TOWN OF TOLLAND
CONNECTICUT

FY 2017-2018
OPERATING AND CAPITAL BUDGET
INCLUDING
5 YEAR CAPITAL IMPROVEMENT PLAN

As Proposed by the Town

September 26, 2017

Affirmative Action/Equal Opportunity Employer

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Tolland

Connecticut

For the Fiscal Year Beginning

July 1, 2016

Executive Director

TOWN OF TOLLAND
2017 – 2018 OPERATING AND CAPITAL BUDGET
2017 – 2022 CAPITAL PLAN

TOWN COUNCIL

Richard Field
Chairperson

William Eccles

Robert Green

Paul Krasusky

Kristen Morgan

Joseph Sce

David Skoczulek

Steven Werbner
Town Manager

Mission of the Town of Tolland: To enrich the quality of life of our residents and all those we serve by providing cost-effective municipal services while optimizing resources.

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September 26, 2017

Dear Town Council/Residents:

On March 8, 2017 in accordance with applicable Town Charter provisions I submitted to the Town Council my recommended budget for Fiscal Year 2017/18. At the time I prepared my recommended budget, I was using State revenue numbers from the Governor's original budget. Shortly after presenting my recommended budget, based on the fact that the State did not have an approved budget and the potential negative impact to Tolland in terms of lost State revenue was increasing, it was decided by the Town Council to suspend the budget process until more definitive information was available on municipal aid amounts. The hope was that the State would adopt a budget before they adjourned the legislative session on June 7th or in special session shortly thereafter. Unfortunately that has not occurred and as of this date there is still no State budget.

There is, however, a need for us to continue with our budget process so that we can have sufficient funds for the remainder of the fiscal year and so that we can be prepared to send out the second installment tax bills with a revised mill rate in January. The Town Council, upon my recommendation, has considered numerous budget alternatives. This latest budget concept is based on a Compromise Budget released by the Governor on September 8, 2017. While this Compromise Budget was not adopted by the State legislature, it established a new baseline for anticipated revenues from the State. Therefore, the budget adopted by the Town Council incorporates numbers contained in the Governor's Compromise Budget.

The Governor's Compromise Budget and any final budget of the Legislature will be a two year budget which spreads revenues and expenditures over the two years. The significant challenges we are facing is the phasing out of ECS from $10,784,974 in FY 16/17 to $8,818,609 reductions in FY 17/18 to $7,398,969 increases in FY 18/19 and the phasing in of the normal cost of teacher pensions in the amount of $435,915 in FY 17/18 and $900,165 in FY 18/19. The way the State revenues and expenditures are structured creates a greater strain on our municipal budget in the second fiscal year versus the first fiscal year. The Town Council in developing a budget for FY 17/18 also discussed a hypothetical budget for the following fiscal year that smooths out any mill rate increase over a two year period of time by using fund balance. In addition, this budget uses for the FY17/18 budget a reduction of $343,291 to Town operating expenses; a reduction of $993,340 to Board of Education operating expenses and assesses the first year cost of teacher pensions of $435,915 against the mill rate. For construction of the hypothetical budget in year two, it has been assumed that there will be no increase in Town operating expenses from 17/18 levels and a reduction to the FY 17/18 budget figure of the Board of Education in the amount of $180,033 which is the first year cost of a five-year phase in of the normal cost for teacher pensions to the BOE budget. The remainder of the teacher pension cost for FY 18/19 ($720,132) will be assessed against the mill rate.

Using the assumptions stated above in fiscal year 2017/18 using $230,000 of fund balance the mill rate increase would be 0.86 or 2.51%. In fiscal year 2018/19 using $1,075,000 of fund balance the mill rate increase would be 0.88 or 2.51%.

In order for the Town to be below current expenditures, a series of expenditure reductions have been approved by the Town Council as follows:

- Reduce expenditures of the Board of Education by $993,340 from 2016/17 levels.

- Adjust the currently weekly collection of recyclables from every week to every other week offering residents either an upgrade to a 95 gallon container or a second 95 gallon container for recyclables. The savings is $104,832 spread over two fiscal years or a yearly impact of $52,416. In addition I am recommending we eliminate the Town sponsored bulky waste pickups that is scheduled for May at a savings of approximately $24,000.

- Reduce by two our current compliment of Resident Troopers from 4 to 2. The Governor's recommended budget places 100% of the cost for Resident Troopers on the Town whereas in previous years the State assumed some of the cost recognizing that at times the Troopers assigned to Tolland are required to perform non-Tolland functions or be available to Tolland due to State mandated training requirements. The additional cost to assume 100% of salary would be $62,000. Currently we pay between $155,398 to $207,683 for a Resident Trooper. The savings is $256,956. A consulting firm specializing in police services is in the process of being hired to consider future options for providing police services to the Town.

- Eliminate the currently vacant position of Assistant Director of Public Safety at a savings of $73,392 and an additional savings of $70,000 in the Capital Budget as a result of the elimination of a vehicle and associated equipment for the position. A portion of the savings has been set aside in this year's budget for administrative changes which will be made in the department following completion of union negotiations.

- Eliminate secretarial assistance for the following Commissions at a savings of $3,300:
  - Blight Review Committee
  - Conservation Commission
  - Design Advisory Board
  - Economic Development Commission
  - Tolland Green Historic District Commission

- Eliminate Videostreaming of Town Council meetings at a savings of $1,251. Currently less than an average of 20 people per meeting take advantage of this service.

- Eliminate funds for Celebrate Tolland at a savings of $6,000. The Department has been able to get corporate funding to allow this program to continue.

- Perform the State mandated revaluation required in 2019 in-house which will save the Town between $60,000 to $125,000 depending on final consultant figures. The money we have already budgeted is sufficient to cover the Town's estimated expense of $132,000. This work, therefore, allows me to eliminate a phased in payment of $41,000. The ability to perform an in-house revaluation, as we did several years ago and are proposing for the next one, is based on the knowledge and experience of our current Assessor and his willingness to dedicate the time to perform this function in addition to his normal requirements.

Overall expenditure reductions of the Town are $343,291 or -2.89%.

In addition to our financial concerns, our Community and some 36 others in eastern Connecticut unfortunately are also dealing with the impacts of crumbling foundations due to a mineral contained within the concrete which when exposed to moisture over a period of time causes the concrete to deteriorate. This problem, while devastating to the homeowners, is also impacting the Town's Grand List and revenue received from building permits. Currently we have 60 properties that have filed for reduced assessments which amounts to a loss in taxes of over $100,000. We are anticipating conservatively this loss of revenue could grow to over $800,000 in coming years as more people identify the problem.

We are fortunate that we did experience a .88% increase in our Grand List. Our increase, however, is due primarily to some one time occurrences such as the privatization of Woodlake Health Care Facility and a significant amount of work by Connecticut Water Company and CNG within the community in the last year. Also, while the Grand List percentage increase is higher than last year, the amount of new tax dollars generated by the current mill rate

is considerably less at $101,371. This is due to the cap on motor vehicle taxes being reduced from 37 mills (the Town chose to cap at 34.19 mills) to 32 mills which is a loss of $298,000 in revenues if basing it on the FY16-17 mill rate value. We also saw a reduction in the number of vehicles registered in Town which resulted in a loss of $40,000 in tax revenue. The most recent experience with Grand List growth demonstrates our inability to use this source of additional revenue to significantly offset tax increases in expenditures even if we were to see an increase in economic development which only serves to put added pressure on the property tax.

As we have on a regular basis over the last several years in response to the economic times, we have minimized, to the extent practical, expenditures. The budget philosophy has been to focus on our ability to sustain over time essential services and programs and to address absolute needs in a prioritized manner. This community over the last three years, excluding the year which was impacted by the State mandated revaluation, has had a percentage increase in the mill rate of 1.46% which is considerably lower than the average consumer price index for the same period of 2.0%. In addition over the last five years the year-to-year increase in Town Government spending has averaged 1.78%. Tolland has certainly done its part to be fiscally responsible during that period of time.

The Town is proud of the fact that while we have held the line on general expenditures, we continue through the efforts of dedicated staff to achieve many significant results including:

- Reaffirmed its Triple A Financial rating from Standard and Poor's and Fitch.
- Completed the construction of the expansion of the Library into the former Hicks Gymnasium.
- Working with the Access Agency, started the design for the conversion of the former Parker School into 36 units of elderly housing to be funded by State Grants and will commence construction in early summer of 2017.
- Working with Adam's Adventure in completing the parking lot improvements at Cross Farms Athletic Complex.
- Continue to address the needs of the community through a variety of different weather events.

This budget proposes Town operating expenditures at $11,524,765 which is considerably less than the statewide average for Towns with populations between 10,000-30,000 which is $23,274,052 (State Office of Policy and Management) and $343,291 less than current year expenditures. In order to achieve Town expenditure level as recommended over the last five years the total number of Town employees has been reduced by 10%. This has been through a combination of reductions in staff, freezing of position vacancies and elimination of positions once vacant. In this budget I am recommending $20,000 to engage the services of a consultant to work on Economic Development initiatives, $19,000 to begin the update of the State mandated Plan of Conservation and Development and $20,000 to increase stipends paid to Volunteer Firefighters which have not changed for some eight years.

Other expenditure drivers in the Town operating budget include:

- Insurances (without Health Insurance) – $7,544
- Salaries (Some Unions under Negotiation) – $85,100
- Tree Trimming and Street Sweeping – $32,000
- Snow and Ice Control Materials – $27,746
- Machinery and Equipment Repairs – $54,865
- Gas and Diesel Fuel – $18,878

Major initiatives addressed as part of this budget are as follows:

- Expansion and renovation of the Highway Garage.
- Conversion of the former Parker School to Elderly Housing.
- Improvements to the HVAC system at the Recreation Center.
- Start of the Plan of Conservation and Development (POCD) update.
- Completion of the Telephone Communication System improvements for Town and School system.

The Town of Tolland remains a community seen as desirous to live, work and play. The unique charm, the recreational and cultural amenities, the preservation of open space, the sensitivity of plan design so as not to intrude on the rural village atmosphere and a strong education system are just some of the reasons people are willing to make a significant financial investment to locate in this community. Continued change in this community is inevitable and the impact of some of the change may be that additional dollars, when available, are needed for municipal services even during difficult times. Having a vibrant, growing community remains a better position to be in than a community that is stagnant or economically depressed. We must ensure through adequate funding that we do not regress in this regard.

Respectfully submitted,

Steven R. Werbner, Town Manager

**** Please be advised it is possible that this budget may be revised prior to the referendum should there be a State budget. In that case, the date for the budget referendum would change. For latest updates, please check Tolland's website and/or subscribe to Tolland's Notification System. ****

BUDGET SCHEDULE – 2017 – 2018

TARGETED TIMELINES

September 19, 2017 (Tuesday)	Joint Meeting between Council & BOE – Budget Discussion – Council Chambers – 7:00 pm
September 26, 2017 (Tuesday)	Council Discussion – Budget Finalized – Council Chambers – 7:00 p.m.
October 4, 2017 (Wednesday)	Advertise Budget
October 12, 2017 (Thursday)	Budget Presentation – Senior Center – 12:30 p.m.
October 12, 2017 (Thursday)	**ANNUAL BUDGET PRESENTATION MEETING** – **THS Auditorium** – 7:30 p.m. – BOE is provided an opportunity to present a revised adopted budget based on funding approved by Town Council and other line item updates
October 30, 2017 (Monday)	Annual Budget Referendum

TOWN OF TOLLAND
GENERAL FUND BUDGET SUMMARY

2015-2016 Adopted Budget	2016-2017 Adopted Budget	BUDGET APPROPRIATIONS:	2017-2018 Proposed Budget	PERCENT CHANGE FROM PRIOR BUDGET
2,836,928	2,860,647	General Government	2,925,333	
354,117	404,211	Planning and Community Development	431,746	
923,295	926,683	Community Services	910,796	
4,485,412	4,430,159	Public Works and Environmental Maintenance	4,388,228	
1,872,685	2,036,190	Public Safety Services	1,739,059	
1,124,672	1,210,166	Finance and Records	1,129,603	
11,597,109	**11,868,056**	**TOTAL -- TOWN GOVERNMENT**	**11,524,765**	-2.89%
38,275,831	39,333,948	Board of Education Operations	38,340,608	
38,275,831	**39,333,948**	**TOTAL -- BOARD OF EDUCATION**	**38,340,608**	-2.53% **
49,872,940	**51,202,004**	**TOTAL OPERATING TOWN AND BOARD OF EDUCATION**	**49,865,373**	-2.61%
		BOE Teachers' Retirement Contribution	435,915	
4,542,176	4,550,000	Debt Service	4,550,000	0.00%
183,814	54,578	General Fund Contribution for Capital Improvements	54,578	0.00%
4,725,990	**4,604,578**	**TOTAL -- CAPITAL IMPROVEMENTS/DEBT SERVICE/TEACHERS' RETIREMENT**	**5,040,493**	
54,598,930	**55,806,582**	**TOTAL TOWN APPROPRIATIONS**	**54,905,866**	-1.61%
		LESS:		
12,935,101	12,831,896	Estimated Revenues from Non-Tax Sources	10,436,877	
		LESS:		
250,000	150,000	General Fund Balance Applied	230,000	
41,413,829	42,824,686	**AMOUNT TO BE RAISED BY CURRENT TAXES**	44,238,989	
54,598,930	**55,806,582**	**TOTAL TOWN REVENUES**	**54,905,866**	-1.61%
1,255,231,338	1,265,008,557	***NET GRAND LIST REAL ESTATE, MOTOR VEHICLE AND PERSONAL PROPERTY***	1,275,263,617	*
8,200,000	7,600,000	**LESS:** Senior Tax Relief Program	7,300,000	
7,020,000	6,706,500	**LESS:** Corrections, and Assessment Appeals	8,546,424	
700,000	500,000	**PLUS:** New Construction	500,000	
13,250,000	14,000,000	**PLUS:** Motor Vehicle Supplement	15,000,000	
1,253,961,338	**1,265,202,057**	**NET TAXABLE GRAND LIST**	**1,274,917,193**	
1,241,421,725	**1,252,550,036**	**NET ADJUSTED COLLECTIBLE GRAND LIST @ 99.0%**	**1,262,168,021**	
33.36	34.19	**MILL RATE**	35.05	2.52%

* After First BAA Adjustments

** New State Special Education Grant will offset reduction making expenditure in FY 2017/18 the same as FY 2016/17.

THREE YEAR REVENUE AND EXPENDITURE COMPARISON

	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Proposed Budget	$ Change 2016/17 to 2076/2018	% Change 2016/17 to 2017/2018
PROPERTY TAXES	42,183,337	43,336,722	44,695,272	1,358,550	3.13%
STATE & FEDERAL GRANTS	595,018	871,274	504,345	(366,929)	-42.11%
LICENSES, PERMITS & FEES	254,592	264,500	249,800	(14,700)	-5.56%
CHARGES FOR CURRENT SERVICES	330,741	330,540	337,840	7,300	2.21%
INVESTMENT INCOME/OTHER REVENUE	154,453	60,000	70,000	10,000	16.67%
EDUCATION GRANTS	11,029,147	10,793,546	8,818,609	(1,974,937)	-18.30%
CONTRIBUTION FROM FUND BALANCE		150,000	230,000	80,000	53.33%
REVENUE TOTALS	54,547,288	55,806,582	54,905,866	-900,716	-1.61%
TOTAL TOWN OPERATING	11,266,132	11,868,056	11,524,765	(343,291)	-2.89%
BOARD OF EDUCATION OPERATING	38,287,910	39,333,948	38,340,608	(993,340)	-2.53% *
CAPITAL IMPROVEMENTS	183,814	54,578	54,578	-	0.00%
TEACHERS' RETIREMENT CONTRIBUTION	0	0	435,915	435,915	100.00%
DEBT SERVICE	4,549,013	4,550,000	4,550,000	-	0.00%
EXPENDITURES TOTALS	54,286,869	55,806,582	54,905,866	(900,716)	-1.61%

* Decrease offset by a new State Special Education Grant.

GENERAL FUND FINANCIAL RESULTS AND ADOPTED BUDGET

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Proposed Budget
Revenues:						
Property taxes	$ 39,100,634	39,438,201	40,552,478	42,183,337	43,336,722	44,695,272
Intergovernmental	11,745,632	11,739,593	11,688,788	11,624,165	11,664,820	9,322,954
Charges for services, Licenses, Permits and Fees	604,168	682,762	624,188	585,333	595,040	587,640
Investment income	58,432	63,549	64,466	70,918	50,000	60,000
Other revenues	24,951	78,755	45,741	75,225	10,000	10,000
Total revenues	51,533,817	52,002,860	52,975,661	54,538,978	55,656,582	54,675,866
Expenditures:						
Current:						
Administrative	2,531,429	2,639,763	2,766,498	2,808,657	2,860,647	2,925,333
Planning and community development	361,990	331,355	353,218	348,251	404,211	431,746
Community services	866,631	811,615	853,678	938,655	926,683	910,796
Public works	4,505,476	4,354,806	4,427,252	4,315,317	4,415,159	4,373,228
Public safety services	1,582,877	1,637,227	1,832,529	1,806,659	2,026,190	1,729,059
Record and financial services	903,899	848,235	926,869	967,252	986,934	938,669
Contingency and other	67,518	230,471	135,177	56,341	223,232	190,934
Board of Education	35,685,928	35,984,033	37,177,650	38,261,928	39,333,948	38,340,608
BOE Teachers' Retirement Contribution	-	-	-	-	-	435,915
Debt service	4,642,785	4,744,210	4,443,249	4,105,344	4,550,000	4,550,000
Total expenditures	51,148,533	51,581,715	52,916,120	53,608,404	55,727,004	54,826,288
Excess of Revenues over Expenditures	385,284	421,145	59,541	930,574	(70,422)	(150,422)
Other Financing Sources (Uses) :						
Sources:						
Bond Premium	59,681					
Cancellation of prior year purchase orders	6,440	5,427	1,374	8,310		
Contribution of fund balance						
Contribution of fund balance - other fund			15,302			
Contribution of Fund Balance for Storm Fund Assigned Balance						
Uses:						
Additional appropriation bond premium						
Transfer to Capital Improvement fund from General Fund	(171,877)	(166,991)	(86,456)	(183,814)	(54,578)	(54,578)
Transfers out (General Fund to Debt Service Fund)			(99,000)	(443,669)		
Transfers out (General Fund to new Storm Reserve Fund)	(121,976)					
Transfers out (Dog, Sewer Reserve and Other Funds)	(17,000)	(17,000)	(25,000)	(25,000)	(25,000)	(25,000)
Transfers out (Education Reserve Fund)			(75,217)	(25,982)		
Net other financing (Uses) Sources	(244,732)	(178,564)	(268,997)	(670,155)	(79,578)	(79,578)
Excess of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	140,552	242,581	(209,456)	260,419	(150,000)	(230,000)
Fund Balance at Beginning of Year	6,929,557	7,070,109	7,312,690	7,103,234	7,363,653	7,213,653
Fund Balance, budgetary basis at End of Year	$ 7,070,109	7,312,690	7,103,234	7,363,653	7,213,653	6,983,653
Fund Balance as a percentage of budgetary expenditures	13.8%	14.13%	13.40%	13.68%	12.9%	12.7%
Fund Balance, GAAP basis:						
Committed for Education & Other funds Use			75,249	63,813		
Encumbrances included as expenditures in budgetary basis	584,517	841,763	1,113,237	1,291,606	1,200,000	1,200,000
Prior year Encumbrances	251,941	240,651	174,500	223,367	200,000	200,000
Assigned and Unassigned fund balance, GAAP basis at the End of the Year	$ 7,906,567	$ 8,395,104	$ 8,466,220	$ 8,942,439	$ 8,613,653	$ 8,383,653
Assigned with designation for specific purpose in future budget	(111,041)	(259,000)	(250,000)	(150,000)	(230,000)	(1,075,000)
Assigned for encumbrances	(1,086,458)	(1,082,414)	(1,287,737)	(1,614,973)	(1,200,000)	(1,200,000)
Restricted for use of Bond Premium for Debt Payments	(59,681)					
Supplemental appropriation of Use of Fund Balance			(75,249)	(63,813)		(393,340)
Unassigned and available Fund Balance (GAAP Basis)	6,649,387	7,053,690	6,853,234	7,113,653	7,183,653	5,715,313
GAAP Basis Expenditures (Includes Teachers Retirement & Excess Cost)	56,482,370	56,879,940	57,685,731	59,387,889	61,106,582	60,163,291
Unassigned Fund Balance as a percentage of GAAP expenditures	11.8%	12.4%	11.9%	12.0%	11.8%	9.5%

TOWN OF TOLLAND
PERCENTAGES OF TOTAL REVENUES AND EXPENDITURES

Revenues	2011-2012 Budget (Revaluation year)	2012-2013 Budget	2013-2014 Budget	2014-2015 Budget	2015-2016 Budget	2016-2017 Budget (Revaluation year)	2017-2018 Proposed Budget
Property Taxes	74.49	75.78	75.76	76.30	76.83	77.66	81.41
State and Federal Grants	2.68	1.41	1.22	1.18	1.15	1.56	0.92
Licenses, Permits and Fees	0.36	0.41	0.41	0.43	0.65	0.47	0.45
Charges for Current Services	0.77	0.76	0.74	0.72	0.63	0.59	0.62
Investment Interest/Other	0.44	0.29	0.09	0.12	0.11	0.10	0.13
Educational Related Grants	21.26	21.35	21.08	20.76	20.18	19.34	16.06
Use of Fund Balance	0.00	0.00	0.70	0.49	0.46	0.27	0.42
	100.00	100.00	100.00	100.00	100.00	100.00	100.0

Expenditures	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017-2018
Town Operating							
General Government	5.05	4.94	5.18	5.27	5.20	5.13	5.33
Planning & Community Development	0.74	0.70	0.63	0.66	0.65	0.72	0.79
Community Services	1.86	1.67	1.61	1.56	1.69	1.66	1.66
Public Works	9.51	8.81	8.45	8.34	8.22	7.94	7.99
Public Safety	2.94	3.09	3.17	3.46	3.43	3.65	3.17
Records/Financial	1.84	1.74	1.67	1.71	1.78	1.77	1.71
Contingency/Other	0.17	0.17	0.33	0.36	0.28	0.40	0.35
Total Town Operating	**22.11**	**21.12**	**21.04**	**21.36**	**21.25**	**21.27**	**20.99**
Education	**67.24**	**69.51**	**69.55**	**69.94**	**70.10**	**70.48**	**69.83**
Debt Service	**9.88**	**9.04**	**9.14**	**8.54**	**8.32**	**8.15**	**8.29**
BOE Teachers' Retirement Contribution	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.79**
Capital Improvements	**0.77**	**0.33**	**0.27**	**0.16**	**0.34**	**0.10**	**0.10**
	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Mill Rate	29.15	29.99	30.19	31.05	33.36	34.19	35.05
Grand Levy	36,412,908	38,805,334	39,159,905	40,444,416	41,832,151	43,257,259	44,685,848
Mill Rate Increases	0.34	0.84	0.20	0.86	2.31	0.83	0.86

REVENUE

Overview

There are seven major revenue categories: Property Taxes, State and Federal Grants, Licenses, Permits and Fees, Charges for Current Services, Investment Income, Education Grants and Contribution from Fund Balance.

THREE YEARS REVENUE COMPARISON

	2015-2016 Actual	2016-2017 Adopted	2017-2018 Council Proposed	$ Change 2016/2017 to 2017/18 Budget	% Change 2016/2017 to 2017/18 Budget	Percentage of total budget
PROPERTY TAXES	42,183,337	**43,336,722**	**44,695,272**	1,358,550	3.13%	81.41%
STATE & FEDERAL GRANTS	595,018	**871,274**	**504,345**	(366,929)	-42.11%	0.92%
LICENSES, PERMITS & FEES	254,592	**264,500**	**249,800**	(14,700)	-5.56%	0.45%
CHARGES FOR CURRENT SERVICES	330,741	**330,540**	**337,840**	7,300	2.21%	0.62%
INVESTMENT INCOME /OTHER	154,453	**60,000**	**70,000**	10,000	16.67%	0.13%
EDUCATION GRANTS	11,029,147	**10,793,546**	**8,818,609**	(1,974,937)	-18.30%	16.06%
CONTRIBUTION FROM FUND BALANCE	-	**150,000**	**230,000**	80,000	53.33%	0.41%
REVENUE TOTALS	54,547,288	55,806,582	**54,905,866**	**(900,716)**	-1.61%	100.00%

REVENUE SUMMARY STATEMENT
Fiscal Year 2017-2018

2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated Actual	Account Code	Code Descriptions	2017-2018 Department Proposed	2017-2018 Manager Proposed	$ Change from 2016/2017 Adopted to 2017/2018 Proposed
				110	**PROPERTY TAXES**			
39,664,979	41,149,359	42,346,026	42,439,139	611010	Current Taxes	48,690,162	43,713,239	1,367,213
274,389	301,866	333,536	280,000	611020	Prior Year Taxes	251,154	277,783	(55,753)
155,086	194,176	155,000	155,000	611030	Interest and Lien Fees	155,000	155,000	0
	0	0		611039	Motor Vehicle Taxes	0	0	0
429,598	504,327	478,660	550,000	611040	Motor Vehicle Supplement	549,600	525,750	47,090
1,255	6,029	500	2,000	611050	Suspense	500	500	0
27,171	27,580	23,000	23,000	631100	Telecommunications Access	23,000	23,000	0
40,552,478	42,183,337	**43,336,722**	**43,449,139**		**Subtotal -- Property Taxes**	**49,669,416**	**44,695,272**	**1,358,550**
				120	**STATE AND FEDERAL GRANTS**			
73,126	73,345	65,000	70,907	621020	Elderly Circuit Breaker	70,000		(65,000)
1,667	1,796	1,600	1,610	621160	Disability Grant	1,600		(1,600)
52,883	0	0	0	621050	PILOT: State Owned Property	34,245		0
28,023	20,238	13,608	13,608	621060	Interest Subsidy	5,475	5,475	(8,133)
294,137	288,931	286,328	286,328	621070	Bond Subsidy	257,695	257,695	(28,633)
24,338	23,572	24,360	23,307	621100	Youth Services Grants	20,907	20,907	(3,453)
5,000	5,000	5,000	5,000	621130	Civil Defense Grant	5,000	5,000	0
43,715	37,585	34,843	34,843	621140	Pequot-Mohegan Grant	35,163		(34,843)
47,797	48,276	40,000	47,000	621150	Miscellaneous	41,500	41,500	1,500
7,674	8,211	7,500	8,636	621170	Veterans	8,000		(7,500)
5,000	3,000	4,000	4,000	621190	Town Clerk Preservation Grant	4,000	4,000	0
80,003	85,064	85,064	85,064	621200	MRSA: Municipal Road Maintenance	0	85,064	0
0		303,971	303,971	621201	MRSA: Sales Tax Funds	437,559	84,704	(219,267)
663,363	595,018	**871,274**	**884,274**		**Subtotal -- State & Federal Grants**	**921,144**	**504,345**	**-366,929**

REVENUE SUMMARY STATEMENT
Fiscal Year 2017-2018

2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated	Account Code	Code Descriptions	2017-2018 Department Proposed	2017-2018 Manager Proposed	$ Change from 2016/2017 Adopted to 2017/2018 Proposed
				130	**LICENSES, PERMITS AND FEES**			
198,118	190,509	210,000	258,214	631020	Building Permit Fees	195,000	195,000	(15,000)
8,625	7,846	8,000	7,600	631030	Zoning Permit Fees	8,000	8,000	0
582	171	500	300	631040	Fines, Fees and Licenses	300	300	(200)
6,670	10,150	5,500	6,285	631050	Pistol Permits	6,000	6,000	500
17,673	17,749	16,500	16,500	631070	Town Clerk Fees	16,500	16,500	0
10,740	9,707	9,000	6,000	631080	Library Fees	9,000	9,000	0
		0	0	631090	Counseling Fees	0	0	0
15,927	18,460	15,000	15,000	631095	DMV Reporting Fee	15,000	15,000	0
258,335	254,592	**264,500**	**309,899**		**Subtotal -- Licenses, Permits & Fees**	**249,800**	**249,800**	**-14,700**
				140	**CHARGES FOR CURRENT SERVICES**			
3,134	3,113	7,200	3,000	641010	Planning and Zoning and IWWC	3,000	3,000	(4,200)
12,622	12,992	30,500	29,927	641020	Rents/PILOTs	32,000	32,000	1,500
118,221	137,545	120,000	138,000	641030	Property Conveyance Tax	130,000	130,000	10,000
72,344	73,891	70,000	68,000	641040	Document Recording Fees	70,000	70,000	0
12,279	12,896	12,000	13,500	641050	Map and Copy Sales	12,000	12,000	0
5,280	5,322	4,500	4,500	641055	Town Preservation	4,500	4,500	0
1,310	3,082	2,000	2,000	641060	Zoning Board of Appeals	2,000	2,000	0
1,841	1,674	1,200	1,200	641070	Public Safety Services	1,200	1,200	0
43,826	42,774	43,000	42,000	641080	Solid Waste Fees / Bulky Waste Fees	43,000	43,000	0
91,680	36,237	39,140	39,140	641090	Ambulance	39,140	39,140	0
2,013		0	0	641095	Tuition	0	0	0
1,303	1,215	1,000	1,000	641051	Notary Fees	1,000	1,000	0
365,853	330,741	**330,540**	**342,267**		**Subtotal -- Charges for Current Services**	**337,840**	**337,840**	**7,300**

REVENUE SUMMARY STATEMENT
Fiscal Year 2017-2018

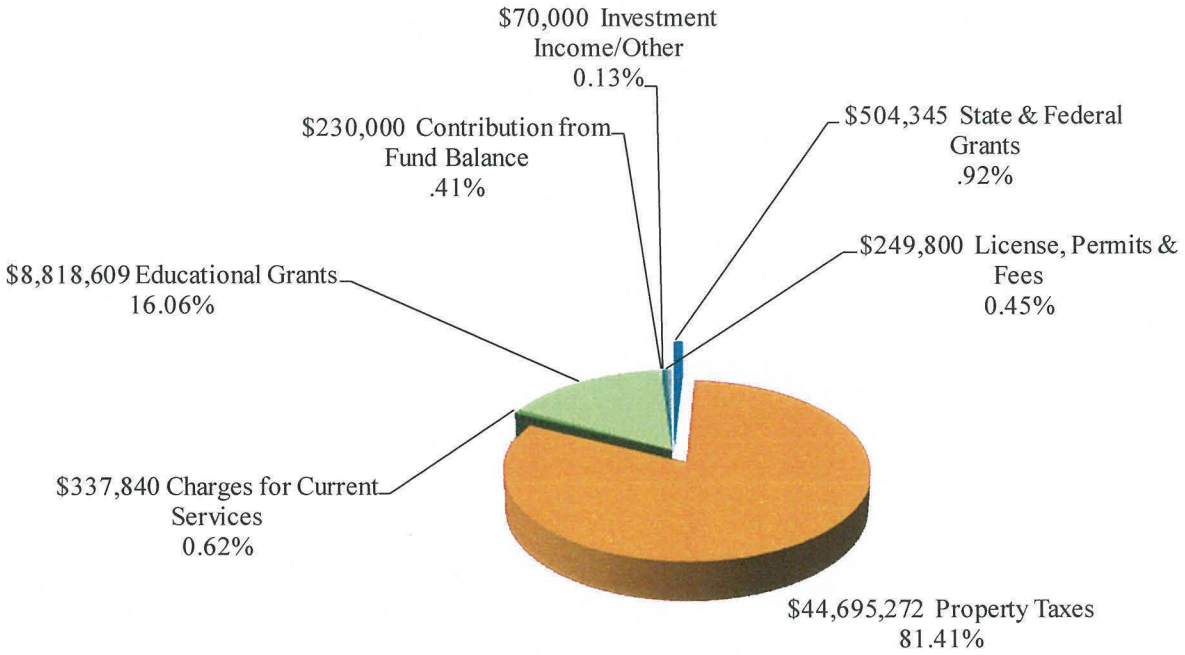
2014-2015 Actual	2014-2015 Actual	2016-2017 Adopted Budget	2016-2017 Estimated	Account Code	Code Descriptions	2017-2018 Department Proposed	2017-2018 Manager Proposed	$ Change from 2016/2017 Adopted to 2017/2018 Proposed
				150	**INVESTMENT INCOME AND OTHER**			
64,466	70,918	50,000	60,000	651010	Interest Income	60,000	60,000	10,000
47,115	68,535	10,000	6,000	651030	Other Revenues	10,000	10,000	0
15,302	15,000		15,000	680060	Athletic Turf Funds			
			30,180		Education closed encumbrances			
126,883	154,453	**60,000**	**111,180**		**Subtotal -- Investment Income**	**70,000**	**70,000**	**10,000**
				160	**EDUCATION GRANTS**			
128,122	109,171	0	0	661020	Public School Transportation Grant	0	0	0
9,274	9,173	8,572	8,572	661030	Adult Education Grant	8,436	8,436	(136)
10,888,029	10,910,803	10,784,974	10,699,177	661040	ECS Education Grant	5,677,712	8,810,173	(1,974,801)
		0		661070	Other Grants		0	0
11,025,425	11,029,147	**10,793,546**	**10,707,749**		**Subtotal -- Education Grants**	**5,686,148**	**8,818,609**	**-1,974,937**
				170	**CONTRIBUTION FROM FUND BALANCE**			
		150,000	15,000	671010	Contribution from Fund Balance and other Funds	250,000	230,000	80,000
0	0	**150,000**	**15,000**		**Subtotal -- Contribution from Fund Balance**	**250,000**	**230,000**	**80,000**
52,992,337	54,547,288	55,806,582	55,819,508		REVENUE TOTALS	57,184,348	54,905,866	-900,716

PROJECTED DECREASES/INCREASES FOR 2017/2018
FROM NON-TAX REVENUE SOURCES

(DECREASES)/INCREASES:

State Aid for Education		**($1,974,937)**
• ECS	(1,974,801)	
• Adult Education	(136)	
Non–Education State and Federal Grants		**(366,929)**
• MRSA: Sales Tax	(219,267)	
• Elderly Circuit Breaker	(65,000)	
• Mashantucket Pequot Grant	(34,843)	
• Disability Grant	(1,600)	
• Veterans Grant	(7,500)	
• Bond and Interest Subsidy	(36,766)	
• Miscellaneous Grants	(1,953)	
Licenses, Permits & Fees		**(14,700)**
Charges for Current Services		**7,300**
Interest Income and Fund Balance Contribution		**90,000**
NET REVENUE DECREASE		**($2,259,266)**

2017/2018 Revenue $54,905,866



$504,345	**State & Federal Grants**	**$44,695,272**	**Property Taxes**	**$337,840**	**Charges for Current Services**
$8,818,609	**Educational Grants**	**$230,000**	**Contribution from Fund Balance**	**$70,000**	**Investment Income/Other**
$249,800	**License, Permits & Fees**				

To provide a balanced budget, estimated revenues must match estimated expenditures. With this in mind, projections of 2018 budget revenue are crucial to determining the ability to pay for future expenditures.

- The main source of revenue for the Town is ***Property Taxes***. The Grand List increased by $10,255,060 which represents a .81% increase in Tolland's taxable property value. The new taxes after adjustments for new construction, motor vehicle supplement, elderly exemptions, at the current mill rate result in a gain of $350,621 generated based on the FY16-17 mill rate of 34.19. This amount may possibly be reduced to $73,337 if the Statutory mill rate for motor vehicles remains capped at 32 mills. The current collection rate for 2016/17 is 99.00% and the same rate is being projected for 2017/18. Prior Year Taxes have been adjusted for declining delinquent tax accounts. Interest and liens are estimated to remain constant. Overall, Property Taxes and tax related revenues are estimated to increase 3.13% or $1,358,550 to support current mill rate.

- ***State and Federal Grants*** are formula based revenues, primarily from the State, that offset reduced tax revenue or provide relief from certain expenditures. Based on available information from the Governor's proposal, the revenue stream from the State will be decreased by 42.11%, in the amount of $366,929. There are budget reductions for the interest subsidy on School Construction Debt payment revenue ($36,766), Elderly Circuit Breaker/Disability and Veterans Grants ($74,100), Mashantucket Pequot ($34,843) and other miscellaneous grants ($1,953). Municipal Revenue Sharing funded by sales tax decreased by ($219,267). These are the best estimates for State revenue based on the Governor's compromise budget information.

- ***Licenses, Permits and Fees*** represent fees set by Charter which include building permit fees, zoning permit fees, pistol permits, library fees, DMV reporting fees and other fees. This year Licenses, Permits and Fees will decrease revenue by $14,700 or 5.56%. Building permit revenue is expected to decrease by $15,000.

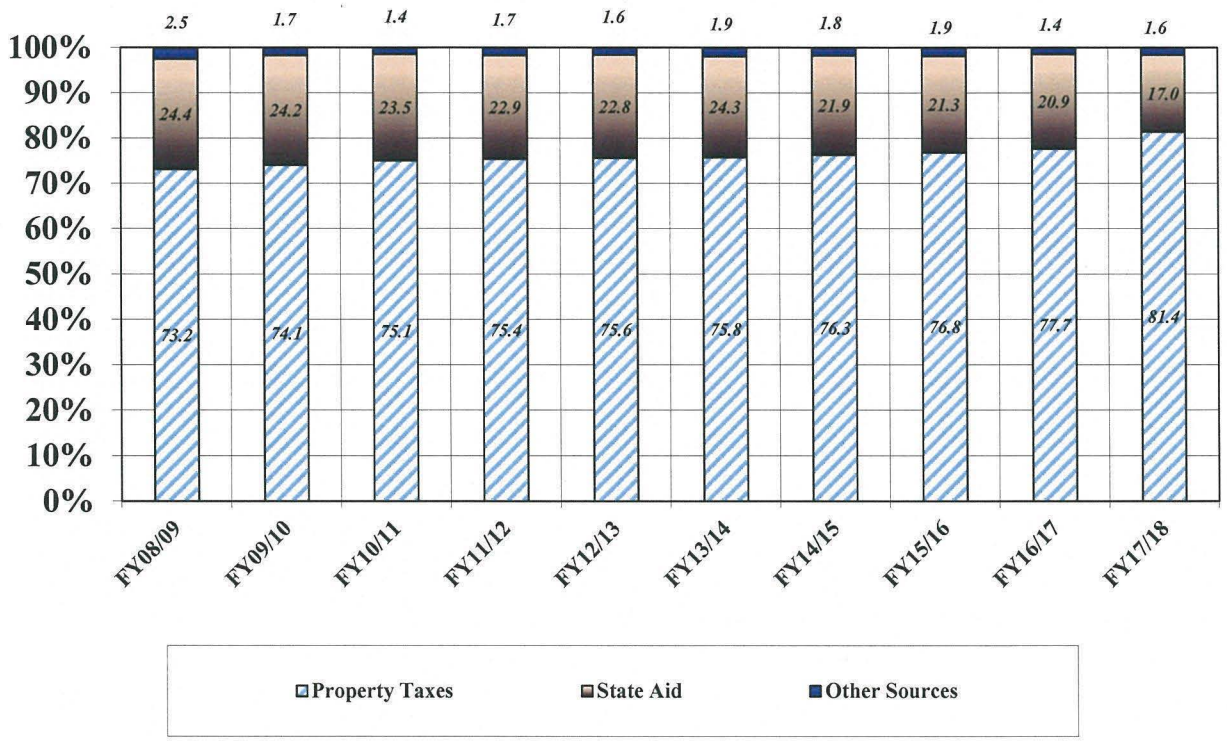
- ***Charges for Current Services*** represent payments for routine services such as document recording, ambulance service, recyclable revenues and rents. Projections for these revenues are expected to increase a total of $7,300 or 2.21%. There is an expected increase in conveyance taxes of $10,000 which will offset a reduction in planning and zoning fees.

- ***Interest on investments*** and other are expected to increase by $10,000. There has been minimal upturn in interest rates with a very slow economic recovery. The average interest rate is currently at .8%.

- ***Education Grants*** are funds provided by the State on a formula basis. The Governor has proposed a new calculation method which has significantly reduced Tolland's ECS Grant. The Governor's proposed compromise budget for education cost sharing for 2017/18 is $8,810,173 or a reduction of 16.06%. The decrease of ECS Grant funds is in the amount of $1,974,801.

- ***Contribution from Fund Balance*** is used with discretion and in keeping with financial policies that recommend a level of 10% or more. In fiscal year 2017/2018, use of Fund Balance is projected at $230,000 to offset other one time expenditures included within the budget, but still keeping fund balance close to the 10% benchmark. Depending on what occurs with State funding the Town Manager has proposed a plan for further impact on fund balance as well as a replenishment plan in future years.

TRENDS IN GENERAL FUND REVENUE SOURCES



The above table illustrates the percentages of the budget funded by various revenue sources over ten years. The most striking feature of the breakdown of revenue is the extent to which the Town budget is dependent on just two sources: local property taxes and State and Federal Aid. Most grants are formula driven and therefore are affected not only by total state-wide funding levels, but also by numerous variables such as the Town's population, the Town's Grand List relative to other towns, income levels relative to other towns, student enrollment figures, and various demographic characteristics. Other sources, which are comprised of licenses, permits, charges for current services, interest income and miscellaneous income, have varied slightly over the last five years due to changes in the housing market and economy. This decrease coupled with a decline in grant revenue has put an additional burden on property taxes.

Assessments and Property Taxes

As required by state statutes, the 2016 Grand list has been completed. The Town Clerk's Office received the signed list on 01/31/2017. The net taxable list before the Board of Assessment Appeals is $1,276,083,617. The net taxable grand list was reduced by $820,000 after the Board of Assessment Appeals and is $1,275,263,617. This reduction was mainly due to the crumbling foundations problem. This represents a net increase of $10,255,060 or .81%. This change in the Grand List will result in an increase of $350,621 in actual tax dollars based on the FY 16-17 mill rate of .03419 for Real Estate, Personal Property and Motor Vehicles. If we take into account the Cap on Motor Vehicles with a mill rate of .032 then this increase gets reduced to $73,337.

The 2016 real estate net assessments of $1,114,025,207 increased by $6,783,475 or .61%. The total number of real estate accounts increased slightly to 6067 with several additions and subtractions. Real estate comprises 87.4% of the grand list. The residential portion is 79% with commercial and industrial properties making up 8% of the list. The larger than normal increase is due to the Woodlake/ECHN property becoming taxable. We also experienced a loss of $3,571,000 in residential assessed value due to crumbling foundations which equates to a loss of $122,093 tax revenue based on the FY 16/17 mill rate.

The net assessment of vehicles registered in Tolland is $126,613,910. This represents a decrease in value of $912,300 or .7%. The total number of listed vehicles decreased by 97. The decrease is due to a large increase in the 2015 MV list of 5% and an abnormally high increase in the 2015 supplemental motor vehicle list. We are still experiencing issues with unreliable data from DMV which makes for more corrections. Motor vehicle assessments represent 9.9% of the 2016 grand list. The loss associated with the statewide reduced mill rate of .032 is $277,284.

Personal property represents 2.7% of the grand list or $34,624,500. The increase over the previous list is $4,383,885 or 14.5%. The number of accounts decreased by 33 from the previous year's number of 795. Although there is a large decrease in the number of accounts, Tolland gained Woodlake Retirement Home as taxable property. The increase in value is also due to increases from Eversource, Connecticut Water Co. and MIG Construction Co. The 2016 grand list reflects the 100 % exemption of all newly purchased manufacturing equipment.

Figures for motor vehicles are subject to change by action of the Board of Assessment Appeals which will meet during the month of September 2017 for adjustment on the 2016 grand list and 2015 motor vehicle supplemental list.

The total of all exempted real estate is $138,595,515.

The current 2015 Grand List totals compared with 2016 Grand List totals are as follows:

Assessment		2015 Grand List *		2016 Grand List *	% of 2016 List		$ Change	% Change
Real Estate	$	1,107,241,732	$	1,114,025,207	87.4%	$	6,783,475	0.61%
Motor Vehicle	$	127,526,210	$	126,613,910	9.9%	$	(912,300)	-0.72%
Personal Property	$	30,240,615	$	34,624,500	2.7%	$	4,383,885	14.50%
TOTAL	$	1,265,008,557	$	1,275,263,617	100.00%	$	10,255,060	0.81%

*Before BAA adjustments except for 2016 grand list only missing BAA for Motor Vehicles.

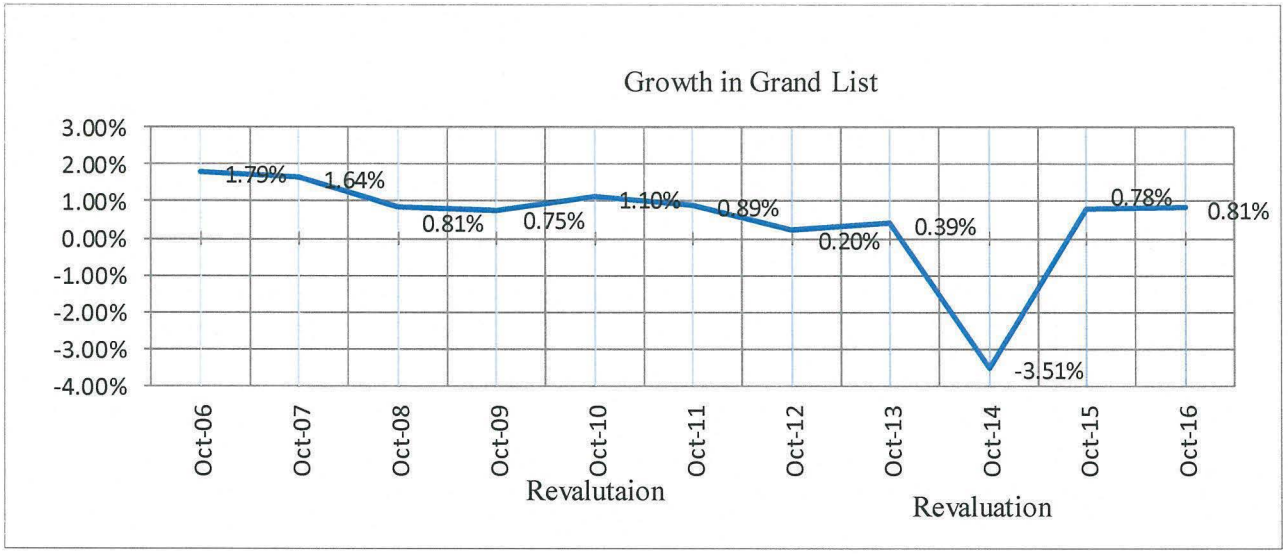
Section 12-62s of the General Statutes mandates assessment of all property at 70 percent of fair market value in the year of revaluation (i.e., a property with a fair market value of $100,000 would be assessed for tax purposes at $70,000).

Top Ten Taxpayers

Reliance on a single commercial/industrial taxpayer is irrelevant to the Town of Tolland since the largest taxpayer only accounts for 1.1% of the grand list. The Town makes a smart growth effort to welcome new enterprises into the Town to increase its real estate base. The list below represents the top ten taxpayers.

NAME	NATURE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF NET TAXABLE GRAND LIST
1 Eversource	Public Utility	14,009,540.00	1.10%
2 Capitol Ventures LLC(AKA Big Y plaza)	Shopping Center	13,848,900.00	1.08%
3 Woodlake at Tolland	Nursing and Rehabilitation Center	8,170,000.00	0.64%
4 Gerb CT QRS 14-73 Inc(Gerber International)	Manufacturing	7,551,270.00	0.59%
5 Silvas Real Estate LLC(Dari Farms)	Holding Company/Dari-Farms	6,078,840.00	0.48%
6 Summers & Summers Realty(CNC Software)	Holding Company	5,752,900.00	0.45%
7 Norwegian Woods LLC	Apartments	4,842,150.00	0.38%
8 Ivy Woods LLC	Apartments	4,173,800.00	0.33%
9 MJB Realty LLC(Star Hill Athletic facility)	Sports Complex	3,977,380.00	0.31%
10 Carriage Crossing LLC	Builder/Developer	3,287,200.00	0.26%
	Total	71,691,980.00	5.62%

Actual growth in the Grand List refers to new construction and expansions, or new commercial property and vehicles on the Grand List. This is different from changes in the Grand List that occur as a result of revaluation. Revaluation is a valuation of all existing property that occurs on a scheduled basis every four to five years (though the spacing between revaluations can vary). When a new building is constructed or expanded, or when a business purchases additional equipment, that is actual growth in the Grand List which generates additional revenue.


Growth in Grand List
3.00%
2.00%
1.00%
0.00%
-1.00%
-2.00%
-3.00%
-4.00%
1.79%
1.64%
0.81%
0.75%
1.10%
0.89%
0.20%
0.39%
-3.51%
0.78%
0.81%
Oct-06
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Oct-13
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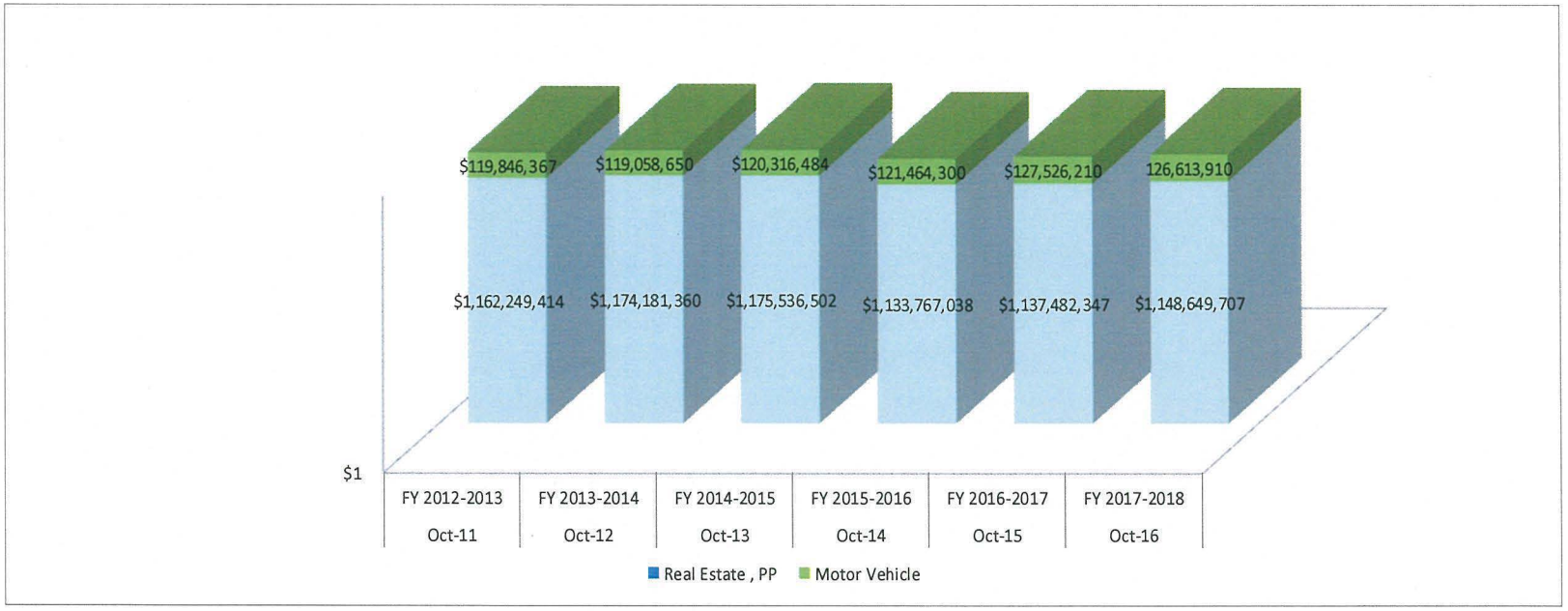
Revalutaion
Revaluation


$119,846,367
$119,058,650
$120,316,484
$121,464,300
$127,526,210
126,613,910
$1,162,249,414
$1,174,181,360
$1,175,536,502
$1,133,767,038
$1,137,482,347
$1,148,649,707
$1
FY 2012-2013
Oct-11
FY 2013-2014
Oct-12
FY 2014-2015
Oct-13
FY 2015-2016
Oct-14
FY 2016-2017
Oct-15
FY 2017-2018
Oct-16
Real Estate , PP
Motor Vehicle

Tax Rate and Motor Vehicle Tax Cap

In 2017- 2018, the Town is required to follow the new State Statute 15-244, Sec. 206 & 208. This Statute requires municipalities to tax motor vehicles at a different rate than other taxable property and to cap the motor vehicle rate at 32 mills for the 2016 assessment year. We have been advised that there is a very strong possibility that this rate will be reverted back to the current cap of 37 mills. With this information we are not separately breaking out and capping motor vehicles at the lower mill rate and it will be calculated in the same manner that we have done in previous years without hitting the 37 mill cap.

The amount of tax to be raised next year by General Fund for Real Estate, Motor Vehicles and Personal Property is $44,238,989. The value of one mill is $1,262,168 based on a 99% collection rate. The fiscal year 2017-2018 mill rate approved by the Town Council is 35.05 mills.

	2016 Grand List
NET GRAND LIST REAL ESTATE, MOTOR VEHICLE AND PERSONAL PROPERTY	**1,275,263,617**
LESS: Senior Tax Relief Program	7,300,000
LESS: Corrections, and Assessment Appeals	8,546,424
PLUS: New Construction	500,000
PLUS: Motor Vehicle Supplemental	15,000,000
NET TAXABLE GRAND LIST	**1,274,917,193**
NET ADJUSTED COLLECTIBLE GRAND LIST @ 99%	**1,262,168,021**

$$\frac{\text{AMOUNT TO BE RAISED BY CURRENT TAXES @ 99\% COLLECTIBLE RATE}}{\text{NET TAXABLE GRAND LIST @ 99\% COLLECTIBLE RATE}} = \frac{44{,}238{,}989}{1{,}262{,}168{,}021} = 0.03505$$

$$\frac{\text{AMOUNT TO BE TAXED BY CURRENT TAXES @ 100\%}}{\text{NET TAXABLE GRAND LIST @ 100 \%}} = \frac{44{,}685{,}847}{1{,}274{,}917{,}193} = 0.03505$$

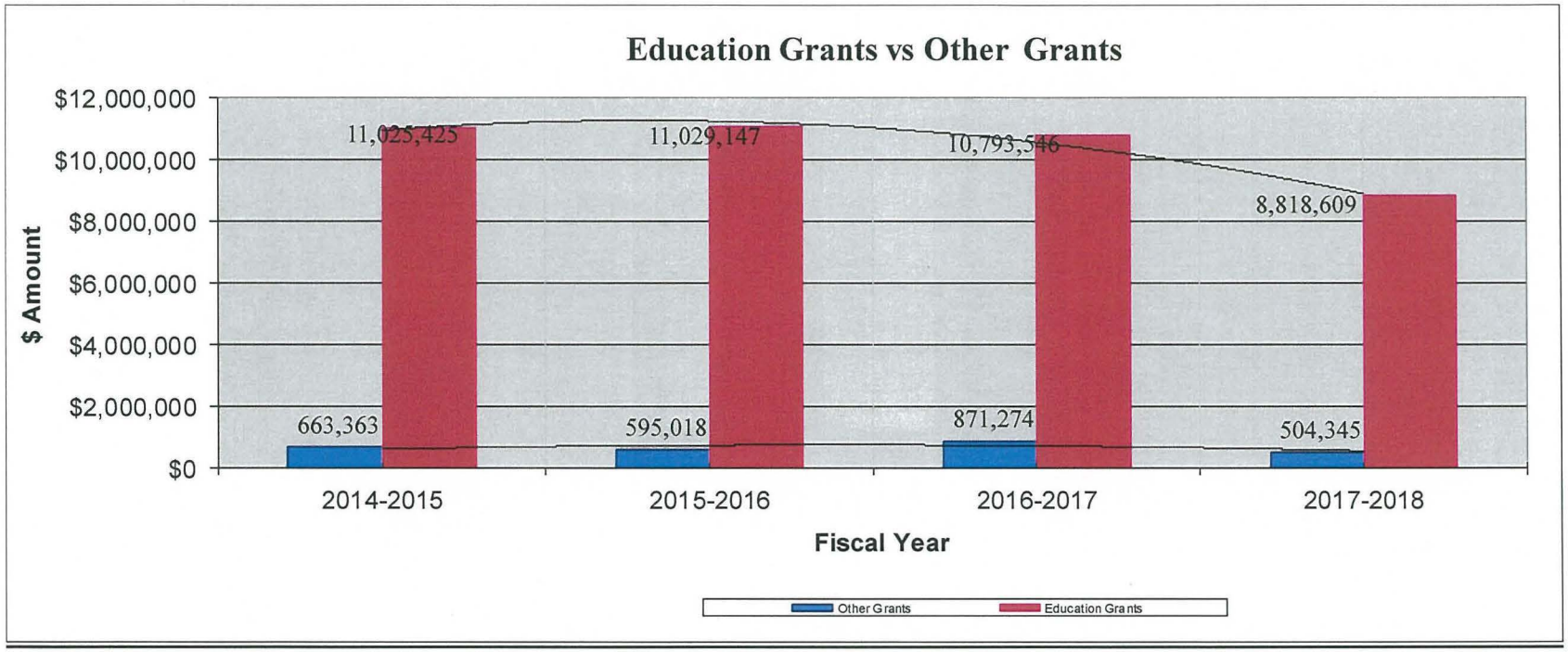
Intergovernmental – State and Federal Grants

The Town of Tolland, similar to other towns, relies on grants to supplement its revenue. The estimated allocations to Tolland are based on the Governor's budget proposal. The revenue estimates provided by the State Office of Policy and Management in February 2017 were used by the Town Manager in his proposed Fiscal Year 2017-2018 projection provided to the Town by the State of Connecticut Office of Policy and Management in February 2017. Most of the State grants are statutory formula grants to be paid to the Town based on projected local expenditures. Actual revenue may vary significantly from the estimates based on audited final expenditures. State revenues are always subject to change depending on the status of the State budget.

COMPARISON OF 2012 THRU 2017 STATE AND FEDERAL GRANTS

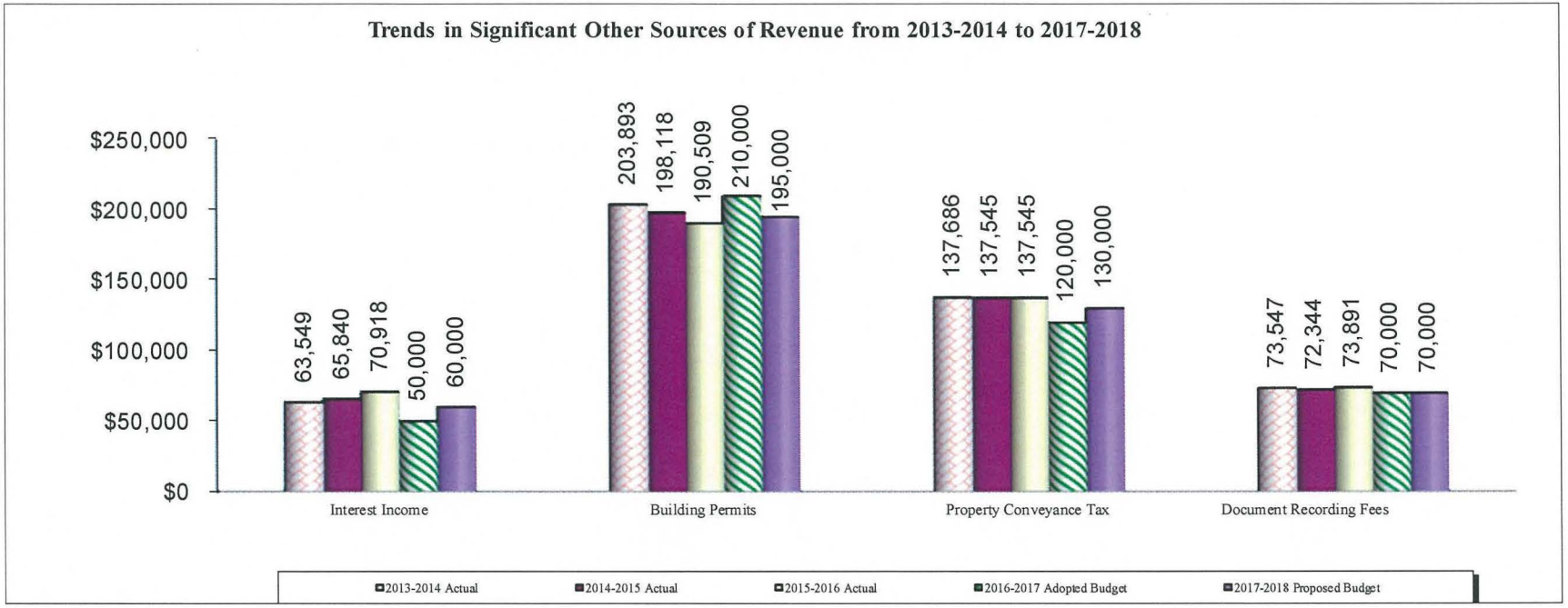
	2007-2008 Actual Received	2008-2009 Actual Received	2014-2015 Actual Received	2015-2016 Actual Received	2016-2017 Adopted Budget	2017-2018 Estimated Grant Amount	$ Change 2017 Adopted to 2018 Proposed	% Change
STATE & FEDERAL GRANTS								
Elderly Circuit Breaker	59,485	61,946	73,126	73,345	65,000	0	(65,000)	-100.0%
Disability Grant	0	1,712	1,667	1,796	1,600	0	(1,600)	-100.0%
PILOT: State Owned Property	65,668	65,563	52,883	0	0	0	-	0.0%
Interest Subsidy	150,055	102,793	28,023	20,238	13,608	5,475	(8,133)	-59.8%
Bond Subsidy	295,498	313,161	294,137	288,931	286,328	257,695	(28,633)	-10.0%
Youth Services Grants	24,206	24,206	24,338	23,572	24,360	20,907	(3,453)	-14.2%
Civil Defense Grant	4,000	4,000	5,000	5,000	5,000	5,000	-	0.0%
Pequot-Mohegan Grant	87,657	84,054	43,715	37,585	34,843	0	(34,843)	-100.0%
Miscellaneous	91,936	117,795	47,797	48,276	40,000	41,500	1,500	3.8%
Veterans	5,662	7,318	7,674	8,211	7,500	0	(7,500)	-100.0%
Town Clerk Preservation Grant	0	7,000	5,000	3,000	4,000	4,000	-	0.0%
MRSA: Municipal Projects			80,003	85,064	85,064	85,064	-	0.0%
MRSA: Sales Tax Funds			0	0	303,971	84,704	(219,267)	100.0%
Subtotal -- State & Federal Grants - non education	**784,167**	**789,548**	**663,363**	**595,018**	**871,274**	**504,345**	**-366,929**	-42.1%
EDUCATION GRANTS								
Public School Transportation Grant	313,943	334,914	128,122	109,171	0	0	-	0.0%
Adult Education Grant	9,573	11,688	9,274	9,173	8,572	8,436	(136)	-1.6%
ECS Education Grant*	10,274,519	10,740,557	10,888,029	10,910,803	10,784,974	8,810,173	(1,974,801)	-18.3%
Subtotal -- Education Grants	**10,598,035**	**11,087,159**	**11,025,425**	**11,029,147**	**10,793,546**	**8,818,609**	**(1,974,937)**	-18.3%
Total Federal and State Grants	**11,382,202**	**11,876,707**	**11,688,788**	**11,624,165**	**11,664,820**	**9,322,954**	**-2,341,866**	-20.1%

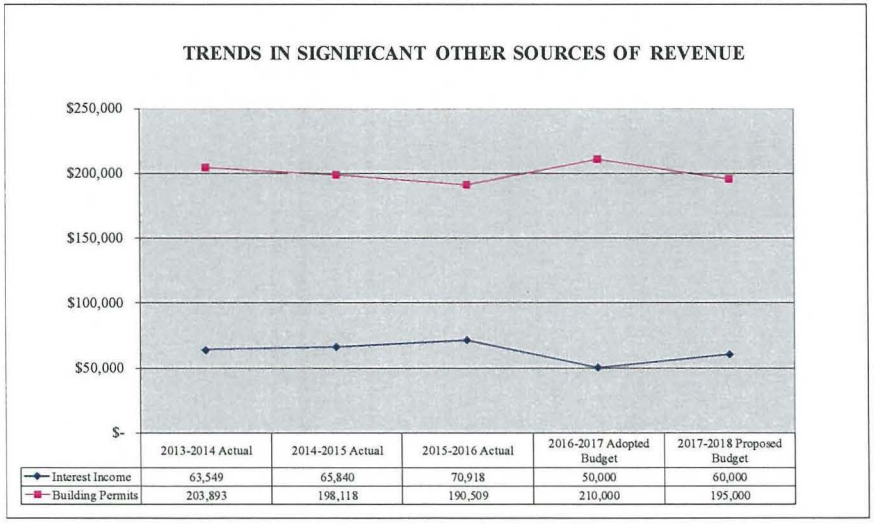
The chart below represents actual figures up to 2016 fiscal year and budgeted numbers for fiscal year 2017-2018.



Other Sources of Revenue

Licenses, Permits and Fees, Charges for Current Services, Investment Income/Other revenue and Contribution from Fund Balance represent 3.06% of the total 2017-18 Budget.





	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Proposed Budget
Interest Income	63,549	65,840	70,918	50,000	60,000
Building Permits	203,893	198,118	190,509	210,000	195,000

Revenue Descriptions

Property Taxes

110-10 – Current Taxes – property taxes due for current fiscal year.
110-20 – Prior Year Taxes – property taxes due for up to fourteen previous fiscal years.
110-30 – Interest and Lien Fees – interest applied to delinquent tax payments and lien charges on real estate property for the release of filing in the Town Clerk's Office.
110-39 – Motor Vehicle – current motor vehicle taxes due for current fiscal year capped at 32 mills to follow the new statue Act 15-244. Anticipating cap to remain at 37 mills.
110-40 – Motor Vehicle Supplement – property tax levied on motor vehicles, not included on the October Grand List.
110-50 – Suspense – tax collections received from personal property that have been removed from active receivables.
110-60 – Telecommunications Access – state imposed payments from telecommunication vendors in lieu of property taxes.

State & Federal Grants

210-20 – Elderly Circuit Breaker – a tax relief program for the elderly who meet certain income requirements. Relief takes the form of a credit on an eligible person's tax bill up to a maximum of $1,250 yearly.
210-50 – State Property Pilot – amount paid on State property within Town, in lieu of property taxes.
210-60 – Interest Subsidy – State reimbursement for interest costs associated with eligible school construction prior to progress payments.
210-70 – Bond Subsidy – State reimbursement for principal costs associated with eligible school construction prior to progress payments.
211-00 – Youth Services Grants – to assist with provision of youth services programs.
211-30 – Civil Defense Grant – 50% reimbursement for cost of Emergency Preparedness Officer. Increase requested for this fiscal year.
211-40 – Mashantucket Pequot – percentage of State proceeds from the Mashantucket Pequot and Mohegan slot revenues.
211-50 – Miscellaneous – includes parking, speeding fees and Hockanum Valley Community Council grant.
211-60 – Disability Grant – partial reimbursement for disability tax exemptions.
211-70 – Veterans – partial reimbursement of Veterans tax exemptions.
211-80 – Property Tax Relief Grant – distribution of State sales tax and State's portion of the Property Conveyance tax.
211-90 – Town Clerk Preservation Grant – reimbursement for record preservation which is applied for, on an as needed basis, by the Town Clerk.

Licenses, Permits & Fees

310-20 – Building Permit Fees – fees collected for issuance of building permits as required by law. $30 for first $1,000 of assessed value, $15for each $1,000 thereafter for anything requiring permit.
310-30 – Zoning Permit Fees – fees collected for issuance of zoning permits.
310-40 – Fines, Fees and Licenses – miscellaneous fees collected in various departments in Town.
310-50 – Pistol Permits – permit required to have firearms in Town.
310-70 – Town Clerk Fees – maps ($10 or $20), liquor permits ($2), trade name certifications ($5).
310-80 – Library Fees – fees for overdue books, videos, lost cards and lost books.
310-90 – Counseling Fees – fees to see a Town Counselor.
310-95 – DMV Reporting Fee - $5 delinquent MV fee.

Charges for Current Services

410-10 – Planning and Zoning and Inland Wetlands & Watercourses Commission – zoning applications and subdivisions.
410-20 – Rents/PILOT – payment from Senior Housing complexes in lieu of taxes and rental fees for towers.
410-30 – Property Conveyance Tax – levied on property transfers.
410-40 – Document Recording Fees – $53 first page ($2-Town Clerk, $3-Town Preservation, $38-State, $10-General Fund), $5 additional for recording land records (warranty deeds, liens, sales).
410-50 – Map and Copy Sales – $1 per page and $2 per certification (Town Clerk).
410-55 – Town Preservation – $3 per document – Agricultural (Land).
410-60 – Zoning Board of Appeals – fees for zoning appeals.
410-70 – Public Safety Services – administration fees charged for each hour of public safety work.
410-80 – Solid Waste Fees/Bulky Waste Fees – monthly payments from Willimantic Waste for recyclables.
410-86 – Sewer Fees – overhead charges for financial administration of sewer activities.
410-90 – Ambulance – charges for ambulance services up to the budgeted amount with the balance going to Public Safety Capital Equipment Account and to offset a portion of the Fire Clerical salary and benefit costs.
410-95 – Tuition – payments from other Towns for their students to attend Tolland Schools.

Investment Income

510-10 – Interest Income – income on investments or deposits.
510-30 – Other Revenues/Miscellaneous Revenue –sale of surplus equipment and unanticipated revenues.

Education Grants

610-20 – Transportation Grant – formula grant to assist Town with pupil transportation costs.
610-30 – Adult Education Grant – grant from Department of Education, reimbursed on a sliding scale similar to the Transportation Grant.
610-40 – ECS Education Grant – grant funding distributed according to the spending needs of the school, per statutory formula.
610-50 – Aid to the Blind – grant to assist with the costs associated with special education of blind students.
610-70 – Other Grants – Medicaid payments.

Contribution from Fund Balance

710-10 – Contribution from Fund Balance – transfers made from undesignated General Fund balance.

EXPENDITURES

Overview

There are five major expenditure categories budgeted for FY 2018: Town Operating, Board of Education Operating, Debt Service, BOE Teachers' Retirement Contribution and Capital Improvements.

COMPARISON THREE YEARS EXPENDITURES

	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Proposed Budget	$ Change 2016/17 to 2017/2018	% Change 2016/17 to 2017/2018	Percentage of total budget
TOWN OPERATING							
General Government	2,766,498	2,808,657	**2,860,647**	**2,899,678**	39,031	1.36%	5.28%
Planning and Community Development	353,218	348,251	**404,211**	**431,742**	27,531	6.81%	0.79%
Community Services	853,678	938,655	**926,683**	**910,796**	(15,887)	-1.71%	1.66%
Public Works	4,442,252	4,330,317	**4,430,159**	**4,409,792**	(20,367)	-0.46%	8.03%
Public Safety Services	1,842,529	1,816,659	**2,036,190**	**1,739,059**	(297,131)	-14.59%	3.17%
Finance and Records	926,869	967,252	**986,934**	**942,764**	(44,170)	-4.48%	1.72%
Contingency	135,177	56,341	**223,232**	**190,934**	(32,298)	-14.47%	0.35%
TOTAL TOWN OPERATING	11,320,221	11,266,132	**11,868,056**	**11,524,765**	(343,291)	-2.89%	20.99%
BOARD OF EDUCATION OPERATING	37,252,867	38,287,910	**39,333,948**	**38,340,608**	(993,340)	-2.53%	69.83%
DEBT SERVICE	4,542,249	4,549,013	**4,550,000**	**4,550,000**	-	0.00%	8.29%
BOE TEACHERS' RETIREMENT CONTRIBUTION	0	0	**0**	**435,915**	435,915	100.00%	0.79%
CAPITAL IMPROVEMENTS	86,456	183,814	**54,578**	**54,578**	-	0.00%	0.10%
					-		
EXPENDITURES TOTALS	53,201,793	54,286,869	**55,806,582**	**54,905,866**	**-900,716**	-1.61%	100.00%

EXPENDITURE SUMMARY STATEMENTS
Fiscal Year 2017-2018

2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated Actual	Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	$ Change 2016/2017 Adopted Budget to 2017/2018 Proposed
					GENERAL GOVERNMENT			
35,871	37,140	39,312	39,312	100-00	Town Council	39,112	36,861	(2,451)
215,064	226,854	221,223	223,665	110-00	Town Manager	224,547	222,447	1,224
3,906	1,751	2,867	2,867	120-00	Economic Development Commission	2,867	21,001	18,134
2,036,761	2,030,100	2,092,818	2,096,086	130-00	Human Resources and Benefits Administration	2,233,330	2,080,283	(12,535)
54,858	50,571	54,884	54,884	140-00	Miscellaneous Support Services	61,485	61,485	6,601
132,351	165,355	151,379	151,379	140-10	Information Technology and Telecommunications	176,393	171,893	20,514
196,609	207,174	219,919	219,919	150-00	Insurance	231,908	227,463	7,544
80,564	77,802	66,000	66,000	160-00	Legal Services	66,000	66,000	0
10,514	11,910	12,245	12,245	170-00	Probate Services	12,245	12,245	0
2,766,498	**2,808,657**	**2,860,647**	**2,866,357**		**Subtotal -- General Government**	**3,047,887**	**2,899,678**	39,031
					PLANNING AND COMMUNITY DEVELOPMENT			
121,230	116,854	118,396	120,638	200-00	Building Inspection Services	120,786	120,806	2,410
2,195	2,896	3,150	3,150	210-00	Zoning Board of Appeals	3,540	3,540	390
72,201	74,724	77,782	77,782	230-00	Public Health Services	78,630	78,626	844
141,731	136,545	187,172	182,507	240-00	Planning and Zoning Services	192,285	193,004	5,832
3,792	4,933	4,465	11,865	250-00	Inland Wetlands Commission	5,380	5,380	915
8,120	8,015	8,156	8,156	260-00	Planning and Zoning Commission	27,376	26,836	18,680
3,949	4,284	4,790	4,790	270-00	Conservation Commission	5,590	3,250	(1,540)
		300	300	280-00	Agricultural Commission	300	300	0
353,218	**348,251**	**404,211**	**409,188**		**Subtotal -- Planning and Community Development**	**433,887**	**431,742**	27,531

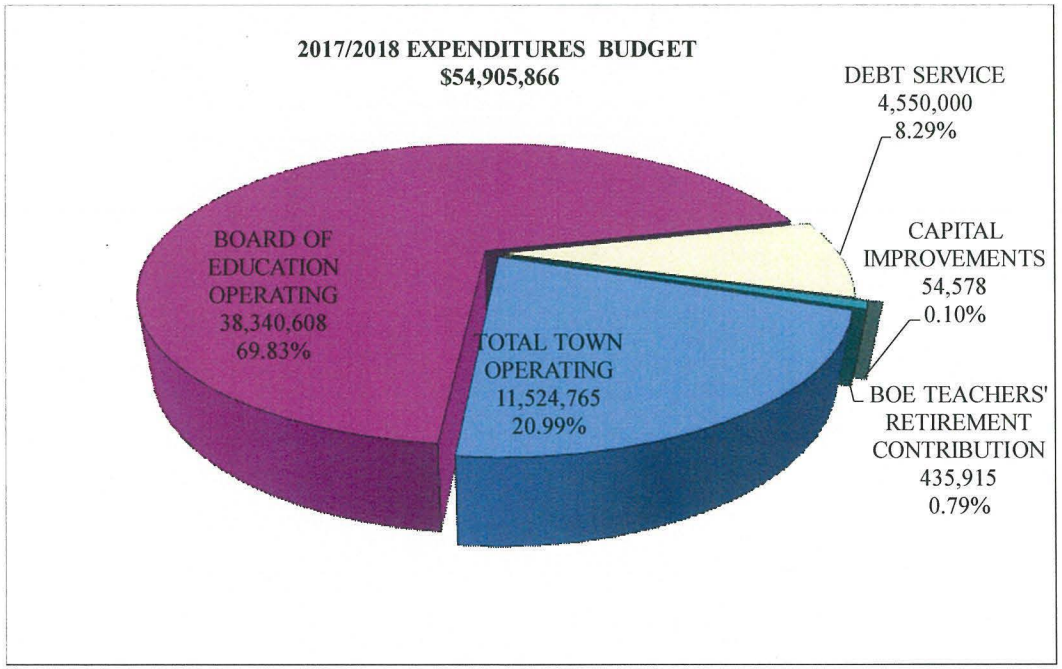
EXPENDITURE SUMMARY STATEMENTS
Fiscal Year 2017-2018

2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated Actual	Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	$ Change 2016/2017 Adopted Budget to 2017/2018 Proposed
					COMMUNITY SERVICES			
55,070	56,996	57,078	58,291	310-00	Senior Center Services	57,784	58,175	1,097
316,875	331,755	330,100	336,187	320-00	Human Services	333,419	331,255	1,155
399,903	408,503	410,195	417,302	400-00	Library Services	416,985	422,469	12,274
81,830	136,045	129,310	130,897	500-00	Recreation and Adult Education	124,397	98,897	(30,413)
853,678	**933,299**	**926,683**	**942,677**		**Subtotal -- Community Services**	**932,585**	**910,796**	(15,887)
					PUBLIC WORKS			
107,306	123,397	36,300	36,300	600-00	Engineering Services	35,850	25,850	(10,450)
1,221,581	1,295,007	1,329,214	1,340,241	610	Parks and Facilities	1,345,690	1,336,511	7,297
1,144,333	1,061,623	1,058,452	1,058,452	630-67	Refuse and Recycling Services	1,052,042	978,583	(79,869)
15,000	15,000	15,000	15,000	640-67	Sewage Disposal	15,000	15,000	0
1,954,032	1,835,290	1,991,193	2,001,778	650	Streets and Roads	2,056,858	2,053,848	62,655
4,442,252	**4,330,317**	**4,430,159**	**4,451,771**		**Subtotal -- Public Works**	**4,505,440**	**4,409,792**	(20,367)
					PUBLIC SAFETY SERVICES			
77,448	80,872	88,000	88,000	700-00	Water Supply	96,686	96,686	8,686
335,790	321,259	379,381	359,161	710-00	Ambulance Services	416,877	377,197	(2,184)
48,465	49,477	68,100	68,709	720-00	Animal Control Services	78,508	69,008	908
12,674	12,613	14,189	14,189	730-00	Emergency Preparedness	14,610	14,610	421
52,257	81,232	91,552	71,367	740-00	Fire Prevention	94,655	72,848	(18,704)
581,162	659,121	617,512	599,105	750-00	Fire Suppression	670,603	617,038	(474)
0	2,000	4,500	4,500	755-00	Certified Emergency Response Team	4,500	4,500	0
734,733	610,085	772,956	773,544	760-00	Law Enforcement	806,078	487,172	(285,784)
1,842,529	**1,816,659**	**2,036,190**	**1,978,575**		**Subtotal -- Public Safety Services**	**2,182,515**	**1,739,059**	(297,131)

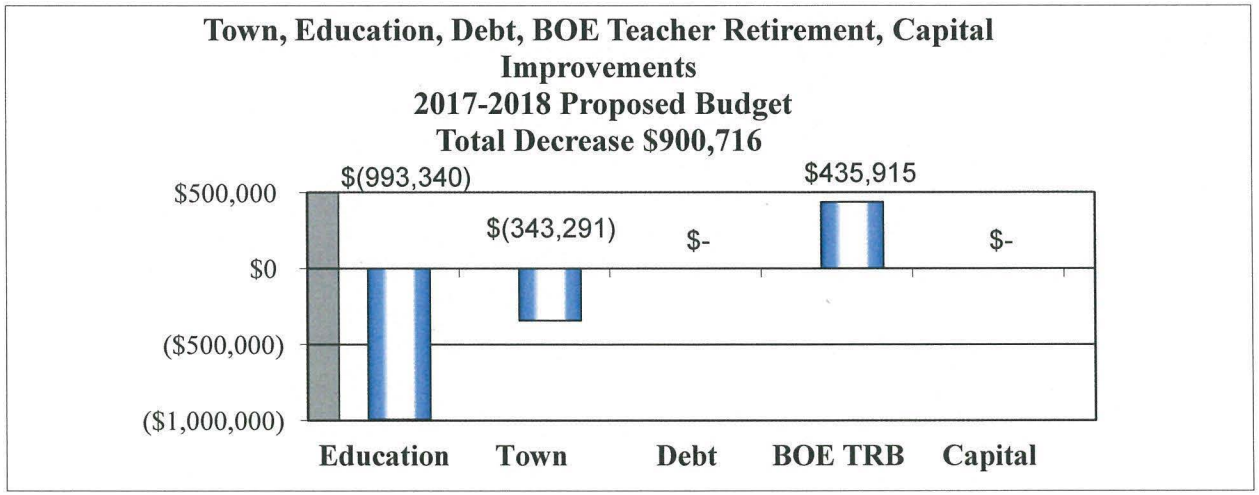
EXPENDITURE SUMMARY STATEMENTS
Fiscal Year 2017-2018

2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated Actual	Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	$ Change 2016/2017 Adopted Budget to 2017/2018 Proposed
					FINANCE AND RECORDS			
318,828	329,797	328,239	335,292	810-00	Accounting Services	335,856	337,812	9,573
231,366	257,377	256,047	260,032	820-00	Assessment Services	259,587	220,564	(35,483)
669	744	600	600	830-00	Board of Assessment Appeals	600	600	0
23,500	25,250	25,250	25,250	850-00	Independent Audit	25,250	25,250	0
44,365	50,995	65,070	65,070	860-00	Registrar of Voters	53,710	53,710	(11,360)
163,064	154,846	167,145	140,333	870-00	Revenue Services	152,834	158,230	(8,915)
145,077	148,243	144,583	146,914	880-00	Town Clerk	145,746	146,598	2,015
135,177	56,341	223,232	245,997	890-00	Contingency	200,705	190,934	(32,298)
1,062,046	**1,023,593**	**1,210,166**	**1,219,488**		**Subtotal -- Finance and Records**	**1,174,288**	**1,133,698**	(76,468)
11,320,221	**11,260,776**	**11,868,056**	**11,868,056**		**Subtotal--Town Government**	**12,276,602**	**11,524,765**	(343,291)
					BOARD OF EDUCATION			
37,177,650	38,261,928	39,333,948	39,333,948	900-00	Board of Education	40,175,960	38,340,608	(993,340)
37,177,650	**38,261,928**	**39,333,948**	**39,333,948**		**Subtotal -- Board of Education**	**40,175,960**	**38,340,608**	(993,340)
					DEBT SERVICE			
4,542,249	4,549,013	4,550,000	4,550,000	840-00	Debt Service	4,550,000	4,550,000	0
4,542,249	**4,549,013**	**4,550,000**	**4,550,000**		**Subtotal -- Debt Service**	**4,550,000**	**4,550,000**	0
					BOE TEACHERS' RETIREMENT CONTRIBUTION			
0	0	0	0	845-00	BOE Teachers' Retirement Contribution	0	435,915	435,915
0	**0**	**0**	**0**		**Subtotal -- BOE Teachers' Retirement Contribution**	**0**	**435,915**	435,915
					CAPITAL IMPROVEMENTS			
86,456	183,814	54,578	54,578	910-00	Capital Improvements	181,786	54,578	0
86,456	**183,814**	**54,578**	**54,578**		**Subtotal -- Capital Improvements**	**181,786**	**54,578**	0
					TRANSFERS OUT			
	5,356				Canopy Senior Center			
75,217	25,982				Education Reserve			
53,201,793	**54,286,869**	**55,806,582**	**55,806,582**		**FY 2017-2018 EXPENDITURE TOTALS**	**57,184,348**	**54,905,866**	**-900,716**

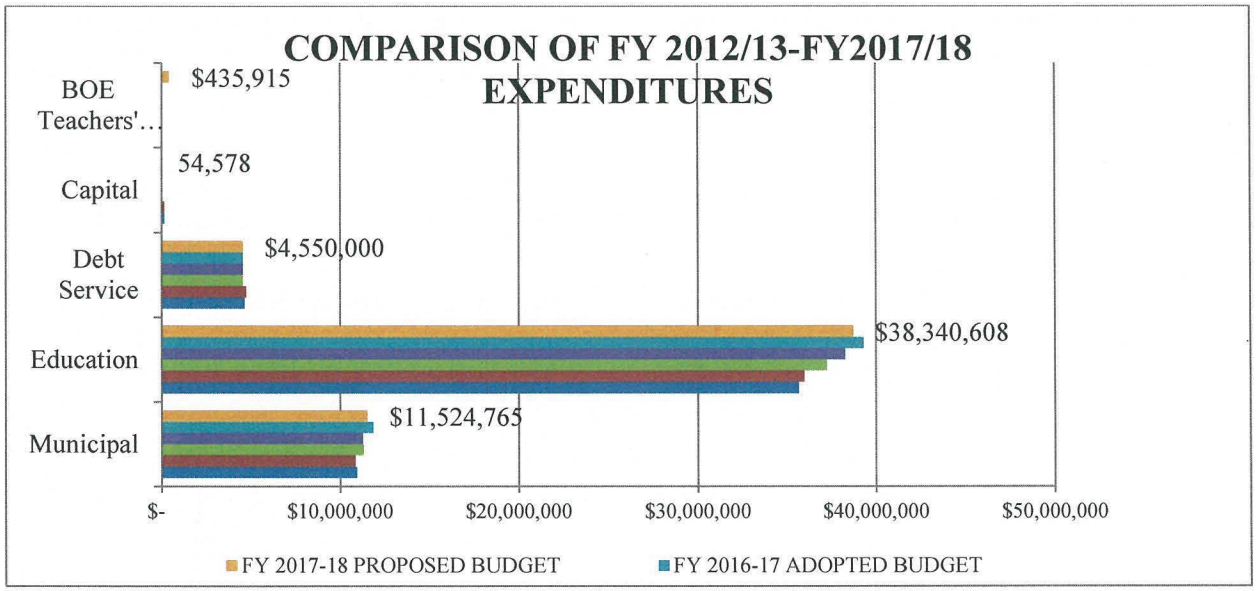
The chart below represents Tolland's five major expenditure components of the budget.



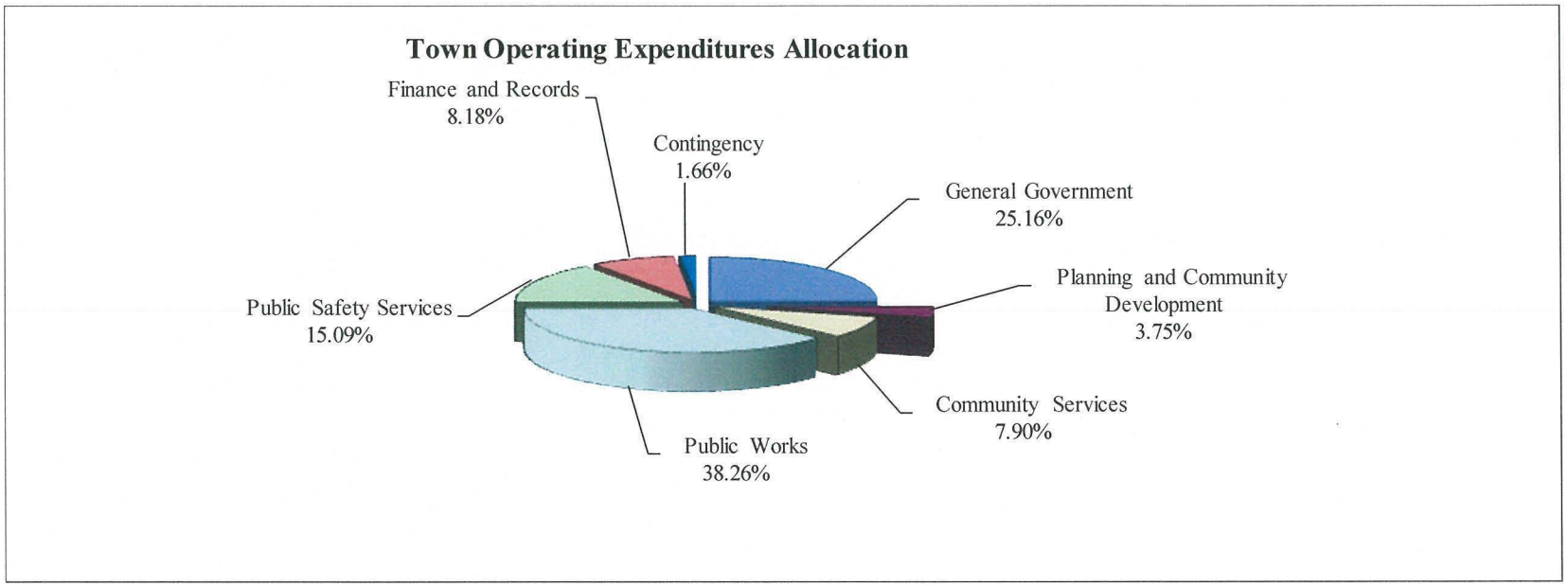
The graph below represents current budget increases by major expenditure categories.

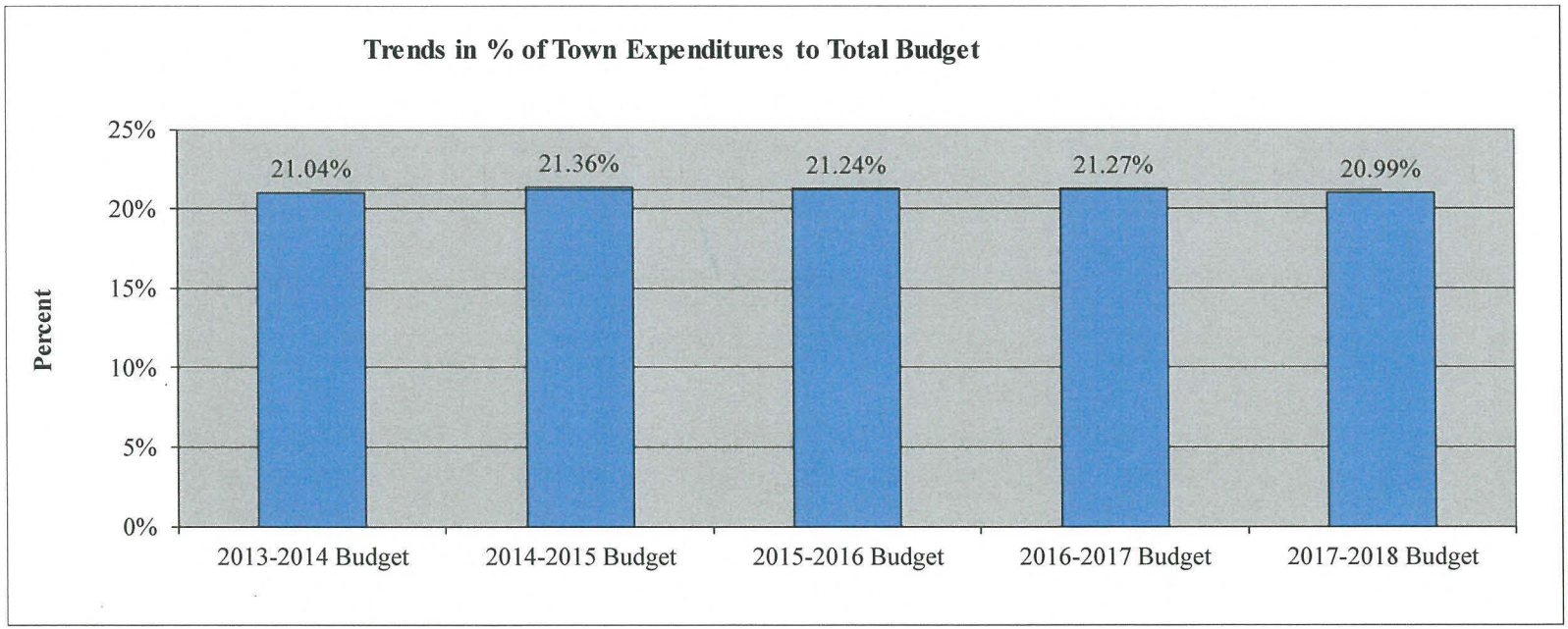


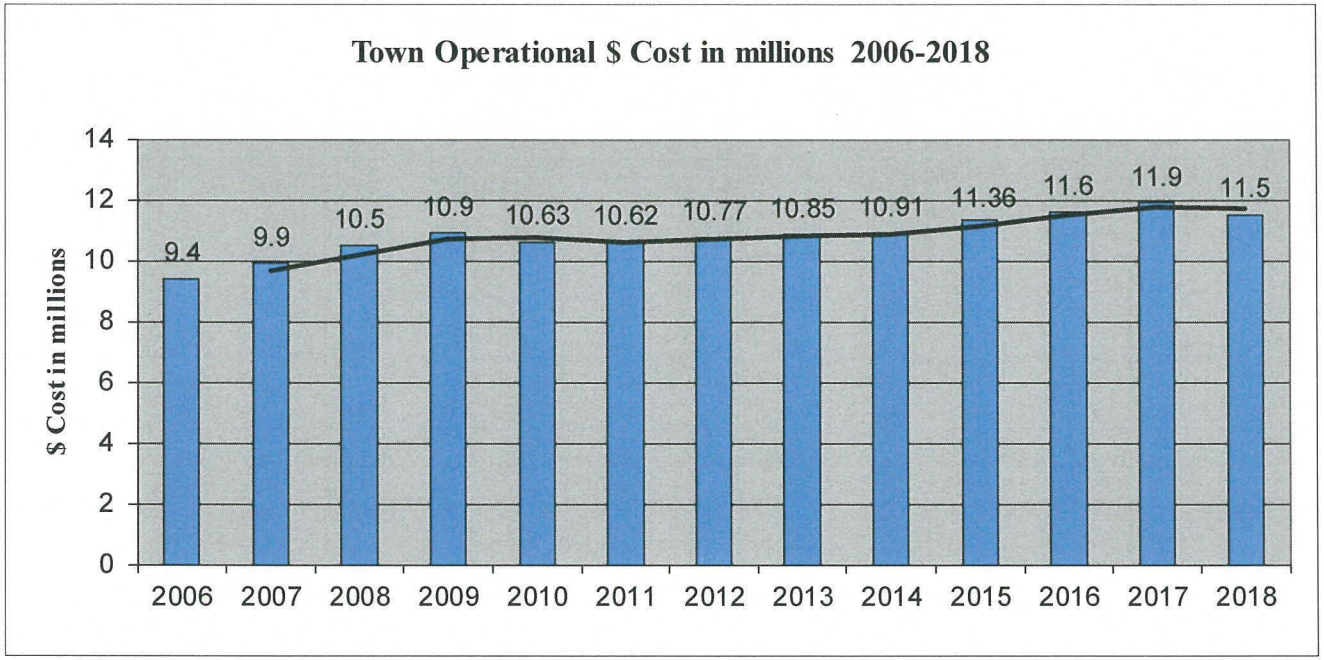
The chart below illustrates the appropriations made to each of these areas throughout the past six years.



Town Operating budget is proposed in the amount of $11,524,765. This is a decrease of $343,291 or 2.89% from the adopted budget for the 2017 fiscal year. The following chart depicts spending distribution in the municipal operating portion of budget.







- ***General Government*** budget increased overall by $39,031 or 1.36%. The primary drivers of the increase are due to an increase of $18,134 increase for Economic Development Commission due to proposed marketing initiatives and an increase in information technology of $20,514 to reflect the increase with the network connection cost and upgrade Technology Plan and hardware replacement.

- ***Planning and Community Development*** budget increased overall by $27,531 or 6.81% Most of this increase of $18,680 is to begin working with a consultant and start public outreach on the update of the Plan of Conservation and Development. State statutes require that municipalities update their POCD at least every ten years in order to remain eligible for a number of state funding programs.

- ***Community Services*** budget decreased by 1.71% or $15,887. The major impact was reduction in the funding of the Recreation Center utilities by $26,000 and professional services of $6,000. The library wage increases accounted for $12,274.

- ***Public Works*** budget, which is the largest operating budget, decreased by .46% or ($20,367). The contributing factors to this decrease are described below per department within this division.

  The overall budget in **Streets and Roads** increased by $60,159. There were personnel changes and union increases, treated salt and sand increased by $27,746 and gasoline and diesel fuel for $7,080. In addition we are now required to budget $15,000 for locating our underground utilities.

  The decrease in **the Refuse and Recycling** budget of $79,869 is due to adjusting the current weekly collection of recyclables from every week to every other week and the elimination of bulky waste pickup which saved $24,500.

The increase of $7,297 in the **Parks and Facilities** was in part due to contractual salary increases of $22,985 offset by savings in program lines.

- ***Public Safety Services*** budget decreased 14.59% or $297,131 resulting from a combination of increases and decreases in the Law Enforcement, Fire Suppression, Fire Prevention, Ambulance and Canine Control budgets.

  Law Enforcement had a decrease of $285,784 .This is mainly due to a reduction in staff from four Troopers to two.
  Fire Prevention decreased by $18,704 mainly due to the elimination of 1/3 share of the Assistant Public Safety Director position.
  Fire Suppression includes the elimination of 1/3 share of the Assistant Public Safety Director position offset by an increase of $10,000 in stipends for volunteers.
  Ambulance Services budget reflects the remaining 1/3 share of the Assistant Public Safety Director position and an offset increase of $10,000 in stipends for volunteers for a total decrease of $2,184.

- ***Finance and Records*** budget decreased by $44,170 or 4.48% overall due to various departmental changes.

  Assessment Service there is a decrease of $40,900 mainly due to reduction in the amount of funding needed for the 2019 revaluation which will be done in-house.

  There is an increase of $9,573 in **Accounting Services** is due to wage increases.

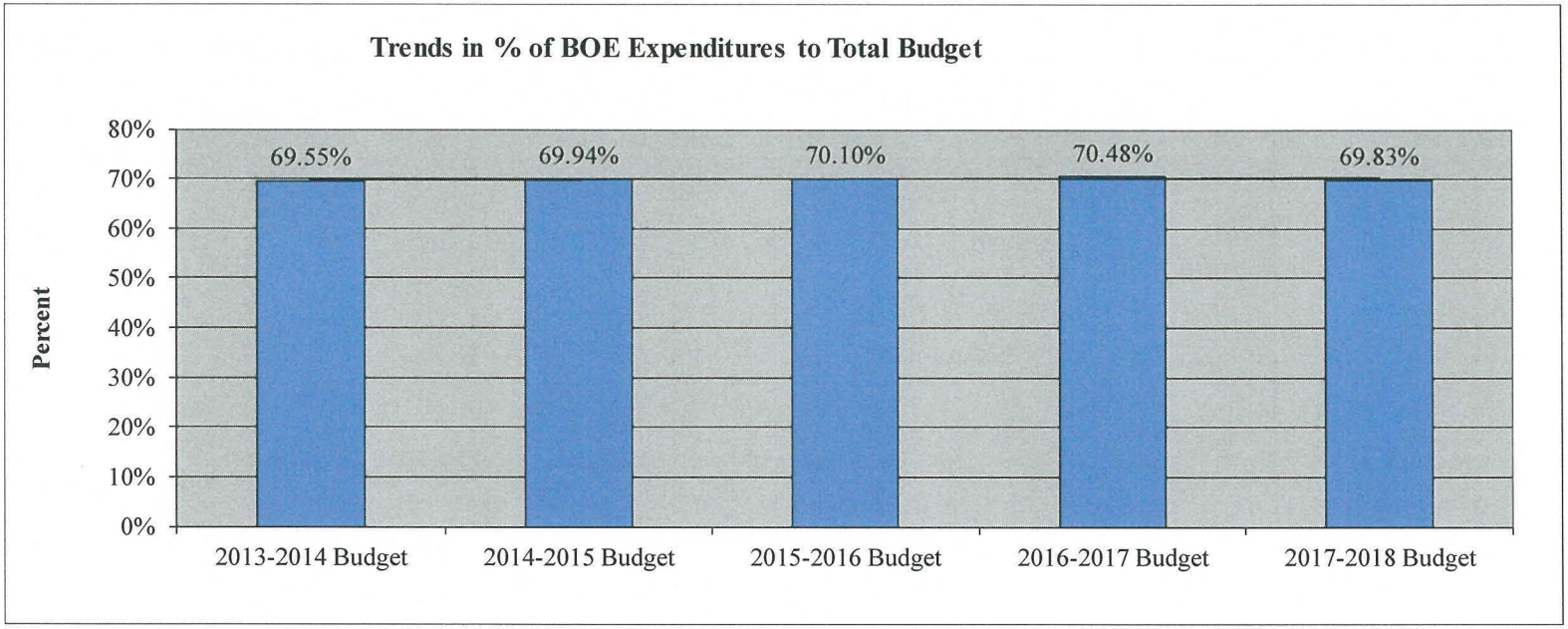
  The decreases in **Revenue Collection** of $8,915 were the result of the change of the full time Assistant Revenue Collector position to a part time Account Clerk position.

  Town Clerk has a minor increase of $2,015 due to wages increases.

- ***Contingency*** program budget has decreased by $32,298 or 14.47% The Personnel Adjustment decreased by $26,898 due to lower estimated pay increases than the previous year for non-union and union raises that are currently under negotiation. The previous year budget also included estimated wage increases for an unsettled union contract which has now been settled and the wages are budgeted within the appropriate department line items. Prior year tax refunds have been reduced by $5,000 due to declining refund requirements.

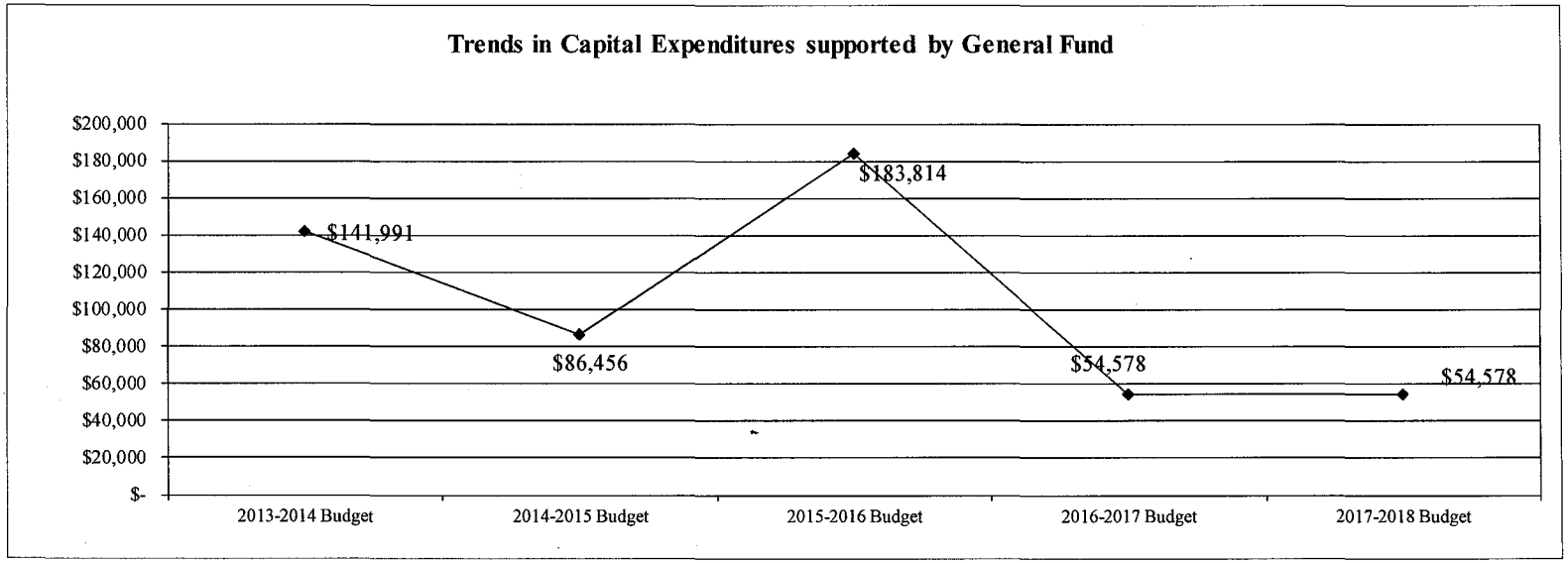
- ***Board of Education*** operating budget represents 68.93% of the total Town of Tolland budget. The recommended funding level by the Town Manager for the Board of Education is $38,340,608 which is a decrease of 2.53% or $993,340 over current year expenditures. The Town Manager and the Superintendent of Schools communicated very closely during the development of the Board of Education Budget. The decrease is hoped to be offset by a new State Special Education Grant.

- ***BOE Teachers' Retirement*** became new operating budget line to recognize one-third of the employer share of the cost (10 percent of the total pension cost) to be remitted to the state by December 31. The Town's Contribution, by the State calculation, is $1,934,215 was originally proposed by the Governor but at this time we are funding $435,915 pursuant to the Governor's compromise budget estimate.



Debt Service budget will remain flat for several years after incorporating the intended use of the Debt Service Fund that was established in order to minimize the impact of the fluctuating debt on the general fund budget as part of our Debt Management Plan. The Debt Management Plan is an important tool for forecasting debt issuance for capital projects and/or acquisition of land not supported by grants or other revenues. For more detail see the Debt Service tab. Current debt expenditures are presented at the actual level and include funding that will be transferred to and from the Debt Service fund to offset the impact of the future increased debt expenditures as part of the overall debt management plan.

Capital Improvements budget of $54,578 remained level which is .10% of the total budget compared with last year which was only at .18% of the overall operating budget. It is important to keep up with capital expenditures even when revenues are tight. Through a combination of planned debt issuance, use of various grant funding resources and budgeted general fund funds the Town is addressing a significant amount of future capital needs with a minimal impact of tax burden on our citizens. A detail of the capital projects and equipment recommendations for next year can be seen in the Capital Improvement Plan.

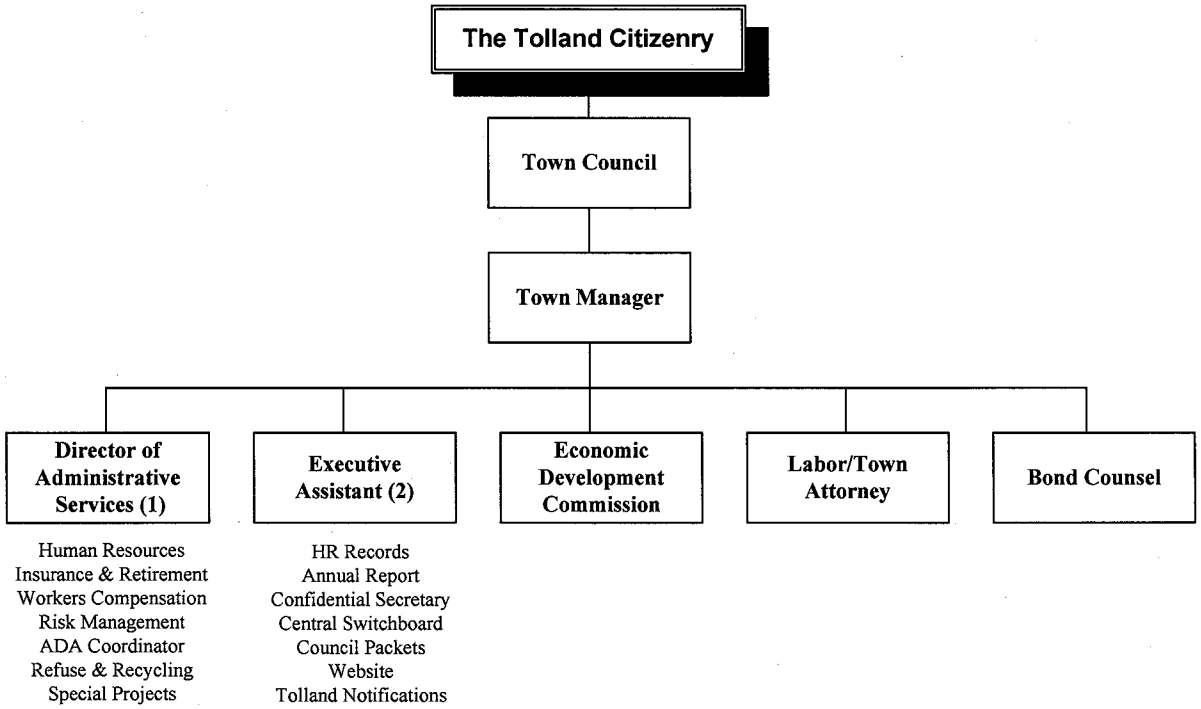


GENERAL GOVERNMENT

General Government provides the overall leadership and oversight for the operations of the Town of Tolland. The Town Council establishes policies that guide the direction of the Town and ensure the optimum delivery of services to residents in the most cost effective manner. The Town Manager provides general supervision of all Town departments, which collectively staffs 84 employees, and carries out the Town Council's directives. The Office of the Town Manager handles all human resource issues and other administrative services which include recruiting for vacant staff positions, policy analysis and risk management. The Economic Development Commission's purpose is to assist and promote economic development of the Town for the public welfare, which includes business retention, outreach, as well as business development and relocation. The other departments within this Division provide services that benefit the employees and the Town as a whole including Employee Benefits, Information Technology and Telecommunications, Insurance and Legal Services.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
100-00	Town Council	39,112	36,861	0
110-00	Town Manager	224,547	222,447	0
120-00	Economic Development Commission	2,867	21,001	0
130-00	Human Resources and Benefits Administration	2,233,330	2,080,283	0
140-00	Miscellaneous Support Services	61,485	61,485	0
140-10	Information Technology and Telecommunications	176,393	171,893	0
150-13	Insurance	231,908	227,463	0
160-19	Legal Services	66,000	66,000	0
170-00	Probate Services	12,245	12,245	0
	Subtotal -- General Government	**3,047,887**	**2,899,678**	**0**

General Government
Organization Chart



PROGRAM	TOWN COUNCIL	100-00

Program Explanation:

Under the Council-Manager form of government prescribed in the Town Charter, the Town Council is the legislative or policy determining branch of the municipal government. This legislative body is composed of seven members who are elected at-large for two-year terms. The Town Council provides the oversight and leadership required to establish policies that guide the direction of the Town and ensure the optimum delivery of services to residents in the most cost effective manner possible. The policies that are established by the Town Council are delegated to the Office of the Town Manager for execution.

Budget Change Commentary:

The Council's budget decreased overall by $2,451 due to $1,000 decrease of advertising fees and $1,500 on cost for video streaming software.

Program Objectives and Goals FY 2018:

- Working to identify next steps to move forward development in the Tolland Village Area, Gateway Design District and Technology Zone.
- Review Town budget to ensure if there must be increase it is defensible and to extent possible current services are maintained.
- Expand the review of operational policies for increased revenue potentials and operational cost savings.
- Aggressively pursue grants that will enhance the quality of life in Tolland.
- Continue to support the Parker School/Senior Housing project and foster its path to a successful conclusion.
- Work closely with the Board of Education on their goals for the school system as a whole, and especially in regard to critical infrastructure and building/facility improvements.
- Ensure the sustainability of programs predicated on the State of Connecticut budget and its impact on municipal support.
- Support the completion of identified projects within the Town's Capital Improvement Plan.
- Continue to incorporate concepts of and best practices in regionalization into our work to find efficiencies where possible.

Program Accomplishments FY 2017:

- Continued Prescription Discount Card program for Tolland residents saving residents $405,995.
- Continued to support reasonable development in the Tolland Village Area.
- Adopted a Blight Ordinance.
- Adopted a Budget with limited expenditure increase.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1		1		Recording Clerk	1	1
1		1		Videographer	1	1

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Meetings attended	37	36	35	32	36
Ordinances Passed	3	2	4	3	3
Resolutions Passed	85	69	60	56	65
Policies Enacted	4	2	2	2	2
Public Hearing Items	15	14	10	12	13
Appointments	68	42	59	39	55
Additional appropriations	9	8	8	7	7

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Town Council	Town Council	100-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	5,070	4,590	5,160	5,120	5,120	5,120	5,120	-	0.00%
PRINTING	1,190	3,215	2,920	3,300	3,820	3,300	3,300	-	0.00%
ADVERTISING	6,194	4,719	4,602	6,000	6,000	6,000	5,000	(1,000)	-16.67%
DUES AND MEMBERSHIPS	19,883	19,883	21,759	22,192	21,921	22,241	22,241	49	0.22%
OTHER SERVICES AND FEES	954	994	1,049	1,500	1,251	1,251	0	(1,500)	-100.00%
TRAINING AND DEVELOPMENT	25	105	80	100	100	100	100	-	0.00%
OFFICE SUPPLIES	337	265	499	500	500	500	500	-	0.00%
PROGRAM MATERIALS	561	2,100	1,070	600	600	600	600	-	0.00%
OPERATING EXPENDITURES	34,214	35,871	37,140	39,312	39,312	39,112	36,861	(2,451)	-6.23%
TOTAL TOWN COUNCIL	34,214	35,871	37,140	39,312	39,312	39,112	36,861	(2,451)	-6.23%

PROGRAM	TOWN MANAGER	110-00

Program Explanation:

Under the Council-Manager form of government prescribed in the Town Charter, the Town Manager is appointed by the Town Council to serve as its Chief Executive Officer. As such, he/she is responsible for overseeing the Town's daily operations. Responsibilities include, but are not limited to, overseeing the execution of all the ordinances, regulations and policies adopted by the Town Council; development and execution of the annual operating and capital budgets and a 5-Year Capital Improvement Plan; and maintaining regular communication with the Town Council, the various boards and commissions, Town staff and the residential and business communities.

Budget Change Commentary:

The Town Manager's budget has an overall increase of $1,224 due primarily to salary increases of $2,181 offset by a $2,100 decrease in Training and Development and an increase in the Communications account of $1,020.

Program Objectives and Goals FY 2018:

- Develop Town budget in estimate of grant fiscal instability at the State level to ensure if there must be increase it is defensible and to extent possible current services are maintained – **Council Goal**
- Oversee completion of capital projects proposed for FY2017 – **Council Goal**
- Aggressively pursue grants that will enhance the quality of life in Tolland
- Continue to improve the content on the Town's website and other Social Media venues
- Complete the Parker School/Senior Housing project – **Council Goal**
- Offer meaningful support and partnership with the Economic Development Commission and the Planning and Zoning Commission for smart and appropriate development of the Tech Zone and the Tolland Village Area – **Council Goal**
- Continue to incorporate concepts of and best practices in regionalization into our work to find efficiencies wherever possible – **Council Goal**
- Work closely with the Board of Education on their goals for the school system as a whole, and especially in regard to critical infrastructure and building/facility improvements – **Council Goal**
- Ensure the sustainability of programs predicated on the State of Connecticut budget and its impact on municipal support – **Council Goal**
- Bring the Blight Committee's work to a successful conclusion, whether success comes in the form of an ordinance or other solutions – **Council Goal**
- Commerce work on the Highway Expansion Project

Program Accomplishments FY 2017:

- Produced a budget for FY2017 which limits expenditure increases
- Finished work on the Town Hall HVAC project, Library roof project and elevator project
- Developed a Town Budget which was acceptable to the Town Council and residents
- Completed the Library Expansion Project
- Brought the Blight Committee's work to a successful conclusion
- Completed the Fiber Installation Project

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Manager	1	1.0
2	1.5	2	1.5	Executive Assistant*	2	1.5

*Partially funded (20%) by the Tolland Water Commission

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Municipal Budget Expenditure Increase passed at Referendum	0.58%	4.12%	2.11%	2.34%	
Total Percentage Tax Increase passed at Referendum	0.67%	2.85%	*	2.49%	
Town Council meetings attended	37	36	30	32	36
Staff meetings conducted	20	18	20	16	24
Sealed bids invited	3	3	2	2	3

*Revaluation year

FUNCTION Town Administration	ACTIVITY Town Manager			PROGRAM Town Manager					CODE 110-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Town Manager Executive Secretary Executive Secretary / Web Master (.5)	201,140	203,450	214,629	208,698	211,140	210,879	210,879	2,181	1.05%
PROFESSIONAL SERVICES	0	0	7	900	900	900	900	-	0.00%
COMMUNICATIONS	2,249	2,471	2,637	2,770	2,770	3,790	3,790	1,020	36.82%
SERVICE CONTRACTS	84	84	84	84	84	84	84	-	0.00%
PRINTING	1,998	1,250	1,810	1,800	1,800	1,900	1,900	100	5.56%
DUES AND MEMBERSHIPS	1,531	1,576	1,576	1,577	1,579	1,602	1,602	25	1.59%
TRAINING AND DEVELOPMENT	230	4,530	3,871	2,800	2,800	2,800	700	(2,100)	-75.00%
OFFICE SUPPLIES	448	1,129	1,599	1,700	1,700	1,700	1,700	-	0.00%
FOOD AND CLOTHING	488	533	641	600	600	600	600	-	0.00%
BOOKS AND SUBSCRIPTIONS	239	41	0	294	292	292	292	(2)	-0.68%
PAYROLL EXPENDITURES	201,140	203,450	214,629	208,698	211,140	210,879	210,879	2,181	1.05%
OPERATING EXPENDITURES	7,267	11,614	12,226	12,525	12,525	13,668	11,568	(957)	-7.64%
TOTAL TOWN MANAGER	208,407	215,064	226,855	221,223	223,665	224,547	222,447	1,224	0.55%

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	120-00

Program Explanation:

The purpose of economic development is to enhance the Town's tax base by increasing business property investment. The Town Manager appoints members of the Economic Development Commission who, in turn, elect a chairperson. The Economic Development Commission works with the Town Manager's Office to plan, organize and administer an economic development program and promote the orderly growth of the Town's business resources. The staff of the Division of Planning and Community Development also plays a significant role in this process by assisting private developers and business oriented groups with achieving their goals for growth within existing zoning requirements.

Budget Change Commentary:

The program budget increased $18,134 from the prior year mainly due to an increase in Professional Services for economic development assistance.

Program Objectives and Goals FY 2018:

- Continue to assist and promote economic development in Tolland specifically the Tolland Village Area and Technology Zone – **Council Goal**
- Continue to work with parties looking for sites or buildings to locate their businesses
- Hold coordinated meetings with business entities to solicit information on their concerns
- Engage a Consultant to assist with Town-wide Economic Development activities

Program Accomplishments FY 2017:

- Met with several interested parties regarding locating in Tolland.
- Continued to promote development in the Tolland Village Area.

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Meetings Held	10	10	9	11	11

FUNCTION	ACTIVITY			PROGRAM					CODE
Town Administration	Economic Development			Economic Development					120-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	560	700	630	700	700	700	0	(700)	-100.00%
PROFESSIONAL SERVICES	21,000	3,000	0	1,166	1,166	1,166	20,000	18,834	1615.27%
PRINTING	7	31	0	225	225	225	225	-	0.00%
DUES AND MEMBERSHIPS	425	175	723	292	292	292	292	-	0.00%
TRAVEL REIMBURSEMENT	0	0	334	334	334	334	334	-	0.00%
OFFICE SUPPLIES	0	0	65	150	150	150	150	-	0.00%
PAYROLL EXPENDITURES	560	700	630	700	700	700	0	(700)	-100.00%
OPERATING EXPENDITURES	21,432	3,206	1,122	2,167	2,167	2,167	21,001	18,834	869.13%
TOTAL ECONOMIC DEVELOPMENT	21,992	3,906	1,752	2,867	2,867	2,867	21,001	18,134	632.51%

PROGRAM	HR ADMINISTRATION	130-10

Program Explanation:

This program of spending provides funding for personnel administration activities. The personnel related activities funded by this program includes advertising for employment vacancies, legal notices, training and development and books and subscriptions for various human resources and legal publications.

Budget Change Commentary:

The overall budget increased $3,249 from the prior fiscal year mainly due to programmed salary increases.

Program Objectives and Goals FY 2018:

- Continue to update various Human Resource policies as needed
- As necessary, recruit and fill various vacant staff positions
- Implement personnel changes consistent with proposed FY2018 budget

Program Accomplishments FY 2017:

- Recruited and filled vacant full-time and part-time positions including: Assistant Planner, Public Works Supervisor, Laborer, Firefighter and Account Clerk I
- ICMARC representatives met with employees relating to pension investments
- Working with Safety Committee developed solutions for safety issues
- Attended training opportunities in human resource areas
- Helped coordinate continued build out of new Town website

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Administrative Services	1	1.0
1	.50	1	.50	Executive Assistant	1	.50

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Safety Committee Meetings	4	4	4	4	4
Employee Assistance Referrals	2	2	2	2	2
Job Advertisements	7	11	7	8	7
Training Workshops	2	2	2	2	2

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	HR and Benefits Administration	HR and Benefits Administration	130-10

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Director of Administrative Services Executive Secretary / Web Master (.5)	99,775	112,703	118,875	117,094	120,362	120,263	120,263	3,169	2.71%
PROFESSIONAL SERVICES	2,938	3,984	3,696	2,683	2,683	2,763	2,763	80	2.98%
COMMUNICATIONS	0	0	0	600	600	600	600	-	0.00%
ADVERTISING	4,034	3,045	3,717	4,500	4,500	4,500	4,500	-	0.00%
DUES AND MEMBERSHIPS	674	686	440	490	490	490	490	-	0.00%
TRAINING AND DEVELOPMENT	977	503	885	1,000	1,000	1,000	1,000	-	0.00%
OFFICE SUPPLIES	38	125	633	300	300	300	300	-	0.00%
FOOD AND CLOTHING	0	0	179	500	500	500	500	-	0.00%
BOOKS AND SUBSCRIPTIONS	474	356	203	250	250	250	250	-	0.00%
PAYROLL EXPENDITURES	99,775	112,703	118,875	117,094	120,362	120,263	120,263	3,169	2.71%
OPERATING EXPENDITURES	9,135	8,698	9,752	10,323	10,323	10,403	10,403	80	0.77%
TOTAL HR & BENEFITS ADMINISTRATION	108,910	121,400	128,627	127,417	130,685	130,666	130,666	3,249	2.55%

PROGRAM	HR BENEFITS	131-11

Program Explanation:

The Benefits Program is a subcategory of the Human Resources and Benefits Administration budget. This program provides funding to satisfy various federal mandates and contractual requirements. F.I.C.A. (Federal Insurance Contributions Act) is funded through this line item. Funding is also provided for contributions towards the Medicare Program. The Town's primary retirement pension plan, a 401(a) plan offered through the ICMA Retirement Corporation, is also funded through this program. Full-time employees are required to contribute 2.5% of their income to this plan to which the Town provides a matching contribution of 6%. Employees become fully vested after a five-year waiting period. The Town also uses an Alternative to the Social Security Program also known as a 3121 Program. Under this program, temporary, limited and seasonal employees do not contribute to Social Security; instead they contribute to an annuity. Also included in this program is funding for various insurance programs that are provided as a benefit and statutorily required. The insurance coverage provided includes: Workers' Compensation, Unemployment Compensation, Health Insurance and Life Insurance. Long-term disability insurance is provided for management employees only.

Budget Change Commentary:

Overall, this program decreased $15,784. The primary driver of the decrease is Health Insurance offset by a reduction in Unemployment Compensation.

Program Objectives and Goals FY 2018:

- Review health insurance and make revisions that maintain quality insurance benefits for employees at a reasonable cost
- Report 100% of Worker's Compensation cases within 3 days
- To keep health insurance claims at a manageable level
- To keep Worker's Compensation claims at a manageable level
- Continue to implement and expand comprehensive wellness program for employees

Program Accomplishments FY 2017:

- ICMA meetings held with individual employees related to pension investments
- Continued Wellness program for all employees.
- Participated in ECHIP subcommittee for wellness planning
- Alternative Social Security Program resulted in a savings of approximately $20,000 to the Town in the prior fiscal year

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Workers' Compensation Claims	21	24	20	22	20
Health Insurance Plans	2	2	2	2	2
Wellness Program	1	1	1	1	1
Life Insurance	1	1	1	1	1
Long-Term Disability Insurance Plans	1	1	1	1	1
Pension Plans	2	2	2	2	2
Covered Employees – Full-time Equivalents	77.49	77.49	76.46	78.19	77.48
Other Post Employment Benefits	1	1	1	1	1

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	HR and Benefits Administration	Employee Benefits	131-11

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
FICA	244,762	249,575	262,386	288,735	288,735	284,000	284,000	(4,735)	-1.64%
MEDICARE	62,382	64,512	66,599	74,704	74,704	73,000	73,000	(1,704)	-2.28%
EMPLOYEE PENSIONS	248,070	255,003	266,295	283,776	283,776	281,000	281,000	(2,776)	-0.98%
WORKER'S COMPENSATION	192,959	185,185	199,861	206,551	206,551	227,380	209,156	2,605	1.26%
UNEMPLOYMENT COMPENSATION	12,552	23,999	5,296	13,000	13,000	4,000	4,000	(9,000)	-69.23%
HEALTH INSURANCE	971,718	1,089,465	1,052,251	1,043,485	1,043,485	1,181,634	1,047,561	4,076	0.39%
LIFE INSURANCE	26,323	30,510	33,967	39,000	39,000	37,000	37,000	(2,000)	-5.13%
DISABILITY INSURANCE	18,185	15,762	14,293	14,700	14,700	13,200	13,200	(1,500)	-10.20%
OTHER POST EMPLOYMENT BENEFITS	54	1,350	525	1,450	1,450	1,450	700	(750)	-51.72%
OPERATING EXPENDITURES	1,777,005	1,915,361	1,901,473	1,965,401	1,965,401	2,102,664	1,949,617	(15,784)	-0.80%
TOTAL EMPLOYEE BENEFITS	1,777,005	1,915,361	1,901,473	1,965,401	1,965,401	2,102,664	1,949,617	(15,784)	-0.80%

PROGRAM	MISCELLANEOUS SUPPORT SERVICES	140-00

Program Explanation:

The purpose of the Administrative Support Services program is to provide funding for services and equipment required to support effective communication and administration throughout the organization. The program provides funding for service contracts on central office equipment, such as copiers and the postage machine, and maintenance and fuel for "pooled vehicles". It also funds postage and general office supplies.

Budget Change Commentary:

Overall, the program increased by $6,601 mainly due to an increase of $1,725 in fuel costs and $4,876 in service contracts for our new phone system and our postage meter renewal. These were offset by some minor savings in other accounts.

Program Objectives and Goals FY 2018:

- To provide the necessary administrative support for employees to help them accomplish their goals effectively and efficiently

Program Accomplishments FY 2017:

- Provided support services, such as postage, office machines and phones for entire office staff

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Administrative Support Services	Miscellaneous Support Services	140-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
COMMUNICATIONS	18,503	19,904	18,435	18,500	18,500	18,500	18,500	-	0.00%
SERVICE CONTRACTS	20,945	19,652	17,551	20,784	20,784	25,660	25,660	4,876	23.46%
OTHER SERVICES AND FEES	0	0	0	425	425	425	425	-	0.00%
OFFICE SUPPLIES	2,783	3,720	5,017	5,400	5,400	5,400	5,400	-	0.00%
MACHINERY AND EQUIPMENT PARTS	2,485	4,526	3,414	4,000	4,000	4,000	4,000	-	0.00%
FUEL AND OIL	9,584	7,055	6,154	5,775	5,775	7,500	7,500	1,725	29.87%
OPERATING EXPENDITURES	54,300	54,857	50,570	54,884	54,884	61,485	61,485	6,601	12.03%
TOTAL MISCELLANEOUS SUPPORT SERVICES	54,300	54,857	50,570	54,884	54,884	61,485	61,485	6,601	12.03%

PROGRAM	INFORMATION TECHNOLOGY/TELECOMMUNICATIONS	140-10

Program Explanation:

This program provides for immediate and uninterrupted information and communication via current technology. To accomplish this goal it is necessary to provide for maintenance and upgrades of computer hardware and software, telephone system, web page and network. The Town currently contracts with the Town of South Windsor's IT Department to provide regionalized Information Technology Support Services.

Budget Change Commentary:

Overall, the program increased by $20,514 due to $11,800 for telephone provider and CEN Network connection cost increases, $7,288 for mandatory software and server support agreement renewals and $6,161 in hardware replacements pursuant to our Strategic Technology Plan and ongoing maintenance requirements. A portion of computer replacements will be paid for with grant funds received in the previous year. These costs were offset by reductions in the training account.

Program Objectives and Goals FY 2018:

- To provide uninterrupted communication services via computers and phones
- To upgrade software, equipment and technology as recommended in the Information Technology Plan
- Regionalize technology efforts where possible – **Council Goal**
- Timely responses to requests for troubleshooting

Program Accomplishments FY 2017:

- Provided timely responses to requests for trouble shooting
- Upgraded obsolete computers and hardware pursuant to the Technology Plan
- Implemented a phase of the Information Technology Plan
- Completed the implementation of the Town Wide Fiber network
- Completed the installation of a new Town Wide VOIP telephone system
- Continued with our regionalized Information Technology Support Services with the Town of South Windsor – **Council Goal**

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Information Technology	IT / Telecommunications	140-10

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	61,800	63,172	74,807	78,000	78,000	78,000	78,000	-	0.00%
COMMUNICATIONS	37,635	39,757	48,666	36,600	36,600	48,400	48,400	11,800	32.24%
TRAINING AND DEVELOPMENT	115	0	1,024	4,735	4,735	4,500	0	(4,735)	-100.00%
COMPUTER SOFTWARE	6,000	12,087	5,934	26,205	26,205	33,493	33,493	7,288	27.81%
OTHER EQUIPMENT	43,740	17,335	34,924	5,839	5,839	12,000	12,000	6,161	105.51%
OPERATING EXPENDITURES	149,290	132,351	165,355	151,379	151,379	176,393	171,893	20,514	13.55%
TOTAL IT / TELECOMMUNICATIONS	149,290	132,351	165,355	151,379	151,379	176,393	171,893	20,514	13.55%

PROGRAM	TOWNWIDE INSURANCE	150-12

Program Explanation:

This program of spending provides funding for the various types of general liability insurance coverages currently held by the Town. The specific insurance programs funded through the General Townwide Insurance program are the General Liability Policy that includes both an excess liability and public officials policy. A Miscellaneous line item is also included to fund deductibles and endorsements.

Budget Change Commentary:

The cost of insurance has increased by $4,201 due mainly to an increase in property and liability insurance.

Program Objectives and Goals FY 2018:

- Report 100% of Property and Liability claims within 3 days
- Continue to obtain third party reimbursement of damages to Town property
- Continue to assess risk exposures in Town facilities and take remedial action
- Review current insurance policies and implement cost saving measures where possible

Program Accomplishments FY 2017:

- Worked with CIRMA and town departments to coordinate property and workers compensation claims
- Property and liability claims dropped from 19 in FY2011 to 11 in FY2016
- Completed claims review for Town's insurer CIRMA
- Working with Safety Committee developed solutions for safety issues

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
General Liability	1	1	1	1	1
Excess Liability	1	1	1	1	1
Public Officials Bond	3	3	3	3	3

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Insurance	General Coverage Insurance	150-12

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	201-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROPERTY AND LIABILITY INSURANCE	164,036	167,881	173,858	190,919	190,919	199,519	195,074	4,155	2.18%
MICELLANEOUS INSURANCE	2,528	4,904	8,327	3,000	3,000	3,000	3,000	-	0.00%
PUBLIC OFFICIAL INSURANCE	4,610	2,387	2,242	2,797	2,797	2,843	2,843	46	1.64%
OPERATING EXPENDITURES	171,174	175,172	184,427	196,716	196,716	205,362	200,917	4,201	2.14%
TOTAL GENERAL COVERAGE INSURANCE	171,174	175,172	184,427	196,716	196,716	205,362	200,917	4,201	2.14%

PROGRAM	VOLUNTEER FIREFIGHTER INSURANCE	150-13

Program Explanation:

This program of spending provides funding for fire related insurance coverage. The three items specifically funded are General Fire Coverage, Fire Umbrella Coverage and Volunteer Accident Coverage.

Budget Change Commentary:

The budget is increasing by $3,343 due to increased exposure of added vehicles to the policy.

Program Objectives and Goals FY 2018:

- Report 100% of Property and Liability claims within 3 days
- Review current policies and implement cost saving measures where possible

Program Accomplishments FY 2017:

- Continued to review policies for overlap with other Town insurance policies
- Small number of claims reported in prior fiscal year

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Volunteer Fire Insurance Policy	1	1	1	1	1

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Insurance	Firefighter Insurance	150-13

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
INSURANCE - FIRE GENERAL COVERAGE	11,673	11,473	12,565	12,915	12,915	15,833	15,833	2,918	22.59%
INSURANCE - FIRE UMBRELLA	2,761	2,775	2,781	2,873	2,873	2,913	2,913	40	1.39%
INSURANCE - VOLUNTEER ACCIDENT	7,174	7,189	7,401	7,415	7,415	7,800	7,800	385	5.19%
OPERATING EXPENDITURES	21,608	21,437	22,747	23,203	23,203	26,546	26,546	3,343	14.41%
TOTAL FIREFIGHTER INSURANCE	21,608	21,437	22,747	23,203	23,203	26,546	26,546	3,343	14.41%

PROGRAM	LEGAL SERVICES – TOWN ATTORNEY	160-15

Program Explanation:

The Town Attorney provides the Town Manager and other Town officials with comprehensive advice regarding a range of legal topics. The Town Council appoints the Town Attorney for a two-year term. The Town Attorney serves as the primary legal advisor to the Town Council, Town Manager, Town officials and the Town boards and commissions. This attorney prepares legal opinions, deeds, easements, contracts, ordinances, resolutions and other legal instruments on an as needed basis. The Town Attorney also represents the interests of the Town in matters of litigation including such actions as condemnations, appeals from decisions by regulatory boards and commissions and lawsuits. Mr. Richard "Rick" Conti of the law offices of Diana, Conti & Tunila was appointed as the current Town Attorney in 2003.

Budget Change Commentary:

The Town Attorney budget is the same as the prior year.

Program Objectives and Goals FY 2018:

- Continue to provide counsel and guidance on legal matters to the Town Council, Town Manager and Town departments

Program Accomplishments FY 2017:

- Handled tax appeals
- Reviewed various contracts for the Town of Tolland
- Handled numerous planning and zoning legal issues

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Cases tried	0	0	0	0	0
Estimated opinions rendered	20	20	20	20	20
Cases pending	0	2	1	2	2

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Legal Services	Town Attorney	160-15

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	48,933	44,566	60,627	40,000	40,000	40,000	40,000	-	0.00%
OTHER SERVICES AND FEES	0	0	4,175	6,000	6,000	6,000	6,000	-	0.00%
OPERATING EXPENDITURES	48,933	44,566	64,802	46,000	46,000	46,000	46,000	-	0.00%
TOTAL TOWN ATTORNEY	48,933	44,566	64,802	46,000	46,000	46,000	46,000	-	0.00%

PROGRAM	LEGAL SERVICES – PERSONNEL	160-19

Program Explanation:

Labor Counsel serves as chief spokesperson in labor negotiations and provides Town officials with advice concerning non-routine aspects of labor relations. These aspects include the disposition of advanced stage grievances. The Labor Attorney is also instrumental in providing information and counsel to Town administrators throughout contract negotiations with the Town's three labor unions. Town employees are represented by the Teamsters, CSEA (Connecticut Service Employees Association) and IAFF (International Association of Fire Fighters). Management and confidential employees are not represented. Labor Counsel services are provided by Mr. Patrick McHale of Kainen, Escalera and McHale.

Budget Change Commentary:

The labor counsel services budget is remaining the same as the prior fiscal year.

Program Objectives and Goals FY 2018:

- Settle any non-routine labor relations issues
- Update Personnel Policies and Procedures as needed
- Complete negotiations with three unions for successor agreements

Program Accomplishments FY 2017:

- Helped successfully settle union grievances
- Negotiated agreement with CSEA union employees for continued 4-day workweek
- Negotiating union successor agreements

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Hearings Held	0	1	0	0	0
Contracts Negotiated	1	2	3	3	0
Litigation Cases	0	0	0	0	0

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Legal Services	Personnel	160-19

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	33,534	35,999	13,000	20,000	20,000	20,000	20,000	-	0.00%
OPERATING EXPENDITURES	33,534	35,999	13,000	20,000	20,000	20,000	20,000	-	0.00%
TOTAL PERSONNEL	33,534	35,999	13,000	20,000	20,000	20,000	20,000	-	0.00%

PROGRAM	PROBATE SERVICES	170-00

Program Explanation:

The Probate Court operates in accordance with the General Statutes of the State of Connecticut. The court has jurisdiction over the probate of wills and the administration of the estates of deceased persons domiciled in the towns of Tolland, Willington, Coventry and Mansfield. Adoptions, parental rights matters, guardianship, conservatorship, trust estates, commitments, marriage waivers and name changes are all within the province of the Probate Court. Residents of Tolland, Willington, Coventry and Mansfield elect the Judge of Probate for a four-year term. The towns, by statute, must support the court by providing office space and by funding office expenses. The expenses of the court are shared by the four towns in the probate district. The allocation is based on the grand list of each town.

Budget Change Commentary:

No change from the previous budget year.

Program Objectives and Goals FY 2018:

- Continue to provide prompt, effective and courteous service to the residents of Tolland, Mansfield, Willington and Coventry, who require probate services
- Continue to improve efficiencies while responding to the public's needs in a timely manner and complying with statutory requirements and State mandated requirements for recording and storing documents

Program Accomplishments FY 2017:

- The Tolland-Mansfield Probate Court continued to provide prompt, effective and courteous service to the residents of the four towns.
- Continued to work with the Office of the Probate Court Administrator to successfully adjust to a new document scanning system.
- Continued with the laser fiche project to record and microfilm unbound Tolland court documents that pre-date the Tolland-Mansfield consolidation and continued laser fiche of bound volumes currently located in Mansfield and Coventry town halls. (This latter project is on hold due to budgetary constraints).

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Probate Cases	982	1,000	1,025	1,100	1,175
Passports	225	109*	N/A	N/A	N/A
*Total passports are from 7/1/2014 thru 12/31/2014. As of 1/1/2015, we no longer do passports.					

FUNCTION	ACTIVITY	PROGRAM	CODE
Town Administration	Probate Services	Probate Services	170-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
COMMUNICATIONS	4,722	4,974	5,938	6,360	6,360	6,360	6,360	-	0.00%
SERVICE CONTRACTS	415	566	524	685	685	685	685	-	0.00%
DOCUMENT MAINTENANCE	2,156	2,757	2,279	2,500	2,500	2,500	2,500	-	0.00%
OTHER SERVICES AND FEES	680	550	709	700	700	700	700	-	0.00%
OFFICE SUPPLIES	2,424	1,667	1,761	1,500	1,500	1,500	1,500	-	0.00%
FURNITURE AND FIXTURES	0	0	699	500	500	500	500	-	0.00%
OPERATING EXPENDITURES	10,396	10,514	11,909	12,245	12,245	12,245	12,245	-	0.00%
TOTAL PROBATE SERVICES	10,396	10,514	11,909	12,245	12,245	12,245	12,245	-	0.00%

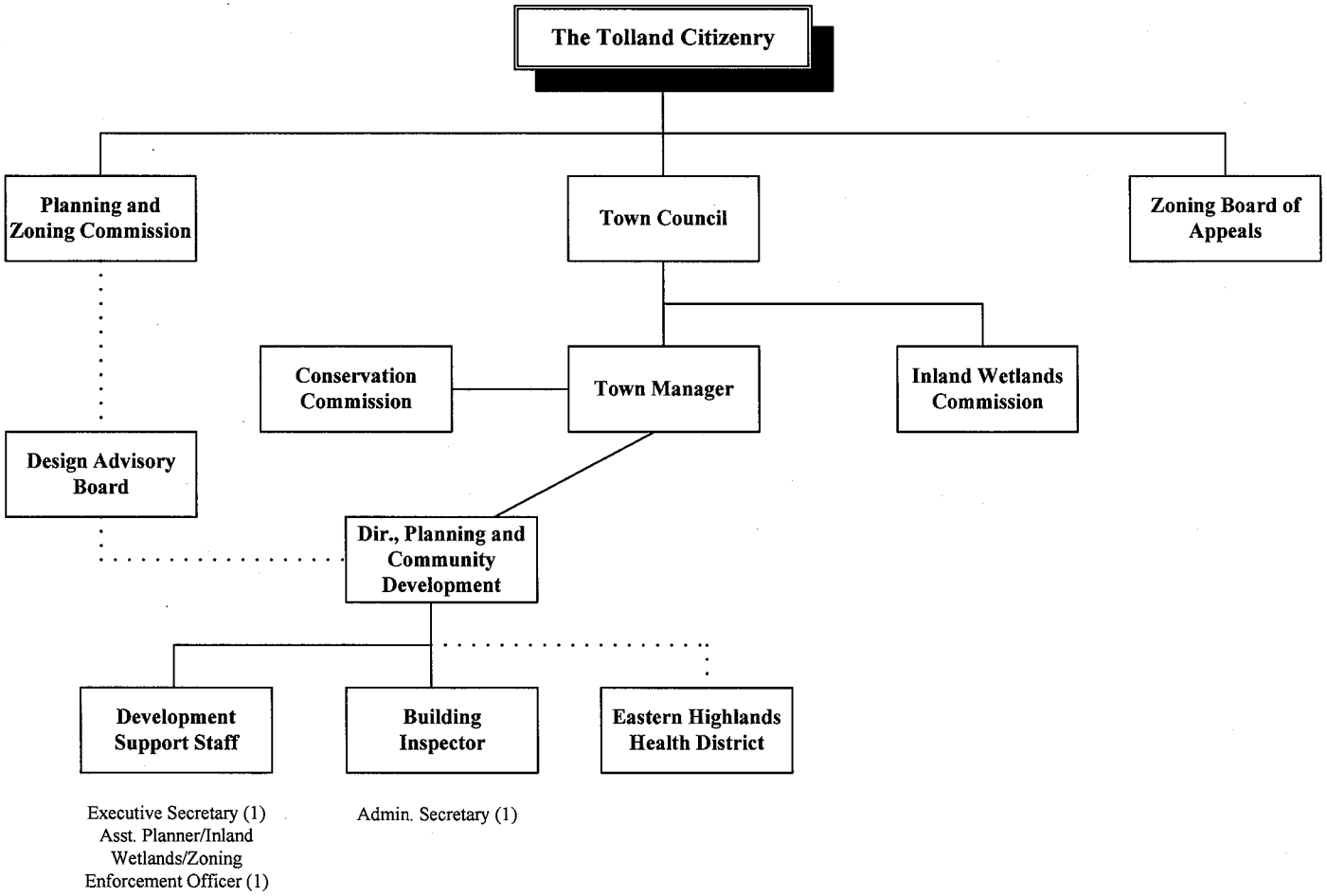
PLANNING AND COMMUNITY DEVELOPMENT

The Division of Planning and Community Development provides planning, zoning, health, inland wetlands and building inspection services to residents and businesses of the Town. The Division employs a Director of Planning and Community Development and a Building Inspector. Effective May 1, 2000, the Town joined the Eastern Highlands Health District to share sanitarian services with the Towns of Mansfield, Coventry and Bolton. Since that time, the Towns of Andover, Ashford, Chaplin, Columbia, Scotland and Willington have also joined the District. Through economies of scale, the District is able to provide high quality services to Tolland residents and businesses while realizing some financial benefits.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
200-00	Building Inspection Services	120,786	120,806	0
210-00	Zoning Board of Appeals	3,540	3,540	0
230-00	Public Health Services	78,630	78,626	0
240-00	Planning and Zoning Services	192,285	193,004	0
250-00	Inland Wetlands Commission	5,380	5,380	0
260-00	Planning and Zoning Commission	27,376	26,836	0
270-00	Conservation Commission	5,590	3,250	0
270-00	Agricultural Commission	300	300	0
	Subtotal -- Planning and Community Development	**433,887**	**431,742**	**0**

Division of Planning and Community Development

Organization Chart



PROGRAM	BUILDING INSPECTION SERVICES	200-00

Program Explanation:
The Department of Building Inspection is part of the Division of Planning and Community Development. The Department is responsible for reviewing plans, specifications and inspecting all building construction in the Town of Tolland. The Building Official is a certified Building Official in the State of Connecticut and maintains qualifications through 90 hours of continuing education every three years. The Building Official is qualified to review and inspect all structural and life safety aspects of the building code as well as: plumbing, heating, electrical, HVAC systems, sprinkler systems, energy efficiency and the work of all other related trades. The Building Department staff interacts with other staff of the Planning and Community Development Department and provides advice to Town staff, boards and commissions on an as needed basis. The Building Official is also responsible for enforcing the Blight Ordinance.

Budget Change Commentary:
The overall budget increased by $2,410. The salaries account increased by $2,823 for wage increases. The program budget decreased by $413 due to miscellaneous cost-saving measures.

Program Objectives and Goals FY 2018:
- Continue to work with, consult and assist other departments to better serve the Town, as a whole
- Assist in the construction management of various future town construction projects
- Work with BOE and Public Safety on school safety upgrades
- Continue public outreach – benefits of getting a permit
- Continuation of closing out open permits
- Continue to update and post more educational materials and code information on the Town website
- Scan commercial floor plans to make data available in digital format, allowing the Building and Fire Departments to access information more efficiently in emergency situations
- Continue to update the internal procedures to better serve the customers
- Implement the new Blight Ordinance

Program Accomplishments FY 2017:
- Continuance of the "express permit" system for permit applications that do not require major review – many permits issued same day
- Accepted all Special Event Permits and coordinated with other departments to process, review and approve in an expedient manner
- The permit review and approval wait time remains generally less than 10 days including routing through other departments if the application is complete
- Emailed as many permits as possible, saving on time, postage and paper usage, which reduced the turnaround time and saved money
- Inspected and closed out "old" open permits with great success
- Provided contractors, realtors and homeowners with efficient, respectful and courteous service
- As a member of the Blight Committee, the Building Official helped draft the currently adopted Blight Ordinance
- Building Official was appointed as the Blight Enforcement Officer
- Assisted in the construction management of various projects
- Building Official was part of a group that worked together with CRCOG to pre-vet vendors that can perform work on failing concrete foundations
- Enforced the new Building and Electrical Codes (which are applicable to both residential and commercial projects) –which were adopted in October 2016
- Building Department assumed responsibility for collecting the new Fire Marshal fees related to construction
- Building Department is assisting in the administrative duties of the Tolland Non-Profit Housing Corporation

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	**FTE**	**Positions**	**FTE**		**Positions**	**FTE**
1	1.0	1	1.0	Building Inspector	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
PERMITS:					
Housing units	13	17	8	6	8
Commercial (includes additions & modifications)	21	21	24	36	30
Industrial	0	0	0	0	0
Municipal	3	3	10	5	5
Total Permits	914	1137	1096	960	1050
Certificates of Occupancy (New Construction & Commercial)	19	15	20	18	18
Inspections	1113	1496	1374	1142	1400
Total Revenue (Permit Fees) – Per Town Audit Report	$203,893	$198,118	$190,509	***$258,214**	$195,000

*2016-2017 Includes $60,000 anticipated for Parker Elderly Housing

FUNCTION	ACTIVITY	PROGRAM	CODE
Planning and Community Development	Building Inspection	Building Inspection	200-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Building Official Administrative Secretary	88,808	97,786	105,898	105,123	107,365	107,226	107,946	2,823	2.69%
TEMPORARY HELP	4,983	8,901	0	0	0	700	0	-	0.00%
PROFESSIONAL SERVICES	0	500	0	1,000	1,000	1,000	1,000	-	0.00%
COMMUNICATIONS	1,209	901	612	720	720	720	720	-	0.00%
SERVICE CONTRACTS	7,370	8,104	8,491	8,898	8,898	8,965	8,965	67	0.75%
PRINTING	95	640	559	600	600	400	400	(200)	-33.33%
DUES AND MEMBERSHIPS	170	250	225	275	275	275	275	-	0.00%
TRAINING AND DEVELOPMENT	348	88	0	150	150	150	150	-	0.00%
OFFICE SUPPLIES	350	737	250	250	250	250	250	-	0.00%
MINOR TOOLS	87	99	673	500	500	500	500	-	0.00%
BOOKS AND SUBSCRIPTIONS	941	1,177	146	880	880	600	600	(280)	-31.82%
OTHER EQUIPMENT	0	2,047	0	0	0			-	0.00%
PAYROLL EXPENDITURES	93,791	106,686	105,898	105,123	107,365	107,926	107,946	2,823	2.69%
OPERATING EXPENDITURES	10,569	14,544	10,956	13,273	13,273	12,860	12,860	(413)	-3.11%
TOTAL BUILDING INSPECTION	104,360	121,230	116,855	118,396	120,638	120,786	120,806	2,410	2.04%

PROGRAM	ZONING BOARD OF APPEALS	210-00

Program Explanation:

The Zoning Board of Appeals (ZBA) consists of five members and two alternates. Four are elected to four-year terms and one is elected to a two-year term. The alternates are appointed. The powers and duties of the Zoning Board of Appeals are defined by state statutes and include hearing petitions from residents seeking relief from zoning regulations and appeals from any order, requirement or decision made by the Zoning Enforcement Officer. The Director of Planning and Development and Assistant Planner are both designated as Zoning Enforcement Officers and provide support to the ZBA. The Planning and Development Department also provides administrative support to the Board.

Budget Change Commentary:

The budget increased by $390. The Board has been cancelling fewer meetings due to the number of applications, thereby increasing the cost for a recording clerk. Given current levels of applications, it is also expected that expenses for publishing legal advertisements (as mandate by state statute) will increase.

Program Objectives FY 2018:

- Continue to process applications in an efficient manner and ensure compliance with legal requirements
- Improve user-friendliness and clarity of application forms and information

Program Accomplishments FY 2017:

- Processed applications in a timely and courteous manner
- Purchased pre-printed public hearing lawn signs to better alert residents of pending applications. The signs appear to be effective based on phone inquiries received about applications.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1	1	1	Recording Clerk	1	1

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Meetings held	6	5	6	11	12
Applications received	7	9	12	10	10
Appeals heard	0	0	1	0	1

FUNCTION	ACTIVITY			PROGRAM					CODE
Planning and Community Development	Zoning Board of Appeals			Zoning Board of Appeals					210-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	452	578	630	900	900	1,080	1,080	180	20.00%
PRINTING	0	0	0	0	0	40	40	40	100.00%
ADVERTISING	1,944	1,467	2,016	2,000	2,000	2,200	2,200	200	10.00%
DUES AND MEMBERSHIPS	50	50	50	50	50	50	50	-	0.00%
TRAINING AND DEVELOPMENT	50	0	0	100	100	70	70	(30)	-30.00%
OFFICE SUPPLIES	100	99	200	100	100	100	100	-	0.00%
PAYROLL EXPENDITURES	452	578	630	900	900	1,080	1,080	180	20.00%
OPERATING EXPENDITURES	2,144	1,617	2,266	2,250	2,250	2,460	2,460	210	9.33%
TOTAL ZONING BOARD OF APPEALS	2,596	2,195	2,896	3,150	3,150	3,540	3,540	390	12.38%

PROGRAM	PUBLIC HEALTH SERVICES	230-00

Program Explanation:

The Eastern Highlands Health District assumed the responsibility for providing local public health services effective May 1, 2000. The program of services provided by the Eastern Highlands Health District consists of investigating, reviewing, supervising, and inspecting all aspects of environmental health in the community by using the Public Health Code of the State of Connecticut and applicable local ordinances as the basic enforcement tools. Areas of concern addressed by this department include sub-surface sewage disposal, private water supply systems, food service inspections, sanitation of day care centers, schools and public swimming areas. The Health District also provides other community health services such as complaint investigation, communicable disease control, health education, chronic disease control, public health emergency preparedness and other essential public health services.

Budget Change Commentary:

The health district membership per capita contribution increased 1.1%. This represents an additional cost of $844 for FY17/18. The increase is primarily due to an increase in health insurance enrollment and a reduction in state aid.

Program Objectives and Goals FY 2018:

- Final development and launch of cloud based permit tracking and field inspection software.
- Completion of community wide health assessment & Community health improvement plan.
- Further progress of agency strategic plan goals.

Program Accomplishments FY 2017:

- Formed a district-wide workgroup with objective to address local challenges associated with opioid abuse. The workgroup spearheaded, and the health district hosted a community forum addressing the opioid epidemic in our communities.
- Ongoing development and soft launch of cloud based permit tracking and field inspection software.
- Initiation of community wide health assessment primary process.

Performance Measurements	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Subdivision lots reviewed	0	4	0	4	4
Soil tests conducted (test holes plus perc tests)	112	143	107	100	100
New permits issued	12	10	8	8	8
Repair permits issued	44	33	21	30	30
Site inspections conducted	254	192	153	150	150
Well permits issued	15	27	18	20	20
Food service inspections	113	88	84	80	90
Planning & Zoning plan reviews	0	1	0	1	1
Zoning/Building permits reviewed	132	166	131	130	130

FUNCTION	ACTIVITY	PROGRAM	CODE
Planning and Community Development	Public Health Services	Public Health Services	230-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	844	1.09%
OPERATING EXPENDITURES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	844	1.09%
TOTAL PUBLIC HEALTH SERVICES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	844	1.09%

PROGRAM	PLANNING & ZONING SERVICES	240-00

Program Explanation:

The Planning & Development Department is charged with reviewing building and development projects to ensure compliance with state and town codes and regulations, performing long range development and conservation planning projects and studies, gathering community data, advising the public on planning and zoning matters, encouraging sound economic development and assisting other town agencies as needed. The Director and Assistant Planner are appointed as Zoning Enforcement Officers. Department staff advises the Planning and Zoning Commission, Design Advisory Board, Conservation Commission, Zoning Board of Appeals, Inland Wetlands Commission, Blight Review Committee and Agriculture Commission. The Department maintains Geographic Information System computer mapping. The Department provides secretarial assistance to the above noted boards and commissions as well as the Water Pollution Control Authority, the Tolland Non-Profit Housing Corporation and the Building and Health Departments. The Director also provides support to the Economic Development Commission and Tolland Economic and Community Development Corporation and serves on the Tax Delinquent Committee and Land Acquisition Advisory Committee.

Budget Change Commentary:

The 2018 budget increased by $5,832. The salaries account increased by $7,502 for wage increases. The program budget is decreased by $1,670, mainly because the department no longer requires three licenses for the town's desktop mapping software.

Program Objectives and Goals FY 2018:

- Develop the process and scope for updating the Plan of Conservation and Development and begin the update.
- Work with the State Department of Energy and Environmental Protection to lift the consent order which limits connections to the sewer in certain parts of town.
- Continue to develop and refine public outreach methods.
- Develop protocols to comply with the State's new stormwater requirements.
- Finish reorganizing land use records and utility records and begin working on a system to track applications and approvals.
- Continue to update forms and permit applications to better convey information to applicants and improve user-friendliness. Provide more information and FAQs on the website to address commonly asked questions.
- Offer meaningful support and partnership with the Economic Development Commission and the Planning and Zoning Commission for smart and appropriate development in the Technology Zone and Tolland Village Area –**Council Goal**
- Update the land use guide, which helps explain the development process to applicants.
- Maintain open dialogue and forward progress on the road construction project for the Tolland Green–**Council Goal**
- Continue to promote connectivity of trails and pathway linkages for pedestrians and bicyclists.
- Finish reorganizing land use files and maps.
- As needed, provide technical support as the town decides on the long-term direction of the Tolland Water Company –**Council Goal**
- Continue to provide technical and/or secretarial assistance to board and commission and other town departments.

Program Accomplishments FY 2017:

- Tolland Village Area - Continued discussions with landowners, potential developers, the Town Council, residents and Boards and Commissions regarding potential development. Worked with consultants to review a conceptual development and re-examine the zoning regulations – **Council Goal**
- Zoning Regulations – Reorganized and updated the format to be user-friendly. In the process of amending the regulations for accessory uses, rear lots, and other minor aspects.
- Based on the work of the Blight Committee, prepared a Blight Ordinance which was adopted by the Town Council. – **Council Goal**
- Began discussions with officials and residents about updating the Plan of Conservation and Development.
- Served on the Technical Advisory Committee for the Eastern Gateways Study, a project by the Capitol Region Council of Governments to examine transportation options on key corridors that lead to UConn.
- Continued to add planning related information on town website.
- Made substantial progress on reorganizing land records.
- Continued coordination with State Department of Transportation as design for the Tolland Green Route 195 Improvement Project progresses. – **Council Goal**
- Participated in a "Road Safety Audit" for a section of Tolland Stage Road from the Green to Old Cathole Road and a segment of Old Post Road.
- Mapping: Added wetlands data to the online and desktop mapping; updated mapping of water and sewer lines and service areas; updated open space mapping; prepared a map and inventory of trails and pathways; worked with FEMA to prioritize areas where updated floodplain mapping would be beneficial. Uploaded new maps onto the town's website.
- Continued to work with the CT Department of Energy and Environmental Protection, project consultants, and others to amend the town's sewer service area to allow new businesses to hook up to sewers in business zones.
- Assumed administrative responsibilities for the Blight Review Committee (with Building Department) and the Tolland Non-Profit Housing Corporation.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Planning and Community Development	1	1.0
n/a	n/a	1	1.0	Assistant Planner Inland Wetlands/ZEO	1	1.0
1	1.0	1	1.0	Executive Secretary	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Subdivisions reviewed	0	3	2	2	2
Zoning permits issued	192	225	164	200	200
Certificates of Occupancy issued	195	15	20	20	20
Site Plan or Special Permit reviewed	7	7	3	6	6

PROGRAM	INLAND WETLANDS COMMISSION	250-00

Program Explanation:

The Inland Wetlands Commission is appointed by the Town Council bi-annually and has five members and two alternates. The Commission regulates activities within and around wetlands through the issuance of permits, enforcement of regulations and public education. Planning & Development staff provide technical and administrative support. The Assistant Planner serves as the Wetlands Agent and is authorized to issue permits for certain limited activities.

Budget Change Commentary:

The Commission's budget increased by $915. The Board meets twice per month and both meetings require a recording clerk. Previous budgets have not accounted for a full meeting schedule. Given current levels of applications, it is also expected that expenses for publishing legal advertisements (as mandated by state statute) will increase.

Program Objectives and Goals FY 2018:

- Continue to uphold the Wetlands and Watercourses Regulations.
- Continue to work with the Public Works Department and other departments to ensure town projects minimize impacts to wetlands.
- Update and re-adopt the Wetlands Map to incorporate additional delineated wetlands and update regulations as needed.
- Continue to provide educational opportunities for Commission members.
- Develop an updated listing of projects and initiatives to improve or restore wetlands and watercourses.

Program Accomplishments FY 2017:

- Updated Inland Wetlands and Watercourses Regulations to incorporate changes in state statutes.
- Adopted the official Wetlands Map which includes updated data based on actual wetland delineations.
- Appointed the new Assistant Planner as the Wetlands Agent.
- Updated the application form and information packet to be more user-friendly.
- Improved customer service for minor permits by having staff assume the responsibility of filling out State reporting forms rather than the applicant.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1		1		Recording Clerk	1	

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Wetlands applications reviewed	10	12	20	15	15
Commission meetings	13	13	17	19	20
Violation hearings conducted	1	4	0	0	0

FUNCTION	ACTIVITY	PROGRAM	CODE
Planning and Community Development	Inland Wetlands Commission	Inland Wetlands Comm.	250-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	1,320	1,650	1,760	1,540	1,540	2,200	2,200	660	42.86%
PROFESSIONAL SERVICES	1,983	500	1,478	500	7,900	500	500	-	0.00%
PRINTING	0	0	0	0	0	40	40	40	100.00%
ADVERTISING	409	730	785	700	700	1,080	1,080	380	54.29%
DUES AND MEMBERSHIPS	830	785	785	1,350	1,350	1,285	1,285	(65)	-4.81%
TRAINING AND DEVELOPMENT	0	0	0	250	250	150	150	(100)	-40.00%
OFFICE SUPPLIES	125	126	125	125	125	125	125	-	0.00%
PAYROLL EXPENDITURES	1,320	1,650	1,760	1,540	1,540	2,200	2,200	660	42.86%
OPERATING EXPENDITURES	3,347	2,142	3,173	2,925	10,325	3,180	3,180	255	8.72%
TOTAL INLAND WETLANDS COMMISSION	4,667	3,792	4,933	4,465	11,865	5,380	5,380	915	20.49%

PROGRAM	PLANNING & ZONING COMMISSION	260-00

Program Explanation:

The Planning and Zoning Commission consists of five members and two alternates. Four members are elected to four-year terms and one member is elected to a two-year term. Alternates are appointed by the Town Council for two year terms. The Planning and Zoning Commission is authorized by state statutes and the Town Charter to establish land use policies consistent with the Town Plan of Conservation and Development (POCD). The Commission also advises the Town Council on zoning and short- and long-term planning matters and reviews proposed municipal projects for consistency with the POCD. The Commission weighs and addresses the environmental impact of proposals over which it has jurisdiction. The Design Advisory Board is a six member committee that provides design review advice to applicants and the Commission. The Director of Planning and Development provides administrative and technical support to the Planning and Zoning Commission and Design Advisory Board.

Budget Change Commentary:

The overall budget increased by $18,680. Most of this increase is to begin working with a consultant and start public outreach on the update of the Plan of Conservation and Development. State statutes require that municipalities update its POCD at least every ten years in order to remain eligible for a number of state funding programs.

Program Objectives and Goals FY 2018:

- Begin discussions on approaches to updating the POCD and start the update with a focus on public outreach.
- Explore methods for improving communication and participation with the public and other boards and commissions.
- Continue to update and modernize the Zoning Regulations, including examining how the regulations allow modern business types and ways to streamline the approval process for businesses, as appropriate.
- Continue to work with the business community to find a workable sign regulation that helps address the needs of businesses while not resulting in a proliferation of temporary signs.
- Ensure development projects comply with new state stormwater requirements and employ measures to avoid impacts to water quality.
- Strengthen ties to the Economic Development Commission and business community.
- Continue to pursue opportunities to improve pedestrian and bicycle connections.
- Maintain a relationship with regional entities to stay up-to-date on opportunities for collaboration and collective problem solving.
- Offer meaningful support and partnership with the Economic Development Commission and the Planning and Zoning Commission for smart and appropriate development of the Technology Zone and Tolland Village Area –**Council Goal**
- Maintain open dialogue and forward progress on the road construction projects for the Tolland Green –**Council Goal**

Program Accomplishments FY 2017:

- Updated the Zoning Regulations to be more user-friendly and to allow breweries, wineries and distilleries.
- Retained a consultant to review the Tolland Village Area regulations and suggest amendments to ensure that the intended goal of creating a mixed use environment is met.
- Appointed a Commission liaison to attend meetings of the Economic Development Commission to strengthen the connection between the two commissions.
- Finalized a mapped inventory of pathways / sidewalks and desired future pathways.
- Participated in the Road Safety Audit and workshops for the Eastern Gateway Study.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1		1		PZC Recording Secretary	1	
1		1		Design Advisory Board (DAB) Recording Secretary	0	

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Meetings – Planning and Zoning Commission	18	20	19	21	25
Meetings – Design Advisory Board	1	1	7	6	6
Subdivisions reviewed	0	2	2	2	2
Site Plan and Special Permits reviewed	7	8	3	4	4
Proposed revisions to regulations or Zoning Map	1	12	2	3	3

FUNCTION	ACTIVITY			PROGRAM					CODE
Planning and Community Development	Planning & Zoning Commission			Planning & Zoning Commission					260-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk (P & Z Commission) Recording Clerk (Design Advisory Board)	2,438	2,090	2,520	2,960	2,960	3,290	2,750	(210)	-7.09%
PROFESSIONAL SERVICES	2,000	2,000	1,800	1,000	1,000	20,000	20,000	19,000	1900.00%
PRINTING	0	0	0	0	0	40	40	40	100.00%
ADVERTISING	2,016	3,280	2,296	3,000	3,000	3,000	3,000	-	0.00%
DUES AND MEMBERSHIPS	500	500	500	746	746	746	746	-	0.00%
TRAINING AND DEVELOPMENT	125	125	0	100	100	100	100	-	0.00%
OFFICE SUPPLIES	150	110	197	150	150	150	150	-	0.00%
PROGRAM MATERIALS	0	0	702	150	150	0	0	(150)	-100.00%
BOOKS AND SUBSCRIPTIONS	68	15	0	50	50	50	50	-	0.00%
PAYROLL EXPENDITURES	2,438	2,090	2,520	2,960	2,960	3,290	2,750	(210)	-7.09%
OPERATING EXPENDITURES	4,859	6,030	5,496	5,196	5,196	24,086	24,086	18,890	363.55%
TOTAL PLANNING AND ZONING COMMISSION	7,297	8,120	8,016	8,156	8,156	27,376	26,836	18,680	229.03%

PROGRAM	CONSERVATION COMMISSION	270-00

Program Explanation:

The Conservation Commission has seven members and two alternates, all of whom are appointed by the Town Manager bi-annually. The Commission is charged with maintaining an index of all open areas, developing conservation education programs, promoting the protection and preservation of natural land areas, recommending management plans for conservation areas and reviewing and making recommendations on all open space acquired with subdivisions. The Planning Director and Assistant Planner serve as technical advisors to the Commission. The Commission has four working subcommittees: Management Plan, Town-owned Property Evaluation, Communication and Educational and Property Boundaries.

Budget Change Commentary:

The overall budget decreased by $1,540. Most of the decrease is a reduction in funding for property maintenance. The remainder is due to the elimination of a paid clerk for taking meeting minutes.

Program Objectives and Goals FY 2018:

- Finish mapping trails and update on-line and print maps of conservation areas.
- Host a Walktober event and continue to promote hikes and other events at the conservation areas.
- Continue to submit planned property maintenance and improvements to the Inland Wetlands Commission.
- Continue collaboration with other entities that preserve open space in Tolland including Joshua's Trust and the Northern Connecticut Land Trust.
- Increase publicity about Tolland's conservation areas and activities.
- Conduct the annual inspection of the dam at the Knofla Conservation Area.
- Work to resolve encroachment issues and illegal use of motorized vehicles at conservation areas.
- Continue to revise management plans on a 5-year cycle and work towards having management plans for all properties.
- Continue to support the Boy Scouts, Girl Scouts, Venture Crew, and student projects.
- Continue to attend the CACIWC annual conference and CLCC conference.
- Continue to create docent pages for all properties.
- Continue to investigate other existing town properties regarding our interest.
- Continue with education activities, outreach programs and invasive species issues.
- Continue to enhance the website and Facebook page.
- Continue the identification and marking of boundaries at all properties.
- Monitor opportunities for the acquisition of additional open space and seek funding through the CT Department of Energy and Environmental Protection (DEEP) Open Space Grant program when applicable.

Program Accomplishments FY 2017:

- Held a grand opening ceremony for the Knofla South Conservation Area.
- Reviewed potential candidate parcels for open space acquisition.
- Applied for a grant through the Connecticut Wetland in Lieu Fee program to acquire open space; unfortunately did not receive the grant.
- Hosted a well-attended Walktober event at the King Property.
- Continue to coordinate conservation activities with the Wetlands Commission through the submittal of a listing of planned activities.
- Conducted the annual inspection of the dam at the Knofla Conservation area.
- Updated mapping of open space.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1		1		Recording Clerk	0	

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Conservation Commission meetings	13	18	20	21	21
Conservation Commission workshops / site walks	10	4	2	2	4

FUNCTION	ACTIVITY			PROGRAM					CODE
Planning and Community Development	Conservation Commission			Conservation Commission					270-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	770	700	840	840	840	840	0	(840)	-100.00%
DUES AND MEMBERSHIPS	150	130	130	150	150	150	150	-	0.00%
TRAINING AND DEVELOPMENT	40	120	260	100	100	100	100	-	0.00%
PROGRAM MATERIALS	500	500	0	500	500	500	500	-	0.00%
PROPERTY MAINTENANCE	2,499	2,499	3,054	3,200	3,200	4,000	2,500	(700)	-21.88%
PAYROLL EXPENDITURES	770	700	840	840	840	840	0	(840)	-100.00%
OPERATING EXPENDITURES	3,189	3,249	3,444	3,950	3,950	4,750	3,250	(700)	-17.72%
TOTAL CONSERVATION COMMISSION	3,959	3,949	4,284	4,790	4,790	5,590	3,250	(1,540)	-32.15%

PROGRAM	AGRICULTURE COMMISSION	280-00

Program Explanation:

The Agriculture Commission was established by the Town Council in 2013. The Commission has five members and meets on a monthly basis. The Commission oversees leases of town-owned land for farming, provides programming related to agriculture, promotes locally grown products and the Tolland Farmers Market, participates in regional groups and meetings, and seeks grants to further agricultural activity and awareness in Tolland.

Budget Change Commentary:

The FY 2018 budget remains unchanged from FY 2017.

Program Objectives and Goals FY 2018:

- Continue promotional efforts that were initiated by the 2016 Agriculture Viability grant, including purchasing additional promotional items if demand warrants.
- Continue to monitor compliance with lease terms for town-owned properties leased to farmers.
- Hold additional programs based on topics of interest in Tolland.
- Work with the Town Council to raise awareness and appreciation of farming in Tolland.

Program Accomplishments FY 2017:

- Continued promotion of "Tolland Agriculture" and the "Tolland Farmers Market" through the distribution of promotional materials and presence at the Tolland Farmers Market.
- Continued monitoring of lease agreements and activities on town-owned parcels leased for farming purposes.
- Began to examine need of a local Right-to-Farm Ordinance.
- Determined possible temporary locations for the Farmers Market for its 2018 season (due to expected construction of the Tolland Green road project).

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Agriculture Commission meetings	13	10	9	7	8
Special Workshops	0	0	3	1	1

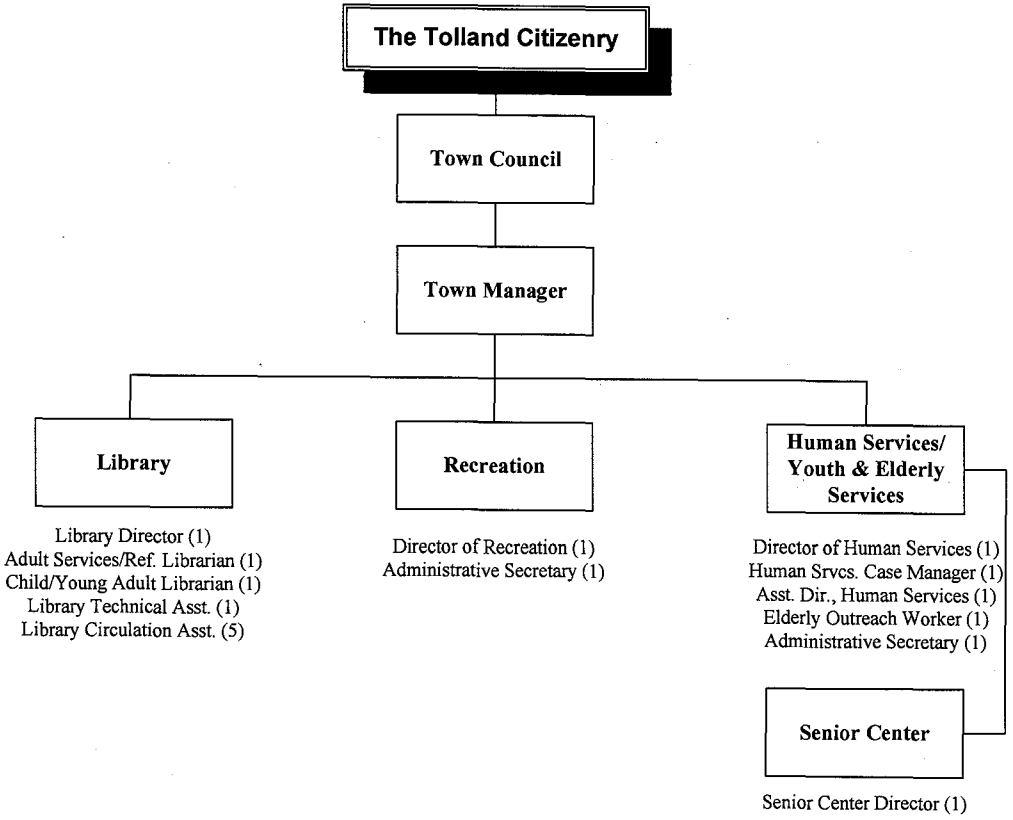
FUNCTION	ACTIVITY			PROGRAM					CODE
Planning and Community Development	Agriculture Commission			Agriculture Commission					280-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PRINTING	0	0	0	100	100	100	100	-	0.00%
PROPERTY MAINTENANCE	0	0	0	200	200	200	200	-	0.00%
OPERATING EXPENDITURES	0	0	0	300	300	300	300	-	0.00%
TOTAL AGRICULTURE COMMISSION	0	0	0	300	300	300	300	-	0.00%

COMMUNITY SERVICES

The Community Services Department encompasses Recreation, Human Services and Library Services. The Town's Director of Recreation administers all recreational programs for Town residents, including an adult education program. This position also provides administrative support services for the recreational programs, which often occur during weekends and holidays and coordinates all park and field maintenance activities in conjunction with the Public Works Director. One hundred and forty-six acres were added to the Crandall Park, which has a pond, hiking trails, a pavilion, playground and athletic fields and provides an attractive and safe location for the Town's recreational activities. The Director operates the "Town Lodge" at Crandall Park II, which is host to a multitude of community activities, banquets and other special events. Heron Cove Park, Cross Farms and River Park include additional athletic fields to the Town. The Director of Human Services oversees a Social Services Department, which provides a Family Counselor, a Youth Services Coordinator, an Elderly Outreach Worker and a Senior Center Director. The Human Services Department is responsible for a comprehensive approach to town planning, management, coordination and the delivery of Human Services programs for youths, the elderly and their families. The Library Director oversees the Tolland Library. The library provides materials and services to meet the informational, educational, recreational and cultural needs of all residents of Tolland.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
310-00	Senior Center Services	57,784	58,175	0
320-00	Human Services	333,419	331,255	0
400-00	Library Services	416,985	422,469	0
500-00	Recreation and Adult Education	124,397	98,897	0
	Subtotal -- Community Services	**932,585**	**910,796**	**0**

Division of Community Services
Organization Chart



PROGRAM	SENIOR CENTER SERVICES	310-00

Program Explanation:

The mission of the Senior Center is to provide social, educational and recreational activities to enhance the lives of seniors and their families. The Tolland Senior Center is a designated Focal Point (Older American Act); "a place where older adults come together for services and activities that reflect their experiences and skills, respond to their diverse needs and interests, enhance dignity, support their independence and encourage involvement in and with the Senior Center and their community".

The Senior Center also serves the entire community by providing information on aging and assisting family and friends who care for older adults. Some of the programs include: educational series, health clinics, compassionate support for the loss of a loved one or loss of independence as a result of a health related problem, monthly birthday celebrations, weekly luncheons, chorus, exercise programs, meditation, book and writing clubs, AARP Tax Aide, AARP driver safety classes, adult coloring, annual inter-generational variety show, monthly newsletter and volunteer opportunities.

Budget Change Commentary:

The overall budget increased by $1,097. The salaries account was increased by $2,057 to reflect wage increases. The program budget was reduced by $960 due to a reduction in cable service fees.

Program Objectives and Goals FY 2018:

- Network and interface with local and national senior centers to ascertain what new ideas and programs have been implemented to give seniors every opportunity to live happier, healthier and more fulfilling lives
- As more "Baby-Boomers" participate, offer programs that meet their needs and lifestyle
- Continue to adapt exercise programs to accommodate a wide range of physical abilities
- Expand and continue collaborations with school system to increase intergenerational opportunities
- Expand programs to facilitate active learning; computer training classes, healthy aging, caregivers services
- Support the expansion of Library programs, including those that could be conducted at the Senior Center
- Develop a needs assessment survey
- Develop plan to maximize healthy food choices for weekly luncheons and special senior meal events
- Continue the "giving back" program by way of senior center volunteers assisting with town activities
- Encourage more talent from artists for wall display

Program Accomplishments FY 2017:

- A number of programs implemented have continued with great success such as: meditation and line-dancing
- Conducted a survey to assess attendance frequency and gauge interest in various programs
- The Senior Center became a permanent site for AARP Tax Aide
- The "Getting to Know You" program has sparked great interest and helps to celebrate the life of older members of our community. Through an interview process, the selected senior validates their life on a deeper level, exploring their history and accomplishments. A shadowbox displays pictures and 'life stories' of the featured senior

- The computer educational lab is offered once a week. In this technological age, our instructor is there to offer instruction on any level
- The participants of the Senior Center continue to interact with several town wide organizations
- The Senior Center Annual Variety Show offers intergenerational entertainment. All age levels are welcome to participate providing opportunities for youth as well as seniors to be involved. This program invites local (and beyond) talent, an opportunity for the community to come together on a social level
- An improved statistical system has been implemented to document usage of the Senior Center
- The Senior Center Director, when requested, continues to manage the Senior Center Emergency Shelter which provides shelter, showers and food for residents in the event of a storm. These services are provided on a twenty-four hour basis
- Oversees volunteers who assist during these emergencies
- Supervised opening of Senior Center during hot weather for use as a Cooling Center
- Oversees building needs including safety precautions
- Continue to highlight a different artist's work in the wall display and encourage more to participate

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Senior Center Director	1	1.0

Performance Measurements	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Senior Center Attendance (numbers do not include participants that have not signed in)	8,311	8070	9246	9400	9500
Luncheons (Monday and Wednesday)	3,287	3548	3262	3300	3400
Birthday Luncheon (monthly) and Holiday Celebrations	937	864	743	800	800
Health programs; Flu Clinic, Blood Pressure/Blood Sugar Clinics, Foot Care, Life Line Screening	380	357	346	330	325
Senior Chorus Membership	1,344	1057	817	950	1100
Senior Trips (participants)	113	160	186	190	200
Exercise Programs; Stretch and Balance, Tai Chi, Yoga	1,120	1128	1493	1600	1700
Computer Training Classes	240	237	195	216	230
AARP Driving Course	50	50	50	50	50
AARP Tax Site			58	100	130
Fireman's Holiday Social and Fireman's Picnic	172	170	167	170	180
Harvest Senior Banquet	75	72	0	78	79
Quilting Group & Knitting Group	216	501	433	450	475
Drop-In – (based on 20 people a week either for apt or visiting who have not signed in)	600	780	720	700	675
Painting Class	140	96	151	0	0
Meditation			140	200	215
Adult Coloring			75	75	75
Creative Writing	152	115	108	115	120
Book Discussion	144	43	72	75	80
Cards, Dominoes, Ping Pong & Other Games	550	658	743	750	760
Billiards	576	590	757	760	770

FUNCTION	ACTIVITY	PROGRAM	CODE
Community Services	Human Services	Senior Center Services	310-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Senior Center Director	40,113	48,985	50,665	50,287	51,500	51,293	52,344	2,057	4.09%
COMMUNICATIONS	0	0	0	0	0	1,080	420	420	100.00%
DUES AND MEMBERSHIPS	95	73	95	145	145	145	145	-	0.00%
OTHER SERVICES AND FEES	1,824	1,409	1,753	1,996	1,996	616	616	(1,380)	-69.14%
TRAINING AND DEVELOPMENT	15	0	100	100	100	100	100	-	0.00%
OFFICE SUPPLIES	340	819	198	350	350	350	350	-	0.00%
AGRICULTURAL AND CUSTODIAL	400	0	200	200	200	200	200	-	0.00%
SENIOR CITIZEN PROGRAMS	4,000	3,784	3,985	4,000	4,000	4,000	4,000	-	0.00%
PAYROLL EXPENDITURES	40,113	48,985	50,665	50,287	51,500	51,293	52,344	2,057	4.09%
OPERATING EXPENDITURES	6,674	6,085	6,331	6,791	6,791	6,491	5,831	(960)	-14.14%
TOTAL SENIOR CENTER SERVICES	46,787	55,070	56,996	57,078	58,291	57,784	58,175	1,097	1.92%

PROGRAM	HUMAN SERVICES	320-00

Program Explanation:

The mission of this program is to provide aid to families and individuals through crisis intervention and on-going personal counseling, economic relief, emergency aid during disasters, or coordination of existing community social services. The Human Services Department is responsible for a comprehensive approach to town planning, management, coordination, and the delivery of Human Services programs for youths, the elderly and their families. The Department of Human Services provides confidential counseling, referral, and education for personal and family concerns. The department provides case management services for elderly and disabled residents, coordination of State and local social services, assists residents with applications and determination forms for all local, State and Federal resource and entitlement programs. Staff assists residents/families who are facing shelter crises such as utility shut-off, loss of heat, eviction or foreclosure, providing budget counseling, resources and referrals, and often interceding with service providers and lenders on the client's behalf. The Human Services staff oversees emergency shelter management at the Senior Center when requested and administers fuel assistance programs, Salvation Army Vouchers, Rental Rebate Program, the Housing Rehabilitation Loan Program. Human Services staff also seeks out Federal, State and local grants to aid residents. Human Services provides multi-systemic services and resources, enabling residents in crisis to access a broad variety of needed services.

The Human Services Director administers the STEAP Grant Program and serves as project administer for other grant and Town bonding projects; the Library Expansion Project and Highway Garage Expansion. The Human Service Director also serves as staff liaison to the Tolland Water Commission.

The Youth Services Bureau (YSB) is a function of Human Services. The goal of Youth Services is to plan, organize, implement and evaluate prevention, child and adolescent development, and outreach programs for youth and their families that provide opportunities for participants to thrive and function as responsible members of the community. The Youth Services Bureau is partially funded by grants through the State Department of Education and the Department of Mental Health and Addiction Services.

The Elderly Outreach Caseworker who provides in-home assessments, entitlement and benefits counseling, grief counseling and is a trained CHOICES counselor has an office located at the Senior Center. This allows for greater access to those services for older adults and their family members.

Budget Change Commentary:

The overall budget increased by $1,155. The salaries account was increased by $8,137 to reflect wage increases. Since there are adequate funds in the Visiting Nurse budget to cover the next fiscal year nursing services, the line item has been reduced by $7,000. Services will remain at the current level. The program budget has decreased overall by $6,982.

Program Objectives and Goals FY 2018:

- Pursue grants that will enhance the quality of life for the residents of Tolland
- Continue to support the Parker School/Senior Housing project and foster its path to a successful conclusion - **Council Goal**
- Assist with project management of the expansion of the Library with Library Director and Town Manager - **Council Goal**
- Assist with project management of STEAP grant for the expansion of the Highway Garage Expansion - **Council Goal**
- Provide project oversight of the Small Cities Housing Rehabilitation Program Income
- Continue to meet the demand for services from residents facing financial hardships and emotional crisis
- Continue utilizing community volunteers and college interns to expand services to residents
- Continue to provide current level of youth programming
- Continue to develop opportunities for intergenerational participation in Human Services programming

- Identify and make available to residents all entitlement programs and resources that can provide relief
- Develop educational materials and referral resources to address current opioid issues
- Continue to coordinate implementation strategies to address substance use issues identified in Tolland School Substance Use & Related Behaviors Survey
- Continue to coordinate Tolland Juvenile Review Board
- Continue to provide crisis intervention, assessment, short-term counseling, case management and referral services, as appropriate, for Tolland residents

Program Accomplishments FY 2017:

- Continued to provide Project Management for DECD Small Cities for the Housing Rehabilitation Program Income Account
- Provided budgetary and project management for the Library Expansion Project
- Secured $400,000 STEAP Grant for the Highway Expansion Project
- Secured grants for Youth Services programming: State Department of Education Youth Services Bureau Grant ($19,400) and Enhancement Grant ($4,937); Department of Mental Health and Addiction Services Local Prevention Council Grant ($3,907); Office of Policy and Management Police and Youth Grant ($10,000)
- Expanded services and increased referrals of youth to Juvenile Review Board, in collaboration with Tolland High School and Tolland Middle School administration & local service agencies
- Continued utilization of community volunteers to expand services to youths and their families
- Continued intergenerational participation in department programs
- Continued to provide crisis intervention, assessment, short-term counseling, case management and referral services, as appropriate, for Tolland residents
- Responded to increased demand for fuel assistance, foreclosure prevention services and budget counseling
- Produced Tolland Youth Services Community Theater summer musical production of *Disney's The Little Mermaid!* and three Coffee House performances
- Collaborated with Eastern Highland Health District and area towns to offer Opioid Forum and to address current opioid issues
- Enhanced community outreach services through e-blast, web pages and social media to reach residents that may be facing financial hardships and emotional stressors

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Human Services	1	1.0
1	.71	1	.71	Human Services Case Manager	1	.71
1	1.0	1	1.0	Assistant Director Human Services	1	1.0
1	1.0	1	1.0	Elderly Outreach Caseworker	1	1.0
1	1.0	1	1.0	Administrative Secretary	1	1.0

Performance Measurements	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Counseling and Case Management (unduplicated number served)	180	180	180	180	180
Crisis Intervention (unduplicated number of households served)	230	230	230	230	230
CHOICES Clients	113	82	53	60	60
Elderly Outreach Caseworker Clients-visits and phone calls (average monthly)	38	37	67	70	73
Rental Rebate Applications	56	58	58	60	62
Housing Rehabilitation Loan Program (# households served)	6	1	1	5	5
Shoes and Boots Vouchers (Salvation Army Vouchers)	35	35	35	35	35
ACCESS (State) Fuel Applications (# applications / # served)	154/394	137/313	129/293	130/300	130/300
Tri-Town Fuel Bank/Local Fuel Banks/Operation Fuel (# applications / # served)	24/87	33/99	22/69	26/78	26/78
Holiday Food Baskets (unduplicated number served)	244	340	280	245	245
Food Pantry (# households / # total served)	42/119	61/170	62/173	60/173	65/180
Outreach, Information and Referral Services	450	450	475	500	500
Positive Youth Development Programs, Training and Workshops/ # Participants (PAWS, Community Service, VOICES)	75	100	25	25	25
Alternative Youth Programs / # Participants (After-School, Weekend, Vacation Programs & Summer Programs)	250	200	275	275	275
Community Events /# Attendees (Summer Theater , Coffee House)	1,750	1750	1750	1750	1750
Youth Program Assistance (Camp, Summer School, Holiday Program)	105	105	110	110	110
Youth Services Federal/State Grants Received					
State Department of Education, Youth Service Bureau Grant	$21,233	$21,233	$20,467	$19,400	$17,000
Office of Policy & Management, Police & Youth Grant	$10,000	$30,000	-	$10,000	-
Department of Mental Health and Addiction Services, Local Prevention Grant	$3,105	$3,105	$3,907	$3,907	$3,907
Small Town Economic Assistance Grants:					
STEAP 2013 –Tolland High School Stadium Turf -$500,000	$500,000				
STEAP 2014- Tolland Public Library Expansion - $500,000 (*actual)				*$500,000	
STEAP 2015 – Highway Garage Expansion - $400,000					$400,000
Other Grants:					
State Library Construction Grant (*actual)				*$1,000,000	
DOT Dial-a-Ride Grant	$29,382	$29,382	$29,382	$29,382	$29,382

FUNCTION	ACTIVITY	PROGRAM	CODE
Community Services	Human Services	Human Services	320-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL	222,991	246,533	262,658	260,199	266,286	265,501	268,336	8,137	3.13%
Human Services Director									
Assistant Human Services Director									
Administrative Secretary									
Human Services Case Worker									
Elderly Outreach Worker									
COMMUNICATIONS	954	608	612	720	720	720	720	-	0.00%
DUES AND MEMBERSHIPS	715	707	753	798	798	801	801	3	0.38%
OTHER SERVICES AND FEES	2,500	2,193	2,132	2,788	2,788	2,803	2,803	15	0.54%
TRAINING AND DEVELOPMENT	385	320	85	370	370	370	370	-	0.00%
TRAVEL REIMBURSEMENT	770	534	711	627	627	626	627	-	0.00%
OFFICE SUPPLIES	945	834	1,145	945	945	945	945	-	0.00%
PROGRAM MATERIALS	1,046	974	805	800	800	800	800	-	0.00%
HOCKANUM VALLEY	55,853	55,853	55,853	55,853	55,853	55,853	55,853	-	0.00%
VISITING NURSES	8,320	8,319	7,000	7,000	7,000	5,000	0	(7,000)	-100.00%
PAYROLL EXPENDITURES	222,991	246,533	262,658	260,199	266,286	265,501	268,336	8,137	3.13%
OPERATING EXPENDITURES	71,488	70,342	69,096	69,901	69,901	67,918	62,919	(6,982)	-9.99%
TOTAL HUMAN SERVICES	294,479	316,875	331,755	330,100	336,187	333,419	331,255	1,155	0.35%

PROGRAM	LIBRARY SERVICES	400-00

Program Explanation:

Tolland Public Library provides library materials and services to meet the informational, educational, recreational, and cultural needs of all residents of Tolland. In order to fulfill this mission, the Tolland Public Library provides a warm welcoming space, a friendly knowledgeable staff and organized relevant collections. In addition, the Tolland Public Library strives to promote a lifelong love of reading and learning. The Library Board and staff are committed to continuous evaluation and enhancement of the Library's services in an information environment that is rapidly developing new products and modes of access. The library supports the principles of intellectual freedom, the Library Bill of Rights and the Freedom to Read Statement.

The library serves citizens of all ages through the development of specific services and materials in a variety of formats appropriate to users from birth through old age. The library provides: fiction, non-fiction, popular periodicals, DVDs, CDs (music and book), and online resources including downloadable audiobooks and eBooks. The library has a collection of NOOK eBook readers preloaded with a variety of popular and classic selections. The library provides reference services via email, telephone and in person.

The library offers free story hours for babies through preschoolers, summer reading programs, and book discussions for adults, children and young adults. The public has access to a fax machine, study carrels equipped with listening devices, computers with access to the internet, online databases, online catalogs of Tolland's collections and catalogs of the collections of most libraries in the state of Connecticut. The library offers the Microsoft Office suite of software for public use. In order to provide the best possible library service to our users, the Tolland Library participates in several local and regional collaborative organizations to enhance our materials, services and programs. The library strives to provide excellent information services to the residents of Tolland in a cost effective and efficient manner.

Budget Change Commentary:

The overall budget increased by $12,274. The salaries account increased by $12,228 for wage increases. Although funding for Books and Subscriptions has not changed this year, it should be noted that the average Library Materials Expenditure per Capita for Connecticut Public Libraries is $5.16 while that for the Tolland Public Library is $2.21.

Program Objectives and Goals FY 2018:

- Complete the expansion of the library
- Use the newly constructed program room, story hour program room, business center, maker space, conference room and study rooms to their full extent
- Continue to use volunteers for special projects and to encourage their participation in Friends of the Tolland Public Library efforts
- Monitor efficiency and pricing of the library's present Integrated Library System provider and of the competition
- Continue to work with the Friends on adult programs and enhancing library materials
- Continue to fine tune the collection to meet the needs of Tolland citizens
- Update library's policies and procedures with the assistance of the Advisory Board
- Continue updating of Library Technology Plan as one part of the long-range plan for library services
- Work with staff to more efficiently run operations
- Continue to work with the Tolland Public Library Foundation to offer enhanced services with funding from the Phoebe King and Elizabeth King Eaton Endowment

- Increase the amount of library publicity
- Continue to seek out programs of interest to Tolland residents with possible financial assistance of the Friends of the Tolland Public Library
- Continue to maintain Facebook pages and start a Twitter account

Program Accomplishments FY 2017:

- Worked with the Tolland Public Library Foundation on the Year of the Young Adult program series
- Worked with the Foundation on the Eaton/Dimock/King Author Series
- Worked with Friends to obtain Book Page, Wowbrary, and Event Keeper
- Collaborated with the Friends of the Tolland Public Library to obtain new museum passes
- Worked with Friends on Friends-sponsored programs
- Participated in *Celebrate Tolland* issuing information packets of programs and services offered by the library
- Continued support of a monthly Writers Workshop group
- Continued support of a monthly Night Time Knitting group and a weekly knitting group
- Continued support of the Cook Book Club
- Initiation of a seed saving library
- Participated in bimonthly building expansion construction meetings
- Continued to hold bimonthly staff meetings
- Worked on cross-training of staff
- Participated in the Connecticut Library Association (CLA) Annual Conference
- Attended Technology Advisory Board meetings
- Member of the CLA Membership Committee
- Participated in Preschool Child Care Fair, Family Literacy Night and Middle School Career Fair

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Library Director	1	1.0
1	1.0	1	1.0	Adult Services/Reference Librarian	1	1.0
1	1.0	1	1.0	Children/Young Adult Librarian	1	1.0
1	1.0	1	1.0	Technical Services Assistant/Coordinator	1	1.0
5	2.97	5	2.97	Library Circulation Assistant	5	2.97

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Total Circulation	122,365	125,480	121,044	120,000	122,000
Reference Questions	12,085	12,129	9,685	9,500	9,500
Library Visits	77,630	75,996	70,933	70,000	72,000
Number of Library Sponsored Programs All Ages	224	291	370	300	375
Attendance at Library Sponsored Programs	4,355	5,712	6,825	4,000	7,000
Weekly Hours Open to the Public	54	54	54	54	54
Number of Computers available for Public Use	12	16	14	14	16
Items reviewed, ordered, received, processed, cataloged, & added to the collections	6,789	6,345	5,192	4,500	5,000

FUNCTION	ACTIVITY	PROGRAM	CODE
Community Services	Library Services	Library Services	400-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Library Services Director Reference Librarian Children's Librarian Library Technical Assistant Library Circulation Assistant (5)	313,419	328,935	338,089	338,223	345,330	344,967	350,451	12,228	3.62%
PROFESSIONAL SERVICES	0	0	0	325	325	325	325	-	0.00%
SERVICE CONTRACTS	168	84	84	84	84	90	90	6	7.14%
DUES AND MEMBERSHIPS	610	560	730	730	730	770	770	40	5.48%
OTHER SERVICES AND FEES	29,153	28,605	28,748	28,748	28,748	28,748	28,748	-	0.00%
TRAINING AND DEVELOPMENT	670	560	540	585	585	585	585	-	0.00%
OFFICE SUPPLIES	2,746	3,027	2,569	3,000	3,000	3,000	3,000	-	0.00%
PROGRAM MATERIALS	1,495	1,499	1,393	1,500	1,500	1,500	1,500	-	0.00%
BOOKS AND SUBSCRIPTIONS	36,894	36,633	36,350	37,000	37,000	37,000	37,000	-	0.00%
PAYROLL EXPENDITURES	313,419	328,935	338,089	338,223	345,330	344,967	350,451	12,228	3.62%
OPERATING EXPENDITURES	71,736	70,968	70,414	71,972	71,972	72,018	72,018	46	0.06%
TOTAL LIBRARY SERVICES	385,155	399,903	408,503	410,195	417,302	416,985	422,469	12,274	2.99%

PROGRAM	RECREATION AND ADULT EDUCATION	500-00

Program Explanation:

This program provides funding for the administration, planning and manpower required to create and oversee the varied programs, activities, special events, and recreational facilities available to benefit Tolland residents.

Budget Change Commentary:

The overall budget decreased by $30,413. The salaries account increased by $1,587. The program budget decreased by $32,000. The decrease in the program budget is as follows: $6,000 for Celebrate Tolland, $6,500 for electricity savings, $16,800 for Recreation heating fuel subsidy moved to the recreation fund, $2,000 for Recreation Center water subsidy moved to recreation fund and $700 for Recreation Center sewer subsidy moved to the recreation fund.

Program Objectives and Goals FY 2018:

- Continue working on improvements to the Tolland Recreation Center
- Work to increase overall attendance in programs and activities by 10%
- Develop programs aimed at helping to combat the growing problem of youth obesity
- Develop programs designed to get youth outside and more involved with nature
- Continue to work with local groups to develop more joint special event and fundraising ideas
- Support the completion of identified projects within the Town's Capital Improvement Plan

Program Accomplishments FY 2017:

- Found a new distributor of the Town newsletter. The new newsletter has a more professional look and will be free to the Town in the 2016/2017 fiscal year.
- Increased use of Recreation Center by for-profit and non-profit groups and families.
- Increase usage of social media.
- Increased revenue by approximately 10%
- Created new programming opportunities.
- Started two new sponsorship opportunities. One being the Tolland CARES program and the other was for youth basketball.
- Work on resurfacing the tennis courts and basketball court at Crandall Park has started.
- Held various special events throughout the year including Celebrate Tolland, Tolland Recreation Department Trick or Treat, Letters to Santa and more.
- Met with other Towns to look at ways to share resources and improve services.
- Worked with local groups to develop more nature and fitness oriented programs.
- Replenished much needed sports equipment and arts and crafts
- Replaced lifesaving equipment at Crandall Park.
- Increased youth basketball participation numbers.
- Purchased six new sets of bleachers for various parks.
- Director of Recreation got certified as an American Red Cross First Aid/CPR/AED trainer. Saving money for having staffed trained.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Recreation & Adult Education	1	1.0
1	1.0*	1	1.0*	Administrative Secretary	1	1.0*

* 100% of the Administrative Secretary salary is paid out of the Recreation Fund

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Crandall Park					
Pre-School Program Participants	134	110	127	145	140
Youth Sports Participants	912	915	933	950	940
Youth Program Participants	946	920	957	940	920
Adult Sports Program Participants	440	455	480	440	450
Adult Education Program Participants	291	300	380	320	350
Trips & Special Events	2,000	1,822	3500*	1300	1300
Pavilion Events	75	60	41	50	55
Lodge Events	150	160	152	160	160

*includes celebrate Tolland

FUNCTION	ACTIVITY	PROGRAM	CODE
Community Services	Recreation and Adult Education	Recreation and Adult Education	500-00

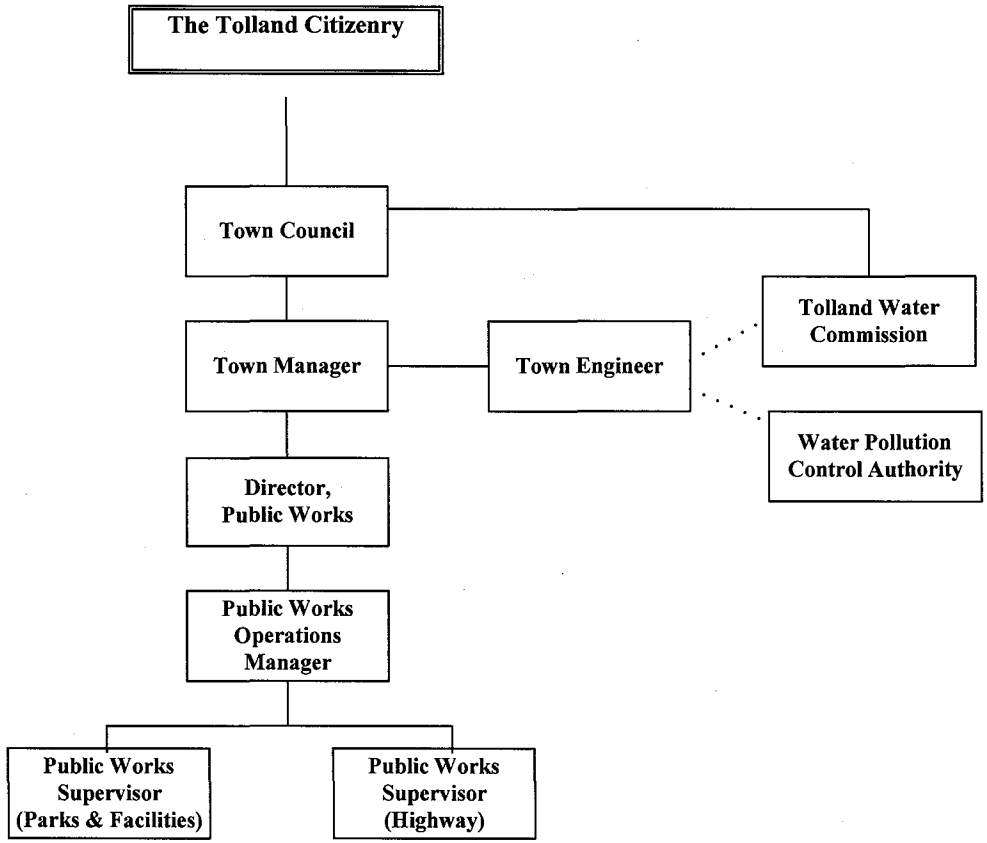
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Recreation and Adult Education Director	81,239	77,937	80,221	79,310	80,897	80,897	80,897	1,587	2.00%
PROFESSIONAL SERVICES	3,955	3,893	3,648	6,000	6,000	6,000	0	(6,000)	-100.00%
UTILITIES	0	0	52,176	44,000	44,000	37,500	18,000	(26,000)	-59.09%
PAYROLL EXPENDITURES	81,239	77,937	80,221	79,310	80,897	80,897	80,897	1,587	2.00%
OPERATING EXPENDITURES	3,955	3,893	55,824	50,000	50,000	43,500	18,000	(32,000)	-64.00%
TOTAL RECREATION AND ADULT EDUCATION	85,194	81,830	136,045	129,310	130,897	124,397	98,897	(30,413)	-23.52%

PUBLIC WORKS

The Public Works Department consists of the Highway Department, Parks and Facilities, Solid Waste and Recycling. The Highway Department maintains 132.53 miles of local roads. The Department is overseen by the Public Works Director. The Highway consists of four truck drivers, four equipment operators, two mechanics and four and a half laborers, all of whom are responsible for general road maintenance and construction and public infrastructure projects. Parks and Facilities consists of one Public Works Operations Manager, one working foreman/facilities manager, one working leader, six and a half laborers, two custodians and one mechanic, all of whom are primarily responsible for maintenance of the Town buildings, parks and fields and Tolland's three cemeteries. Single-stream recycling and trash removal are being operated by a private contractor. The Engineering functions for the Town were previously handled by the Town Engineer and will now be outsourced to a private Engineering firm. These functions include reviewing plans prepared for Town projects and inspection services for both public works and private applications.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
600-00	Engineering Services	35,850	25,850	0
610-60	Parks and Facilities	1,345,690	1,336,511	0
630-67	Refuse and Recycling Services	1,052,042	978,583	0
640-67	Sewage Disposal	15,000	15,000	0
650-79	Streets and Roads	2,056,858	2,053,848	0
	Subtotal -- Public Works	**4,505,440**	**4,409,792**	**0**

Division of Public Works
Organization Chart



Working Leaders (1)
Laborers (6.5)
Mechanic (1)
Custodian (1)
Limited Custodian (2)
Executive Secretary (1)

Truck Drivers (4)
Equipment Operators (4)
Laborers (4.5)
Mechanics (2)

PROGRAM	ENGINEERING SERVICES	600-00

Program Explanation:

Starting in FY 16-17, the town engaged a consulting engineering firm as its town engineer. The engineer provides on-call assistance in reviewing development proposals, road acceptances and other projects. For most development reviews, the review is mainly funded by the applicant.

Budget Change Commentary:

The overall budget for engineer services decreased by $10,450 based on anticipated engineering needs for the fiscal year.

Program Objectives and Goals FY 2018:

- Continue to ensure that proposed development and town projects meet stormwater and natural resource protection goals and incorporate sound engineering practices.
- Assist staff on an as needed basis in updating land use regulations that have an engineering component.
- Encourage and aid in the incorporation of low impact development techniques in town projects.

Program Accomplishments FY 2017:

- Conducted site inspections for active land use applications and construction projects.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	0	0.0	Utilities Administrator/Town Engineer	0	0.0

FUNCTION Public Works	ACTIVITY Public Works			PROGRAM Engineering Services					CODE 600-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Town Engineer	58,296	69,464	80,334	0	0	0	0	-	0.00%
PROFESSIONAL SERVICES	31,475	34,415	41,193	35,000	35,000	35,000	25,000	(10,000)	-28.57%
COMMUNICATIONS	776	608	510	0	0	0	0	-	0.00%
SERVICE CONTRACTS	474	0	0	550	550	600	600	50	9.09%
DUES AND MEMBERSHIPS	0	465	340	0	0	0	0	-	0.00%
TRAINING AND DEVELOPMENT	125	600	589	0	0	0	0	-	0.00%
OFFICE SUPPLIES	266	1,236	288	750	750	250	250	(500)	-66.67%
MINOR TOOLS	0	67	0	0	0	0	0	-	0.00%
FOOD AND CLOTHING	114	400	0	0	0	0	0	-	0.00%
BOOKS AND SUBSCRIPTIONS	0	50	142	0	0	0	0	-	0.00%
PAYROLL EXPENDITURES	58,296	69,464	80,334	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	33,229	37,842	43,063	36,300	36,300	35,850	25,850	(10,450)	-28.79%
TOTAL ENGINEERING SERVICES	91,525	107,306	123,397	36,300	36,300	35,850	25,850	(10,450)	-28.79%

PROGRAM	PARKS AND FACILITIES	610-60 thru 610-85

Program Explanation:

This program provides funding for the continued maintenance, repair and operational expenditures required to maintain Town buildings, cemeteries and grounds. The Parks and Facilities Division also provides maintenance for all municipal fields including those of the Board of Education. The Parks and Facilities budget is divided into thirteen codes. Twelve of these codes illustrate the cost of maintaining the various fields and facilities operated by the Town. The Contingency account provides for emergencies and other unanticipated expenses throughout the duration of the fiscal year. The facilities covered in this budget are: the Hicks Memorial Municipal Center, Tolland Jail Museum, Senior Center, Resident State Troopers, Fire Stations, Old Town Hall, Highway Garage, Parks and Facilities Garage, Fire Training Center, Tolland Recreation Center, Board of Education grounds and the various recreational facilities operated by the Town.

Budget Change Commentary:
The overall budget increased by $7,297 in part due to contractual salary increases of $22,985 offset by savings in the program budget. The program budget decreased by $15,688. This is due to a combination of an increase for the maintenance and annual inspection of the new elevator in the Hicks Memorial Building $2,700 and savings of $2,810 in the Communications account, minor adjustments to other accounts and Utilities such as electrical and heating oil/propane costs were also adjusted based on an analysis where historical usage was used to determine our estimated savings.

Program Objectives and Goals FY 2018:

- In yet another difficult budget year, we will continue to improve our efficiencies and attempt to reduce costs with as little impact on services as possible
- Continue to develop a strong, informative relationship with the public through social media
- Continue to promote the growth of the Adopt-A-Spot Program
- Prioritize construction projects for the first and second years of the Capital Improvement Plan based upon level of service required for the town and accurate cost estimates
- Assist in the Tolland Library expansion project
- Assist with the reconstruction of Lions Fields
- Support the completion of identified projects within the Town's Capital Improvement Plan - **Council Goal**
- Maintain open dialogue and forward progress on the road construction projects for the Tolland Green and Route 195 in the Gateway Design District and Tech Zone areas – **Council Goal**
- Work closely with the Board of Education in regard to critical infrastructure and building/facility improvements – **Council Goal**

Program Accomplishments FY 2017:

- Maintained the Town of Tolland buildings and town owned property in a safe and cost effective way
- Performed 25 interments in Tolland cemeteries
- Installed fencing at Parciak conservation property
- Installed drainage pipe on the Baxter Street conservation property
- Installed drainage swale on the Campbell conservation property
- Assisted various Town groups in events such as Truck Day, Celebrate Tolland, Tree Lighting, Toy Drive, Memorial Day Parade
- Town hosted electronics recycling programs in April and October 2016

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.66	1	.50	Director of Public Works	1	.50
1	.50	1	.50	Public Works Operations Manager	1	.50
1	1.0	1	1.0	Public Works Supervisor	1	1.0
1	1.0	1	1.0	Working Leader	1	1.0
1	.67	1	.50	Executive Secretary	1	.50
6.5	6.5	6.5	6.5	Laborers	6.5	6.5
1	.60	1	1.0	Lead Custodian	1	1.0
1	.50	1	1.0	Custodian	2	1.0
1	1.0	1	1.0	Mechanic	1	1.0
1	1.0	0	0.0	Working Foreman/Facilities Manager	0	0.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Building maintained	22	22	22	22	22
Cemeteries	4	4	4	4	4
Playing Fields	35	35	35	35	35
School Grounds	4	4	4	4	4
Acres maintained	244	244	244	244	244
Vehicles maintained	15	15	15	15	15
Large equipment maintained	27	27	27	28	28

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Parks and Facilites	610-60

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Public Works Director (.50) Executive Secretary (.50) Laborers (6.5) Working Leader (1) Working Foreman/Facilities Manager Lead Custodian Custodian Mechanic Public Works Supervisor (.50)	551,813	560,784	653,085	643,411	652,438	664,765	666,396	22,985	3.57%
OVERTIME	40,244	39,682	31,309	38,041	38,041	38,041	38,041	-	0.00%
TEMPORARY HELP	13,207	18,549	14,994	22,500	22,500	22,500	22,500	-	0.00%
PROFESSIONAL SERVICES	0	8,696	17,887	0	0	0	0	-	0.00%
COMMUNICATIONS	8,687	7,740	5,519	9,810	9,810	9,810	7,000	(2,810)	-28.64%
UTILITIES	796	1,637	1,719	1,788	1,788	737	737	(1,051)	-58.78%
EQUIPMENT RENTAL	835	585	502	750	750	750	750	-	0.00%
DRUG AND ALCOHOL PROGRAM	0	299	528	2,300	2,300	2,300	1,300	(1,000)	-43.48%
OTHER SERVICES AND FEES	9,746	10,858	14,046	12,000	14,500	12,000	12,000	-	0.00%
TRAINING AND DEVELOPMENT	0	0	1,934	500	500	500	500	-	0.00%
OFFICE SUPPLIES	1,139	2,435	1,280	1,500	1,500	1,500	1,500	-	0.00%
MINOR TOOLS	1,224	1,259	994	1,000	8,000	8,000	1,000	-	0.00%

FUNCTION Public Works	ACTIVITY Parks and Facilities			PROGRAM Parks and Facilites					CODE 610-60
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	2017-2018 Adopted Budget	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
MACHINERY AND EQUIPMENT PARTS	32,839	39,080	38,780	39,495	39,495	39,495	39,495	-	0.00%
BUILDING MATERIALS	19,364	27,749	20,221	20,599	20,599	20,599	20,599	-	0.00%
FOOD AND CLOTHING	10,145	12,763	8,347	8,564	8,564	7,775	7,775	(789)	-9.21%
FUEL AND OIL	38,786	37,421	23,830	25,493	25,493	30,611	30,611	5,118	20.08%
FURNITURE AND FIXTURES	339	0	702	2,150	2,150	2,150	2,150	-	0.00%
OTHER EQUIPMENT	5,725	0	0	0	0	0	0	-	0.00%
PAYROLL EXPENDITURES	605,265	619,015	699,388	703,952	712,979	725,306	726,937	22,985	3.27%
OPERATING EXPENDITURES	129,625	150,521	136,288	125,949	135,449	136,227	125,417	(532)	-0.42%
TOTAL PARKS AND FACILITIES	734,890	769,536	835,676	829,901	848,428	861,533	852,354	22,453	2.71%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Board of Education	610-61

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
EQUIPMENT RENTAL	200	1,483	92	500	500	500	500	-	0.00%
MACHINERY AND EQUIPMENT PARTS	34,201	30,258	30,447	28,244	28,244	28,244	28,244	-	0.00%
AGRICULTURAL AND CUSTODIAL	19,168	16,030	17,031	22,145	22,145	22,145	22,145	-	0.00%
FUEL AND OIL	19,830	8,750	6,250	4,375	4,375	5,250	5,250	875	20.00%
OPERATING EXPENDITURES	73,399	56,521	53,820	55,264	55,264	56,139	56,139	875	1.58%
TOTAL BOARD OF EDUCATION	73,399	56,521	53,820	55,264	55,264	56,139	56,139	875	1.58%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Hicks Memorial Municipal Center	610-62

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	11,297	19,538	24,998	32,704	32,704	35,404	35,404	2,700	8.26%
UTILITIES	77,557	77,557	81,825	87,810	87,810	119,515	119,515	31,705	36.11%
OTHER SERVICES AND FEES	0	320	0	0	0	0	0	-	0.00%
REPAIRS	2,899	1,757	7,458	7,500	7,500	7,500	7,500	-	0.00%
AGRICULTURAL AND CUSTODIAL	8,475	8,499	8,445	8,550	8,550	8,550	8,550	-	0.00%
FUEL AND OIL	0	0	0	350	350	368	368	18	5.14%
OPERATING EXPENDITURES	100,228	107,671	122,726	136,914	136,914	171,337	171,337	34,423	25.14%
TOTAL HICKS TOWN HALL	100,228	107,671	122,726	136,914	136,914	171,337	171,337	34,423	25.14%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Jail Museum	610-63

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
UTILITIES	3,201	2,405	2,546	2,684	2,684	2,908	2,908	224	8.35%
OTHER SERVICES AND FEES	997	510	1,473	1,328	1,328	1,328	1,328	-	0.00%
REPAIRS	1,269	0	0	0	0	0	0	-	0.00%
FUEL AND OIL	6,124	9,308	9,178	9,545	9,545	6,511	6,511	(3,034)	-31.79%
OPERATING EXPENDITURES	11,590	12,223	13,197	13,557	13,557	10,747	10,747	(2,810)	-20.73%
TOTAL JAIL MUSEUM	11,590	12,223	13,197	13,557	13,557	10,747	10,747	(2,810)	-20.73%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Senior Center	610-64

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	0	0	1,140	1,140	0	0	(1,140)	-100.00%
SERVICE CONTRACTS	8,360	6,698	7,141	8,906	8,906	8,906	8,906	-	0.00%
UTILITIES	15,355	13,076	13,759	14,362	14,362	13,624	13,624	(738)	-5.14%
OTHER SERVICES AND FEES	2,255	2,455	2,141	3,875	3,875	3,875	3,875	-	0.00%
REPAIRS	1,669	4,444	3,820	1,330	1,330	1,330	1,330	-	0.00%
AGRICULTURAL AND CUSTODIAL	900	896	1,200	1,200	1,200	1,200	1,200	-	0.00%
FUEL AND OIL	11,227	10,499	10,124	10,529	10,529	7,071	7,071	(3,458)	-32.84%
OPERATING EXPENDITURES	39,766	38,067	38,185	41,342	41,342	36,006	36,006	(5,336)	-12.91%
TOTAL SENIOR CENTER	39,766	38,067	38,185	41,342	41,342	36,006	36,006	(5,336)	-12.91%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Resident Troopers	610-65

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	1,850	1,888	1,920	1,920	1,920	1,920	-	0.00%
SERVICE CONTRACTS	250	490	400	490	490	490	490	-	0.00%
UTILITIES	4,312	2,671	2,805	2,917	2,917	4,001	4,001	1,084	37.16%
OTHER SERVICES AND FEES	275	295	381	275	275	275	275	-	0.00%
REPAIRS	627	0	216	500	500	500	500	-	0.00%
AGRICULTURAL AND CUSTODIAL	200	159	300	300	300	300	300	-	0.00%
FUEL AND OIL	3,020	3,737	3,572	3,715	3,715	2,500	2,500	(1,215)	-32.71%
OPERATING EXPENDITURES	8,684	9,202	9,561	10,117	10,117	9,986	9,986	(131)	-1.29%
TOTAL RESIDENT TROOPERS	8,684	9,202	9,561	10,117	10,117	9,986	9,986	(131)	-1.29%

FUNCTION Public Works	ACTIVITY Parks and Facilities			PROGRAM Fire Stations					CODE 610-66
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	1,420	3,200	7,933	8,533	8,533	8,533	8,533	-	0.00%
UTILITIES	23,701	20,000	21,050	21,980	21,980	18,074	18,074	(3,906)	-17.77%
OTHER SERVICES AND FEES	578	1,330	1,245	1,790	1,790	1,790	1,790	-	0.00%
REPAIRS	4,035	4,306	2,359	4,500	4,500	4,500	4,500	-	0.00%
BUILDING IMPROVEMENTS	0	0	657	1,000	1,000	1,000	1,000	-	0.00%
AGRICULTURAL AND CUSTODIAL	2,167	1,330	2,200	2,200	2,200	2,200	2,200	-	0.00%
FUEL AND OIL	26,667	34,200	33,150	35,176	35,176	20,476	20,476	(14,700)	-41.79%
OPERATING EXPENDITURES	58,567	64,366	68,594	75,179	75,179	56,573	56,573	(18,606)	-24.75%
TOTAL FIRE STATIONS	58,567	64,366	68,594	75,179	75,179	56,573	56,573	(18,606)	-24.75%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Old Town Hall	610-68

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
UTILITIES	3,337	2,938	3,107	3,271	3,271	2,906	2,906	(365)	-11.16%
OTHER SERVICES AND FEES	307	510	812	1,623	1,623	1,623	1,623	-	0.00%
REPAIRS	90	390	500	1,000	1,000	1,000	1,000	-	0.00%
AGRICULTURAL AND CUSTODIAL	100	0	100	100	100	100	100	-	0.00%
FUEL AND OIL	2,794	3,288	3,143	3,268	3,268	2,000	2,000	(1,268)	-38.80%
OPERATING EXPENDITURES	6,628	7,126	7,662	9,262	9,262	7,629	7,629	(1,633)	-17.63%
TOTAL OLD TOWN HALL	6,628	7,126	7,662	9,262	9,262	7,629	7,629	(1,633)	-17.63%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Contingency	610-70

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
CONTINGENCY	32,144	20,000	15,020	15,000	12,500	15,000	15,000	-	0.00%
OPERATING EXPENDITURES	32,144	20,000	15,020	15,000	12,500	15,000	15,000	-	0.00%
TOTAL CONTINGENCY	32,144	20,000	15,020	15,000	12,500	15,000	15,000	-	0.00%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Highway Garage	610-81

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	41	0	0	0	0	0	0	-	0.00%
UTILITIES	17,298	13,460	14,133	14,698	14,698	14,674	14,674	(24)	-0.16%
OTHER SERVICES AND FEES	0	523	815	930	930	690	690	(240)	-25.81%
REPAIRS	4,204	6,083	2,255	6,455	1,455	6,455	6,455	-	0.00%
AGRICULTURAL AND CUSTODIAL	497	165	800	800	800	800	800	-	0.00%
FUEL AND OIL	15,402	25,500	22,750	25,180	25,180	14,175	14,175	(11,005)	-43.71%
OTHER EQUIPMENT	76	0	0	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	37,517	45,731	40,753	48,063	43,063	36,794	36,794	(11,269)	-23.45%
TOTAL HIGHWAY GARAGE	37,517	45,731	40,753	48,063	43,063	36,794	36,794	(11,269)	-23.45%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Parks and Facilities Garage	610-82

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	0	1,444	1,140	1,140	1,140	1,140	-	0.00%
SERVICE CONTRACTS	415	930	924	1,245	1,245	1,245	1,245	-	0.00%
UTILITIES	8,722	8,105	8,510	8,850	8,850	7,161	7,161	(1,689)	-19.08%
OTHER SERVICES AND FEES	0	80	341	380	380	380	380	-	0.00%
REPAIRS	388	829	827	1,000	1,000	1,000	1,000	-	0.00%
AGRICULTURAL AND CUSTODIAL	275	8	300	300	300	300	300	-	0.00%
FUEL AND OIL	4,866	6,800	6,650	6,916	6,916	5,398	5,398	(1,518)	-21.95%
OPERATING EXPENDITURES	14,666	16,752	18,996	19,831	19,831	16,624	16,624	(3,207)	-16.17%
TOTAL PARKS AND FACILITIES GARAGE	14,666	16,752	18,996	19,831	19,831	16,624	16,624	(3,207)	-16.17%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Training Center	610-83

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	1,932	1,936	2,582	3,072	3,072	3,072	3,072	-	0.00%
UTILITIES	9,347	10,694	11,343	12,029	12,029	7,818	7,818	(4,211)	-35.01%
OTHER SERVICES AND FEES	80	0	80	430	430	430	430	-	0.00%
REPAIRS	1,143	1,633	1,382	2,000	2,000	2,000	2,000	-	0.00%
AGRICULTURAL AND CUSTODIAL	894	910	1,000	1,000	1,000	1,000	1,000	-	0.00%
FUEL AND OIL	3,500	3,400	3,400	3,711	3,711	2,956	2,956	(755)	-20.34%
OPERATING EXPENDITURES	16,895	18,573	19,787	22,242	22,242	17,276	17,276	(4,966)	-22.33%
TOTAL TRAINING CENTER	16,895	18,573	19,787	22,242	22,242	17,276	17,276	(4,966)	-22.33%

FUNCTION	ACTIVITY			PROGRAM					CODE
Public Works	Parks and Facilities			Recreational Facilities					610-84
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
UTILITIES	1,200	4,576	4,800	4,992	4,992	2,286	2,286	(2,706)	-54.21%
REPAIRS	1,590	1,598	1,899	2,000	2,000	2,000	2,000	-	0.00%
AGRICULTURAL AND CUSTODIAL	33,929	49,640	44,330	44,050	44,050	44,050	44,050	-	0.00%
FUEL AND OIL	0	0	0	0	0	210	210	210	100.00%
OPERATING EXPENDITURES	36,719	55,814	51,029	51,042	51,042	48,546	48,546	(2,496)	-4.89%
TOTAL RECREATIONAL FACILITIES	36,719	55,814	51,029	51,042	51,042	48,546	48,546	(2,496)	-4.89%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Parks and Facilities	Recreation Center	610-85

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
AGRICULTURAL AND CUSTODIAL	0	0	0	1,500	1,500	1,500	1,500	-	0.00%
OPERATING EXPENDITURES	0	0	0	1,500	1,500	1,500	1,500	-	0.00%
TOTAL RECREATION CENTER	0	0	0	1,500	1,500	1,500	1,500	-	0.00%

PROGRAM	REFUSE AND RECYCLING SERVICES	630-67

Program Explanation:

The Refuse and Recycling Services Program provides funding for the collection, transportation and disposal of mixed refuse to the regional resource recovery facility. Certain bulky wastes are transported to a regional landfill. Glass, paper, cardboard, cans, metal, waste oil and batteries are collected curbside and recycled. All services are contracted with outside vendors and contractors.

Budget Change Commentary:

The overall budget decreased $79,869. This program net decrease is due to adjusting the current weekly collection of recyclables from every week to every other week, offering residents either an upgrade to a 95 gallon container or a second 95 gallon container for recyclables. The savings is $104,832 spread over two fiscal years or a yearly impact of $52,416. Also, we will eliminate the one Town sponsored bulky waste pickups at a savings of $24,500.

Program Objectives and Goals FY 2018:

- Continue to increase awareness of savings related to recycling
- Revise the current regulations as needed

Program Accomplishments FY 2017:

- Town of Tolland has brought in about $237,000 in recycling revenue since July 1, 2010, including $42,774 in FY15-16
- Organized two electronics recycling days at the Tolland High School
- Working with our vendor, continued bulky waste monthly pay program of 4 items for $32 with the Town offering (2) free months to residents each year

Performance Data	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Estimated residential units	5,184	5,195	5,200	5,200
Tons of refuse	4,325	4,347	4,300	4,350
Revenue	$43,827	$42,774	$44,000	43,000
Tons of bulky waste	137	257	250	0
Single Stream recycling (began in July 2009)	1,753	$1,711	1,760	1,720

FUNCTION Public Works	ACTIVITY Public Works			PROGRAM Refuse & Recycling Services					CODE 630-67
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PRINTING	0	0	0	0	0	0	3,000	3,000	100.00%
REFUSE / RECYCLING COLLECTION	884,011	822,411	773,260	752,987	752,987	729,387	655,027	(97,960)	-13.01%
BULKY WASTE DISPOSAL	21,448	25,866	9,971	16,925	16,925	20,400	14,908	(2,017)	-11.92%
REFUSE DISPOSAL	265,760	285,799	268,076	278,040	278,040	291,755	295,148	17,108	6.15%
HAZARDOUS WASTE	8,645	10,256	10,317	10,500	10,500	10,500	10,500	-	0.00%
OPERATING EXPENDITURES	1,179,864	1,144,333	1,061,623	1,058,452	1,058,452	1,052,042	978,583	(79,869)	-7.55%
TOTAL REFUSE AND RECYCLING SERVICES	1,179,864	1,144,333	1,061,623	1,058,452	1,058,452	1,052,042	978,583	(79,869)	-7.55%

PROGRAM	SEWAGE DISPOSAL	640-67

Program Explanation:

This program provides for any transfers of appropriations from the General Fund to the Sewer Operations Fund managed by the Water Pollution Control Authority (WPCA).

Budget Change Commentary:

The program shows the proposed allocation of $15,000 to the WPCA, which remains the same as last year. This will be a transfer from the General Fund to the Sewer Reserve fund until a $100,000 reserve balance for emergency and future capital needs has been achieved. This will be accomplished by the accumulation of the General Fund contribution and other fees charged for connections. Once the reserve is met the contribution will be reconsidered to be deposited into the Sewer Operations fund if needed. The Sewer Operations Fund is designed to be self-supporting when a sufficient number of homes and businesses are connected.

Program Objectives and Goals FY 2018:

- Through increases in customer base, generate self-supporting revenue.
- Work with the Connecticut Department of Energy and Environmental Protection to finalize Phase II of the Townwide Wastewater Facilities Plan
- As necessary, review and revise Water Pollution Control Authority regulations, ordinances, standards, and permits as they apply to assessments, connection fees and lateral installations.
- Review and enforcement of FOG regulations and coordinate with owners regarding necessity for, and proper service of, equipment.
- Clean all four pump station wet wells, continue with routine maintenance.

Program Accomplishments FY 2017:

- Addressed odor issues on Old Post Road, procured air admittance valves as necessary.
- Facilitated repairs to the second set of failed pumps at the Old Post pump station.
- Reviewed and revised operating budget to include allowance for planned pump preventive maintenance.
- Uncover and raise sewer manholes previously paved over on Route 30 and Route 74. Completed in August 2016. We received partial reimbursement from CT DOT.
- Implemented "Engineering Review Fee" for sewer applications in the Merrow Road/Tolland Green low pressure force main area. Engineering review fee is reviewable annually with Fuss and O'Neill and eliminates expense to the WPCA to revise specifications as requirements change.
- Complete scheduled pump repairs
- Obtain pump station generator preventive maintenance costs at or below CT DAS pricing, secure pricing for and implement pump station pump preventive maintenance program.
- Replace three malfunctioning air valves located within the force main on Old Post Road
- Evaluated all four pump stations and implemented the necessary repairs and upgrades as needed.

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Public Works	Sewage Disposal	640-67

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TRANSFER OUT	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%
OPERATING EXPENDITURES	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%
TOTAL SEWAGE DISPOSAL	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%

PROGRAM	STREETS & ROADS	650-67 thru 650-78

Program Explanation:

The Streets and Roads Program is executed by the Highway Division with administrative oversight provided by the Director of Public Works. This program provides funding for all of the activities related to the proper maintenance of all Town roads. The Streets and Roads Program provides funding for the various personnel costs, dues and membership fees, as well as training and development costs associated with the program. The activities of the Highway Division are divided between nine budget pages. The Street Lights and Traffic Control budget has its own narrative.

Budget Change Commentary:
While we realized a slight savings of $4,242 in our payroll account due to the retirement of our Public Works Supervisor, there is also an increase of $15,911 included for the estimated salary increases for Union personnel. The overall budget increased by $60,159 as a result of the change in the salary line item as well as the increased costs in State Bid pricing for services and goods such as line painting $828, treated salt & sand $27,746 and gasoline and diesel fuel $7,080. We are now also budgeting $15,000 for CBYD services for locating our underground utilities. Through competitive bidding we were able to also reduce our uniform account by $2,500. We also had a slight increase in our Equipment Rental account of $1,164.

Program Objectives and Goals FY 2018:

- In yet another difficult budget year, we will continue to improve our efficiencies and attempt to reduce costs with as little impact on services as possible
- Continue to develop a strong, informative relationship with the public through social media
- Continue compliance with applicable environmental regulations
- Continue assisting CMG Environmental to ensure all proper stormwater sampling and reports and permits for MS-4 are performed and up to date
- Continue to work with EHHD to monitor sodium chloride influences to water quality as a part of sand-free, winter storm management plan
- Continue working with VHB to update the pavement management program to improve Town's infrastructure
- Continue to improve the Town's drainage infrastructure; working with VHB to include drainage projects to the Pavement Management Program
- Resurface Town owned roads that funds allow, including additional projects in Phase V of the $5 million road improvement referendum
- Assist outside contractors in various construction projects
- Maintain open dialogue and forward progress on the road construction projects for the Tolland Green and Route 195 in the Gateway Design District and Tech Zone areas - **Council Goal**
- Support the completion of identified projects within the Town's Capital Improvement Plan - **Council Goal**

Program Accomplishments FY 2017:

- Performed routine, seasonal maintenance on all Town roads including effective and timely snow and ice removal to insure safe passage on local roadways, roadside mowing, grading gravel roads, cleaning ditches and catch basins, and curb replacement
- Overlay Carol Drive, Dockerel Road, Garnet Ridge, Glenn Drive, Midland Drive, Randy Road, Sherry Circle, Stuart Drive, and Virginia Lane (partial) repairing and/or installing new drainage where necessary. Also shimmed Lemek Lane.
- Re-constructed and paved parking lot at the Recreation Center, including installing new lighting
- Installed drainage, graded and paved parking area and installed signage at the Adam's Adventure playground
- Town hosted an electronics recycling program in April and October

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.34	1	.50	Director of Public Works	1	.50
1	.50	1	.50	Public Works Operations Manager	1	.50
1	1.0	1	1.0	Public Works Supervisor	1	1.0
1	.33	1	.50	Executive Secretary	1	.50
4	4.0	4	4.0	Truck Driver	4	4.0
4	4.0	4	4.0	Equipment Operator	4	4.0
4.5	4.5	4.5	4.5	Laborer	4.5	4.5
2	2.0	2	2.0	Mechanic	2	2.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
PAVING: Miles	15.2	11.4	12.9	13	3.5
Rubberized asphalt (s.y.)	0	0	0	0	0
Crack filling (miles)	3.2	3.8	4.0	0	3.0
BITUMINOUS CONCRETE: Tons	562	867	867	900	900
Cold Patch (tons)	11	11	11	12	12
DRAINAGE PIPE: Metal, concrete & miscellaneous pipe	2,000	200	1,000	500	950
Basins or flared ends	122	197	200	210	45
SNOW & ICE CONTROL: Salt (tons)	5,275	3,000	3,000	3,325	3,628
Sand (c.y.)	566	273	273	275	275
Calcium chloride (liquid) (gallons)	0	0	0	0	0
Calcium flakes (bags)	200	200	200	0	0
UNIMPROVED ROADS: Calcium chloride (gallons)	26,000	26,525	26,525	26,525	26,525
Processed gravel (tons)	1,500	2,550	2,550	2,550	2,550
Unimproved miles	8.41	8.41	8.41	8.41	8.41
PAVED MILES	124.71	124.71	125.46	125.46	125.46
TOTAL MILES	133.12	133.12	133.87	133.87	133.87

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Highways	Streets and Roads	650-67

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Public Works Director (.50) Executive Secretary (.50) Public Works Supervisor (.50) Truck Drivers (5) Equipment Operators (4) Laborers (3.5)	123,624	135,457	124,585	197,163	195,977	192,488	192,921	(4,242)	-2.15%
COMMUNICATIONS	16,602	16,271	15,174	15,756	15,756	15,756	15,756	-	0.00%
SERVICE CONTRACTS	6,110	5,883	7,933	9,150	9,150	9,150	9,150	-	0.00%
DRUG AND ALCOHOL PROGRAM	2,031	1,950	3,836	3,382	3,382	3,382	3,382	-	0.00%
DUES AND MEMBERSHIPS	262	268	50	315	315	315	315	-	0.00%
TRAINING AND DEVELOPMENT	139	146	1,375	750	750	750	750	-	0.00%
OFFICE SUPPLIES	643	582	559	600	600	600	600	-	0.00%
MACHINERY AND EQUIPMENT PARTS	5,105	1,062	3,551	3,980	3,980	3,980	3,980	-	0.00%
FUEL AND OIL	0	2,454	0	0	0	0	0	-	0.00%
BOOKS AND SUBSCRIPTIONS	0	0	0	250	250	250	250	-	0.00%
OTHER EQUIPMENT	2,320	2,134	3,093	2,900	8,900	8,900	2,900	-	0.00%
PAYROLL EXPENDITURES	123,624	135,457	124,585	197,163	195,977	192,488	192,921	(4,242)	-2.15%
OPERATING EXPENDITURES	33,210	30,749	35,570	37,083	43,083	43,083	37,083	-	0.00%
TOTAL STREETS AND ROADS	156,834	166,206	160,156	234,246	239,060	235,571	230,004	(4,242)	-1.81%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Highways	Drainage	650-71

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
OTHER SERVICES AND FEES	1,477	0	0	0	0	0	0	-	0.00%
AGRICULTURAL AND CUSTODIAL	2,056	5,742	5,000	0	0	0	0	-	0.00%
ROAD MATERIALS AND MARKERS	4,349	41,939	46,039	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	7,882	47,681	51,039	0	0	0	0	-	0.00%
TOTAL DRAINAGE	7,882	47,681	51,039	0	0	0	0	-	0.00%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Highways	Paving	650-73

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	19,268	12,203	22,233	0	0	0	0	-	0.00%
EQUIPMENT RENTAL	0	0	487	0	0	0	0	-	0.00%
ROAD MATERIALS AND MARKERS	2,491	65,024	69,839	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	21,759	77,227	92,559	0	0	0	0	-	0.00%
TOTAL PAVING	21,759	77,227	92,559	0	0	0	0	-	0.00%

FUNCTION Public Works	ACTIVITY Highways			PROGRAM Mechanical Maintenance					CODE 650-74
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Mechanic (2) (moved to Highway Maintenance)	113,503	118,727	123,687	0	0	0	0	-	0.00%
OVERTIME	17,578	19,593	15,115	0	0	0	0	-	0.00%
COMMUNICATIONS - RADIOS	0	0	1,000	1,000	1,000	1,000	1,000	-	0.00%
EQUIPMENT RENTAL	3,217	5,193	3,603	3,600	3,600	3,600	3,600	-	0.00%
MINOR TOOLS	597	4,875	2,006	2,000	2,000	2,000	2,000	-	0.00%
MACHINERY AND EQUIPMENT PARTS	145,945	129,673	143,570	150,000	150,000	150,000	150,000	-	0.00%
FOOD AND CLOTHING	9,063	9,601	8,973	4,200	4,200	1,700	1,700	(2,500)	-59.52%
AGRICULTURAL AND CUSTODIAL	1,190	0	2,381	4,000	4,000	4,000	4,000	-	0.00%
FUEL AND OIL	118,871	95,589	75,843	55,300	55,300	62,380	62,380	7,080	12.80%
PAYROLL EXPENDITURES	131,081	138,320	138,802	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	278,881	244,932	237,377	220,100	220,100	224,680	224,680	4,580	2.08%
TOTAL MECHANICAL MAINTENANCE	409,963	383,252	376,179	220,100	220,100	224,680	224,680	4,580	2.08%

FUNCTION Public Works	ACTIVITY Highways			PROGRAM Highway Maintenance					CODE 650-76
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL	532,430	404,591	546,265	753,606	754,377	766,960	769,517	15,911	2.11%
OVERTIME	3,317	12,715	5,234	11,201	11,201	11,201	11,201	-	0.00%
TEMPORARY HELP	0	7,398	0	0	0	0	0	-	0.00%
PROFESSIONAL SERVICES	24	0	0	25,187	15,187	40,187	40,187	15,000	59.55%
EQUIPMENT RENTAL	0	0	0	2,000	2,000	2,000	2,000	-	0.00%
OTHER SERVICES AND FEES	22,827	13,442	48,971	62,350	62,350	62,350	62,350	-	0.00%
MINOR TOOLS	400	503	536	500	500	500	500	-	0.00%
FOOD AND CLOTHING	9,024	14,055	10,178	10,500	8,500	10,500	10,500	-	0.00%
AGRICULTURAL AND CUSTODIAL	0	0	0	5,000	5,000	5,000	5,000	-	0.00%
ROAD MATERIALS AND MARKERS	1,356	1,923	3,552	112,525	92,525	112,525	112,525	-	0.00%
PAYROLL EXPENDITURES	535,747	424,704	551,500	764,807	765,578	778,161	780,718	15,911	2.08%
OPERATING EXPENDITURES	33,632	29,922	63,237	218,062	186,062	233,062	233,062	15,000	6.88%
TOTAL HIGHWAY MAINTENANCE	569,378	454,627	614,736	982,869	951,640	1,011,223	1,013,780	30,911	3.14%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Works	Highways	Unimproved Roads	650-77

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
ROAD MATERIALS AND MARKERS	19,188	49,688	36,816	49,689	49,689	49,689	49,689	-	0.00%
OPERATING EXPENDITURES	19,188	49,688	36,816	49,689	49,689	49,689	49,689	-	0.00%
TOTAL UNIMPROVED ROADS	19,188	49,688	36,816	49,689	49,689	49,689	49,689	-	0.00%

FUNCTION Public Works	ACTIVITY Highways			PROGRAM Ice and Snow Removal					CODE 650-78
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL	97,987	170,208	84,054	0	0	0	0	-	0.00%
OVERTIME	85,029	76,570	62,060	93,868	93,868	93,868	93,868	-	0.00%
TEMPORARY HELP	8,131	1,511	0	0	0	0	0	-	0.00%
EQUIPMENT RENTAL	65,803	64,035	37,401	65,000	65,000	66,164	66,164	1,164	1.79%
ROAD MATERIALS AND MARKERS	416,634	398,530	253,850	277,213	314,213	304,959	304,959	27,746	10.01%
CAPITAL OUTLAY	4,138	0	0	0	0	0	0	-	0.00%
PAYROLL EXPENDITURES	191,148	248,289	146,115	93,868	93,868	93,868	93,868	-	0.00%
OPERATING EXPENDITURES	486,575	462,565	291,251	342,213	379,213	371,123	371,123	28,910	8.45%
TOTAL ICE AND SNOW REMOVAL	677,723	710,855	437,366	436,081	473,081	464,991	464,991	28,910	6.63%

PROGRAM	STREET LIGHTS AND TRAFFIC CONTROL	650-79

Program Explanation:

The Street Lights and Traffic Control budget provides funding for selective street lighting, traffic signals and signage in critical areas. All street lighting is provided through Eversource Power Company under contract with the Town.

Budget Change Commentary:

The budget increased by $2,496. Utility costs increased by $1,668 and equipment rental cost increased by $828.

Program Objectives and Goals FY 2018:

- Utilize software to monitor sign inventory and maintenance of reflective signs as mandated by State
- Paint centerlines, edge lines and traffic markings as required
- Continue program of upgrading traffic regulatory, warning and guide signs to meet MUTCD requirements
- Continue to explore State grant opportunities.

Program Accomplishments FY 2017:

- Installed 51 regulatory/warning signs, 18 stop signs and 15 street name signs
- Painted 66.14 miles of double yellow centerlines, 11 miles of white edge lines
- Painted traffic calming markings on Old Stafford Road and the Old Post Road and Mountain Spring Road intersection

Function	ACTIVITY	PROGRAM	CODE
Public Works	Highways	Street Lights and Traffic Control	650-79

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
UTILITIES	17,941	18,913	18,913	20,680	20,680	22,348	22,348	1,668	8.07%
EQUIPMENT RENTAL	19,571	28,528	28,528	28,528	28,528	29,356	29,356	828	2.90%
ROAD MATERIALS AND MARKERS	11,481	17,055	18,999	19,000	19,000	19,000	19,000	-	0.00%
OPERATING EXPENDITURES	48,993	64,496	66,440	68,208	68,208	70,704	70,704	2,496	3.66%
TOTAL STREET LIGHTS & TRAFFIC CONTROL	48,993	64,496	66,440	68,208	68,208	70,704	70,704	2,496	3.66%

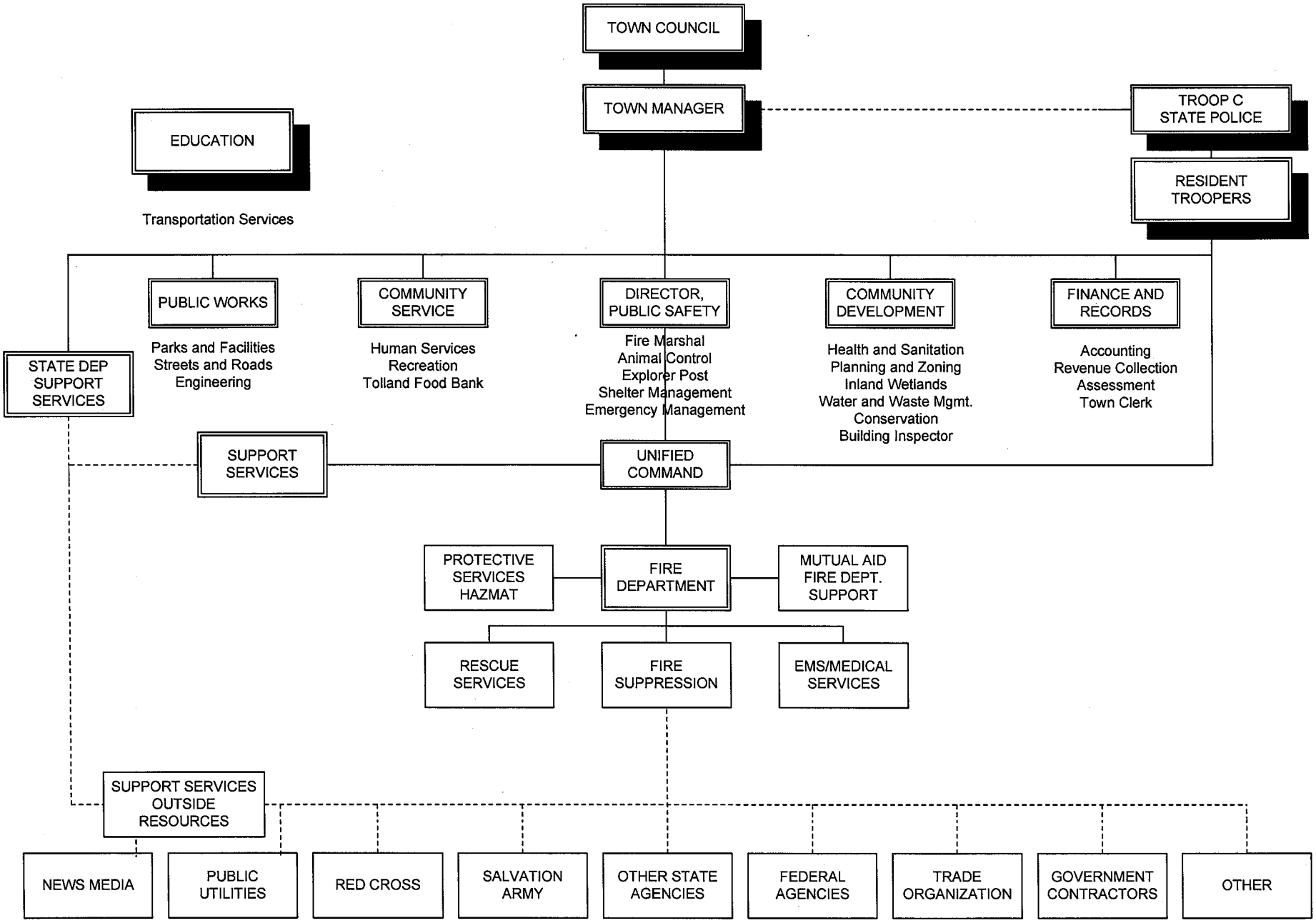
PUBLIC SAFETY SERVICES

The Town's Public Safety Services include Police, Ambulance, Fire and Animal Control. The Town contracts with the Connecticut State Police for the provision of law enforcement services throughout the Town, which includes an administrative officer and three troopers. In FY 17/18, two out of four of these officers will be eliminated and more dependence will be placed on Troop C. This contingent of officers coordinates closely with the Tolland-based State Police barracks to provide public safety services to residents and businesses. The Town employs a Public Safety Director to administer all fire, ambulance and emergency services throughout the Town. The Director also serves as the Tolland Fire Department's Fire Chief. The Fire Department consists of both paid and volunteer firefighters operating out of four firehouses located strategically throughout the Town to minimize response time during emergency situations. In an effort to provide funding for replacement vehicles, ambulance revenues that exceed $36,237 are earmarked for Public Safety equipment replacement in the Capital Improvements Fund. The Capital budget provides for a reserve for Public Safety Capital Equipment Reserve.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
700-00	Water Supply	96,686	96,686	0
710-00	Ambulance Services	416,877	377,197	0
720-00	Animal Control Services	78,508	69,008	0
730-00	Civil Preparedness	14,610	14,610	0
740-00	Fire Prevention	94,655	72,848	0
750-00	Fire Suppression	670,603	617,038	0
755-00	Certified Emergency Response Team	4,500	4,500	0
760-00	Law Enforcement	806,078	487,172	0
	Subtotal -- Public Safety Services	**2,182,515**	**1,739,059**	**0**

Functional Organization of Town Public Safety Operations

and Emergency Operations for Hazardous Material Incidents



PROGRAM	WATER SUPPLY	700-00

Program Explanation:

This program of spending for the funding of fire protection charges for water mains and hydrants serves a portion of the community. The Connecticut Water Company provides this service. There are approximately 98 hydrants on Town/State roads (83) and private hydrants (15) provided by the Tolland Water System.

Budget Change Commentary:

The increase over the previous year budget is $8,686 to account for increased water and operation costs.

Program Objectives and Goals FY 2018:

- There is an anticipated increase in two units.

Program Accomplishments FY 2017:

- Maintained current system

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Hydrants	97	97	98	98	100
Dry hydrants	8	8	8	8	8

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Water Supply	Water Supply	700-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
HYDRANTS	78,022	77,448	80,872	88,000	88,000	96,686	96,686	8,686	9.87%
OPERATING EXPENDITURES	78,022	77,448	80,872	88,000	88,000	96,686	96,686	8,686	9.87%
TOTAL WATER SUPPLY	78,022	77,448	80,872	88,000	88,000	96,686	96,686	8,686	9.87%

PROGRAM	AMBULANCE SERVICES	710-00

Program Explanation:

The Town of Tolland is very fortunate to have a combination department responding to its fire, rescue, medical and emergency needs. Having a combination department, with both career and volunteer staff, provides the Town with a substantial cost savings while still providing exceptional service. The career staff consists of six paid Public Safety Officers covering Monday through Friday from 7:00 am to 4:30 pm. A staff of highly trained and dedicated volunteers covers nights, weekends and holidays. Tolland's Ambulance Services are designated as first-responders, responsible to provide basic life support, cardiac defibrillation, allergic reaction epi-pen intervention and mutual aid advanced life support among the most common interventions. These services are provided to residents, businesses and travelers in Tolland through the use of highly trained volunteers and career personnel. The Ambulance Services program provides funding for communications equipment, regular payroll, professional services, dues and memberships, disposable medical supplies, machinery and mechanical parts for the ambulances in an effort to maintain the equipment to the highest degree possible.

Budget Change Commentary:

The overall budget decreased $2,184. The salary account reflects a net reduction of $17,138 due to the elimination of the Assistant Public Safety Director position and the impact of the annual wage increases. Significant increases were seen in the following areas: Professional Services increased by $11,000 (Stipends for volunteers will be increased to promote retention of our highly-skilled and trained volunteers who fulfill the reimbursement requirements. This would increase each category by only $100 per volunteer, per quarter), Communications increased by $1,093 for increases in service monthly service fees, Training & Development increased by $767 for annual department-wide CPR/AED training classes for all personnel including Fire Department personnel and Explorers, Repairs increased by $2,000 due to aging equipment requiring increased repairs, Food & Clothing increased by $1,400 to cover career staff uniforms, boots and coats. Other Equipment was reduced by $2,336. There were minor adjustments in other operating accounts.

Program Objectives and Goals FY 2018:

- Enhance recruitment for volunteer Emergency Medical personnel to address the rise in medical calls
- Continue to evaluate new EMS products that may improve delivery of patient care and safety and efficiency of personnel
- Train and implement new programs through our Med Control to improve delivery of EMS services; this will include new drugs and other various changes
- Ideally, the department would like to add a third ambulance to our fleet to ensure we have two ambulances in service at all times. Tolland is one of the few area communities operating with only two ambulances. Vernon, Coventry, Mansfield and Stafford are all operating with a minimum of three ambulances.
- Support the completion of identified projects within the Town's Capital Improvement Plan - **Council Goal**

Program Accomplishments FY 2017:

- Continued with an ambulance duty crew schedule Monday through Thursday from 6:00 pm to 6:00 am and Friday 6:00 pm through Monday 6:00 am. This schedule ensures that any first medical call is covered with the minimum volunteer staff needed to operate the ambulance. There has been a drastic reduction in retones, mutual aid and general response time.
- Several members continue to become crossed-trained between EMS and Fire. Crossed-trained staff maximizes the amount of personnel that are available to mitigate any type of emergency.
- Continue the interaction and exchange of information between Town Council, Town staff, Public Safety and State Police.
- Continue hosting informational meetings with businesses and residents to inform them of the services provided by both volunteer and career staff.
- New vendors have been established to reduce expenditures.
- Continued using online EMS scheduling software for EMS duty crews. This software allows volunteer staff to easily schedule, track and swap duty shifts.
- Chief Littell continues working with Med-Control to review Narcan protocols. These protocols allow EMTs to carry and administer Narcan to overdose victims. This is a significant service level upgrade for Basic Life Support providers. Staff has successfully administered Narcan numerous times with positive outcomes.
- Department staff has continued the maintenance program established for all Town of Tolland Automated External Defibrillators. Maintaining our own AEDs reduces the overall amount spent on this invaluable program.
- The Ambulance 640 remount was completed and the Ambulance has been placed into service. Remounting the ambulance allowed us to purchase a more durable and corrosion resistant poly body for the new Service 140 and refurbish the old Service 140 into the new flatbed stake body called Service 340.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.33	1	.33	Assistant Public Safety Director	0	0
3	3.0	3	3.0	Firefighter/EMT	3	3.0
1	.50	2	1.07	Executive Secretary/Administrative Secretary II	2	1.07

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Fire	405	525	465	474	484
Medical	1,235	1,320	1,307	1,333	1,360
Hazardous Materials	33	46	29	30	30
Motor Vehicle Accidents	111	131	139	142	145
Other Emergency/Service Calls	368	298	237	242	247
Non-Emergency	2,563	2,627	2,680	2,706	2,733
Total Activity	4,715	4,947	5,046	5,096	5,147

FUNCTION Public Safety Services	ACTIVITY Fire and Ambulance			PROGRAM Ambulance Services					CODE 710-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Administrative Secretary II (.5) Public Safety Officer (3)	119,720	144,029	135,659	173,458	153,238	177,716	156,320	(17,138)	-9.88%
								-	0.00%
OVERTIME	21,456	27,853	23,144	23,136	23,136	23,136	23,136	-	0.00%
TEMPORARY HELP	252	0	0	0	0	0	0	-	0.00%
PROFESSIONAL SERVICES	43,340	45,376	49,044	50,500	50,500	71,500	61,500	11,000	21.78%
COMMUNICATIONS	37,659	49,624	50,385	56,330	56,330	64,707	57,423	1,093	1.94%
SERVICE CONTRACTS	934	1,122	84	845	845	1,145	1,145	300	35.50%
PRINTING	10	0	276	450	450	475	475	25	5.56%
EQUIPMENT RENTAL	1,033	1,623	1,933	1,950	1,950	1,950	1,950	-	0.00%
DUES AND MEMBERSHIPS	157	75	90	245	245	245	245	-	0.00%
OTHER SERVICES AND FEES	1,071	1,003	467	1,320	1,320	1,320	1,320	-	0.00%
TRAINING AND DEVELOPMENT	7,839	12,332	10,104	13,938	13,938	15,705	14,705	767	5.50%
OFFICE SUPPLIES	219	412	974	850	850	850	850	-	0.00%
MEDICAL SUPPLIES	10,114	11,472	14,267	13,000	13,000	13,000	13,000	-	0.00%
COMPUTER SOFTWARE	475	5,163	2,237	3,163	3,163	3,413	3,413	250	7.90%
MINOR TOOLS	0	0	13	300	300	300	300	-	0.00%
MACHINERY AND EQUIPMENT PARTS	4,500	4,697	3,646	5,425	2,877	5,425	5,425	-	0.00%
REPAIRS	4,415	6,274	6,007	5,500	9,549	7,500	7,500	2,000	36.36%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Ambulance Services	710-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
BUILDING MATERIALS	1,049	874	1,149	1,500	1,500	1,500	1,500	-	0.00%
FOOD AND CLOTHING	11,123	9,268	8,119	6,700	5,199	8,100	8,100	1,400	20.90%
AGRICULTURAL AND CUSTODIAL	96	150	142	150	150	200	200	50	33.33%
FUEL AND OIL	10,565	9,809	7,637	7,875	7,875	8,280	8,280	405	5.14%
PROGRAM MATERIALS	266	0	120	650	650	650	650	-	0.00%
BOOKS AND SUBSCRIPTIONS	80	0	388	500	500	500	500	-	0.00%
FURNITURE AND FIXTURES	90	0	1,260	1,200	1,200	1,200	1,200	-	0.00%
OFFICE MACHINES	0	360	30	500	500	500	500	-	0.00%
OTHER EQUIPMENT	6,764	4,274	4,084	9,896	9,896	7,560	7,560	(2,336)	-23.61%
PAYROLL EXPENDITURES	141,428	171,882	158,803	196,594	176,374	200,852	179,456	(17,138)	-8.72%
OPERATING EXPENDITURES	141,799	163,908	162,457	182,787	182,787	216,025	197,741	14,954	8.18%
TOTAL AMBULANCE SERVICES	283,226	335,790	321,259	379,381	359,161	416,877	377,197	(2,184)	-0.58%

PROGRAM	ANIMAL CONTROL	720-00

Program Explanation:

The Animal Control Program provides funding for personnel and supplements the income of the Dog Fund for additional equipment and improvements to the dog pound that dog licenses and fees cannot cover. The Officers maintain the pound, enforce licensing of pets and answer complaints and inquiries about dogs, other domestic animals, livestock and wildlife.

Budget Change Commentary:

The overall budget increased by $908. The payroll account increased by $609 and the program budget increased $299. The Other Services & Fees account was reduced by $2,850 for the one time previous year funding of pepper ball guns. Significant increases were seen in the following areas: Communications increased by $1,263 due to the addition of one sixth of the cost of Public Eye software which was never allocated into the Animal Control Budget in previous years, Machinery & Equipment Parts $1,000 was added to properly itemize expenses related to animal control and Fuel & Oil increased $886.

Program Objectives and Goals FY 2018:

- Collaborate with surrounding Towns to share personnel, equipment and services. Discussions with the town of Willington have been ongoing for years
- Continue to promote proper licensing and the importance of vaccinating pets on a regular schedule
- Continue to mitigate neighbor vs. neighbor complaints which continue be on the rise
- Continue to investigate complaints and provide related information for domestic animals, livestock, and wildlife issues as warranted
- Continue restorative work on the donated horse trailer, his project is approximately 50% complete

Program Accomplishments FY 2017:

- Officers attended continuing education and training classes as required by the State of Connecticut
- Received donations of animal food and toys that helped off-set expenses
- Applied for and was awarded several grants from pet supply companies for animal food and animal toys
- Continued use of the Tolland Animal Control Facebook page to advertise missing and found animals, animals available for adoption, and to keep residents informed of any ongoing animal related events
- Officers conducted the annual door-to-door license survey which entitled the Town to retain and additional 10% of licensing fees
- BAS Animal Control Software was installed at the Dog Pound. Officers have completed training and the program is now operational. This will assist officers with better record keeping and will allow officers to see the Town Clerk's dog license list without having to reenter every animal into another system.
- Our office was notified on April 1, 2016, that the Department of Health has changed their rabies protocol. This change in protocol was announced via social media, e-mail and placed on our website to alert residents of the program. Below is a summary of the protocol:
    - The new protocol now requires that all possibly rabid animals which bite or are exposed to a domestic animal/pet, be collected and submitted to UCONN for rabies testing. A testing fee of $65 for each specimen submitted will now be charged. This fee will be levied upon the owner of the domestic animal/pet involved.

- If the domestic animal/pet involved in the bite/exposure is ***current*** with their rabies vaccination, the owner will be given the option to booster the rabies vaccine immediately and quarantine the pet at home for 45 days in lieu of submitting their pet to UCONN for testing.
- Any domestic animal/pet which is not properly vaccinated and which was bitten/exposed to a possibly rabid animal must be quarantined at the dog pound or approved kennel for a period of 6 months if the wild animal is not or cannot be tested or if the wild animal tests positive for rabies virus.
- All possible rabid wildlife specimens collected for bites/exposures to humans will continue to be submitted to the Department of Health and tested at no charge.

- In May a low-cost rabies vaccination clinic was held in conjunction with the CT Veterinary Medical Association (CVMA). Dr. Scott Morey, DVM volunteered his time and administered over 100 vaccinations

- The department held a Pet Emergency First Aid & CPR class sponsored by Pet Emergency Education, LLC. Both officers as well as 14 others who were members of the Tolland Fire Department, Tolland CERT Team, as well as residents all attended.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
2	.86	2	.86	Animal Control Officer	2	.86

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Dogs impounded	67	63	55	60	60
Cats impounded	15	13	14	15	15
Other animals impounded	4	3	16	8	8
Dogs redeemed	51	48	42	45	45
Cats redeemed	4	3	1	2	2
Other animals redeemed	2	1	14	8	8
Dogs sold as pets	9	14	7	8	8
Cats sold as pets	9	4	6	5	5
Other animals sold as pets	1	0	0	0	0
Dogs euthanized	2	2	3	1	1
Cats euthanized	0	3	1	2	2
Other animals euthanized	0	1	0	0	0
Redemption fees	$735	$570	$420	$750	$750
Sold as pet fees	$670	$385	$460	$450	$450
Complaints received	875	966	1,051	1,050	1,060
Notices to license	274	276	299	280	280
Summons issued	15	24	40	30	30
Dog bites	2	15	10	12	13
Cat bites	0	1	1	1	1
Other animal bites	0	0	0	1	1
Wildlife killed by dogs	0	12	5	6	7
Wildlife killed by cats	0	0	0	1	1
Dogs found deceased	1	0	1	1	1
Cats found deceased	4	4	2	4	4

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Animal Control Services	720-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Animal Control Officer (2)	36,428	38,373	38,927	40,671	41,280	41,280	41,280	609	1.50%
COMMUNICATIONS	0	0	0	3,840	3,840	5,103	5,103	1,263	32.89%
OTHER SERVICES AND FEES	4,369	93	550	3,645	3,645	795	795	(2,850)	-78.19%
TRAINING AND DEVELOPMENT	0	0	0	1,500	1,500	1,500	1,500	-	0.00%
MACHINERY AND EQUIPMENT PARTS	0	0	0	0	0	1,000	1,000	1,000	100.00%
REPAIRS	0	0	0	3,000	3,000	3,000	3,000	-	0.00%
FOOD AND CLOTHING	0	0	0	1,500	1,500	1,500	1,500	-	0.00%
FUEL AND OIL	0	0	0	3,944	3,944	4,830	4,830	886	22.46%
OTHER EQUIPMENT	0	0	0	0	0	9,500	0	-	100.00%
TRANSFER OUT	0	10,000	10,000	10,000	10,000	10,000	10,000	-	0.00%
PAYROLL EXPENDITURES	36,428	38,373	38,927	40,671	41,280	41,280	41,280	609	1.50%
OPERATING EXPENDITURES	4,369	10,093	10,550	27,429	27,429	37,228	27,728	299	1.09%
TOTAL ANIMAL CONTROL SERVICES	40,797	48,465	49,477	68,100	68,709	78,508	69,008	908	1.33%

PROGRAM	EMERGENCY PREPAREDNESS	730-00

Program Explanation:

Emergency Preparedness is the coordination of effective planning and training to limit damage and speed recovery in the event of a major disaster. The Director of Public Safety oversees Emergency Preparedness. Fifty percent of the Director of Public Safety's stipend for his services is funded by a Federal Grant.

Budget Change Commentary:

The overall budget increased by $421 due to an increase in communication costs.

Program Objectives and Goals FY 2018:

- Identify and create a permanent space for the Town's Emergency Operations Center (EOC) and equipping it properly
- Conduct more informational meetings and training sessions on emergency preparedness
- Conduct training opportunities to enhance local businesses' knowledge for their roles in emergencies
- Once activated and assigned their tasks have the CERT team will be able to operate in a more independent manner
- The Director of Public Safety/Emergency Management Director plans to conduct a series of C.E.R.T. (Community Emergency Response Team) classes for residents. CERT is a national program that trains ordinary people how to support first-responders in the event of a town-wide disaster. It is important to note that while adding additional volunteer staff will undoubtedly be beneficial, please keep in mind that this is additional staff that will need to be managed and require equipment, supplies and separate training to enhance and maintain their skills.

Program Accomplishments FY 2017:

- Annual updates of all Town Plans
- Annual updates of Special Needs files
- Participated in the Governor's state-wide EPPI or Emergency Planning and Preparedness Initiative drill. Many Department Heads and Town representatives were in attendance and participated in this exercise which was held at the Fire Department's Training Center.
- The Director presented a training class for our senior citizens on Emergency Preparedness and Winter Storm Safety. Approximately eighty seniors attended
- The Director of Public Safety monitored WebEOC on several occasions when the State EOC was activated
- Public Safety staff credentialed safety and security drills in the public schools throughout the year. At the conclusion of each drill, school administrators and Public Safety Officials met to discuss the drill and highlight what went well and what needs improvement

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Drills conducted	25	40	40	45	45
Operations plans prepared	40	45	45	40	25
Emergencies attended	15	20	20	25	25
Instructional sessions	40	45	45	50	45

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Emergency Preparedness	730-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Public Safety Director (stipend)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	0.00%
COMMUNICATIONS	612	613	613	1,689	1,689	2,110	2,110	421	24.93%
OTHER EQUIPMENT	2,000	2,061	2,000	2,500	2,500	2,500	2,500	-	0.00%
PAYROLL EXPENDITURES	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	0.00%
OPERATING EXPENDITURES	2,612	2,674	2,613	4,189	4,189	4,610	4,610	421	10.05%
TOTAL EMERGENCY PREPAREDNESS	12,612	12,674	12,613	14,189	14,189	14,610	14,610	421	2.97%

PROGRAM	FIRE PREVENTION	740-00

Program Explanation:

The local Fire Marshal enforces the State Fire Safety Code. Connecticut General Statutes Chapter 541 effective December 31, 2005 adopted the International Fire Code with its amendments to the State Fire Code for new construction, renovation, and or change of use. Existing buildings and occupancies utilize Connecticut State Fire Prevention Code Safety Code Part IV with Connecticut amendments. The responsibilities included in this enforcement are: investigating and issuing reports to the State Fire Marshal on fires in Town, listing injuries, probable cause, etc., inspect all buildings and facilities in public service, and inspect dry cleaning establishments yearly, authorize blasting and review new building plans for compliance with the fire code, inspect and approve all underground and above ground tanks as stated by the code, inspect schools for code requirements annually, administer manufacturing employer hazardous materials notification law. Fire safety education is promoted and complaints of fire hazards are investigated.

Budget Change Commentary:

The overall budget decreased by $18,704. The salary account reflects a net reduction of $20,185 due to the elimination of the Assistant Public Safety Director position and the impact of the annual wage increases. The program budget increased by $1,481. Other Services & Fees increased by $700 for annual vehicle maintenance needed due to an aging vehicles, Books & Subscriptions increased by $1,231 for an electronic subscription to the NFPA national database of current codes, changes and alerts. Reductions were made in the following accounts: Other Services & Fees -$150, Training & Development -$700, Other Equipment -$170.

Program Objectives and Goal s FY 2018:

- Identify our high-risk life safety hazards and implement a progressive plan for annual inspections
- Increase the amount of mandated annual inspections this office is able to complete
- Establish a plan to voluntarily inspect all non-required business occupancies for voluntary fire code compliance
- Identify and classify all occupancy types in town. Share this data with the Building Official and Planning Department

Program Accomplishments FY 2017:

- Investigated multiple dwelling fires for cause and origin determination
- Completed annual fire inspections of the Tolland Public Schools
- Completed several plan reviews
- Worked with Planning and Development and the Building Official to complete several commercial "Certificate of Occupancy" inspections
- Approved several blasting permits
- Inspected condominium and apartment complexes as required
- Developed a Fire Marshal Fee Schedule

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	.33	1	.33	Assistant Public Safety Director/Deputy Fire Marshal	0	0
1	.43	1	1.0	Fire Marshal	1	1.0

Performance Measurements	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Inspections	185	185	500	575	800
Blasting permits	3	3	2	3	15
Fires investigated	42	40	69	60	75
Underground storage tanks	1	1	1	1	2
Hazardous material surveys	8	8	14	14	14
Sara Title III meetings	1	1	0	0	0
Training classes (hours)	30	30	30	30	30
Plans reviewed	15	20	40	50	65
Liquor permit inspections	9	9	10	12	20
Meetings with other Town staff	80	80	100	150	180
Response to residents' complaints	15	20	6	6	10
Abatement of hazards	2	2	200	200	20
Modification of relief from fire code	0	0	0	6	12

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Fire Prevention	740-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Fire Marshal	47,048	49,256	75,998	81,075	60,890	82,697	60,890	(20,185)	-24.90%
COMMUNICATIONS	632	648	612	2,763	2,763	3,183	3,183	420	15.20%
PRINTING	0	0	229	500	500	500	500	-	0.00%
DUES AND MEMBERSHIPS	0	700	296	825	825	825	825	-	0.00%
OTHER SERVICES AND FEES	144	90	90	1,500	1,500	2,200	2,200	700	46.67%
TRAINING AND DEVELOPMENT	0	89	410	1,200	1,200	500	500	(700)	-58.33%
OFFICE SUPPLIES	540	325	489	800	800	800	800	-	0.00%
BOOKS AND SUBSCRIPTIONS	0	549	1,421	719	719	1,950	1,950	1,231	171.21%
OTHER EQUIPMENT	0	600	1,688	2,170	2,170	2,000	2,000	(170)	-7.83%
PAYROLL EXPENDITURES	47,048	49,256	75,998	81,075	60,890	82,697	60,890	(20,185)	-24.90%
OPERATING EXPENDITURES	1,315	3,002	5,234	10,477	10,477	11,958	11,958	1,481	14.14%
TOTAL FIRE PREVENTION	48,364	52,257	81,232	91,552	71,367	94,655	72,848	(18,704)	-20.43%

PROGRAM	FIRE SUPPRESSION	750-00

Program Explanation:

The Tolland Fire Department is responsible for protecting life and property. The Fire Department responds to all fire, explosion, heavy rescue, technical rescue, search and rescue, dive rescue, special hazard and medical emergencies within the community. The Fire Department also provides mutual aid assistance to our surrounding communities and participates in regional and statewide mutual aid plans. The Town of Tolland is fortunate to have a combination career and volunteer Fire Department. Combination career and volunteer Fire Departments are an extremely cost effective delivery of service that ensures the community is always protected with a highly trained and dedicated staff. Tolland's staff consists of six career Public Safety Officers that protect the town Monday through Friday from 7:00 AM to 4:30 PM. Our volunteer staff consists of approximately 55 members that protect the town during nights, weekends and major holidays. Depending on the availability of our staff and the nature of the emergency, volunteers will supplement the career staff and the career staff will be called back to supplement the volunteer staff. The Fire Suppression program provides funding for communications equipment, regular payroll, professional services, dues and memberships, machinery and maintenance and mechanical parts for the fire apparatus and equipment. Maintenance of Fire Department apparatus and equipment is important to ensure operational readiness as well as maximizing the apparatus and equipment service life.

Budget Change Commentary:

The overall budget decreased $474. The salary account reflects a net reduction of $16,587 due to the elimination of the Assistant Public Safety Director position and the impact of the annual wage increases. The program budget increased by $16,113. The Professional Services account increased by $10,000 (Stipends for volunteers will be increased to promote retention of our highly-skilled and trained volunteers who fulfill the reimbursement requirements. This would increase each category by only $100 per volunteer, per quarter), Communications increased by $781 for increases in monthly service fees, Fuel & Oil increased by $2,725 and Other Equipment increased by $2,090 mainly due to the replacement of gas meters and other minor tools. There were other minor operating account increases.

Program Objectives and Goals FY 2018:

- Continue the recruitment of volunteer fire-rescue personnel to address the rise in fire and rescue calls
- Continue the interaction and exchange of information between Town Council, Public Safety, State Police and Town staff
- Continue hosting informational meetings with businesses and residents to inform them of the services provided by both volunteer and career staff
- Continue to find innovative ways to maintain and expand our service with minimal financial impact
- Support the completion of identified projects within the Town's Capital Plan - **Council Goal**

Program Accomplishments FY 2017:

- Continue work to outfit and ready the new Service 140. We anticipate that the truck will be completed before spring time
- After completing a lengthy application process Frank Falcone was appointed to the position of Public Safety Officer. PSO Falcone filled the vacancy created by the resignation of Jason Wellings after more than nine and one half years of service to the Town
- Maintained the @TollandAlert Twitter and Instagram accounts
- Explorer Post 40 continues to expand and run themselves with the assistance and guidance of advisors

- Continued use of our online distance learning training program.
- Continue use of the Everbridge Mass Notification system.
- The Department sponsored the fourth annual Festival of Lights parade. This parade is an annual tradition.
- Public Safety Officers continue to use the fire extinguisher training simulator was purchased through a private grant that Chief Littell applied for. This simulator is a valuable training tool used by staff to educate and train residents, businesses and students.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Public Safety	1	1.0
1	.34	1	.34	Assistant Public Safety Director	0	0
3	3.0	3	3.0	Firefighter/EMT	3	3.0
1	.50	1	.50	Executive Secretary	1	.50

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Fire	405	525	465	474	484
Medical	1,235	1,320	1,307	1,333	1,360
Hazardous Materials	33	46	29	30	30
Motor Vehicle Accidents	111	131	139	142	145
Other Emergency/Service Calls	368	298	237	242	247
Non-Emergency	2,563	2,627	2,680	2,706	2,733
Total Activity	4,715	4,947	5,046	5,096	5,147

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Fire Suppression	750-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Public Safety Director Public Safety Director (volunteer stipend) Public Safety Officer (3) Executive Secretary	286,578	269,763	295,876	299,774	281,367	305,968	285,187	(14,587)	-4.87%
OVERTIME	23,708	16,846	25,602	20,289	20,289	20,289	20,289	-	0.00%
TEMPORARY HELP	12,978	29,567	20,545	15,462	15,462	15,462	15,462	-	0.00%
SPECIAL SERVICES	792	645	1,005	3,000	3,000	3,000	1,000	(2,000)	-66.67%
PROFESSIONAL SERVICES	36,151	40,141	40,434	51,000	51,000	71,000	61,000	10,000	19.61%
COMMUNICATIONS	45,248	54,675	49,990	53,965	53,965	62,030	54,746	781	1.45%
SERVICE CONTRACTS	22,133	25,687	27,094	28,825	28,825	28,825	28,825	-	0.00%
PRINTING	0	0	0	240	240	240	240	-	0.00%
EQUIPMENT RENTAL	0	0	28	653	653	653	653	-	0.00%
DUES AND MEMBERSHIPS	1,514	1,754	1,928	1,880	1,880	1,880	1,880	-	0.00%
OTHER SERVICES AND FEES	11,113	10,732	13,612	17,380	17,380	17,380	17,380	-	0.00%
TRAINING AND DEVELOPMENT	10,672	6,753	12,538	13,633	13,633	13,900	13,900	267	1.96%
OFFICE SUPPLIES	328	440	1,044	600	600	600	600	-	0.00%
COMPUTER SOFTWARE	1,761	2,500	2,880	2,500	2,500	2,750	2,750	250	10.00%
MINOR TOOLS	0	0	270	750	750	750	750	-	0.00%
MACHINERY AND EQUIPMENT PARTS	35,299	25,376	33,324	26,500	26,500	26,500	26,500	-	0.00%

FUNCTION	ACTIVITY	PROGRAM	CODE
Public Safety Services	Fire and Ambulance	Fire Suppression	750-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REPAIRS	11,844	21,855	39,526	17,880	17,880	17,880	17,880	-	0.00%
BUILDING MATERIALS	1,823	1,246	2,114	2,000	2,000	2,000	2,000	-	0.00%
FOOD AND CLOTHING	14,213	19,177	20,473	19,150	19,150	19,150	19,150	-	0.00%
AGRICULTURAL AND CUSTODIAL	80	700	206	700	700	700	700	-	0.00%
FUEL AND OIL	29,098	26,462	20,965	22,106	22,106	24,831	24,831	2,725	12.33%
PROGRAM MATERIALS	0	700	0	700	700	700	700	-	0.00%
BOOKS AND SUBSCRIPTIONS	0	0	268	700	700	700	700	-	0.00%
FURNITURE AND FIXTURES	0	147	1,462	1,500	1,500	1,500	1,500	-	0.00%
OTHER EQUIPMENT	11,875	25,495	47,289	14,925	14,925	30,515	17,015	2,090	14.00%
EXPLORER POST	0	504	650	1,400	1,400	1,400	1,400	-	0.00%
PAYROLL EXPENDITURES	324,055	316,820	343,029	338,525	320,118	344,719	321,938	(16,587)	-4.90%
OPERATING EXPENDITURES	233,151	264,342	316,093	278,987	278,987	325,884	295,100	16,113	5.78%
TOTAL FIRE SUPPRESSION	557,206	581,162	659,121	617,512	599,105	670,603	617,038	(474)	-0.08%

PROGRAM	COMMUNITY EMERGENCY RESPONSE TEAM	755-00

Program Explanation:

Community Emergency Response Team (C.E.R.T.) is a national program that educates people about disaster preparedness and trains them in basic disaster response skills, such as fire safety, light search and rescue, and disaster medical operations. Using their training, C.E.R.T. graduates are able to assist others in their neighborhood or workplace following an event and can take a more active role in preparing their community.

Citizens participate in a nationally recognized Department of Homeland Security training program designed to improve community preparedness in the event of a disaster. C.E.R.T. members are trained in a partnering effort between emergency services and the people they serve. The 24-hour training course covers topics such as Introduction to Disaster Preparedness, First Aid, Light Search and Rescue, Fire Suppression and Disaster Psychology. Upon completion of their training, graduates can elect to become part of Tolland's C.E.R.T. 40 Team, take a loyalty oath and be included in the emergency response resources for Tolland. Joining Tolland's team (Tolland C.E.R.T. 40) is not a requirement of participation.

Our mission is to serve the community of Tolland and surrounding areas upon activation. When activated by the Emergency Management Director, Tolland C.E.R.T. 40 can support local emergency service agencies in disaster, crisis and emergency response as well as promote safety education, emergency and disaster preparedness.

Budget Change Commentary:

The overall budget remained flat with no increases.

Program Objectives and Goals FY 2018:

- To increase the level of training and knowledge of Tolland C.E.R.T. 40 team members.
- Teach Tolland C.E.R.T. 40 team members how to: Assist Emergency Management and First Responders in meeting the needs of the community during disaster and learn to be part of an important team serving the community.
- Train alongside Fire, EMS and Animal Control personnel.

Program Accomplishments FY 2017:

- Continued management of Tolland C.E.R.T. 40 program and volunteers
- Organized additional C.E.R.T. Team 40 training modules

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Number of Tolland C.E.R.T. 40 Volunteer Members	19	35	40	50	60
Activations	0	2	4	8	10

FUNCTION	ACTIVITY			PROGRAM					CODE
Public Safety Services	Community Emer Response Team			Community Emergency Response Team					755-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
TRAINING AND DEVELOPMENT	0	0	500	2,500	2,500	2,500	2,500	-	0.00%
FOOD AND CLOTHING	0	0	1,500	2,000	2,000	2,000	2,000	-	0.00%
OPERATING EXPENDITURES	0	0	2,000	4,500	4,500	4,500	4,500	-	0.00%
TOTAL CERTIFIED EMERGENCY RESPONSE TEAM	0	0	2,000	4,500	4,500	4,500	4,500	-	0.00%

PROGRAM	LAW ENFORCEMENT	760-00

Program Explanation:

This program is for preventing, detecting and investigating crime as well as apprehending violators both criminal and motor vehicle. It controls traffic, assists motorists, conducts security checks and completes collision investigations. The program provides a catalyst for proactive policing through strategies such as the Tolland Explorer Post Program, Holiday Toy Drive, public speaking engagements, School Constable Program, close community contact and regular communication and coordination of resources with elements of the town's public safety department. The Resident Trooper Secretary processes all temporary pistol permit applications while the Administrative Resident Trooper conducts extensive background investigations of all applicants.

These services are furnished by Resident State Troopers through a contract with the Connecticut State Police. The Administrative Resident Trooper, a post currently held by Tpr. Kevin Eklund, serves as Tolland's de facto Chief of Police and provides administrative oversight over the local troopers and Constables/School Resource Officers. Unlike the troopers that operate out of Troop C barracks in Tolland, resident troopers are assigned exclusively to the public safety and law enforcement needs of the citizens and businesses in Tolland.

Budget Change Commentary:

The overall budget reflects a decrease of $285,784. The salary account decreased by $1,460 due to a reduction of $10,000 for Trooper's overtime expenses and wage increases. The wage increase includes an increase in hours from 25 to 34 hours per week for the Administrative Secretary. The program budget decreased by $284,324. This is mainly due to the decrease of troopers from four to two. The Governor's recommended budget places 100% of the cost for Resident Troopers on the Town whereas in previous years the State assumed some of the cost recognizing that at times the Troopers assigned to Tolland are required to perform non-Tolland functions or be available to Tolland due to State mandated training requirements. The additional cost to assume 100% of the salary would have been $62,000. Currently we pay $155,398 to $207,683 for a Resident Trooper. The costs which the State is requiring the Towns to assume such as a portion of the State Police pension that was underfunded for years makes this program financially not sustainable in the future. The Town Manager will be contracting with a consulting firm that specializes in police services to work with a Study Committee appointed by the Town Council to consider future options for providing police services to the Town.

The benefits of the Resident State Trooper Program include: Fully Trained/Fully Equipped State Troopers, no vehicle cost, no uniform cost, no training cost, fully insured, no pension contributions and no workers compensation. The Resident Trooper contract includes **(at no additional cost)**: 24/7/365 Supervision by CSP Sergeant, Connecticut State Police radio system, Major Crime Squad, Statewide Narcotics Task Force/BCI components, Bureau of Fire, Building and Emergency Safety, Reports and Records (CSP Reporting System) and the Connecticut State Police Emergency Services Unit.

Program Objectives and Goals FY 2018:

- Continue review of statistics to determine areas of high collision frequency and reduce accidents through education, road improvements and enforcement
- Submit applications for grants as they become available
- Continue participation in aggressive DWI enforcement efforts through the use of a state awarded DWI Detection and Apprehension grant
- Continue to a place high priority on customer satisfaction
- Purchase and install at least 2 speed signs within Tolland that will detract speeding and in addition will allow us to collect data for Trooper review. These signs are intended to curve speeding violations and accidents

Program Accomplishments FY 2017:

- Conducted community policing efforts through participation in programs such as the Tolland Explorer Post and the Annual Toy Drive. Implemented traffic control at charity road races, and town parades. Participated in "Tolland Truck Day", "Career Day," "Tip a Cop for Special Olympics" and presentations related to Drug Abuse
- Applied for and received Federal Funds of $39,675 impaired driving enforcement grant with total DWI enforcement funds totaling $52,900
- Maintained all documentation within the Tolland Resident Troopers office to remain prepared for inspection by DESPP Professional Standards
- Conducted the intake, processing, background investigation and issuance of 142 temporary pistol permits (fiscal year 15/16)
- The Resident Trooper Secretary handled 234 Waste/Recycling calls (fiscal year 15/16)

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
3	3.0	3	3	State Police Troopers	1	1
1	1.0	1	1	State Police Trooper (Admin. Resident Trooper)	1	1
1	.71	1	.71	Administrative Secretary	1	.97

Performance Measurements	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Accidents	251	316	266	300	310
Criminal Investigations	396	458	502	500	510
Burglaries	N/A	N/A	8	10	12
Larcenies	N/A	N/A	47	50	52
Non Reportable Matters	N/A	N/A	14,787	15,000	15,100
DUI's	N/A	N/A	42	45	48
Traffic Citations	N/A	N/A	4,487	4,500	4,700
Written Warnings	N/A	N/A	832	840	850
Calls for Service	18,885	22,729	21,731	22,000	22,100

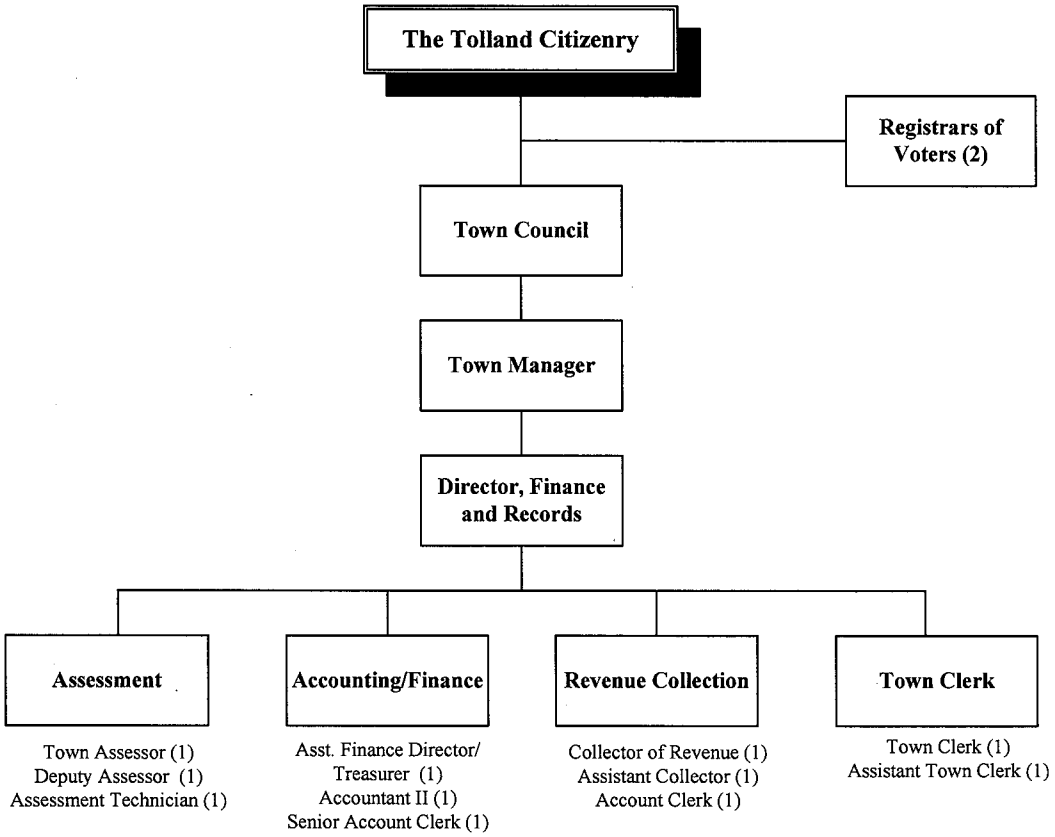
FUNCTION Public Safety Services	ACTIVITY Law Enforcement			PROGRAM Law Enforcement					CODE 760-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Administrative Secretary	17,463	23,690	24,505	24,323	24,911	24,810	32,863	8,540	35.11%
OVERTIME	4,501	28,499	28,500	28,500	28,500	28,500	18,500	(10,000)	-35.09%
PROFESSIONAL SERVICES	576,524	659,471	528,209	689,825	689,825	724,770	407,811	(282,014)	-40.88%
COMMUNICATIONS	16,891	18,141	19,003	23,083	23,083	20,923	20,923	(2,160)	-9.36%
SERVICE CONTRACTS	84	1,125	1,300	1,200	1,200	1,200	1,200	-	0.00%
PRINTING	0	0	0	250	250	0	0	(250)	-100.00%
TRAINING AND DEVELOPMENT	380	0	0	500	500	500	500	-	0.00%
OFFICE SUPPLIES	1,216	791	1,524	1,000	1,000	400	400	(600)	-60.00%
MINOR TOOLS	745	840	669	1,725	1,725	1,725	1,725	-	0.00%
REPAIRS	0	34	0	200	200	200	200	-	0.00%
FOOD AND CLOTHING	0	0	0	0	0	700	700	700	100.00%
PROGRAM MATERIALS	414	839	696	700	700	700	700	-	0.00%
BOOKS AND SUBSCRIPTIONS	83	147	104	150	150	150	150	-	0.00%
OTHER EQUIPMENT	0	0	0	100	100	100	100	-	0.00%
EXPLORER POST (POLICE AND FIRE)	698	1,157	5,575	1,400	1,400	1,400	1,400	-	0.00%
PAYROLL EXPENDITURES	21,964	52,190	53,005	52,823	53,411	53,310	51,363	(1,460)	-2.76%
OPERATING EXPENDITURES	597,035	682,543	557,079	720,133	720,133	752,768	435,809	(284,324)	-39.48%
TOTAL LAW ENFORCEMENT	619,000	734,733	610,084	772,956	773,544	806,078	487,172	(285,784)	-36.97%

FINANCE AND RECORDS

The Town's financial operations, which include Accounting Services, Assessment Services, Revenue Collection and Town Clerk, operate from several independent offices, all under the supervision of the Director of Finance and Records. The Accounting Office handles all financial transactions and administers financial control by balancing appropriations and expenditures with revenues. The Office of the Assessor compiles and updates valuation of all property within Tolland's borders. It is also responsible for preparing a yearly Grand List that identifies all taxable Real and Personal Property located in Tolland. The Collector of Revenue is responsible for the billing and the prompt collection of all levied taxes. This department is also reponsible for the billing of miscellaneous accounts. The Town Clerk's Office renders professional, timely and courteous service to all residents and the general public with an emphasis on providing accurate information pursuant to state and local laws.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
810-00	Accounting Services	335,856	337,812	0
820-00	Assessment Services	259,587	220,564	0
830-00	Board of Assessment Appeals	600	600	0
850-00	Independent Audit	25,250	25,250	0
860-00	Registrar of Voters	53,710	53,710	0
870-00	Revenue Services	152,834	158,230	0
880-00	Town Clerk	145,746	146,598	0
890-00	Contingency	200,705	190,934	0
	Subtotal -- Finance and Records	**1,174,288**	**1,133,698**	**0**

Division of Finance and Records
Organization Chart



PROGRAM	ACCOUNTING SERVICES	810-00

Program Explanation:

The primary responsibility of the Accounting Department is to maintain accurate records of all receipts and disbursements of the Town of Tolland. It administers financial control by certifying the availability of funds for proposed expenditures and manages funds to provide for an adequate cash flow while attaining the greatest investment return possible. It is responsible for preparing payroll and paying bills in a timely manner. This department also assists the Town Manager in preparing the annual budget, prepares quarterly and annual financial reports, maintains the inventory of Town property and reconciles bank statements.

Budget Change Commentary:

The overall budget increased by $9,573. The salaries account increased by $7,508 for wage increases. The program budget increased overall by $2,065. A majority of this increase is due to increases of $1,490 in annual financial software maintenance agreements and the balance is minor increases in printing, dues and operating costs.

Program Objectives and Goals FY 2018:

- Continue to Implement Strategic Information Technology Plan
- Work with the Department Heads, Town Manager & Town Council to ensure sustainability of programs predicted on the State of Connecticut budget and its impact on municipal support - **Council Goal**
- Support the completion of identified projects within the Town's Capital Improvement Plan through accounting & cash management - **Council Goal**
- Review as many existing contracts as possible and rebid where feasible in order to achieve savings
- Identify areas where technology use can create efficiencies – **Council Goal**
- Continue to cross train staff to assist with other divisions of the Finance Department during busy seasons where extra assistance is necessary
- Continue to achieve the GFOA Distinguished Budget Award and CAFR Award
- Assist with other Town Council goals where the department is indirectly related

Program Accomplishments FY 2017:

- Received the award for excellence in financial reporting in July for the FY 2015 CAFR
- Received the GFOA Distinguished Budget Award for FY 2017 budget document
- Implemented a new Town Wide VOIP Telephone System in conjunction with the Board of Education
- Had a successful Bond Rating Review Process with Fitch Rating Agency with an upgrade to an AAA rating
- Continued to review as many existing contracts as possible and rebid where feasible in order to achieve savings
- Continued to identify areas where technology use can create efficiencies – Town Wide Fiber Optic Project, MUNIS System
- Continued to cross train staff to assist with other divisions of the Finance Department during busy seasons where extra assistance is necessary

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Director of Finance and Records/Treasurer	1.0	1.0
1	1.0	1	1.0	Assistant Finance Director	1.0	1.0
1	1.0	1	1.0	Accountant II	1.0	1.0
1	1.0	1	1.0	Senior Account Clerk/IT Technician	1.0	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Accounts payable checks issued	3,902	3,974	4,148	4,000	4,000
Purchase orders issued	393	516	464	470	470
Invoices processed	7,753	8,143	8,388	8,400	8,400
Percentage of vendor invoices paid within 7 days	75%	78%	85%	85%	85%
Percentage of vendor invoices paid within 30 days	98.5%	98%	98%	98%	98%
Total number of payroll checks and direct deposits	3,387	3,580	3,464	3,600	3,650
% of payroll that is direct deposit	90%	90%	95%	95%	95%
Percentage of bank deposits made within 24 hours*	99%	99%	99%	99%	99%
Reconcile bank statements within 1 week after month end	100%	100%	100%	100%	100%
Issue CAFR within 6 months following the end of the fiscal year	Dec.	Dec.	Dec.	Nov.	Nov.
G.O. bond rating (Standard and Poors/Fitch)	AAA/AA+	AAA/AA+	AAA/AA+	AAA/AAA	AAA/AAA
Long Term Bonded Debt per capita**	2,289	2,482	2,262	2,262	2,400
Unassigned Fund Balance as % of expenditures	12.4	11.9	12.3	12.0	12.0

** Town follows the Revenue policy approved by the Director of Finance and Records. Deposits which are not placed in the bank within 24 hours consist of library or recreation miscellaneous deposits.*

***Based on Ratio of Bonded Debt to Grand List and Bonded Debt Per Capita*

FUNCTION	ACTIVITY	PROGRAM	CODE
Finance and Records	Accounting Services	Accounting Services	810-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Director of Finance and Records / Treasurer Assistant Finance Director / Assistant Treasurer Accountant II Senior Account Clerk / IT Administrator	267,229	278,923	277,209	285,086	292,139	290,638	292,594	7,508	2.63%
PROFESSIONAL SERVICES	28,118	30,979	41,979	32,188	32,188	33,678	33,678	1,490	4.63%
COMMUNICATIONS	624	600	1,082	1,315	1,315	1,315	1,315	-	0.00%
PRINTING	0	0	0	1,800	1,865	2,150	2,150	350	19.44%
DUES AND MEMBERSHIPS	380	428	45	475	475	530	530	55	11.58%
OTHER SERVICES AND FEES	944	1,065	0	1,100	1,100	1,100	1,100	-	0.00%
TRAINING AND DEVELOPMENT	5,794	3,987	6,795	4,000	4,000	4,000	4,000	-	0.00%
TRAVEL REIMBURSEMENT	147	363	173	300	300	300	300	-	0.00%
OFFICE SUPPLIES	1,435	1,599	1,600	950	950	950	950	-	0.00%
BOOKS AND SUBSCRIPTIONS	491	885	915	1,025	960	1,195	1,195	170	16.59%
PAYROLL EXPENDITURES	267,229	278,923	277,209	285,086	292,139	290,638	292,594	7,508	2.63%
OPERATING EXPENDITURES	37,932	39,905	52,589	43,153	43,153	45,218	45,218	2,065	4.79%
TOTAL ACCOUNTING SERVICES	305,161	318,828	329,797	328,239	335,292	335,856	337,812	9,573	2.92%

PROGRAM	ASSESSMENT SERVICES	820-00

Program Explanation:

The Office of the Assessor is a department within the Division of Finance and Records. The Assessor's primary duty is to determine the market value of all taxable and tax exempt Real and Personal Property for the purpose of equitable tax distribution throughout the Town of Tolland. Real Property is assessed at 70% of market value as established by the last completed revaluation in 2014. Taxable Personal Property and Motor Vehicles are assessed at 70% of the annual market value. All exemptions are reviewed annually. A Grand List of all taxable and exempt property is printed annually. All record cards are updated annually to reflect any change in ownership or mailing addresses. Tax maps are updated annually to reflect property boundary line changes or subdivisions.

Budget Change Commentary:

The overall budget decreased by $35,483. The payroll line item increased by $5,581 due to wage increases. The program budget decreased $41,064 from the prior year. The professional services account decreased by $40,900 due to a reduction in the amount of funding needed for the 2019 revaluation. Our intent is to do most of the revaluation process internally which will create a tremendous savings. We have once again included funding for personal property audits to assist with identifying items that may not have been properly reported and can lead to increased personal property tax revenue. The remaining reduction of $164 is due to minor changes in communications, training and books accounts.

Program Objectives and Goals FY 2018:

- Continue to perform audits on Personal Property accounts
- Prepare RFP for 2019 Full Measure & List Revaluation
- Explore new building permit software for potential multi-department use/efficiency
- Increase taxpayer awareness/convenience through town website

Program Accomplishments FY 2017:

- Continued success with Building Official on shared C.O. inspections
- Became member of Assessor subcommittee for Crumbling Basements
- Attended off-site training for our administrative and CAMA software
- Conducted 10 Personal Property audits resulting in substantial increased assessments

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Assessor	1	1.0
1	1.0	1	1.0	Deputy Assessor	1	1.0
1	1.0	1	1.0	Assessment Technician	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Building Permits Reviewed	1,610	1,358	832	750	1,100
Field Inspections	1,257	6,500	668	750	800
Elderly Circuit Breaker/Disabled Program Participants	202	203	203	210	215
Personal Property	809	786	795	800	810
Motor Vehicles	15,659	15,741	15,815	15,900	15,900
Property Transfers	313	346	484	500	510
Property Splits	23	8	6	10	10
Decreases	49	5085/REVAL	57	100	100
Meetings Attended	74	56	51	60	60
Elderly (Freeze/Reapplications)	202	201	196	200	200
Supplemental Motor Vehicle List	2,442	2,546	2,560	2,570	2,575
Sales Ratio Analysis Completed	189	181	346	365	375
Map Revisions	28	21	26	28	28

FUNCTION	ACTIVITY			PROGRAM					CODE
Finance and Records	Assessment Services			Assessment Services					820-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Assessor Deputy Assessor Assessment Technician	170,092	177,407	183,246	181,653	185,638	185,257	187,234	5,581	3.07%
PROFESSIONAL SERVICES	19,250	46,133	65,600	65,685	65,685	65,785	24,785	(40,900)	-62.27%
COMMUNICATIONS	0	0	0	0	504	300	300	300	
SERVICE CONTRACTS	84	84	84	95	95	95	95	-	0.00%
PRINTING	258	221	245	250	250	250	250	-	0.00%
ADVERTISING	244	187	179	260	260	260	260	-	0.00%
DUES AND MEMBERSHIPS	260	505	460	500	500	500	500	-	0.00%
TRAINING AND DEVELOPMENT	2,851	3,076	2,436	3,135	3,135	3,175	3,175	40	1.28%
OFFICE SUPPLIES	249	240	934	250	250	250	250	-	0.00%
BOOKS AND SUBSCRIPTIONS	3,346	3,513	4,193	4,219	3,715	3,715	3,715	(504)	-11.95%
PAYROLL EXPENDITURES	170,092	177,407	183,246	181,653	185,638	185,257	187,234	5,581	3.07%
OPERATING EXPENDITURES	26,543	53,959	74,131	74,394	74,394	74,330	33,330	(41,064)	-55.20%
TOTAL ASSESSMENT SERVICES	196,635	231,366	257,377	256,047	260,032	259,587	220,564	(35,483)	-13.86%

PROGRAM	BOARD OF ASSESSMENT APPEALS	830-00

Program Explanation:

The Board of Assessment Appeals consists of three appointed members plus two alternates. The responsibility of this Board is to make decisions concerning taxpayer appeals of assessments.

Budget Change Commentary:

The program budget is flat compared to the prior year.

Program Objectives and Goals FY 2018:

- 60 appeals are expected to be filed with the board requesting a review/reduction on Real Estate, Motor Vehicle and Personal Property
- Maintain a full board with 3 members and 2 alternates
- New members to attend training classes

Program Accomplishments FY 2017:

- Scheduled 3 hearing dates in March and 1 day in September. Assessor's Office reserved space for meetings and provided all necessary documents
- 35 appeals were heard overall, 18 were received for Real Estate, 17 Motor Vehicles and 0 for Personal Property
- Reductions were granted for 18 accounts
- 304,900 reduction in assessments were granted

Performance Data	Actual 2014-2015 2013 GL	Actual 2015-2016 2014 GL	Actual 2016-2017 2015 GL	Estimated 2017-2018 2016 GL	Anticipated 2018-2019 2017 GL
Assessor's Valuation	1,300,919,626	1,255,231,338	1,264,756,967	1,276,065,307	1,277,355,000
Sessions Conducted	4	4	4	4	4
Appeals Heard	14	41	35	60	60
Increases	0	0	0	0	0
Reductions	5	19	18	25	25
Additions in $ (assessments)	0	0	0	0	0
Reductions in $ (assessments)	12,175	77,422	304,900	500,000	500,000
Supplemental Motor Vehicle List	14,508,415	15,670,611	17,411,816	16,000,000	16,000,000
Final Net Grand List	1,315,428,041	1,269,231,338	1,282,168,783	1,291,565,307	1,301,374,500

FUNCTION	ACTIVITY			PROGRAM					CODE
Finance and Records	Board of Assessment Appeals			Board of Assessment Appeals					830-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
ADVERTISING	235	235	294	300	300	300	300	-	0.00%
TRAINING AND DEVELOPMENT	0	400	450	250	250	250	250	-	0.00%
OFFICE SUPPLIES	509	35	0	50	50	50	50	-	0.00%
OPERATING EXPENDITURES	744	669	744	600	600	600	600	-	0.00%
TOTAL BOARD OF ASSESSMENT APPEALS	744	669	744	600	600	600	600	-	0.00%

PROGRAM	INDEPENDENT AUDIT	850-00

Program Explanation:

Annually, the Town Council designates a Certified Public Accountant or firm of Independent Public Accountants to audit the books and accounts of the Town of Tolland. This audit is performed in accordance with generally accepted accounting standards and the standards applicable to financial audits contained in the Government Auditing Standard – a publication issued by the Comptroller General of the United States.

Budget Change Commentary:

In 2015, the Town solicited quotes for audit services and the Town Council approved a 5 year audit firm contract. The amount quoted will remain flat over the next three years. The Town and Board of Education pay 50% each of the total audit cost. The annual cost is $50,500.

Program Objectives and Goals FY 2018:

- To complete the FY 2016-2017 audit review in a timely manner with a clean opinion

Program Accomplishments FY 2017:

- The audit was completed and the CAFR was issued in November 2016. There were no findings of material weaknesses and a clean opinion was issued.

FUNCTION	ACTIVITY	PROGRAM	CODE
Finance and Records	Independent Audit	Independent Audit	850-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	23,500	23,500	25,250	25,250	25,250	25,250	25,250	-	0.00%
OPERATING EXPENDITURES	23,500	23,500	25,250	25,250	25,250	25,250	25,250	-	0.00%
TOTAL INDEPENDENT AUDIT	23,500	23,500	25,250	25,250	25,250	25,250	25,250	-	0.00%

PROGRAM	REGISTRARS OF VOTERS	860-00

Program Explanation:

The Registrars of Voters are elected officials authorized by the Connecticut General Statutes to conduct elections, maintain the records of all registered voters and to hold special registration sessions for new voters. Voter information is maintained by the Registrars on a statewide database. The Registrars supervise and run all elections, primaries and special referendums for the Town of Tolland in accordance with State Statutes and maintain voting machine use in these elections.

Budget Change Commentary:

The overall budget decreased by $11,360. The payroll budget decreased $3,250 in Temporary Help due to reduction of staff from a Presidential election to a Municipal election. The program budget decreased $8,110 because of reduction of ballots, food and supplies needed for the Presidential election vs. a Municipal election and also included the reduction of $3,200 of a one-time charge for mandated certification program for registrars.

Program Objectives and Goals FY 2018:

- Implement Election Management System (EMS) for faster election results reporting.
- Add computers for Moderators in polling place to access voter information "live"

Program Accomplishments FY 2017:

- Conducted a Presidential election with an 85% turnout including 118 EDR registrations and 571 absentee ballots
- Continued to implement efficiencies where possible.

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
2	.71	2	.71	Registrars of Voters	2	.71

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Registered Voters (active)	9,271	9,400	9,100	10,260	10,000

FUNCTION Finance and Records	ACTIVITY Registrar of Voters			PROGRAM Registrar of Voters					CODE 860-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Registrar of Voter (2)	21,378	22,631	30,000	35,000	35,000	35,000	35,000	-	0.00%
TEMPORARY HELP	5,290	7,300	9,920	11,150	11,150	7,900	7,900	(3,250)	-29.15%
PROFESSIONAL SERVICES	2,378	3,060	1,386	2,310	2,668	2,400	2,400	90	3.90%
COMMUNICATIONS	1,409	2,265	1,952	2,950	2,592	1,750	1,750	(1,200)	-40.68%
PRINTING	3,460	4,689	4,015	7,100	7,100	3,100	3,100	(4,000)	-56.34%
DUES AND MEMBERSHIPS	150	150	160	160	160	170	170	10	6.25%
OTHER SERVICES AND FEES	65	95	197	100	100	100	100	-	0.00%
TRAINING AND DEVELOPMENT	1,278	1,870	1,631	5,000	5,000	2,390	2,390	(2,610)	-52.20%
OFFICE SUPPLIES	123	488	879	500	500	400	400	(100)	-20.00%
FOOD AND CLOTHING	531	631	855	800	800	500	500	(300)	-37.50%
RELOCATING POLLING PLACE	0	1,186	0	0	0	0	0	-	0.00%
PAYROLL EXPENDITURES	26,668	29,931	39,920	46,150	46,150	42,900	42,900	(3,250)	-7.04%
OPERATING EXPENDITURES	9,394	14,434	11,076	18,920	18,920	10,810	10,810	(8,110)	-42.86%
TOTAL REGISTRAR OF VOTERS	36,061	44,365	50,996	65,070	65,070	53,710	53,710	(11,360)	-17.46%

PROGRAM	REVENUE SERVICES	870-00

Program Explanation:

The Office of the Collector of Revenue is a part of the Division of Finance and Records. The Collector operates in accordance with the General Statutes of Connecticut (Sec. 12-130 et seq.) to bill, collect, process, deposit and account for property taxes. This office is the central depository of revenue for all Town departments and is also responsible for the billing and collection of special assessments for sewer and water, Tolland Non-Profit Housing, Rehab Loans and potentially other types of projects. The Collector must enforce payment of delinquent taxes as required by State Statute. The office must maintain accurate collection records and controls. The office also secures the maximum collection of revenue due to the Town of Tolland.

Budget Change Commentary:

The overall budget decreased of $8,915. The salaries account decreased by $9,015 combining wage increases and the change of the full time Assistant Revenue Collector position to a part time Account Clerk position.

Program Objectives and Goals FY 2018:

- Continue to improve cash flow and efficiency
- Continue to improve visibility and security
- Enforce delinquent collections with the tools approved by the Town Council, including Tax Sales
- Continue to promote on-line access to the Tax Collection database for online Credit Card/ACH payments for efficiency and enhanced customer service
- Continue to fine tune utility accounts listing; work with other agencies to clarify issues and needs

Program Accomplishments FY 2017:

- Collection rates were retained and/or surpassed
- Online ACH and Credit Card payments have surpassed prior years
- Continuation of the $5 reporting fee for unpaid motor vehicle accounts reported to DMV
- Water and sewer accounts have been flagged in the tax software to help staff assist searchers and homeowners
- A Tax Sale was conducted July 28, 2016 and bids were received on all properties auctioned
- Continued monthly reconciliation of accounts between Tax and Finance to improve efficiency
- Tax Office Procedure Manual has been updated as needed
- Suspense List sent to a Collection Agency to increase collections

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	**FTE**	**Positions**	**FTE**		**Positions**	**FTE**
1	1.0	1	1.0	Collector of Revenue	1	1.0
2	2.0	2	2.0	Assistant Collector of Revenue	1	1.0
				Account Clerk I	1	.69

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Tax Bills Sent	24,816	24,844	25,092	25,000	25,000
Current Taxes Collectible per Budget	38,768,306	40,039,972	41,413,829	42,824,686	N/A
Current Taxes Collected	38,885,681	40,094,577	41,642,291	N/A	N/A
Percent Collected of Current Tax Budget	100.30	100.14	100.55	100.00	100.00
Prior Year Taxes Collectible per Budget	285,000	300,000	300,000	333,536	
Prior Year Taxes Collected	321,101	274,389	354,280	N/A	
Interest and Fees Collectible per Budget	196,710	213,414	209,423	155,000	
Interest and Fees Collected	199,033	155,086	187,098	N/A	N/A
Taxes Suspended	36,475	23,526	10,000	N/A	N/A
Motor Vehicle Reporting Fee	8,000	8,500	12,000	15,000	18,000
Motor Vehicle Reporting Fees Collected	15,525	15,927	18,500	N/A	N/A

FUNCTION Finance and Records	ACTIVITY Revenue Services			PROGRAM Revenue Services					CODE 870-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Collector of Revenue Assistant Collector of Revenue Account Clerk	119,325	135,163	127,444	138,558	111,746	124,147	129,543	(9,015)	-6.51%
PROFESSIONAL SERVICES	8,251	11,915	10,750	10,950	10,950	11,050	11,050	100	0.91%
COMMUNICATIONS	7,304	6,750	6,750	7,550	7,550	7,550	7,550	-	0.00%
SERVICE CONTRACTS	225	225	225	225	225	225	225	-	0.00%
PRINTING	6,698	5,875	5,675	6,275	6,275	6,275	6,275	-	0.00%
ADVERTISING	1,085	1,180	1,180	1,180	1,180	1,180	1,180	-	0.00%
DUES AND MEMBERSHIPS	160	205	205	205	205	205	205	-	0.00%
TRAINING AND DEVELOPMENT	594	878	1,002	1,302	1,302	1,302	1,302	-	0.00%
TRAVEL REIMBURSEMENT	373	328	615	200	200	200	200	-	0.00%
OFFICE SUPPLIES	344	545	1,000	700	700	700	700	-	0.00%
PAYROLL EXPENDITURES	119,325	135,163	127,444	138,558	111,746	124,147	129,543	-9,015	-6.51%
OPERATING EXPENDITURES	25,034	27,901	27,402	28,587	28,587	28,687	28,687	100	0.35%
TOTAL REVENUE SERVICES	144,358	163,064	154,846	167,145	140,333	152,834	158,230	-8,915	-5.33%

PROGRAM	TOWN CLERK	880-00

Program Explanation:

The Town Clerk's Office is responsible for the maintenance and preservation of town records such as the Town Code Book (charter, ordinances and policies). We record, scan and microfilm all land records, maps, meeting minutes and servicemen's discharges; issue trade name certificates, peddler's permits, liquor licenses, dog licenses and sports licenses; record sexton reports and notary certificates; assist in the registration of new electors; swear in newly elected officials and Justices of the Peace; assist in the preparations for all elections, primaries, and referenda including ballot preparation and issuing absentee ballots.

As Registrar of Vital Statistics, the Town Clerk's Office issues birth certificates for home births, marriage licenses, burial and cremation permits; creates certified copies of birth, marriage and death certificates; and provides certified copies of vital records to the State of Connecticut and other towns for events occurring within the Town of Tolland.

Budget Change Commentary:

The overall budget increased by $2,015. The salaries account increased $3,015 for wage increases. Code Updates decreased by $1,000 in response to the anticipated continuation of a downward trend in changes to Tolland's Town Code.

Program Objectives and Goals FY 2018:

- Apply for a $4,000 State Preservation Grant to restore and preserve survey maps and a town minutes book from the 1700s.
- Implement the capability to accept credit card payments for services provided at the customer service counter
- Identify funds to be used to continue to expand historical indices and images available online and through our public access terminal

Program Accomplishments FY 2017:

- Applied for a $4,000 State Preservation Grant to convert historical land record books into electronic records
- Successfully transitioned to new dog licensing software and implemented online licensing capability
- Scanned and merged land record documents to the electronic land record indices available on our public access terminal retroactive to July 1, 1970, resulting in an additional 193 books (67,550 pages) of records being made available online and on our public access terminal
- Implemented procedures and became proficient in utilizing the State's new web-based birth registry system ConnVRS

Assigned Positions:

2015-2016		2016-2017		Position Title	2017-2018	
Positions	FTE	Positions	FTE		Positions	FTE
1	1.0	1	1.0	Town Clerk/Registrar of Vital Statistics	1	1.0
1	1.0	1	1.0	Assistant Town Clerk/Assistant Registrar of Vital Statistics	1	1.0

Performance Data	Actual 2013-2014	Actual 2014-2015	Actual 2015-2016	Estimated 2016-2017	Anticipated 2017-2018
Land Instruments Recorded	2,755	2,565	2,626	2,515	2,550
Births Recorded	84	75	68	75	70
Marriages Recorded	78	79	91	85	80
Deaths Recorded	110	131	143	144	140
Servicemen's Discharge Papers (DD 214's)	16	27	20	22	20
Dog and Kennel Licenses (includes replacement tags & transfers from other towns)	2,206	2,355	2265	2,350	2,325
Sport Licenses Issued	227	294	261	95	95
Trade Name Certificates	50	49	34	42	40
Liquor Licenses Recorded	11	12	7	7	7
Marriage Licenses Issued	45	41	47	53	50
Maps Recorded	29	47	31	28	30
Peddler's Licenses Issued	3	1	12	8	8
Elections, Referenda & Primaries	2	2	4	3	3
Notaries Recorded	42	36	44	40	40

FUNCTION	ACTIVITY	PROGRAM	CODE
Finance and Records	Town Clerk	Town Clerk	880-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL Town Clerk Assistant Town Clerk	105,719	105,385	109,200	108,118	110,449	110,281	111,133	3,015	2.79%
PROFESSIONAL SERVICES	4,000	5,000	3,000	4,000	4,000	4,000	4,000	-	0.00%
SERVICE CONTRACTS	84	84	84	95	95	95	95	-	0.00%
PRINTING	22,147	22,999	23,700	22,000	22,000	22,000	22,000	-	0.00%
CODE UPDATES	6,457	7,350	5,838	6,350	6,350	5,350	5,350	(1,000)	-15.75%
DUES AND MEMBERSHIPS	145	130	150	235	235	235	235	-	0.00%
OTHER SERVICES AND FEES	288	292	1,672	400	400	400	400	-	0.00%
TRAINING AND DEVELOPMENT	316	633	1,514	1,485	1,485	1,485	1,485	-	0.00%
OFFICE SUPPLIES	773	1,183	1,994	1,000	1,000	1,000	1,000	-	0.00%
PROGRAM MATERIALS	1,846	2,021	1,091	900	900	900	900	-	0.00%
PAYROLL EXPENDITURES	105,719	105,385	109,200	108,118	110,449	110,281	111,133	3,015	2.79%
OPERATING EXPENDITURES	36,055	39,692	39,043	36,465	36,465	35,465	35,465	(1,000)	-2.74%
TOTAL TOWN CLERK	141,774	145,077	148,243	144,583	146,914	145,746	146,598	2,015	1.39%

PROGRAM	CONTINGENCY	890-00

Program Explanation:

The overall program budget decreased by $32,298. The Personnel Adjustment decreased by $26,898 due to lower estimated pay increase than the previous year for non-union and union raises that are currently under negotiation. The previous year budget also included estimated wage increases for an unsettled union contract which has now been settled and the wages are budgeted within the appropriate department line items. Prior year tax refunds have been reduced by $5,000. The Town Manager has eliminated the funding for the Historic District Commission recording secretary for $400.

FUNCTION Finance and Records	ACTIVITY Contingency			PROGRAM Contingency					CODE 890-00
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
CONTINGENCY	14,274	28,491	43,874	35,000	35,000	35,000	35,000	-	0.00%
PERSONNEL ADJUSTMENT	180,498	79,369	860	161,632	184,397	138,955	134,734	(26,898)	-16.64%
TOWN HISTORIAN	82	0	0	200	200	200	200	-	0.00%
PERMANENT CELEBRATION COMMITTEE	5,099	5,499	5,999	6,000	6,000	6,000	6,000	-	0.00%
HISTORIC DISTRICT COMMISSION	490	280	681	400	400	550	0	(400)	-100.00%
PRIOR YEAR TAX REFUNDS	30,027	21,538	4,927	20,000	20,000	20,000	15,000	(5,000)	-25.00%
OPERATING EXPENDITURES	230,471	135,177	56,341	223,232	245,997	200,705	190,934	(32,298)	-14.47%
TOTAL CONTINGENCY	230,471	135,177	56,341	223,232	245,997	200,705	190,934	(32,298)	-14.47%

BOARD OF EDUCATION

The Tolland School System will educate and challenge students to achieve their potential by providing a variety of educational experiences to enable them to be productive citizens in an ever-changing society.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
900-00	Board of Education	40,175,960	38,340,608	0
	Subtotal -- Board of Education	**40,175,960**	**38,340,608**	**0**

PROGRAM	BOARD OF EDUCATION	900-00

Board of Education's Message:

The Superintendent's Proposed budget of $40,299,431 represented a 2.45% increase over the FY2016-2017 budget of $39,333,948. In collaboration, the Town and Board of Education were able to reduce this increase and make it possible for the Board of Education to adopt an increase of 2.14%. The Governor's proposed budget was released shortly after the Board of Education conveyed the 2017-2018 BOE adopted budget to the Town Manager; the conveyance of which is required by a set date through the Town charter. The Town Manager, in reaction to the contents of the Governor's proposed budget, has modified the BOE budget accordingly.

The Governor's proposed budget contains many reductions that could potentially, if passed by the legislature without modification, have a profoundly negative impact on the education program offered by Tolland. For instance, as part of the Governor's proposed budget the total Educational Cost Sharing grant for Tolland was nearly halved. The Governor's budget does include, however, additional funds for Special Education reimbursement. The state has typically *not* provided the Town and schools the total amount required funding Special Education services, and while the Special Education allocation to Tolland does increase under the Governor's proposed budget, it still does not cover the entire cost of Special Education in Tolland.

The Governor's original proposed budget increases the allocation in Special Education for Tolland by approximately $1,200,000 above what Tolland currently receives in reimbursement. These funds come directly to the Board of Education. The Town Manager in his revised budget is estimating that 50% of these funds will eventually be allocated to the Board of Education. In an effort to adjust the Town budget to address the impacts of the Governor's proposed budget, the Town Manager reduced the Board of Education adopted budget from an increase of 2.14% to 0%, a reduction of $842,012. In addition, the Manager has reduced the BOE budget by $993,340 with anticipation that the Special Education funds will be provided by the State. The net effect of these adjustments provided that the Special Education grant materializes has the end result of a 0% budget increase for the Board of Education for the FY 2017-2018.

The BOE adopted budget has been adjusted for the labor contracts that have been settled at this point (Teachers, Administrators, and Nurses) as well as adjusted against projections for the remaining units. The budget has also been adjusted for health insurance, transportation and contracts. The BOE adopted budget protected investments in curriculum and instruction, comprehensive assessment, and culture and climate programs. District wide school personnel are exploring the reduction of outsourced services, and creating cost-positive internal programs to replace them. The BOE adopted budget contained strategic and controlled personnel adjustments, while continuing to develop the SRBI/RtI programs required by the state. Personnel adjustments as a result of the BOE adopted budget comprised reductions in 1.0 FTE Secretarial support, 1.0 FTE Custodial support, and 2.0 FTE Teaching staff and addition of .2 FTE Special Education, 1.0 FTE Math Interventionist, 2.0 FTE BCBA staff, for a net overall reduction of -0.8 FTE (rounded figure). Further reductions will need to be made to address the reduction in response to the Governor's proposed budget. The additional reductions are pending at the time of this submission.

The budget the BOE adopted was a lean budget that preserved the educational priorities for the coming year. Priorities continue to be the Math in Focus program, the Writers Workshop program, reading program, professional development, curriculum work, supplies and materials to further evolve our Language Arts and Math programs.

The Special Education allocation in the BOE adopted budget has been netted out for the anticipated Excess Cost reimbursement from the State. In other words, the funds provided by the State for Special Education are needed to balance the budget. Under the legislation in force at the time the BOE budget was adopted the actual reimbursement rate received would vary depending upon the number of students of special education state-wide. The process under the Governor's proposed budget has been reported to include a Town ranking based on ENGLC considerations. It is not entirely clear what will be approved by the legislature for the FY 2017-2018. In the past, the school reimbursement rate for special education has varied. The BOE adopted budget assumed a reimbursement rate of 75% of funds spent for each student above a state provided threshold. In other words, as an example of the model in force in FY 2016-2017, any student Tolland spent under $64,818 would come directly from the BOE operating budget. For any student for which *more* than $64,818 was spent, the Town and school district would receive 75% of the dollars back spent *above* $64,818 for that student. Although funding can fluctuate, Federal mandates for these services do not go away. The Governor's proposed budget contains the new funding methodology and sum, as noted above.

The BOE worked with Town officials to determine the health insurance escalation. The insurance line item was adjusted for the number of employees covered; including the elimination of health insurance for the positions eliminated in the BOE adopted budget, as well as an adjustment for an increase in the employees' share of health insurance. Salary line items have been updated for all known existing employees, degree changes, step increases and other contractual requirements. The BOE adopted budget contains the anticipated retirement of seven teachers with their replacement typically hired at a lower level. The bus contract begins the 4th year of a 5 year contract starting July 1, 2017, and the new rates have been incorporated into the FY 2017-2018 budget. Gasoline and diesel prices have been built into the BOE adopted budget. New rates were acquired in cooperation with the Town for gasoline and diesel.

The BOE adopted budget which does not reflect additional reductions from the Town Manager to react to the Governor's proposed budget, is on the following page and is presented by object code and line item, for more details please go to http://www.tolland.k12.ct.us/home.

***Budget Development Process*:**

The Superintendent held five Community Budget Workshops, and three additional Board of Education meetings to develop the budget. A web-site was established for the public to review the process and access information (see: http://www.tolland.k12.ct.us Board of Education, and Budget links). Through these community workshops and board meetings the students, staff, and parents were encouraged to be partners in the development of a sound spending plan for the coming year. Student needs and respective requests that come from the school and community will sometimes exceed the financial resources available. Therefore, the Superintendent works with the Board of Education to establish spending priorities to adopt and submit a budget to the Town that meets the needs of the district while accounting for financial constraints. After the Town Council has set the budget allocation for the School District within the overall Town Budget, a referendum is set for the first Tuesday in May. Upon subsequent approval of the Town Budget, the Board of Education, if necessary, meets to adjust the budget to the level allocated by the approved Town Budget referendum. A final budget is adopted by the Board of Education no later than June 30th.

Assigned Positions in the BOE adopted budget (<u>does not</u> include additional reductions if required by the Town in response to the Governor's Proposed Budget):

2015-16	2016-17	Position Title	2017-18
FTE	**FTE**		**FTE**
212.40	202.40	All Schools - Certified	199.7
76.30	76.30	All Schools - Non-Certified	76.1
23.50	24.50	Facilities Services	23.5
44.50	43.50	Support Services	42.5
356.70	**346.70**	TOTAL	**341.9**

***Program Objectives and Goals FY 2018*:**

- Work closely with the Town on their goals for the school system as a whole, and especially in regard to critical infrastructure and building/facility improvements – **Council Goal**

- Support the completion of identified projects within the Town's Capital Improvement Plan- **Council Goal**

FUNCTION	ACTIVITY	PROGRAM	CODE
Board of Education	**Board of Education**	**Board of Education**	**900-00**

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
REGULAR PAYROLL	29,036,513	29,937,903	29,902,245	29,762,292	29,218,693	29,693,874	28,617,345	(1,144,947)	-3.85%
OTHER SERVICES AND FEES	6,947,521	7,239,748	8,359,683	9,571,656	10,115,255	10,482,086	9,723,263	151,607	1.58%
PAYROLL EXPENDITURES	29,036,513	29,937,903	29,902,245	29,762,292	29,218,693	29,693,874	28,617,345	(1,144,947)	-3.85%
OPERATING EXPENDITURES	6,947,521	7,239,748	8,359,683	9,571,656	10,115,255	10,482,086	9,723,263	151,607	1.58%
TOTAL BOARD OF EDUCATION	35,984,034	37,177,651	38,261,928	39,333,948	39,333,948	40,175,960	38,340,608	(993,340)	-2.53%

DEBT SERVICE

The Town has developed a Debt Management Plan which provides for relatively level debt service, while still funding those Capital projects that do not have alternative revenue sources other than the issuance of debt. The plan proposes a financing strategy that conforms to the 5-year Capital Improvements Program and projects debt service levels for future borrowing 20 years out. At a glance, the impact of issuing debt can be seen and planning can be done before the project is approved.

In 2015, the Town Council established a Debt Service Fund to build reserves to strategically offset future debt impact on the budget as part of the debt management plan.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
840-00	Debt Service	4,550,000	4,550,000	0
	Subtotal -- Debt Service	**4,550,000**	**4,550,000**	**0**

FUNCTION	ACTIVITY	PROGRAM	CODE
Finance and Records	Debt Services	Debt Services	840-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PRINCIPAL	3,455,015	3,367,612	3,184,649	3,578,935	3,578,935	3,568,567	3,568,567	(10,368)	-0.29%
INTEREST	1,289,195	1,075,637	920,693	971,065	971,065	981,433	981,433	10,368	1.07%
TRANSFER OUT	0	99,000	443,669	0	0	0	0	-	0.00%
OPERATING EXPENDITURES	4,744,210	4,542,249	4,549,012	4,550,000	4,550,000	4,550,000	4,550,000	-	0.00%
TOTAL DEBT SERVICES	4,744,210	4,542,249	4,549,012	4,550,000	4,550,000	4,550,000	4,550,000	-	0.00%

Principal Debt Payments

Project	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
School Bond & Note Principal						
2005 Bonds Tolland High School (partially refunded 2012)	1,130,000	495,000	-	-	-	-
2006 Bonds Tolland High School	375,250	-	-	-	-	-
2007 Bonds Tolland High School	-	115,000	-	-	-	-
2010 Bonds Tolland High School	84,160	84,160	84,159	84,159	84,158	84,158
2011 Bonds TIS HVACs roof, fiber-optic, TMS driveway, asbestos floor	160,000	160,000	195,000	195,000	195,000	195,000
2012 Bonds track resurfacing, lights THS field	21,550	21,550	21,550	21,550	20,480	20,480
2012 refunding of 2004 and 2005 Tolland High School	354,600	354,300	354,300	354,300	353,300	934,300
2014 Refunding of 2005, 2006, 2007	60,500	864,500	1,092,480	1,093,380	1,093,350	516,880
2015 School Bonds school security, TIS Façade	19,964	19,000	19,000	19,000	19,000	18,000
Sub-Total School Principal	2,206,024	2,113,510	1,766,489	1,767,389	1,765,288	1,768,818
General Purpose Bond & Note Principal						
Vernon WIT Expansion	52,268	-	-	-	-	-
Vernon Sewer Line	-	-	-	-	-	-
2006 Bonds Open Space	24,750	-	-	-	-	-
2007 Bonds Open Space	-	95,000	-	-	-	-
2008 Bonds Open Space and municipal projects	245,000	255,000	265,000	-	-	-
2010 Bonds Open Space	40,840	40,840	40,841	40,841	40,842	40,842
2011 Geothermal project lease net of subsidy	266,667	266,667	266,667	266,667	266,667	266,667
2011 Bond generator, truck, roads and Library, roof, Open Space, Cross Farms	200,000	200,000	200,000	205,000	205,000	207,000
2012 Bonds Study of facilities, drainage, pavement parking and roads	78,450	78,450	78,450	78,450	74,520	74,520
2012 refunding of 2004 and 2005 Cross Farms and old sewer projects	135,400	130,700	130,700	130,700	126,700	130,700
2014 Refunding of 2005, 2006, 2007	49,500	22,400	121,100	125,690	130,720	136,500
2015 Bonds Roads, Tolland Library, Open Space, truck, Public Garage, fiber optic	280,036	366,000	366,000	366,000	366,000	367,000
Sub-Total General Purpose	1,372,911	1,455,057	1,468,758	1,213,348	1,210,449	1,223,229
Total General Fund	**3,578,935**	**3,568,567**	**3,235,247**	**2,980,737**	**2,975,737**	**2,992,047**
Sewer Bond & Note Principal						
2006 Sewers	125,000	-	-	-	-	-
2011 Sewers	50,000	50,000	50,000	45,000	45,000	43,000
2014 Sewers Refunding	-	113,100	126,420	125,930	125,930	126,620
Sub-Total Sewers	175,000	163,100	176,420	170,930	170,930	169,620
Total Principal	**3,753,935**	**3,731,667**	**3,411,667**	**3,151,667**	**3,146,667**	**3,161,667**

Interest Debt Payments						
Project	**2016-17**	**2017-18**	**2018-19**	**2019-20**	**2020-21**	**2021-22**
School Bond & Note Interest						
2005 Bonds Tolland High School (partially refunded 2012)	45,050	10,518	-	-	-	-
2006 Bonds Tolland High School	9,381	-	-	-	-	-
2007 Bonds Tolland High School	5,750	2,875	-	-	-	-
2010 Bonds Tolland High School	42,655	40,762	38,553	36,238	33,819	31,294
2011 Bonds TIS HVACs roof, fiber-optic, TMS driveway, asbestos floor	45,938	42,338	37,238	29,438	21,638	14,569
2012 Bonds track resurfacing, lights THS field	6,316	5,885	5,508	5,131	4,608	3,994
2012 refunding of 2004 and 2005 Tolland High School	230,259	219,625	207,225	194,825	182,444	152,021
2014 Refunding of 2005, 2006, 2007	267,836	258,586	228,091	184,374	140,639	108,435
2015 School Bonds school security, TIS Façade	10,140	9,655	9,085	8,515	7,850	7,110
Sub-Total School Interest	**663,324**	**590,243**	**525,699**	**458,520**	**390,997**	**317,421**
General Purpose Bond & Note Interest						
Vernon WIT Expansion	305	-	-	-	-	-
Vernon Sewer Line	-	-	-	-	-	-
2006 Bonds Open Space	619	-	-	-	-	-
2007 Bonds Open Space	4,750	2,375	-	-	-	-
2008 Bonds Open Space and municipal projects	23,978	15,222	5,300	-	-	-
2010 Bonds Open Space	20,701	19,782	18,710	17,587	16,413	15,187
2011 Geothermal project lease net of subsidy (includes 6.80% sequester impact)	47,878	42,968	38,057	33,147	28,236	23,325
2011 Bond generator, truck, roads and Library, roof, Open Space, Cross Farms	37,128	32,628	27,128	19,028	10,828	3,364
2012 Bonds Study of facilities, drainage, pavement parking and roads	22,984	21,415	20,042	18,669	16,767	14,531
2012 refunding of 2004 and 2005 Cross Farms and old sewer projects	42,441	38,450	33,875	29,301	24,806	19,005
2014 Refunding of 2005, 2006, 2007	51,806	51,087	48,441	43,506	38,377	33,033
2015 Bonds Roads, Tolland Library, Open Space, truck, Public Garage, fiber optic	201,310	193,020	182,040	171,060	158,250	143,590
Sub-Total General Purpose	**453,901**	**416,946**	**373,593**	**332,296**	**293,676**	**252,035**
Total General Fund Interest	**1,117,225**	**1,007,189**	**899,292**	**790,816**	**684,674**	**569,457**
Sewer Bond & Note Interest						
2006 Sewers	3,125	-	-	-	-	-
2011 Sewers	16,248	15,123	13,748	11,848	10,048	8,449
2014 Sewers Refunding	22,458	21,327	17,668	12,621	7,583	2,532
Sub-Total Sewers	**41,831**	**36,450**	**31,415**	**24,468**	**17,631**	**10,981**
Total Interest (General Fund and Sewers)	**1,159,056**	**1,043,638**	**930,707**	**815,284**	**702,305**	**580,438**
Total Existing Debt General Fund	**4,696,160**	**4,575,756**	**4,134,539**	**3,771,553**	**3,660,411**	**3,561,503**
New Proposed Debt Principal and Interest from Debt Management Plan		**130,000**	**611,750**	**857,313**	**972,625**	**1,416,313**
Future Proposed Debt	**4,696,160**	**4,705,756**	**4,746,289**	**4,628,865**	**4,633,036**	**4,977,816**
Debt Service Fund Contributions / (Uses)	**(146,160)**	**(155,756)**	**(196,289)**	**(78,865)**	**(83,036)**	**(427,816)**
Leveled Debt	**4,550,000**	**4,550,000**	**4,550,000**	**4,550,000**	**4,550,000**	**4,550,000**

Debt Management Plan

Fiscal Year	Existing General Fund Principal	Existing GF Interest	BAN interest	TOTAL General Fund Debt (excludes Sewer Assessment	Annual Change in Existing Debt Service	Total Proposed Principal	Total Proposed Interest	Total Proposed Debt Service	Projected Bond & BAN Premiums	Existing Plus Proposed DS & Contribution	Amount Budgeted for Debt Service	Budget vs. Actual contribution /use Debt Svc Fund
2016	3,184,649	1,118,133	80,925	4,383,707		-	-	-				
2017	3,578,935	1,117,225	-	4,696,160	312,453	-	-	-	-	4,696,160	4,550,000	(146,160)
2018	3,568,567	1,007,190	-	4,575,757	(120,403)	-	130,000	130,000	250,000	4,705,757	4,550,000	(155,757)
2019	3,235,247	899,292	-	4,134,539	(441,218)	350,000	261,750	611,750	85,000	4,746,289	4,550,000	(196,289)
2020	2,980,737	790,816	-	3,771,553	(362,986)	375,000	482,313	857,313	300,000	4,628,865	4,550,000	(78,865)
2021	2,975,737	684,674	-	3,660,411	(111,142)	375,000	597,625	972,625	85,000	4,633,036	4,550,000	(83,036)
2022	2,992,047	569,457	-	3,561,503	(98,907)	800,000	616,313	1,416,313	250,000	4,977,816	4,550,000	(427,816)
2023	2,786,667	453,671	-	3,240,338	(321,166)	800,000	652,663	1,452,663	-	4,693,000	4,550,000	(143,000)
2024	2,811,667	350,032	-	3,161,699	(78,639)	970,000	617,875	1,587,875	-	4,749,574	4,550,000	(199,574)
2025	2,621,667	263,012	-	2,884,679	(277,020)	1,100,000	579,675	1,679,675	-	4,564,354	4,550,000	(14,354)
2026	2,161,667	194,289	-	2,355,956	(528,723)	1,150,000	541,475	1,691,475	-	4,047,431	4,550,000	502,569
2027	1,170,000	147,800	-	1,317,800	(1,038,156)	1,250,000	503,275	1,753,275	-	3,071,075	4,550,000	1,478,925
2028	940,000	119,125	-	1,059,125	(258,675)	1,250,000	465,075	1,715,075	-	2,774,200	4,550,000	
2029	530,000	98,950	-	628,950	(430,175)	1,250,000	426,875	1,676,875	-	2,305,825	4,550,000	
2030	530,000	82,913	-	612,913	(16,038)	1,300,000	388,675	1,688,675	-	2,301,588	4,550,000	
2031	530,000	65,700	-	595,700	(17,213)	1,300,000	350,638	1,650,638	-	2,246,338	4,550,000	
2032	380,000	51,300	-	431,300	(164,400)	1,300,000	312,763	1,612,763	-	2,044,063	4,550,000	
2033	380,000	39,900	-	419,900	(11,400)	1,300,000	274,888	1,574,888	-	1,994,788	4,550,000	
2034	380,000	28,500	-	408,500	(11,400)	1,325,000	237,013	1,562,013	-	1,970,513	4,550,000	
2035	380,000	17,100	-	397,100	(11,400)	1,340,000	199,138	1,539,138	-	1,936,238	4,550,000	
2036	380,000	5,700	-	385,700	(11,400)	1,385,000	160,513	1,545,513	-	1,931,213	4,550,000	
2037	-	-	-	-	(385,700)	1,400,000	121,138	1,521,138	-	1,521,138	4,550,000	
2038	-	-	-	-	-	1,400,000	81,763	1,481,763	-	1,481,763	4,550,000	
2039	-	-	-	-	-	900,000	49,888	949,888	-	949,888	4,550,000	
2040	-	-	-	-	-	900,000	25,513	925,513	-	925,513	4,550,000	
2041	-	-	-	-	-	250,000	9,994	259,994	-	259,994	4,550,000	
2042	-	-	-	-	-	250,000	3,331	253,331	-	253,331	4,550,000	
2043	-	-	-	-	-	-	-	-	-	-	4,550,000	
2044	-	-	-	-	-	-	-	-	-	-	4,550,000	
Total	38,497,584	8,104,779	80,925	46,683,288		24,020,000	8,090,163	32,110,163	970,000	74,409,744		

Summary of Debt Management Policy

- The Town may issue debt by resolution of the Town Council up to 5% of the current tax levy. If the debt issue exceeds that threshold then it must be approved by referendum.

- Bond Anticipation Notes may be used to provide interim cash flow, facilitate the timing of bond sales, finance less significant borrowing needs, avoid locking in high long-term interest rates during periods of market turmoil or finance projects whose final cost is uncertain or is expected to be mitigated by grants or investment earnings. Long-term borrowing will be confined to capital projects and will not fund current operations.

- Bonds will be structured to match the useful life of the capital improvement but not exceed 20 years in accordance with CGS. The Town will issue $10 million or less in tax exempt securities per calendar year to receive "Bank Qualified" status to minimize interest rates to be paid.

- Debt obligations are generally issued through competitive sale. However, if conditions provide that a negotiated sale would provide significant benefits to the Town then the Town Council may approve that method of sale.

- The Town Manager and the Finance Director will analyze the Town's debt position by using the following measures and report the results annually to the Town Council as part of the Debt Management Plan presentation.

  - ✓ *"Debt measured against population on a per capita basis"* to be capped at $3,800. Tolland is at $2,784 for 2017/2018 with a five-year projected average of $2,529.

  - ✓ *"General Fund bonded debt as a percentage of full market value"* to be capped at 4%. Tolland is in 2017-18 at 1.69%.

  - ✓ *"General Fund debt service as a percentage of total General Fund expenditures"* to be capped at 10%. Tolland is estimated at 8.08%.

Statutory Debt Limitation

Under Connecticut law, municipalities shall not incur indebtedness through the issuance of bonds or notes which will cause aggregate indebtedness by class to exceed the following:

General Purposes:	2.25 times annual receipts from taxation
School Purposes:	4.50 times annual receipts from taxation
Sewer Purposes:	3.75 times annual receipts from taxation

In no case, however, shall total indebtedness exceed seven times the base. "Annual receipts from taxation" (the "base") are defined as total tax collections (including interest, and late payment of taxes) and state payments from revenue loss under Connecticut General Statues (CGS) Sections12-129d and 7-528.

The CGS also provides for exclusion from the debt limit calculation debt issued in anticipation of taxes for the supply of water, gas, and electricity. There are additional exclusions for indebtedness issued in anticipation of receipt of proceeds from assessments levied upon property benefited by any public improvement and for indebtedness issued in anticipation of the receipt of proceeds from State or Federal grants evidenced by a written commitment or contract, but only to the extent such indebtedness can be paid from such proceeds.

Computation of Legal Debt Margin

Total Tax Collections (Including Interest and Lien Fees) for June 30, 2016	$ 42,215,083
Base for Debt Limitation Computation	$ 42,215,083
Seven times the base for debt limitations	$295,505,581
Tolland's Total Net Indebtedness	**$ 37,610,716**

Board of Education debt versus Town debt

Fifty-nine percent of the debt obligation is for School needs which include building the new High School, renovations of the Middle School and other capital improvements. Forty-one percent of the debt obligation is for Municipal needs such as Open Space acquisitions and other capital improvements.

Proposed Debt Issuance Plan

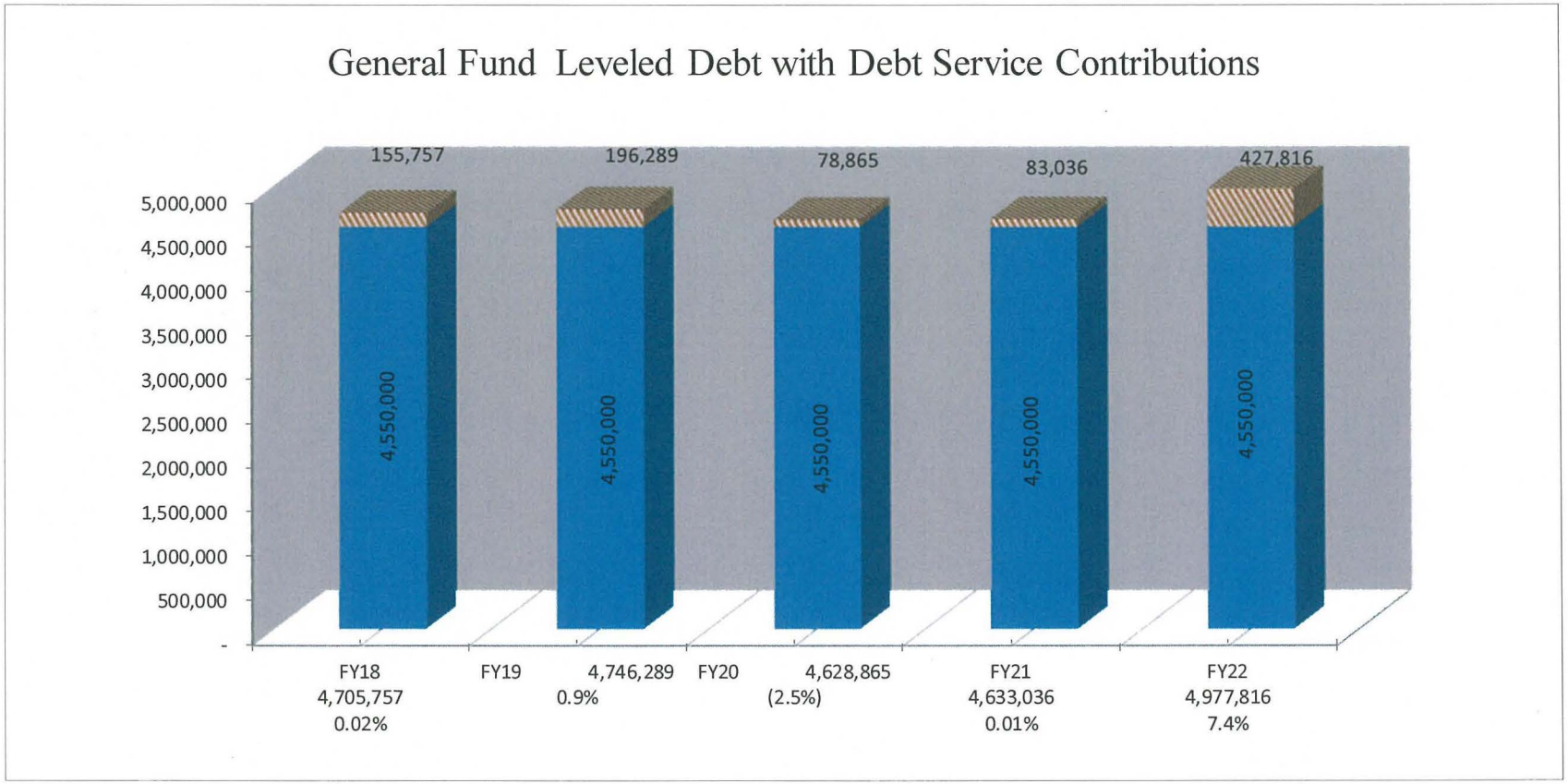
The recommended financing strategy for the authorized-but-unissued debt and proposed capital projects listed above includes a combination of a series of bond anticipation notes and bonds issued within the next five years. Below represents the ***Proposed Capital Improvements*** emphasizing the connection between a scheduled major capital project and the timing of the borrowing.

$8,915,000 Bond Issue Dated July 2017 Term: 20 Years Rate: 3.00%			$4,515,000 BANs Dated: 10/18 Due: 10/19	$10,950,000 Bond Issue Dated October 2019 Term: 20 Years Rate: 3.25%			$885,000 BANs 10/2020 to 10/2021	$4,155,000 Bond Issue Dated October 2021 Term: 20 Years Rate: 3.25%			Total Proposed Principal	Total Proposed Interest	Total Proposed Debt Service
Principal	Interest	Total	Interest	Principal	Interest	Total	Interest	Principal	Interest	Total			
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	130,000	130,000	-	-	-	-	-	-	-	-	-	130,000	130,000
350,000	261,750	611,750	-	-	-	-	-	-	-	-	350,000	261,750	611,750
375,000	250,875	625,875	56,438	-	175,000	175,000	-	-	-	-	375,000	482,313	857,313
375,000	239,625	614,625	-	-	346,938	346,938	11,063	-	-	-	375,000	597,625	972,625
450,000	227,250	677,250	-	350,000	329,063	679,063	-	-	60,000	60,000	800,000	616,313	1,416,313
450,000	213,750	663,750	-	350,000	311,188	661,188	-	-	127,725	127,725	800,000	652,663	1,452,663
450,000	200,250	650,250	-	350,000	293,313	643,313	-	170,000	124,313	294,313	970,000	617,875	1,587,875
450,000	186,750	636,750	-	450,000	275,438	725,438	-	200,000	117,488	317,488	1,100,000	579,675	1,679,675
450,000	173,250	623,250	-	500,000	257,563	757,563	-	200,000	110,663	310,663	1,150,000	541,475	1,691,475
450,000	159,750	609,750	-	600,000	239,688	839,688	-	200,000	103,838	303,838	1,250,000	503,275	1,753,275
450,000	146,250	596,250	-	600,000	221,813	821,813	-	200,000	97,013	297,013	1,250,000	465,075	1,715,075
450,000	132,750	582,750	-	600,000	203,938	803,938	-	200,000	90,188	290,188	1,250,000	426,875	1,676,875
450,000	119,250	569,250	-	650,000	186,063	836,063	-	200,000	83,363	283,363	1,300,000	388,675	1,688,675
450,000	105,750	555,750	-	650,000	168,269	818,269	-	200,000	76,619	276,619	1,300,000	350,638	1,650,638
450,000	92,250	542,250	-	650,000	150,556	800,556	-	200,000	69,956	269,956	1,300,000	312,763	1,612,763
450,000	78,750	528,750	-	650,000	132,844	782,844	-	200,000	63,294	263,294	1,300,000	274,888	1,574,888
450,000	65,250	515,250	-	650,000	115,131	765,131	-	225,000	56,631	281,631	1,325,000	237,013	1,562,013
465,000	51,750	516,750	-	650,000	97,419	747,419	-	225,000	49,969	274,969	1,340,000	199,138	1,539,138
500,000	37,500	537,500	-	650,000	79,706	729,706	-	235,000	43,306	278,306	1,385,000	160,513	1,545,513
500,000	22,500	522,500	-	650,000	61,994	711,994	-	250,000	36,644	286,644	1,400,000	121,138	1,521,138
500,000	7,500	507,500	-	650,000	44,281	694,281	-	250,000	29,981	279,981	1,400,000	81,763	1,481,763
-	-	-	-	650,000	26,569	676,569	-	250,000	23,319	273,319	900,000	49,888	949,888
-	-	-	-	650,000	8,856	658,856	-	250,000	16,656	266,656	900,000	25,513	925,513
-	-	-	-	-	-	-	-	250,000	9,994	259,994	250,000	9,994	259,994
-	-	-	-	-	-	-	-	250,000	3,331	253,331	250,000	3,331	253,331
-	-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-	-
8,915,000	2,902,750	11,817,750	56,438	10,950,000	3,725,625	14,675,625	11,063	4,155,000	1,394,288	5,549,288	24,020,000	8,090,163	32,110,163

The following is the first year of the projects that are under our debt issuance plan:

Year 1 - FY 2017-18	Remaining Authorized But Unissued	Capital Needs From CIP Plan 11/17/16
TIS Parent Drop Off	187,492	
Drainage FY 15-16	100,000	
Road Bond	1,000,000	
Town Wide VOIP System	315,000	
Dump Trucks and Lift for Garage	273,000	
TIS Roof Replacement (grant also)	948,500	
School Facilities	105,270	
Trucks		190,300
Road Bond	1,000,000	
Public Works Garage FY 1415 & 1516	2,378,337	
Drainage Construction & Design FY16-17	100,000	
Public Works Garage		1,233,663
THS Warning Transition Strips	140,000	
DW Snow and Lawn Equipment	51,058	
THS PA system expansion	28,000	
THS Press Box & Upper Soccer lacrosse field redesign	45,000	
BGP Replacement of exterior building doors 35+	65,000	
BGP Paving Rear Exit to Playground	10,800	
THS VCT Flooring replacement A Wing Hallway	10,000	
BOE Boiler Replacement and Fuel Conversion	26,000	
Debt Issuance Costs	100,000	
Old Cathole Road		410,800
Drainage Construction & Design FY17-18		200,000
Total	6,883,457	2,034,763

Comparative Debt service expenditure level for the next 5 years with the adopted debt management plan assumptions

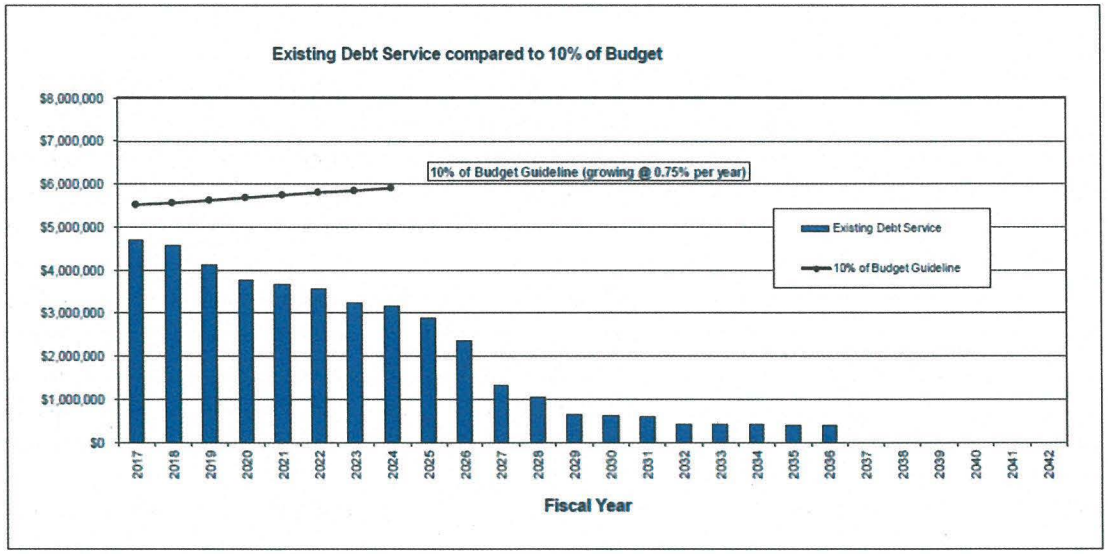


Note: These numbers reflect the actual cost of debt service. Our current Debt Management Plan reflects an amount of $4,550,000 as part of the general fund budget during each of these years above. The balance will come from our Debt Reserve Fund which was established to the ease the burden on the general fund impact for these years.

Financial Indicators

- Federal Reserve has started to raise short-term interest rates in 2017.
- Long-term rates are still very low from an historic perspective but have increased since the election.
- In October 2015 the Town issued $7,565,000 bonds at a rate of 2.39%. A comparable bond issue today would be at about 2.70%
- The Town has above average bond ratings with S&P & Fitch both rating the Town "AAA". These highest possible ratings will allow the Town to borrow at the lowest possible rate.
- Some factors mentioned in the recent S&P and Fitch reports that justify the AAA ratings include: Very Strong Management Practices, Strong Budget Flexibility and Liquidity and Limited Pension and OPEB liabilities.
- The Town has numerous formalized policies including: Fund Balance, Debt Service and Capital Improvement.
- The Town's existing debt service amortizes aggressively
- This aggressive debt amortization will help mitigate the impact of the proposed new debt
- Structured appropriately - the Town's CIP totaling about $24,005,000 will have minimal impact on the Town's annual debt requirements

The following charts show a trend analysis of the Town's debt ratios the past year, current year, and projected years. The Town bond rating is AAA from S & P and AAA Fitch.



CAPITAL IMPROVEMENTS

Everything the Town does, from providing services to its residents and citizens, to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include: streets, parks, buildings, school facilities, large equipment and technology. Assets must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The General Fund allocation for capital improvement projects is only one of many funding sources.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
910-00	Capital Improvements	181,786	54,578	0
	Subtotal -- Capital Improvements	**181,786**	**54,578**	**0**

FUNCTION	ACTIVITY	PROGRAM	CODE
Capital Improvements	Capital Improvements	Capital Improvement	910-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Department Proposed	2017-2018 Manager Proposed	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
CAPITAL IMPROVEMENTS/TRANSFER OUT	166,991	86,456	183,813	54,578	54,578	181,786	54,578	-	0.00%
OPERATING EXPENDITURES	166,991	86,456	183,813	54,578	54,578	181,786	54,578	-	0.00%
TOTAL CAPITAL IMPROVEMENTS RESERVE	166,991	86,456	183,813	54,578	54,578	181,786	54,578	-	0.00%

Purpose of Capital Improvements

In recognition that buildings, infrastructure, technology and major equipment are the physical foundation for providing services to the residents of the Town of Tolland, a five-year Capital Improvement Program (CIP) is prepared and reviewed annually. The purpose of the plan is to budget for the acquisition, replacement or renovation of major fixed assets. The underlying Capital Financing Policy establishes the methodology for including a program or project in the five-year Capital Improvement Program. The policy establishes the general financing goals and the specific elements that comprise a long-range financing strategy.

In accordance with the Town Charter, the Town Manager shall prepare and submit to the Town Council a five-year capital program at least four months prior to the annual budget referendum. The Town Manager and Finance Director prepare a Debt Management Plan (DMP) executive summary report for submission to the Town Council on an annual basis in conjunction with the CIP.

The Town's Charter obligates the Town Council to hold one or more public hearings on the CIP, publish in one or more newspapers the general summary of the capital program, and adopt the capital program with or without amendments after the public hearing for inclusion in the annual budget.

Capital Improvement Program Strategy/Guidelines

The Town's CIP is a comprehensive multi-year capital plan that identifies and prioritizes expected needs based on the Town's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs.

1. The Town will develop a five-year CIP for capital improvements; the first year of which will be adopted annually by the Town Council as the Capital Budget. The CIP shall include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the available financial resources. The Town will make all capital improvements in accordance with the Town Council's annually adopted CIP.

2. The Town will coordinate the development of the CIP with the development of the annual operating budget. Future operating costs associated with new capital projects will be projected and included in the operating budget forecasts. The Town will not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.

3. The Town will maintain its assets at a level adequate to protect the Town's capital investment and minimize future maintenance and replacement costs.

4. The Town will identify the estimated cost and potential funding source or financing method for each capital project proposal before it is submitted to the Town Council for approval.

5. The Town Administration will monitor and manage capital project expenditures with all department managers on a monthly basis for each project in the annual Capital Budget.

6. The Town Manager's Office will identify the optimum mix and financing sources for all capital projects, in conjunction with the adopted Debt Management Policy.

Capital Planning Guidelines

The Town's Capital Budget guidelines define a capital project as:

a. Any new or expanded physical facility, including preliminary design and related professional services.
b. Land or property acquisition.
c. Items of a non-recurring nature where the benefits are realized over a long period of time.

A project should also exhibit the following characteristics to be included in the CIP:

- Life Expectancy - the project's outcome, non-recurring in nature, should have a useful life of greater than eight years.

- Cost - cost should be a relatively high, non-operative expenditure for the Town; generally in excess of $10,000 for equipment or plant facility improvements.

Capital projects can be broken out between recurring and non-recurring. ***Recurring projects*** are those that are included in almost every budget and have a regular replacement cycle. Examples of these projects are **capital equipment replacements and pavement management**. Although the selected roads rotate each year and the capital equipment changes, they are on-going programs with regular replacement schedules. ***Non-recurring projects*** are significant non-routine expenditures such as school construction projects or major building renovations.

In conformity with the Aging Equipment Aging Schedule assigned to Highway Garage and Parks and Facilities Garage. The Town is dedicated to budget the heavy equipment listed in this section.

Pavement Management has been allocated $774,501 in FY 2017-18, $2,108,600 for a State LOTCIP funded reconstruction of Old Cathole Road and Drainage construction and reconstruction $200,000. The remaining years of the CIP plan to continue the ongoing program of resurfacing Tolland roads. The roads that have been chosen were prioritized by a computer program which assigns a PCI to all roads and the appropriate repaving strategies. All the remaining projects under Board of Education, Fire and Ambulance, Park and Recreation and Public Facilities are non-recurring one time projects. In addition to current needs this November 2016 the Town had voted for $9,600,000 in funding to address School Capital Improvements needs.

Capital Financing Guidelines

1. *To minimize the reliance on long-term debt*, whenever possible, capital costs should be financed by means other than borrowing and borrowings should be avoided for projects with a cost of less than $100,000. In addition to soliciting outside grant funding, the Town should utilize pay-as-you-go methods such as regular contributions from the General Fund, use of funds in the Capital and Non-Recurring Expenditure Fund (CNRE), use of Special Revenue funds for appropriate projects.

2. *To make the most of capital financing strategy,* the Town Manager and Finance Director will project the future impact of financing capital projects in accordance with the Town's Debt Management Policy and Town Charter (Section 9-16).

3. *To keep up with maintenance scheduling,* the Town intends to set aside sufficient current revenues to finance on-going maintenance needs and to provide periodic replacement and renewal consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair, to

maximize a capital asset's useful life and to avoid unnecessary borrowing. It is the Town's policy to develop master plans for scheduling this maintenance.

4. *To maintain credit ratings,* the Town will, at all times, manage its debt and sustain its financial position in order to seek and maintain at a minimum a credit rating of AAA for Fitch Ratings and AAA for Standard & Poors, or the highest credit rating possible.

5. *To build future reserves the Town established CNRE* fund which allows more flexibility in investments and serves as a future source of pay-as-you-go financing of capital projects. The fund may receive contributions from the sale of Town-owned buildings and property, transfers from the General Fund, unexpended balances of completed capital projects in the Capital Fund, and interest from CNRE Fund investments. The actual CNRE capital financing contributions will be determined through the annual Capital Budget process. Unexpended balances from completed capital projects with a remaining balance may, by Town Council resolution, be transferred to the CNRE Fund and added to the reserve fund as a future source of financing for projects.

Funding Sources

Significant Projects funded by the Taxes:

Roads & Drainage		24,578	Road Pavement
Public Facilities:		30,000	$30,000 Senior Center Roof Replacement, $24,000 Repainting of the Arts Building
	$	54,578	

Significant Projects funded by Other Sources:

Town Administration:		55,972	Replacement of Light Duty vehicles TOWN & BOE , CNRE
Capital Equipment:		203,952	Non- referendum bonds - $190,300 Dump Truck , $13,652 light duty truck
Fire Ambulance:		231,500	$214,640 Ambulance 540, $ 17,500 Defibrillators -Ambulance Reserve
Park and Recreation		116,517	Boiler Recreation Center $50,000- Utility Fund, $26,487 - Recreation Fund, CIRMA Rebate $40,030
Public Facilities:		1,381,779	Public Works Garage Renovations Non-referendum bonds funding CNRE $32,000 Firehouse
Streets and Roads:		200,000	Construction and Reconstruction - Drainage Construction -Non-referendum bonds,
		2,858,523	Road Improvements Program $339,123 -TAR grant, $410,800 Non-referendum bonds and $2,108,600 State LOTCIP Grant
	$	5,048,243	
	$	**5,102,821**	

The major funding sources for capital improvements are: General Fund Contributions, Referendum and non-referendum bonds, State grants such as Town Aid Road, Local Capital Improvement Plan and School Construction, CNRE Fund, Existing Funds, Ambulance Fees, Recreation Fund Fees and other funding sources and unallocated funds.

- General Fund Contributions will finance 1.8% of the Capital Improvement budget. These contributions are .1% of the total FY 18 general fund budget compared to .1% in FY17. Historically the target level has been about 1% of the total operating budget. Reduction in the contribution level for the last five fiscal years reflects the current economic environment.

Comparison of General Fund Contributions to Capital Improvements for 2014-2018

Fiscal Years	Amount	% of Total Budget
2013/14	141,991	0.27%
2014/15	86,456	0.16%
2015/16	183,814	0.34%
2016/17	54,578	0.10%
2017/18	54,578	0.10%

- Referendum and non-referendum bonds account for 0% to 50 % of the capital funding and depend on the capacity of the Debt Service plan. The issuance of debt is authorized in a public hearing by resolution of the Town Council. In the aggregate, debt authorizations in a fiscal year cannot exceed 5% of the current tax levy without a referendum vote. Non-referendum borrowing is permissible in 2018, according to the Town Charter, at a level not to exceed $2,234,293 (based on the proposed FY 2017-18 grand levy). The budget for fiscal year 2018 recommends $2,150,879. Due to the delay in the Town budget approval the Town Council approved a resolution at a Public Hearing held on July 11, 2017 to approve these projects and supplemental appropriation as permitted by the Town Charter.

- The Town uses short-term financing in the form of Bond Anticipation Notes ("BANS") to provide interim cash flow, facilitate the timing of bond sales, avoid locking in high long-term interest rates during periods of market turmoil and to finance projects whose final cost is uncertain or is expected to be mitigated by grants and/or investment earnings.

  The Town confines long-term borrowing to capital improvements or projects that cannot be financed with current resources. The Town will not fund current operations from the proceeds of borrowed funds. Whenever appropriate, the beneficiaries of a project or service will pay for it. For example, if a project is a general function of government that benefits the entire community, such as a school or library, the project will be paid for with general tax revenues or financed with general obligation bonds. Projects benefiting specific users, such as water and sewer facilities, will be issued as general obligation bonds by the Town, using its full faith and credit pledge. Revenues will be derived from targeted taxes or assessments which will be used to offset the general obligation debt service. Whenever possible, projects with an estimated cost of less than $100,000 are not financed with long-term debt.

  Capital improvements financed through the issuance of debt are financed for a period not to exceed the useful life of the capital project, but in no event to exceed 20 years (30 years for sewer projects) in accordance with Connecticut General Statutes.

- State grants (Town Aid Road, Local Capital Improvement Plan, and School Construction) account for an average of 30% of capital budgets. The Town attempts to fund capital projects with state and federal grants first before other methods. The 2017-2018 budget includes only a Town Aid Road grant of $339,123 and funds for LoCIP projects are frozen by the Office Policy and Management.

- An additional LOTCIP grant in the amount of $2,108,600 for the reconstruction of Old Cathole Road has been approved by the State of CT.

- CNRE Fund serves as a source of pay-as-you-go financing for capital projects. The CNRE is an integral part of the Town's capital financing strategy. The Town seeks to grow the fund to a level deemed sufficient to fully fund recurring expenditures for replacing capital equipment and maintaining public facilities that do not meet the Town's general obligation bond issuance guidelines. If the fund is not at its target level, appropriations from the CNRE fund shall not exceed the interest income earned on invested CNRE proceeds. There is $101,624 in funding adopted from the CNRE for 2018 budget for the replacement of the light duty vehicles, the line painter and the cost of conceptual plan for 3 firehouses.

- Existing/ Other Funds account for these balances that have accumulated from on-going multi-year projects or from projects with revised scopes.

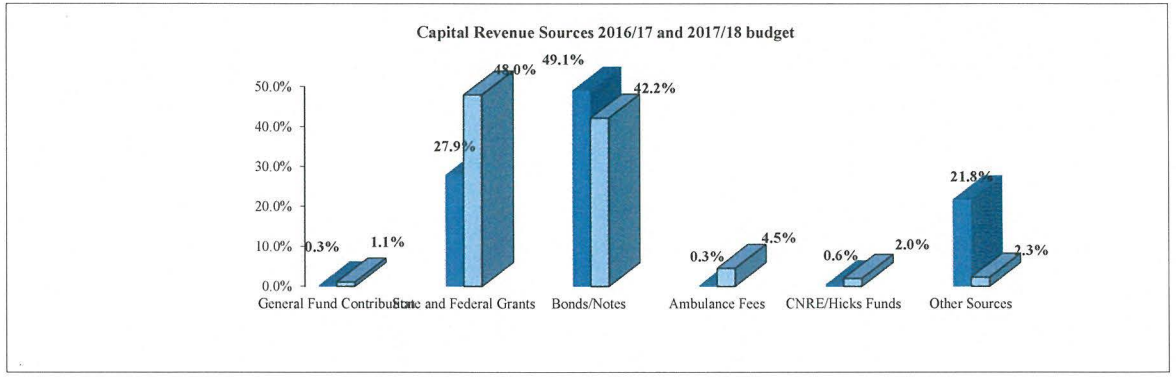
- Proceeds from the sale or trade-in of equipment fluctuates from year to year (0%-9%). Equipment and vehicle replacement schedules are an integral part of the capital improvement process.

- Ambulance Fees support ambulance capital equipment replacement, emergency utilities and new vehicles as needed. In 2018, $231,500 will be used from reserves for the replacement of Ambulance 540 and new defibrillators. Due to the delay in the Town budget approval the Town Council approved a resolution at a Public Hearings held on July 11, 2017 to approve the defibrillator project and in June, 2016 to move forward with the Ambulance 540 project, supplemental appropriations as permitted by the Town Charter.

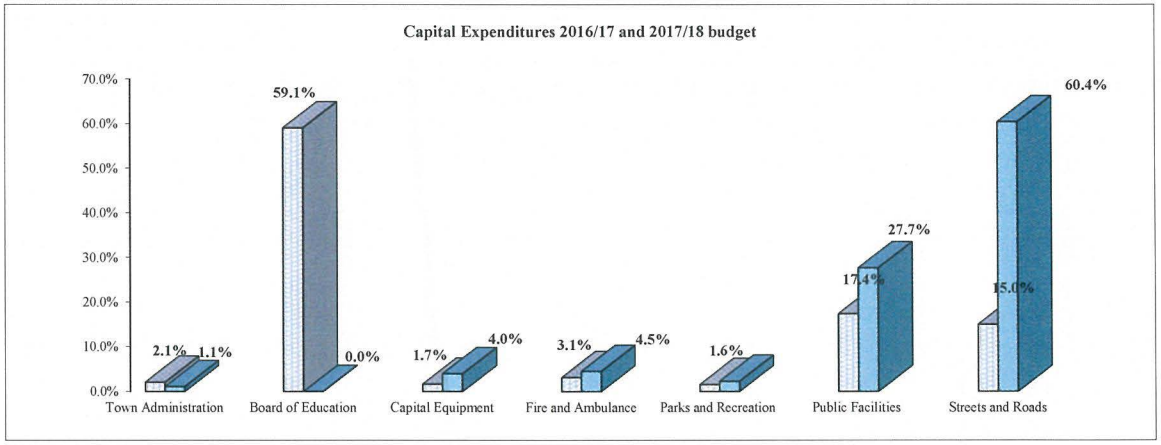
- Other funding sources and unallocated funds consist of unappropriated, unanticipated revenues such as lease financing, reimbursements on previously completed projects.

Comparative Capital Improvement Budgets Summary
2016/2017 & 2017/2018

	2016/2017 Adopted		2017/2018 Proposed	
Revenues:				
General Fund Contribution	54,578	0.3%	54,578	1.1%
State and Federal Grants	4,534,445	27.9%	2,447,723	48.0%
Bonds/Notes	7,976,712	49.1%	2,150,879	42.2%
Ambulance Fees	50,000	0.3%	231,500	4.5%
CNRE/Hicks Funds	92,483	0.6%	101,624	2.0%
Other Sources	3,538,060	21.8%	116,517	2.3%
Total Revenues	**16,246,278**	**100%**	**5,102,821**	100.0%



Expenditures:				
Town Administration	339,578	2.1%	55,972	1.1%
Board of Education	9,600,000	59.1%	-	0.0%
Capital Equipment	273,000	1.7%	203,952	4.0%
Fire and Ambulance	511,640	3.1%	231,500	4.5%
Parks and Recreation	254,600	1.6%	116,517	2.3%
Public Facilities	2,828,337	17.4%	1,411,779	27.7%
Streets and Roads	2,439,123	15.0%	3,083,101	60.4%
Total Expenditures	**16,246,278**	**100%**	**5,102,821**	100.0%



Operating Cost associated with future Capital Budget

The table below depicts cost implications associated with new projects which is required by the Town Charter § C9-6. "Applicable associated operating costs and estimated tax rate ramifications shall also be included". Currently a majority of the Town's capital expenditures are associated with improvements or replacement and not expansions of operations. Only limited numbers of expansions will a have real impact on operating cost. There will also be significant savings recognized by implementing these projects. From the analytical prospective the future operating costs are non-significant in nature, however must be presented to satisfy requirements. Savings are reflected as negative amounts below.

Tolland Capital Improvements Future Annual Increase in Operating Costs or (Savings)

	School Improvements Plan $9.6 Million Project	Firehouse Improvements	Replacement of Ambulance 540	Public Works Garage Renovations
Contractual Services	see notes below [1]		see notes below [2]	
Maintenance				[5]
Utilities		see notes below [3]		5,242 [5]
Totals	-	-	-	5,242

1 Tolland Schools $9.6 million Capital Improvements Savings Opportunities rather than additional operating costs:

- The avoidance of higher material and labor cost to maintain buildings in the future
- Extending the useful life of current assets
- Avoidance of fees related to the neglect that could cause safety or support concerns
- Avoidance of penalties for failing to fulfill state mandates
- Avoid costs related to unnecessary adverse health impacts on students and staff
- Avoid and/or lower the potential for workers comp claims
- Avoidance of the higher maintenance cost due to repeated repairs
- Avoid costs related to utility inefficiencies created by the use of depreciated capital components
- Avoidance of outsourcing costs due to lack of equipment and specialization
- Avoid loss of instructional time and related salaries due to equipment failures
- Avoid costs associated with the accelerated depreciation of school assets

2 The project results in annual maintenance savings and meets the mandated safety replacement requirement. We do not have an exact estimate of the savings yet.

3 The project future operating cost to be determined after a study phase

Equipment Aging Schedule for Units Assigned to Parks & Facilities Garage

2017/2018 proposed 5 year CIP

updated as of 12/2016

Vehicle/Eqp #	Description	Year	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 23/24	FY 25/26	FY 26/27
Trucks:												
39 TOL	Ford F800 Dump	1996	21									
63 TOL	GMC 3500	1999										
37 TOL	GMC 3500	2003										
38 TOL	Ford F550	2004	13	14	15	16						
56 TOL	Ford F250	2006	11	12	13	14	15	16	17	18	19	20
53 TOL	Ford F450	2007	10	11	12	13	14	15	16	17	18	19
81 TOL	Ford F250	2007	10	11	12	13	14	15	16	17	18	19
68 TOL	Ford F550	2007	10	11	12	13	14	15	16	17	18	19
75 TOL	3/4 Ton Van	2008	9	10	11							
55 TOL	Ford F450	2011	7	8	9	10	11	12	13	14	15	16
5 TOL	Ford F250	2012	6	7								
61 TOL	Ford F250 (mechanics truck)	2013	5	6	7	8	9	10	11	12	13	14
50 TOL	Ford F550	2015	3	4	5	6	7	8	9	10	11	12
80 TOL	Ford F550	2016	1	2	3	4	5	6	7	8	9	10
Scheduled Replacements:												
39 TOL	Ford F800 Dump	2017	new	1	2	3	4	5	6	7	8	9
5 TOL	Ford F250	2018		new	1	2	3	4	5	6	7	8
75 TOL	3/4 Ton Van	2019			new	1	2	3	4	5	6	7
38 TOL	Ford F550	2020				new	1	2	3	4	5	6
Equipment:												
	Ford Tractor	1970	37	38	39	40	41	42	43	44	45	46
	Sweepstar	1991	26	27	28	29	30	31	32	33	34	25
	Easy Rake	1998	19	20	21	22	23	24	25	26	27	28
	Lazer Lawnmower	1999	18	19	20	21	22	23	24	25	26	27
	Gravely Snow Blower	1999	18	19	20	21	22	23	24	25	26	27
	Gravely Snow Blower	1999	18	19	20	21	22	23	24	25	26	27
	John Deere Tractor	2001	16	17	18	19	20	21	22	23	24	25
	Easy Rake	2001	16	17	18	19	20	21	22	23	24	25
	Skidsteer New Holland180	2002	15	16	17							
	4000 Lawnmower	2003	14	15								
	Easy Rake	2005	13	14	15	16	17	18	19	20	21	22
	Lazer Lawnmower	2005	13	14	15	16	17	18	19	20	21	22
	Gravely Snow Blower	2005	13	14	15	16	17	18	19	20	21	22
	Cat Loader	2006	12	13	14	15	16	17	18	19	20	21
	Gravely Snow Blower	2007	11	12	13	14	15	16	17	18	19	20
	Lazer Lawnmower	2007	11	12	13	14	15	16	17	18	19	20
	Kubota tractor	2007	11	12	13	14	15	16	17	18	19	20
	4000 Lawnmower	2007	11	12	13	14	15	16	17	18	19	20
	Line Painter	2008	12									
	Skidsteer New Holland 170	2011	7	8	9	10	11	12	13	14	15	16
	580 Mower #1	2010	7	8	9	10	11	12	13	14	15	16
	Ventrix mower/thrower	2013	6	7	8	9	10	11	12	13	14	15
	ExMark Lazer Lawnmower	2014	4	5	6	7	8	9	10	11	12	13
	ExMark Lazer Lawnmower	2014	4	5	6	7	8	9	10	11	12	13
	ExMark Lazer Lawnmower	2014	4	5	6	7	8	9	10	11	12	13
	ExMark Lazer Lawnmower	2014	4	5	6	7	8	9	10	11	12	13
	Easy Rake/Smithco Groomer	2015	2	3	4	5	6	7	8	9	10	11
Scheduled Replacements:												
	Line Painter	2018	new									
	4000 Lawnmower	2019		new	1	2	3	4	5	6	7	8
	Skidsteer New Holland180	2020			new	1	2	3	4	5	6	7

	recommended end of service		3 years past recommended end of service
	1 year past recommended end of service		4+ years recommended end of service
	2 years past recommended end of service		scheduled for replacement

Equipment Aging Schedule for Units Assigned to Highway Garage

2017/2018 proposed 5 year CIP

updated as of 12/2016

Vehicle/Eqp #	Description	Year	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27
Trucks:												
29 TOL	Mack Dump (winter use only)	1991										
30 TOL	Mack Dump (winter use only)	1993										
12 TOL	International 4700 (Tree Truck)	2000	17	18	19	20	21	22	23	24	25	26
64 TOL	Ford F250	2002	15	16	17	18	19	20	21	22	23	24
35 TOL	Western Star Dump	2002	15	16	17	18	19	20	21	22	23	24
8 TOL	Ford Utility	2003	14	15	16							
9 TOL	Ford F150	2003	14	15	16	17	18	19	20	21	22	23
23 TOL	Mack 10 Wheel (refurbished 2015)	2004	13	14	15	16	17	18	19	20	21	22
33 TOL	Mack Dump	2005	12	13								
2 TOL	Ford F250 P/U	2006	11	12	13	14						
25 TOL	Ford D-550 Dump	2007	10	11	12							
14 TOL	GMC 7500	2008	9	10	11	12	13	14	15	15	16	17
21 TOL	Mack Dump	2008	9	10	11	12	13	14	15	15	16	17
27 TOL	International 7400	2008	9	10	11	12	13					
31 TOL	International 7400	2009	8	9	10	11	12	13	14	15	16	17
26 TOL	International 7400	2012	6	7	8	9	10	11	12	13	14	15
32 TOL	International 7400	2012	6	7	8	9	10	11	12	13	14	15
1 TOL	Ford F250	2012	6	7								
51 TOL	International 7400	2013	5	6	7	8	9	10	11	12	13	14
28 TOL	International 7400	2014	4	5	6	7	8	9	10	11	12	13
11 TOL	Ford F350	2015	3	4	5	6	7	8	9	10	11	12
13 TOL	Ford F350 Rack Body	2015	3	4	5	6	7	8	9	10	11	12
4 TOL	Ford F350	2015	3	4	5	6	7					
24 TOL	International 7400	2016	2	3	4	5	6	7	8	9	10	11
6 TOL	International Low Pro 4300	2016	1	2	3	4	5	6	7	8	9	10
Scheduled Replacements:												
33 TOL	International 7400	2018		new	1	2	3	4	5	6	7	8
1 TOL	Ford F250	2018		new	1	2	3	4	5	6	7	8
25 TOL	Ford D-550 Dump	2019			new	1	2	3	4	5	6	7
8 TOL	Ford Utility	2019			new	1	2	3	4	5	6	7
2 TOL	Ford F250 P/U	2020				new	1	2	3	4	5	6
27 TOL	International 7400	2021					new	1	2	3	4	5
4 TOL	Ford F350	2021					new	1	2	3	4	5
Heavy Equipment:												
	Cat Grader	1972	45	46	47	new "used"						
	Dyno Pack Roller	1988	28									
7 TOL	Vac-All	2000	17	18	19	20	21	22	23	24	25	26
20 TOL	Cat 938 Loader	2002	15	16	17	18	19	20	21	22	23	24
19 TOL	Elgin Sweeper	2003	14	15	16	17	18	19	20	21	22	23
	Paver (used)	2007	10	11	12	13	14	15	16	17	18	19
	Roadside Mower	2010	7	8	9	10	11	12	13	14	15	16
	Hyndai Excavator 4500	2011	7	8	9	10	11	12	13	14	15	16
17 TOL	Cat Loader 924	2014	4	5	6	7	8	9	10	11	12	13
22 TOL	Cat Backhoe	2014	4	5	6	7	8	9	10	11	12	13
Scheduled Replacements:												
	Dyno Pack Roller	2017	new	1	2	3	4	5	6	7	8	9
	Cat Grader	used				new "used"						

	recommended end of service		3 years past recommended end of service
	1 year past recommended end of service		4 years or more past recommended end of service
	2 years past recommended end of service		scheduled for replacement

5-YEAR CAPITAL IMPROVEMENT PLAN BUDGET SUMMARIES

YEAR 1: FY 2017-2018

YEAR 2: FY 2018-2019

YEAR 3: FY 2019-2020

YEAR 4: FY 2020-2021

YEAR 5: FY 2021-2022

FIVE YEAR CAPITAL IMPROVEMENT PLAN
BUDGET SUMMARIES FOR FISCAL YEARS 2017-2018 THROUGH 2021-2022
Italic indicates the recurring projects

PROJECT SUMMARY DESCRIPTIONS	Project Cost	Existing Funds for next budget	1 FY 2017-2018	2 FY 2018-2019	3 FY 2019-2020	4 FY 2020-2021	5 FY 2021-2022	Funding Totals FY 2018-2022
TOWN ADMINISTRATION								
Town Administration								
Replacement of Light Duty Vehicles - Town	*169,200*		*55,972*	*30,772*	*27,176*	*29,140*	*26,140*	*169,200*
Replacement of Light Duty Vehicles - BOE	*63,930*			*12,786*	*12,786*	*12,786*	*12,786*	*51,144*
Facilities Capital Improvements	**50,000**					50,000		**50,000**
SUBTOTAL TOWN ADMINISTRATION	**283,130**	**0**	**55,972**	**43,558**	**39,962**	**91,926**	**38,926**	**270,344**
BOARD OF EDUCATION								
Board of Education								
Facilities Capital Improvements	**400,000**			100,000	100,000	100,000	100,000	**400,000**
Bonding Projects	**1,104,560**						1,104,560	**1,104,560**
SUBTOTAL BOARD OF EDUCATION	**1,504,560**	**0**	**0**	**100,000**	**100,000**	**100,000**	**1,204,560**	**1,504,560**

FIVE YEAR CAPITAL IMPROVEMENT PLAN
BUDGET SUMMARIES FOR FISCAL YEARS 2017-2018 THROUGH 2021-2022
Italics indicates the recurring projects

PROJECT SUMMARY DESCRIPTIONS	Project Cost	Existing Funds	1 FY 2017-2018	2 FY 2018-2019	3 FY 2019-2020	4 FY 2020-2021	5 FY 2021-2022	Funding Totals FY 2018-2022
CAPITAL EQUIPMENT								
Capital Equipment								
Replacement of Light Duty Vehicles	*75,052*		*13,652*	*15,350*	*15,350*	*15,350*	*15,350*	*75,052*
Replacement of PW Truck and Pavement Roller	**190,300**		190,300					**190,300**
Replacement of Truck #33 (Highway)	**180,000**			180,000				**180,000**
Replacement of Toror Mower (Parks)	**53,000**			53,000				**53,000**
Replacement of Truck #25 (Highway)	**68,000**				68,000			**68,000**
Replacement of Service Truck (Highway) & Skid Steer	**118,000**				118,000			**118,000**
Facilities Cargo Van (Parks)	**45,000**				45,000			**45,000**
Replacement of Truck #38 (Highway) & Road Grader	**140,000**					140,000		**140,000**
Replacement of Truck #2 (Highway)	**50,000**					50,000		**50,000**
Replacement of Truck #27 (Highway)	**200,000**						200,000	**200,000**
SUBTOTAL CAPITAL EQUIPMENT	**1,119,352**	**0**	**203,952**	**248,350**	**246,350**	**205,350**	**215,350**	**1,119,352**
FIRE AND AMBULANCE								
Fire and Ambulance								
Contribution to Emergency Services Equipment Reserve								
Replacement of Ambulance 540	**214,000**		214,000					**214,000**
Replacement AED Program	**35,000**		17,500		17,500			**35,000**
Replacement of Two Thermal Imagers	**20,000**			20,000				**20,000**
Replacement of Rescue 240 and ET-540	**1,500,000**				1,500,000			**1,500,000**
Replacment of Fire Gear	**60,000**					60,000		**60,000**
Replacement of Ambulance 640	**285,000**						285,000	**285,000**
Refurbishment of ET-140	**130,000**						130,000	**130,000**
SUBTOTAL FIRE AND AMBULANCE	**2,244,000**	**0**	**231,500**	**20,000**	**1,517,500**	**60,000**	**415,000**	**2,244,000**

FIVE YEAR CAPITAL IMPROVEMENT PLAN
BUDGET SUMMARIES FOR FISCAL YEARS 2017-2018 THROUGH 2021-2022
Italics indicated recurring projects

PROJECT SUMMARY DESCRIPTIONS	Project Cost	Existing Funds	1 FY 2017-2018	2 FY 2018-2019	3 FY 2019-2020	4 FY 2020-2021	5 FY 2021-2022	Funding Totals FY 2018-2022
PARKS AND RECREATION								
Parks and Recreation								
New Playground Area	**30,000**				30,000			**30,000**
Boiler at Recreation Center	**235,000**	**118,483**	116,517					**235,000**
SUBTOTAL PARKS AND RECREATION	**265,000**	**118,483**	**116,517**	**0**	**30,000**	**0**	**0**	**265,000**
PUBLIC FACILITIES								
Public Facilities								
Additional Funding for Highway Garage Renovations	**4,128,116**	**2,778,337**	1,349,779					**4,128,116**
Senior Center Roof Replacement	**30,000**		30,000					**30,000**
Refurbish Firehouse 340	**12,000**		12,000					**12,000**
Costs of Conceptual Plan for Firehouses	**20,000**		20,000					**20,000**
Firehouse Improvement Design Phase	**100,000**			100,000				**100,000**
Boiler for Jail and Trooper Office	**35,000**				35,000			**35,000**
Firehouse Improvements Implementation Phase	**3,000,000**				3,000,000			**3,000,000**
Pole Sheds for Highway Garage	**80,000**						80,000	**80,000**
SUBTOTAL PUBLIC FACILITIES	**7,405,116**	**2,778,337**	**1,411,779**	**100,000**	**3,035,000**	**0**	**80,000**	**7,405,116**
STREETS AND ROADS								
Construction and Reconstruction								
Drainage Construction and Design	***1,000,000***		*200,000*	*200,000*	*200,000*	*200,000*	*200,000*	***1,000,000***
Plains Road Culvert	**319,000**			319,000				**319,000**
Pavement Management								
Road Improvements 11/2012 referendum	**5,000,000**	**5,000,000**						**5,000,000**
Old Cathole Road North	**410,800**		410,800					**410,800**
Old Cathole Road North Roadway Reconstruction-State	**2,108,600**		2,108,600					**2,108,600**
Cross Farms Parking Lot (Rear)	**140,800**			140,800				**140,800**
Various Roads	***4,339,123***		*363,701*	*1,000,000*	*1,000,000*	*1,000,000*	*1,000,000*	***4,363,701***
Road Improvements	**5,000,000**						5,000,000	**5,000,000**
SUBTOTAL STREETS AND ROADS	**18,318,323**	**5,000,000**	**3,083,101**	**1,659,800**	**1,200,000**	**1,200,000**	**6,200,000**	**18,342,901**
CIP GRAND TOTALS	**31,139,481**	**7,896,820**	**5,102,821**	**2,171,708**	**6,168,812**	**1,657,276**	**8,153,836**	**31,151,273**

YEAR 1

2017 – 2018

YEAR 1 CAPITAL BUDGET SUMMARY
FISCAL YEAR 2017-2018

YEAR 1 CAPITAL BUDGET FUNDING CATEGORIES	CAPITAL BUDGET FUNDING SOURCES												
	Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	Funding Totals
PROJECTED AVAILABILITY OF CAPITAL FUNDS ==========>	**17,496,820**	**54,578**	**101,624**	**26,487**	**2,150,879**	**0**	**0**	**339,123**	**2,108,600**	**0**	**623,137**	**90,030**	**22,991,278**
TOWN ADMINISTRATION													
Town Administration	0	**0**	55,972	0	0	0	0	0	0	0	0	0	55,972
BOARD OF EDUCATION													
Board of Education	9,600,000	**0**	0	0	0	0	0	0	0	0	0	0	9,600,000
CAPITAL EQUIPMENT													
Capital Equipment	0	**0**	13,652	0	190,300	0	0	0	0	0	0	0	203,952
FIRE AND AMBULANCE													
Fire and Ambulance	0	**0**	0	0	0	0	0	0	0	0	231,500	0	231,500
PARKS AND RECREATION													
Parks and Recreation	118,483	**0**	0	26,487	0	0	0	0	0	0	0	90,030	235,000
PUBLIC FACILITIES													
Public Facilities	2,778,337	**30,000**	32,000	0	1,349,779	0	0	0	0	0	0	0	4,190,116
STREETS AND ROADS													
Construction and Reconstruction	0	**0**	0	0	200,000	0	0	0	0	0	0	0	200,000
Pavement Management	5,000,000	**24,578**	0	0	410,800	0	0	339,123	2,108,600	0	0	0	7,883,101
SUMMARY PROJECT TOTALS	17,496,820	**54,578**	101,624	26,487	2,150,879	0	0	339,123	2,108,600	0	231,500	90,030	22,599,641
FUNDING SOURCE VARIANCES	0	**0**	0	0	0	0	0	0	0	0	391,637	0	391,637

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Town Administration												PROGRAM Town Administration	CODE 2000-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement. **List of Town Vehicles:** 2015 Ford Explorer - Town Manager 2013 Ford Explorer - Building Inspection (7 years)** 2015 Ford Explorer - Public Works Director (7 years)** 2011 F-150 Pickup Truck - Canine 2005 Jeep Liberty - Assessor 2006 Jeep Grand Cherokee - Recreation 2007 Jeep Liberty - Pool/Planner 2011 Ford Expedition - Fire Marshal 2011 Ford Explorer - Pool 2016 Mini-Van - Elderly **List of Board of Education Vehicles:** 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van (Deferred until next year) ** These vehicles are the only ones that get replaced on a seven year cycle. Their replacements go into the pooled vehicles.	55,972			55,972										55,972
TOTAL TOWN ADMINISTRATION	55,972	0	0	55,972	0	0	0	0	0	0	0	0	0	55,972

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Board of Education	PROGRAM Board of Education	CODE 2010-06

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
School Projects Bond referendum was approved 11/2016. Bond referendum for school projects over three years pursuant to the Town's Debt Management Plan. The debt will be issued each year as follows. This is year one. Debt Management Plan: Year One: FY 2017/2018 - $2,665,128 Year Two: FY 2018/2019 - $5,421,967 Year Three: FY 2019/2020 - $1,512,905 Total - $9,600,000	**9,600,000**	9,600,000												**9,600,000**
TOTAL BOARD OF EDUCATION	9,600,000	9,600,000	**0**	0	0	0	0	0	0	0	0	0	0	9,600,000

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Capital Equipment												PROGRAM Capital Equipment	CODE 2020-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Truck #39 1990 Ford F800 Dump Truck (Highway) and 1988 Dyno Pack Pavement Roller The pavement roller is used for rolling pavement, gravel roads as well as ballfields while being prepared for play in the spring time ($47,300). This front line piece of equipment that is used for snow operations as well as for field maintenance. The vehicle this will replace has a broken hoist which can no longer dump. The intention is to purchase a new sander and plow for this vehicle as well. This vehicle is currently under CT State Bid ($143,000). (Approved by Town Council Resolution, July 2017 Public Hearing)	**190,300**					190,300								**190,300**
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement. **List of Public Works Vehicles:** 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor	**13,652**			13,652										**13,652**
TOTAL CAPITAL EQUIPMENT	**203,952**	0	**0**	13,652	0	190,300	0	0	0	0	0	0	0	**203,952**

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Fire and Ambulance											PROGRAM Fire and Ambulance		CODE 2030-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Ambulance 540 Standard 5 year replacement program. The department currently has two ambulances. One is located at Station 140, 64 Crystal Lake Road and the other is located at Station 240, 3 Rhodes Road. Each ambulance geographically covers one half of the town. We will be doing a remount the same as we did with Ambulance 640, this option will lessen the price. Keep in mind the next replacement will require a complete new ambulance therefore the price will be back to where it was before we started using the remount option. (Approved by Town Council Resolution, Public Hearing in FY 16/17)	**214,000**											214,000		**214,000**
Replacement AED Program More than 10 years ago with the addition of AEDs (Automatic External Defibrillators), the department first qualified as a HEARTSafes Community. The Fire Department was able to expand our fleet of AEDs when those units that weren't being used by a local sports group, were donated to the department. The addition of these units enabled us to equip each station as well as our first-response vehicles with AEDs which allows for quick, easy access and provides greater coverage to the Town. The Department needs to begin replacing our AED units. At this time we recommend half our units this year and the other half in two years. We feel this strategy will lessen the financial impact of the program and allow for more manageable spending not only for the units themselves but for the maintenance, batteries and pad supply costs as well. The current units are in need of replacement due to changes in technology and some are not able to download the new software. All are at the end of their cycle. (Approved by Town Council Resolution, July 2017 Public Hearing)	**35,000**											17,500		**17,500**
Contribution to Emergency Services Equipment Reserve Contributions to the ambulance fund from operations, net of expenses, average approximately $130,000 per year. Funds are accumulated within a reserve account in this fund to be used towards the replacement of ambulances as well as yearly fire/ambulance equipment as identified in the Capital Improvements Plan. As projects are scheduled, funds are reallocated from this reserve account to the accounts where the expenditures are needed.														
TOTAL FIRE AND AMBULANCE	**249,000**	0	**0**	0	0	0	0	0	0	0	0	231,500	0	**231,500**

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Parks and Recreation									PROGRAM Parks and Recreation				CODE 2040-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/	
Boiler at Recreation Center Replacement of boiler at the Recreation Center. Funding: CIRMA Insurance Rebate - $40,030 Recreation Fund - $26,487 Utility Fund - $50,000 **Note: LoCIP funding in FY 16/17 was put on hold by State of Connecticut. This will replace those lost funds. (Approved by Town Council Resolution, July 2017 Public Hearing)	**235,000**	118,483			26,487								90,030	**235,000**
TOTAL PARKS AND RECREATION	**235,000**	118,483	**0**	0	26,487	0	0	0	0	0	0	0	90,030	**235,000**

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Public Facilities								PROGRAM Public Facilities					CODE 2050-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Senior Center Roof Replacement Re-roofing of the Senior Center building. We have had numerous ice dams causing some leaking into the building as well as the age of the shingles which dictates that the existing roofing needs to be stripped, covered with water and ice protection and re-shingled.	**30,000**		**30,000**											**30,000**
Refurbishing of Firehouse 340 The exterior of the brick facing the firehouse is breaking off due to exposure to the elements. The bricks are freezing and popping off as well as the flashing and leaking in some areas. Replacing of the bricks and sealing the entire facility should be done even if the building is to be slated for future repairs to help maintain its integrity.	**12,000**			12,000										**12,000**
Costs of Conceptual Plan for 3 Firehouses The costs of the conceptual plan for 3 Firehouses is the first step to determine what the costs will be to bring Fire Stations 140, 340 and 440 up to current building codes, to meet ADA requirements and to incorporate some overall improvements to each facility for the fire/emergency personnel.	**20,000**			20,000										**20,000**
Additional Funding for Highway Garage Renovations STEAP grant is $400,000 and $942,460 funding in FY 15/16 and $1,435,877 in FY 16/17 (this number was increased by $100,000 since STEAP funding was reduced). The balance of $1,349,779 will be funded by non-referendum debt in FY 17-18. This will provide for the demolition of the existing metal frame portion of the building, replacement with a longer metal frame building, a wash bay, hookup to water and sewer system and lunch room for employees. Existing funds include grant award. (Approved by Town Council Resolution, July 2017 Public Hearing)	**4,128,116**	2,778,337				1,349,779								**4,128,116**
TOTAL PUBLIC FACILITIES	**4,190,116**	2,778,337	**30,000**	32,000	0	1,349,779	0	0	0	0	0	0	0	**4,190,116**

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Streets and Roads								PROGRAM Construction and Reconstruction					CODE 2060-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Drainage Construction and Design Funds for drainage and detention basin replacement, repairs and improvements to all or portions of certain town roads identified by the pavement management system. (Approved by Town Council Resolution, July 2017 Public Hearing)	**200,000**					200,000								**200,000**
TOTAL CONSTRUCTION	**200,000**	0	0	0	0	200,000	0	0	0	0	0	0	0	**200,000**

FUNCTION FY 2017-2018 Capital Budget - Year 1	ACTIVITY Streets and Roads	PROGRAM Pavement Management	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Pavement Management Roads will be repaired according to the automated pavement management system recommendations. This process includes a variety of techniques ranging from crack sealing, chip sealing and thin overlay to total reconstruction. (TAR funding portion of the project will only proceed if State budget approves funding)	**363,701**		**24,578**						339,123					**363,701**
Road Improvements Bond referendum was approved 11/06/2012. Bond referendum for road improvements over five years pursuant to the Town's Debt Management Plan. $1 million of debt will be issued each year. This is year five. Debt Management Plan: Year One: FY 2013/2014 - $1,000,000 Year Two: FY 2014/2015 - $1,000,000 Year Three: FY 2015/2016 - $1,000,000 Year Four: FY 2016/2017 - $1,000,000 Year Five: FY 2017/2018 - $1,000,000	**5,000,000**	5,000,000												**5,000,000**
Old Cathole Road North This portion of Old Cathole Road North is not covered under the LoTCIP program and needs to be funded by the Town. We are responsible for the Engineering portion of the project as well. (Approved by Town Council Resolution, July 2017 Public Hearing)	**410,800**					410,800								**410,800**
Old Cathole Road North Roadway Reconstruction - State Project The State of CT Project number L142-001 has been approved under the Local Transportation Capital Improvement Program (LOTCIP). Tolland will be responsible to implement the project but it will be funded by this program. It is for roadway reconstruction of Old Cathole Rd.	**2,108,600**									2,108,600				**2,108,600**
TOTAL PAVEMENT MANAGEMENT	**7,883,101**	**5,000,000**	**24,578**	**0**	**0**	**410,800**	**0**	**0**	**339,123**	**2,108,600**	**0**	**0**	**0**	**7,883,101**

YEAR 2

2018 – 2019

YEAR 2 CAPITAL BUDGET SUMMARY
FISCAL YEAR 2018-2019

YEAR 2 CAPITAL BUDGET FUNDING CATEGORIES	CAPITAL BUDGET FUNDING SOURCES												
	Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	Funding Totals
PROJECTED AVAILABILITY OF CAPITAL FUNDS ==========>	**9,600,000**	**158,908**	**325,456**	**0**	**1,484,561**	**0**	**116,116**	**339,123**	**0**	**0**	**531,637**	**0**	**12,555,801**
TOWN ADMINISTRATION													
Town Administration	0	**43,558**	0	0	0	0	0	0	0	0	0	0	43,558
BOARD OF EDUCATION													
Board of Education	9,600,000	**100,000**	0	0	0	0	0	0	0	0	0	0	9,700,000
CAPITAL EQUIPMENT													
Capital Equipment	0	**15,350**	53,000	0	180,000	0	0	0	0	0	0	0	248,350
FIRE AND AMBULANCE													
Fire and Ambulance	0	**0**	0	0	0	0	0	0	0	0	20,000	0	20,000
PARKS AND RECREATION													
Parks and Recreation	0	**0**	0	0	0	0	0	0	0	0	0	0	0
PUBLIC FACILITIES													
Public Facilities	0	**0**	0	0	100,000	0	0	0	0	0	0	0	100,000
STREETS AND ROADS													
Construction and Reconstruction	0	**0**	0	0	519,000	0	0	0	0	0	0	0	519,000
Pavement Management	0	**0**	0	0	685,561	0	116,116	339,123	0	0	0	0	1,140,800
SUMMARY PROJECT TOTALS	9,600,000	**158,908**	53,000	0	1,484,561	0	116,116	339,123	0	0	20,000	0	11,771,708
FUNDING SOURCE VARIANCES	0	**0**	272,456	0	0	0	0	0	0	0	511,637	0	784,093

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Town Administration								PROGRAM Town Administration					CODE 2000-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**30,772**		**30,772**											**30,772**
List of Town Vehicles: 2018 Ford Explorer - Town Manager (3 years)** 2013 Ford Explorer - Building Inspection (7 years)** 2015 Ford Explorer - Public Works Director (7 years)** 2011 F-150 Pickup Truck - Canine 2005 Jeep Liberty - Assessor 2006 Jeep Grand Cherokee - Pool 2007 Jeep Liberty - Pool/Planner 2011 Ford Expedition - Fire Marshal 2011 Ford Explorer - Recreation 2015 Ford Explorer - Pool 2016 Mini-Van - Elderly														
List of Board of Education Vehicles: 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van	**12,786**		**12,786**											**12,786**
** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.														
TOTAL TOWN ADMINISTRATION	**43,558**	0	**43,558**	0	0	0	0	0	0	0	0	0	0	**43,558**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Board of Education												PROGRAM Board of Education	CODE 2010-06
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Facilities Capital Improvements Establishment of a fund to address yearly improvement needs for the BOE facilities. The fund will be managed by the BOE Facilities Manager and Town Finance Director. Projects must meet the definition of a capital item.	**100,000**		**100,000**											**100,000**
School Projects Bond referendum was approved 11/2016. Bond referendum for school projects over three years pursuant to the Town's Debt Management Plan. The debt will be issued each year as follows. This is year two. Debt Management Plan: Year One: FY 2017/2018 - $2,665,128 Year Two: FY 2018/2019 - $5,421,967 Year Three: FY 2019/2020 - $1,512,905 Total - $9,600,000	**9,600,000**	9,600,000												**9,600,000**
TOTAL BOARD OF EDUCATION	**9,700,000**	9,600,000	**100,000**	0	0	0	0	0	0	0	0	0	0	**9,700,000**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Capital Equipment												PROGRAM Capital Equipment	CODE 2020-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Truck #33 2005 Mack Truck (Highway) This front line piece of equipment is used for snow operations as well as for road maintenance. The intention is to purchase a new sander and plow for this vehicle as well.	**180,000**					180,000								**180,000**
Replacement of 2004 Toro Mower (Parks) This piece of field maintenance equipment is used on a daily basis for the mowing of our municipal and Board of Education fields. Because of the size of the mower we are capable of mowing a larger area per per pass thereby increasing our daily production.	**53,000**			53,000										**53,000**
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**15,350**		**15,350**											**15,350**
List of Public Works Vehicles: 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor														
TOTAL CAPITAL EQUIPMENT	**248,350**	0	**15,350**	53,000	0	180,000	0	0	0	0	0	0	0	**248,350**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Fire and Ambulance											PROGRAM Fire and Ambulance		CODE 2030-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Two Thermal Imagers Thermal Imaging cameras render infrared radiation as visible light allowing firefighters to see areas of heat through smoke, darkness or heat-permeable barriers. Each of the Department's engines is equipped with this tool. The original cameras were purchased in 1998 as a result of a community-wide fundraising event. Approximately five years ago an additional two units were purchased. Two of the older units are nearing the end of their service life and need to be upgraded this year. Four additional units will need replacing in future years. These cameras are vital tools in locating hot spots in a variety of firefighting applications.	**20,000**											20,000		**20,000**
Contribution to Emergency Services Equipment Reserve Contributions to the ambulance fund from operations, net of expenses, average approximately $130,000 per year. Funds are accumulated within a reserve account in this fund to be used towards the replacement of ambulances as well as yearly fire/ambulance equipment as identified in the Capital Improvements Plan. As projects are scheduled, funds are reallocated from this reserve account to the accounts where the expenditures are needed.														
TOTAL FIRE AND AMBULANCE	**20,000**	0	**0**	0	0	0	0	0	0	0	0	20,000	0	**20,000**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Parks and Recreation													PROGRAM Parks and Recreation	CODE 2040-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/		
NO NEW FY 2018-2019 PROJECTS FOR PARKS AND RECREATION															
TOTAL PARKS AND RECREATION	**0**	0	**0**	0	0	0	0	0	0	0	0	0	0		**0**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Public Facilities												PROGRAM Public Facilities	CODE 2050-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Firehouse Improvement Design In this step the Town will work with an architect/design firm to develop a scope of work that will bring the three firehouses up to the current building codes, ADA compliance and incorporate some of the requests from the building occupants as well.	**100,000**					100,000								**100,000**
TOTAL PUBLIC FACILITIES	**100,000**	0	**0**	0	0	100,000	0	0	0	0	0	0	0	**100,000**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Streets and Roads	PROGRAM Construction and Reconstruction	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Drainage Construction and Design Funds for drainage and detention basin replacement, repairs and improvements to all or portion of certain town roads identified by the pavement management system.	**200,000**					200,000								**200,000**
Plains Road Culvert Major repairs have been identified and need to be made to the culvert on Plains Road near the Girl Scout Camp. While the three, 60" concrete pipes are in good shape, the joints within them need to be cleaned out and regrouted. Both of the head walls need to be replaced with further reaching concrete walls which will contain more reinforcement rebar within them.	**319,000**					319,000								**319,000**
TOTAL CONSTRUCTION	**519,000**	0	**0**	0	0	519,000	0	0	0	0	0	0	0	**519,000**

FUNCTION FY 2018-2019 Capital Budget - Year 2	ACTIVITY Streets and Roads								PROGRAM Pavement Management					CODE 2060-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Pavement Management Roads will be repaired according to the automated pavement management system recommendations. This process includes a variety of techniques ranging from crack sealing, chip sealing and thin overlay to total reconstruction.	**1,000,000**					544,761		116,116	339,123					**1,000,000**
Cross Farms Parking Lot (Rear) The rear lot located by the Disc Golf/Soccer fields is in need of expansion as well as being reclaimed and repaved. Included in this project will be the necessary curbing and wooden rail fencing to protect the surrounding areas.	**140,800**					140,800								**140,800**
TOTAL PAVEMENT MANAGEMENT	**1,140,800**	**0**	**0**	**0**	**0**	**685,561**	**0**	**116,116**	**339,123**	**0**	**0**	**0**	**0**	**1,140,800**

YEAR 3

2019 – 2020

YEAR 3 CAPITAL BUDGET SUMMARY
FISCAL YEAR 2019-2020

YEAR 3 CAPITAL BUDGET FUNDING CATEGORIES	CAPITAL BUDGET FUNDING SOURCES												
	Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	Funding Totals
PROJECTED AVAILABILITY OF CAPITAL FUNDS =======>	**9,617,500**	**200,312**	**272,456**	**30,000**	**862,761**	**4,500,000**	**116,116**	**339,123**	**0**	**0**	**621,637**	**68,000**	**16,627,905**
TOWN ADMINISTRATION													
Town Administration	0	**39,962**	0	0	0	0	0	0	0	0	0	0	39,962
BOARD OF EDUCATION													
Board of Education	9,600,000	**100,000**	0	0	0	0	0	0	0	0	0	0	9,700,000
CAPITAL EQUIPMENT													
Capital Equipment	0	**60,350**	0	0	118,000	0	0	0	0	0	0	68,000	246,350
FIRE AND AMBULANCE													
Fire and Ambulance	17,500	**0**	0	0	0	1,500,000	0	0	0	0	17,500	0	1,535,000
PARKS AND RECREATION													
Parks and Recreation	0	**0**	0	30,000	0	0	0	0	0	0	0	0	30,000
PUBLIC FACILITIES													
Public Facilities	0	**0**	35,000	0	0	3,000,000	0	0	0	0	0	0	3,035,000
STREETS AND ROADS													
Construction and Reconstruction	0	0	0	0	200,000	0	0	0	0	0	0	0	200,000
Pavement Management	0	0	0	0	544,761	0	116,116	339,123	0	0	0	0	1,000,000
SUMMARY PROJECT TOTALS	9,617,500	**200,312**	35,000	30,000	862,761	4,500,000	116,116	339,123	0	0	17,500	68,000	15,786,312
FUNDING SOURCE VARIANCES	0	**0**	237,456	0	0	0	0	0	0	0	604,137	0	841,593

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Town Administration												PROGRAM Town Administration	CODE 2000-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**27,176**		**27,176**											**27,176**
List of Town Vehicles: 2018 Ford Explorer - Town Manager (3 years)** 2013 Ford Explorer - Building Inspection (7 years)** 2015 Ford Explorer - Public Works Director (7 years)** 2011 F-150 Pickup Truck - Canine 2005 Jeep Liberty - Assessor 2006 Jeep Grand Cherokee - Pool 2007 Jeep Liberty - Pool/Planner 2011 Ford Expedition - Fire Marshal 2011 Ford Explorer - Recreation 2015 Ford Explorer - Pool 2016 Mini-Van - Elderly														
List of Board of Education Vehicles: 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van	**12,786**		**12,786**											**12,786**
** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.														
TOTAL TOWN ADMINISTRATION	**39,962**	0	**39,962**	0	0	0	0	0	0	0	0	0	0	**39,962**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Board of Education													PROGRAM Board of Education	CODE 2010-06
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
Facilities Capital Improvements Establishment of a fund to address yearly improvement needs for the BOE facilities. The fund will be managed by the BOE Facilities Manager and Town Finance Director. Projects must meet the definition of a capital item.	**100,000**		**100,000**												**100,000**
School Projects Bond referendum was approved 11/2016. Bond referendum for school projects over three years pursuant to the Town's Debt Management Plan. The debt will be issued each year as follows. This is year three. Debt Management Plan: Year One: FY 2017/2018 - $2,665,128 Year Two: FY 2018/2019 - $5,421,967 Year Three: FY 2019/2020 - $1,512,905 Total - $9,600,000	**9,600,000**	9,600,000													**9,600,000**
TOTAL BOARD OF EDUCATION	**9,700,000**	9,600,000	**100,000**	0	0	0	0	0	0	0	0	0	0		**9,700,000**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Capital Equipment									PROGRAM Capital Equipment				CODE 2020-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Truck #25 2007 Ford F-550 Dump Truck (Highway) This front line piece of equipment is used for snow operations, cemetery services as well as ballfield maintenance. We intend to purchase a sander and snow plow for this vehicle at the time of purchase. (Funded by Cemetery Fund which is estimated to have a fund balance of approximately $211,856)	**68,000**												68,000	**68,000**
Replacement of Truck #8 2003 Ford Utility Truck (Highway) and 2019 New Holland Skid Steer (Parks) The service truck used by the Mechanics has a utility body for carrying tools, etc. and a lift gate which provides the ability to put items such as welders, pumps etc. in the back of the vehicle ($68,000). The New Holland skid steer is used almost daily on field prep as well as during snow operations. We also use it heavily with attachments such as augers, brush hogs and forks for off-loading equipment and supplies ($50,000). This replaces the 2001 New Holland skid steer.	**118,000**					118,000								**118,000**
Facilities 2008 E-250 Cargo Van (Parks) This vehicle is used on a daily basis for maintenance operations on all of our Public Facilities. It is equipped with shelving to carry tools as well as spare parts for plumbing, lock sets, electrical and mechanical needs within the buildings.	**45,000**		**45,000**											**45,000**
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement. **List of Public Works Vehicles:** 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor	**15,350**		**15,350**											**15,350**
TOTAL CAPITAL EQUIPMENT	**246,350**	**0**	**60,350**	**0**	**0**	**118,000**	**0**	**0**	**0**	**0**	**0**	**0**	**68,000**	**246,350**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Fire and Ambulance												PROGRAM Fire and Ambulance	CODE 2030-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	General Fund Contrib	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Rescue 240 After several years of justifying the addition of a second aerial device, our department has decided to defer this request until our facility needs have been addressed. We have been requesting additional space at several firehouses for many years which now have been merged into a master facilities improvement plan for the community ($750,000). (Referendum, November 2018) At this time, we feel that it is in the best interest of the community to replace Rescue 240. Rescue 240 went into service in 2002. Unfortunately, Rescue 240 requires more maintenance than is desirable and normal for the age of the vehicle. There have been several engineering and design improvements that have become available to our industry since the current truck was specified and ordered in 2001. Replacement of Rescue 240 will ensure that our Rescue Company has a safe and reliable vehicle to operate while improving upon our technical and operational capabilities.	**1,500,000**						1,500,000							**1,500,000**
Replacement of ET-540 This truck was delivered in 1988. The truck was built on a commercial vehicle chassis. The truck was refurbished in 2005. That refurbishment added approximately 15 years of usable service life of the truck. This truck has a 1,000 gallon tank and a 1,500 gpm pump. The department will increase in tank size when specifying the replacement truck. This vehicle is currntly located at the Plains Road firehouse ($750,000). (Referendum, November 2018)														
Replacement AED Program More than 10 years ago with the addition of AEDs (Automatic External Defibrillators), the department first qualified as a HEARTSafes Community. The Fire Department was able to expand our fleet of AEDs when those units that weren't being used by a local sports group, were donated to the department. The addition of these units enabled us to equip each station as well as our first-response vehicles with AEDs which allows for quick, easy access and provides greater coverage to the Town. The Department recently initiated replacement of our AED units. This is the second half of the replacement program. We feel this strategy will lessen the financial impact of the program and allow for more manageable spending not only for the units themselves but for the maintenance batteries and pad supply costs as well. The current units are in need of replacement due to changes in technology and some are not able to download the new software.	**35,000**	17,500										17,500		**35,000**
TOTAL FIRE AND AMBULANCE	**1,535,000**	17,500	**0**	0	0	0	1,500,000	0	0	0	0	17,500	0	**1,535,000**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Parks and Recreation													PROGRAM Parks and Recreation	CODE 2040-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
New Playground Area Install a new playground area outside of the entrance to the building. The playground will replace the previous existing playground that was taken down in past years. The playground was removed due to its condition and to make room for the department's parking lot expansion. The playground would consist of elements for ages 3-5 making it suitable for our preschool program. Our preschool program would benefit greatly having a suitable, on-site playground area. The playground will have future expenditures for upkeep of safety material (every year/other year of playground fibers) and replacement of equipment (in approximately 10 years). Playground Structure: $15,000 Preparation and Installation: $13,000 Playground Fibers (safety fibers): $2,000	**30,000**				30,000										**30,000**
TOTAL PARKS AND RECREATION	**30,000**	0	**0**	0	30,000	0	0	0	0	0	0	0	0		**30,000**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Public Facilities								PROGRAM Public Facilities					CODE 2050-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Boiler for Jail and Trooper Office Boiler for jail and trooper office. Plus take out underground fuel tank.	**35,000**			35,000										**35,000**
Firehouse Improvement Implementation Phase During this phase the Town will secure through competitive bidding, a contractor to implement the approved improvements that have been designed for each of the three firehouses (140, 340 & 440). This will require a council approved referendum process. (Referendum, November 2018)	**3,000,000**						3,000,000							**3,000,000**
TOTAL PUBLIC FACILITIES	**3,035,000**	0	**0**	35,000	0	0	3,000,000	0	0	0	0	0	0	**3,035,000**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Streets and Roads	PROGRAM Construction and Reconstruction	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Drainage Construction and Design Funds for drainage and detention basin replacement, repairs and improvements to all or portion of certain town roads identified by the pavement management system.	**200,000**					200,000								**200,000**
TOTAL CONSTRUCTION	**200,000**	0	**0**	0	0	200,000	0	0	0	0	0	0	0	**200,000**

FUNCTION FY 2019-2020 Capital Budget - Year 3	ACTIVITY Streets and Roads	PROGRAM Pavement Management	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Pavement Management Roads will be repaired according to the automated pavement management system recommendations. This process includes a variety of techniques ranging from crack sealing, chip sealing and thin overlay to total reconstruction.	**1,000,000**					544,761		116,116	339,123					**1,000,000**
TOTAL PAVEMENT MANAGEMENT	**1,000,000**	**0**	**0**	**0**	**0**	**544,761**	**0**	**116,116**	**339,123**	**0**	**0**	**0**	**0**	**1,000,000**

YEAR 4

2020 – 2021

YEAR 4 CAPITAL BUDGET SUMMARY
FISCAL YEAR 2020-2021

YEAR 4 CAPITAL BUDGET FUNDING CATEGORIES	CAPITAL BUDGET FUNDING SOURCES												
	Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	Funding Totals
PROJECTED AVAILABILITY OF CAPITAL FUNDS ========>	**0**	**207,276**	**237,456**	**0**	**884,761**	**0**	**116,116**	**339,123**	**0**	**0**	**744,137**	**0**	**2,528,869**
TOWN ADMINISTRATION													
Town Administration	0	**91,926**	0	0	0	0	0	0	0	0	0	0	91,926
BOARD OF EDUCATION													
Board of Education	0	**100,000**	0	0	0	0	0	0	0	0	0	0	100,000
CAPITAL EQUIPMENT													
Capital Equipment	0	**15,350**	50,000	0	140,000	0	0	0	0	0	0	0	205,350
FIRE AND AMBULANCE													
Fire and Ambulance	0	**0**	0	0	0	0	0	0	0	0	60,000	0	60,000
PARKS AND RECREATION													
Parks and Recreation	0	**0**	0	0	0	0	0	0	0	0	0	0	0
PUBLIC FACILITIES													
Public Facilities	0	**0**	0	0	0	0	0	0	0	0	0	0	0
STREETS AND ROADS													
Construction and Reconstruction	0	0	0	0	200,000	0	0	0	0	0	0	0	200,000
Pavement Management	0	0	0	0	544,761	0	116,116	339,123	0	0	0	0	1,000,000
SUMMARY PROJECT TOTALS	0	**207,276**	50,000	0	884,761	0	116,116	339,123	0	0	60,000	0	1,657,276
FUNDING SOURCE VARIANCES	0	**0**	187,456	0	0	0	0	0	0	0	684,137	0	871,593

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Town Administration	PROGRAM Town Administration	CODE 2000-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**29,140**		**29,140**											**29,140**
List of Town Vehicles: 2018 Ford Explorer - Town Manager (3 years)** 2021 Ford Explorer - Building Inspection (7 years)** 2015 Ford Explorer - Public Works Director (7 years)** 2021 F-150 Pickup Truck - Canine 2005 Jeep Liberty - Assessor 2013 Ford Explorer - Pool 2007 Jeep Liberty - Pool/Planner 2011 Ford Expedition - Fire Marshal 2011 Ford Explorer - Recreation 2015 Ford Explorer - Pool 2016 Mini-Van - Elderly														
List of Board of Education Vehicles: 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van	**12,786**		**12,786**											**12,786**
** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.														
Facilities Capital Improvements Establishment of a fund to address yearly improvement needs for the Town facilities. The fund will be managed by the Town Public Works Director and the Finance Director. Projects must meet the definition of a capital item.	**50,000**		**50,000**											**50,000**
TOTAL TOWN ADMINISTRATION	**91,926**	0	**91,926**	0	0	0	0	0	0	0	0	0	0	**91,926**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Board of Education													PROGRAM Board of Education	CODE 2010-06
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
Facilities Capital Improvements Establishment of a fund to address yearly improvement needs for the BOE facilities. The fund will be managed by the BOE Facilities Manager and Town Finance Director. Projects must meet the definition of a capital item.	**100,000**		**100,000**												**100,000**
TOTAL BOARD OF EDUCATION	**100,000**	0	**100,000**	0	0	0	0	0	0	0	0	0	0		**100,000**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Capital Equipment	PROGRAM Capital Equipment	CODE 2020-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Truck #2 2007 Ford F-250 Pick-Up (Highway) This is primarily used for personnel transportaion as well as carrying of tools, etc.	**50,000**			50,000										**50,000**
Replacement of Truck #38 2004 Ford One-Ton Dump Truck (Highway) and Replacement of 1972 CAT 120 Used Road Grader (Highway) The truck is a front line piece of equipment that is used for snow operations as well as for road maintenance. We intend to purchase a sander and snow plow for this vehicle at the time of purchase ($70,000). We currently utilize an outside contractor to re-grade our unimproved roads in the spring. By purchasing a good used grader we could attend to these roads on an as-needed basis instead of one time a year. The estimated payback would be approximately three years. ($70,000).	**140,000**					140,000								**140,000**
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement. **List of Public Works Vehicles:** 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor	**15,350**		**15,350**											**15,350**
TOTAL CAPITAL EQUIPMENT	**205,350**	**0**	**15,350**	**50,000**	**0**	**140,000**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**205,350**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Fire and Ambulance											PROGRAM Fire and Ambulance		CODE 2030-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Fire Gear Replacement of Firefighters' Personal Protective Equipment includes helmets, hoods, jacket, gloves, pants and boots to comply with NFPA 1851. Firefighters' personal protective equipment is not certified for use 10 years after date of manufacture or sooner depending on the exposures.	**60,000**											60,000		**60,000**
Contribution to Emergency Services Equipment Reserve Contributions to the ambulance fund from operations, net of expenses, average approximately $130,000 per year. Funds are accumulated within a reserve account in this fund to be used towards the replacement of ambulances as well as yearly fire/ambulance equipment as identified in the Capital Improvements Plan. As projects are scheduled, funds are reallocated from this reserve account to the accounts where the expenditures are needed.														
TOTAL FIRE AND AMBULANCE	**60,000**	0	**0**	0	0	0	0	0	0	0	0	60,000	0	**60,000**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Parks and Recreation	PROGRAM Parks and Recreation	CODE 2040-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
NO NEW FY 2020-2021 PROJECTS FOR PARKS AND RECREATION														
TOTAL PARKS AND RECREATION	**0**	0	**0**	0	0	0	0	0	0	0	0	0	0	**0**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Public Facilities	PROGRAM Public Facilities	CODE 2050-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
NO NEW FY 2020-2021 PROJECTS FOR PUBLIC FACILITIES														
TOTAL PUBLIC FACILITIES	**0**	0	**0**	0	0	0	0	0	0	0	0	0	0	**0**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Streets and Roads	PROGRAM Construction and Reconstruction	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Drainage Construction and Design Funds for drainage and detention basin replacement, repairs and improvements to all or portion of certain town roads identified by the pavement management system.	**200,000**					200,000								**200,000**
TOTAL CONSTRUCTION	**200,000**	0	**0**	0	0	200,000	0	0	0	0	0	0	0	**200,000**

FUNCTION FY 2020-2021 Capital Budget - Year 4	ACTIVITY Streets and Roads	PROGRAM Pavement Management	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Pavement Management Roads will be repaired according to the automated pavement management system recommendations. This process includes a variety of techniques ranging from crack sealing, chip sealing and thin overlay to total reconstruction.	**1,000,000**					544,761		116,116	339,123					**1,000,000**
TOTAL PAVEMENT MANAGEMENT	**1,000,000**	**0**	**0**	**0**	**0**	**544,761**	**0**	**116,116**	**339,123**	**0**	**0**	**0**	**0**	**1,000,000**

YEAR 5

2021 – 2022

YEAR 5 CAPITAL BUDGET SUMMARY
FISCAL YEAR 2021-2022

YEAR 5 CAPITAL BUDGET FUNDING CATEGORIES	CAPITAL BUDGET FUNDING SOURCES												
	Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	Funding Totals
PROJECTED AVAILABILITY OF CAPITAL FUNDS =======>	**0**	**234,276**	**187,456**	**0**	**944,761**	**6,104,560**	**116,116**	**339,123**	**0**	**0**	**824,137**	**0**	**8,750,429**
TOWN ADMINISTRATION													
Town Administration	0	**38,926**	0	0	0	0	0	0	0	0	0	0	38,926
BOARD OF EDUCATION													
Board of Education	0	**100,000**	0	0	0	1,104,560	0	0	0	0	0	0	1,204,560
CAPITAL EQUIPMENT													
Capital Equipment	0	**15,350**	0	0	200,000	0	0	0	0	0	0	0	215,350
FIRE AND AMBULANCE													
Fire and Ambulance	**0**	**0**	0	0	0	0	0	0	0	0	415,000	0	415,000
PARKS AND RECREATION													
Parks and Recreation	0	**0**	0	0	0	0	0	0	0	0	0	0	0
PUBLIC FACILITIES													
Public Facilities	0	**80,000**	0	0	0	0	0	0	0	0	0	0	80,000
STREETS AND ROADS													
Construction and Reconstruction	0	**0**	0	0	200,000	0	0	0	0	0	0	0	200,000
Pavement Management	0	**0**	0	0	544,761	5,000,000	116,116	339,123	0	0	0	0	6,000,000
SUMMARY PROJECT TOTALS	0	**234,276**	0	0	944,761	6,104,560	116,116	339,123	0	0	415,000	0	8,153,836
FUNDING SOURCE VARIANCES	0	**0**	187,456	0	0	0	0	0	0	0	409,137	0	596,593

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Town Administration								PROGRAM Town Administration					CODE 2000-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**26,140**		**26,140**											**26,140**
List of Town Vehicles: 2021 Ford Explorer - Town Manager (3 years)** 2021 Ford Explorer - Building Inspection (7 years)** 2015 Ford Explorer - Public Works Director (7 years)** 2021 F-150 Pickup Truck - Canine 2005 Jeep Liberty - Assessor 2013 Ford Explorer - Pool 2007 Jeep Liberty - Pool/Planner 2011 Ford Expedition - Pool/Fire Department 2011 Ford Explorer - Recreation 2015 Ford Explorer - Pool 2018 Ford Explorer - Fire Marshal 2016 Mini-Van - Elderly														
List of Board of Education Vehicles: 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van	**12,786**		**12,786**											**12,786**
** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.														
TOTAL TOWN ADMINISTRATION	**38,926**	0	**38,926**	0	0	0	0	0	0	0	0	0	0	**38,926**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Board of Education													PROGRAM District Wide	CODE 2010-06
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
Facilities Capital Improvements Establishment of a fund to address yearly improvement needs for the BOE facilities. The fund will be managed by the BOE Facilities Manager and Town Finance Director. Projects must meet the definition of a capital item.	**100,000**		**100,000**												**100,000**
Bonding Projects: BGP parking lot paving (staff, visitors, bus lane, access road), BGP boiler replacement, TMS removal of modular classrooms, TMS paving of parking lot (excluding access road and exit) and DW wireless access point upgrades. (Referendum required in November 2020)	**1,104,560**						1,104,560								**1,104,560**
TOTAL DISTRICT WIDE	**1,204,560**	0	**100,000**	0	0	0	1,104,560	0	0	0	0	0	0		**1,204,560**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Capital Equipment													PROGRAM Capital Equipment	CODE 2020-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
Replacement of Truck #27 2008 International 7400 (Highway) This front line piece of equipment is used for snow operations as well as for road maintenance. The intention is to purchase a new sander and plow for this vehicle as well.	**200,000**					200,000									**200,000**
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.	**15,350**		**15,350**												**15,350**
List of Public Works Vehicles: 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor															
TOTAL CAPITAL EQUIPMENT	**215,350**	0	**15,350**	0	0	200,000	0	0	0	0	0	0	0		**215,350**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Fire and Ambulance											PROGRAM Fire and Ambulance		CODE 2030-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Replacement of Ambulance 640 Standard 5 year replacement program. The department currently has two ambulances. One is located at Station 140, 64 Crystal Lake Road and the other is located at Station 240, 3 Rhodes Road. Each ambulance geographically covers one half of the town. All new equipment needs to be purchased at the same time for example, stretchers, radios, AEDs and ePCR laptops. The capital replacement cost takes those expenses into consideration.	**285,000**											285,000		**285,000**
Refurbishment of ET-140 Engine Tank 140 is a Pierce Engine which was purchased in 2000 with an expectation to last 20 years. With the upkeep and current conditions the department has outlined in previous budgets to refurbish this apparatus similar to the other three fire apparatus' we have refurbished. The department is confident that a refurbishment can extend the useful life of this apparatus an additional 10 years.	**130,000**											130,000		**130,000**
Contribution to Emergency Services Equipment Reserve Contributions to the ambulance fund from operations, net of expenses, average approximately $130,000 per year. Funds are accumulated within a reserve account in this fund to be used towards the replacement of ambulances as well as yearly fire/ambulance equipment as identified in the Capital Improvements Plan. As projects are scheduled, funds are reallocated from this reserve account to the accounts where the expenditures are needed.														
TOTAL FIRE AND AMBULANCE	**415,000**	0	**0**	0	0	0	0	0	0	0	0	415,000	0	**415,000**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Parks and Recreation	PROGRAM Parks and Recreation	CODE 2040-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
NO NEW FY 2021-2022 PROJECTS FOR PARKS AND RECREATION														
TOTAL PARKS AND RECREATION	**0**	0	**0**	0	0	0	0	0	0	0	0	0	0	**0**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Public Facilities													PROGRAM Public Facilities	CODE 2050-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES													Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds		
Pole Sheds for Highway Garage There are currently eight to ten pieces of equipment being stored outside in the elements due to a lack of room inside the facility. These two pole sheds will be utilized as "cold" storage to keep these vehicles out of the harsh environment that tends to shorten their useful lives.	**80,000**		**80,000**												**80,000**
TOTAL PUBLIC FACILITIES	**80,000**	0	**80,000**	0	0	0	0	0	0	0	0	0	0		**80,000**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Streets and Roads	PROGRAM Construction and Reconstruction	CODE 2060-00

Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Drainage Construction and Design Funds for drainage and detention basin replacement, repairs and improvements to all or portion of certain town roads identified by the pavement management system.	**200,000**					200,000								**200,000**
TOTAL CONSTRUCTION	**200,000**	0	**0**	0	0	200,000	0	0	0	0	0	0	0	**200,000**

FUNCTION FY 2021-2022 Capital Budget - Year 5	ACTIVITY Streets and Roads												PROGRAM Pavement Management	CODE 2060-00
Project Description	Estimated Project Cost	CAPITAL BUDGET FUNDING SOURCES												Funding Totals
		Existing Funds	**General Fund Contrib**	CNRE Fund	Recreation Special Revenue	Non Refer Notes/ Bonds	Refer Notes Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
Pavement Management Roads will be repaired according to the automated pavement management system recommendations. This process includes a variety of techniques ranging from crack sealing, chip sealing and thin overlay to total reconstruction.	**1,000,000**					544,761		116,116	339,123					**1,000,000**
Road Improvements Bond referendum for roand improvements over five years pursuant to the Town's Debt Management Plan. (Referendum, November 2020) Debt Management Plan: Year One: FY 2021/2022 - $1,000,000 Year Two: FY 2022/2023 - $1,000,000 Year Three: FY 2023/2024 - $1,000,000 Year Four: FY 2024/2025 - $1,000,000 Year Five: FY 2025/2026 - $1,000,000	**5,000,000**						5,000,000							**5,000,000**
TOTAL PAVEMENT MANAGEMENT	**6,000,000**	**0**	**0**	**0**	**0**	**544,761**	**5,000,000**	**116,116**	**339,123**	**0**	**0**	**0**	**0**	**6,000,000**

BOARD OF EDUCATION TEACHERS' RETIREMENT CONTRIBUTION

This accounts for the funding required for the municipal share of the Teachers' Retirement contribution as required to be paid to the State of Connecticut.

Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget
845-00	Board of Education Teachers' Retirement Contribution	0	435,915	0
	Subtotal -- BOE Teachers' Retirement Contribution	**0**	**435,915**	**0**

PROGRAM	BOARD OF EDUCATION TEACHERS' RETIREMENT CONTRIBUTION	845-00

Program Explanation:

The Governor has called for towns and cities to contribute to teachers' pension costs. The contribution would be one-third of the employer share of the cost (10 percent of the total pension cost). Each municipality must remit the payment to the state by December 31 each fiscal year pursuant to State Statute section 10-183z. If a municipality fails to make the payment within 30 days of when the payment is due a five percent penalty will be added to the total amount due. For any municipality that defaults on the payment, the state shall withhold payment of any municipal aid up to the amount of such obligation.

Budget Change Commentary:

This is a new requirement this fiscal year and the amount calculated for the Town's contribution by the State originally was $1,934,215. The Governor's compromise budget reduces this amount to $435,915 and until there is an approved State budget this is the best information for this cost that we will include for our budget estimate.

FUNCTION	ACTIVITY	PROGRAM	CODE
Finance and Records	BOE Teachers' Retirement Contrib	BOE Teachers' Retirement Contribution	845-00

Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Proposed	2017-2018 Adopted Budget	Increase (Decr) Over Adopted	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	0	0	0	0	0	435,915		-	100.00%
OPERATING EXPENDITURES	0	0	0	0	0	435,915	0	-	100.00%
TOTAL BOE TEACHERS' RETIREMENT CONTRIB	0	0	0	0	0	435,915	0	-	100.00%