513,133.00   | \$1,072,653.00   |
| Deduct Expenditures and Other Uses               | \$459,575.00   | \$4,101,295.00   | \$971,183.00     |
| 8029 - Fund Balance - End of Year                | (\$421,991.59) | (\$1,010,153.59) | (\$908,683.59)   |

NOT FINAL



Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**SL - Special District(s) Lighting  
 Balance Sheet**

|                                               | 12/31/2024        | 12/31/2023        | 12/31/2022         |
|-----------------------------------------------|-------------------|-------------------|--------------------|
| <b>Assets and Deferred Outflows</b>           |                   |                   |                    |
| <b>Assets</b>                                 |                   |                   |                    |
| <b>Cash and Cash Equivalents</b>              |                   |                   |                    |
| 200 - Cash                                    | \$7,813.00        | \$7,033.00        | \$12,029.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |
| <b>Total for Assets</b>                       | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SL - Special District(s) Lighting  
Balance Sheet**

|                                                                  | 12/31/2024        | 12/31/2023        | 12/31/2022         |
|------------------------------------------------------------------|-------------------|-------------------|--------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b>           |                   |                   |                    |
| <b>Fund Balance</b>                                              |                   |                   |                    |
| <b>Assigned Fund Balance</b>                                     |                   |                   |                    |
| 914 - Assigned Appropriated Fund Balance                         | -                 | \$1,500.00        | \$7,500.00         |
| 915 - Assigned Unappropriated Fund Balance                       | \$7,813.00        | \$5,533.00        | \$4,529.00         |
| <b>Total for Assigned Fund Balance</b>                           | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |
| <b>Total for Fund Balance</b>                                    | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$7,813.00</b> | <b>\$7,033.00</b> | <b>\$12,029.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**SL - Special District(s) Lighting  
 Results of Operations**

|                                             | 12/31/2024        | 12/31/2023    | 12/31/2022    |
|---------------------------------------------|-------------------|---------------|---------------|
| <b>Revenues and Other Sources</b>           |                   |               |               |
| <b>Revenues</b>                             |                   |               |               |
| <b>Property Taxes</b>                       |                   |               |               |
| 1001 - Real Property Taxes                  | \$6,000.00        | -             | -             |
| <b>Total for Property Taxes</b>             | <b>\$6,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |
| <b>Total for Revenues</b>                   | <b>\$6,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |
| <b>Total for Revenues and Other Sources</b> | <b>\$6,000.00</b> | <b>\$0.00</b> | <b>\$0.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SL - Special District(s) Lighting  
Results of Operations**

|                                              | 12/31/2024        | 12/31/2023        | 12/31/2022        |
|----------------------------------------------|-------------------|-------------------|-------------------|
| <b>Expenditures and Other Uses</b>           |                   |                   |                   |
| <b>Expenditures</b>                          |                   |                   |                   |
| <b>Transportation</b>                        |                   |                   |                   |
| <b>Highway</b>                               |                   |                   |                   |
| 51824 - Street Lighting - Contractual        | \$5,220.00        | \$4,996.00        | \$5,336.00        |
| <b>Total for Highway</b>                     | <b>\$5,220.00</b> | <b>\$4,996.00</b> | <b>\$5,336.00</b> |
| <b>Total for Transportation</b>              | <b>\$5,220.00</b> | <b>\$4,996.00</b> | <b>\$5,336.00</b> |
| <b>Total for Expenditures</b>                | <b>\$5,220.00</b> | <b>\$4,996.00</b> | <b>\$5,336.00</b> |
| <b>Total for Expenditures and Other Uses</b> | <b>\$5,220.00</b> | <b>\$4,996.00</b> | <b>\$5,336.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SL - Special District(s) Lighting  
Changes in Fund Balance**

|                                                  | 12/31/2024 | 12/31/2023  | 12/31/2022  |
|--------------------------------------------------|------------|-------------|-------------|
| <b>Analysis of Changes in Fund Balance</b>       |            |             |             |
| 8021 - Fund Balance - Beginning of Year          | \$7,033.00 | \$12,029.00 | \$17,365.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$7,033.00 | \$12,029.00 | \$17,365.00 |
| Add Revenues and Other Sources                   | \$6,000.00 | \$0.00      | \$0.00      |
| Deduct Expenditures and Other Uses               | \$5,220.00 | \$4,996.00  | \$5,336.00  |
| 8029 - Fund Balance - End of Year                | \$7,813.00 | \$7,033.00  | \$12,029.00 |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Balance Sheet**

|                                                       | 12/31/2024          | 12/31/2023          | 12/31/2022         |
|-------------------------------------------------------|---------------------|---------------------|--------------------|
| <b>Assets and Deferred Outflows</b>                   |                     |                     |                    |
| <b>Assets</b>                                         |                     |                     |                    |
| <b>Cash and Cash Equivalents</b>                      |                     |                     |                    |
| 200 - Cash                                            | \$10,219.00         | \$33,519.00         | \$20,173.00        |
| 201 - Cash In Time Deposits                           | \$64,925.00         | \$64,859.00         | \$44,793.00        |
| <b>Total for Cash and Cash Equivalents</b>            | <b>\$75,144.00</b>  | <b>\$98,378.00</b>  | <b>\$64,966.00</b> |
| <b>Restricted Cash and Cash Equivalents</b>           |                     |                     |                    |
| 230 - Cash Special Reserves                           | \$4,968.00          | \$4,963.00          | \$34,398.00        |
| <b>Total for Restricted Cash and Cash Equivalents</b> | <b>\$4,968.00</b>   | <b>\$4,963.00</b>   | <b>\$34,398.00</b> |
| <b>Other Assets</b>                                   |                     |                     |                    |
| 480 - Prepaid Expenses                                | \$106,800.00        | -                   | -                  |
| <b>Total for Other Assets</b>                         | <b>\$106,800.00</b> | <b>\$0.00</b>       | <b>\$0.00</b>      |
| <b>Total for Assets</b>                               | <b>\$186,912.00</b> | <b>\$103,341.00</b> | <b>\$99,364.00</b> |
| <b>Total for Assets and Deferred Outflows</b>         | <b>\$186,912.00</b> | <b>\$103,341.00</b> | <b>\$99,364.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Balance Sheet**

|                                                        | 12/31/2024           | 12/31/2023         | 12/31/2022         |
|--------------------------------------------------------|----------------------|--------------------|--------------------|
| <b>Liabilities, Deferred Inflows and Fund Balances</b> |                      |                    |                    |
| <b>Liabilities</b>                                     |                      |                    |                    |
| <b>Due to</b>                                          |                      |                    |                    |
| 630 - Due To Other Funds                               | \$89,456.00          | -                  | -                  |
| <b>Total for Due to</b>                                | <b>\$89,456.00</b>   | <b>\$0.00</b>      | <b>\$0.00</b>      |
| <b>Total for Liabilities</b>                           | <b>\$89,456.00</b>   | <b>\$0.00</b>      | <b>\$0.00</b>      |
| <b>Fund Balance</b>                                    |                      |                    |                    |
| <b>Nonspendable Fund Balance</b>                       |                      |                    |                    |
| 806 - Not In Spendable Form                            | \$106,800.00         | -                  | -                  |
| <b>Total for Nonspendable Fund Balance</b>             | <b>\$106,800.00</b>  | <b>\$0.00</b>      | <b>\$0.00</b>      |
| <b>Restricted Fund Balance</b>                         |                      |                    |                    |
| 878 - Capital Reserve                                  | \$4,968.00           | \$4,963.00         | \$34,398.00        |
| <b>Total for Restricted Fund Balance</b>               | <b>\$4,968.00</b>    | <b>\$4,963.00</b>  | <b>\$34,398.00</b> |
| <b>Assigned Fund Balance</b>                           |                      |                    |                    |
| 915 - Assigned Unappropriated Fund Balance             | -                    | \$98,378.00        | \$64,966.00        |
| <b>Total for Assigned Fund Balance</b>                 | <b>\$0.00</b>        | <b>\$98,378.00</b> | <b>\$64,966.00</b> |
| <b>Unassigned Fund Balance</b>                         |                      |                    |                    |
| 917 - Unassigned Fund Balance                          | (\$14,312.00)        | -                  | -                  |
| <b>Total for Unassigned Fund Balance</b>               | <b>(\$14,312.00)</b> | <b>\$0.00</b>      | <b>\$0.00</b>      |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
 Balance Sheet**

|                                                                  | 12/31/2024          | 12/31/2023          | 12/31/2022         |
|------------------------------------------------------------------|---------------------|---------------------|--------------------|
| <b>Total for Fund Balance</b>                                    | <b>\$97,456.00</b>  | <b>\$103,341.00</b> | <b>\$99,364.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Fund Balances</b> | <b>\$186,912.00</b> | <b>\$103,341.00</b> | <b>\$99,364.00</b> |

NOT FINAL



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Results of Operations**

|                                             | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|---------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues and Other Sources</b>           |                     |                     |                     |
| <b>Revenues</b>                             |                     |                     |                     |
| <b>Property Taxes</b>                       |                     |                     |                     |
| 1001 - Real Property Taxes                  | \$273,737.00        | \$267,292.00        | \$261,730.00        |
| <b>Total for Property Taxes</b>             | <b>\$273,737.00</b> | <b>\$267,292.00</b> | <b>\$261,730.00</b> |
| <b>Departmental Income</b>                  |                     |                     |                     |
| 2122 - Sewer Charges                        | -                   | -                   | \$2,250.00          |
| <b>Total for Departmental Income</b>        | <b>\$0.00</b>       | <b>\$0.00</b>       | <b>\$2,250.00</b>   |
| <b>Use of Money and Property</b>            |                     |                     |                     |
| 2401 - Interest and Earnings                | \$1,000.00          | \$74.00             | \$46.00             |
| <b>Total for Use of Money and Property</b>  | <b>\$1,000.00</b>   | <b>\$74.00</b>      | <b>\$46.00</b>      |
| <b>State Aid</b>                            |                     |                     |                     |
| 3990 - State Aid Sewer Capital Projects     | \$71.00             | \$15,000.00         | -                   |
| <b>Total for State Aid</b>                  | <b>\$71.00</b>      | <b>\$15,000.00</b>  | <b>\$0.00</b>       |
| <b>Total for Revenues</b>                   | <b>\$274,808.00</b> | <b>\$282,366.00</b> | <b>\$264,026.00</b> |
| <b>Total for Revenues and Other Sources</b> | <b>\$274,808.00</b> | <b>\$282,366.00</b> | <b>\$264,026.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Results of Operations**

|                                                                      | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|----------------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Expenditures and Other Uses</b>                                   |                     |                     |                     |
| <b>Expenditures</b>                                                  |                     |                     |                     |
| <b>General Government Support</b>                                    |                     |                     |                     |
| <b>Special Items</b>                                                 |                     |                     |                     |
| 19204 - Municipal Association Dues - Contractual                     | \$266.00            | \$263.00            | \$260.00            |
| <b>Total for Special Items</b>                                       | <b>\$266.00</b>     | <b>\$263.00</b>     | <b>\$260.00</b>     |
| <b>Total for General Government Support</b>                          | <b>\$266.00</b>     | <b>\$263.00</b>     | <b>\$260.00</b>     |
| <b>Home and Community Services</b>                                   |                     |                     |                     |
| <b>Sewage</b>                                                        |                     |                     |                     |
| 81301 - Sewage Treatment and Disposal - Personal Services            | \$7,428.00          | \$6,564.00          | \$6,580.00          |
| 81302 - Sewage Treatment and Disposal - Equipment and Capital Outlay | -                   | \$33,997.00         | \$18,377.00         |
| 81304 - Sewage Treatment and Disposal - Contractual                  | \$151,951.00        | \$116,586.00        | \$137,778.00        |
| <b>Total for Sewage</b>                                              | <b>\$159,379.00</b> | <b>\$157,147.00</b> | <b>\$162,735.00</b> |
| <b>Total for Home and Community Services</b>                         | <b>\$159,379.00</b> | <b>\$157,147.00</b> | <b>\$162,735.00</b> |
| <b>Employee Benefits</b>                                             |                     |                     |                     |
| <b>Employee Benefits</b>                                             |                     |                     |                     |
| 90308 - Social Security - Employee Benefits                          | \$566.00            | \$500.00            | \$503.00            |
| 90558 - Disability Insurance - Employee Benefits                     | \$32.00             | \$29.00             | \$30.00             |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Results of Operations**

|                                              | 12/31/2024          | 12/31/2023          | 12/31/2022          |
|----------------------------------------------|---------------------|---------------------|---------------------|
| <b>Total for Employee Benefits</b>           | <b>\$598.00</b>     | <b>\$529.00</b>     | <b>\$533.00</b>     |
| <b>Total for Employee Benefits</b>           | <b>\$598.00</b>     | <b>\$529.00</b>     | <b>\$533.00</b>     |
| <b>Debt Service</b>                          |                     |                     |                     |
| <b>Debt Service</b>                          |                     |                     |                     |
| 97106 - Serial Bonds - Debt Principal        | \$120,450.00        | \$120,450.00        | \$118,810.00        |
| <b>Total for Debt Service</b>                | <b>\$120,450.00</b> | <b>\$120,450.00</b> | <b>\$118,810.00</b> |
| <b>Total for Debt Service</b>                | <b>\$120,450.00</b> | <b>\$120,450.00</b> | <b>\$118,810.00</b> |
| <b>Total for Expenditures</b>                | <b>\$280,693.00</b> | <b>\$278,389.00</b> | <b>\$282,338.00</b> |
| <b>Total for Expenditures and Other Uses</b> | <b>\$280,693.00</b> | <b>\$278,389.00</b> | <b>\$282,338.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
 Changes in Fund Balance**

|                                                  | 12/31/2024   | 12/31/2023   | 12/31/2022   |
|--------------------------------------------------|--------------|--------------|--------------|
| <b>Analysis of Changes in Fund Balance:</b>      |              |              |              |
| 8021 - Fund Balance - Beginning of Year          | \$103,341.00 | \$99,364.00  | \$117,676.00 |
| 8022 - Restated Fund Balance - Beginning of Year | \$103,341.00 | \$99,364.00  | \$117,676.00 |
| Add Revenues and Other Sources                   | \$274,808.00 | \$282,366.00 | \$264,026.00 |
| Deduct Expenditures and Other Uses               | \$280,693.00 | \$278,389.00 | \$282,338.00 |
| 8029 - Fund Balance - End of Year                | \$97,456.00  | \$103,341.00 | \$99,364.00  |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Adopted Budget Summary**

|                                                       | 12/31/2025          | 12/31/2024          | 12/31/2023          |
|-------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Estimated Revenues and Other Sources</b>           |                     |                     |                     |
| <b>Estimated Revenue</b>                              |                     |                     |                     |
| 1049 - Est Rev - Property Taxes                       | \$276,769.00        | \$273,737.00        | \$267,292.00        |
| 2499 - Est Rev - Use of Money and Property            | \$50.00             | \$50.00             | \$25.00             |
| <b>Total for Estimated Revenue</b>                    | <b>\$276,819.00</b> | <b>\$273,787.00</b> | <b>\$267,317.00</b> |
| <b>Total for Estimated Revenues and Other Sources</b> | <b>\$276,819.00</b> | <b>\$273,787.00</b> | <b>\$267,317.00</b> |

NOT

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**SS - Special District(s) Sewer  
Adopted Budget Summary**

|                                                          | 12/31/2025          | 12/31/2024          | 12/31/2023          |
|----------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Estimated Appropriations and Other Uses</b>           |                     |                     |                     |
| <b>Estimated Appropriations</b>                          |                     |                     |                     |
| 1999 - App - General Government Support                  | \$260.00            | \$250.00            | \$260.00            |
| 8999 - App - Home and Community Services                 | \$154,135.00        | \$152,501.00        | \$146,079.00        |
| 9199 - App - Employee Benefits                           | \$624.00            | \$586.00            | \$528.00            |
| 9899 - App - Debt Service                                | \$106,800.00        | \$120,450.00        | \$120,450.00        |
| <b>Total for Estimated Appropriations</b>                | <b>\$261,819.00</b> | <b>\$273,787.00</b> | <b>\$267,317.00</b> |
| <b>Estimated Other Uses</b>                              |                     |                     |                     |
| 9999 - App - Interfund Transfers                         | \$15,000.00         | -                   | -                   |
| <b>Total for Estimated Other Uses</b>                    | <b>\$15,000.00</b>  | <b>\$0.00</b>       | <b>\$0.00</b>       |
| <b>Total for Estimated Appropriations and Other Uses</b> | <b>\$276,819.00</b> | <b>\$273,787.00</b> | <b>\$267,317.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**TE - Private Purpose Trust  
 Statement of Net Position**

|                                               | 12/31/2024    | 12/31/2023        | 12/31/2022        |
|-----------------------------------------------|---------------|-------------------|-------------------|
| <b>Assets and Deferred Outflows</b>           |               |                   |                   |
| <b>Assets</b>                                 |               |                   |                   |
| <b>Cash and Cash Equivalents</b>              |               |                   |                   |
| 200 - Cash                                    | -             | \$8,807.00        | \$4,547.00        |
| <b>Total for Cash and Cash Equivalents</b>    | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |
| <b>Total for Assets</b>                       | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |
| <b>Total for Assets and Deferred Outflows</b> | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**TE - Private Purpose Trust  
Statement of Net Position**

|                                                                 | 12/31/2024    | 12/31/2023        | 12/31/2022        |
|-----------------------------------------------------------------|---------------|-------------------|-------------------|
| <b>Liabilities, Deferred Inflows and Net Position</b>           |               |                   |                   |
| <b>Net Position</b>                                             |               |                   |                   |
| <b>Restricted Net Position</b>                                  |               |                   |                   |
| 923 - Net Assets Restricted for Other Purposes                  | -             | \$8,807.00        | \$4,547.00        |
| <b>Total for Restricted Net Position</b>                        | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |
| <b>Total for Net Position</b>                                   | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |
| <b>Total for Liabilities, Deferred Inflows and Net Position</b> | <b>\$0.00</b> | <b>\$8,807.00</b> | <b>\$4,547.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**TE - Private Purpose Trust  
Results of Operations**

|                                             | 12/31/2024    | 12/31/2023         | 12/31/2022         |
|---------------------------------------------|---------------|--------------------|--------------------|
| <b>Revenues and Other Sources</b>           |               |                    |                    |
| <b>Revenues</b>                             |               |                    |                    |
| <b>Miscellaneous</b>                        |               |                    |                    |
| 2770 - Unclassified                         | -             | \$15,420.00        | \$13,750.00        |
| <b>Total for Miscellaneous</b>              | <b>\$0.00</b> | <b>\$15,420.00</b> | <b>\$13,750.00</b> |
| <b>Total for Revenues</b>                   | <b>\$0.00</b> | <b>\$15,420.00</b> | <b>\$13,750.00</b> |
| <b>Total for Revenues and Other Sources</b> | <b>\$0.00</b> | <b>\$15,420.00</b> | <b>\$13,750.00</b> |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**TE - Private Purpose Trust  
Results of Operations**

|                                                                                     | 12/31/2024        | 12/31/2023         | 12/31/2022         |
|-------------------------------------------------------------------------------------|-------------------|--------------------|--------------------|
| <b>Expenditures and Other Uses</b>                                                  |                   |                    |                    |
| <b>Expenditures</b>                                                                 |                   |                    |                    |
| <b>General Government Support</b>                                                   |                   |                    |                    |
| <b>Special Items</b>                                                                |                   |                    |                    |
| 19454 - Other Private-Purpose Activities - Contractual<br><i>Transfer to Fund A</i> | \$8,807.00        | \$11,160.00        | \$11,445.00        |
| <b>Total for Special Items</b>                                                      | <b>\$8,807.00</b> | <b>\$11,160.00</b> | <b>\$11,445.00</b> |
| <b>Total for General Government Support</b>                                         | <b>\$8,807.00</b> | <b>\$11,160.00</b> | <b>\$11,445.00</b> |
| <b>Total for Expenditures</b>                                                       | <b>\$8,807.00</b> | <b>\$11,160.00</b> | <b>\$11,445.00</b> |
| <b>Total for Expenditures and Other Uses</b>                                        | <b>\$8,807.00</b> | <b>\$11,160.00</b> | <b>\$11,445.00</b> |

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**TE - Private Purpose Trust  
 Changes in Net Position**

| Analysis of Changes in Net Position              | 12/31/2024 | 12/31/2023  | 12/31/2022  |
|--------------------------------------------------|------------|-------------|-------------|
| 8021 - Net Position - Beginning of Year          | \$8,807.31 | \$4,547.31  | \$2,242.31  |
| 8022 - Restated Net Position - Beginning of Year | \$8,807.31 | \$4,547.31  | \$2,242.31  |
| Add Revenues and Other Sources                   | \$0.00     | \$15,420.00 | \$13,750.00 |
| Deduct Expenditures and Other Uses               | \$8,807.00 | \$11,160.00 | \$11,445.00 |
| 8029 - Net Position - End of Year                | \$0.31     | \$8,807.31  | \$4,547.31  |

NOT FINAL

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**K - Schedule of Non-Current Government Assets  
 Schedule of Non-Current Government Assets**

|                                                 | 12/31/2024             | 12/31/2023             | 12/31/2022             |
|-------------------------------------------------|------------------------|------------------------|------------------------|
| <b>Non-Current Assets</b>                       |                        |                        |                        |
| <b>Non-Depreciable Capital Assets</b>           |                        |                        |                        |
| 101 - Land                                      | \$461,074.00           | \$461,074.00           | \$461,074.00           |
| <b>Total for Non-Depreciable Capital Assets</b> | <b>\$461,074.00</b>    | <b>\$461,074.00</b>    | <b>\$461,074.00</b>    |
| <b>Depreciable Capital Assets</b>               |                        |                        |                        |
| 102 - Buildings                                 | \$14,723,955.00        | \$14,723,955.00        | \$14,651,411.00        |
| 103 - Improvements Other Than Buildings         | \$18,917,684.00        | \$17,946,501.00        | \$15,180,285.00        |
| 104 - Machinery and Equipment                   | \$4,006,021.00         | \$3,817,989.00         | \$3,708,721.00         |
| 106 - Infrastructure                            | \$8,445,454.00         | \$7,977,438.00         | \$7,498,660.00         |
| <b>Total for Depreciable Capital Assets</b>     | <b>\$46,093,114.00</b> | <b>\$44,465,883.00</b> | <b>\$41,039,077.00</b> |
| <b>Other Non-Current Assets</b>                 |                        |                        |                        |
| 108 - Net Pension Asset Proportionate Share     | -                      | -                      | \$305,022.00           |
| <b>Total for Other Non-Current Assets</b>       | <b>\$0.00</b>          | <b>\$0.00</b>          | <b>\$305,022.00</b>    |
| <b>Total for Non-Current Assets</b>             | <b>\$46,554,188.00</b> | <b>\$44,926,957.00</b> | <b>\$41,805,173.00</b> |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**W - Schedule of Non-Current Government Liabilities  
Schedule of Non-Current Government Liabilities**

|                                                 | 12/31/2024            | 12/31/2023            | 12/31/2022            |
|-------------------------------------------------|-----------------------|-----------------------|-----------------------|
| <b>Long-Term Obligations</b>                    |                       |                       |                       |
| <b>Debt Obligations</b>                         |                       |                       |                       |
| 628 - Bonds Payable                             | \$4,940,200.00        | \$5,387,642.00        | \$5,594,092.00        |
| <b>Total for Debt Obligations</b>               | <b>\$4,940,200.00</b> | <b>\$5,387,642.00</b> | <b>\$5,594,092.00</b> |
| <b>Other Long-Term Obligations</b>              |                       |                       |                       |
| 638 - Net Pension Liability Proportionate Share | \$604,029.00          | \$896,771.00          | -                     |
| <b>Total for Other Long-Term Obligations</b>    | <b>\$604,029.00</b>   | <b>\$896,771.00</b>   | <b>\$0.00</b>         |
| <b>Total for Long-Term Obligations</b>          | <b>\$5,544,229.00</b> | <b>\$6,284,413.00</b> | <b>\$5,594,092.00</b> |

**Supplemental Schedules**

The Supplemental Schedules includes the following schedules:

- Statement of Indebtedness
- Bond Repayment
- Bank Reconciliation
- Employee and Retiree Benefits

**NOT FINAL**

Town of Clayton  
 Annual Financial Report  
 For the Fiscal Period 01/01/2024 - 12/31/2024

**Statement of Indebtedness  
 Debt Summary**

| Debt Type    | Beginning Balance | Debt Issued | Principal Paid | Paid From debt Proceeds | Accreted Interest | Prior Year Adjustment | Ending Balance |
|--------------|-------------------|-------------|----------------|-------------------------|-------------------|-----------------------|----------------|
| Bond         | \$5,387,642.00    | \$0.00      | \$447,442.00   | \$0.00                  | \$0.00            | \$0.00                | \$4,940,200.00 |
| <b>Total</b> | \$5,387,642.00    | \$0.00      | \$447,442.00   | \$0.00                  | \$0.00            | \$0.00                | \$4,940,200.00 |

NOT FINAL

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Statement of Indebtedness  
Debt Records**

| Debt Type/ Purpose             | Lender Name                   | Issue Date | Maturity Date | Beginning Balance | Debt Issued | Principal Paid | Paid From Debt Proceeds | Prior Year Adjustment | Accreted Interest | Ending Balance |
|--------------------------------|-------------------------------|------------|---------------|-------------------|-------------|----------------|-------------------------|-----------------------|-------------------|----------------|
| <b>Bond</b><br>Rt 12 Sewer     | EFC                           | 2/1/18     | 2/1/48        | \$2,670,000.00    | \$0.00      | \$106,800.00   | \$0.00                  | \$0.00                | \$0.00            | \$2,563,200.00 |
| <b>Bond</b><br>Arena Addition  | USDA                          | 9/7/21     | 9/7/44        | \$2,615,000.00    | \$0.00      | \$238,000.00   | \$0.00                  | \$0.00                | \$0.00            | \$2,377,000.00 |
| <b>Bond</b><br>Sewer           | EFC                           | 4/1/05     | 4/1/24        | \$13,650.00       | \$0.00      | \$13,650.00    | \$0.00                  | \$0.00                | \$0.00            | \$0.00         |
| <b>Bond</b><br>Transient Docks | Greene County Commercial Bank | 12/21/17   | 12/21/24      | \$88,992.00       | \$0.00      | \$88,992.00    | \$0.00                  | \$0.00                | \$0.00            | \$0.00         |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Bond Repayment**

| Fiscal Year Ending | Bond Principal Due | Bond Interest Due | Total Due    | Remaining Principal Balance |
|--------------------|--------------------|-------------------|--------------|-----------------------------|
| 2025               | \$225,800.00       | \$53,483.00       | \$279,283.00 | \$4,714,400.00              |
| 2026               | \$225,800.00       | \$50,805.00       | \$276,605.00 | \$4,488,600.00              |
| 2027               | \$225,800.00       | \$48,127.00       | \$273,927.00 | \$4,262,800.00              |
| 2028               | \$225,800.00       | \$45,450.00       | \$271,250.00 | \$4,037,000.00              |
| 2029               | \$225,800.00       | \$42,772.00       | \$268,572.00 | \$3,811,200.00              |
| 2030               | \$225,800.00       | \$40,095.00       | \$265,895.00 | \$3,585,400.00              |
| 2031               | \$225,800.00       | \$37,418.00       | \$263,218.00 | \$3,359,600.00              |
| 2032               | \$225,800.00       | \$34,740.00       | \$260,540.00 | \$3,133,800.00              |
| 2033               | \$225,800.00       | \$32,062.00       | \$257,862.00 | \$2,908,000.00              |
| 2034               | \$225,800.00       | \$29,385.00       | \$255,185.00 | \$2,682,200.00              |
| 2035               | \$225,800.00       | \$26,708.00       | \$252,508.00 | \$2,456,400.00              |
| 2036               | \$225,800.00       | \$24,030.00       | \$249,830.00 | \$2,230,600.00              |
| 2037               | \$225,800.00       | \$21,352.00       | \$247,152.00 | \$2,004,800.00              |



Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

| Fiscal Year Ending                                                             | Bond Principal Due    | Bond Interest Due   | Total Due             | Remaining Principal Balance |
|--------------------------------------------------------------------------------|-----------------------|---------------------|-----------------------|-----------------------------|
| 2038                                                                           | \$225,800.00          | \$18,675.00         | \$244,475.00          | \$1,779,000.00              |
| 2039                                                                           | \$225,800.00          | \$15,998.00         | \$241,798.00          | \$1,553,200.00              |
| 2040                                                                           | \$225,800.00          | \$13,320.00         | \$239,120.00          | \$1,327,400.00              |
| 2041                                                                           | \$225,800.00          | \$10,642.00         | \$236,442.00          | \$1,101,600.00              |
| 2042                                                                           | \$225,800.00          | \$7,965.00          | \$233,765.00          | \$875,800.00                |
| 2043                                                                           | \$225,800.00          | \$5,288.00          | \$231,088.00          | \$650,000.00                |
| 2044                                                                           | \$222,800.00          | \$2,610.00          | \$225,410.00          | \$427,200.00                |
| 2045                                                                           | \$106,800.00          | \$0.00              | \$106,800.00          | \$320,400.00                |
| 2046                                                                           | \$106,800.00          | \$0.00              | \$106,800.00          | \$213,600.00                |
| 2047                                                                           | \$106,800.00          | \$0.00              | \$106,800.00          | \$106,800.00                |
| 2048                                                                           | \$106,800.00          | \$0.00              | \$106,800.00          | \$0.00                      |
| <b>Total</b>                                                                   | <b>\$4,940,200.00</b> | <b>\$560,925.00</b> | <b>\$5,501,125.00</b> |                             |
| <b>\$4,940,200.00 Total Bond Ending Balance for Statement of Indebtedness.</b> |                       |                     |                       |                             |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Bank Reconciliation**

**Accounts**

| Account No.  | Account Type | Associated Fund(s)       | Bank Balance                      | Deposits in Transit | Outstanding Checks | Adjustments | Total          |
|--------------|--------------|--------------------------|-----------------------------------|---------------------|--------------------|-------------|----------------|
| 86           | Savings      | A, DA, SS                | \$285,731.00                      | \$0.00              | \$0.00             | \$0.00      | \$285,731.00   |
| 285          | Savings      | DA                       | \$10,722.00                       | \$0.00              | \$0.00             | \$0.00      | \$10,722.00    |
| 2            | Savings      | A                        | \$50,134.00                       | \$0.00              | \$0.00             | \$0.00      | \$50,134.00    |
| 3            | Savings      | DA                       | \$52,416.00                       | \$0.00              | \$0.00             | \$0.00      | \$52,416.00    |
| 4            | Savings      | A                        | \$104,832.00                      | \$0.00              | \$0.00             | \$0.00      | \$104,832.00   |
| 176          | Checking     | A, B, CM, DA, DB, SL, SS | \$5,277,562.00                    | \$0.00              | (\$176,862.00)     | \$0.00      | \$5,100,700.00 |
| 204          | Savings      | SS                       | \$4,968.00                        | \$0.00              | \$0.00             | \$0.00      | \$4,968.00     |
| 1            | Savings      | A                        | \$442.00                          | \$0.00              | \$0.00             | \$0.00      | \$442.00       |
| <b>Total</b> |              |                          | \$5,786,807.00                    | \$0.00              | (\$176,862.00)     | \$0.00      | \$5,609,945.00 |
|              |              |                          | <b>Total Cash From Financials</b> |                     |                    |             | \$5,609,946.00 |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Bank Reconciliation**

**Collateralization of Cash**

|                                                                                                                                            |                       |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Total Bank Balance</b>                                                                                                                  | \$5,786,807.00        |
| FDIC Insurance                                                                                                                             | \$250,000.00          |
| Collateralized with Securities held in possession of the municipality or its agent or otherwise secured                                    | \$5,536,807.00        |
| <b>Total of FDIC Insurance and Collateralized with securities held in possession of the municipality or its agent or otherwise secured</b> | <b>\$5,786,807.00</b> |

**Investments and Collateralization of Investments**

|                                                                                                         |  |        |
|---------------------------------------------------------------------------------------------------------|--|--------|
| <b>Investments From Financials</b>                                                                      |  | \$0.00 |
| Market Value as of Fiscal Year End Date                                                                 |  | \$0.00 |
| Collateralized with Securities held in possession of the municipality or its agent or otherwise secured |  | \$0.00 |

Town of Clayton  
Annual Financial Report  
For the Fiscal Period 01/01/2024 - 12/31/2024

**Employee and Retiree Benefits**

| <b>Total Number</b> |                     | <b>Employee and Retiree Benefits</b> |                             |
|---------------------|---------------------|--------------------------------------|-----------------------------|
| Full Time Employees | Part Time Employees | Volunteers with Paid Benefits        | Retirees with Paid Benefits |
| 22                  | 66                  |                                      |                             |

**Number Receiving Benefits**

| Benefit                                                | Number Receiving Benefits |           |           | Amount              | Full Time | Part Time | Volunteer | Retiree |
|--------------------------------------------------------|---------------------------|-----------|-----------|---------------------|-----------|-----------|-----------|---------|
|                                                        | Full Time                 | Part Time | Volunteer |                     |           |           |           |         |
| State Retirement System                                |                           | 22        | 28        | \$140,068.00        |           |           |           |         |
| Police Retirement                                      |                           |           |           |                     |           |           |           |         |
| Fire Retirement                                        |                           |           |           |                     |           |           |           |         |
| Local Pension Fund                                     |                           |           |           |                     |           |           |           |         |
| Social Security                                        |                           | 22        | 66        | \$118,018.00        |           |           |           |         |
| Worker's Compensation                                  |                           | 22        | 66        | \$49,744.00         |           |           |           |         |
| Life Insurance                                         |                           |           |           |                     |           |           |           |         |
| Unemployment Insurance                                 |                           | 22        | 66        | \$3,182.00          |           |           |           |         |
| Disability Insurance                                   |                           | 22        | 52        | \$903.00            |           |           |           |         |
| Hospital, Medical and Dental Insurance                 |                           | 22        | 3         | \$459,173.00        |           |           |           |         |
| Union Welfare Benefits                                 |                           |           |           |                     |           |           |           |         |
| Supplemental Benefit Payments to Disabled Firefighters |                           |           |           |                     |           |           |           |         |
| Employee Benefits,Other                                |                           | 22        | 6         | \$21,240.00         |           |           |           |         |
| <b>Total Employee Benefits Paid</b>                    |                           |           |           | <b>\$792,328.00</b> |           |           |           |         |