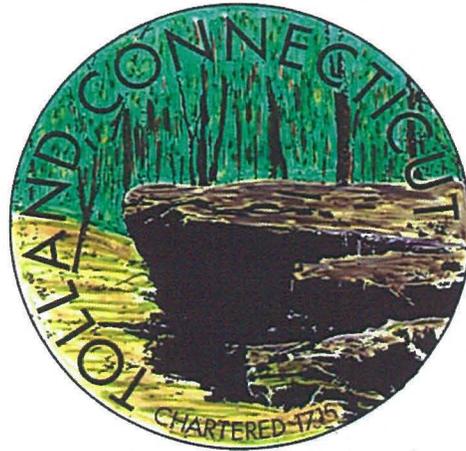


TOWN OF TOLLAND CONNECTICUT



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

Adopted November 14, 2017

Affirmative Action/Equal Opportunity Employer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

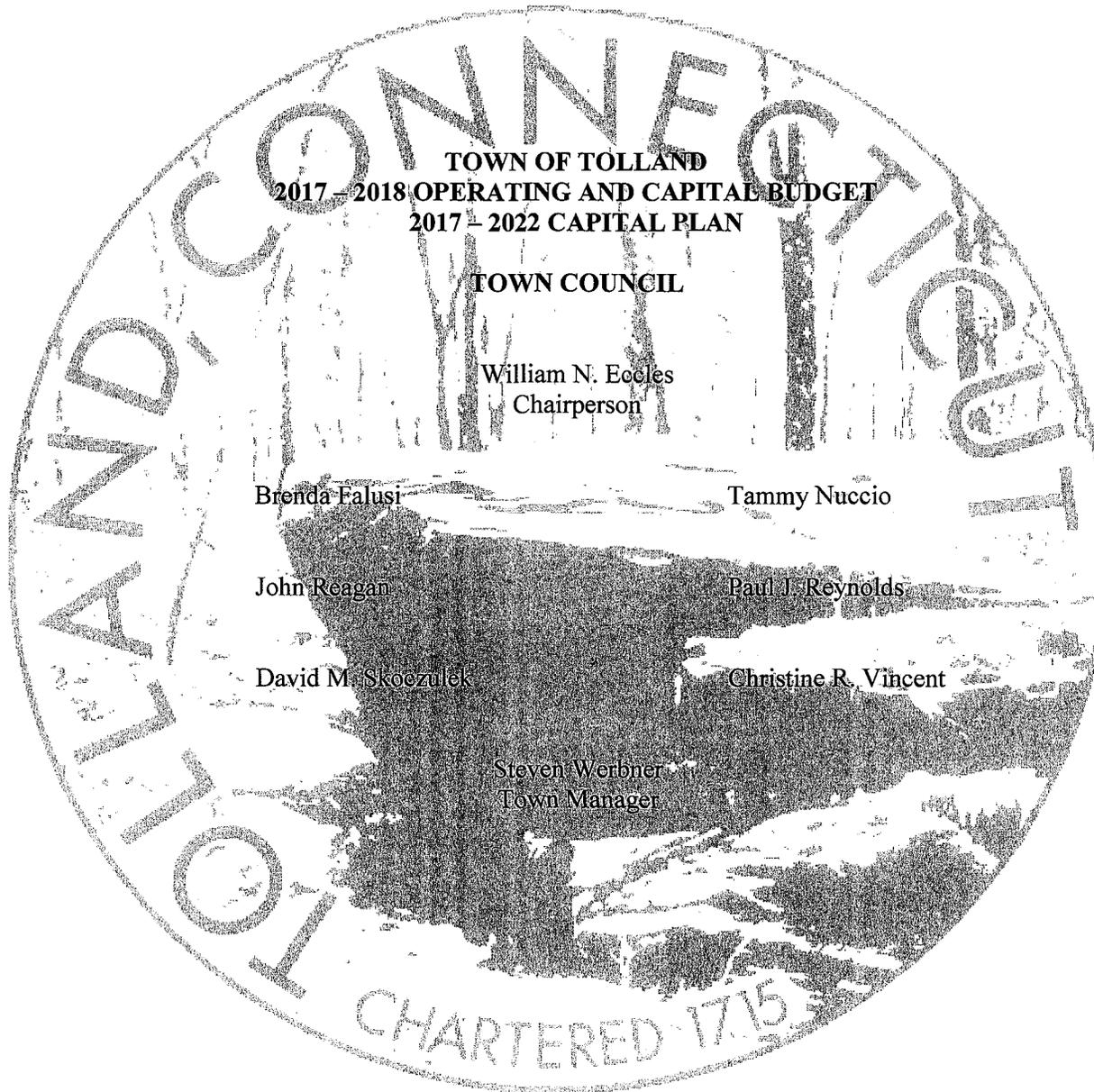
PRESENTED TO

**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

William N. Eccles
Chairperson

Brenda Falusi

Tammy Nuccio

John Reagan

Paul J. Reynolds

David M. Skoczulek

Christine R. Vincent

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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November 15, 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 did not occur, however, a State budget was finally passed on October 27, 2017.

The budget approved at a referendum held on November 14, 2017 contains the approved revenues in the State budget.

The approved State budget is a two year budget which includes a reduction of ECS in year one from \$10,784,974 in FY 16/17 to \$10,164,218 in FY 17/18. Previous Town budgets prepared were based on significant reductions in State revenues plus increased expenditures such as a portion of teacher costs. Since these revenue reductions and new costs did not materialize the Town Council reinstated certain reductions previously proposed for the BOE and Town. The expenditure reductions to the BOE of \$993,340 was restored making the FY 17/18 BOE budget equal to that of FY 16/17. For the Town the amount taken out of Police Services (\$256,956) was restored with the funds being reserved pending the outcome of the Police Study. The Town budget for FY 17/18 is \$86,335 less than the FY 16/17 budget.

The mill rate increase required to support this budget is a 0.29 mill increase to 34.48 mills or 0.85% increase.

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

- 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.
- 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.

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. 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 \$11,781,721 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

**TOWN OF TOLLAND
GENERAL FUND BUDGET SUMMARY**

2015-2016 Adopted Budget	2016-2017 Adopted Budget	BUDGET APPROPRIATIONS:	2017-2018 Adopted Budget	PERCENT CHANGE FROM PRIOR BUDGET
2,836,928	2,860,647	General Government	2,899,678	
354,117	404,211	Planning and Community Development	431,742	
923,295	926,683	Community Services	910,796	
4,485,412	4,430,159	Public Works and Environmental Maintenance	4,409,792	
1,872,685	2,036,190	Public Safety Services	1,996,015	
1,124,672	1,210,166	Finance and Records	1,133,698	
11,597,109	11,868,056	TOTAL -- TOWN GOVERNMENT	11,781,721	-0.73%
38,275,831	39,333,948	Board of Education Operations	39,333,948	
38,275,831	39,333,948	TOTAL -- BOARD OF EDUCATION	39,333,948	0.00%
49,872,940	51,202,004	TOTAL OPERATING TOWN AND BOARD OF EDUCATION	51,115,669	-0.17%
4,542,176	4,550,000	BOE Teachers' Retirement Contribution	0	
183,814	54,578	Debt Service	4,550,000	0.00%
4,725,990	4,604,578	General Fund Contribution for Capital Improvements	54,578	0.00%
		TOTAL -- CAPITAL IMPROVEMENTS/DEBT SERVICE/TEACHERS' RETIREMENT	4,604,578	
54,598,930	55,806,582	TOTAL TOWN APPROPRIATIONS	55,720,247	-0.15%
12,935,101	12,831,896	LESS: Estimated Revenues from Non-Tax Sources	11,800,694	
250,000	150,000	LESS: General Fund Balance Applied	400,000	
41,413,829	42,824,686	AMOUNT TO BE RAISED BY CURRENT TAXES	43,519,553	
54,598,930	55,806,582	TOTAL TOWN REVENUES	55,720,247	-0.15%
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	34.48	0.85%

THREE YEAR REVENUE AND EXPENDITURE COMPARISON

	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Adopted Budget	\$ Change 2016/17 to 2017/2018	% Change 2016/17 to 2017/2018
PROPERTY TAXES	42,183,337	43,336,722	43,982,412	645,690	1.49%
STATE & FEDERAL GRANTS	595,018	871,274	507,541	(363,733)	-41.75%
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	10,172,654	(620,892)	-5.75%
CONTRIBUTION FROM FUND BALANCE		150,000	400,000	250,000	166.67%
REVENUE TOTALS	<u>54,547,288</u>	<u>55,806,582</u>	<u>55,720,247</u>	<u>-86,335</u>	<u>-0.15%</u>
TOTAL TOWN OPERATING	11,266,132	11,868,056	11,781,721	(86,335)	-0.73%
BOARD OF EDUCATION OPERATING	38,287,910	39,333,948	39,333,948	-	0.00% *
CAPITAL IMPROVEMENTS	183,814	54,578	54,578	-	0.00%
TEACHERS' RETIREMENT CONTRIBUTION	0	0	0	-	100.00%
DEBT SERVICE	4,549,013	4,550,000	4,550,000	-	0.00%
EXPENDITURES TOTALS	<u>54,286,869</u>	<u>55,806,582</u>	<u>55,720,247</u>	<u>(86,335)</u>	<u>-0.15%</u>

* Decrease offset by a new State Special Education Grant.

GENERAL FUND FINANCIAL RESULTS AND ADOPTED BUDGET

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018 Adopted Budget
	Actual	Actual	Actual	Actual	Actual	
Revenues:						
Property taxes	\$ 39,100,634	39,438,201	40,552,478	42,183,337	43,606,051	43,982,412
Intergovernmental	11,745,632	11,739,593	11,688,788	11,624,165	11,626,792	10,680,195
Charges for services, Licenses, Permits and Fees	604,168	682,762	624,188	585,333	681,566	587,640
Investment income	58,432	63,549	64,466	70,918	90,895	60,000
Other revenues	24,951	78,755	45,741	75,225	46,090	10,000
Total revenues	51,533,817	52,002,860	52,975,661	54,538,978	56,051,394	55,320,247
Expenditures:						
Current:						
Administrative	2,531,429	2,639,763	2,766,498	2,808,657	2,866,904	2,899,678
Planning and community development	361,990	331,355	353,218	348,251	400,984	431,742
Community services	866,631	811,615	853,678	938,655	941,530	910,796
Public works	4,505,476	4,354,806	4,427,252	4,315,317	4,413,405	4,394,792
Public safety services	1,582,877	1,637,227	1,832,529	1,806,659	1,945,099	1,986,015
Record and financial services	903,899	848,235	926,869	967,252	931,217	942,764
Contingency and other	67,518	230,471	135,177	56,341	218,567	190,934
Board of Education	35,685,928	35,984,033	37,177,650	38,261,928	38,889,235	39,333,948
BOE Teachers' Retirement Contribution	-	-	-	-	-	-
Debt service	4,642,785	4,744,210	4,443,249	4,105,344	4,550,091	4,550,000
Total expenditures	51,148,533	51,581,715	52,916,120	53,608,404	55,157,032	55,640,669
Excess of Revenues over Expenditures	385,284	421,145	59,541	930,574	894,362	(320,422)
Other Financing Sources (Uses) :						
Sources:						
Bond Premium	59,681					
Cancellation of prior year purchase orders	6,440	5,427	1,374	8,310	178,154	
Contribution of fund balance						
Contribution of fund balance - other fund			15,302		15,000	
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)	(242,615)	(25,000)
Transfers out (Education Reserve Fund)			(75,217)	(25,982)		
Net other financing (Uses) Sources	(244,732)	(178,564)	(268,997)	(670,155)	(104,039)	(79,578)
Excess of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	140,552	242,581	(209,456)	260,419	790,323	(400,000)
Fund Balance at Beginning of Year	6,929,557	7,070,109	7,312,690	7,103,234	7,363,653	8,153,976
Fund Balance, budgetary basis at End of Year	\$ 7,070,109	7,312,690	7,103,234	7,363,653	8,153,976	7,753,976
Fund Balance as a percentage of budgetary expenditures	13.8%	14.13%	13.40%	13.68%	14.7%	13.9%
Fund Balance, GAAP basis:						
Committed for Education & Other funds Use			75,249	63,813	46,580	
Encumbrances included as expenditures in budgetary basis	584,517	841,763	1,113,237	1,291,606	1,754,146	1,200,000
Prior year Encumbrances	251,941	240,651	174,500	223,367	69,136	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	\$ 10,023,838	\$ 9,153,976
Assigned with designation for specific purpose in future budget	(111,041)	(259,000)	(250,000)	(150,000)	(400,000)	(1,075,000)
Assigned for encumbrances	(1,086,458)	(1,082,414)	(1,287,737)	(1,614,973)	(1,823,282)	(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)	(46,580)	(393,340)
Unassigned and available Fund Balance (GAAP Basis)	6,649,387	7,053,690	6,853,234	7,113,653	7,753,976	6,485,636
GAAP Basis Expenditures (Includes Teachers Retirement & Excess Cost)	56,482,370	56,879,940	57,685,731	59,387,889	63,172,806	63,320,247
Unassigned Fund Balance as a percentage of GAAP expenditures	11.8%	12.4%	11.9%	12.0%	12.3%	10.2%

TOWN OF TOLLAND
PERCENTAGES OF TOTAL REVENUES AND EXPENDITURES

	Revaluation year						Revaluation year
	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
<i>Revenues</i>	Budget	Budget	Budget	Budget	Budget	Budget	Adopted Budget
Property Taxes	74.49	75.78	75.76	76.30	76.83	77.66	78.93
State and Federal Grants	2.68	1.41	1.22	1.18	1.15	1.56	0.91
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	0.61
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	18.26
Use of Fund Balance	0.00	0.00	0.70	0.49	0.46	0.27	0.72
	100.00	100.00	100.00	100.00	100.00	100.00	100.00
<i>Expenditures</i>	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	5.20
Planning & Community Development	0.74	0.70	0.63	0.66	0.65	0.72	0.77
Community Services	1.86	1.67	1.61	1.56	1.69	1.66	1.63
Public Works	9.51	8.81	8.45	8.34	8.22	7.94	7.91
Public Safety	2.94	3.09	3.17	3.46	3.43	3.65	3.58
Records/Financial	1.84	1.74	1.67	1.71	1.78	1.77	1.69
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	21.14
Education	67.24	69.51	69.55	69.94	70.10	70.48	70.59
Debt Service	9.88	9.04	9.14	8.54	8.32	8.15	8.17
BOE Teachers' Retirement Contribution	0.00	0.00	0.00	0.00	0.00	0.00	0.00
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	34.48
Grand Levy	36,412,908	38,805,334	39,159,905	40,444,416	41,832,151	43,257,259	44,868,368
Mill Rate Increases	0.34	0.84	0.20	0.86	2.31	0.83	0.29

CITIZENS' GUIDE TO THE BUDGET

Introduction to the Budget Document

The annual budget is a dynamic document that has four primary functions:

- It is a **policy document** because it sets a coherent statement of entity wide short- and long-term financial policies.
- It is a **financial plan** which provides an overview of the resources and spending budgeted by the Town.
- It is a **communications device** which informs about significant budgetary issues conveyed in an easy to read format.
- It is an **operation guide** which describes services or functions with efficiency and effectiveness measures.

The Budget as a Policy Document:

As a policy document, the budget indicates what services the Town of Tolland will provide for the upcoming fiscal year. It provides objectives and accomplishments for each department within the organization which are based on the short- and long-term goals and financial policies set forth by the Town Council. The details of these policies and goals are included later in this section.

The Budget as a Financial Plan:

As a financial plan, the budget outlines the costs of services and how they are funded. The revenue and expenditure sections provide an overview of the funding sources and the services they support. Detail of all expenditures, including Capital Improvement projects, is presented by division and department following the summaries.

The Budget as a Communications Device:

As a communications device, the budget is designed to be an easy to read document with summary information in the form of text, graphs and charts. It begins with a message from the Town Council which outlines the overall budget and includes budgetary issues, trends and choices. The Citizens' Guide provides an overview of the Town, its personnel, services, policies and budget process. In addition, a table of contents provides a listing of sections in the order in which they appear in the budget. The Statistical section includes supplemental information that is relevant to the Town. A glossary of financial budget terms can be found at the end of the budget and has been provided as a reference guide.

The Budget as an Operations Guide:

As an operations guide, the budget shows how the departments are organized in order to provide the services that will be delivered to the community. It is organized into the six operating divisions with an organizational chart and overview of their total budget followed by a detailed budget, goals and accomplishments for each department. Following the operating budgets are three sections for Board of Education, Debt Service and Capital Improvements, each with supplemental information and charts.

Description and History of the Town

Tolland is a residential community of 40.4 square miles and a population of approximately 15,000 that retains impressive remnants of its rural past and substantial areas of protected open space. Expanding commercial and industrial resources are notably bolstering the economic base of the Town but in a way consistent with planning designed to preserve the community's character and provide open space. Tolland was ranked 34th on Money Magazine's 2015 "100 Best Places to Live" in the United States.

Tolland is located 20 miles northeast of Hartford and approximately 90 miles southwest of Boston, Massachusetts. Interstate 84, a major east-west transportation corridor, bisects the Town. Bradley International Airport, approximately 25 minutes driving time away, provides convenient air connections to the rest of the country and the world. Significant to the Town in several ways, the main campus of the University of Connecticut is within 10 miles to virtually any point within the Town. Commuter bus service connects Tolland to Hartford and service is planned to connect Tolland to UConn. A majority of the Town's labor force is employed in the central Connecticut area, primarily in the financial services, industrial, governmental and higher education sectors.

The Town of Tolland, originally part of the Town of Windsor, was chartered in 1715 and incorporated in 1722. Tolland's legacy includes a New England Town Green of substantial proportions as its signature amenity. Tolland Green is the heart of the community, and the area around it is preserved as both a National and Local Historic District. Included in the district are several of the Town's historic attractions, such as the former Tolland County Court House, the Old Jail Museum and the Hicks-Stearns Family Museum, plus a number of gracious 18th and 19th century homes. Municipal offices and the Town Library anchor one end of the Green. A few miles from the Green, the Town's oldest home, the 1733 Daniel Benton Homestead Museum, was recently restored by the Town of Tolland in conjunction with the Historical Society and grant funds, symbolizing the value the community places on preserving its heritage. The Town also has a strong agricultural heritage, evident in the many farms that remain today.

Municipal Government

Tolland is governed by a charter first adopted in 1973 (amended most recently in May 2004) under home rule provisions of the Connecticut General Statutes. As provided in the Charter, the Town utilizes the Council-Manager form of government. The seven members of the Town Council, who are elected at large for two-year terms, comprise the legislative and policy-making body of the Town. The Town Manager, who is appointed by the Town Council on the basis of executive and administrative qualifications, character, education, training and experience, is the full-time Chief Executive Officer. The Town Council elects its Chairperson and Vice Chairperson and appoints members to various Town boards, commissions and committees. For a Complete Listing of all Town Boards and Commissions and their Charges, please visit <http://www.tolland.org/> and choose the Government drop down. The Town Manager appoints department heads subject to confirmation by the Town Council. The Town Manager and the Director of Finance and Records are responsible for the financial management of the Town.

The additional information about the Town of Tolland community, demographics and services is presented in the "Statistics" section of this book.

The Town of Tolland provides its residents with a complete level of municipal services. The Town Administration is organized around six primary divisions such as:

- General Government: Provides oversight from the Town Council to the Town Manager and ultimately to all other divisions. This division provides the administrative services for all departments including benefits, insurance and legal services.
- Planning and Community Development: This division houses the departments of Planning and Zoning, Inland Wetlands Enforcement, Building Inspection and Health code inspections.
- Community Services: This division includes Human Services, Elderly, Youth, Library and Recreation Services.
- Public Safety: This division includes Police (under contract with the Connecticut State Police), a combination volunteer/paid Fire and Ambulance Department and Animal Control Services.
- Public Works: This division includes the departments of Highway Maintenance, Parks and Facilities, Solid Waste and Recycling and Cemeteries. The Town Engineer whether employee or through contract service provides engineering services to Planning and Community Development, Public Works, the Tolland Water Commission and Water Pollution Control Authority.
- Finance and Records: This division includes Town Clerk, Town Assessment Services, Revenue Collection, Information Technology Services and Financial Services.

The Town has successfully privatized and contracted out several municipal services. Examples include the construction/reconstruction of roads, snow plowing of selected routes, refuse and recyclable collection, sewer capacity and certain community services functions such as health services through the Eastern Highlands Health District and Information Technology services through the Town of South Windsor. The Town is also part of a six Towns regional health insurance program that allows for benefits to be administered on a self-insured basis.

The Town of Tolland provides water and sewer services to a small sector of the community. Approximately 501 residences, 32 commercial accounts with multiple businesses, 3 municipal and 3 Board of Education buildings are serviced by the Tolland Water System. The Connecticut Water Company services other designated sections throughout the Town. Public sewers are available in the west central portion of the Town, which includes the expanded Business Park, Old Post Road to the schools, through the Gateway Zone to the new high school and through the Technology Corridor Zone.

Public Schools

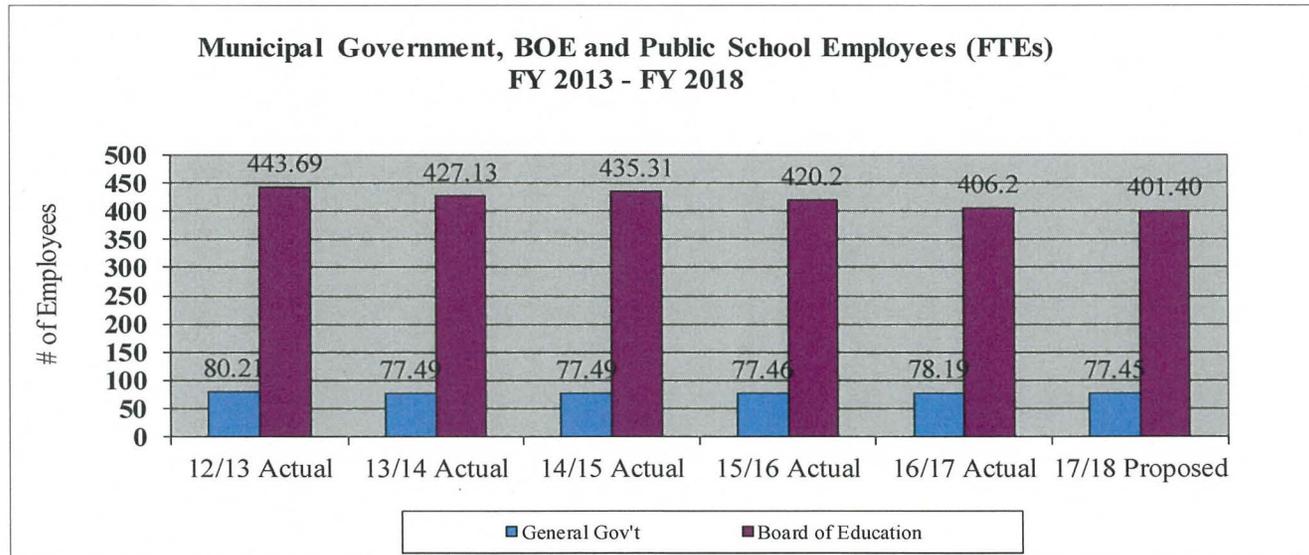
An elected Board of Education of nine members makes the policy for the Town’s kindergarten through grade twelve educational systems. It appoints the Superintendent of Schools who has responsibility for administration of the Tolland School System. Tolland schools, as of October 2016, had an enrollment of approximately 2,484 students being taught in four facilities:

Birch Grove Primary School (grades pre-K–2)	499 students
Tolland Intermediate School (grades 3–5)	541 students
Tolland Middle School (grades 6–8)	603 students
Tolland High School (grades 9–12)	841 students

Tolland students consistently rank well above State averages in all categories of academic performance testing and have measured up well with peers in comparable communities (towns designated by the Connecticut Department of Education as constituting an Education Reference Group).

Municipal and Board of Education Employees

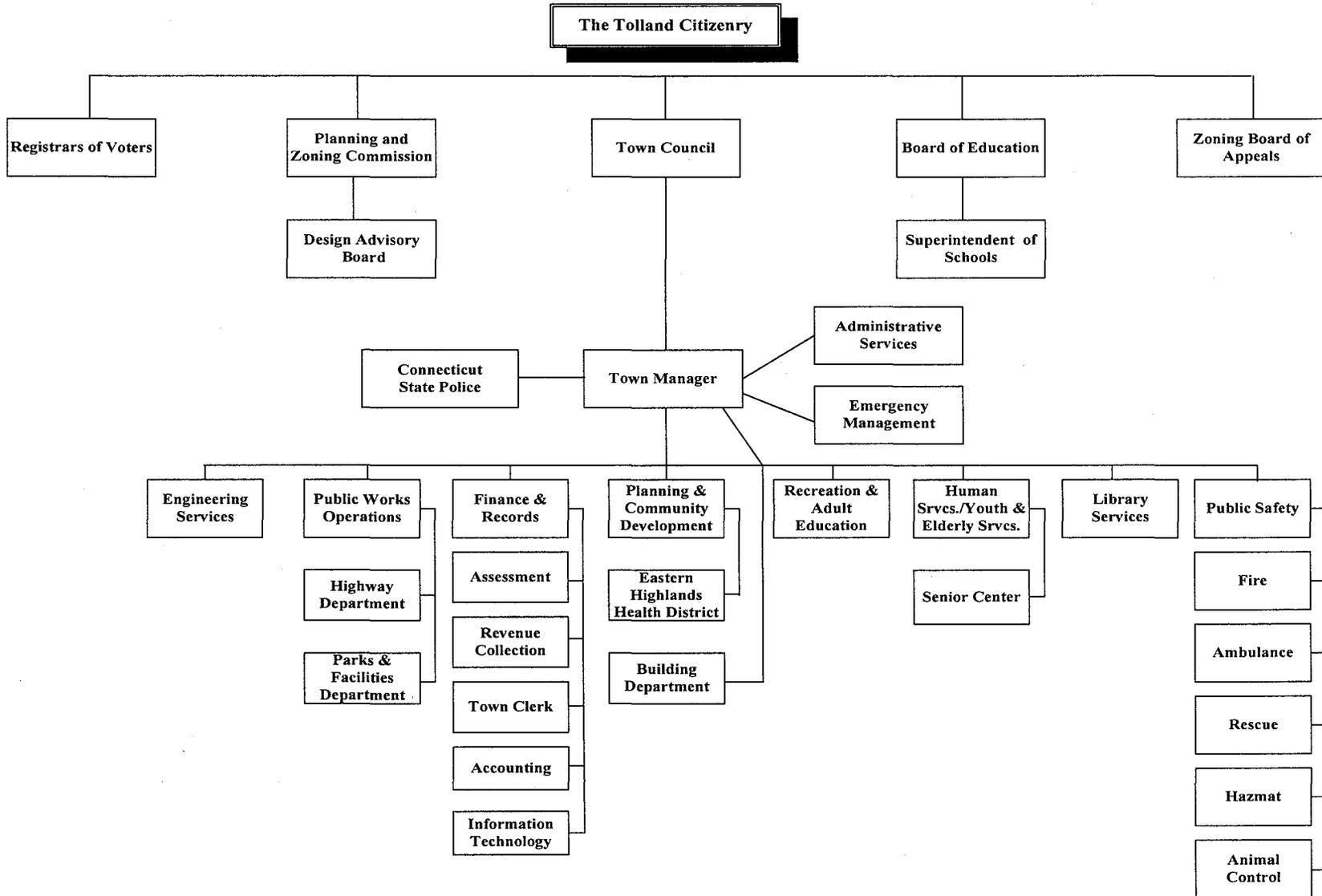
The following chart shows totals for full-time and full-time equivalent employees over the last six fiscal years.



- General Government Personnel includes all municipal staff, which includes Administration, Planning and Community Development, Community Services, Public Works, Public Safety, Finance : 76.43 tax supported and 1.2 other self-supporting funding.
- Board of Education Personnel includes all teaching staff, support services, facilities services: 341.9 tax supported position, 59.5 Non-Board funded positions.

Town of Tolland

Organization Chart



**TOWN OF TOLLAND
MUNICIPAL EMPLOYEES – FULL-TIME EQUIVALENTS**

Position Title	Actual 2014 - 2015	Actual 2015 - 2016	Actual 2016 - 2017	Adopted 2017 - 2018	Position Title	Actual 2014 - 2015	Actual 2015 - 2016	Actual 2016 - 2017	Adopted 2017 - 2018
GENERAL GOVERNMENT:					PUBLIC WORKS (cont.)				
Town Manager	1.00	1.00	1.00	1.00	Working Leader	1.00	1.00	1.00	1.00
Executive Assistant <i>(part funded by TWC)</i>	2.00	2.00	2.00	2.00	Laborer	11.00	11.00	11.00	11.00
Director of Administrative Services	1.00	1.00	1.00	1.00	F/T Custodian	.60	1.00	1.00	1.00
PLANNING & COMMUNITY DEVELOPMENT:					P/T Custodian	.50	.50	1.00	1.00
Building Inspector	1.00	1.00	1.00	1.00	Mechanic	3.00	3.00	3.00	3.00
Administrative Secretary	1.00	1.00	1.00	1.00	Truck Driver	5.00	4.00	4.00	4.00
Director of Planning & Community Development	1.00	1.00	1.00	1.00	Equipment Operator	4.00	4.00	4.00	4.00
Executive Secretary	1.00	1.00	1.00	1.00	PUBLIC SAFETY:				
Assistant Planner	0.00	0.00	1.00	1.00	Public Safety Director	1.00	1.00	1.00	1.00
COMMUNITY SERVICES:					Asst. Public Safety Director	1.00	1.00	1.00	0.00
Asst. Director Human Services <i>(part funded by Grant)</i>	1.00	1.00	1.00	1.00	Firefighter/EMT	6.00	6.00	6.00	6.00
Senior Center Director	1.00	1.00	1.00	1.00	Executive Secretary (Fire)	1.00	1.00	1.00	1.00
Elderly Outreach Caseworker	1.00	1.00	1.00	1.00	Admin. Sec. (Fire/Troopers)	.71	.71	1.28	1.54
Director of Human Services	1.00	1.00	1.00	1.00	Animal Control Officer	.86	.86	.86	.86
Human Services Case Manager	1.00	1.00	1.00	1.00	Fire Marshal	0.00	0.00	1.00	1.00
Administrative Secretary-Human Services	.71	.71	.71	.71	Deputy Fire Marshal	.43	1.00	0.00	0.00
Library Director	1.00	1.00	1.00	1.00	FINANCE & RECORDS:				
Adult Services/Reference Librarian	1.00	1.00	1.00	1.00	Dir. of Finance & Records/ Treasurer	1.00	1.00	1.00	1.00
Children/Young Adult Librarian	1.00	1.00	1.00	1.00	Asst. Finance Director	1.00	1.00	1.00	1.00
Technical Services Assistant/Coordinator	1.00	1.00	1.00	1.00	Accountant II	1.00	1.00	1.00	1.00
Library Circulation Assistant	2.97	2.97	2.97	2.97	Senior Account Clerk/IT Technician	1.00	1.00	1.00	1.00
Director of Recreation & Adult Education	1.00	1.00	1.00	1.00	Assessor	1.00	1.00	1.00	1.00
Administrative Secretary <i>(funded by Recreation)</i>	1.00	1.00	1.00	1.00	Deputy Assessor	1.00	1.00	1.00	1.00
ENGINEERING:					Assessment Technician	1.00	1.00	1.00	1.00
Town Engineer	1.00	1.00	0.00	0.00	Collector of Revenue	1.00	1.00	1.00	1.00
PUBLIC WORKS:					Asst. Collector of Revenue	2.00	2.00	2.00	1.00
Public Works Director	1.00	1.00	1.00	1.00	Account Clerk I	0.00	0.00	0.00	.69
Public Works Supervisor	2.00	2.00	2.00	2.00	Town Clerk/Registrar of Vital Statistics	1.00	1.00	1.00	1.00
Executive Secretary-Parks & Facilities	1.00	1.00	1.00	1.00	Registrar of Vital Statistics	1.00	1.00	1.00	1.00
Working Foreman/Facilities Mgr.	1.00	0.00	0.00	0.00	Registrars of Voters	.71	.71	.71	.71
Public Works Operations Manager	0.00	0.00	1.00	1.00	TOTALS				
						77.49	76.46	78.53	77.48

TOLLAND PUBLIC SCHOOLS
2017-18 Budget
Personnel Position Summary
Districtwide

Staff Positions	Actual FY 2016/17	Proposed FY 2017/18	Difference Proposed vs Act
Birch Grove Primary School			
Teacher	41.7	41.7	0.0
Paras and nurses	30.0	30.0	0.0
Tolland Intermediate School			
Teacher	45.1	44.1	-1.0
Paras and nurses	18.9	18.9	0.0
Tolland Middle School			
Teacher	53.1	54.1	1.0
Paras and nurses	15.5	15.5	0.0
Tolland High School			
Teacher	62.6	59.8	-2.8
Paras and nurses	11.7	11.7	0.0
Custodial & Maintenance Operations			
	24.5	23.5	-1.0
Central Office			
	8.0	7.0	-1.0
Principals' Office			
	21.8	19.8	-2.0
Systemwide (Curr & Instr/SPED/Tech)			
	13.7	15.7	2.0
TOTAL BOE FUNDED POSITIONS			
	346.7	341.9	-4.8
Grant/Self-funded			
Certified Grant Regular Education	1.0	1.0	0.0
Certified Grant Special Education	0.9	0.9	0.0
Non-Certified Grant	24.2	24.2	0.0
Family Resource Ctr Grant	1.7	1.7	0.0
FRC Before & After School Program	11.1	11.1	0.0
Food and Nutrition Services	20.6	20.6	0.0
TOTAL GRANT/SELF-FUNDED POSITIONS			
	59.5	59.5	0.0
GRAND TOTAL			
	406.2	401.4	-4.8

Local Economy

Tolland has taken a balanced approach to development with a strong emphasis on land preservation and a proactive approach to encouraging commercial growth. Key focus areas for growth include the Business Park, Tolland Village Area, Technology Zone and the Gateway Design District.

With the assistance of State grants, Tolland has been able to provide infrastructure to support business development in the Business Park, including Dari Farms facility, NESTEEL, Wilson Woodworking, and others. The most recent large-scale development in the Business Park is Star Hill Family Athletic Center, a 145,000 square foot commercial athletic facility. Star Hill offers residents 100,000 square feet of athletic fields, a swimming pool, fitness equipment, locker rooms, meeting rooms and provides space for medical offices.

The Town's Gateway Design District is located immediately south of the main access point to Tolland (I-84 Exit 68) along the primary travel corridor to the University of Connecticut. The successful 133,000-square-foot Fieldstone Commons shopping plaza, anchored by a Big Y Supermarket, is located here. A number of other businesses that serve Tolland residents and the region include medical offices, a new bank, smaller retail and personal services. Based upon UConn's biotech initiatives, Tolland created a new Technology Campus Zone along Route 195. This zone is intended to capture biotech research laboratories and associated office space that UConn's investments should spur. Immediately north of the Exit 68 interchange is the Tolland Village Area zone. This zone allows a mixture of retail, restaurants, offices, housing, and a hotel. The town has had ongoing discussions about potential development on both sides of Route 195 in this zone. The Town engaged the services of a consultant to analyze the market and make recommendations in development of the Tolland Village Area. A final report was presented and published. It may be reviewed at https://www.tolland.org/sites/tollandct/files/uploads/tolland_report_7-12-17_for_web_0.pdf

Construction has been completed on a 1.3 megawatt solar photovoltaic system on a town property. This project provides lease revenue to the town and lower-cost energy for a number of town buildings through "virtual net metering."

The Town has made investments in infrastructure to support business development in other parts of town, in addition to the Business Park. The town extended sewers from Old Post Road through the Gateway Design District to the new High School and down Route 195 to the Technology Campus Zone.

Residential growth includes new single-family homes and the build-out of an active adult community and other previously approved subdivisions. Multi-family projects, approved but not built, include an 87-unit town house development and a 12-unit development. Residents continue to invest in the existing housing stock with additions, new pools, and other property improvements.

Tolland remains attractive to business development with a median household income (\$110,593 according to the US Census Bureau, American Community Survey, 2015 estimates) that is 57% higher than the State's median income; a highly educated workforce (44% have a bachelor's degree or higher), and low unemployment rate (2.8% in September 2017 vs. the State of CT 4% for the same period).

Major Initiatives

Construction by the State to improve the Route 195 corridor through a key commercial area in Tolland was completed in the Fall of 2017. Tolland also has been working closely with the State to refine the design for the Tolland Green Road Improvements. This project, the subject of planning studies for many years, will calm traffic and realign intersections. Construction is anticipated to begin in 2018.

In an effort to provide more efficient services the Town, in 2009, implemented single stream recycling which allows for the sorting of recycled materials to be done at the trash plant rather than curbside. This method has increased our recycling rate by 12%. The overall FY17 budget is \$247,126 lower than FY12.

The Town this year completed the expansion of the library into the former gymnasium in the Hicks Memorial Building. This expansion was approved by the voters and provides additional programing space for the library to meet future demand for service.

The Town has worked closely with the Access Agency (a non-profit housing provider) and the Board of Education to finalize plans to repurpose the closed Parker School to 37 units of elderly housing. The Access Agency received a \$5 million loan for construction of the housing units. This project which will commence in early 2018 will help meet Tolland's great need for housing for our aging population.

The Town management in conjunction with the Information Technology staff and a Town Council sanctioned Citizen Technology Committee developed a new Town Technology Plan. Several of the goals for year one and two have been funded and are in the process of being implemented. Included within that plan is a major Town-wide Fiber project that has been funded through the Capital Improvements plan which will provide a much more efficient communications and technology network and also allow for redundancy and additional support in emergency situations. The Town-Wide Fiber Project is 98% complete. The next phase was to implement a new VOIP town-wide telephone system. The Board of Education phone system was completed in the fall of 2016 and the Town is expected to be completed later in 2017. It will also allow for inter-town connectivity to increase inter-local cooperative efforts. Cost savings for current internet, network and phone services will result from this project. Part of the funding for this project came from a State grant.

The Town receives several State and Federal competitive grants. Below is a chart reflecting awards received since Fiscal Year 2014:

COMPARISON OF 2014 THRU 2017 STATE AND FEDERAL COMPETITIVE GRANTS

Program/Description	2017 Awards	2016 Awards	2015 Awards	2014 Awards	Town Departments	Grantor
Library Expansion - Referendum November 2013				1,000,000	Human Services	State Library
Small Town Economic Assistance Program (STEAP) - Library Expansion				500,000	Human Services	State Library
Small Town Economic Assistance Program (STEAP) - Highway Garage	400,000				Human Services	DOT
Sertex Fiber Pole Project	19,104				Public Works	DOT
Community Investment Account - Open Space		395,200			Development	DEP
FEMA Grant - estimate based on 75% reimbursement rate		91,057			Public Works/Fire Dept./BOE	DEM and Homeland Security
Highway Planning and Construction		14,821			Public Works	DOT
Alcohol Open Container	39,675	33,057	37,125		Public Safety	DOT
DOT Dial-A-Ride Grant	29,382	29,382	29,382	29,382	Human Services	DOT
Veterans Assistance - Cemetery markers	600	600	600	600	Public Works	DOT
Juvenile Accountability Block Grants		16,466	30,000	10,000	Human Services	OPM
	488,761	580,583	97,107	1,539,982		

Budget Process and Budget Timelines

The annual budget serves as the foundation for the Town’s financial planning and control of the General Fund and supports the Capital Improvement Plan. All other funds are supported by related user fees and/or grants and do not have approved budgets. The Town maintains budgetary controls with the objective to ensure compliance with legal provisions embodied in the annual appropriated budget, approved by the budget referendum. The operational budget, including a five-year Capital Improvement Plan, is initially prepared by Department Heads and the Board of Education and presented to the Town Manager.

October 20, 2016	Capital Improvement Plan data for Department Heads and Boards & Commissions submitted to Manager
Month of November	Capital Budget Review Committee meetings
Week of Dec. 12, 2016	Manager submits Capital Improvement Plan to Council (by January 6 per Charter requirement)
January 5, 2017	Department Heads submit Budget to Manager (by Feb. 21 per Charter requirement)
February 16, 2017	Capital Budget Public Hearing – Council Chambers – 7:30 p.m.
February 21, 2017	Board of Education submits Budget to Manager (by Feb. 21 per Charter requirement)
February 28, 2017	Manager convenes joint meeting between Council & Board of Education (by April 11 per Charter requirement) – Council Chambers – 7:00 p.m.
March 8, 2017	Manager submits Budget to Council (by March 27 per Charter requirement)
March 9, 2017	Advertise Public Hearing
March 9, 2017	Manager discusses Budget w/Council – Council Chambers – 7:00 p.m.
March 15, 2017	Manager discusses Budget w/Council – Council Chambers – 7:00 p.m.
March 16, 2017	Manager discusses Budget w/Council – Library Program Room – 7:00 p.m.
March 23, 2017	<u>PUBLIC HEARING</u> on Manager’s Recommended Budget: Board of Education, Town Government, Capital Improvement Plan – THS Auditorium – 7:30 p.m.

Not later than March 27th, the Manager shall present to the Council a budget consisting of: (a) a budget message outlining the financial policy of the Town and describing the important features of the budget plan, indicating any major changes from the current financial policies, revenues and expenditures, together with the reasons for such changes and containing a clear general summary of its contents; (b) estimates of revenue presenting, in parallel columns, the itemized receipts collected in the last completed fiscal year, the budget of the current fiscal year, total receipts estimated to be collected during the current fiscal year, estimated receipts, other than from the property tax, to be collected in the ensuing fiscal year and an estimate of available surplus; (c) itemized estimates presenting in parallel columns the actual expenditures for each department, office, agency or activity for the last completed fiscal year, the adopted budget for the current year, the adopted budget for the current year as amended, and recommended expenditures for the ensuing fiscal year and such other information as may be required by the Council. The Manager shall present reasons for his recommendations. The Board of Education, preparing its estimates for submission to the Manager, shall have the same duties and follow the same form and procedure with respect to the budget of the Board of Education. The Manager shall call and attend a joint meeting of the Town Council and the Board of Education for the purpose of discussing the appropriation request of the Board of Education on or before April 11th.

March 30, 2017	Council Discussion – Budget finalized – Council Chambers – 7:30 p.m.
April 6, 2017	Advertise Budget

After such discussion, the Board of Education finalized appropriation request shall be submitted to the Council no later than the Council’s budget public hearing [Charter of the Town of Tolland, § C9-4].

The Council shall hold one (1) or more public hearings at which any registered or non-registered voter may have an opportunity to be heard regarding appropriations for the ensuing fiscal year. Following the receipt of all estimates from the Manager and the holding of the final such public hearing, the Council shall prepare a budget and shall recommend the same at the **Annual Budget Presentation**, no later than one (1) week prior to the Budget Referendum.

April 20, 2017	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
April 24, 2017	Budget Presentation – Senior Center – 12:30 p.m.
May 2, 2017	Annual Budget Referendum
By May 9, 2017	Council Establish Mill Rate upon referendum adoption within 10 days of Referendum being passed

The budget referendum process was delayed significantly this year due to State budget revenue uncertainties. In addition to the above dates there were several other presentations and hearings. The final budget referendum was on November 14, 2017 where it was passed unanimously by the Tolland Voters.

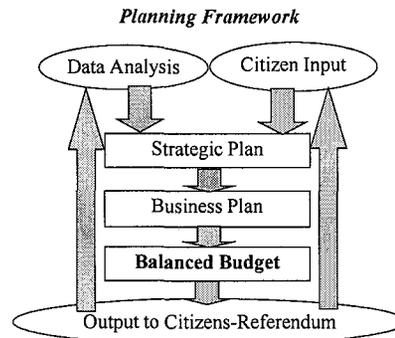
Sufficient copies of said annual budget shall be made available for general distribution in the office of Town Clerk and the Town Manager, and, at least five (5) days prior to said **Annual Budget Referendum**. The budget shall become effective when passed at the Annual Budget Referendum to be held on the 1st Tuesday of May, and an official copy shall be filed with the Town Clerk. Additional referenda, as required, will be held every other week on Tuesday until a budget is approved. Within ten (10) days after approved, the Council shall fix the rate of mills, which shall be levied on all taxable property in the Town for the ensuing fiscal year. [Charter of the Town of Tolland, § C9-7]

After the start of the fiscal year, the Council, by resolution, may make appropriations to be funded by grants or gifts, and other additional and supplementary appropriations not to exceed an aggregate of forty thousand dollars (\$40,000) in any fiscal year. In addition, following a public hearing, the Council, by resolution, may make further additional and supplementary appropriations upon recommendation and certification of the Manager that there are available unappropriated funds in excess of the proposed additional appropriations. Upon request from the Town Manager, the Council, by resolution, may transfer any unencumbered appropriations, balances or portion thereof from one department to another. No transfer shall be made from any appropriation for debt service. Management is authorized after budget adoption to make budgetary transfers – amendments - within departments but cannot approve additional appropriations. The legal level of budgetary control is at the department level within a function. The Board of Education, which is not a separate function but a function of the Town, is authorized under State law to make transfers required within their budget at their discretion. Any additional appropriations must have Board of Education and Town Council approval.

Financial Planning Framework

Balanced Budget

The creation of a balanced budget is the result of many aspects during a laborious process. The Town of Tolland administration must act in compliance with Town charter requirements which mandate that expenditures cannot exceed revenues called balanced budget. Also considered is the citizens' input from public participation at the Town Council meetings and the Budget Public Hearings. Data analysis on recent demographics, state and local economy is compiled to help shape a strategic economic plan. All information gathered results in a proposed budget presented to the public in the form of a referendum. When approved by majority vote, the Town is able to operate with a legally adopted, balanced budget.



Long-Range Planning

Every year the town looks at a budget as a multi-year document to determine if expenditures made today can be sustained in future years. The Town has embarked on an assertive long-term planning program. Specifically, it has developed and continues to modify, a "Long-Term Fiscal Trend Analysis Report," which synthesizes several quantifiable variables into a document that forecasts long-term revenue and anticipated expenditures which make up the Town budget. These variables include such indicators as: 1) *Grand List growth*, 2) *intergovernmental revenue projections*, 3) *forecasts in both municipal and educational operating expenses*. The drafting of this trend analysis has helped the Town Manager's Office immensely in developing affordability benchmarks and thus establishing appropriate budget levels. In conjunction with this, a debt management plan was structured to layer in debt issues for the next ten years based on approved capital projects and anticipated needs. By employing this tool, it makes it readily apparent when new debt can be issued and when projects should be deferred to future budgets. Underlying this process are the financial policies established by the Town to ensure financial stability and the short- and long-term goals of the Town Council.

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS

FISCAL YEARS:	Adopted 2016-2017	Adopted 2017-2018	Estimated 2018-2019
PROPERTY TAXES	43,336,722	43,982,412	45,420,980
Current Taxes	42,346,026	43,002,353	44,440,907
Prior Year Taxes	333,536	284,359	277,623
Interest and Lien Fees	155,000	155,000	155,000
Motor Vehicle and Supplement	478,660	517,200	523,950
Motor Vehicle Taxes Current			0
Suspense	500	500	500
Telecommunications Access Line	23,000	23,000	23,000
STATE AND FEDERAL GRANTS	871,274	507,541	617,896
Elderly Circuit Breaker	65,000	0	
State Property Pilot	0	0	24,569
Interest Subsidy	13,608	5,475	
Bond Subsidy	286,328	257,695	
SDE/MH & AS/DEEP Grants	24,360	20,907	20,907
Civil Defense Grant	5,000	5,000	5,000
Mashantucket Pequot	34,843	34,843	
Miscellaneous	40,000	41,500	41,500
Disability Grant	1,600	0	
Veterans	7,500	0	
Town Clerk Record Preservation	4,000	4,000	4,000
Municipal Projects - Road Maintenance Aid	85,064	85,064	85,064
Municipal Projects - Sales Tax	303,971	53,057	436,856
INVESTMENT INCOME	60,000	70,000	70,000
Interest Income	50,000	60,000	60,000
Other Revenues	10,000	10,000	10,000
LICENSE, PERMITS & FEES	264,500	249,800	249,800
Zoning Permit Fees	8,000	8,000	8,000
Building Permit Fees	210,000	195,000	195,000
Fines, Fees and Licenses	500	300	300
Pistol Permits	5,500	6,000	6,000
DMV Reporting Fees	15,000	15,000	15,000
Town Clerk Fees	16,500	16,500	16,500
Library Fees	9,000	9,000	9,000
CHARGES FOR CURRENT SERVICES	330,540	337,840	337,840
Planning and Zoning and IWWC	7,200	3,000	3,000
Rents/PILOTs	30,500	32,000	32,000
Property Conveyance Tax	120,000	130,000	130,000
Document Recording Fees	70,000	70,000	70,000
Map and Copy Sales	12,000	12,000	12,000
Town Preservation	4,500	4,500	4,500
Zoning Board of Appeals	2,000	2,000	2,000
Public Safety Services	1,200	1,200	1,200

FISCAL TREND ANALYSIS OF FUTURE TOWN BUDGETS AND MILL IMPACTS

FISCAL YEARS:	Adopted 2016-2017	Adopted 2017-2018	Estimated 2018-2019
Solid Waste Fees	43,000	43,000	43,000
Ambulance	39,140	39,140	39,140
Notary Fees	1,000	1,000	1,000
EDUCATION GRANTS	10,793,546	10,172,654	8,967,394
Adult Education	8,572	8,436	8,436
ECS Education Grant	10,784,974	10,164,218	8,958,958
OTHER FINANCING SOURCES	150,000	400,000	63,665
TOTAL REVENUES	55,806,582	55,720,247	55,727,575
EXPENDITURES:			
TOWN OPERATING BUDGET	11,868,056	11,781,721	11,781,721
		-0.73%	0.00%
EDUCATION OPERATING BUDGET	39,333,948	39,333,948	39,333,948
		0.00%	0.00%
TOTAL TOWN & BOE OPERATING BUDGETS	51,202,004	51,115,669	51,115,669
PERCENTAGE CHANGE FOR OPERATIONS ONLY		-0.17%	0.00%
DEBT SERVICE	4,550,000	4,550,000	4,550,000
		0.00%	0.00%
CAPITAL IMPROVEMENT FUND	54,578	54,578	61,906
		0.00%	13.43%
TEACHERS' RETIREMENT CONTRIBUTION	0	0	0
TOTAL EXPENDITURES	55,806,582	55,720,247	55,727,575
REQUIRED MILL RATE TO BALANCE BUDGET	34.19	34.48 To be determined	
PROJECTED MILL RATE INCREASE TO BALANCE BUDGETS		0.29 Based on Grand List	
PROJECTED ANNUAL TAX INCREASE PERCENTAGE		0.848%	

Assumptions:

Used most recent State of CT grant information
 Worked with Planning to try to estimate potential development revenues
 Debt Service is based on Debt Management Plan as associated with the FY 17-18 CIP plan
 Trended historical revenues

**Note: This document is based upon variability in State Revenues estimated in FY 18-19.
 The State of Connecticut Budget includes various new revenue and mandated expenditure assumptions for the future.
 There is much uncertainty at the State level for future years municipal funding and these amounts are subject**

Goals and Objectives of Town of Tolland Town Council 2015-2017 Legend: <input checked="" type="radio"/> Direct Impact <input type="radio"/> Indirect Impact No or Low Impact – Blank	Town Council	Town Manager	Town Planner	Planning & Zoning Comm.	Economic Develop.	Building Official	Human Services	Tolland Water Comm.	Finance	Public Safety	Recreation	Public Works	Board of Education/Supt. of	All Departments	Various Commissions
1. Promote and Pursue Positive Economic Growth.															
Continue to support the Parker School/Senior Housing project and foster its path to a successful conclusion.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>			<input checked="" type="radio"/>								
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.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>								<input checked="" type="radio"/>			
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.	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>										
2. Promote Health, Safety & Welfare of the Community.															
Bring the Blight Committee's work to a successful conclusion, whether success comes in the form of an ordinance or other solutions.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>		<input checked="" type="radio"/>									
3. Promote a Financially Stable Town Government & Maintenance of Infrastructure.															
Continue to incorporate concepts of and best practices in regionalization into our work to find efficiencies wherever possible.	<input type="radio"/>	<input checked="" type="radio"/>							<input type="radio"/>					<input type="radio"/>	<input type="radio"/>
Complete a transparent due diligence process in regards to the long-term direction and sustainability of the Tolland Water Company and make a decision in regards to a possible sale.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>				<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>						
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.	<input checked="" type="radio"/>	<input checked="" type="radio"/>							<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>		
Ensure the sustainability of programs predicated on the State of Connecticut budget and its impact on municipal support.	<input checked="" type="radio"/>	<input checked="" type="radio"/>							<input checked="" type="radio"/>					<input type="radio"/>	<input type="radio"/>

Financial Policies

Policies provide the parameters that allow day-to-day decisions to be made. Financial policies are fundamental to good financial management. They are the basis for accountability and define the standards against which performance can be assessed. When developing policies, council must strike a balance between accountability and flexibility.

- **Investment Policy** establishes guidelines for the investment of operating, capital and non-recurring funds.
 1. Investments shall be made in accordance with the following principles in order of priority
 - a. Safety b. Liquidity c. Yield
 2. Investments must be made in securities authorized by CGS 3-24f, 3-27f or CGS 7-401-402 which include US government obligations, US government agency obligations and US government instrumentality obligations, indirect investment in US government and agency securities through the purchase of shares in a custodial arrangement, pool or trust, State Treasurers Investment Fund, Tax Exempt Proceeds Fund, repurchase agreements, CDs and money market mutual funds.
 3. Attempt to match investments with anticipated cash flow requirements.
 4. Diversify investments to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual issuers or maturities. The Town shall only do business with qualified public depositories.
- **Debt Management Policy** provides the framework for the issuance and management of debt recognizing the infrastructure needs of the Town as well as the taxpayer's ability to pay.
 1. 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.
 2. 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.
 3. Long-term borrowing will be confined to capital projects and will not fund current operations.
 4. Bonds will be structured to match the useful life of the capital improvement but not exceed 20 years in accordance with Connecticut General Statutes. 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.
 5. 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.

6. 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.
 - a. “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.
 - b. “General Fund bonded debt as a percentage of full market value” to be capped at 4%. Tolland is at 1.69%.
 - c. “General Fund debt service as a percentage of total General Fund expenditures” to be capped at 10%. Tolland is currently at 8.08%.

- **Capital Financing Policy** is included in full in the introduction to the Capital Improvements section of the budget.
- **Reserve/Fund Balance Policy** ensures that the Town will maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unanticipated one-time expenditures. The Town shall annually adopt a balanced budget in accordance with the Town Charter, Sections C9-1 through C9-10. Any year-end operating surpluses will revert to unassigned fund balance for use in maintaining reserve levels set by policy. The level of fund balance the Town strives to maintain is within a range of 8% to 17% of General Fund operating expenditures, including non-spendable, restricted, committed, assigned and unassigned.
- **Risk Management** covers various risks of loss related to public officials; Board of Education liability; torts; theft of, damage to and destruction of assets; error and omissions; injuries to employees; and natural disasters. The Town purchases commercial insurance for all risks of loss. There have been no significant reductions in insurance coverage during the year.

Fund Balance

Fund Balance is a measure of the Town’s capacity to withstand financial emergencies or to undertake unforeseen but necessary projects. Rating agencies place special emphasis on fund balance when assigning bond ratings to municipalities and view adequate fund balance as an indication of sound financial management. The **fund balance at the end of a fiscal year** can be derived by subtracting current total Expenditures and Transfers Out from current total Revenues and Transfers In, and adding that difference to the fund balance present at the beginning of the fiscal year.

	Fund Balance at the Beginning of a Fiscal Year
Minus	(Expenditures + Transfers Out)
Plus	<u>Revenues + Transfers In</u>
	Fund Balance at the End of a Fiscal Year

Before GASB 54 the equity of the fund is defined as “fund balance” and was classified in the following categories:

- **Reserved:** A portion of fund balance such as encumbrances, contracts and commitments is reserved and will not be available for appropriation.
- **Designated:** Represents tentative management plans that are subject to change.
- **Unreserved:** Serves as measure of current available financial resources and represents the Town’s savings, collected from unexpended appropriations over previous fiscal years.

Under GASB 54 requirements a fund balance will be displayed in the following classifications depicting the relative strength of the spending constraints placed on the purposes for which resources can be used:

- Non-Spendable fund balance — amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund)
- Restricted fund balance — amounts constrained to specific purposes by their providers (such as grantors, bondholders and higher levels of government), through constitutional provisions, or by enabling legislation

Unrestricted fund balance consists of:

- Committed fund balance — amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint
- Assigned fund balance — amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority
- Unassigned fund balance — amounts that are available for any purpose; these amounts are reported only in the general fund.

It is the Town of Tolland’s policy to maintain a level of fund balance ranging from 8% to 17% of its General Fund operating budget including Non-spendable, Restricted and Unrestricted funds. The Unassigned fund balance for the General Fund at June 30, 2017 was \$7,753,976 or 12.3% of GAAP expenditures. Fund balance may be used by the Town only in accordance with the Town Charter.

**ANALYSIS OF GENERAL FUND BALANCE OF 2017/2018
GENERAL FUND FINANCIAL RESULTS AND ADOPTED BUDGET**

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Fund Balance at Beginning of Year	6,929,557	7,070,109	7,312,690	7,103,234	7,363,653	8,153,976
Fund Balance, budgetary basis at End of Year	\$ <u>7,070,109</u>	<u>7,312,690</u>	<u>7,103,234</u>	<u>7,363,653</u>	<u>8,153,976</u>	<u>7,753,976</u>
Fund Balance as a percentage of budgetary expenditures	13.8%	14.13%	13.40%	13.68%	14.7%	13.9%
Fund Balance, GAAP basis:						
Committed for Education & Other funds Use			75,249	63,813	46,580	
Encumbrances included as expenditures in budgetary basis	584,517	841,763	1,113,237	1,291,606	1,754,146	1,200,000
Prior year Encumbrances	251,941	240,651	174,500	223,367	69,136	200,000
Assigned and Unassigned fund balance, GAAP basis at the End of the Year	\$ <u>7,906,567</u>	\$ <u>8,395,104</u>	\$ <u>8,466,220</u>	\$ <u>8,942,439</u>	\$ <u>10,023,838</u>	\$ <u>9,153,976</u>
Assigned with designation for specific purpose in future budget	(111,041)	(259,000)	(250,000)	(150,000)	(400,000)	(1,075,000)
Assigned for encumbrances	(1,086,458)	(1,082,414)	(1,287,737)	(1,614,973)	(1,823,282)	(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)	(46,580)	(393,340)
Unassigned and available Fund Balance (GAAP Basis)	<u>6,649,387</u>	<u>7,053,690</u>	<u>6,853,234</u>	<u>7,113,653</u>	<u>7,753,976</u>	<u>6,485,636</u>
GAAP Basis Expenditures (Includes Teachers Retirement & Excess Cost)	56,482,370	56,879,940	57,685,731	59,387,889	63,172,806	63,320,247
Unassigned Fund Balance as a percentage of GAAP expenditures	11.8%	12.4%	11.9%	12.0%	12.3%	10.2%

Fund Structure, Basis of Accounting & Measurement Focus

The General Fund is the Town of Tolland's sole fund with a legally adopted annual budget and uses the "modified accrual" basis of accounting for both budgeting and reporting.

Governmental funds are used to account for some of a government's tax-supported activities but also special revenues and capital projects funding. They all share a common measurement focus and basis of accounting. Proprietary funds are used to account for a government's business type activities and therefore share a common measurement focus and basis of accounting with private-sector business enterprises. Fiduciary funds are those funds used to report assets held in a trust or agency capacity for others and therefore cannot be used to support the government's own programs. The town's main operating fund, the general fund, is always reported as **major**. Other funds would be classified as major if the following two conditions are met:

1. Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 10 % of the corresponding total of all funds of that category.
2. Total assets, liabilities, revenues or expenditures/expenses of the individual governmental or enterprise fund are at least 5% of the total for all governmental and enterprise funds combined.

All **non-major** funds must be reported in a single column on the financial statements under "Other Governmental Funds".

The chart below shows the fund structure, basis for budgeting and measurement for the Town of Tolland:

	<u>Fund #</u>	<u>Fund Name</u>	<u>Reporting category</u>	<u>Fund Type</u>	<u>Basis of Accounting</u>	<u>Description of Funds Functions</u>	
GOVERNMENTAL FUNDS	0001	General Fund (General Government, Planning and Community Development, Community Services, Public Safety, Public Works, Finance and Records, Board of Education, Debt Service, General Fund support of Capital Improvement Plan)	Major Fund /Annual Budget	General	Modified Accrual	The General Fund is the general operating fund of the Town. It is used to account for all unrestricted resources, except those required to be accounted for in another fund. It accounts for all activities in relation to the normal recurring operations of the Town. These activities are funded principally by property taxes, user fees and grants from other governmental units.	
	2000	C I Administration - replacement of Town and BOE pooled vehicles and other					
	2010	C I BOE - BG, TIS, TMS, THS capital needs					
	2011	C I BOE - BG, TIS, TMS, THS capital needs					
	2020	C I Cap Equipment - ongoing equipment/vehicle replacement	Major Fund	Capital Projects Funds-Bonded	Modified Accrual	The Bonded Capital Projects Fund accounts for revenues to be used for major capital asset construction and/or purchases funded by debt issuances.	
	2030	C I Fire & Ambulance - Emergency/Fire Service needs					
	2040	C I Parks & Rec - leisure service capital needs					
	2050	C I Pub Facilities - Town's buildings needs					
	2055	C I Public Works - tree trimming					
	2060	C I Streets & Roads - road/drainage maintenance					
	2070	C I Unallocated - misc reserves for small projects					
	2300	C I CNRE Fund - reserves for nonrecurring projects					
	3010	Dog	Non-major / Other governmental funds				
	3020	Business Park	Non-major / Other governmental funds				
	3030	Lodge Activity	Non-major / Other governmental funds				
	3035	Fire Training Center	Non-major / Other governmental funds				
	3040	Open Space	Non-major / Other governmental funds				
	3051	Recreation	Non-major / Other governmental funds				
	3060	Rent Escrow	Non-major / Other governmental funds				
	3065	Eviction	Non-major / Other governmental funds				
	3070	School Lunch Fund	Non-major / Other governmental funds				
	3071	Education Reserve Fund	Non-major / Other governmental funds				
	3090	Sewer Assessment	Major Fund/User Fees				
	3095	Before & After School programs	Non-major / Other governmental funds				
	3105	93 SC Program Income	Major Fund / Grants				
	3140	State & Federal Ed Grants	Non-major / Other governmental funds		Special Revenue	Modified Accrual	Special Revenue Funds account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditures for specified purposes.
	3150	Town House Sewer Escrow	Non-major / Other governmental funds				
	3160	Town Aid Road	Non-major / Other governmental funds				
	3170	Water Assessment	Non-major / Other governmental funds				
	3100	Stone Pond Sewer Escrow	Non-major / Other governmental funds				
	3175	Conservation Green Grant	Non-major / Other governmental funds				
	3190	Tolland Business Park	Non-major / Other governmental funds				
	3200	Tolland Non Profit Housing	Non-major / Other governmental funds				
	3210	Field Maintenance	Non-major / Other governmental funds				
3220	Traffic	Non-major / Other governmental funds					
3300	Misc. Grants	Non-major / Other governmental funds					
3301	Storm	Non-major / Other governmental funds					
3223	Tolland's 300th Celebration	Non-major / Other governmental funds					
3325	Artificial Turf Fund	Non-major / Other governmental funds					
3999	Debt Service Fund	Non-major / Other governmental funds					
5010	Cemetery Operations	Non-major / Other governmental funds					
5020	BOE Minnie Hicks	Non-major / Other governmental funds					
5130	Cemetery Perpetual Care	Non-major / Other governmental funds		Permanent Funds/ non-expendable trust	Modified Accrual	Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs.	
5140	Hicks Memorial School Trust	Non-major / Other governmental funds					

	Fund #	Fund Name	Reporting category	Fund Type	Basis of Accounting	Description of Funds Functions
FIDUCIARY FUNDS	4010	BOE-SEC 125	Donations, fees, fundraisings	Agency Funds	Modified Accrual - Town	The Agency Funds account for monies held on behalf of students, employees
	4020	Education	Donations, fees, fundraisings			
	4030	D.A.R.E	Donations, fees, fundraisings			
	4050	Performance Bonds	Donations, fees, fundraisings			
	4070	Senior Citizens Center	Donations, fees, fundraisings			
	4080	Student Activity	Donations, fees, fundraisings			
	4090	Teen Center	Donations, fees, fundraisings			
	4100	Library	Donations, fees, fundraisings			
	4110	Emergency	Donations, fees, fundraisings			
	4120	Youth Reserve	Donations, fees, fundraisings			
	4130	Land Preservation	Donations, fees, fundraisings			
	4140	Barn Restoration	Donations, fees, fundraisings			
		5030	Stevenson Trust	Donations, fees, fundraisings	Private Trust	
	5040	Other Post Employment Benefits	Contribution from General Fund/Users	Public Trust		
PROPRIETARY FUNDS	6010	Water Operations	Water Commission budget approved by Users	Enterprise Fund	Accrual	The Water Fund accounts for activities of the water users operations. Town charges customers for the services it provides.
	6051	Sewer Operations	Sewer Commission budget approved by Users			The Sewer Fund accounts for the maintenance needs of the sewer system, as well as to receive and remit sewer usage fees to the Town of Vernon.
	8000	Utility Internal Service Fund	Funded by Department Users	Internal Service	Accrual	The Utility Internal Service Fund accounted for Town and BOE utility costs and maintenance.
	8001	Health Insurance	Funded by Department Users	Internal Service	Accrual	The Health Insurance fund is to account for the self-insured medical activities of the Town and Board of Education.

The modified accrual basis of accounting is accepted by the Governmental Accounting Standards Board (GASB) which set the standards for governmental accounting and financial reporting.

All Governmental Funds focus on current financial resources. The Town recognizes revenues when they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Property taxes and interest associated with the current fiscal period are all considered to be susceptible to accrual and are recognized as revenues in the current fiscal period. In determining when to recognize intergovernmental revenues (grants and entitlements), the legal and contractual requirements of the individual programs are used as guidance. Revenues are recognized when the eligibility requirements have been met. All other revenue items are considered to be measurable and available only when cash is received by the Town.

Expenditures generally are recorded in the period the liability is incurred. The only exception is for debt service expenditures and expenditures related to compensated absences and claims and judgments which are recorded only when payment is due.

Town financial statements present a dual-perspective of financial information with both the accrual basis of accounting and the modified accrual basis of accounting. In contrast to governmental fund financial statements, presented on a modified accrual basis or short-term focus, the governmental-wide financial statements reporting presents the whole picture, both short- and long-term perspective, and uses the accrual basis of accounting.

The accrual basis of accounting uses the economic resources measurement focus and recognizes revenues in the period in which they are earned and become measurable (not necessarily available), and recognizes expenses when they are incurred. Capital assets such as land, buildings and equipment expenses (expensed in governmental funds as capital outlay) are included in statement of net assets; liabilities include any general obligation debt and any long-term debt such as newly required Other Post Employment Obligations.

The full accrual reports are similar to those of a business type. The statement of net assets displays information about the government as a whole, reports all financial and capital resources, and assists the financial statement user in assessing the medium- and long-term operational accountability of the government.

Description of Funds:

General Fund (0001) is the general operating fund of the Town. It is used to account for all unrestricted resources, except those required to be accounted for in another fund. It accounts for all activities in relation to the normal recurring operations of the Town.

Bonded Capital Projects Fund which accounts for revenues to be used for major capital asset construction and/or purchases funded by debt issuances and indirectly supported by taxes through debt service. For further discussion see the Five-Year CIP.

Capital Nonrecurring Fund which accounts for revenues to be used for major capital asset construction and/or purchases funded substantially by grants and General Fund appropriations. For further discussion see the Five-Year CIP.

Dog Fund (3010) - To account for the sales of dog tags and the expenditures of the dog warden and pound.

Stone Pond Sewer Escrow (3100) - To account for accumulation of revenues from the housing projects to provide funds in the event of a failure of the on-site sewage disposal system.

Tolland Townhouse Sewer Escrow (3150) - To account for accumulation of revenues from the housing projects to provide funds in the event of a failure of the on-site sewage disposal system.

Lodge Activity (3030) - To account for the receipt of rental and attendant fees for special activities held at the lodge. Donations are also recognized. Revenues are used to provide furnishings for the lodge.

Open Space (3040) - To account for the receipt of payments from builders in lieu of land. Money will be accumulated to purchase land for open space.

Tolland Business Park (3190) - To account for monies from property sales in the business park to be used for future improvements.

Town Aid Road (3160) - To account for state revenues and expenditures for maintenance of both improved and unimproved Town roads.

Recreation (3050) - To account for Town recreation programs.

Water Assessment (3170) - To account for water main assessments to defray the cost of borrowing.

School Lunch (3070) - To account for the operation of the school lunch program.

State and Federal Education Grants (3140) - To account for the expenditure of various state and federal education grants not accounted for in the General Fund.

Education Reserve Fund (3071) – To account for the approved allocation of Board of Education operating budget surplus and its expenditures.

Before and After School Programs (3095) - To account for the operation of the before and after school programs.

Cemetery Operations (5010) - To account for the operating expenditures and revenues of the Town cemeteries.

BOE Minnie Hicks (5020) - To account for prizes to graduating eighth grade students.

Tolland's 300th (3223) – To fund the Tolland tri-centennial celebration previously held in 2015. Remaining funds were turned over to the permanent celebration committee.

Fire Training Center (3035) - To account for user fees to provide for the replacement or repair of furniture and equipment at the training center.

Conservation Green Grant (3175) - To account for funds to maintain open space.

Tolland Library Foundation - To utilize donations for the benefit of the Tolland Public Library.

Nonprofit Housing Unit (3200) - To account for the maintenance of property owned by the Nonprofit Housing Unit.

Field Maintenance (3210) - To utilize donations for field maintenance.

Traffic (3220) – To account for State monies used for traffic enforcement.

Sewer Assessment (3090) – To account for the capital provided for sewer extensions, pumping stations, interceptors and other capital improvements. Revenue is derived from assessment fees and used to make bond payments.

CDBG Small Cities (3105) – To account for funds for rehabilitation loans to property owners.

Debt Service Fund (3999) – To provide funding and resources to pay interest, principal and often fees associated with short-term and long-term debt. The funds are used as part of financial plan to ensure that the Town maintains sufficient funds to handle the cost of debt over time.

Cemetery Perpetual Care (5130) - To account for donations and proceeds from the sale of plots. The interest on the investment of funds is used for the perpetual care of those plots accounted for in a Special Revenue Fund.

Ratcliffe Hicks Memorial School (5140) - To account for maintenance of the Hicks Memorial School Building, this now houses the Town offices. Interest earnings are available to defray costs of improvements and/or maintenance expenses.

Stevenson Scholarship (5030) - To provide a scholarship to a graduating Tolland High School Senior who has exhibited a sincere interest in the study of local, school, state or national politics.

Youth Center Reserve (4120) - To accumulate student fundraising monies and donations, which are used to sponsor youth outings and camp scholarships.

Student Activity (4080) - To collect monies from all sources outside the budget to be used to pay for various student activities.

Senior Citizens Center (4070) - To accumulate donations and fundraising monies to provide for the operations of the center.

Tolland Public Library (4100) - To accumulate money received from donations and ConnectiCard State funds for future capital and media purchases.

Emergency (4110) - To help residents in crisis with food, fuel or medical relief. Private donations finance this effort.

D.A.R.E. (4030) - To accumulate donations to provide for the expenses of the D.A.R.E. program. This fund will be closed soon.

Land Preservation (4130) - To account for maintenance of Town-owned open space.

Board of Education - Section 125 (4010) - To account for the Internal Revenue Code Section 125 plan.

Education (4020) - To account for Board of Education benefits and summer school activities.

Barn Restoration (4140) – To collect monies for use to restore a local barn.

Water (6010) – To account for activities of the Town's water operations.

Sewer (6050) – To account for the maintenance needs of the sewer system, as well as to receive and remit sewer usage fees to the Town of Vernon.

Miscellaneous Grants (3300) – To account for the revenue and pay out the expenditures for various grants awarded throughout the year.

Storm (3301) – To account for the revenue paid to us from FEMA and pay expenditures for various storms throughout the year.

Utility Internal Service Fund (8000) - The Town and Board of Education established (UISF) for the purpose of paying for all fees associated with utilities and ESCO Project Debt Service, associated consultant fees, future system improvements and repairs. The utilities include but are not limited to propane, electricity, heating fuel, water and sewer. Revenue to this fund shall include contributions from the Board of Education and Town, investment earnings, utility rebates and any other miscellaneous funds that relate to this fund. Expenditures from the UISF will include charges from the various utility companies, payments for debt service on any approved Energy Improvement project, consultant fees, system management fees and any other associated fees incurred on behalf of the Town and Board of Education respectively shall be paid from this Fund.

Health Insurance Fund (8001) – To account for the self-insured medical activities of the Town and Board of Education.

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 Adopted	\$ 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	43,982,412	645,690	1.49%	78.93%
STATE & FEDERAL GRANTS	595,018	871,274	507,541	(363,733)	-41.75%	0.91%
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%	0.61%
INVESTMENT INCOME /OTHER	154,453	60,000	70,000	10,000	16.67%	0.13%
EDUCATION GRANTS	11,029,147	10,793,546	10,172,654	(620,892)	-5.75%	18.26%
CONTRIBUTION FROM FUND BALANCE	-	150,000	400,000	250,000	166.67%	0.71%
REVENUE TOTALS	<u>54,547,288</u>	<u>55,806,582</u>	<u>55,720,247</u>	<u>(86,335)</u>	<u>-0.15%</u>	<u>100.00%</u>

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	2017-2018 Adopted Budget	\$ Change from 2016/2017 Adopted to 2017/2018 Adopted
110 PROPERTY TAXES									
39,664,979	41,149,359	42,346,026	42,410,644	611010	Current Taxes	48,680,662	43,944,484	43,002,353	656,327
274,389	301,866	333,536	413,760	611020	Prior Year Taxes	251,154	279,260	284,359	(49,177)
155,086	194,176	155,000	166,826	611030	Interest and Lien Fees	155,000	155,000	155,000	0
	0	0		611039	Motor Vehicle Taxes	0	3,892,645	0	0
429,598	504,327	478,660	585,663	611040	Motor Vehicle Supplement	549,600	475,200	517,200	38,540
1,255	6,029	500	1,783	611050	Suspense	500	500	500	0
27,171	27,580	23,000	27,375	631100	Telecommunications Access	23,000	23,000	23,000	0
40,552,478	42,183,337	43,336,722	43,606,051		Subtotal -- Property Taxes	49,659,916	48,770,089	43,982,412	645,690
120 STATE AND FEDERAL GRANTS									
73,126	73,345	65,000	70,907	621020	Elderly Circuit Breaker	70,000	70,000	0	(65,000)
1,667	1,796	1,600	1,610	621160	Disability Grant	1,600	1,600	0	(1,600)
52,883	0	0	0	621050	PILOT: State Owned Property	34,245	34,245	0	0
28,023	20,238	13,608	12,051	621060	Interest Subsidy	5,475	5,475	5,475	(8,133)
294,137	288,931	286,328	286,328	621070	Bond Subsidy	257,695	257,695	257,695	(28,633)
24,338	23,572	24,360	23,307	621100	Youth Services Grants	20,907	20,907	20,907	(3,453)
5,000	5,000	5,000	5,000	621130	Civil Defense Grant	5,000	5,000	5,000	0
43,715	37,585	34,843	34,843	621140	Pequot-Mohegan Grant	35,163	35,163	34,843	0
47,797	48,276	40,000	48,357	621150	Miscellaneous	41,500	41,500	41,500	1,500
7,674	8,211	7,500	8,636	621170	Veterans	8,000	8,000		(7,500)
5,000	3,000	4,000	4,000	621190	Town Clerk Preservation Grant	4,000	4,000	4,000	0
80,003	85,064	85,064	85,064	621200	MRSA: Municipal Road Maintenance	0	0	85,064	0
0		303,971	303,971	621201	MRSA: Sales Tax Funds	437,559	437,559	53,057	(250,914)
663,363	595,018	871,274	884,074		Subtotal -- State & Federal Grants	921,144	921,144	507,541	-363,733

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	2017-2018 Adopted Budget	\$ Change from 2016/2017 Adopted to 2017/2018 Adopted
130 LICENSES, PERMITS AND FEES									
198,118	190,509	210,000	218,016	631020	Building Permit Fees	195,000	195,000	195,000	(15,000)
8,625	7,846	8,000	8,650	631030	Zoning Permit Fees	8,000	8,000	8,000	0
582	171	500	380	631040	Fines, Fees and Licenses	300	300	300	(200)
6,670	10,150	5,500	9,115	631050	Pistol Permits	6,000	6,000	6,000	500
17,673	17,749	16,500	17,465	631070	Town Clerk Fees	16,500	16,500	16,500	0
10,740	9,707	9,000	8,503	631080	Library Fees	9,000	9,000	9,000	0
		0	0	631090	Counseling Fees	0	0	0	0
15,927	18,460	15,000	18,356	631095	DMV Reporting Fee	15,000	15,000	15,000	0
258,335	254,592	264,500	280,485		Subtotal -- Licenses, Permits & Fees	249,800	249,800	249,800	-14,700
140 CHARGES FOR CURRENT SERVICES									
3,134	3,113	7,200	3,735	641010	Planning and Zoning and IWWC	3,000	3,000	3,000	(4,200)
12,622	12,992	30,500	32,276	641020	Rents/PILOTs	32,000	32,000	32,000	1,500
118,221	137,545	120,000	183,220	641030	Property Conveyance Tax	130,000	130,000	130,000	10,000
72,344	73,891	70,000	73,363	641040	Document Recording Fees	70,000	70,000	70,000	0
12,279	12,896	12,000	14,930	641050	Map and Copy Sales	12,000	12,000	12,000	0
5,280	5,322	4,500	5,430	641055	Town Preservation	4,500	4,500	4,500	0
1,310	3,082	2,000	2,720	641060	Zoning Board of Appeals	2,000	2,000	2,000	0
1,841	1,674	1,200	925	641070	Public Safety Services	1,200	1,200	1,200	0
43,826	42,774	43,000	44,037	641080	Solid Waste Fees / Bulky Waste Fees	43,000	43,000	43,000	0
91,680	36,237	39,140	39,140	641090	Ambulance	39,140	39,140	39,140	0
2,013		0	0	641095	Tuition	0	0	0	0
1,303	1,215	1,000	1,305	641051	Notary Fees	1,000	1,000	1,000	0
365,853	330,741	330,540	401,081		Subtotal -- Charges for Current Services	337,840	337,840	337,840	7,300

REVENUE SUMMARY STATEMENT
Fiscal Year 2017-2018

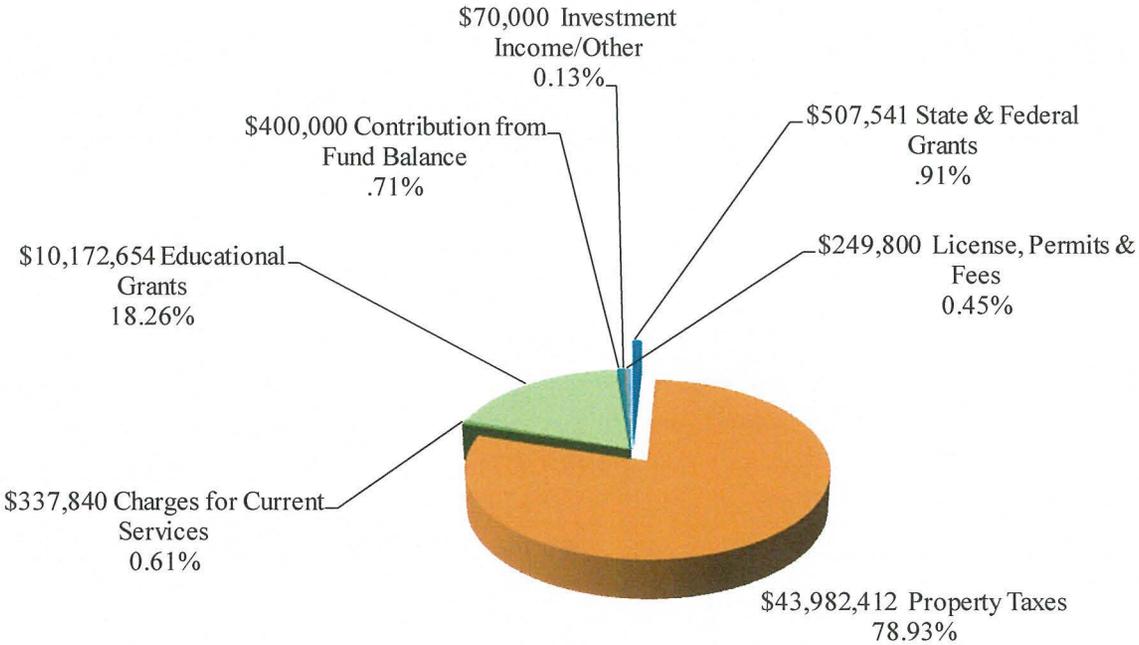
2014-2015 Actual	2014-2015 Actual	2016-2017 Adopted Budget	2016-2017 Estimated	Account Code	Code Descriptions	2017-2018 Department Proposed	2017-2018 Manager Proposed	2017-2018 Adopted Budget	\$ Change from 2016/2017 Adopted to 2017/2018 Adopted
150 INVESTMENT INCOME AND OTHER									
64,466	70,918	50,000	90,895	651010	Interest Income	60,000	60,000	60,000	10,000
47,115	68,535	10,000	910	651030	Other Revenues	10,000	10,000	10,000	0
15,302	15,000		15,000	680060	Athletic Turf Funds				
			208,334		Education and Town closed encumbrances				
126,883	154,453	60,000	315,139		Subtotal -- Investment Income	70,000	70,000	70,000	10,000
160 EDUCATION GRANTS									
128,122	109,171	0	0	661020	Public School Transportation Grant	0	0	0	0
9,274	9,173	8,572	9,117	661030	Adult Education Grant	8,436	8,436	8,436	(136)
10,888,029	10,910,803	10,784,974	10,733,601	661040	ECS Education Grant	5,677,712	5,677,712	10,164,218	(620,756)
		0		661070	Other Grants			0	0
11,025,425	11,029,147	10,793,546	10,742,718		Subtotal -- Education Grants	5,686,148	5,686,148	10,172,654	-620,892
170 CONTRIBUTION FROM FUND BALANCE									
		150,000	15,000	671010	Contribution from Fund Balance and other Funds	250,000	250,000	400,000	250,000
0	0	150,000	15,000		Subtotal -- Contribution from Fund Balance	250,000	250,000	400,000	250,000
52,992,337	54,547,288	55,806,582	56,244,548	REVENUE TOTALS		57,174,848	56,285,021	55,720,247	-86,335

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

(DECREASES)/INCREASES:

State Aid for Education		(\$620,892)
• ECS	(620,756)	
• Adult Education	(136)	
Non-Education State and Federal Grants		(363,733)
• MRSA: Sales Tax	(250,914)	
• Elderly Circuit Breaker	(65,000)	
• 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		260,000
NET REVENUE DECREASE		(\$732,025)

2017/2018 Revenue \$55,720,247

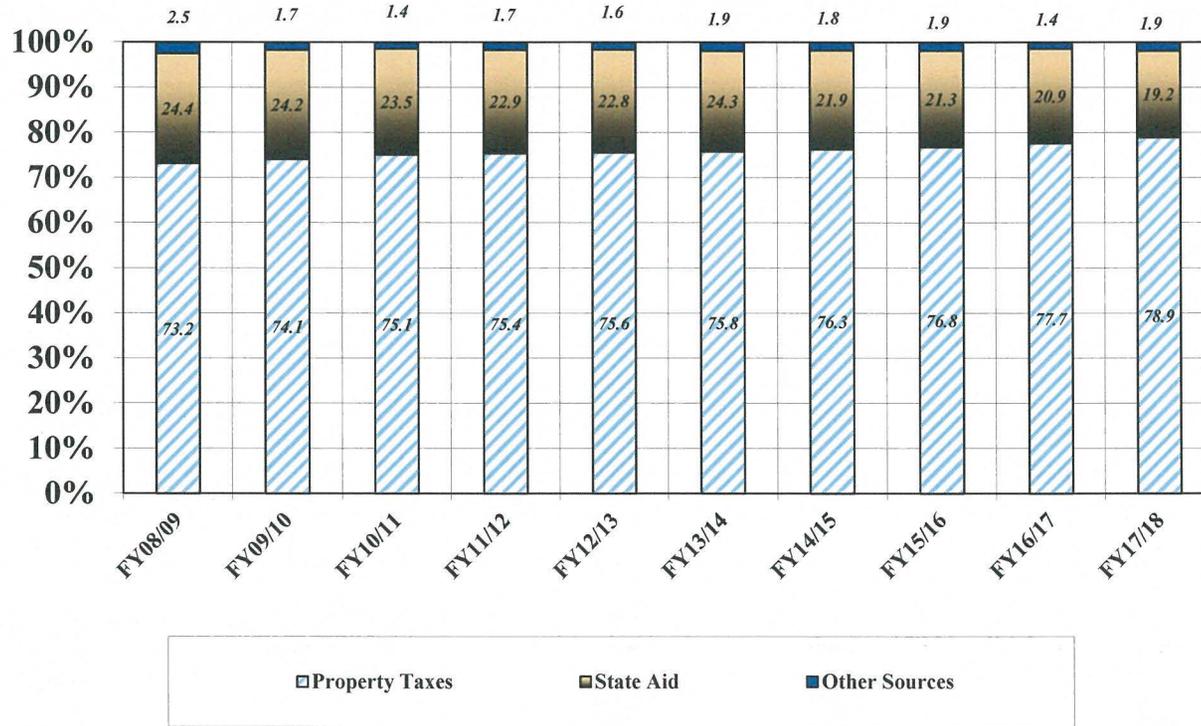


■ \$507,541	State & Federal Grants	■ \$43,982,412	Property Taxes	■ \$337,840	Charges for Current Services
■ \$10,172,654	Educational Grants	■ \$400,000	Contribution from Fund Balance	■ \$70,000	Investment Income/Other
■ \$249,800	License, Permits & Fees				

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, result in a gain of \$350,621 based on the FY16-17 mill rate of 34.19. The 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 1.49% or \$645,690 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 the adopted State Budget, the revenue stream from the State will be decreased by 41.75%, in the amount of \$363,733. 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) and other miscellaneous grants (\$1,953). Municipal Revenue Sharing funded by sales tax decreased by (\$250,914).
- **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 State Adopted budget has significantly reduced Tolland's ECS Grant. The Education Cost Sharing and Adult Education grants for 2017/18 are \$10,172,654 or a reduction of 5.75%. The decrease of ECS Grant funds is in the amount of \$620,756.
- **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 \$400,000 to offset other one time expenditures included within the budget, but still keeping fund balance close to the 10% benchmark. The adopted State budget includes the possibility of a potential hold back of funding. 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.

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:

<u>Assessment</u>	<u>2015 Grand List *</u>	<u>2016 Grand List *</u>	<u>% of 2016 List</u>	<u>\$ Change</u>	<u>% Change</u>
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	<u>71,691,980.00</u>	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.

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 \$43,519,553. 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 34.48 mills.

			<u>2016 Grand List</u>
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
AMOUNT TO BE RAISED BY CURRENT TAXES @ 99% COLLECTIBLE RATE	=	<u>43,519,553</u>	=
NET TAXABLE GRAND LIST @ 99% COLLECTIBLE RATE		1,262,168,021	0.03448
AMOUNT TO BE TAXED BY CURRENT TAXES @ 100%	=	<u>43,959,144</u>	=
NET TAXABLE GRAND LIST @ 100 %		1,274,917,193	0.03448

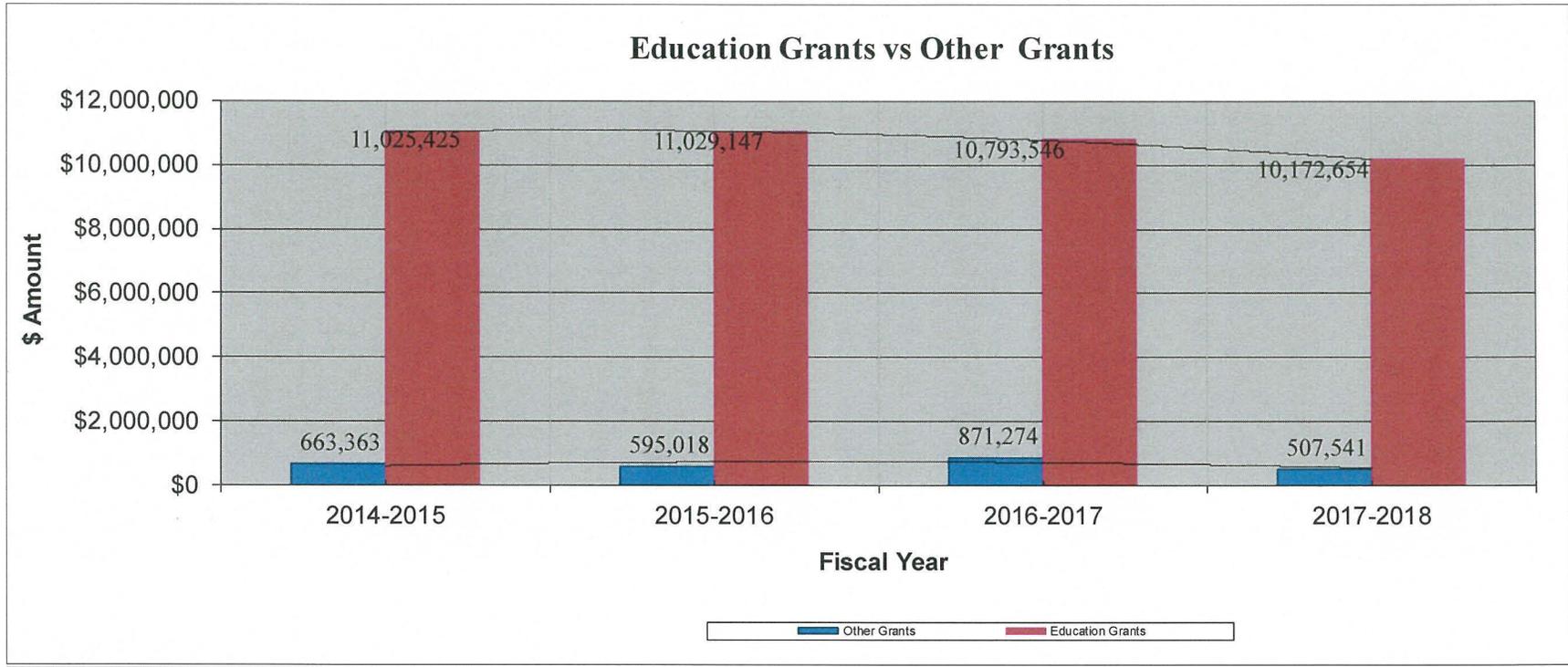
Intergovernmental – State and Federal Grants

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 Adopted budget were used by the Town Manager in his proposed Fiscal Year 2017-2018 projection. 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. The FY 17-18 State budget also has a stipulation for a possible hold back of revenue.

COMPARISON OF 2012 THRU 2017 STATE AND FEDERAL GRANTS

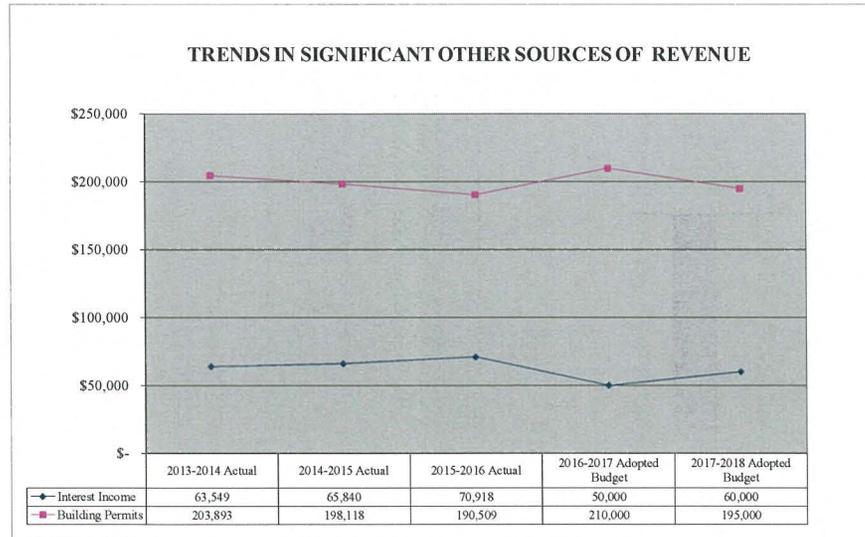
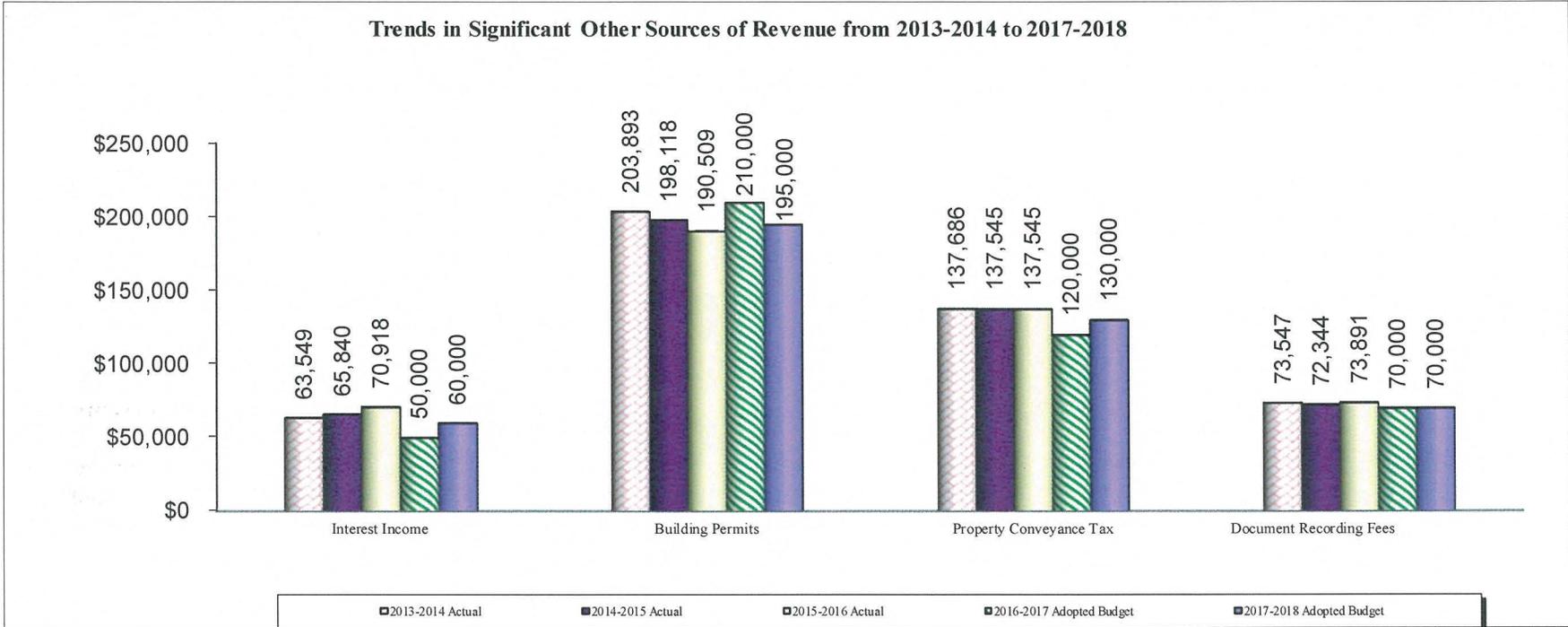
	2007-2008 Actual Received	2008-2009 Actual Received	2014-2015 Actual Received	2015-2016 Actual Received	2016-2017 Adopted Budget	2017-2018 Estimated Grant Amount	\$ Change 2017 Adopted to 2018 Adopted	% Change
STATE & FEDERAL GRANTS								
Elderly Circuit Breaker	59,485	61,946	73,126	73,345	65,000	0	(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	34,843	-	0.0%
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	53,057	(250,914)	100.0%
Subtotal -- State & Federal Grants - non education	784,167	789,548	663,363	595,018	871,274	507,541	-363,733	-41.7%
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	10,164,218	(620,756)	-5.8%
Subtotal -- Education Grants	10,598,035	11,087,159	11,025,425	11,029,147	10,793,546	10,172,654	(620,892)	-5.8%
Total Federal and State Grants	11,382,202	11,876,707	11,688,788	11,624,165	11,664,820	10,680,195	-984,625	-8.4%

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.



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 37 mills. Tolland will only bill out at 34.48 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, \$15 for 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 four major expenditure categories budgeted for FY 2018: Town Operating, Board of Education Operating, Debt Service and Capital Improvements.

COMPARISON THREE YEARS EXPENDITURES

	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2017-2018 Adopted 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%	5.20%
Planning and Community Development	353,218	348,251	404,211	431,742	27,531	6.81%	0.77%
Community Services	853,678	938,655	926,683	910,796	(15,887)	-1.71%	1.63%
Public Works	4,442,252	4,330,317	4,430,159	4,409,792	(20,367)	-0.46%	7.91%
Public Safety Services	1,842,529	1,816,659	2,036,190	1,996,015	(40,175)	-1.97%	3.58%
Finance and Records	926,869	967,252	986,934	942,764	(44,170)	-4.48%	1.69%
Contingency	135,177	56,341	223,232	190,934	(32,298)	-14.47%	0.35%
TOTAL TOWN OPERATING	<u>11,320,221</u>	<u>11,266,132</u>	<u>11,868,056</u>	<u>11,781,721</u>	<u>(86,335)</u>	<u>-0.73%</u>	<u>21.12%</u>
BOARD OF EDUCATION OPERATING	37,252,867	38,287,910	39,333,948	39,333,948	-	0.00%	70.61%
DEBT SERVICE	4,542,249	4,549,013	4,550,000	4,550,000	-	0.00%	8.17%
BOE TEACHERS' RETIREMENT CONTRIBUTION	0	0	0	0	-	100.00%	0.00%
CAPITAL IMPROVEMENTS	86,456	183,814	54,578	54,578	-	0.00%	0.10%
EXPENDITURES TOTALS	<u>53,201,793</u>	<u>54,286,869</u>	<u>55,806,582</u>	<u>55,720,247</u>	<u>-86,335</u>	<u>-0.15%</u>	<u>100.00%</u>

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	2017-2018 Adopted Budget	\$ Change 2016/2017 Adopted Budget to 2017/2018 Adopted
GENERAL GOVERNMENT									
35,871	37,140	39,312	38,892	100-00	Town Council	39,112	36,861	36,861	(2,451)
215,064	226,854	221,223	223,400	110-00	Town Manager	224,547	222,447	222,447	1,224
3,906	1,751	2,867	2,727	120-00	Economic Development Commission	2,867	21,001	21,001	18,134
2,036,761	2,030,100	2,092,818	2,050,873	130-00	Human Resources and Benefits Administration	2,233,330	2,105,938	2,080,283	(12,535)
54,858	50,571	54,884	54,884	140-00	Miscellaneous Support Services	61,485	61,485	61,485	6,601
132,351	165,355	151,379	151,379	140-10	Information Technology and Telecommunications	176,393	171,893	171,893	20,514
196,609	207,174	219,919	223,591	150-00	Insurance	231,908	227,463	227,463	7,544
80,564	77,802	66,000	108,891	160-00	Legal Services	66,000	66,000	66,000	0
10,514	11,910	12,245	12,267	170-00	Probate Services	12,245	12,245	12,245	0
2,766,498	2,808,657	2,860,647	2,866,904		Subtotal -- General Government	3,047,887	2,925,333	2,899,678	39,031
PLANNING AND COMMUNITY DEVELOPMENT									
121,230	116,854	118,396	119,289	200-00	Building Inspection Services	120,786	120,806	120,806	2,410
2,195	2,896	3,150	4,122	210-00	Zoning Board of Appeals	3,540	3,540	3,540	390
72,201	74,724	77,782	77,780	230-00	Public Health Services	78,630	78,630	78,626	844
141,731	136,545	187,172	181,079	240-00	Planning and Zoning Services	192,285	193,004	193,004	5,832
3,792	4,933	4,465	8,149	250-00	Inland Wetlands Commission	5,380	5,380	5,380	915
8,120	8,015	8,156	6,750	260-00	Planning and Zoning Commission	27,376	26,836	26,836	18,680
3,949	4,284	4,790	3,587	270-00	Conservation Commission	5,590	3,250	3,250	(1,540)
		300	228	280-00	Agricultural Commission	300	300	300	0
353,218	348,251	404,211	400,984		Subtotal -- Planning and Community Development	433,887	431,746	431,742	27,531

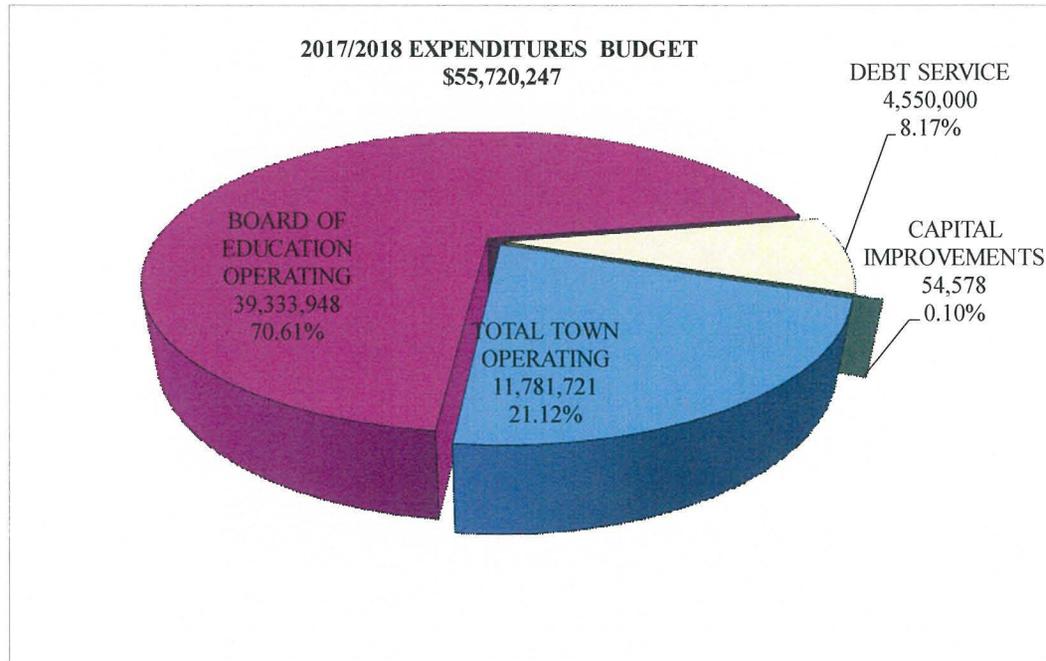
EXPENDITURE SUMMARY STATEMENTS

Fiscal Year 2017-2018

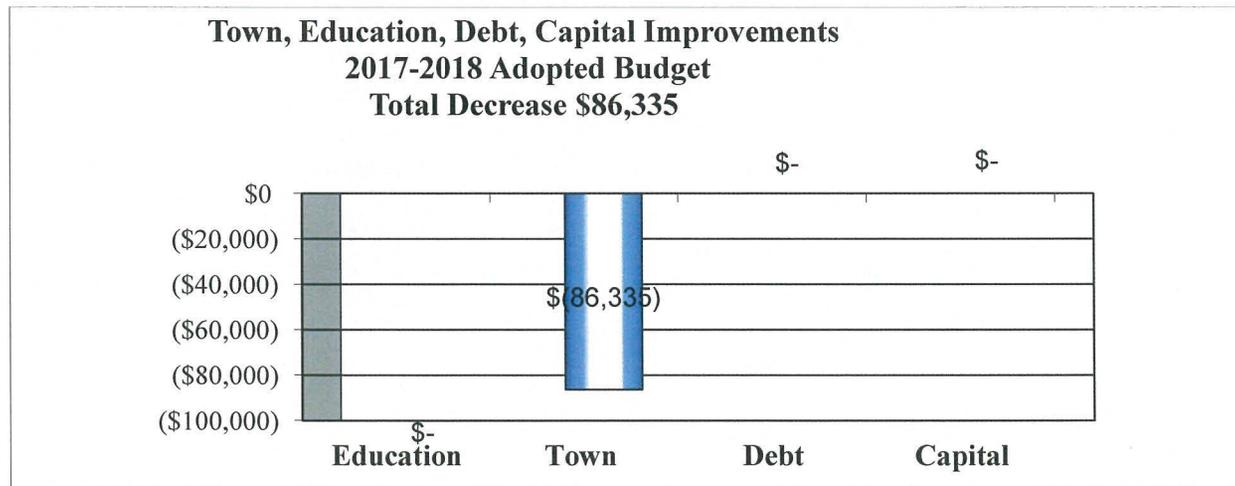
2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted Budget	2016-2017 Estimated Actual	Account Code	Descriptions	2017-2018 Department Request	2017-2018 Manager Proposed	2017-2018 Adopted Budget	\$ Change 2016/2017 Adopted Budget to 2017/2018 Adopted
COMMUNITY SERVICES									
55,070	56,996	57,078	58,291	310-00	Senior Center Services	57,784	58,175	58,175	1,097
316,875	331,755	330,100	336,065	320-00	Human Services	333,419	331,255	331,255	1,155
399,903	408,503	410,195	416,372	400-00	Library Services	416,985	422,469	422,469	12,274
81,830	136,045	129,310	130,802	500-00	Recreation and Adult Education	124,397	98,897	98,897	(30,413)
853,678	933,299	926,683	941,530		Subtotal -- Community Services	932,585	910,796	910,796	(15,887)
PUBLIC WORKS									
107,306	123,397	36,300	36,212	600-00	Engineering Services	35,850	25,850	25,850	(10,450)
1,221,581	1,295,007	1,329,214	1,304,777	610	Parks and Facilities	1,345,690	1,336,511	1,336,511	7,297
1,144,333	1,061,623	1,058,452	1,061,187	630-67	Refuse and Recycling Services	1,052,042	957,019	978,583	(79,869)
15,000	15,000	15,000	15,000	640-67	Sewage Disposal	15,000	15,000	15,000	0
1,954,032	1,835,290	1,991,193	2,011,229	650	Streets and Roads	2,056,858	2,053,848	2,053,848	62,655
4,442,252	4,330,317	4,430,159	4,428,405		Subtotal -- Public Works	4,505,440	4,388,228	4,409,792	(20,367)
PUBLIC SAFETY SERVICES									
77,448	80,872	88,000	88,000	700-00	Water Supply	96,686	96,686	96,686	8,686
335,790	321,259	379,381	335,061	710-00	Ambulance Services	416,877	377,197	377,197	(2,184)
48,465	49,477	68,100	60,696	720-00	Animal Control Services	69,008	69,008	69,008	908
12,674	12,613	14,189	14,414	730-00	Emergency Preparedness	14,610	14,610	14,610	421
52,257	81,232	91,552	70,823	740-00	Fire Prevention	94,655	72,848	72,848	(18,704)
581,162	659,121	617,512	613,028	750-00	Fire Suppression	670,603	617,038	617,038	(474)
0	2,000	4,500	4,185	755-00	Certified Emergency Response Team	4,500	4,500	4,500	0
734,733	610,085	772,956	768,892	760-00	Law Enforcement	806,078	487,172	744,128	(28,828)
1,842,529	1,816,659	2,036,190	1,955,099		Subtotal -- Public Safety Services	2,173,015	1,739,059	1,996,015	(40,175)

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	2017-2018 Adopted Budget	\$ Change 2016/2017 Adopted Budget to 2017/2018 Adopted
FINANCE AND RECORDS									
318,828	329,797	328,239	335,250	810-00	Accounting Services	335,856	337,812	337,812	9,573
231,366	257,377	256,047	218,337	820-00	Assessment Services	259,587	220,564	220,564	(35,483)
669	744	600	225	830-00	Board of Assessment Appeals	600	600	600	0
23,500	25,250	25,250	25,250	850-00	Independent Audit	25,250	25,250	25,250	0
44,365	50,995	65,070	65,024	860-00	Registrar of Voters	53,710	53,710	53,710	(11,360)
163,064	154,846	167,145	140,349	870-00	Revenue Services	152,834	154,135	158,230	(8,915)
145,077	148,243	144,583	146,782	880-00	Town Clerk	145,746	146,598	146,598	2,015
135,177	56,341	223,232	218,567	890-00	Contingency	200,705	190,934	190,934	(32,298)
1,062,046	1,023,593	1,210,166	1,149,784		Subtotal -- Finance and Records	1,174,288	1,129,603	1,133,698	(76,468)
11,320,221	11,260,776	11,868,056	11,742,706		Subtotal--Town Government	12,267,102	11,524,765	11,781,721	(86,335)
BOARD OF EDUCATION									
37,177,650	38,261,928	39,333,948	38,889,235	900-00	Board of Education	40,175,960	38,133,948	39,333,948	0
37,177,650	38,261,928	39,333,948	38,889,235		Subtotal -- Board of Education	40,175,960	38,133,948	39,333,948	0
DEBT SERVICE									
4,542,249	4,549,013	4,550,000	4,550,091	840-00	Debt Service	4,550,000	4,550,000	4,550,000	0
4,542,249	4,549,013	4,550,000	4,550,091		Subtotal -- Debt Service	4,550,000	4,550,000	4,550,000	0
BOE TEACHERS' RETIREMENT CONTRIBUTION									
0	0	0	0	845-00	BOE Teachers' Retirement Contribution	0	1,934,215	0	0
0	0	0	0		Subtotal -- BOE Teachers' Retirement Contribution	0	1,934,215	0	0
CAPITAL IMPROVEMENTS									
86,456	183,814	54,578	54,578	910-00	Capital Improvements	181,786	142,093	54,578	0
86,456	183,814	54,578	54,578		Subtotal -- Capital Improvements	181,786	142,093	54,578	0
TRANSFERS OUT									
	5,356		217,615		Revaluation Fund				
75,217	25,982				Canopy Senior Center				
					Education Reserve				
53,201,793	54,286,869	55,806,582	55,454,225		FY 2017-2018 EXPENDITURE TOTALS	57,174,848	56,285,021	55,720,247	(86,335)

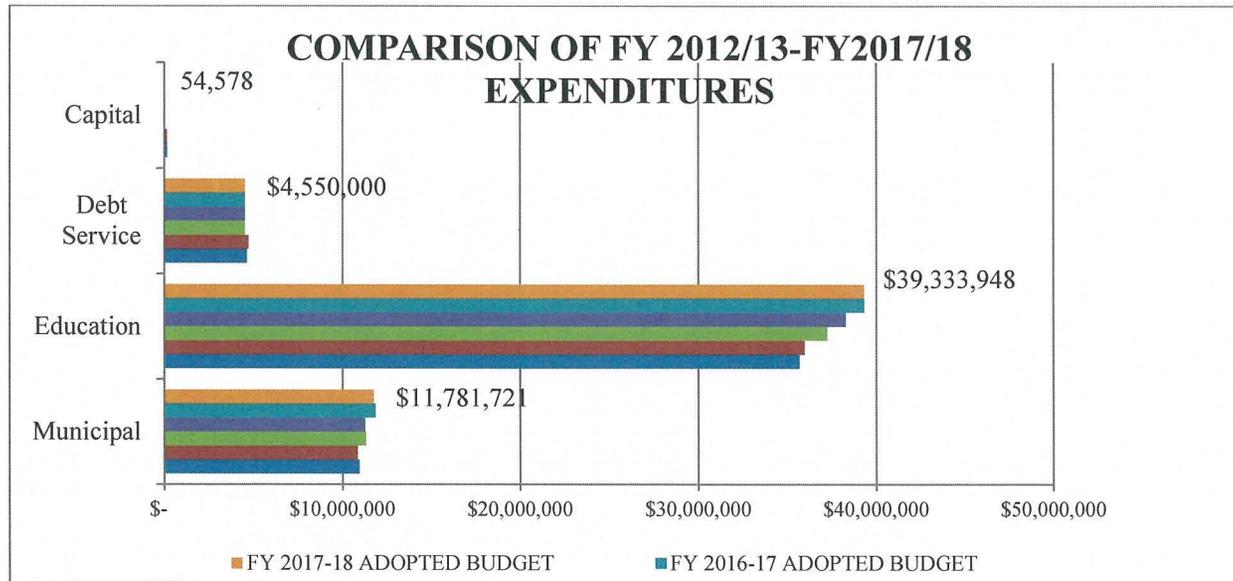
The chart below represents Tolland's four major expenditure components of the budget.



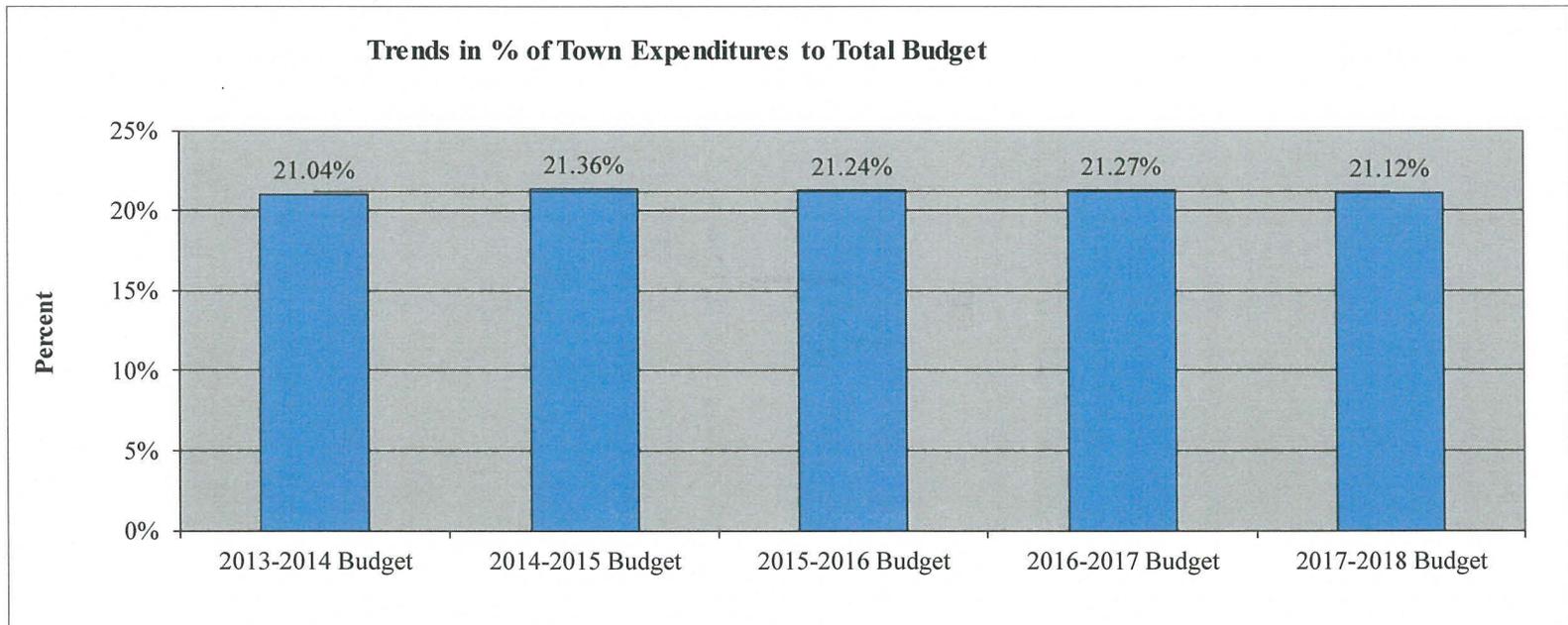
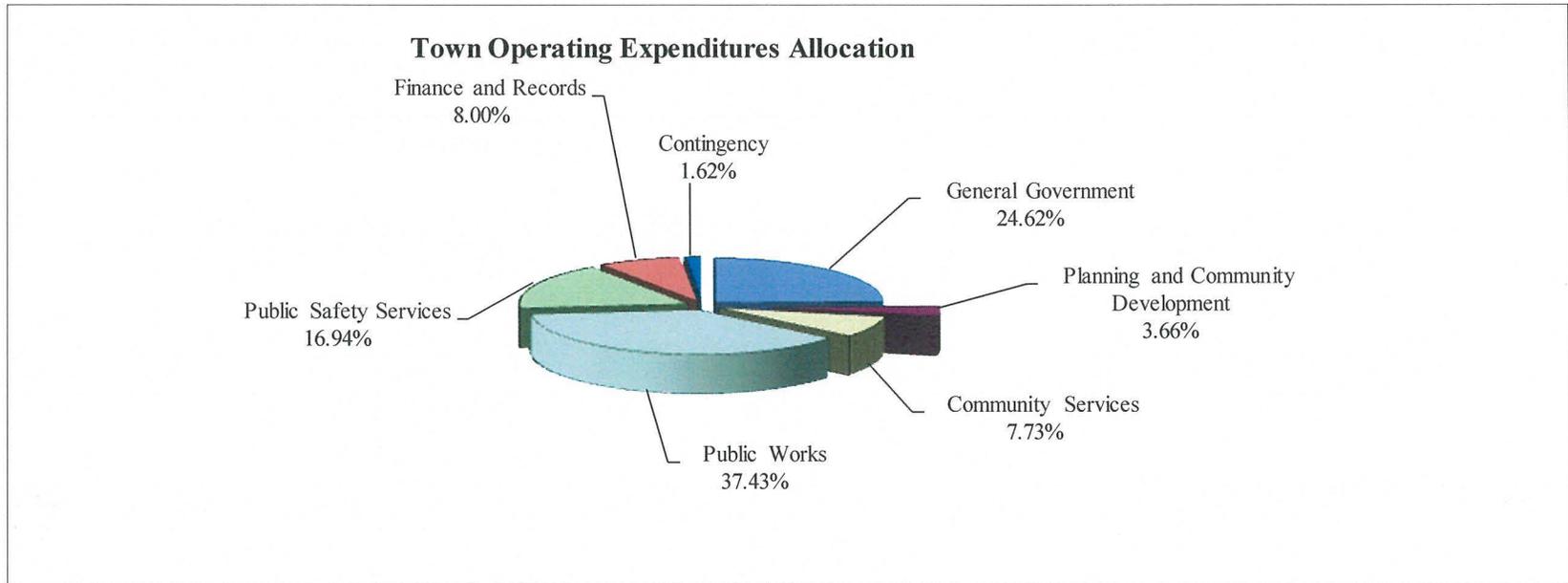
The graph below represents current budget decreases by major expenditure categories.

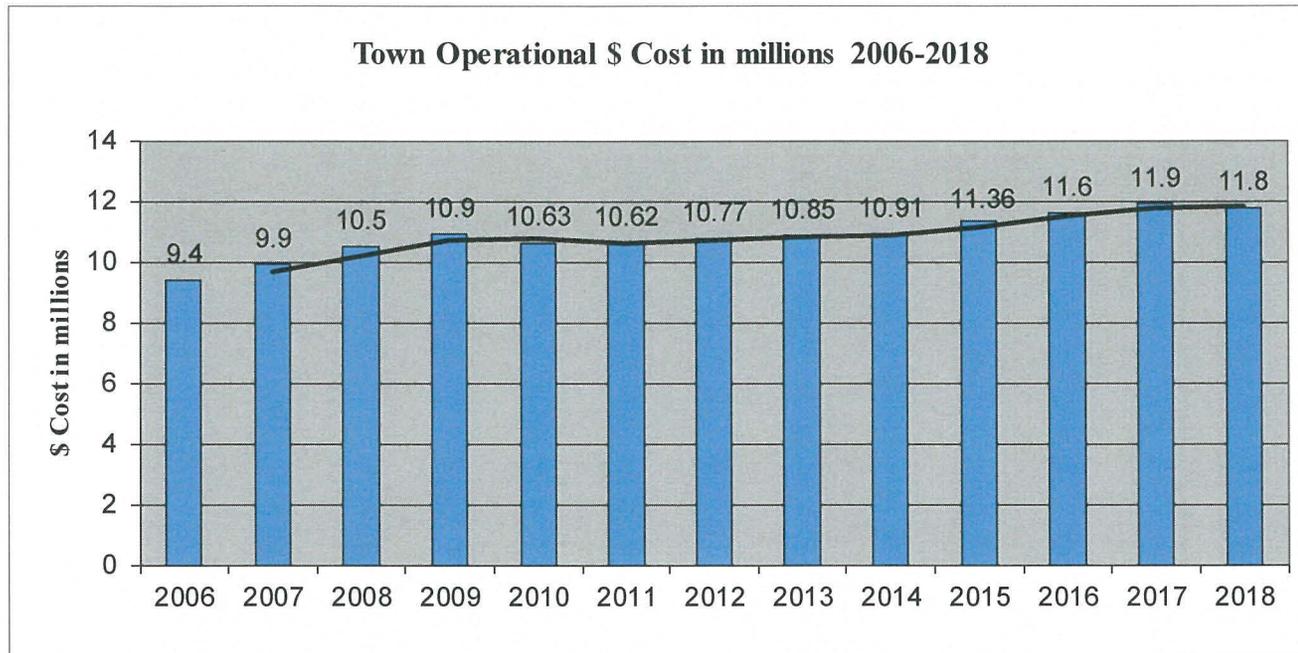


The chart below illustrates the appropriations made to each of these areas throughout the past six years.



Town Operating budget is proposed in the amount of \$11,781,721. This is a decrease of \$86,335 or .73% 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 1.97% or \$40,175 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. Funds were added back to offset this reduction in the amount of \$256,956 to be set aside to fund possible results of the Police Study.

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.

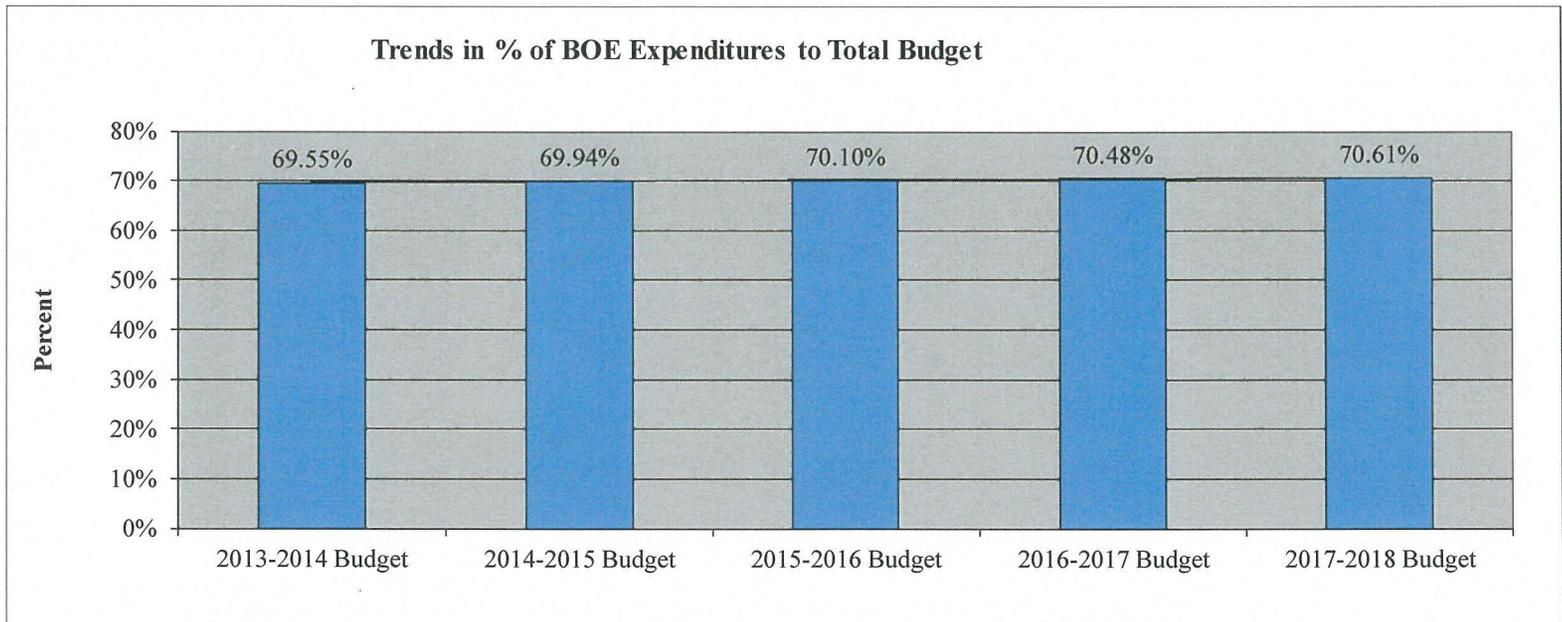
Assessment Service there is a decrease of \$40,900 mainly due to reduction in the amount of funding needed for the 2019 revaluation which will be done in-house.

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.

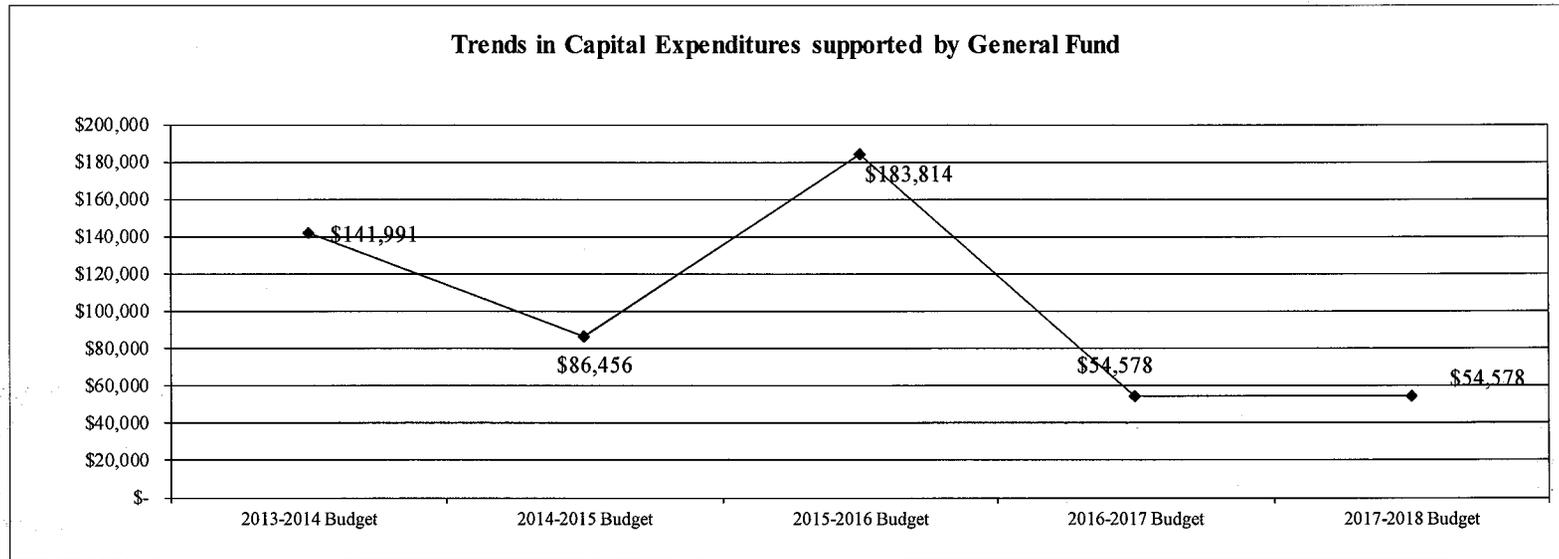
Town Clerk has a minor increase of \$2,015 due to wages increases.

- **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 70.61% of the total Town of Tolland budget. The Adopted funding level for the Board of Education is \$39,333,948 which is the same amount at the FY 16-17 adopted expenditures. The Town Manager and the Superintendent of Schools communicated very closely during the development of the Board of Education Budget.



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.

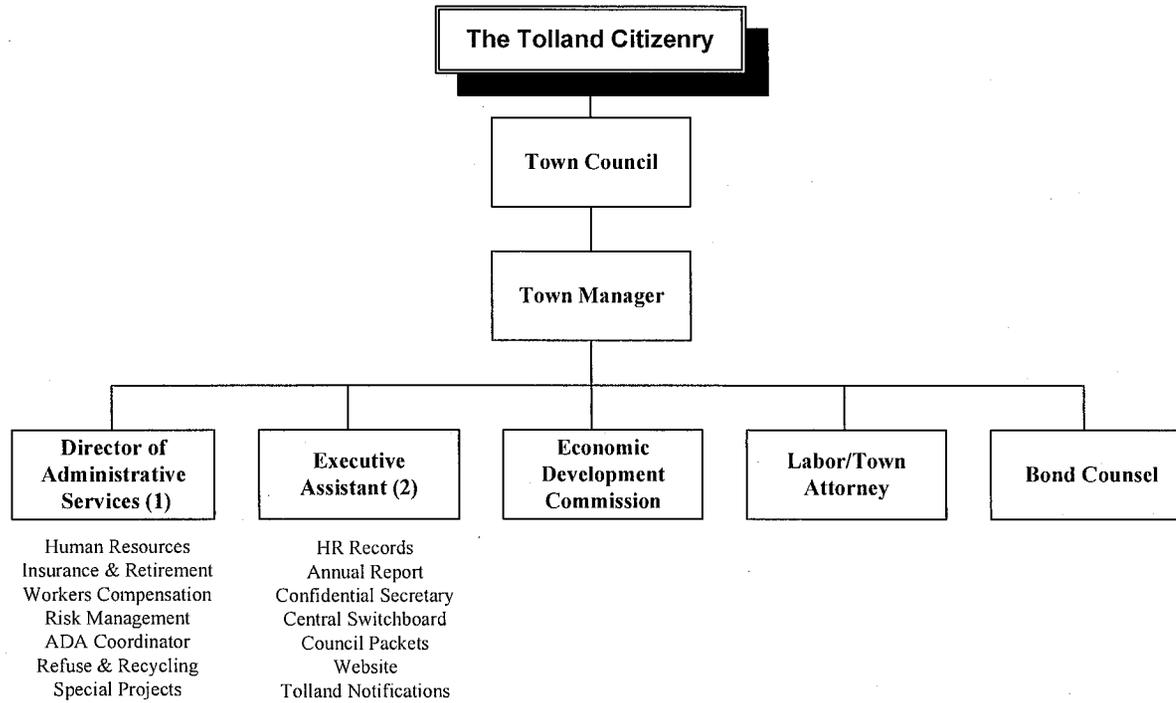


GENERAL GOVERNMENT

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	36,861
110-00	Town Manager	224,547	222,447	222,447
120-00	Economic Development Commission	2,867	21,001	21,001
130-00	Human Resources and Benefits Administration	2,233,330	2,105,938	2,080,283
140-00	Miscellaneous Support Services	61,485	61,485	61,485
140-10	Information Technology and Telecommunications	176,393	171,893	171,893
150-13	Insurance	231,908	227,463	227,463
160-19	Legal Services	66,000	66,000	66,000
170-00	Probate Services	12,245	12,245	12,245
	Subtotal -- General Government	3,047,887	2,925,333	2,899,678

General Government *Organization Chart*



PROGRAM	TOWN COUNCIL	100-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	5,070	4,590	5,160	5,120	5,120	5,120	5,120	
PRINTING	1,190	3,215	2,920	3,300	3,820	3,300	3,300	
ADVERTISING	6,194	4,719	4,602	6,000	6,000	5,000	5,000	
DUES AND MEMBERSHIPS	19,883	19,883	21,759	22,192	21,921	22,241	22,241	
OTHER SERVICES AND FEES	954	994	1,049	1,500	1,251	0	0	
TRAINING AND DEVELOPMENT	25	105	80	100	100	100	100	
OFFICE SUPPLIES	337	265	499	500	500	500	500	
PROGRAM MATERIALS	561	2,100	1,070	600	600	600	600	
OPERATING EXPENDITURES	34,214	35,871	37,140	39,312	39,312	36,861	36,861	
TOTAL TOWN COUNCIL	34,214	35,871	37,140	39,312	39,312	36,861	36,861	-6.23%

PROGRAM	TOWN MANAGER	110-00
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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%	-1.6%
Total Percentage Tax Increase passed at Referendum	0.67%	2.85%	*	2.49%	.85%
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	ACTIVITY			PROGRAM			CODE	
Town Administration	Town Manager			Town Manager			110-00	
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
REGULAR PAYROLL	201,140	203,450	214,629	208,698	211,140	210,879	210,879	
Town Manager								
Executive Secretary								
Executive Secretary / Web Master (.5)								
PROFESSIONAL SERVICES	0	0	7	900	900	900	900	
COMMUNICATIONS	2,249	2,471	2,637	2,770	2,770	3,790	3,790	
SERVICE CONTRACTS	84	84	84	84	84	84	84	
PRINTING	1,998	1,250	1,810	1,800	1,800	1,900	1,900	
DUES AND MEMBERSHIPS	1,531	1,576	1,576	1,577	1,579	1,602	1,602	
TRAINING AND DEVELOPMENT	230	4,530	3,871	2,800	2,800	700	700	
OFFICE SUPPLIES	448	1,129	1,599	1,700	1,700	1,700	1,700	
FOOD AND CLOTHING	488	533	641	600	600	600	600	
BOOKS AND SUBSCRIPTIONS	239	41	0	294	292	292	292	
PAYROLL EXPENDITURES	201,140	203,450	214,629	208,698	211,140	210,879	210,879	
OPERATING EXPENDITURES	7,267	11,614	12,226	12,525	12,525	11,568	11,568	
TOTAL TOWN MANAGER	208,407	215,064	226,855	221,223	223,665	222,447	222,447	0.55%

PROGRAM	ECONOMIC DEVELOPMENT COMMISSION	120-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	560	700	630	700	700	0	0	
PROFESSIONAL SERVICES	21,000	3,000	0	1,166	1,166	20,000	20,000	
PRINTING	7	31	0	225	225	225	225	
DUES AND MEMBERSHIPS	425	175	723	292	292	292	292	
TRAVEL REIMBURSEMENT	0	0	334	334	334	334	334	
OFFICE SUPPLIES	0	0	65	150	150	150	150	
PAYROLL EXPENDITURES	560	700	630	700	700	0	0	
OPERATING EXPENDITURES	21,432	3,206	1,122	2,167	2,167	21,001	21,001	
TOTAL ECONOMIC DEVELOPMENT	21,992	3,906	1,752	2,867	2,867	21,001	21,001	632.51%

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

PROGRAM	HR BENEFITS	131-11
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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 Equivalent	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
FICA	244,762	249,575	262,386	288,735	288,735	284,000	284,000	
MEDICARE	62,382	64,512	66,599	74,704	74,704	73,000	73,000	
EMPLOYEE PENSIONS	248,070	255,003	266,295	283,776	283,776	281,000	281,000	
WORKER'S COMPENSATION	192,959	185,185	199,861	206,551	206,551	209,156	209,156	
UNEMPLOYMENT COMPENSATION	12,552	23,999	5,296	13,000	13,000	4,000	4,000	
HEALTH INSURANCE	971,718	1,089,465	1,052,251	1,043,485	1,043,485	1,073,216	1,047,561	
LIFE INSURANCE	26,323	30,510	33,967	39,000	39,000	37,000	37,000	
DISABILITY INSURANCE	18,185	15,762	14,293	14,700	14,700	13,200	13,200	
OTHER POST EMPLOYMENT BENEFITS	54	1,350	525	1,450	1,450	700	700	
OPERATING EXPENDITURES	1,777,005	1,915,361	1,901,473	1,965,401	1,965,401	1,975,272	1,949,617	
TOTAL EMPLOYEE BENEFITS	1,777,005	1,915,361	1,901,473	1,965,401	1,965,401	1,975,272	1,949,617	-0.80%

PROGRAM	MISCELLANEOUS SUPPORT SERVICES	140-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
COMMUNICATIONS	18,503	19,904	18,435	18,500	18,500	18,500	18,500	
SERVICE CONTRACTS	20,945	19,652	17,551	20,784	20,784	25,660	25,660	
OTHER SERVICES AND FEES	0	0	0	425	425	425	425	
OFFICE SUPPLIES	2,783	3,720	5,017	5,400	5,400	5,400	5,400	
MACHINERY AND EQUIPMENT PARTS	2,485	4,526	3,414	4,000	4,000	4,000	4,000	
FUEL AND OIL	9,584	7,055	6,154	5,775	5,775	7,500	7,500	
OPERATING EXPENDITURES	54,300	54,857	50,570	54,884	54,884	61,485	61,485	
TOTAL MISCELLANEOUS SUPPORT SERVICES	54,300	54,857	50,570	54,884	54,884	61,485	61,485	12.03%

PROGRAM	INFORMATION TECHNOLOGY/TELECOMMUNICATIONS	140-10
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	61,800	63,172	74,807	78,000	78,000	78,000	78,000	
COMMUNICATIONS	37,635	39,757	48,666	36,600	36,600	48,400	48,400	
TRAINING AND DEVELOPMENT	115	0	1,024	4,735	4,735	0	0	
COMPUTER SOFTWARE	6,000	12,087	5,934	26,205	26,205	33,493	33,493	
OTHER EQUIPMENT	43,740	17,335	34,924	5,839	5,839	12,000	12,000	
OPERATING EXPENDITURES	149,290	132,351	165,355	151,379	151,379	171,893	171,893	
TOTAL IT / TELECOMMUNICATIONS	149,290	132,351	165,355	151,379	151,379	171,893	171,893	13.55%

PROGRAM	TOWNWIDE INSURANCE	150-12
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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	201-2018 Manager Proposed	201-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROPERTY AND LIABILITY INSURANCE	164,036	167,881	173,858	190,919	190,919	195,074	195,074	
MICELLANEOUS INSURANCE	2,528	4,904	8,327	3,000	3,000	3,000	3,000	
PUBLIC OFFICIAL INSURANCE	4,610	2,387	2,242	2,797	2,797	2,843	2,843	
OPERATING EXPENDITURES	171,174	175,172	184,427	196,716	196,716	200,917	200,917	
TOTAL GENERAL COVERAGE INSURANCE	171,174	175,172	184,427	196,716	196,716	200,917	200,917	2.14%

PROGRAM	VOLUNTEER FIREFIGHTER INSURANCE	150-13
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
INSURANCE - FIRE GENERAL COVERAGE	11,673	11,473	12,565	12,915	12,915	15,833	15,833	
INSURANCE - FIRE UMBRELLA	2,761	2,775	2,781	2,873	2,873	2,913	2,913	
INSURANCE - VOLUNTEER ACCIDENT	7,174	7,189	7,401	7,415	7,415	7,800	7,800	
OPERATING EXPENDITURES	21,608	21,437	22,747	23,203	23,203	26,546	26,546	
TOTAL FIREFIGHTER INSURANCE	21,608	21,437	22,747	23,203	23,203	26,546	26,546	14.41%

PROGRAM	LEGAL SERVICES – TOWN ATTORNEY	160-15
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	48,933	44,566	60,627	40,000	30,000	40,000	30,000	
OTHER SERVICES AND FEES	0	0	4,175	6,000	6,000	6,000	6,000	
CHARTER REVISION COMMISSION	0	0	0	0	10,000	0	10,000	
OPERATING EXPENDITURES	48,933	44,566	64,802	46,000	46,000	46,000	46,000	
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
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	33,534	35,999	13,000	20,000	20,000	20,000	20,000	
OPERATING EXPENDITURES	33,534	35,999	13,000	20,000	20,000	20,000	20,000	
TOTAL PERSONNEL	33,534	35,999	13,000	20,000	20,000	20,000	20,000	0.00%

PROGRAM	PROBATE SERVICES	170-00
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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.					

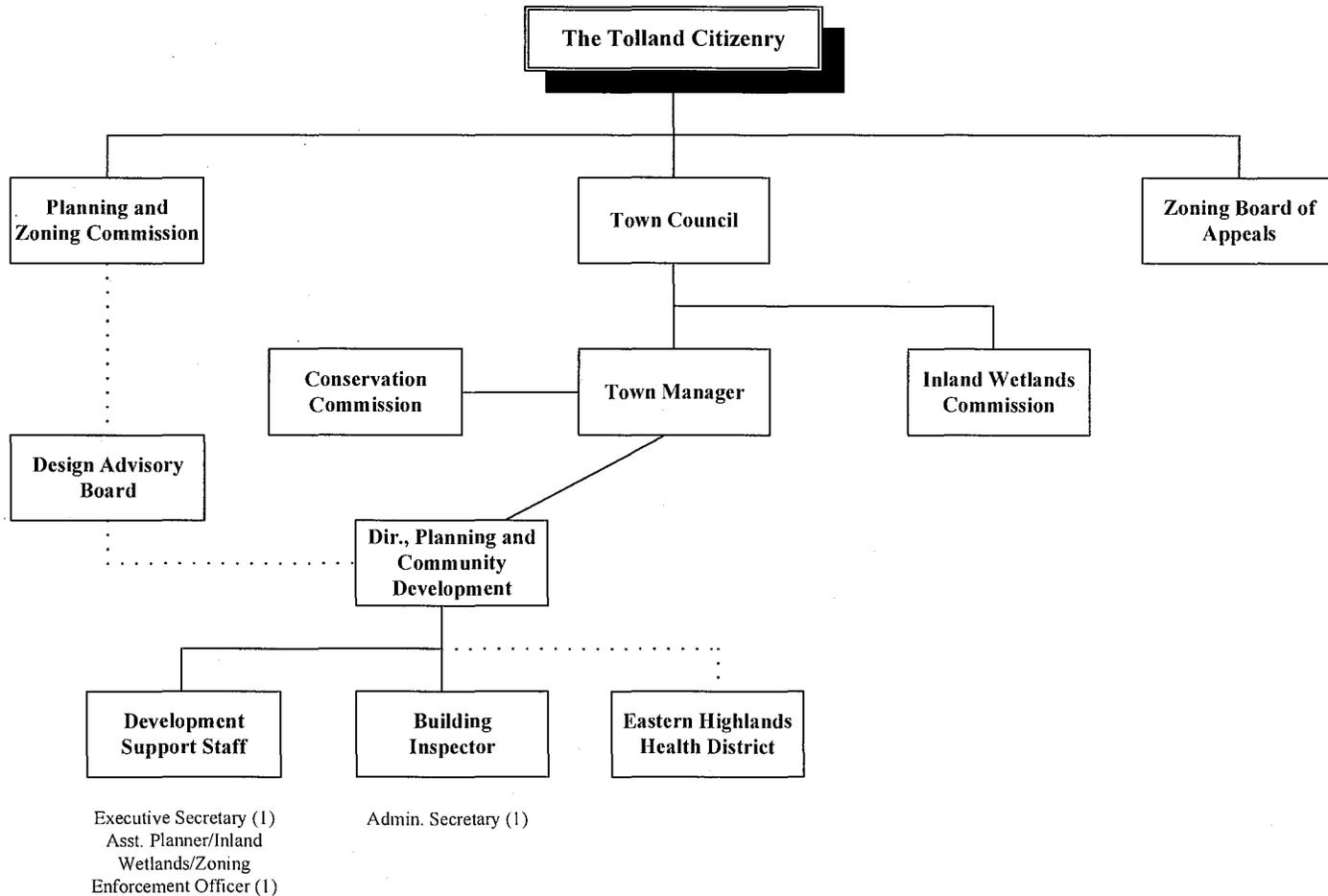
FUNCTION	ACTIVITY			PROGRAM			CODE	
Town Administration	Probate Services			Probate Services			170-00	
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
COMMUNICATIONS	4,722	4,974	5,938	6,360	6,360	6,360	6,360	
SERVICE CONTRACTS	415	566	524	685	685	685	685	
DOCUMENT MAINTENANCE	2,156	2,757	2,279	2,500	2,500	2,500	2,500	
OTHER SERVICES AND FEES	680	550	709	700	700	700	700	
OFFICE SUPPLIES	2,424	1,667	1,761	1,500	1,500	1,500	1,500	
FURNITURE AND FIXTURES	0	0	699	500	500	500	500	
OPERATING EXPENDITURES	10,396	10,514	11,909	12,245	12,245	12,245	12,245	
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	120,806
210-00	Zoning Board of Appeals	3,540	3,540	3,540
230-00	Public Health Services	78,630	78,630	78,626
240-00	Planning and Zoning Services	192,285	193,004	193,004
250-00	Inland Wetlands Commission	5,380	5,380	5,380
260-00	Planning and Zoning Commission	27,376	26,836	26,836
270-00	Conservation Commission	5,590	3,250	3,250
270-00	Agricultural Commission	300	300	300
	Subtotal -- Planning and Community Development	433,887	431,746	431,742

Division of Planning and Community Development *Organization Chart*



PROGRAM	BUILDING INSPECTION SERVICES	200-00
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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	\$218,016	\$195,000

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

PROGRAM	ZONING BOARD OF APPEALS	210-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	452	578	630	900	900	1,080	1,080	
PRINTING	0	0	0	0	0	40	40	
ADVERTISING	1,944	1,467	2,016	2,000	2,000	2,200	2,200	
DUES AND MEMBERSHIPS	50	50	50	50	50	50	50	
TRAINING AND DEVELOPMENT	50	0	0	100	100	70	70	
OFFICE SUPPLIES	100	99	200	100	100	100	100	
PAYROLL EXPENDITURES	452	578	630	900	900	1,080	1,080	
OPERATING EXPENDITURES	2,144	1,617	2,266	2,250	2,250	2,460	2,460	
TOTAL ZONING BOARD OF APPEALS	2,596	2,195	2,896	3,150	3,150	3,540	3,540	12.38%

PROGRAM	PUBLIC HEALTH SERVICES	230-00
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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 \$848 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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	
OPERATING EXPENDITURES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	
TOTAL PUBLIC HEALTH SERVICES	69,143	72,201	74,724	77,782	77,782	78,630	78,626	1.09%

PROGRAM	PLANNING & ZONING SERVICES	240-00
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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

FUNCTION	ACTIVITY			PROGRAM			CODE	
Planning and Community Development	Planning & Zoning Services			Planning & Zoning Services			240-00	
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
REGULAR PAYROLL	129,435	133,993	130,084	179,172	174,507	186,674	186,674	
Director of Planning and Community Development								
Assistant Town Planner								
Executive Secretary								
PROFESSIONAL SERVICES	2,625	0	2,091	1,000	1,000	1,000	1,000	
COMMUNICATIONS	557	591	152	0	0	0	0	
SERVICE CONTRACTS	3,450	3,432	924	700	700	250	250	
PRINTING	130	250	179	200	200	70	70	
DUES AND MEMBERSHIPS	565	673	0	860	860	885	885	
TRAINING AND DEVELOPMENT	2,244	2,407	2,086	2,200	2,200	2,200	2,200	
TRAVEL REIMBURSEMENT	0	101	0	250	250	250	250	
OFFICE SUPPLIES	179	150	1,029	400	400	400	400	
COMPUTER SOFTWARE	0	0	0	2,215	2,215	1,000	1,000	
PROGRAM MATERIALS	0	100	0	25	25	25	25	
BOOKS AND SUBSCRIPTIONS	147	34	0	50	50	50	50	
FURNITURE AND FIXTURES	0	0	0	100	100	200	200	
PAYROLL EXPENDITURES	129,435	133,993	130,084	179,172	174,507	186,674	186,674	
OPERATING EXPENDITURES	9,898	7,738	6,461	8,000	8,000	6,330	6,330	
TOTAL PLANNING AND ZONING SERVICES	139,332	141,731	136,545	187,172	182,507	193,004	193,004	3.12%

PROGRAM	INLAND WETLANDS COMMISSION	250-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	1,320	1,650	1,760	1,540	1,540	2,200	2,200	
PROFESSIONAL SERVICES	1,983	500	1,478	500	7,900	500	500	
PRINTING	0	0	0	0	0	40	40	
ADVERTISING	409	730	785	700	700	1,080	1,080	
DUES AND MEMBERSHIPS	830	785	785	1,350	1,350	1,285	1,285	
TRAINING AND DEVELOPMENT	0	0	0	250	250	150	150	
OFFICE SUPPLIES	125	126	125	125	125	125	125	
PAYROLL EXPENDITURES	1,320	1,650	1,760	1,540	1,540	2,200	2,200	
OPERATING EXPENDITURES	3,347	2,142	3,173	2,925	10,325	3,180	3,180	
TOTAL INLAND WETLANDS COMMISSION	4,667	3,792	4,933	4,465	11,865	5,380	5,380	20.49%

PROGRAM	PLANNING & ZONING COMMISSION	260-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TEMPORARY HELP	2,438	2,090	2,520	2,960	2,960	2,750	2,750	
Recording Clerk (P & Z Commission)								
Recording Clerk (Design Advisory Board)								
PROFESSIONAL SERVICES	2,000	2,000	1,800	1,000	1,000	20,000	20,000	
PRINTING	0	0	0	0	0	40	40	
ADVERTISING	2,016	3,280	2,296	3,000	3,000	3,000	3,000	
DUES AND MEMBERSHIPS	500	500	500	746	746	746	746	
TRAINING AND DEVELOPMENT	125	125	0	100	100	100	100	
OFFICE SUPPLIES	150	110	197	150	150	150	150	
PROGRAM MATERIALS	0	0	702	150	150	0	0	
BOOKS AND SUBSCRIPTIONS	68	15	0	50	50	50	50	
PAYROLL EXPENDITURES	2,438	2,090	2,520	2,960	2,960	2,750	2,750	
OPERATING EXPENDITURES	4,859	6,030	5,496	5,196	5,196	24,086	24,086	
TOTAL PLANNING AND ZONING COMMISSION	7,297	8,120	8,016	8,156	8,156	26,836	26,836	229.03%

PROGRAM	CONSERVATION COMMISSION	270-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TEMPORARY HELP Recording Clerk	770	700	840	840	840	0	0	
DUES AND MEMBERSHIPS	150	130	130	150	150	150	150	
TRAINING AND DEVELOPMENT	40	120	260	100	100	100	100	
PROGRAM MATERIALS	500	500	0	500	500	500	500	
PROPERTY MAINTENANCE	2,499	2,499	3,054	3,200	3,200	2,500	2,500	
PAYROLL EXPENDITURES	770	700	840	840	840	0	0	
OPERATING EXPENDITURES	3,189	3,249	3,444	3,950	3,950	3,250	3,250	
TOTAL CONSERVATION COMMISSION	3,959	3,949	4,284	4,790	4,790	3,250	3,250	-32.15%

PROGRAM	AGRICULTURE COMMISSION	280-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PRINTING	0	0	0	100	100	100	100	
PROPERTY MAINTENANCE	0	0	0	200	200	200	200	
OPERATING EXPENDITURES	0	0	0	300	300	300	300	
TOTAL AGRICULTURE COMMISSION	0	0	0	300	300	300	300	0.00%

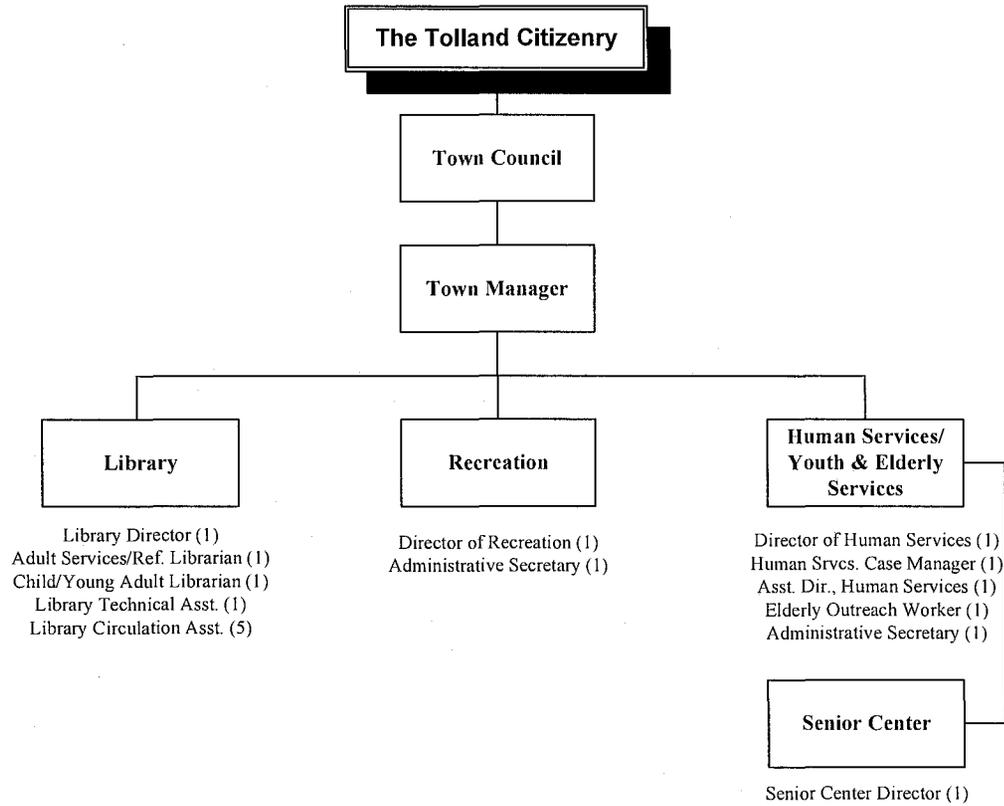
COMMUNITY SERVICES

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	58,175
320-00	Human Services	333,419	331,255	331,255
400-00	Library Services	416,985	422,469	422,469
500-00	Recreation and Adult Education	124,397	98,897	98,897
	Subtotal -- Community Services	932,585	910,796	910,796

Division of Community Services

Organization Chart



PROGRAM	SENIOR CENTER SERVICES	310-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL Senior Center Director	40,113	48,985	50,665	50,287	51,500	52,344	52,344	
COMMUNICATIONS	0	0	0	0	0	420	420	
DUES AND MEMBERSHIPS	95	73	95	145	145	145	145	
OTHER SERVICES AND FEES	1,824	1,409	1,753	1,996	1,996	616	616	
TRAINING AND DEVELOPMENT	15	0	100	100	100	100	100	
OFFICE SUPPLIES	340	819	198	350	350	350	350	
AGRICULTURAL AND CUSTODIAL	400	0	200	200	200	200	200	
SENIOR CITIZEN PROGRAMS	4,000	3,784	3,985	4,000	4,000	4,000	4,000	
PAYROLL EXPENDITURES	40,113	48,985	50,665	50,287	51,500	52,344	52,344	
OPERATING EXPENDITURES	6,674	6,085	6,331	6,791	6,791	5,831	5,831	
TOTAL SENIOR CENTER SERVICES	46,787	55,070	56,996	57,078	58,291	58,175	58,175	1.92%

PROGRAM	HUMAN SERVICES	320-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	222,991	246,533	262,658	260,199	266,286	268,336	268,336	
Human Services Director								
Assistant Human Services Director								
Administrative Secretary								
Human Services Case Worker								
Elderly Outreach Worker								
COMMUNICATIONS	954	608	612	720	720	720	720	
DUES AND MEMBERSHIPS	715	707	753	798	798	801	801	
OTHER SERVICES AND FEES	2,500	2,193	2,132	2,788	2,788	2,803	2,803	
TRAINING AND DEVELOPMENT	385	320	85	370	370	370	370	
TRAVEL REIMBURSEMENT	770	534	711	627	627	627	627	
OFFICE SUPPLIES	945	834	1,145	945	945	945	945	
PROGRAM MATERIALS	1,046	974	805	800	800	800	800	
HOCKANUM VALLEY	55,853	55,853	55,853	55,853	55,853	55,853	55,853	
VISITING NURSES	8,320	8,319	7,000	7,000	7,000	0	0	
PAYROLL EXPENDITURES	222,991	246,533	262,658	260,199	266,286	268,336	268,336	
OPERATING EXPENDITURES	71,488	70,342	69,096	69,901	69,901	62,919	62,919	
TOTAL HUMAN SERVICES	294,479	316,875	331,755	330,100	336,187	331,255	331,255	0.35%

PROGRAM	LIBRARY SERVICES	400-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	313,419	328,935	338,089	338,223	345,330	350,451	350,451	
Library Services Director								
Reference Librarian								
Children's Librarian								
Library Technical Assistant								
Library Circulation Assistant (5)								
PROFESSIONAL SERVICES	0	0	0	325	325	325	325	
SERVICE CONTRACTS	168	84	84	84	84	90	90	
DUES AND MEMBERSHIPS	610	560	730	730	730	770	770	
OTHER SERVICES AND FEES	29,153	28,605	28,748	28,748	28,748	28,748	28,748	
TRAINING AND DEVELOPMENT	670	560	540	585	585	585	585	
OFFICE SUPPLIES	2,746	3,027	2,569	3,000	3,000	3,000	3,000	
PROGRAM MATERIALS	1,495	1,499	1,393	1,500	1,500	1,500	1,500	
BOOKS AND SUBSCRIPTIONS	36,894	36,633	36,350	37,000	37,000	37,000	37,000	
PAYROLL EXPENDITURES	313,419	328,935	338,089	338,223	345,330	350,451	350,451	
OPERATING EXPENDITURES	71,736	70,968	70,414	71,972	71,972	72,018	72,018	
TOTAL LIBRARY SERVICES	385,155	399,903	408,503	410,195	417,302	422,469	422,469	2.99%

PROGRAM	RECREATION AND ADULT EDUCATION	500-00
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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

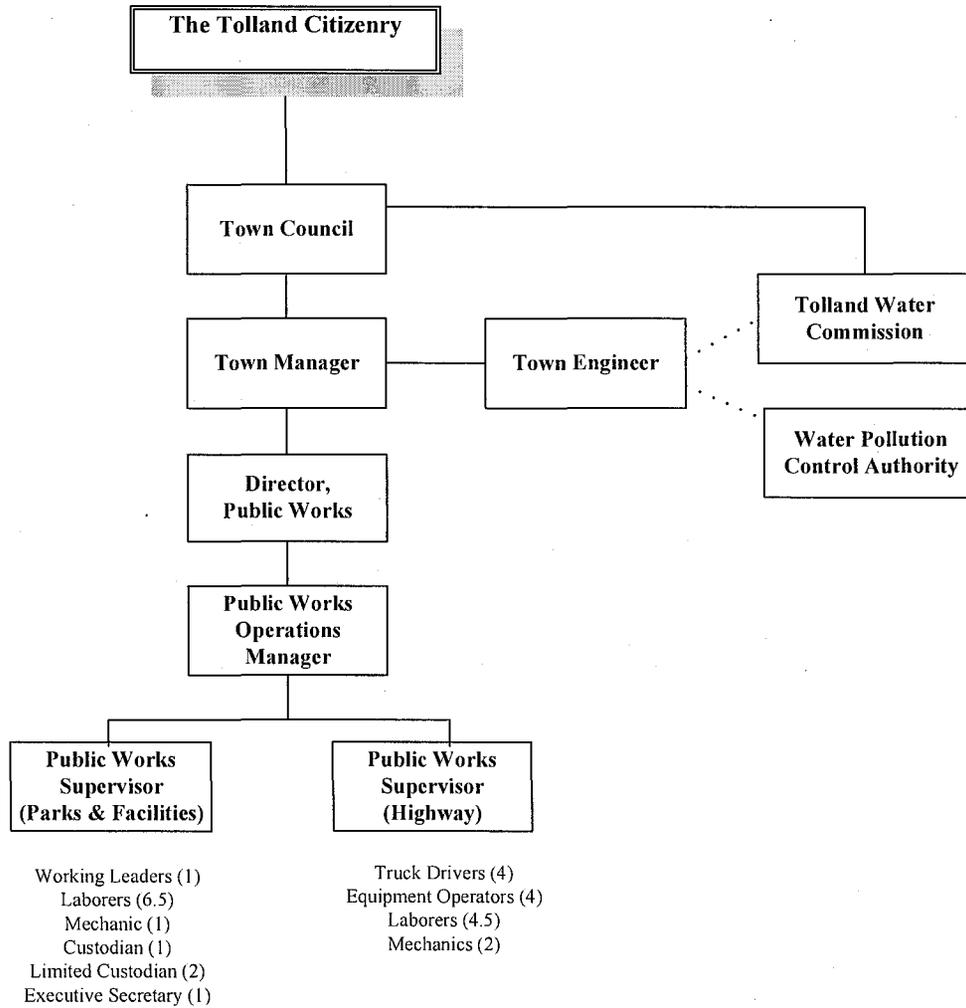
*includes celebrate Tolland

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	25,850
610-60	Parks and Facilities	1,345,690	1,336,511	1,336,511
630-67	Refuse and Recycling Services	1,052,042	957,019	978,583
640-67	Sewage Disposal	15,000	15,000	15,000
650-79	Streets and Roads	2,056,858	2,053,848	2,053,848
	Subtotal -- Public Works	4,505,440	4,388,228	4,409,792

Division of Public Works *Organization Chart*



PROGRAM	ENGINEERING SERVICES	600-00
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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	ACTIVITY			PROGRAM				CODE
Public Works	Public Works			Engineering Services				600-00
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
REGULAR PAYROLL Town Engineer	58,296	69,464	80,334	0	0	0	0	
PROFESSIONAL SERVICES	31,475	34,415	41,193	35,000	35,000	25,000	25,000	
COMMUNICATIONS	776	608	510	0	0	0	0	
SERVICE CONTRACTS	474	0	0	550	550	600	600	
DUES AND MEMBERSHIPS	0	465	340	0	0	0	0	
TRAINING AND DEVELOPMENT	125	600	589	0	0	0	0	
OFFICE SUPPLIES	266	1,236	288	750	750	250	250	
MINOR TOOLS	0	67	0	0	0	0	0	
FOOD AND CLOTHING	114	400	0	0	0	0	0	
BOOKS AND SUBSCRIPTIONS	0	50	142	0	0	0	0	
PAYROLL EXPENDITURES	58,296	69,464	80,334	0	0	0	0	
OPERATING EXPENDITURES	33,229	37,842	43,063	36,300	36,300	25,850	25,850	
TOTAL ENGINEERING SERVICES	91,525	107,306	123,397	36,300	36,300	25,850	25,850	-28.79%

PROGRAM	PARKS AND FACILITIES	610-60 thru 610-85
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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 Public Works	ACTIVITY Parks and Facilities			PROGRAM Parks and Facilities			CODE 610-60	
	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
Line Item Description								
REGULAR PAYROLL	551,813	560,784	653,085	643,411	652,438	666,396	666,396	
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)								
OVERTIME	40,244	39,682	31,309	38,041	38,041	38,041	38,041	
TEMPORARY HELP	13,207	18,549	14,994	22,500	22,500	22,500	22,500	
PROFESSIONAL SERVICES	0	8,696	17,887	0	0	0	0	
COMMUNICATIONS	8,687	7,740	5,519	9,810	9,810	7,000	7,000	
UTILITIES	796	1,637	1,719	1,788	1,788	737	737	
EQUIPMENT RENTAL	835	585	502	750	750	750	750	
DRUG AND ALCOHOL PROGRAM	0	299	528	2,300	2,300	1,300	1,300	
OTHER SERVICES AND FEES	9,746	10,858	14,046	12,000	14,500	12,000	12,000	
TRAINING AND DEVELOPMENT	0	0	1,934	500	500	500	500	
OFFICE SUPPLIES	1,139	2,435	1,280	1,500	1,500	1,500	1,500	
MINOR TOOLS	1,224	1,259	994	1,000	8,000	1,000	1,000	

FUNCTION Public Works	ACTIVITY Parks and Facilities			PROGRAM Parks and Facilities			2017-2018 Adopted Budget	CODE 610-60	% Increase (Decr) Over Adopted
	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed			
Line Item Description									
MACHINERY AND EQUIPMENT PARTS	32,839	39,080	38,780	39,495	39,495	39,495	39,495		
BUILDING MATERIALS	19,364	27,749	20,221	20,599	20,599	20,599	20,599		
FOOD AND CLOTHING	10,145	12,763	8,347	8,564	8,564	7,775	7,775		
FUEL AND OIL	38,786	37,421	23,830	25,493	25,493	30,611	30,611		
FURNITURE AND FIXTURES	339	0	702	2,150	2,150	2,150	2,150		
OTHER EQUIPMENT	5,725	0	0	0	0	0	0		
PAYROLL EXPENDITURES	605,265	619,015	699,388	703,952	712,979	726,937	726,937		
OPERATING EXPENDITURES	129,625	150,521	136,288	125,949	135,449	125,417	125,417		
TOTAL PARKS AND FACILITIES	734,890	769,536	835,676	829,901	848,428	852,354	852,354		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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
EQUIPMENT RENTAL	200	1,483	92	500	500	500	500	
MACHINERY AND EQUIPMENT PARTS	34,201	30,258	30,447	28,244	28,244	28,244	28,244	
AGRICULTURAL AND CUSTODIAL	19,168	16,030	17,031	22,145	22,145	22,145	22,145	
FUEL AND OIL	19,830	8,750	6,250	4,375	4,375	5,250	5,250	
OPERATING EXPENDITURES	73,399	56,521	53,820	55,264	55,264	56,139	56,139	
TOTAL BOARD OF EDUCATION	73,399	56,521	53,820	55,264	55,264	56,139	56,139	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	11,297	19,538	24,998	32,704	32,704	35,404	35,404	
UTILITIES	77,557	77,557	81,825	87,810	87,810	119,515	119,515	
OTHER SERVICES AND FEES	0	320	0	0	0	0	0	
REPAIRS	2,899	1,757	7,458	7,500	7,500	7,500	7,500	
AGRICULTURAL AND CUSTODIAL	8,475	8,499	8,445	8,550	8,550	8,550	8,550	
FUEL AND OIL	0	0	0	350	350	368	368	
OPERATING EXPENDITURES	100,228	107,671	122,726	136,914	136,914	171,337	171,337	
TOTAL HICKS TOWN HALL	100,228	107,671	122,726	136,914	136,914	171,337	171,337	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
UTILITIES	3,201	2,405	2,546	2,684	2,684	2,908	2,908	
OTHER SERVICES AND FEES	997	510	1,473	1,328	1,328	1,328	1,328	
REPAIRS	1,269	0	0	0	0	0	0	
FUEL AND OIL	6,124	9,308	9,178	9,545	9,545	6,511	6,511	
OPERATING EXPENDITURES	11,590	12,223	13,197	13,557	13,557	10,747	10,747	
TOTAL JAIL MUSEUM	11,590	12,223	13,197	13,557	13,557	10,747	10,747	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	0	0	1,140	1,140	0	0	
SERVICE CONTRACTS	8,360	6,698	7,141	8,906	8,906	8,906	8,906	
UTILITIES	15,355	13,076	13,759	14,362	14,362	13,624	13,624	
OTHER SERVICES AND FEES	2,255	2,455	2,141	3,875	3,875	3,875	3,875	
REPAIRS	1,669	4,444	3,820	1,330	1,330	1,330	1,330	
AGRICULTURAL AND CUSTODIAL	900	896	1,200	1,200	1,200	1,200	1,200	
FUEL AND OIL	11,227	10,499	10,124	10,529	10,529	7,071	7,071	
OPERATING EXPENDITURES	39,766	38,067	38,185	41,342	41,342	36,006	36,006	
TOTAL SENIOR CENTER	39,766	38,067	38,185	41,342	41,342	36,006	36,006	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	1,850	1,888	1,920	1,920	1,920	1,920	
SERVICE CONTRACTS	250	490	400	490	490	490	490	
UTILITIES	4,312	2,671	2,805	2,917	2,917	4,001	4,001	
OTHER SERVICES AND FEES	275	295	381	275	275	275	275	
REPAIRS	627	0	216	500	500	500	500	
AGRICULTURAL AND CUSTODIAL	200	159	300	300	300	300	300	
FUEL AND OIL	3,020	3,737	3,572	3,715	3,715	2,500	2,500	
OPERATING EXPENDITURES	8,684	9,202	9,561	10,117	10,117	9,986	9,986	
TOTAL RESIDENT TROOPERS	8,684	9,202	9,561	10,117	10,117	9,986	9,986	-1.29%

FUNCTION	ACTIVITY			PROGRAM			CODE	
Public Works	Parks and Facilities			Fire Stations			610-66	
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
SERVICE CONTRACTS	1,420	3,200	7,933	8,533	8,533	8,533	8,533	
UTILITIES	23,701	20,000	21,050	21,980	21,980	18,074	18,074	
OTHER SERVICES AND FEES	578	1,330	1,245	1,790	1,790	1,790	1,790	
REPAIRS	4,035	4,306	2,359	4,500	4,500	4,500	4,500	
BUILDING IMPROVEMENTS	0	0	657	1,000	1,000	1,000	1,000	
AGRICULTURAL AND CUSTODIAL	2,167	1,330	2,200	2,200	2,200	2,200	2,200	
FUEL AND OIL	26,667	34,200	33,150	35,176	35,176	20,476	20,476	
OPERATING EXPENDITURES	58,567	64,366	68,594	75,179	75,179	56,573	56,573	
TOTAL FIRE STATIONS	58,567	64,366	68,594	75,179	75,179	56,573	56,573	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
UTILITIES	3,337	2,938	3,107	3,271	3,271	2,906	2,906	
OTHER SERVICES AND FEES	307	510	812	1,623	1,623	1,623	1,623	
REPAIRS	90	390	500	1,000	1,000	1,000	1,000	
AGRICULTURAL AND CUSTODIAL	100	0	100	100	100	100	100	
FUEL AND OIL	2,794	3,288	3,143	3,268	3,268	2,000	2,000	
OPERATING EXPENDITURES	6,628	7,126	7,662	9,262	9,262	7,629	7,629	
TOTAL OLD TOWN HALL	6,628	7,126	7,662	9,262	9,262	7,629	7,629	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
CONTINGENCY	32,144	20,000	15,020	15,000	12,500	15,000	15,000	
OPERATING EXPENDITURES	32,144	20,000	15,020	15,000	12,500	15,000	15,000	
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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	41	0	0	0	0	0	0	
UTILITIES	17,298	13,460	14,133	14,698	14,698	14,674	14,674	
OTHER SERVICES AND FEES	0	523	815	930	930	690	690	
REPAIRS	4,204	6,083	2,255	6,455	1,455	6,455	6,455	
AGRICULTURAL AND CUSTODIAL	497	165	800	800	800	800	800	
FUEL AND OIL	15,402	25,500	22,750	25,180	25,180	14,175	14,175	
OTHER EQUIPMENT	76	0	0	0	0	0	0	
OPERATING EXPENDITURES	37,517	45,731	40,753	48,063	43,063	36,794	36,794	
TOTAL HIGHWAY GARAGE	37,517	45,731	40,753	48,063	43,063	36,794	36,794	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
COMMUNICATIONS	0	0	1,444	1,140	1,140	1,140	1,140	
SERVICE CONTRACTS	415	930	924	1,245	1,245	1,245	1,245	
UTILITIES	8,722	8,105	8,510	8,850	8,850	7,161	7,161	
OTHER SERVICES AND FEES	0	80	341	380	380	380	380	
REPAIRS	388	829	827	1,000	1,000	1,000	1,000	
AGRICULTURAL AND CUSTODIAL	275	8	300	300	300	300	300	
FUEL AND OIL	4,866	6,800	6,650	6,916	6,916	5,398	5,398	
OPERATING EXPENDITURES	14,666	16,752	18,996	19,831	19,831	16,624	16,624	
TOTAL PARKS AND FACILITIES GARAGE	14,666	16,752	18,996	19,831	19,831	16,624	16,624	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
SERVICE CONTRACTS	1,932	1,936	2,582	3,072	3,072	3,072	3,072	
UTILITIES	9,347	10,694	11,343	12,029	12,029	7,818	7,818	
OTHER SERVICES AND FEES	80	0	80	430	430	430	430	
REPAIRS	1,143	1,633	1,382	2,000	2,000	2,000	2,000	
AGRICULTURAL AND CUSTODIAL	894	910	1,000	1,000	1,000	1,000	1,000	
FUEL AND OIL	3,500	3,400	3,400	3,711	3,711	2,956	2,956	
OPERATING EXPENDITURES	16,895	18,573	19,787	22,242	22,242	17,276	17,276	
TOTAL TRAINING CENTER	16,895	18,573	19,787	22,242	22,242	17,276	17,276	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
UTILITIES	1,200	4,576	4,800	4,992	4,992	2,286	2,286	
REPAIRS	1,590	1,598	1,899	2,000	2,000	2,000	2,000	
AGRICULTURAL AND CUSTODIAL	33,929	49,640	44,330	44,050	44,050	44,050	44,050	
FUEL AND OIL	0	0	0	0	0	210	210	
OPERATING EXPENDITURES	36,719	55,814	51,029	51,042	51,042	48,546	48,546	
TOTAL RECREATIONAL FACILITIES	36,719	55,814	51,029	51,042	51,042	48,546	48,546	-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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
AGRICULTURAL AND CUSTODIAL	0	0	0	1,500	1,500	1,500	1,500	
OPERATING EXPENDITURES	0	0	0	1,500	1,500	1,500	1,500	
TOTAL RECREATION CENTER	0	0	0	1,500	1,500	1,500	1,500	0.00%

PROGRAM	REFUSE AND RECYCLING SERVICES	630-67
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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	ACTIVITY			PROGRAM			CODE	
Public Works	Public Works			Refuse & Recycling Services			630-67	
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
PRINTING	0	0	0	0	0	3,000	3,000	
REFUSE / RECYCLING COLLECTION	884,011	822,411	773,260	752,987	752,987	648,371	655,027	
BULKY WASTE DISPOSAL	21,448	25,866	9,971	16,925	16,925	0	14,908	
REFUSE DISPOSAL	265,760	285,799	268,076	278,040	278,040	295,148	295,148	
HAZARDOUS WASTE	8,645	10,256	10,317	10,500	10,500	10,500	10,500	
OPERATING EXPENDITURES	1,179,864	1,144,333	1,061,623	1,058,452	1,058,452	957,019	978,583	
TOTAL REFUSE AND RECYCLING SERVICES	1,179,864	1,144,333	1,061,623	1,058,452	1,058,452	957,019	978,583	-7.55%

PROGRAM	SEWAGE DISPOSAL	640-67
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TRANSFER OUT	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
OPERATING EXPENDITURES	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
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
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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	
		Highways			Streets and Roads				
Public Works	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
REGULAR PAYROLL		123,624	135,457	124,585	197,163	195,977	192,921	192,921	
	Public Works Director (.50)								
	Executive Secretary (.50)								
	Public Works Supervisor (.50)								
	Truck Drivers (5)								
	Equipment Operators (4)								
	Laborers (3.5)								
COMMUNICATIONS		16,602	16,271	15,174	15,756	15,756	15,756	15,756	
SERVICE CONTRACTS		6,110	5,883	7,933	9,150	9,150	9,150	9,150	
DRUG AND ALCOHOL PROGRAM		2,031	1,950	3,836	3,382	3,382	3,382	3,382	
DUES AND MEMBERSHIPS		262	268	50	315	315	315	315	
TRAINING AND DEVELOPMENT		139	146	1,375	750	750	750	750	
OFFICE SUPPLIES		643	582	559	600	600	600	600	
MACHINERY AND EQUIPMENT PARTS		5,105	1,062	3,551	3,980	3,980	3,980	3,980	
FUEL AND OIL		0	2,454	0	0	0	0	0	
BOOKS AND SUBSCRIPTIONS		0	0	0	250	250	250	250	
OTHER EQUIPMENT		2,320	2,134	3,093	2,900	8,900	2,900	2,900	
	PAYROLL EXPENDITURES	123,624	135,457	124,585	197,163	195,977	192,921	192,921	
	OPERATING EXPENDITURES	33,210	30,749	35,570	37,083	43,083	37,083	37,083	
	TOTAL STREETS AND ROADS	156,834	166,206	160,156	234,246	239,060	230,004	230,004	-1.81%

FUNCTION Public Works	ACTIVITY Highways			PROGRAM Drainage			CODE 650-71	% Increase (Decr) Over Adopted
	Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	
OTHER SERVICES AND FEES	1,477	0	0	0	0	0	0	0
AGRICULTURAL AND CUSTODIAL	2,056	5,742	5,000	0	0	0	0	0
ROAD MATERIALS AND MARKERS	4,349	41,939	46,039	0	0	0	0	0
OPERATING EXPENDITURES	7,882	47,681	51,039	0	0	0	0	0
TOTAL DRAINAGE	7,882	47,681	51,039	0	0	0	0	-100.00%

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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	19,268	12,203	22,233	0	0	0	0	
EQUIPMENT RENTAL	0	0	487	0	0	0	0	
ROAD MATERIALS AND MARKERS	2,491	65,024	69,839	0	0	0	0	
OPERATING EXPENDITURES	21,759	77,227	92,559	0	0	0	0	
TOTAL PAVING	21,759	77,227	92,559	0	0	0	0	-100.00%

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

FUNCTION	ACTIVITY			PROGRAM			CODE	
Public Works	Highways			Highway Maintenance			650-76	
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
REGULAR PAYROLL	532,430	404,591	546,265	753,606	754,377	769,517	769,517	
OVERTIME	3,317	12,715	5,234	11,201	11,201	11,201	11,201	
TEMPORARY HELP	0	7,398	0	0	0	0	0	
PROFESSIONAL SERVICES	24	0	0	25,187	15,187	40,187	40,187	
EQUIPMENT RENTAL	0	0	0	2,000	2,000	2,000	2,000	
OTHER SERVICES AND FEES	22,827	13,442	48,971	62,350	62,350	62,350	62,350	
MINOR TOOLS	400	503	536	500	500	500	500	
FOOD AND CLOTHING	9,024	14,055	10,178	10,500	8,500	10,500	10,500	
AGRICULTURAL AND CUSTODIAL	0	0	0	5,000	5,000	5,000	5,000	
ROAD MATERIALS AND MARKERS	1,356	1,923	3,552	112,525	92,525	112,525	112,525	
PAYROLL EXPENDITURES	535,747	424,704	551,500	764,807	765,578	780,718	780,718	
OPERATING EXPENDITURES	33,632	29,922	63,237	218,062	186,062	233,062	233,062	
TOTAL HIGHWAY MAINTENANCE	569,378	454,627	614,736	982,869	951,640	1,013,780	1,013,780	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
ROAD MATERIALS AND MARKERS	19,188	49,688	36,816	49,689	49,689	49,689	49,689	
OPERATING EXPENDITURES	19,188	49,688	36,816	49,689	49,689	49,689	49,689	
TOTAL UNIMPROVED ROADS	19,188	49,688	36,816	49,689	49,689	49,689	49,689	0.00%

FUNCTION	ACTIVITY			PROGRAM			CODE	
Public Works	Highways		Ice and Snow Removal					650-78
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
REGULAR PAYROLL	97,987	170,208	84,054	0	0	0	0	
OVERTIME	85,029	76,570	62,060	93,868	93,868	93,868	93,868	
TEMPORARY HELP	8,131	1,511	0	0	0	0	0	
EQUIPMENT RENTAL	65,803	64,035	37,401	65,000	65,000	66,164	66,164	
ROAD MATERIALS AND MARKERS	416,634	398,530	253,850	277,213	314,213	304,959	304,959	
CAPITAL OUTLAY	4,138	0	0	0	0	0	0	
PAYROLL EXPENDITURES	191,148	248,289	146,115	93,868	93,868	93,868	93,868	
OPERATING EXPENDITURES	486,575	462,565	291,251	342,213	379,213	371,123	371,123	
TOTAL ICE AND SNOW REMOVAL	677,723	710,855	437,366	436,081	473,081	464,991	464,991	6.63%

PROGRAM	STREET LIGHTS AND TRAFFIC CONTROL	650-79
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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

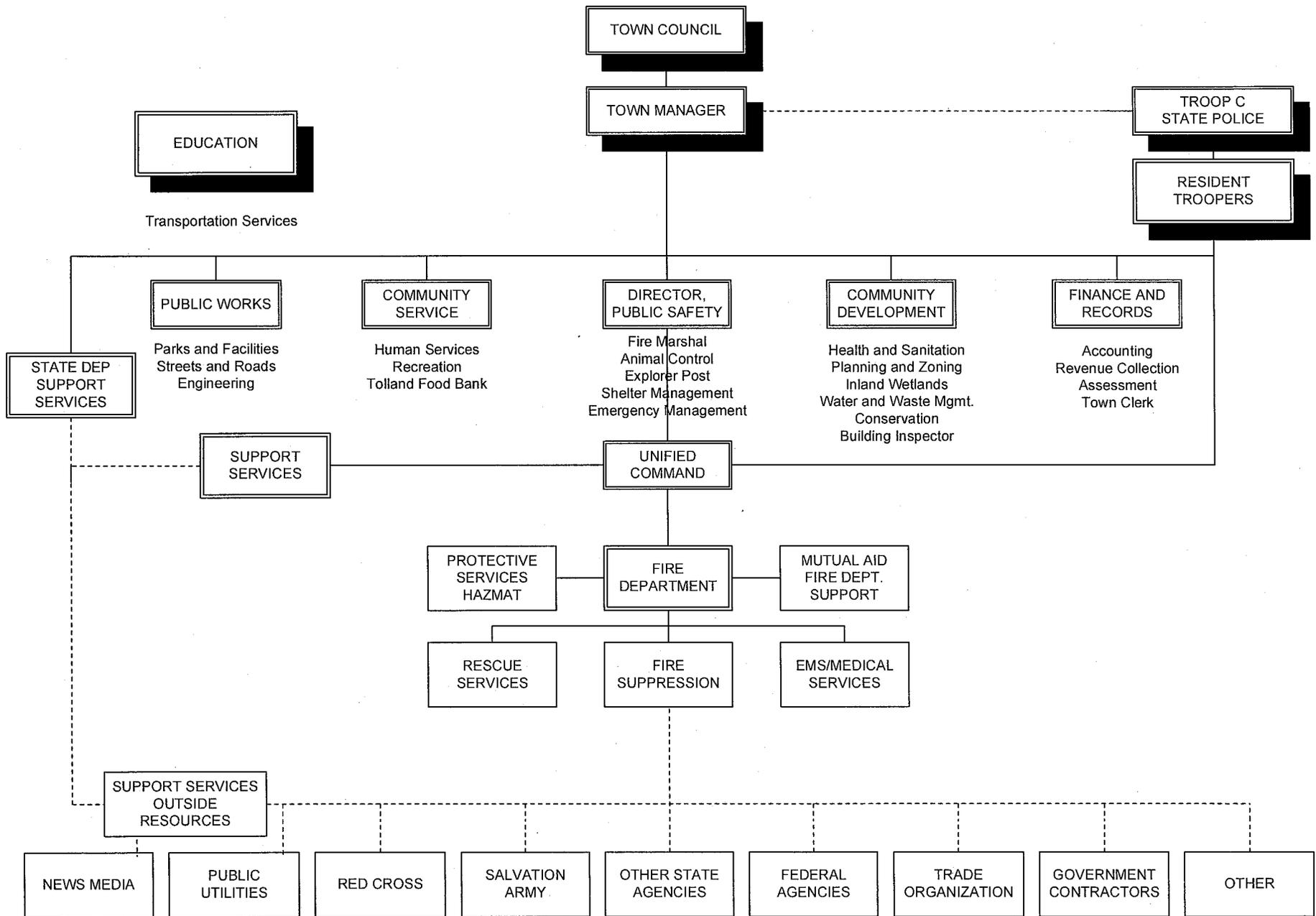
Function	ACTIVITY			PROGRAM			CODE	
Public Works	Highways			Street Lights and Traffic Control			650-79	
Line Item Description	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
UTILITIES	17,941	18,913	18,913	20,680	20,680	22,348	22,348	
EQUIPMENT RENTAL	19,571	28,528	28,528	28,528	28,528	29,356	29,356	
ROAD MATERIALS AND MARKERS	11,481	17,055	18,999	19,000	19,000	19,000	19,000	
OPERATING EXPENDITURES	48,993	64,496	66,440	68,208	68,208	70,704	70,704	
TOTAL STREET LIGHTS & TRAFFIC CONTROL	48,993	64,496	66,440	68,208	68,208	70,704	70,704	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 \$39,140 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	96,686
710-00	Ambulance Services	416,877	377,197	377,197
720-00	Animal Control Services	69,008	69,008	69,008
730-00	Civil Preparedness	14,610	14,610	14,610
740-00	Fire Prevention	94,655	72,848	72,848
750-00	Fire Suppression	670,603	617,038	617,038
755-00	Certified Emergency Response Team	4,500	4,500	4,500
760-00	Law Enforcement	806,078	487,172	744,128
	Subtotal -- Public Safety Services	2,173,015	1,739,059	1,996,015

Functional Organization of Town Public Safety Operations and Emergency Operations for Hazardous Material Incidents



PROGRAM	WATER SUPPLY	700-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
HYDRANTS	78,022	77,448	80,872	88,000	88,000	96,686	96,686	
OPERATING EXPENDITURES	78,022	77,448	80,872	88,000	88,000	96,686	96,686	
TOTAL WATER SUPPLY	78,022	77,448	80,872	88,000	88,000	96,686	96,686	9.87%

PROGRAM	AMBULANCE SERVICES	710-00
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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	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	119,720	144,029	135,659	173,458	153,238	156,320	156,320	
Administrative Secretary II (.5)								
Public Safety Officer (3)								
OVERTIME	21,456	27,853	23,144	23,136	23,136	23,136	23,136	
TEMPORARY HELP	252	0	0	0	0	0	0	
PROFESSIONAL SERVICES	43,340	45,376	49,044	50,500	50,500	61,500	61,500	
COMMUNICATIONS	37,659	49,624	50,385	56,330	56,330	57,423	57,423	
SERVICE CONTRACTS	934	1,122	84	845	845	1,145	1,145	
PRINTING	10	0	276	450	450	475	475	
EQUIPMENT RENTAL	1,033	1,623	1,933	1,950	1,950	1,950	1,950	
DUES AND MEMBERSHIPS	157	75	90	245	245	245	245	
OTHER SERVICES AND FEES	1,071	1,003	467	1,320	1,320	1,320	1,320	
TRAINING AND DEVELOPMENT	7,839	12,332	10,104	13,938	13,938	14,705	14,705	
OFFICE SUPPLIES	219	412	974	850	850	850	850	
MEDICAL SUPPLIES	10,114	11,472	14,267	13,000	13,000	13,000	13,000	
COMPUTER SOFTWARE	475	5,163	2,237	3,163	3,163	3,413	3,413	
MINOR TOOLS	0	0	13	300	300	300	300	
MACHINERY AND EQUIPMENT PARTS	4,500	4,697	3,646	5,425	2,877	5,425	5,425	
REPAIRS	4,415	6,274	6,007	5,500	9,549	7,500	7,500	

FUNCTION Public Safety Services	ACTIVITY Fire and Ambulance			PROGRAM Ambulance Services			CODE 710-00	
	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
Line Item Description								
REGULAR PAYROLL Administrative Secretary II (.5) Public Safety Officer (3)	119,720	144,029	135,659	173,458	153,238	156,320	156,320	
OVERTIME	21,456	27,853	23,144	23,136	23,136	23,136	23,136	
TEMPORARY HELP	252	0	0	0	0	0	0	
PROFESSIONAL SERVICES	43,340	45,376	49,044	50,500	50,500	61,500	61,500	
COMMUNICATIONS	37,659	49,624	50,385	56,330	56,330	57,423	57,423	
SERVICE CONTRACTS	934	1,122	84	845	845	1,145	1,145	
PRINTING	10	0	276	450	450	475	475	
EQUIPMENT RENTAL	1,033	1,623	1,933	1,950	1,950	1,950	1,950	
DUES AND MEMBERSHIPS	157	75	90	245	245	245	245	
OTHER SERVICES AND FEES	1,071	1,003	467	1,320	1,320	1,320	1,320	
TRAINING AND DEVELOPMENT	7,839	12,332	10,104	13,938	13,938	14,705	14,705	
OFFICE SUPPLIES	219	412	974	850	850	850	850	
MEDICAL SUPPLIES	10,114	11,472	14,267	13,000	13,000	13,000	13,000	
COMPUTER SOFTWARE	475	5,163	2,237	3,163	3,163	3,413	3,413	
MINOR TOOLS	0	0	13	300	300	300	300	
MACHINERY AND EQUIPMENT PARTS	4,500	4,697	3,646	5,425	2,877	5,425	5,425	
REPAIRS	4,415	6,274	6,007	5,500	9,549	7,500	7,500	

PROGRAM	ANIMAL CONTROL	720-00
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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 to 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, this 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 an 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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL Animal Control Officer (2)	36,428	38,373	38,927	40,671	41,280	41,280	41,280	
COMMUNICATIONS	0	0	0	3,840	3,840	5,103	5,103	
OTHER SERVICES AND FEES	4,369	93	550	3,645	3,645	795	795	
TRAINING AND DEVELOPMENT	0	0	0	1,500	1,500	1,500	1,500	
MACHINERY AND EQUIPMENT PARTS	0	0	0	0	0	1,000	1,000	
REPAIRS	0	0	0	3,000	3,000	3,000	3,000	
FOOD AND CLOTHING	0	0	0	1,500	1,500	1,500	1,500	
FUEL AND OIL	0	0	0	3,944	3,944	4,830	4,830	
TRANSFER OUT	0	10,000	10,000	10,000	10,000	10,000	10,000	
PAYROLL EXPENDITURES	36,428	38,373	38,927	40,671	41,280	41,280	41,280	
OPERATING EXPENDITURES	4,369	10,093	10,550	27,429	27,429	27,728	27,728	
TOTAL ANIMAL CONTROL SERVICES	40,797	48,465	49,477	68,100	68,709	69,008	69,008	1.33%

PROGRAM	EMERGENCY PREPAREDNESS	730-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL Public Safety Director (stipend)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
COMMUNICATIONS	612	613	613	1,689	1,689	2,110	2,110	
OTHER EQUIPMENT	2,000	2,061	2,000	2,500	2,500	2,500	2,500	
PAYROLL EXPENDITURES	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
OPERATING EXPENDITURES	2,612	2,674	2,613	4,189	4,189	4,610	4,610	
TOTAL EMERGENCY PREPAREDNESS	12,612	12,674	12,613	14,189	14,189	14,610	14,610	2.97%

PROGRAM	FIRE PREVENTION	740-00
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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 Goals 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 Public Safety Services	ACTIVITY Fire and Ambulance			PROGRAM Fire Prevention			CODE 740-00	
	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
Line Item Description								
REGULAR PAYROLL Fire Marshal	47,048	49,256	75,998	81,075	60,890	60,890	60,890	
COMMUNICATIONS	632	648	612	2,763	2,763	3,183	3,183	
PRINTING	0	0	229	500	500	500	500	
DUES AND MEMBERSHIPS	0	700	296	825	825	825	825	
OTHER SERVICES AND FEES	144	90	90	1,500	1,500	2,200	2,200	
TRAINING AND DEVELOPMENT	0	89	410	1,200	1,200	500	500	
OFFICE SUPPLIES	540	325	489	800	800	800	800	
BOOKS AND SUBSCRIPTIONS	0	549	1,421	719	719	1,950	1,950	
OTHER EQUIPMENT	0	600	1,688	2,170	2,170	2,000	2,000	
PAYROLL EXPENDITURES	47,048	49,256	75,998	81,075	60,890	60,890	60,890	
OPERATING EXPENDITURES	1,315	3,002	5,234	10,477	10,477	11,958	11,958	
TOTAL FIRE PREVENTION	48,364	52,257	81,232	91,552	71,367	72,848	72,848	-20.43%

PROGRAM	FIRE SUPPRESSION	750-00
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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 Public Safety Services	ACTIVITY Fire and Ambulance			PROGRAM Fire Suppression			CODE 750-00	% Increase (Decr) Over Adopted
	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	2017-2018 Adopted Budget	
Line Item Description								
REGULAR PAYROLL	286,578	269,763	295,876	299,774	281,367	285,187	285,187	
Public Safety Director								
Public Safety Director (volunteer stipend)								
Public Safety Officer (3)								
Executive Secretary								
OVERTIME	23,708	16,846	25,602	20,289	20,289	20,289	20,289	
TEMPORARY HELP	12,978	29,567	20,545	15,462	15,462	15,462	15,462	
SPECIAL SERVICES	792	645	1,005	3,000	3,000	1,000	1,000	
PROFESSIONAL SERVICES	36,151	40,141	40,434	51,000	51,000	61,000	61,000	
COMMUNICATIONS	45,248	54,675	49,990	53,965	53,965	54,746	54,746	
SERVICE CONTRACTS	22,133	25,687	27,094	28,825	28,825	28,825	28,825	
PRINTING	0	0	0	240	240	240	240	
EQUIPMENT RENTAL	0	0	28	653	653	653	653	
DUES AND MEMBERSHIPS	1,514	1,754	1,928	1,880	1,880	1,880	1,880	
OTHER SERVICES AND FEES	11,113	10,732	13,612	17,380	17,380	17,380	17,380	
TRAINING AND DEVELOPMENT	10,672	6,753	12,538	13,633	13,633	13,900	13,900	
OFFICE SUPPLIES	328	440	1,044	600	600	600	600	
COMPUTER SOFTWARE	1,761	2,500	2,880	2,500	2,500	2,750	2,750	
MINOR TOOLS	0	0	270	750	750	750	750	
MACHINERY AND EQUIPMENT PARTS	35,299	25,376	33,324	26,500	26,500	26,500	26,500	

FUNCTION Public Safety Services	ACTIVITY Fire and Ambulance			PROGRAM Fire Suppression			CODE 750-00	% Increase (Decr) Over Adopted
	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Adopted	2016-2017 Amended	2017-2018 Manager Proposed	2017-2018 Adopted Budget	
Line Item Description								
REPAIRS	11,844	21,855	39,526	17,880	17,880	17,880	17,880	
BUILDING MATERIALS	1,823	1,246	2,114	2,000	2,000	2,000	2,000	
FOOD AND CLOTHING	14,213	19,177	20,473	19,150	19,150	19,150	19,150	
AGRICULTURAL AND CUSTODIAL	80	700	206	700	700	700	700	
FUEL AND OIL	29,098	26,462	20,965	22,106	22,106	24,831	24,831	
PROGRAM MATERIALS	0	700	0	700	700	700	700	
BOOKS AND SUBSCRIPTIONS	0	0	268	700	700	700	700	
FURNITURE AND FIXTURES	0	147	1,462	1,500	1,500	1,500	1,500	
OTHER EQUIPMENT	11,875	25,495	47,289	14,925	14,925	17,015	17,015	
EXPLORER POST	0	504	650	1,400	1,400	1,400	1,400	
PAYROLL EXPENDITURES	324,055	316,820	343,029	338,525	320,118	321,938	321,938	
OPERATING EXPENDITURES	233,151	264,342	316,093	278,987	278,987	295,100	295,100	
TOTAL FIRE SUPPRESSION	557,206	581,162	659,121	617,512	599,105	617,038	617,038	-0.08%

PROGRAM	COMMUNITY EMERGENCY RESPONSE TEAM	755-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
TRAINING AND DEVELOPMENT	0	0	500	2,500	2,500	2,500	2,500	
FOOD AND CLOTHING	0	0	1,500	2,000	2,000	2,000	2,000	
OPERATING EXPENDITURES	0	0	2,000	4,500	4,500	4,500	4,500	
TOTAL CERTIFIED EMERGENCY RESPONSE TEAM	0	0	2,000	4,500	4,500	4,500	4,500	0.00%

PROGRAM	LAW ENFORCEMENT	760-00
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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 \$28,828. 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 \$27,368. This is mainly due to the decrease of troopers from four to two. The Town Manager has contracted 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. Although there was a reduction in the amount of \$256,956 it was added back to fund potential costs arising from the final results of the Police Study. 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 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 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	ACTIVITY			PROGRAM			CODE	
Public Safety Services	Law Enforcement			Law Enforcement			760-00	
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
REGULAR PAYROLL	17,463	23,690	24,505	24,323	24,911	25,324	32,863	
Administrative Secretary								
OVERTIME	4,501	28,499	28,500	28,500	28,500	18,500	18,500	
PROFESSIONAL SERVICES	576,524	659,471	528,209	689,825	689,825	415,350	664,767	
COMMUNICATIONS	16,891	18,141	19,003	23,083	23,083	20,923	20,923	
SERVICE CONTRACTS	84	1,125	1,300	1,200	1,200	1,200	1,200	
PRINTING	0	0	0	250	250	0	0	
TRAINING AND DEVELOPMENT	380	0	0	500	500	500	500	
OFFICE SUPPLIES	1,216	791	1,524	1,000	1,000	400	400	
MINOR TOOLS	745	840	669	1,725	1,725	1,725	1,725	
REPAIRS	0	34	0	200	200	200	200	
FOOD AND CLOTHING	0	0	0	0	0	700	700	
PROGRAM MATERIALS	414	839	696	700	700	700	700	
BOOKS AND SUBSCRIPTIONS	83	147	104	150	150	150	150	
OTHER EQUIPMENT	0	0	0	100	100	100	100	
EXPLORER POST (POLICE AND FIRE)	698	1,157	5,575	1,400	1,400	1,400	1,400	
PAYROLL EXPENDITURES	21,964	52,190	53,005	52,823	53,411	43,824	51,363	
OPERATING EXPENDITURES	597,035	682,543	557,079	720,133	720,133	443,348	692,765	
TOTAL LAW ENFORCEMENT	619,000	734,733	610,084	772,956	773,544	487,172	744,128	-3.73%

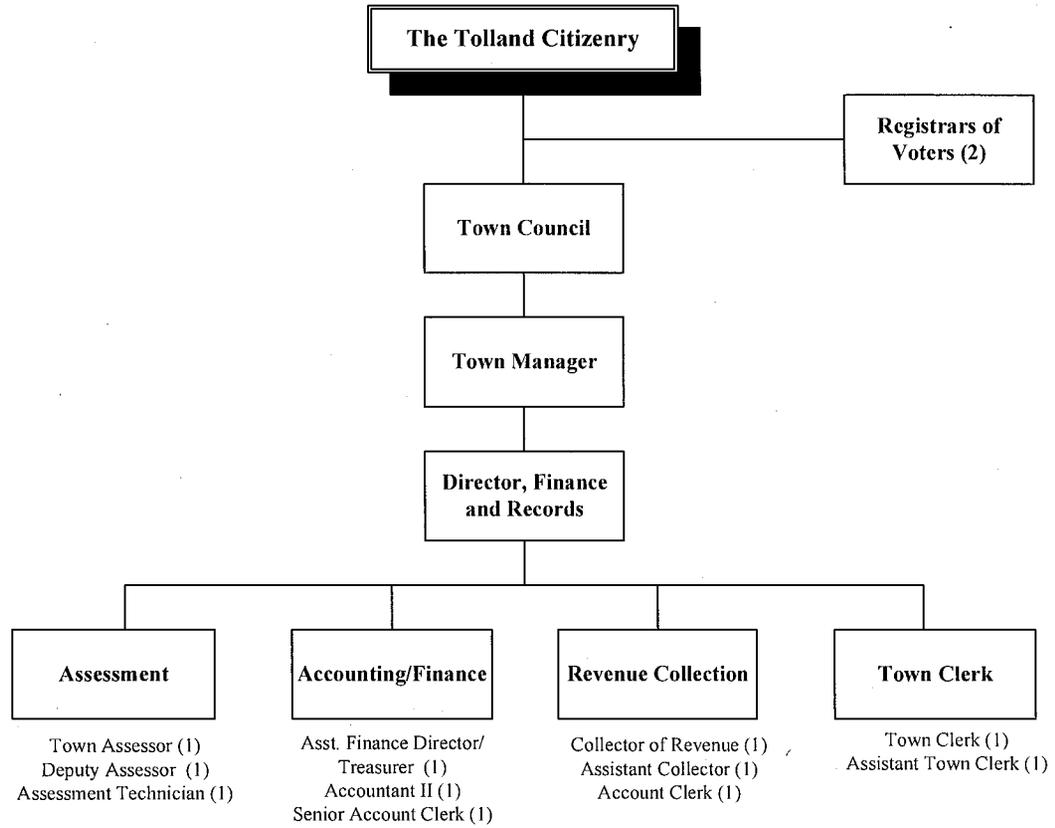
FINANCE AND RECORDS

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 responsible 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	337,812
820-00	Assessment Services	259,587	220,564	220,564
830-00	Board of Assessment Appeals	600	600	600
850-00	Independent Audit	25,250	25,250	25,250
860-00	Registrar of Voters	53,710	53,710	53,710
870-00	Revenue Services	152,834	154,135	158,230
880-00	Town Clerk	145,746	146,598	146,598
890-00	Contingency	200,705	190,934	190,934
	Subtotal -- Finance and Records	1,174,288	1,129,603	1,133,698

Division of Finance and Records

Organization Chart



PROGRAM	ACCOUNTING SERVICES	810-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	267,229	278,923	277,209	285,086	292,139	292,594	292,594	
Director of Finance and Records / Treasurer								
Assistant Finance Director / Assistant Treasurer								
Accountant II								
Senior Account Clerk / IT Administrator								
PROFESSIONAL SERVICES	28,118	30,979	41,979	32,188	32,188	33,678	33,678	
COMMUNICATIONS	624	600	1,082	1,315	1,315	1,315	1,315	
PRINTING	0	0	0	1,800	1,865	2,150	2,150	
DUES AND MEMBERSHIPS	380	428	45	475	475	530	530	
OTHER SERVICES AND FEES	944	1,065	0	1,100	1,100	1,100	1,100	
TRAINING AND DEVELOPMENT	5,794	3,987	6,795	4,000	4,000	4,000	4,000	
TRAVEL REIMBURSEMENT	147	363	173	300	300	300	300	
OFFICE SUPPLIES	1,435	1,599	1,600	950	950	950	950	
BOOKS AND SUBSCRIPTIONS	491	885	915	1,025	960	1,195	1,195	
PAYROLL EXPENDITURES	267,229	278,923	277,209	285,086	292,139	292,594	292,594	
OPERATING EXPENDITURES	37,932	39,905	52,589	43,153	43,153	45,218	45,218	
TOTAL ACCOUNTING SERVICES	305,161	318,828	329,797	328,239	335,292	337,812	337,812	2.92%

PROGRAM	ASSESSMENT SERVICES	820-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	170,092	177,407	183,246	181,653	185,638	187,234	187,234	
Assessor								
Deputy Assessor								
Assessment Technician								
PROFESSIONAL SERVICES	19,250	46,133	65,600	65,685	65,685	24,785	24,785	
COMMUNICATIONS	0	0	0	0	504	300	300	
SERVICE CONTRACTS	84	84	84	95	95	95	95	
PRINTING	258	221	245	250	250	250	250	
ADVERTISING	244	187	179	260	260	260	260	
DUES AND MEMBERSHIPS	260	505	460	500	500	500	500	
TRAINING AND DEVELOPMENT	2,851	3,076	2,436	3,135	3,135	3,175	3,175	
OFFICE SUPPLIES	249	240	934	250	250	250	250	
BOOKS AND SUBSCRIPTIONS	3,346	3,513	4,193	4,219	3,715	3,715	3,715	
PAYROLL EXPENDITURES	170,092	177,407	183,246	181,653	185,638	187,234	187,234	
OPERATING EXPENDITURES	26,543	53,959	74,131	74,394	74,394	33,330	33,330	
TOTAL ASSESSMENT SERVICES	196,635	231,366	257,377	256,047	260,032	220,564	220,564	-13.86%

PROGRAM	BOARD OF ASSESSMENT APPEALS	830-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
ADVERTISING	235	235	294	300	300	300	300	
TRAINING AND DEVELOPMENT	0	400	450	250	250	250	250	
OFFICE SUPPLIES	509	35	0	50	50	50	50	
OPERATING EXPENDITURES	744	669	744	600	600	600	600	
TOTAL BOARD OF ASSESSMENT APPEALS	744	669	744	600	600	600	600	0.00%

PROGRAM	INDEPENDENT AUDIT	850-00
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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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	23,500	23,500	25,250	25,250	25,250	25,250	25,250	
OPERATING EXPENDITURES	23,500	23,500	25,250	25,250	25,250	25,250	25,250	
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
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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	ACTIVITY			PROGRAM			CODE	
Finance and Records	Registrar of Voters			Registrar of Voters			860-00	
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
REGULAR PAYROLL Registrar of Voter (2)	21,378	22,631	30,000	35,000	35,000	35,000	35,000	
TEMPORARY HELP	5,290	7,300	9,920	11,150	11,150	7,900	7,900	
PROFESSIONAL SERVICES	2,378	3,060	1,386	2,310	2,668	2,400	2,400	
COMMUNICATIONS	1,409	2,265	1,952	2,950	2,592	1,750	1,750	
PRINTING	3,460	4,689	4,015	7,100	7,100	3,100	3,100	
DUES AND MEMBERSHIPS	150	150	160	160	160	170	170	
OTHER SERVICES AND FEES	65	95	197	100	100	100	100	
TRAINING AND DEVELOPMENT	1,278	1,870	1,631	5,000	5,000	2,390	2,390	
OFFICE SUPPLIES	123	488	879	500	500	400	400	
FOOD AND CLOTHING	531	631	855	800	800	500	500	
RELOCATING POLLING PLACE	0	1,186	0	0	0	0	0	
PAYROLL EXPENDITURES	26,668	29,931	39,920	46,150	46,150	42,900	42,900	
OPERATING EXPENDITURES	9,394	14,434	11,076	18,920	18,920	10,810	10,810	
TOTAL REGISTRAR OF VOTERS	36,061	44,365	50,996	65,070	65,070	53,710	53,710	-17.46%

PROGRAM	REVENUE SERVICES	870-00
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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	ACTIVITY			PROGRAM			CODE	
Finance and Records	Revenue Services			Revenue Services			870-00	
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
REGULAR PAYROLL	119,325	135,163	127,444	138,558	111,746	125,448	129,543	
Collector of Revenue								
Assistant Collector of Revenue								
Account Clerk								
PROFESSIONAL SERVICES	8,251	11,915	10,750	10,950	10,950	11,050	11,050	
COMMUNICATIONS	7,304	6,750	6,750	7,550	7,550	7,550	7,550	
SERVICE CONTRACTS	225	225	225	225	225	225	225	
PRINTING	6,698	5,875	5,675	6,275	6,275	6,275	6,275	
ADVERTISING	1,085	1,180	1,180	1,180	1,180	1,180	1,180	
DUES AND MEMBERSHIPS	160	205	205	205	205	205	205	
TRAINING AND DEVELOPMENT	594	878	1,002	1,302	1,302	1,302	1,302	
TRAVEL REIMBURSEMENT	373	328	615	200	200	200	200	
OFFICE SUPPLIES	344	545	1,000	700	700	700	700	
PAYROLL EXPENDITURES	119,325	135,163	127,444	138,558	111,746	125,448	129,543	
OPERATING EXPENDITURES	25,034	27,901	27,402	28,587	28,587	28,687	28,687	
TOTAL REVENUE SERVICES	144,358	163,064	154,846	167,145	140,333	154,135	158,230	-5.33%

PROGRAM	TOWN CLERK	880-00
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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	2,265	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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	105,719	105,385	109,200	108,118	110,449	111,133	111,133	
Town Clerk								
Assistant Town Clerk								
PROFESSIONAL SERVICES	4,000	5,000	3,000	4,000	4,000	4,000	4,000	
SERVICE CONTRACTS	84	84	84	95	95	95	95	
PRINTING	22,147	22,999	23,700	22,000	22,000	22,000	22,000	
CODE UPDATES	6,457	7,350	5,838	6,350	6,350	5,350	5,350	
DUES AND MEMBERSHIPS	145	130	150	235	235	235	235	
OTHER SERVICES AND FEES	288	292	1,672	400	400	400	400	
TRAINING AND DEVELOPMENT	316	633	1,514	1,485	1,485	1,485	1,485	
OFFICE SUPPLIES	773	1,183	1,994	1,000	1,000	1,000	1,000	
PROGRAM MATERIALS	1,846	2,021	1,091	900	900	900	900	
PAYROLL EXPENDITURES	105,719	105,385	109,200	108,118	110,449	111,133	111,133	
OPERATING EXPENDITURES	36,055	39,692	39,043	36,465	36,465	35,465	35,465	
TOTAL TOWN CLERK	141,774	145,077	148,243	144,583	146,914	146,598	146,598	1.39%

PROGRAM	CONTINGENCY	890-00
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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	ACTIVITY			PROGRAM			CODE	
Finance and Records	Contingency			Contingency			890-00	
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
CONTINGENCY	14,274	28,491	43,874	35,000	35,000	35,000	35,000	
PERSONNEL ADJUSTMENT	180,498	79,369	860	161,632	184,397	134,734	134,734	
TOWN HISTORIAN	82	0	0	200	200	200	200	
PERMANENT CELEBRATION COMMITTEE	5,099	5,499	5,999	6,000	6,000	6,000	6,000	
HISTORIC DISTRICT COMMISSION	490	280	681	400	400	0	0	
PRIOR YEAR TAX REFUNDS	30,027	21,538	4,927	20,000	20,000	15,000	15,000	
OPERATING EXPENDITURES	230,471	135,177	56,341	223,232	245,997	190,934	190,934	
TOTAL CONTINGENCY	230,471	135,177	56,341	223,232	245,997	190,934	190,934	-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	38,133,948	39,333,948
	Subtotal -- Board of Education	40,175,960	38,133,948	39,333,948

PROGRAM	BOARD OF EDUCATION	900-00
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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 Legislature's budget has a profoundly negative impact on the education program offered by Tolland. For instance, as part of the Legislature's budget the total Educational Cost Sharing grant for Tolland was reduced by \$620,756. There may also be additional reductions due to possible mid-year cuts by the Governor. The state has typically *not* provided the Town and schools the total amount required funding Special Education services and does not cover the entire cost of Special Education in Tolland.

The adopted budget of \$39,333,948 remains level as compared to FY 2016/2017.

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).

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 was 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 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>.

Budget Development Process:

The Superintendent held five Community Budget Workshops, and three additional Board of Education meetings to develop the budget. A website 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 (does not 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

Board of Education Budget by Object Code

Obj #	Object Description	FY 2015-16 Adopted	FY 2016-17 Adopted	FY 2017-18 Adopted	% Change	Dollar Change
111	Certified Salaries	\$17,568,069	\$17,622,043	\$16,910,798	-4.04%	(\$711,245)
112	Non-Certified Salaries	\$1,735,493	\$1,850,691	\$1,764,528	-4.66%	(\$86,163)
113	Paraprofessional Salaries	\$989,930	\$1,144,269	\$1,284,230	12.23%	\$139,961
115	Certified Substitutes	\$352,624	\$366,699	\$366,699	0.00%	\$0
118	Maintenance/Custodial Salaries	\$784,125	\$811,399	\$750,470	-7.51%	(\$60,929)
122	Non-Certified Substitutes	\$167,876	\$171,876	\$173,542	0.97%	\$1,666
151	Stipends	\$150,095	\$174,508	\$166,553	-4.56%	(\$7,955)
195	Severance Pay	\$5,000	\$90,000	\$115,000	27.78%	\$25,000
197	Pensions/OPEB	\$372,315	\$294,536	\$334,489	13.56%	\$39,953
202	Health Insurance	\$5,276,605	\$5,291,254	\$5,310,169	0.36%	\$18,915
209	HI - HSA Deductible	\$288,000	\$288,000	\$553,975	92.35%	\$265,975
211	Life Insurance	\$88,510	\$98,510	\$100,972	2.50%	\$2,462
221	Medicare/FICA	\$568,717	\$611,206	\$649,669	6.29%	\$38,463
250	Course Reimbursement-Degree Changes	\$25,000	\$50,000	\$50,000	0.00%	\$0
260	Unemployment Compensation	\$40,203	\$56,681	\$56,681	0.00%	\$0
270	Workers' Compensation	\$251,123	\$276,021	\$283,612	2.75%	\$7,591
300	Purchased Prof. Technical Consulting Ser.	\$69,278	\$108,256	\$116,982	8.06%	\$8,726
321	Tutors	\$25,325	\$27,725	\$21,000	-24.26%	(\$6,725)
325	PD & Other Prof Educ Svcs	\$306,201	\$318,392	\$292,675	-8.08%	(\$25,717)
330	Pupil Services Testing & Prof Services	\$90,205	\$109,322	\$108,312	-0.92%	(\$1,010)
342	Audit, Legal & Consultation Services	\$207,117	\$244,597	\$219,087	-10.43%	(\$25,510)
351	Athletic Officials	\$55,442	\$57,470	\$71,737	24.83%	\$14,267
359	Prof Services Tech.Online & Maint. Contracts	\$297,056	\$385,746	\$403,538	4.61%	\$17,792
430	Facilities Maintenance & Repair Services	\$309,336	\$383,877	\$350,170	-8.78%	(\$33,707)
432	Technology Rep/Maintenance	\$41,146	\$38,936	\$38,195	-1.90%	(\$741)
442	Rentals of Equipment	\$128,322	\$138,371	\$148,552	7.36%	\$10,181
510	Student Transp Svcs	\$2,209,938	\$2,427,383	\$2,483,447	2.31%	\$56,064
516	Athletic & Student Activity Transp.	\$65,077	\$66,329	\$68,135	2.72%	\$1,806
520	Property/Liability Insurance	\$175,661	\$180,422	\$190,160	5.40%	\$9,738
530	Telephone & Internet Services	\$27,314	\$28,264	\$26,700	-5.53%	(\$1,564)
535	Postage/Advertising/Printing	\$44,237	\$52,103	\$58,459	12.20%	\$6,356
560	Tuition Educ Agency	\$1,628,006	\$1,766,143	\$1,759,842	-0.36%	(\$6,301)
561	Tuition Schl Dist w/in State	\$452,880	\$545,272	\$617,432	13.23%	\$72,160
564	Tuition Educ Agency w/in State	\$583,881	\$405,884	\$570,073	40.45%	\$164,189
580	Travel and Conference	\$24,326	\$29,142	\$37,731	29.47%	\$8,589
591	Public Safety Officers & Trooper Assign.	\$30,179	\$14,322	\$14,322	0.00%	\$0
592	School Resource Officer	\$102,000	\$80,000	\$72,000	-10.00%	(\$8,000)
611	Instr Supl/Mtls	\$257,748	\$224,096	\$241,382	7.71%	\$17,286
608	Operation/Maintenance Supplies	\$117,959	\$208,843	\$210,309	0.70%	\$1,466
612	Office & Classroom Supl/Mtls	\$137,523	\$133,444	\$151,495	13.53%	\$18,051
620	Electricity - Eversource/TransCanada	\$1,103,772	\$1,147,662	\$1,314,671	14.55%	\$167,009
624	Heating Oil & Gas	\$254,152	\$217,969	\$130,316	-40.21%	(\$87,653)
626	Diesel/Gasoline (Vehicles)	\$231,808	\$199,912	\$196,412	-1.75%	(\$3,500)
641	Textbooks	\$198,356	\$110,589	\$116,445	5.30%	\$5,856
642	Library & Professional Books	\$22,583	\$22,670	\$26,715	17.84%	\$4,045
645	Testing, Evaluations & PSAT	\$26,816	\$37,582	\$31,622	-15.86%	(\$5,960)
646	Curriculum Workbook Mtls	\$36,021	\$55,094	\$45,846	-16.79%	(\$9,248)
650	Films and Videos Supl	\$1,458	\$1,200	\$650	-45.83%	(\$550)
660	Computer Software License Agreements	\$57,668	\$58,525	\$42,621	-27.17%	(\$15,904)
690	Athletic, Graduation, Student Activity Supplies	\$40,929	\$62,796	\$59,906	-4.60%	(\$2,890)
730	Equip Instruct - New	\$206,827	\$199,958	\$172,586	-13.69%	(\$27,372)
810	Dues and Fees - Misc Expense	\$45,599	\$47,959	\$53,036	10.59%	\$5,077
GRAND TOTAL		\$38,275,831	\$39,333,948	\$39,333,948	0.00%	\$0

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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
REGULAR PAYROLL	29,036,513	29,937,903	29,902,245	29,762,292	29,218,693	28,617,345	29,817,345	
OTHER SERVICES AND FEES	6,947,521	7,239,748	8,359,683	9,571,656	10,115,255	9,516,603	9,516,603	
PAYROLL EXPENDITURES	29,036,513	29,937,903	29,902,245	29,762,292	29,218,693	28,617,345	29,817,345	
OPERATING EXPENDITURES	6,947,521	7,239,748	8,359,683	9,571,656	10,115,255	9,516,603	9,516,603	
TOTAL BOARD OF EDUCATION	35,984,034	37,177,651	38,261,928	39,333,948	39,333,948	38,133,948	39,333,948	0.00%

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	4,550,000
	Subtotal -- Debt Service	4,550,000	4,550,000	4,550,000

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 Manager Proposed	2017-2018 Adopted Budget	% 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	
INTEREST	1,289,195	1,075,637	920,693	971,065	971,065	981,433	981,433	
TRANSFER OUT	0	99,000	443,669	0	0	0	0	
OPERATING EXPENDITURES	4,744,210	4,542,249	4,549,012	4,550,000	4,550,000	4,550,000	4,550,000	
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
<i>School Bond & Note Principal</i>						
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
<i>General Purpose Bond & Note Principal</i>						
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
<i>Sewer Bond & Note Principal</i>						
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 Statutes (CGS) Sections 12-129d 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

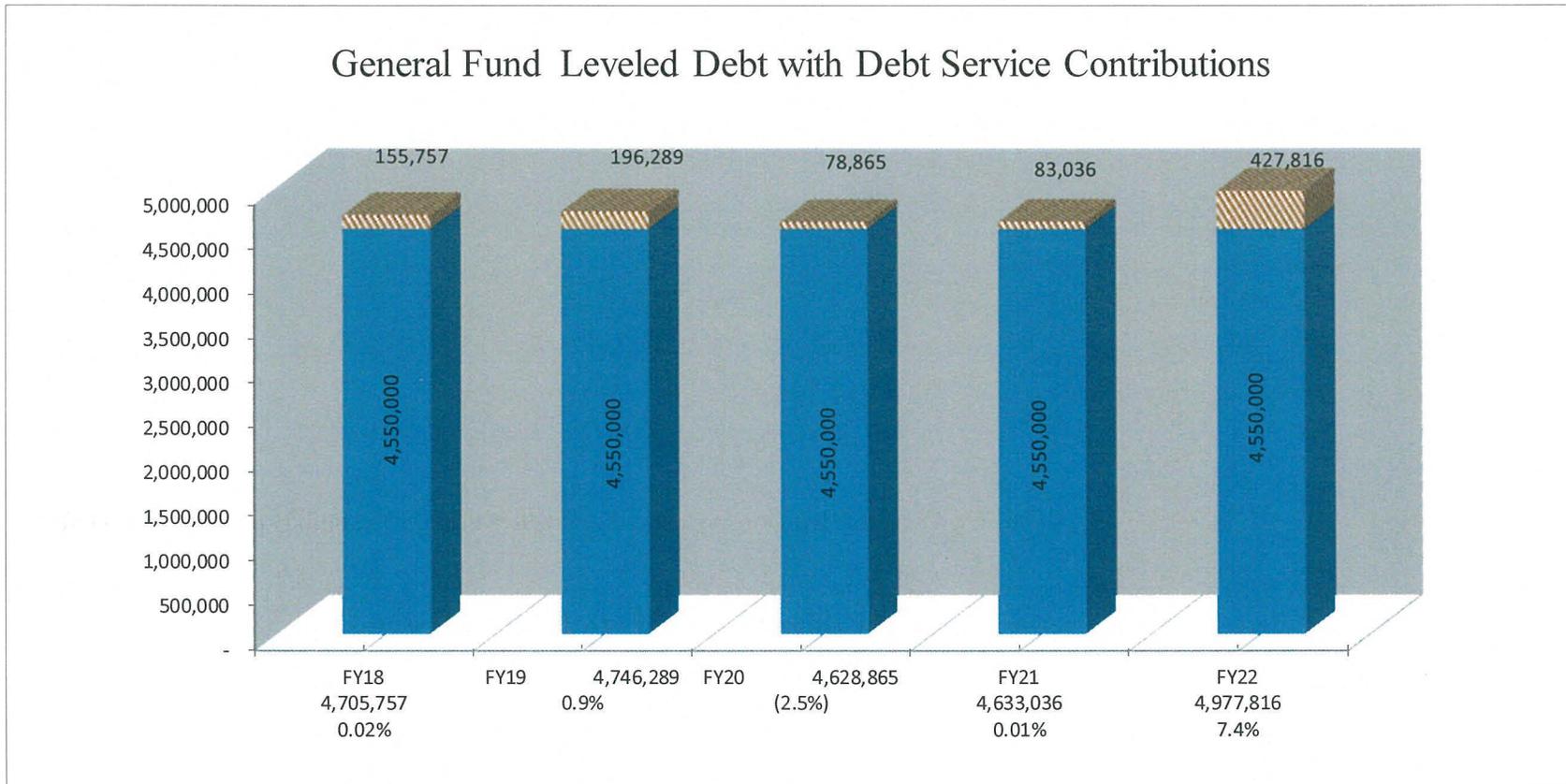
The recommended financing strategy for the authorized-but-unissued debt and proposed capital projects listed above includes a combination of a series of bond anticipation notes and bonds issued within the next five years. Below represents the **Proposed Capital Improvements** emphasizing the connection 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 Interest	\$10,950,000 Bond Issue Dated October 2019 Term: 20 Years Rate: 3.25%			\$885,000 BANs 10/2020 to 10/2021 Interest	\$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		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 (subject to change based on cash flow needs):

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

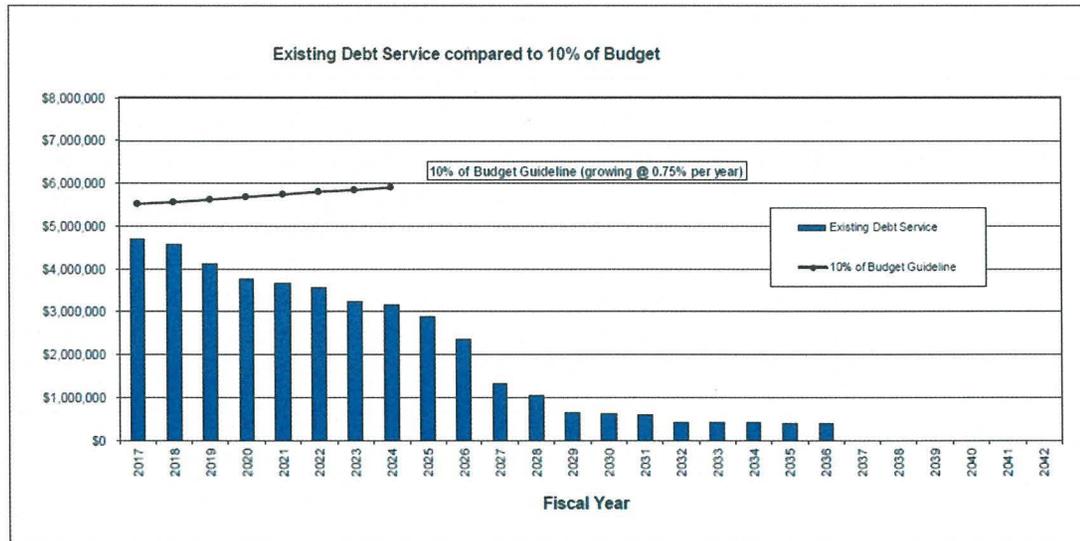


Note: These numbers reflect the actual cost of debt service. Our current Debt Management Plan reflects an amount of \$4,550,000 as part of the general fund budget during each of these years above. The balance will come from our Debt Reserve Fund which was established to ease the burden on the general 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	142,093	54,578
	Subtotal -- Capital Improvements	181,786	142,093	54,578

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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
CAPITAL IMPROVEMENTS/TRANSFER OUT	166,991	86,456	183,813	54,578	54,578	142,093	54,578	
OPERATING EXPENDITURES	166,991	86,456	183,813	54,578	54,578	142,093	54,578	
TOTAL CAPITAL IMPROVEMENTS RESERVE	166,991	86,456	183,813	54,578	54,578	142,093	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 \$987,380 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
	<u>\$ 54,578</u>	

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,
	3,071,402	Road Improvements Program \$339,123 -TAR grant, \$212,879 LoCIP grant, \$410,800 Non-referendum bonds and
		\$2,108,600 State LOTCIP Grant
	<u>\$ 5,261,122</u>	
	<u>\$ 5,315,700</u>	

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 1.03% 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

<u>Fiscal Years</u>	<u>Amount</u>	<u>% of Total Budget</u>
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 \$2,197,958 (based on the Adopted 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.

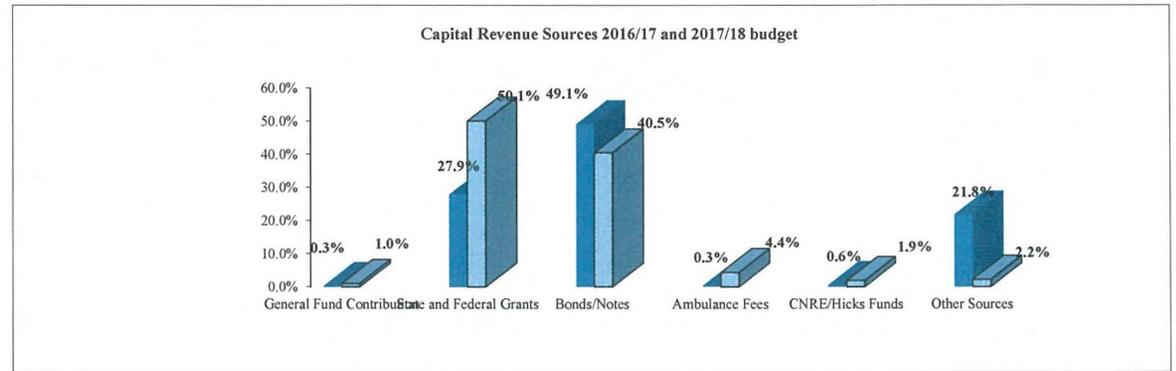
The Town confines long-term borrowing to capital improvements or projects that cannot be financed with current resources. The Town will not fund current operations from the proceeds of borrowed funds. Whenever appropriate, the beneficiaries of a project or service will pay for it. For example, if a project 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.

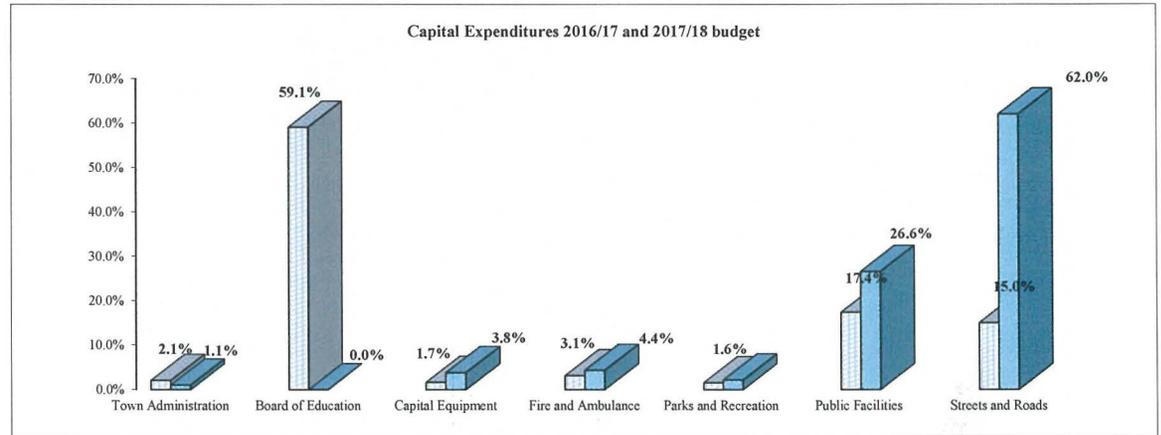
- State grants (Town Aid Road, Local Capital Improvement Plan, and School Construction) account for an average of 10.4% of capital budgets. The Town attempts to fund capital projects with state and federal grants first before other methods. The 2017-2018 budget includes a Town Aid Road grant of \$339,123 and funds for LoCIP are \$212,879.
- 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 cost of conceptual plan for 3 firehouses and refurbishing of Firehouse 340.
- 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 Adopted	
Revenues:				
General Fund Contribution	54,578	0.3%	54,578	1.0%
State and Federal Grants	4,534,445	27.9%	2,660,602	50.1%
Bonds/Notes	7,976,712	49.1%	2,150,879	40.5%
Ambulance Fees	50,000	0.3%	231,500	4.4%
CNRE/Hicks Funds	92,483	0.6%	101,624	1.9%
Other Sources	3,538,060	21.8%	116,517	2.2%
Total Revenues	16,246,278	100%	5,315,700	100.0%



	2016/2017 Adopted		2017/2018 Adopted	
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	3.8%
Fire and Ambulance	511,640	3.1%	231,500	4.4%
Parks and Recreation	254,600	1.6%	116,517	2.2%
Public Facilities	2,828,337	17.4%	1,411,779	26.6%
Streets and Roads	2,439,123	15.0%	3,295,980	62.0%
Total Expenditures	16,246,278	100%	5,315,700	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				
Utilities		see notes below ³		5,242
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 Highway Garage

2017/2018 proposed 5 year CIP

updated as of 12/2016

Vehicle/Equip #	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
	Hyundai 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								
<i>Replacement of Light Duty Vehicles - Town</i>	<i>169,200</i>		<i>55,972</i>	<i>30,772</i>	<i>27,176</i>	<i>29,140</i>	<i>26,140</i>	<i>169,200</i>
<i>Replacement of Light Duty Vehicles - BOE</i>	<i>63,930</i>			<i>12,786</i>	<i>12,786</i>	<i>12,786</i>	<i>12,786</i>	<i>51,144</i>
<i>Facilities Capital Improvements</i>	<i>50,000</i>					<i>50,000</i>		<i>50,000</i>
SUBTOTAL TOWN ADMINISTRATION	283,130	0	55,972	43,558	39,962	91,926	38,926	270,344
BOARD OF EDUCATION								
Board of Education								
<i>Facilities Capital Improvements</i>	<i>400,000</i>			<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>100,000</i>	<i>400,000</i>
<i>Bonding Projects</i>	<i>1,104,560</i>						<i>1,104,560</i>	<i>1,104,560</i>
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								
<i>Replacement of Light Duty Vehicles</i>	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 Facilities Cargo Van (Parks)	118,000				118,000			118,000
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								
<i>Contribution to Emergency Services Equipment Reserve</i>								
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
Replacement 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								
<i>Drainage Construction and Design</i>	<i>1,000,000</i>		<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>200,000</i>	<i>1,000,000</i>
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
<i>Various Roads</i>	<i>4,576,580</i>		<i>576,580</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>1,000,000</i>	<i>4,576,580</i>
Road Improvements	5,000,000						5,000,000	5,000,000
SUBTOTAL STREETS AND ROADS	18,555,780	5,000,000	3,295,980	1,659,800	1,200,000	1,200,000	6,200,000	18,555,780
CIP GRAND TOTALS	31,376,938	7,896,820	5,315,700	2,171,708	6,168,812	1,657,276	8,153,836	31,364,152

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	212,879	339,123	2,108,600	0	623,137	90,030	23,204,157
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	212,879	339,123	2,108,600	0	0	0	8,095,980
SUMMARY PROJECT TOTALS	17,496,820	54,578	101,624	26,487	2,150,879	0	212,879	339,123	2,108,600	0	231,500	90,030	22,812,520
FUNDING SOURCE VARIANCES	0	0	0	0	0	0	0	0	0	0	391,637	0	391,637

FUNCTION	ACTIVITY	PROGRAM	CODE												
FY 2017-2018 Capital Budget - Year 1	Town Administration	Town Administration	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	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		
<p>School Projects</p> <p>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.</p> <p>Debt Management Plan:</p> <p>Year One: FY 2017/2018 - \$2,665,128</p> <p>Year Two: FY 2018/2019 - \$5,421,967</p> <p>Year Three: FY 2019/2020 - \$1,512,905</p> <p>Total - \$9,600,000</p>	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
<p>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).</p> <p>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)</p>	190,300					190,300								190,300
<p>Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement.</p>	13,652			13,652										13,652
<p>List of Public Works Vehicles: 2013 F-250 Pickup Truck - Highway 2013 F-250 Pickup Truck - Parks 2015 F-350 Truck - Public Works Supervisor</p>														
TOTAL CAPITAL EQUIPMENT	203,952	0	0	13,652	0	190,300	0	0	0	0	0	0	0	203,952

FUNCTION	ACTIVITY											PROGRAM	CODE	
FY 2017-2018 Capital Budget - Year 1	Fire and Ambulance											Fire and Ambulance	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
<p>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)</p>	214,000											214,000		214,000
<p>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.</p> <p>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)</p>	35,000											17,500		17,500
<p>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.</p>														
TOTAL FIRE AND AMBULANCE	249,000	0	0	0	0	0	0	0	0	0	0	231,500	0	231,500

FUNCTION	ACTIVITY	PROGRAM	CODE											
FY 2017-2018 Capital Budget - Year 1	Parks and Recreation	Parks and Recreation	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	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
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	ACTIVITY	PROGRAM												CODE
FY 2017-2018 Capital Budget - Year 1	Streets and Roads	Pavement Management												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)	576,580		24,578					212,879	339,123					576,580
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 (LOTICIP). 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	8,095,980	5,000,000	24,578	0	0	410,800	0	212,879	339,123	2,108,600	0	0	0	8,095,980

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	ACTIVITY	PROGRAM	CODE													
FY 2018-2019 Capital Budget - Year 2	Town Administration	Town Administration	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: 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 ** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.	30,772		30,772												30,772	
	12,786		12,786													12,786
TOTAL TOWN ADMINISTRATION	43,558	0	43,558	0	0	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	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.	9,600,000	9,600,000												9,600,000
Debt Management Plan: Year One: FY 2017/2018 - \$2,665,128 Year Two: FY 2018/2019 - \$5,421,967 Year Three: FY 2019/2020 - <u>\$1,512,905</u> Total - \$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	CAPITAL BUDGET FUNDING SOURCES														
				Project Description	Estimated Project Cost	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
				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	0	248,350

FUNCTION	ACTIVITY	PROGRAM	CODE											
FY 2018-2019 Capital Budget - Year 2	Fire and Ambulance	Fire and Ambulance	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	ACTIVITY	PROGRAM	CODE												
FY 2018-2019 Capital Budget - Year 2	Streets and Roads	Construction and Reconstruction	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 regouted. 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	0	519,000

FUNCTION	ACTIVITY	PROGRAM	CODE											
FY 2018-2019 Capital Budget - Year 2	Streets and Roads	Pavement Management	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	ACTIVITY										PROGRAM				CODE
FY 2019-2020 Capital Budget - Year 3	Town Administration										Town Administration				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: 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	27,176		27,176												27,176
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	0	39,962

FUNCTION	ACTIVITY											PROGRAM	CODE		
FY 2019-2020 Capital Budget - Year 3	Board of Education											Board of Education	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.	9,600,000	9,600,000													9,600,000
Debt Management Plan: Year One: FY 2017/2018 - \$2,665,128 Year Two: FY 2018/2019 - \$5,421,967 Year Three: FY 2019/2020 - <u>\$1,512,905</u> Total - \$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	0	9,700,000

FUNCTION	ACTIVITY	PROGRAM												CODE
FY 2019-2020 Capital Budget - Year 3	Capital Equipment	Capital Equipment												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	LOCFP 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	ACTIVITY	PROGRAM	CODE											
FY 2019-2020 Capital Budget - Year 3	Fire and Ambulance	Fire and Ambulance	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	
<p>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)</p> <p>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.</p>	1,500,000						1,500,000							1,500,000
<p>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 currently located at the Plains Road firehouse (\$750,000). (Referendum, November 2018)</p>														
<p>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.</p> <p>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.</p>	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 Revenuc	Non Refer Notes/ Bonds	Refer Notes/ Bonds	LOCIP Grant	TAR Grant	State & Federal Grants	School Const Grant	Ambul Reserve	Other Funding Sources/ Appr Bonds	
<p>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).</p> <p>Playground Structure: \$15,000 Preparation and Installation: \$13,000 Playground Fibers (safety fibers): \$2,000</p>	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	ACTIVITY												PROGRAM	CODE
FY 2019-2020 Capital Budget - Year 3	Public Facilities												Public Facilities	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		ACTIVITY					PROGRAM							CODE	
FY 2019-2020 Capital Budget - Year 3		Streets and Roads					Construction and Reconstruction							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	0	200,000

FUNCTION		ACTIVITY							PROGRAM					CODE
FY 2019-2020 Capital Budget - Year 3		Streets and Roads							Pavement Management					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	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
Replacement of Light Duty Vehicles - To Reserve for Current Year Depreciation Funds for municipal vehicle replacement. 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 ** These vehicles are the only ones that get replaced on a three or seven year cycle. Their replacements go into the pooled vehicles.	29,140		29,140											29,140	
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	ACTIVITY	PROGRAM	CODE												
FY 2020-2021 Capital Budget - Year 4	Board of Education	Board of Education	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	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	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
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	ACTIVITY											PROGRAM	CODE	
FY 2020-2021 Capital Budget - Year 4	Fire and Ambulance											Fire and Ambulance	2030-00	
Project Description	Estimated Project Cost	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
<p>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.</p> <p>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.</p>	60,000											60,000		60,000
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		ACTIVITY							PROGRAM					CODE
FY 2020-2021 Capital Budget - Year 4		Streets and Roads							Pavement Management					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	CAPITAL BUDGET FUNDING SOURCES											CODE 2000-00		
			Project Cost	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
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			12,786		12,786											12,786
List of Board of Education Vehicles: 2012 Ford F-150 Pickup 2015 Ford F-250 Pickup 2008 Ford E-250 Van																
** 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	CAPITAL BUDGET FUNDING SOURCES											Funding Totals		
				Project Cost	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
Project Description																	
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:	1,104,560																
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
TOTAL DISTRICT WIDE	1,204,560	0	100,000	0	0	0	0	1,104,560	0	0	0	0	0	0	0	0	1,204,560

FUNCTION	ACTIVITY		PROGRAM											CODE
FY 2021-2022 Capital Budget - Year 5	Capital Equipment		Capital Equipment											2020-00
Project Description	Estimated	CAPITAL BUDGET FUNDING SOURCES											Funding	
	Project Cost	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	Totals
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	ACTIVITY	PROGRAM	CODE											
FY 2021-2022 Capital Budget - Year 5	Fire and Ambulance	Fire and Ambulance	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	0	415,000	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

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	1,934,215	0
	Subtotal -- BOE Teachers' Retirement Contribution	0	1,934,215	0

PROGRAM	BOARD OF EDUCATION TEACHERS' RETIREMENT CONTRIBUTION	845-00
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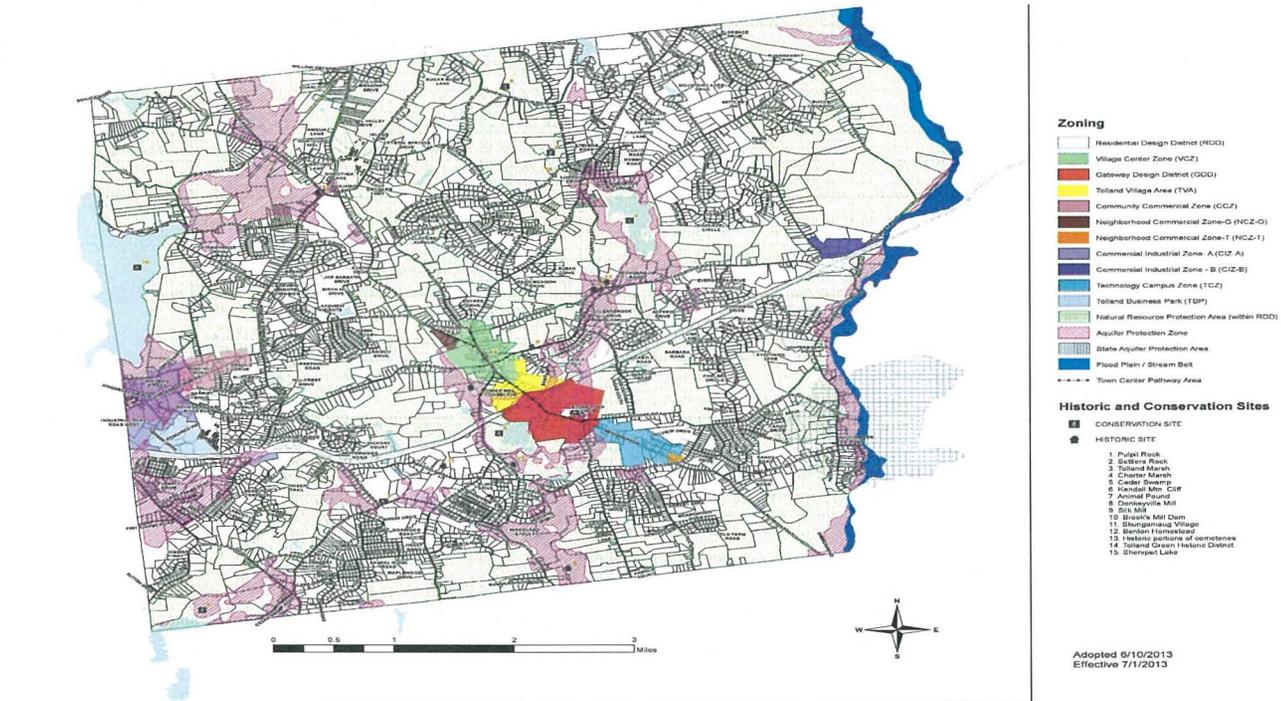
Program Explanation:

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 Legislature's adopted budget doesn't include a requirement for Teacher's Retirement to be paid by the Town.

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 Manager Proposed	2017-2018 Adopted Budget	% Increase (Decr) Over Adopted
PROFESSIONAL SERVICES	0	0	0	0	0	1,934,215	0	
OPERATING EXPENDITURES	0	0	0	0	0	1,934,215	0	
TOTAL BOE TEACHERS' RETIREMENT CONTRIB	0	0	0	0	0	1,934,215	0	100.00%



Tolland was named by Money Magazine in 2015 as the 34th Best Place to live in the United States as well as in 2011 as 37th and in 2009 the 27th. The Town of Tolland is 40.4 square miles or 25,792 acres. Approximately 22% of the Town of Tolland has been protected as open space.

Quality of life is the primary reason cited by residents for their decision to live in Tolland. The top five specific characteristics cited, in descending order of importance, were location, educational system, town character, character of residential developments and open space. Most people characterized Tolland as a rural community today and would like to see those characteristics retained. Residents clearly want their valued quality of life retained as the Town grows.

Population:

The population remained below 2,000 residents until the 1950s. Construction of the interstate, which better connected Tolland to Hartford, led to tremendous population growth during the second half of the 20th century. Tolland's population is 14,971 according to the latest census data.

Educational System:

Tolland's school system includes a \$56 million public high school which opened in September 2006. The former High School became the new Middle School for 6th, 7th & 8th grades which opened in September 2007. The Middle School became an Intermediate School for 3rd through 5th grades and Birch Grove Elementary School houses PreK-2nd.

Walking trails within open space and conservation areas:

Campbell's Peaceful Valley Conservation Area	Sage Meadow Open Space
Shafraan Conservation Area	Auperin Conservation Area
Weigold Open Space Conservation Area	King Riverside Conservation Area
Stoppeworth Conservation Area	Palmer Conservation Area
Schindler-Schmidt Open Space Conservation Area	Parciak Conservation Area
Knofla Conservation Area	Luce Conservation Area
Baxter Street Conservation Area	Becker Conservation Area
Crystal Peat Conservation Area	

Tolland's Parks:

Crandall Park, Tolland's main park, is centrally located near Tolland Green and includes Crandall Pond for swimming, a pavilion, baseball and softball fields and tennis and basketball courts.

Crandall Park II located directly behind the main park offers soccer fields, walking trails and a lodge for events up to 100 participants.

Heron Cove has fields for sports, hiking, ice skating and canoe access.

Cross Farms Recreation Complex has fields for sports.

River Park has fields for sports.

Doris & Al Tobiassen Memorial Park which is part of Joshua's Trust.

Senior Center and Elderly Outreach:

The Senior Center offers a variety of programs to residents 60 and older. The Senior Center provides 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, garden club (seasonal), book and writing clubs, AARP Tax Aide, AARP driver safety classes, adult coloring, annual inter-generational variety show, monthly newsletter, and volunteer opportunities. The Elderly Outreach Caseworker 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.

TOWN OF TOLLAND, CONNECTICUT
MISCELLANEOUS STATISTICAL INFORMATION

Date of Incorporation	1772	Road Miles	132.53
Form of Government	Council / Manager	County	Tolland
Population (estimated 2016)	14,971	High School--1	Grades 9--12
Registered Voters	9,436	Middle School--1	Grades 6--8
Area in square miles	40.4	Intermediate School--1	Grades 3--5
Area in acres	25,792	Primary School--1	Grades Pre-K--2
Population density	376 per sq. mile	Revaluation	October 2014
Altitude above mean sea level	340'--1001'	Bond Ratings	AAA FITCH AAA STANDARD & POOR'S
Annual Average Precipitation	48.1" at Storrs	Pension Plans	ICMA Defined Contribution ICMA Deferred Compensation
Annual Average Temperature	48.2 at Storrs		
Geographic Town Center	41 52' 48" latitude 72 20' 48" longitude		
Median Age (2016)	43		
Households (2016)	5,427		
Median Household Income (2016)	\$110,593		

**Infrastructure Statistics of the Town of Tolland
Last Ten Fiscal Years**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Fire stations	5	5	5	5	5	5	5	5	5	5
Municipal buildings	21	21	21	21	21	21	21	21	21	21
Schools	5	4	4	4	4	4	4	4	4	4
Parks and recreation										
Fields - Municipal	16	16	16	16	16	16	16	16	16	16
Fields - Schools	16	16	16	16	16	16	16	16	16	16
Water										
Water mains (Municipal) (feet)	67,560	66,591	66,991	66,991	66,991	66,991	66,994	66,994	66,994	66,994
Water mains (Private) (feet)	69,772	69,772	69,772	69,772	69,772	69,772	69,772	69,772	69,772	69,772
Fire hydrants (Municipal)	81	82	83	83	83	83	83	83	83	83
Fire hydrants (Private)	12	12	14	14	14	14	14	14	14	14
Wastewater										
Sewer line (feet)	41,532	41,532	41,532	46,432	46,432	46,432	46,432	46,432	46,432	46,432
Highway										
Paved miles	120.25	122.79	123.11	123.11	123.50	123.60	123.68	123.68	123.68	123.68
Unimproved miles	8.85	8.85	8.85	8.85	8.85	8.85	8.85	8.85	8.85	8.85

**Development, Recreation and Safety Activities of the Town of Tolland
Last Ten Fiscal Years**

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Planning and community development										
Residential permits (new houses)	40	50	20	9	6	8	8	13	17	8
Commercial permits	23	20	25	12	22	11	34	21	22	24
Subdivisions approved (P&Z Comm)	2	5	2	8	2	3	0	0	2	2
COs issued (P&Z Services)	277	350	700	131	146	212	28	195	15	20
Elderly services										
Senior center attendance	9,500	7,239	8,000	8,568	7,792	8,029	8,231	8,311	8,070	9,246
Library										
Total circulation	177,798	138,265	148,891	144,512	136,776*	112,356	123,482	122,365	125,480	120,000
Attendance at library	87,477	83,698	94,723	97,219	91,294**	70,000	77,231	77,630	75,996	70,933
Recreation										
Youth programs and sports participation	2,991	3,108	3,221	2,553	2,243	2,213	1,853	1,858	1,835	2,092
Adult programs and sports participation	1,213	1,281	1,333	1,576	1,397	1,061	710	731	755	795
Refuse and recycling										
Tons of refuse co-generated	6,864	6,864	5,970	4,595	4,557	4,806	4,348	4,256	4,325	4,347
Tons of single stream recycling	2,082	2,187	1,530	1,824	1,840	1,737	1,772	1,730	1,753	1,711
Public safety										
Ambulance medical calls	823	868	954	1,031	1,095	1,183	1,135	1,235	1,272	1,307
Ambulance non-emergency calls	2,142	2,324	2,221	2,253	2,343	2,534	2,464	2,563	2,750	N/A
Fire calls	414	432	427	476	264	540	516	405	450	525
Fire medical calls*	823	868	954	1,031	1,095	1,183	N/A	N/A	N/A	N/A
Fire non-emergency calls	2,142	2,324	2,221	2,253	2,343	2,534	2,464	2,563	2,750	N/A
Hazardous Materials	65	66	43	43	44	51	46	33	40	29
Other calls/service calls**							839	368	375	237
Law enforcement										
Criminal investigations	450	357	450	375	214	169	590	396	458	502
Motor vehicle accident investigations	340	279	350	286	252	255	234	251	316	266
Registrar of voters										
Total registered voters	9,400	9,278	10,000	9,661	9,300	9,186	9,415	9,271	9,400	9,436
Revenue services										
Total taxes collected	33,665,945	34,183,960	36,079,493	36,045,688	36,706,615	37,641,605	38,505,983	38,885,681	40,094,577	41,653,686

* no longer used
** new in 2013

* Lost data when new ILS was implemented
** Door counter inoperable intermittently

TOWN OF TOLLAND, CONNECTICUT

AGE DISTRIBUTION

<u>AGE</u>	<u>TOLLAND</u>	<u>PERCENTAGE</u>	<u>STATE OF CT.</u>	<u>PERCENTAGE</u>
Under 5	440	2.9%	194,338	5.4%
5--14	2,675	17.9%	452,157	12.6%
15--24	1,673	11.2%	489,981	13.6%
25--44	3,299	22.0%	892,275	24.8%
45--64	4,791	32.0%	1,032,223	28.7%
65 and over	2,093	14.0%	531,079	14.8%
Total	14,971	100.0%	3,592,053	100.0%

Source: CERC Town Profile 2016

POPULATION AND DENSITY

<u>YEAR</u>	<u>POPULATION</u>	<u>PERCENT INCREASE</u>	<u>DENSITY</u>
1960	2,950		73
1970	7,857	166.3%	194
1980	9,694	23.4%	240
1990	11,001	13.5%	272
2000	13,146	19.5%	325
2007	14,631	11.3%	362
2009	14,853	1.5%	368
2010	15,071	1.5%	373
2011	14,931	-0.9%	370
2012	14,980	0.3%	371
2014	14,971	-0.06%	371

Sources: CERC Town Profile 2016

Population per square mile: 40.4 square miles

TOWN OF TOLLAND, CONNECTICUT

MAJOR EMPLOYERS

<u>NAME</u>	<u>NATURE OF BUSINESS</u>	<u>APPROXIMATE NUMBER OF EMPLOYEES (1)</u>
1 TOWN OF TOLLAND	MUNICIPALITY	507
2 GERBER SCIENTIFIC	PRECISION INSTRUMENTS	335
3 WOODLAKE AT TOLLAND	NURSING HOME	241
4 BIG Y	SUPERMARKET	220
5 CNC SOFTWARE	SOFTWARE SUPPLIER	146
6 DARI FARMS	SALES	126
7 STAR HILL FAMILY ATHLETIC CENTER	SPORTS COMPLEX	75
8 EVERSOURCE	UTILITIES	62
9 NERAC, INC	RESEARCH	62
10 SOLDREAM, INC	PRECISION INSTRUMENTS	60

(1) FULL-TIME EQUIVALENT

TOWN OF TOLLAND, CONNECTICUT

LABOR FORCE DATA

REPORTING PERIOD	LABOR FORCE	EMPLOYED	UNEMPLOYED	UNEMPLOYMENT RATE		
				TOWN OF TOLLAND	HARTFORD LABOR MARKET	STATE OF CONNECTICUT
2006	8,278	8,018	260	3.1	4.5	4.4
2007	8,420	8,143	277	3.3	4.7	4.6
2008	8,451	8,103	348	4.1	5.8	5.7
2009	8,553	8,023	530	6.2	8.3	8.2
2010	8,490	7,960	530	6.2	8.6	8.8
2011	8,558	8,100	458	5.4	14.2	7.6
2012	8,643	8,117	526	6.1	7.4	8.9
2013	8,454	7,954	500	5.9	7.2	8.4
2014	8,343	7,881	462	5.5	6.7	7.8
2015	8,491	8,176	315	3.7	5.7	5.6
2016	8,465	8,086	379	4.5	5.6	6.6

CERC Town Profile 2016

**TOWN OF TOLLAND, CONNECTICUT
SCHOOL INFORMATION
2017**

CONNECTICUT MASTERY TEST PERCENT ABOVE GOAL

	GRADE 3		GRADE 4		GRADE 8	
	TOWN	STATE	TOWN	STATE	TOWN	STATE
READING	73	56.9	76.6	62.7	94.3	76.3
MATH	75.5	61.6	83.2	65.4	93.9	65.2
WRITING	75.5	60	75.8	63.1	88.8	67.3

4-YEAR COHORT GRADUATION RATE

	ALL	MALE	FEMALE
CONNECTICUT	87%	90%	84%
TOLLAND SCHOOL DISTRICT	91%	93%	88%

RATE OF CHRONIC ABSENTEEISM

	ALL	K-3	4-8	9-12
CONNECTICUT	11.5%	8.9%	9.0%	16.9%
TOLLAND SCHOOL DISTRICT	4.9%	2.7%	4.4%	7.3%

CERC Town Profile 2016

TOWN OF TOLLAND, CONNECTICUT
ANALYSIS OF SCHOOL ENROLLMENT HISTORY
2008-2017

AS OF OCTOBER 1	2008*	2009	2010	2011	2012	2013	2014	2015	2016	2017
SCHOOL ENROLLMENT BY GRADE										
Pre-K--2	708	657	616	582	565	543	560	529	499	487
3--5	729	707	691	666	619	580	581	551	541	537
6--8	772	750	740	688	689	665	684	666	603	574
9--12	942	940	930	901	860	834	851	852	841	819
TOTAL	3,151	3,054	2,977	2,837	2,733	2,622	2,676	2,598	2,484	2,417
ANNUAL GAIN/LOSS BY GRADE GROUPING										
Pre-K--2	(9)	(49)	(41)	(34)	(17)	(22)	17	(31)	(30)	(12)
3--5	(32)	(23)	(16)	(25)	(47)	(39)	1	(30)	(10)	(4)
6--8	1	(21)	(10)	(52)	1	(24)	19	(18)	(63)	(29)
9--12	42	(2)	(10)	(29)	(41)	(26)	17	1	(11)	(22)
OVERALL CHANGE	2	(95)	(77)	(140)	(104)	(111)	54	(78)	(114)	(67)
SCHOOL ENROLLMENT BY GRADE										
Pre-K--K	248	232	219	208	211	201	213	174	180	210
1	219	202	195	178	170	170	171	184	131	143
2	241	223	202	196	184	172	176	171	188	134
3	226	244	224	201	191	182	191	177	169	188
4	253	221	244	221	205	192	188	190	181	170
5	250	242	223	244	223	206	202	184	191	179
6	257	246	246	212	239	219	226	206	181	192
7	258	256	243	241	214	237	239	222	203	179
8	257	248	251	235	236	209	219	238	219	203
9	255	240	223	219	207	209	218	203	210	200
10	227	247	228	208	219	198	206	218	200	209
11	232	232	249	231	211	222	220	213	212	199
12	228	221	230	243	223	205	207	218	219	211
TOTAL	3,151	3,054	2,977	2,837	2,733	2,622	2,676	2,598	2,484	2,417

SOURCE: TOLLAND BOARD OF EDUCATION

* Change in grades, moving 5th grade to the Intermediate School.

TOWN OF TOLLAND, CONNECTICUT
 ANALYSIS OF EXPENDITURES
 BOARD OF EDUCATION AND GENERAL GOVERNMENT
 2009-2018

FISCAL YR. ENDED JUNE 30	BOARD OF EDUCATION				GENERAL GOVERNMENT		
	DEBT SERVICE	OPERATING EXPENSE	CAP IMP RSVE FUND	TRB EXPENSE	DEBT SERVICE	OPERATING EXPENSE	TOTAL EXPENDITURES
2009	3,725,903	33,342,304	506,037		909,807	10,639,999	49,124,050
2010	3,044,491	33,473,797	204,650		1,499,526	10,627,602	48,850,066
2011	3,445,104	33,808,535	266,700		1,177,815	10,622,032	49,320,186
2012	3,467,304	34,637,431	305,708		1,284,492	10,832,492	50,527,427
2013	3,300,554	35,702,228	231,877		1,342,231	10,845,344	51,422,234
2014	3,238,129	36,059,250	141,991		1,497,496	10,907,859	51,844,725
2015	3,004,195	37,299,689	86,456		1,537,981	11,247,511	53,175,832
2016	3,089,390	38,297,831	183,814		1,452,786	11,575,109	54,598,930
2017	2,723,188	39,333,948	54,578		1,826,812	11,868,056	55,806,582
2018	2,703,753	39,333,948	54,578		1,846,247	11,781,721	55,720,247

TOWN OF TOLLAND, CONNECTICUT
GENERAL FUND EXISTING DEBT RETIREMENT
2018-2027

FISCAL YR. ENDED JUNE 30	PRINCIPAL			INTEREST			PRINCIPAL TOTAL	INTEREST TOTAL	TOTAL DEBT SERVICE
	BONDS	NOTES	CAPITAL LEASE	BONDS	NOTES	CAPITAL LEASE			
2018	3,301,900	0	266,667	964,221	0	42,968	3,568,567	1,007,189	4,575,756
2019	2,968,580	0	266,667	861,235	0	38,057	3,235,247	899,292	4,134,539
2020	2,714,070	0	266,667	757,669	0	33,147	2,980,737	790,816	3,771,553
2021	2,709,070	0	266,667	656,438	0	28,236	2,975,737	684,674	3,660,411
2022	2,725,380	0	266,667	546,131	0	23,325	2,992,047	569,456	3,561,503
2023	2,520,000	0	266,667	435,256	0	18,415	2,786,667	453,671	3,240,338
2024	2,545,000	0	266,667	336,528	0	13,504	2,811,667	350,032	3,161,699
2025	2,355,000	0	266,667	254,418	0	8,594	2,621,667	263,012	2,884,679
2026	1,895,000	0	266,667	190,606	0	3,683	2,161,667	194,289	2,355,956
2027	1,170,000	0	0	147,800			1,170,000	147,800	1,317,800

+ Schedule includes only current bond and note issues. Any anticipated future borrowing is not part of this schedule.

TOWN OF TOLLAND, CONNECTICUT

**RATIO OF BONDED DEBT TO GRAND LIST AND BONDED DEBT PER CAPITA
LAST TEN YEARS**

FISCAL YR. ENDED JUNE 30	(1) POPULATION	(2) NET TAXABLE GRAND LIST	TOTAL ASSESSED VALUE	(3) LONG TERM BONDED DEBT	RATIO OF LONG TERM BONDED DEBT TO ASSESSED VALUE	LONG TERM BONDED DEBT PER CAPITA
2009	14,705	1,221,705,424	1,234,352,564	40,625,000	3.29	2,764
2010	15,071	1,231,679,185	1,243,352,541	37,720,000	3.03	2,566
2011	15,216	1,268,414,724	1,280,167,955	40,760,000	2.71	2,355
2012	15,216	1,282,095,781	1,294,453,716	39,587,000	2.63	2,602
2013	15,216	1,293,289,310	1,293,943,240	36,458,667	2.82	2,396
2014	15,216	1,295,852,986	1,297,115,111	37,928,210	2.92	2,493
2015	14,931	1,300,921,026	1,312,488,194	41,716,413	3.18	2,794
2016	14,972	1,255,231,338	1,412,389,007	38,497,584	2.73	2,571
2017	14,971	1,265,008,557	1,276,069,192	35,312,935	2.77	2,359
2018	15,000	1,276,083,617	* 1,822,976,596	37,603,421	2.06	2,507

(1) Source: 2014 CERC Town Profile State of Connecticut, Office of Policy and Management & Department of Public Health

(2) October 1 Grand List

(3) Includes only bonded debt; excludes water assessment bonds

* Includes adjustment to posted grand list that will be corrected through Board of Assessment Appeals for exemption for renewable energy units.

TOWN OF TOLLAND, CONNECTICUT

RATIO OF ANNUAL DEBT SERVICE EXPENDITURES
TO TOTAL GENERAL FUND EXPENDITURES
2009-2018

<u>FISCAL YR. ENDED JUNE 30</u>	<u>(1) PRINCIPAL</u>	<u>(1) INTEREST</u>	<u>(2) TOTAL DEBT SERVICE</u>	<u>(2) TOTAL GENERAL FUND EXPENDITURES</u>	<u>RATIO OF DEBT SERVICE TO GENERAL FUND EXPENDITURES</u>
2009	2,871,839	1,763,872	4,635,711	49,124,050	9.44%
2010	3,028,647	1,515,370 *	4,544,017 *	48,850,066	9.30%
2011	3,210,490	1,454,036 **	4,664,526 **	47,880,673	9.74%
2012	3,277,371	1,441,859	4,719,230	50,527,427	9.34%
2013	3,252,923	1,389,862	4,642,785	51,422,234	9.03%
2014	3,455,015	1,280,610	4,735,625	51,844,725	9.13%
2015	3,367,612	1,174,564	4,542,176	53,175,832	8.54%
2016	3,184,649	1,357,527	4,542,176	54,598,930	8.32%
2017	3,432,775 ***	1,117,225	4,550,000	55,972,582	8.13%
2018	3,568,567 ****	1,043,638	4,550,000	55,720,247	8.17%

(1) Includes long term bonds, notes and bans; excludes 2006 and 2011 sewer bonds

(2) General Fund expenditures, including debt service, are actuals presented on a budgetary basis; except 2012 and 2013 are estimated

* Includes \$114,053 deduction for interest earnings on high school bond proceeds

** Includes \$56,492 deduction for interest earnings on high school bond proceeds

*** Includes \$146,146 reduction from Debt Service Fund

**** Includes \$155,756 reduction from Debt Service Fund

TOWN OF TOLLAND, CONNECTICUT
PRINCIPAL TAXPAYERS-2016 GRAND LIST

	<u>NAME</u>	<u>NATURE OF BUSINESS</u>	<u>TAXABLE VALUATION</u>	<u>PERCENTAGE OF NET TAXABLE GRAND LIST (1)</u>
1	Capitol Ventures LLC(AKA Big Y plaza)	Shopping Center	14,009,540	1.10%
2	Eversource	Public Utility	13,848,900	1.08%
3	Woodlake at Tolland	Nursing and Rehabilitation Center	8,170,000	0.64%
4	Gerb CT QRS 14-73 Inc(Gerber International)	Manufacturing	7,551,270	0.59%
5	Silvas Real Estate LLC(Dari Farms)	Holding Company/Dari-Farms	6,078,840	0.48%
6	Summers & Summers Realty(CNC Software)	Holding Company	5,752,900	0.45%
7	Norwegian Woods LLC	Apartments	4,842,150	0.38%
8	Ivy Woods LLC	Apartments	4,173,800	0.33%
9	MJB Realty LLC (Star Hill Athletic Facility)	Sports Complex	3,977,380	0.31%
10	Carriage Crossing LLC	Builder/Developer	3,287,200	0.26%
		<u>Total</u>	<u>71,691,980</u>	<u>5.62%</u>

TOWN OF TOLLAND, CONNECTICUT
 ANALYSIS OF TAX RATES, LEVIES AND COLLECTIONS
 2008-2017

<u>FISCAL YR. ENDED JUNE 30</u>	<u>GRAND LIST YEAR</u>	<u>MILL RATE</u>	<u>TOTAL CURRENT ADJUSTED TAX LEVY</u>	<u>CURRENT COLLECTIONS</u>	<u>PERCENT OF LEVY</u>	<u>NET DELINQUENT TAXES COLLECTED</u>	<u>TOTAL TAXES COLLECTED</u>	<u>PERCENTAGE OF TOTAL TAX COLLECTED TO TAX LEVY</u>	<u>OUT- STANDING DELINQUENT TAXES</u>	<u>PERCENTAGE OF DELINQUENT TAXES TO TOTAL TAX LEVY</u>
2008	2006	28.39	34,275,965	34,008,516	99.22	161,955	34,170,471	99.69	405,753	1.18
2009	2007	29.51	36,187,284	35,860,934	99.10	252,159	36,113,093	99.79	451,703	1.25
2010	2008	29.49	36,341,124	36,045,689	99.19	292,152	36,337,841	99.99	458,294	1.26
2011	2009	29.15	37,018,564	36,700,079	99.14	303,408	37,003,487	99.96	470,738	1.27
2012	2010	29.73	38,100,458	37,735,202	99.04	297,589	38,032,791	99.82	365,257	0.96
2013	2011	29.99	38,831,162	38,481,041	99.10	344,131	38,825,172	99.98	523,739	1.35
2014	2012	30.19	39,263,225	38,885,680	99.04	375,175	39,260,855	99.99	412,796	1.05
2015	2013	31.05	40,469,270	40,094,577	99.07	245,433	40,340,010	99.68	154,048	0.38
2016	2014	33.36	41,981,338	41,653,686	99.22	353,409	42,007,095	100.06	144,902	0.35
2017*	2015	34.34	43,257,259	40,246,312	93.04	176,534	40,422,846	93.45	605,375	1.40

* Year to date 2/1/17 Tax Collector report

TOWN OF TOLLAND
ASSESSED AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY
2009-2017

FISCAL YR. ENDED JUNE 30	REAL ESTATE		PERSONAL PROPERTY			TOTALS		ASSESSED VALUE TO TOTAL ESTI. VALUE (2)	
	ASSESSED VALUE (1) (4)	ESTIMATED ACTUAL VALUE (2)	M. V. ASSESSED VALUE (1) (6)	PERS. PROP. ASSESSED VALUE (1) (5)	TOTAL ASSESSED VALUE	TOTAL ESTI. ACTUAL VALUE (3)	ASSESSED VALUE (1)		ESTIMATED ACTUAL VALUE
2009	1,078,226,820	1,804,563,716	123,761,918	32,363,826	156,125,744	223,036,777	1,234,352,564	2,065,862,032	59.74
2010	1,091,783,150	1,819,638,583	118,042,045	33,527,346	151,569,391	216,527,701	1,243,352,541	2,036,166,284	61.06
2011	1,132,401,370	1,665,296,132 (7)	120,408,733	27,357,855	147,766,588	211,095,126	1,280,167,958	1,876,391,258	68.30
2012	1,142,714,900	1,567,151,863	126,100,000	25,638,816	151,738,816	216,769,737	1,294,453,716	1,783,921,600	72.56
2013	1,147,650,990	1,627,873,745	132,446,367	25,791,953	158,238,320	226,054,742	1,305,889,310	1,853,928,487	70.50
2014	1,150,683,695	1,643,833,850	132,639,313	26,055,411	158,694,724	226,706,748	1,309,378,419	1,870,540,599	73.62
2015*	1,153,559,570	1,647,942,243	134,824,899	27,043,572	161,868,471	231,240,673	1,315,428,041	1,879,182,916	73.00
2016**	1,104,541,199	1,577,915,999	137,134,911	29,171,246	166,306,157	237,580,224	1,270,847,356	1,815,496,223	68.60
2017***	1,106,946,632	1,581,352,331	144,981,536	30,240,615	175,222,151	250,317,358	1,282,168,783	1,831,669,690	69.80

(1) Assessed values were taken from Board of Assessment Appeal corrected abstracts for the respective year.

(2) Ratios are predicted on the State of Connecticut Office of Policy and Management Sales/Ratio study.

(3) Personal Property value is based on a 70% assessment ratio.

(4) Grand list total for fiscal year ended 2005, 2011 reflects a townwide revaluation.

(5) Personal Property was adjusted to reflect newly enacted exemption for Manufacturing/Research Equipment starting with 1991 list.

(6) Motor Vehicle assessed value includes motor vehicle supplement.

(7) Real Estate values declined around 4% in 2010.

* 2015 Assessed values are Assessor's value as of October 1, 2013 Grand List after BOAA

** 2016 Assessed values are Assessor's value as of October 1, 2014 Grand List after BOAA (Revaluation Year - 3.5% overall)

*** 2017 Assessed values are Assessor's value as of October 1, 2015 before BOAA and Estimated Supplemental Motor Vehicle

TOWN OF TOLLAND, CONNECTICUT
PROPERTY VALUE AND CONSTRUCTION
LAST TEN YEARS

FISCAL YR. ENDED JUNE 30	CONSTRUCTION (1)				PROPERTY VALUES			
	NON-RESIDENTIAL UNITS	NON-RESIDENTIAL VALUE	RESIDENTIAL UNITS	RESIDENTIAL VALUE	(2) COMMERCIAL	(3) RESIDENTIAL	RESIDENTIAL (4) WITH VACANT LAND	NON- TAXABLE
2008	0	0	43	9,130,000	75,713,100	989,173,420	992,283,240	121,379,830
2009	0	0	9	1,914,000	79,051,660	1,003,522,200	1,007,277,110	121,902,410
2010	2	4,427,036	9	1,957,878	84,228,160	1,010,452,510	1,015,782,340	122,341,360
2011	8	396,900	5	1,345,955	82,136,510	1,050,874,000	1,057,775,910	141,689,975
2012	22*	850,646	6	2,077,566	82,455,510	1,061,031,500	1,067,592,840	142,164,915
2013	23*	978,150	5	1,498,243	82,713,410	1,063,203,050	1,067,827,335	143,011,715
2014	27*	1,108,977	21	6,494,340	83,032,310	1,065,942,150	1,070,568,235	144,359,015
2015	24	863,200	10	2,887,827	94,079,910	1,007,103,407	1,012,741,382	146,371,115
2016	24	3,117,571	8	2,105,905	95,543,110	1,009,852,877	1,015,382,572	146,492,115
2017**	19	7,376,440	5	1,501,556	102,587,410	1,010,879,297	1,016,129,897	146,765,715

(1) Source: Town of Tolland Building and Planning and Zoning Department.

(2) Source: Grand List as compiled by the assessor's office; includes commercial and industrial property only. After BAA adjustments.

(3) Source: Grand List as compiled by the assessor's office; includes residential, condos, apartments and lots; acreage not included. After BAA adjustments.

(4) Source: Grand List as compiled by the assessor's office; includes all residential property. After BAA adjustments.

* Includes Interior Renovations and alterations for non-residential only.

** Estimated

TOWN OF TOLLAND, CONNECTICUT

BREAKDOWN OF LAND USE

LAND USE CATEGORY	TOTAL AREA		DEVELOPED		UNDEVELOPED**	
	ACRES	PERCENT	ACRES	PERCENT	ACRES	PERCENT
Residential	18,753	72.7%	10,209	39.6%	8,544	33.1%
Commercial	1,000	3.9%	600	2.3%	400	1.6%
Open Space	6,039 *	23.4%	0	0.0%	6,039	23.4%
Total	25,792	100%	10,809	41.9%	14,983	58.1%

* Includes all public and private land that is likely to remain undeveloped, including Conservation Easements

** Includes land that may be unsuitable for development

Source: Acreage from GIS analysis, February 2017; Planning Department

Construction of the interstate through Tolland spurred rapid residential growth in the second half of the 20th century. This growth caused the town to reassess its zoning regulations and ultimately update the regulations to ensure that those qualities that drew residents to Tolland were retained. The new regulations offered stronger protection of open space and natural resources as development occurred. Residential single-family growth has slowed down. This is due in part to changes in demographics and housing demand but also because that much of the more readily-development residential land has already been developed. The town is seeing interest in multi-family development, with the approval of 87 town-home style units which have not been built yet.

The zoning regulations allow for appropriate business development in the various business zones in town. Business zones comprise three percent of the land area in Tolland. In the last seven years, Tolland rezoned two key areas to promote specific development patterns. The Tolland Village Area supports mixed use, village style development while the Technology Zone promotes coordinated campus style business development.

Public sentiment has strongly supported open space acquisition. This sentiment resulted in a successful bonding initiative to establish funds for open space acquisition. With these funds and state grants, Tolland has been able to continually acquire and preserve ecologically valuable parcels of land.

TOWN OF TOLLAND, CONNECTICUT

ANALYSIS OF HOUSING DISTRIBUTION BY TYPE UNITS

HOUSING TYPES: GRAND LIST YR. AS OF 10/01	TOTAL UNITS	SINGLE FAMILY	MULTI- FAMILY	MOBILE	TWO FAMILY	TOTAL ESTIMATED VALUATION*		
						FISCAL YEAR	# OF PERMITS	VALUE
2007	5,385	5,102	237	3	2	2009	896	7,294,212
2008	5,398	5,110	261	3	2	2010	745	10,207,828
2009	5,438	5,114	261	3	2	2011	871	8,337,237
2010	5,582	5,218	239	1	4	2012	1,078	12,855,208
2011	5,581	5,217	239	1	4	2013	1,177	9,776,438
2012	5,585	5,219	239	1	1	2014	914	11,237,362
2013	5,590	5,141	168	1	4	2015	1,137	15,299,492
2014	5,654	5,166	183	1	4	2016	1,096	10,602,381
2015	5,658	5,190	178	1	5	2017	960	11,021,999
2016	5,665	5,191	178	1	5			

* Includes commercial, condominiums and miscellaneous permits
Source: Town Assessor and Building Official

MEDIAN SALES PRICES OF HOUSES:

YEAR ENDING	SINGLE FAMILY HOMES	CONDO- MINIUMS	MOBILE	TWO FAMILY HOMES	THREE FAMILY HOMES
2001	229,000	65,500	0	0	0
2002	232,000	66,500	0	0	0
2003	244,800	76,800	0	0	0
2004	260,400	97,000	0	0	0
2005	272,500	98,500	0	170,000	0
2006	290,300	125,000	0	170,000	160,000
2007	285,000	179,900	0	0	336,000
2008	298,400	157,000	0	0	0
2009	230,000	168,900	0	0	0
2010	260,000	162,000	0	0	0
2011	268,000	169,000	0	0	0
2012	275,200	103,500	0	328,000	0
2013	254,650	245,000	0	0	0
2014	275,000	322,450	0	0	0
2015	291,000	151,250	0	0	0
2016	260,000	187,450	0	0	0

** Figures estimated

GLOSSARY

There are many specialized terms used in governmental budgeting and accounting. The following is an abbreviated list of some of the more common terms one may encounter in reviewing Tolland's Budget.

Appropriation

A legal authorization granted by a legislative body (the Town Council, for example) to make expenditures and to incur obligations for specific purposes. All General Fund appropriations lapse at the end of the fiscal year.

Assessment/Assessed Valuation

A valuation set upon real estate or other property by a government as a basis for levying taxes.

Balanced Budget

A budget wherein the revenues equal the expenditures for any given year.

Basis of Accounting

The procedures that record, classify and report on the finances and operations of a business, government or other entity.

Cash Basis of Accounting: Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Modified Accrual Basis of Accounting: Basis of accounting that the Town of Tolland uses which records revenues in the accounting period in which they become available and measurable and records expenditures in the accounting period in which goods or services are received.

Board of Education

The Board of Education is the elected body responsible for developing educational policy for the Tolland Public School System. It is a nine-member body whose members are elected every two years. The Board of Education hires a Superintendent to administer the school system.

Bond

A debt investment in which an investor loans money to an entity (corporate or governmental) that borrows the funds for a defined period of time at a fixed interest rate. Bonds are used by companies, municipalities, states and U.S. and foreign governments to finance a variety of projects and activities. Bonds are commonly referred to as fixed-income securities.

Budget

A financial operating plan for one year embodying estimated expenditures for providing services and the proposed means of financing them. A balanced budget limits expenditures to available resources.

The Capital Budget is the first year of a five-year Capital Improvement Program, and is funded as part of the annual budget appropriation. It includes all equipment or facility improvements or modifications for both the Town Government and Board of Education costing more than \$10,000 and having a life expectancy of more than eight years (Capital Projects).

School Operating Budget

This budget relates to services provided by the Board of Education for the Town School System. These include: Instruction, Property and Employee Insurance, Operation of Plant, Pupil Transportation, Maintenance of Plant, General Control, Expenditures to Other Schools, Student Body Activities, Health Services and Capital Outlay, as well as Special Federal Funds, Cafeteria Proceeds and Student Activity Fees. These categories of expenditures are defined by the State of Connecticut Board of Education, and are uniform for all school systems within the State.

Town Operations Budget

This term relates to the services which are provided by the Town Government. These services include: Administration and Support Services, Community Development, Community Services, Public Works, Public Safety, Finance and Records and Debt Service.

Capital Improvement Program (CIP)

The Capital Improvement Program is a comprehensive multi-year capital plan that identifies and prioritizes expected needs of the Town which are proposed for the Town within the next five years. The first year of the program is called the Capital Budget and is adopted annually with the General Fund budget.

Capital and Non-Recurring Expenditure Fund (CNRE)

The CNRE fund was established to allow more flexibility in investments and to serve as a future source of pay-as-you-go financing of capital projects.

Capital Outlay

An object classification in the Town's General Fund Budget for capital items of equipment, or facility improvements of less than \$10,000 and/or a life expectancy of less than five years. In the Board of Education budget, Capital Outlay is a major expenditure classification defined by the State of Connecticut Board of Education.

Capital Project

A Capital Improvement Program project or piece of equipment costing more than \$10,000 and having a life expectancy of more than eight years.

Education Reference Groups (ERGs)

A classification system used in the State of Connecticut in which towns that have public school systems with similar socio-economic status and needs are grouped together. Seven variables (income, education, occupation, poverty, family structure, home language and school district enrollment) are used to categorize Connecticut communities into ERGs.

Depreciation

A noncash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other words, they depreciate), and must be replaced once the end of their useful life is reached.

Encumbrances

Purchase orders, contracts or salary commitments that must be covered by an appropriation.

Expenditure (Modified Accrual Basis)

Cost of goods received or services rendered, whether cash payments have been made or not.

Equalized Mill Rate

The Equalized Mill Rate, or the Effective Tax Rate, is calculated by dividing the adjusted tax levy by the Equalized Net Grand List. Dollars of tax per \$1,000 market value; can be calculated by multiplying the mill rate by the assessment ratio.

Equalized Net Grand List

The Equalized Net Grand List is the estimate of the market value of all taxable property in a municipality. Municipalities revalue their Grand Lists based on schedules established by the Connecticut General Assembly (CGS 12-62). Thus, there can be a marked difference between the market value of all property and the assessed value. The State Office of Policy and Management calculates the Equalized Net Grand List from sales and assessment ratio information and grand list reports filed by the municipality.

Fiscal Year

The 12 month period at the end of which a government determines its financial condition and the results of operations and closes its books. For the Town of Tolland, the fiscal year begins on July 1st and ends on June 30th.

Funds

Governmental accounting systems are organized and operated on a fund basis. A fund is an independent financial and accounting entity. It has a self-balancing set of accounts and records, cash and other financial resources, together with all related liabilities and residual equities or balances which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or

limitations. Though funds are independent entities within the financial records of a government, there need not be physical segregation of assets. Funds may be established by the State Constitution, State Statute, Town Charter, Town Ordinances, or administrative decisions. Funds used by the Town of Tolland include: General Fund, Capital Projects Funds, Special Revenue Funds, Enterprise Funds and Trust and Agency Funds.

The General Fund: is the primary operating fund for the Town of Tolland and accounts for all financial resources except those required to be accounted for in another fund. It is the only fund with a legally adopted budget.

Fund Balance

The difference between assets and liabilities reported in governmental funds.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules and procedures that serve as the norm for the fair presentation of financial statements. The various sources of GAAP for state and local government are set forth by SAS No. 69, *The Meaning of "Present Fairly in Conformity with Generally Accepted Accounting Principles" in the Independent Auditor's Report.*

Grand List

The Grand List is the compilation, by value, of all taxable and tax exempt property within the municipality.

LoCIP

Local Capital Improvements Program is a State grant awarded for the purpose of assisting a municipality with the cost of State approved capital projects.

Mill Rate

The Mill Rate is the tax rate expressed as a monetary unit. One mill equals one dollar of tax per thousand dollars of assessed value of property. Taxes levied are equal to the mill rate times the assessed value of property.

Object Codes

A uniform classification identifying the transactions of the government by the nature of the goods or services purchased.

Other Post Employment Benefits (OPEB)

Other Post Employment Benefits provided by an employer to plan participants, beneficiaries and covered dependents through a plan or arrangement separate from a retirement plan. OPEB may include health care benefits, life insurance and other assistance programs.

Other Financing Use

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the other financial uses category is limited to items so classified by GAAP.

Program

Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Revenue

All amounts of money received by a government entity, net of refunds and other correcting transactions, other than from the issuance of debt or the liquidation of investments.

State Treasurer's Investment Fund (STIF)

The State Treasurer's Investment Fund is a Standard and Poor's AAA rated investment pool of high quality, short-term money market instruments analyzed by the Cash Management Division of the State Treasurer's Office.

Superintendent of Schools

The Superintendent of Schools is appointed by the Board of Education and is responsible to the Board of Education for administering the Tolland Public School System.

Surplus

This term refers to the Unappropriated General Fund balance. These funds are usually excess revenues received above those budgeted and unexpended funds from the Town and School budgets. The rating agencies of Standard and Poor's and Moody's Investors Service regard about 10% fund balance as adequate to meet the unforeseen needs of the community.

Town Council

The Town Council is the elected legislative body of the Town of Tolland responsible for appointive, legislative and contractual duties, as outlined in the Town Charter and State Law. The Council is composed of seven members elected at large, on a partisan basis, every two years. The Town Council hires a Town Manager to administer the affairs of the Town.

Town Manager

The Town Manager is appointed by the Town Council and is the Chief Administrative Officer of the Town. The Town Manager has such powers and duties as the Town Charter, State Statutes, and Town Council may prescribe for the Chief Executive Officer of a municipality.

Unassigned Fund Balance

Available expendable financial resources in a governmental fund that are not the object of tentative management plans (i.e., commitments).

Water Pollution Control Authority (WPCA)

The Water Pollution Control Authority is the oversight Commission for the Town's sewer operations.

LISTING OF ACRONYMS

ADA – Americans with Disabilities Act
ACS – Affiliated Computer Service
BOE – Board of Education
CAFR – Comprehensive Annual Financial Report
CCM – Connecticut Conference of Municipalities
CT DOT – Connecticut Department of Transportation
CGS – Connecticut General Statutes
CSEA – Connecticut State Employee Association
DECD – Department of Economic and Community Development
ECS – Education Cost Sharing
EDC – Economic Development Commission
GAAP – General Acceptable Accounting Principals
GASB – Governmental Accounting Standard Board
GFOA – Government Finance Officers Association
EHHD – Eastern Highlands Health District
FEMA – Federal Emergency Management Agency
H.V.C.C. – Hockanum Valley Community Council
MUTCD – Manual of Uniform Traffic Control Devices
OPV – Old Post Village
OPEB – Other Post Employment Benefits
P&ZC – Planning and Zoning Commission
TECDC – Tolland Economic and Community Development Corporation
VNHC – Visiting Nurse & Health Service of CT
WPCA – Water Pollution Control Authority