

**BOLTON BOARD OF FINANCE  
REGULAR MEETING  
THURSDAY, FEBRUARY 18 , 2021– 7:15 pm  
VIRTUAL MEETING VIA ZOOM WEBSITE PLATFORM  
Minutes**

**Board of Finance Members Present:** Chairman Emily Bradley, Vice-Chair Robert Munroe, Ross Lally, Charles Danna Jr., Kristen Gourley, Robert DePietro, and Richard Tuthill

**Board of Selectmen Present:** First Selectman Sandra Pierog and Selectman Robert DePietro

**Board of Education Members Present:** Superintendent of Schools Kristin Heckt (joined meeting at 7:27 p.m.)

**Staff Present:** Administrative Officer Joshua Steele Kelly, Chief Financial Officer Jill Collins, and Board Clerk Linda McDonald

**Others Present:** Nick Lavigne CVC

1. Call to Order: E. Bradley called the meeting to order at 7:18 p.m.
2. Public Participation: S. Pierog reported updates from the Health District recorded 222 total cases of coronavirus in Bolton since 2/15/2021, an increase of 111 cases since 1/1/2021. She said 70% of the over 75 population have received one dose of the vaccine and 12% of the overall population, including first responders and nursing home residents have been vaccinated.
3. Approval of Minutes:
  - 3.1 Approval of January 21, 2021 Meeting Minutes: The January 21, 2021 regular meeting minutes were amended as follows (in bold):

~~5.~~ **6. New Business:**

~~3.1 R. Tuthill MOVED to approve the December 17, 2020 regular meeting minutes as amended. C. Danna SECONDED. By roll call vote, MOTION CARRIED 6:0:0.~~

**R. Tuthill MOVED for unanimous consent of the December 17, 2020 regular meeting minutes as amended. The Chair asked for any objections. Hearing no objection, the Chair said the minutes are passed.**

R. Tuthill MOVED for unanimous consent of the January 21, 2021 regular meeting minutes as amended. The Chair asked for any objections. Hearing no objection, the Chair said the minutes are passed.

4. Elected Official and Town Staff Reports
  - a) BOE Update: Superintendent Heckt reported, as of January 31, 2021, the BOE budget is 49% expended for FY 2021. She said the students are doing as well as they can be doing. She is concerned with each student and are they making progress, doing well socially and emotionally.

Superintendent Heckt emphasized that even when we come out of this pandemic in education, there will be a number of years where we will have to play catch-up for kids. Resources will be needed to support what we need to do to make sure the kids are ok. She said, as a collective society, we have the moral and ethical responsibility to do that for our students.

Superintendent Heckt said she is so proud of the teachers, paraprofessionals, administration, custodians, cafeteria staff, and bus drivers. They continue to focus on what is right and best for the students.

Regarding CT CHIP, J. Kelly said the town had a proposed 17% increase from Cigna for the upcoming year health insurance coverage. Since then, the largest entity in the CT CHIP program has tentatively decided to bail out for the upcoming fiscal year and the increase has been adjusted up to 23%.

Superintendent Heckt added that upward proposed adjustment caused the rest of the entity to go out to bid. The town has asked CIGNA for a re-quote as a whole entity and as individual entities as well as asking other insurance carriers for quotes.

The BOE and Town have currently budgeted at the 17% increase for health insurance for the upcoming fiscal year. E. Bradley asked that the BOF be kept posted as they go through the process.

b) Revenue Summary: J. Collins reported, as of January 31, 2021, the current tax levy collected was at 100.37%. The current motor vehicle levy collected was at 95.85%, supplemental motor vehicle levy collected was at 71.33%. The Governor's Executive Order has extended the time to pay supplemental motor vehicle levy to 4/1/2021.

S. Pierog reported the town has a preliminary figure for the grand list from the Assessor, which is subject to Board of Tax Review, who will meet in two weeks. Final grand list numbers should be available for the March BOF meeting. S. Pierog noted personal property and real property percentages are up and the effects of crumbling foundations are still affecting the grand list.

J. Collins reported the town has received the 2<sup>nd</sup> payment of ECS and the total grants anticipated amount is on target. E. Bradley noted the Town will probably not hit the budgeted target of \$75,000 on interest revenue.

c) Town Update: Administrative Officer Joshua Steele Kelly reported the town is 45.79% expended as of January 31, 2021. He said staff continues to be fiscally responsible. The Elections line item is 58.33% expended and over-expended compared to all three prior fiscal years due to this having been an election year with additional costs associated with the pandemic. As requested at the January meeting, the Highways and Streets budget has been broken out into "snow/storm" budget and "other".

K. Gourley asked what a referendum costs the town. J. Collins responded costs have been between \$2,000 -\$2,500 per referendum. She added the cost would probably be more now due to additional staff, PPE and other precautions needed for COVID protections.

d) Other: No other discussion.

5. Ongoing Business:

a) Refunding Update:

R. Tuthill asked why the term “refunding bonds ” and not “refinancing bonds ” is used. For clarification, J. Collins explained it is called refunding because the town is not actually refunding the bonds it has. What happens is the town sells the original bonds and the money from that sale is used to purchase lower interest rate bonds. The town is technically selling and then buying bonds. J. Kelly said it is common nomenclature in municipal bond issuance that it would be considered a refunding.

S. Pierog explained the current bonds that are outstanding had a call feature which allowed the town to call them in, essentially buy them back and now the town is selling a new round of bonds at a much lower interest rate.

J. Kelly noted the bond sale was completed yesterday. J. Collins reported the town saved \$27,930 in interest payments this year with the sale and \$23,238 will be saved next year. The interest rate is fixed for the life of the bond, not a variable rate.

J. Kelly reported on February 10, 2021 Moody’s Investment Service upgraded the town’s general obligation debt to Aa2 from Aa3. The opinion stated: “While the tax base is limited and small relative to similarly rated peers, resident income and wealth levels are strong. Long-term liabilities are very low, as are fixed costs, providing the town with notable operating flexibility. On February 10, we upgraded the town's outstanding general obligation debt to Aa2 from Aa3. Concurrently, we assigned a Aa2 rating to the Town of Bolton, CT’s \$2.7 million General Obligation Refunding Bonds, Issue of 2021.”

S. Pierog thanked J. Collins and J. Kelly on their hard work relating to the bond rating upgrade.

b) Charter Revision Discussion:

E. Bradley reported the Charter Review Committee (CRC) has been reviewing and making suggestions for changes to the Town Charter. The CRC recently held a public hearing and will evaluate comments made from the public at their next meeting and then submit their recommendations to the Board of Selectmen (BOS). E. Bradley explained the CRC has proposed replacing the Board of Finance with a Finance Committee comprised of 3 BOS members and 3 BOE members and one member appointed by BOS and one member appointed by BOE. Also, currently, if a budget fails at referendum, the budget can only be revised down. The CRC proposal is that the budget could go up or down after a failed referendum vote. K. Gourley noted the verbiage in the Town Charter would be to “revise” the budget after a failed referendum. C. Danna asked who would set the mil rate if the BOF did not exist and that would have to be addressed by the CRC in the Charter revision.

S. Pierog explained the BOS will get a report from the CRC and then hold a public hearing. The BOS will get a chance to revise the Charter after that and then build and write the referendum ballot question(s). September 3, 2021 is the last date to submit the ballot question to the Secretary of State.

Discussion followed on forwarding comments to the BOS as individuals or as a statement from the whole board. S. Pierog said comments can be made by elective officials until the referendum ballot questions are set by the BOS. The BOS will hear the comments from the CRC on March 2, 2021.

R. DePietro MOVED the Board of Finance Chair draft a united position on behalf of the Board of Finance in response to the Town Charter revisions the Charter Revision Committee presented at their public hearing and submit the position to the Board of Selectmen. R. Lally SECONDED.

After discussion, the motion was amended as follows:

R. DePietro MOVED the Board of Finance Chair draft a united position on behalf of the Board of Finance in response to the Town Charter revisions the Charter Revision Committee presented at their public hearing for review at next regular Board of Finance meeting on March 18, 2021. R. Lally SECONDED.

R. Tuthill called for unanimous consent. E. Bradley objected. By roll call vote, MOTION CARRIED 7:0:0.

c) CAPA Update:

J. Kelly reported CAPA has met twice and has a preliminary draft that they were moving forward to the BOS for approval. But given new information, the CAPA committee will re-convene in a few weeks to discuss the possible track project addition that may be installed at Bolton High School. The Town is waiting on an up-to-date cost estimate from the town engineer to figure out how and where it might fit into the capital plan.

R. Tuthill noted there is a line item in the capital budget of 1.25 million to fix drainage problem at the school. He said the project is larger than just drainage issues and includes preparations for increasing the playing size and lighting at the soccer field.

d) FY2021 Budget:

J. Collins shared the foreseeable problem of anticipated lower interest revenue. She said, currently, Columbia student enrollment is less than anticipated resulting in \$45,635 lower tuition revenue than what was budgeted. She reported the revenue from the Town Clerk's office is running above what was budgeted.

e) Budget Calendar: No changes were made to the budget calendar.

6. New Business:

a) Consider and Possibly Act Upon Fund Balance Policy Changes:

E. Bradley said one thing that has come to light through the Moody process of bond rating is they take a look at the town's fund balance, where it needs to be and that factors into the bond rating. She said J. Kelly has identified that some work might have to be done on the Unreserved and Undesignated Fund Balance Policy to strengthen it and make it more attractive in the future.

J. Kelly explained, according to the Moody's bond rating, they calculated the available fund balance for the town totals 4 million or 18.4% of revenue. This is below the national median of 42.6% for the rating category and the state median of 20.1%. He said, he and J. Collins have

been able to collect a number of fund balance policies adopted by other municipalities in the state that are considered to be more robust.

J. Kelly said he would like to have a consideration of reviewing the fund balance policy to bring it in line with something that has demonstrated effectiveness and will help the town propel itself forward.

Consensus was for J. Kelly to prepare a draft policy for the March meeting, possibly using a power point or executive summary presentation highlighting the significant changes from the current policy so the board can do a comprehensive review.

7. Adjournment: E. Bradley adjourned the regular meeting at 9:18 p.m.

Next Regular Meeting: March 18, 2021 Regular Meeting - 7:15 p.m.

Upcoming Special Meetings: March 25, 2021 and March 30, 2021 – 7:15 p.m.

Respectfully submitted by Linda H. McDonald, Board Clerk

*Linda H. McDonald,*

PLEASE SEE THE MINUTES OF SUBSEQUENT MEETINGS FOR THE APPROVAL OF THESE MINUTES AND ANY CORRECTIONS HERETO.

# Proposed Town & Capital Budgets

FY 2022 - TOWN OF BOLTON, CT



# Goals

- ▶ Inclusion & Staff Development
- ▶ Transparency & Accessibility
- ▶ Long-Range Planning & Resiliency
- ▶ Modernization & Efficiency



# FY 2021 Accomplishments

- ▶ Successfully navigated COVID-19-related issues in the workplace.
- ▶ Greatly expanded Capital Improvement Plan.
- ▶ Added a full-time Program Coordinator.
- ▶ Began implementation of Four Town Economic Vitality Plan.
- ▶ Began Town diversity and inclusion trainings.
- ▶ Began partnership with UConn to further stormwater projects and Town Hall expansion project.
- ▶ Developed new Personnel Policies.
- ▶ Diversity Commission established, to begin meeting by start of FY 2022.



## FY 2021 Accomplishments (Cont.)

- ▶ Provided educational experiences and gained resources and help through four Town internships.
- ▶ Completed STEAP grant work on Lower Bolton Lake by completing a draft watershed management plan (in DEEP review).
- ▶ Applied for continued LBL treatment funding through DEEP.
- ▶ Applied for and received grant from State Historic Preservation Office for planning of Bolton Heritage Farm space (\$50,000).
- ▶ Review began for website ADA accessibility and expansion.
- ▶ Online codification of regulations and ordinances began.

# FY 21 – FY 22 Changes at a Glance

## Grand List

- ▶ Real Estate = \$391,707,270 to \$391,698,571
  - ▶ 0.002% Increase
- ▶ Personal Property = \$13,210,231 to \$14,898,538
  - ▶ 12.7% Increase
- ▶ Motor Vehicle = \$41,905,320 to \$43,860,760
  - ▶ 4.6% Increase
- ▶ **Grand Total = \$446,822,821 to \$450,457,869**
  - ▶ **0.81% Increase**



# FY 21 – FY 22 Changes at a Glance

## Town Budget

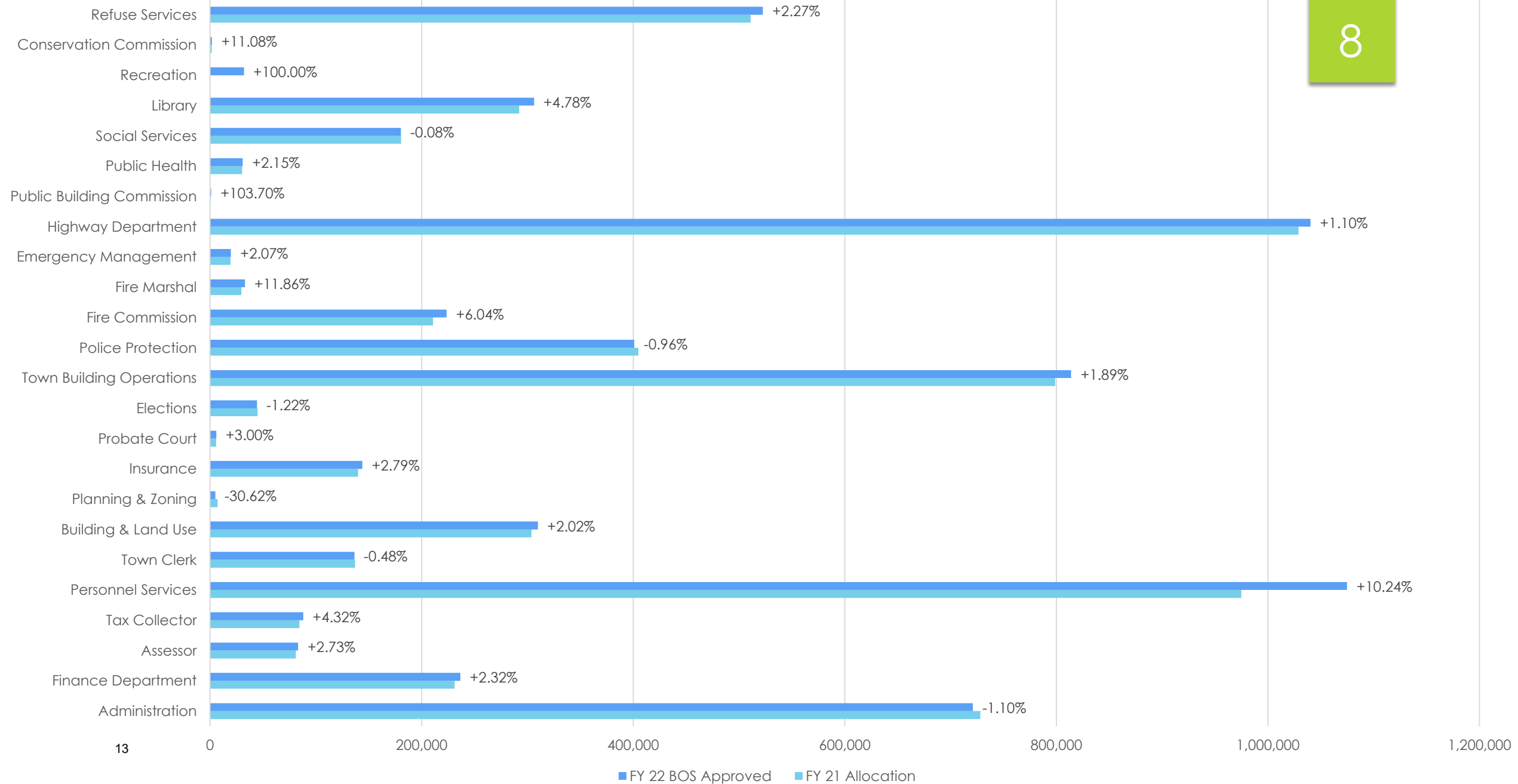
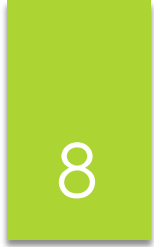
- ▶ Town Proper = \$6,285,574 to \$6,493,422
  - ▶ 3.31% Increase
- ▶ Capital Items = \$468,670 to \$516,584 (Taxpayer Ask)
  - ▶ 10.22% Increase
- ▶ Debt Costs = \$1,090,995 to \$1,161,573
  - ▶ 6.47% Increase
- ▶ **Grand Total = \$7,845,239 to \$8,171,579**
  - ▶ **4.16% Increase**



# Town Proper



# FY 21 -22 Proposed Changes



# Town Proper Budget Highlights

- ▶ Most staff see a 2.75% wage inc; Medical Insurance costs up 17.0% (in current budget draft).
- ▶ Library changes from having one to have two full-time staff people.
- ▶ Fire Marshal's budget raised to bring town into greater compliance.
- ▶ Slightly decreased Administration budget will not impact any services.
- ▶ Fire Commission budget raised to incentivize more residents to volunteer for BVFD.
- ▶ Minor reductions proposed in some areas after continuous careful efficiency evaluation.



# Top Five Increases by Dollar

## 1. Personnel Services (+\$99,863)

- ▶ Health Insurance costs +17.0%, wage inc. driving payroll taxes and pension up.

## 2. Recreation (+\$32,000)

- ▶ In FY 2021, the Town wanted to see if the Recreation Round Fund could be self-sustaining. Given the pandemic-related losses the fund sustained, it is recommended that \$32,000 be appropriated.

## 3. Town Building Operations (+\$15,085)

- ▶ Wage increases account for most of the increase.



# Top Five Increases by Dollar

## 4. Library(+\$13,959)

- ▶ Change from having one to have two full-time staff members.

## 5. Fire Commission(+\$20,355)

- ▶ Extra wage inc. to help attract more members, new software being purchased, installed, and used.

Runners up: Refuse Services, Highway Department, and Building & Land Use.





# Debt Costs



# Bolton's Debt Outlook

<b>FY</b>	<b>2017 Refunding</b>	<b>2017 Issuance</b>	<b>2021 Refuding</b>	<b>Total</b>
<b>2022</b>	\$ 601,175.00	\$ 198,925.00	\$ 271,283.00	\$ 1,071,383.00
<b>2023</b>	\$ 598,425.00	\$ 198,900.00	\$ 271,883.00	\$ 1,069,208.00
<b>2024</b>	\$ 600,300.00	\$ 193,800.00	\$ 272,383.00	\$ 1,066,483.00
<b>2025</b>	\$ 599,425.00	\$ 187,850.00	\$ 272,783.00	\$ 1,060,058.00
<b>2026</b>	\$ 596,913.00	\$ 181,475.00	\$ 273,083.00	\$ 1,051,471.00
<b>2027</b>	\$ 601,100.00	\$ 174,250.00	\$ 273,283.00	\$ 1,048,633.00
<b>2028</b>	\$ 598,200.00		\$ 273,383.00	\$ 871,583.00
<b>2029</b>	\$ 601,900.00		\$ 273,383.00	\$ 875,283.00
<b>2030</b>	\$ 599,700.00		\$ 273,283.00	\$ 872,983.00
<b>2031</b>	\$ 596,700.00		\$ 273,083.00	\$ 869,783.00
<b>2032</b>			\$ 267,783.00	\$ 267,783.00
<b>TOTAL</b>	<b>\$ 5,993,838.00</b>	<b>\$ 1,135,200.00</b>	<b>\$ 2,995,613.00</b>	<b>\$ 10,124,651.00</b>

# Debt Costs

- ▶ Loan/Note/Bond Expenses: \$50,000 (No Change)
- ▶ Temporary Loans: \$250,000 (No Change)
- ▶ Outstanding Short-Term Notes: \$10 (No Change)
- ▶ Bond & Note Payment: \$415,160 (+34.25%)
- ▶ Interest on Temporary Loans: \$10 (No Change)
- ▶ Short-Term Note Interest: \$10 (No Change)
- ▶ Long-Term Debt Interest: \$266,383 (-13.15%)
- ▶ Bolton Lakes Regional Water Pollution Control Authority: \$180,000 (+2.86%)
- ▶ **TOTAL: \$1,161,573 (+6.47%)**

# FY 2022 – 2026 Capital Improvement Plan



# Capital Improvement Plan (CIP)

- ▶ Total FY 2022 Non-Bonded Cost = \$581,000.47
  - ▶ \$64,416.47 proposed for reallocation from completed CIP projects.
  - ▶ **\$516,584 total taxpayer ask** (pending reallocation approval).
- ▶ 15 Town, 11 BOE projects funded in FY 2022 alone.
  - ▶ 26 Town, 19 BOE projects funded over course of 5-year plan.
- ▶ 7 Town, 11 BOE projects completed with FY 2022 proposed taxpayer and bonded funding.
  - ▶ All but 5 long-term projects to be completed within 5-year period.
- ▶ [For the full draft Capital Improvement Plan, click here.](#)

# Capital Reserve vs. Capital Improvement

- ▶ The Capital Reserve Fund must, per Ch. 8.7(C)(1)(b) of the Town Charter, have between 1-4 mills (\$450,458 – \$1,801,831) allocated to it each year.
  - ▶ This fund rolls over each year and does not see its money moved to the General Fund.
- ▶ Capital Improvement holds money for smaller capital-related projects (under \$20,000).
  - ▶ Leftover Capital Improvement monies are moved to the General Fund after each fiscal year is completed.

# Capital Reserve vs. Capital Improvement

## FY 2022 Funded Items

### Capital Reserve Items

(\$491,584 Total Taxpayer Ask; doesn't list bonded items)

- ▶ Assessor's Office Revaluation (#58)
- ▶ B&G Pickup Truck (#1)
- ▶ Fire Suppression Water Supply (#5)
- ▶ Firehouse Radio Communications Upgrade (#6)
- ▶ Heritage Farm Restoration & Code Compliance (#8)
- ▶ Herrick Park Soccer Fields (\$10)
- ▶ Highway Road Resurfacing (#11)
- ▶ Highway Plow Truck Replacement (#13)
- ▶ Natural Gas Infrastructure (#18)
- ▶ Center School Exterior Door Replacement (#30)
- ▶ High School Commons Visual & Lighting (#51)
- ▶ High School HVAC Controllers (#39)

### Capital Improvement Items

(\$25,000 Total)

- ▶ Library Conference Room Renovation (#16)
- ▶ Center School Window Replacement (#37)

# Town Capital Improvement Plan (CIP) | FY 2022 – FY 2026

Town Project	#	Prior Funds*	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Assessor's Office Revaluation	58	\$ -	\$ 25,000.00	\$ 20,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 72,000
Buildings & Grounds Pickup Truck	1	\$ -	\$ 42,000.00	\$ -	\$ -	\$ -	\$ 52,000.00	\$ 94,000
Firehouse Engine Tank 334 Replacement**	4	\$180,000.00	\$ 630,000.00	\$ -	\$ -	\$ -	\$ -	\$ 810,000
Firehouse Expansion***	46	\$ -	\$ 35,000.00	TBD	\$ -	\$ -	\$ -	\$ 35,000
Fire Suppression Water Supply	5	\$138,079.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 388,079
Firehouse Radio Communications Upgrade	6	\$ -	\$ 50,000.00	\$ -	\$ 90,609.00	\$ -	\$ -	\$ 140,609
Firehouse Roof Replacement	47	\$ -	\$ -	\$ -	\$ -	\$ 23,000.00	\$ -	\$ 23,000
Heritage Farm Restoration & Code Compliance	8	\$ 25,000.00	\$ 25,000.00	\$ 75,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$ 425,000
Herrick Park Furnace	9	\$ -	\$ -	\$ 14,000.00	\$ -	\$ -	\$ -	\$ 14,000
Herrick Park Lodge Roof Replacement	48	\$ -	\$ -	\$ -	\$ -	\$ 15,000.00	\$ -	\$ 15,000
Herrick Park Soccer Fields	10	\$ -	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 150,000
Highway General Road Resurfacing	11	\$ -	\$ 20,000.00	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 30,000
Highway Mowing Tractor	49	\$ -	\$ -	\$ -	\$ -	\$100,000.00	\$100,000.00	\$ 200,000
Highway Plow Truck Replacement	13	\$135,000.00	\$ 70,000.00	\$ -	\$ -	\$ -	\$ -	\$ 205,000
Highway Skid-Steer Loader	14	\$ -	\$ -	\$ 60,000.00	\$ -	\$ -	\$ -	\$ 60,000
Indian Notch Park Playscape	15	\$ -	\$ -	\$ 36,500.00	\$ -	\$ -	\$ -	\$ 36,500
Library Conference Room Renovation	16	\$ -	\$ 13,000.00	\$ -	\$ -	\$ -	\$ -	\$ 13,000
Library Roof Replacement	50	\$ -	\$ -	\$ -	\$ -	\$ 20,000.00	\$ -	\$ 20,000
Natural Gas Infrastructure	18	\$ -	\$ 31,000.00	\$ 31,000.00	\$ 30,000.00	\$ -	\$ -	\$ 92,000
Notch Road Municipal Center Demolition	19	\$ 68,000.00	\$ -	\$ 320,000.00	\$ -	\$ -	\$ -	\$ 388,000
Senior Center Van	20	\$ -	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -	\$ 40,000
Town Electric Vehicle Charging Station	57	\$ -	\$ -	\$ 30,000.00	\$ -	\$ -	\$ -	\$ 30,000
Town Clerk's Vault Floor**	22	\$ -	\$ 15,500.00	\$ -	\$ -	\$ -	\$ -	\$ 15,500
Town Hall Facility Expansion**	24	\$148,896.92	TBD	\$ -	\$ -	\$ -	\$ -	\$ 148,897
Town Hall Paving**	25	\$ -	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Town Hall Sedan	26	\$ -	\$ -	\$ 27,000.00	\$ -	\$ -	\$ -	\$ 27,000
<b>TOWN SUBTOTAL</b>		<b>\$ 694,976</b>	<b>\$ 1,116,500</b>	<b>\$ 667,500</b>	<b>\$ 328,609</b>	<b>\$ 338,000</b>	<b>\$ 332,000</b>	<b>\$ 3,480,585</b>



# BOE Capital Improvement Plan (CIP) | FY 2022 – FY 2026

School Project	#	Prior Funds*	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Center School Air Conditioning Units**	28	\$ -	TBD	\$ -	\$ -	\$ -	\$ -	\$ -
Center School Blinds	29	\$ -	\$ -	\$ 64,000.00	\$ -	\$ -	\$ -	\$ 64,000
Center School Exterior Door Replacement	30	\$ -	\$ 130,000.00	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Center School Greenhouse**	31	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Center School HVAC**	32	\$ 42,000.00	TBD	\$ -	\$ -	\$ -	\$ -	\$ 42,000
Center School Library Remodel**	33	\$ -	\$ 25,000.00	\$ -	\$ -	TBD	\$ -	\$ 25,000
Center School Roof Replacement & Masonry**	34	\$236,000.00	TBD	\$ -	\$ -	\$ -	\$ -	\$ 236,000
Center School Science Lab**	35	\$ -	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Center School Window Replacement	37	\$ 10,000.00	\$ 12,000.00	\$ -	\$ -	\$ -	\$ -	\$ 22,000
High School Blinds	38	\$ -	\$ -	\$ 51,000.00	\$ -	\$ -	\$ -	\$ 51,000
High School Commons Visual & Lighting	51	\$ -	\$ 24,000.00	\$ -	\$ -	\$ -	\$ -	\$ 24,000
High School HVAC Assessment	52	\$ -	\$ -	\$ -	\$ -	\$ 28,000.00	\$ -	\$ 28,000
High School HVAC Controllers	39	\$ -	\$ 24,000.00	\$ -	\$ -	\$ -	\$ -	\$ 24,000
High School HVAC Heat Pumps & Rooftop Units	53	\$ -	\$ -	\$ -	\$ -	\$ -	\$305,000.00	\$ 305,000
High School Soccer Field & Track**	40	\$ -	\$ 2,276,000.00	\$ -	\$ -	\$ -	\$ -	\$ 2,276,000
High School Storage Garage	41	\$ -	\$ -	\$ 24,000.00	\$ -	\$ -	\$ -	\$ 24,000
Board of Education Mower Replacement	54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00	\$ 30,000
Board of Education Pickup Truck with Plow	55	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000.00	\$ 48,000
Board of Education Utility Truck with Plow	56	\$ -	\$ -	\$ -	\$ -	\$ 53,000.00	\$ -	\$ 53,000
<b>SCHOOL SUBTOTAL</b>		<b>\$ 288,000</b>	<b>\$ 2,666,000</b>	<b>\$ 139,000</b>	<b>\$ -</b>	<b>\$ 28,000</b>	<b>\$ 305,000</b>	<b>\$ 3,426,000</b>

# Total Capital Improvement Plan (CIP) | FY 2022 – FY 2026

<b>GRAND TOTAL</b>		<b>\$ 982,976</b>	<b>\$ 3,782,500</b>	<b>\$ 806,500</b>	<b>\$ 328,609</b>	<b>\$ 366,000</b>	<b>\$ 637,000</b>	<b>\$ 6,906,585</b>
<b>School Project &amp; Capital Funds Rollover</b>			<b>\$ (64,416.47)</b>					<b>\$ (64,416.47)</b>
<b>Bonded Monies</b>			<b>\$ (3,201,500.00)</b>					<b>\$ (3,201,500.00)</b>
<b>Total Taxpayer Ask</b>			<b>\$ 516,584</b>	<b>\$ 806,500</b>	<b>\$ 328,609</b>	<b>\$ 366,000</b>	<b>\$ 637,000</b>	<b>\$ 3,640,668</b>

# CIP – Possible Bonded Items

Town of Bolton, CT								
Components of Proposed FY 2022 Bond Package - Summary								
Town Project	#	Prior Funds*	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Firehouse Engine Tank 334 Replacement**	4	\$ 180,000.00	\$ 630,000.00	\$ -	\$ -	\$ -	\$ -	\$ 810,000
Town Clerk's Vault Floor**	22	\$ -	\$ 15,500.00	\$ -	\$ -	\$ -	\$ -	\$ 15,500
Town Hall Facility Expansion**	24	\$ 148,896.92	TBD	\$ -	\$ -	\$ -	\$ -	\$ 148,897
Town Hall Paving**	25	\$ -	\$ 80,000.00	\$ -	\$ -	\$ -	\$ -	\$ 80,000
<b>TOWN SUBTOTAL</b>		<b>\$ 328,897</b>	<b>\$ 725,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,054,397</b>
School Project	#	Prior Funds*	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Center School Air Conditioning Units**	28	\$ -	TBD	\$ -	\$ -	\$ -	\$ -	\$ -
Center School Greenhouse**	31	\$ -	\$ 25,000.00	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Center School HVAC**	32	\$ 42,000.00	TBD	\$ -	\$ -	\$ -	\$ -	\$ 42,000
Center School Library Remodel**	33	\$ -	\$ 25,000.00	\$ -	\$ -	TBD	\$ -	\$ 25,000
Center School Roof Replacement & Masonry**	34	\$ 236,000.00	TBD	\$ -	\$ -	\$ -	\$ -	\$ 236,000
Center School Science Lab**	35	\$ -	\$ 150,000.00	\$ -	\$ -	\$ -	\$ -	\$ 150,000
High School Track & Soccer Fields**	40	\$ -	\$ 2,276,000.00	\$ -	\$ -	\$ -	\$ -	\$ 2,276,000
<b>SCHOOL SUBTOTAL</b>		<b>\$ 278,000</b>	<b>\$ 2,476,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,754,000</b>
<b>GRAND TOTAL</b>		<b>\$ 606,897</b>	<b>\$ 3,201,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,808,397</b>
*Unspent		**Bond Package						

Estimates are made as of 3/5/2021. Not all projects have full, completed estimates, even if a number may appear in the row beside that project's title.

Questions?



# Town of Bolton, CT



## FY 2022 Proposed Budget

*Draft Approved by Board of Selectmen, 3/2/2021– Not yet approved by Board of Finance.*



# Town of Bolton

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222 BOLTON CENTER ROAD • BOLTON, CT 06043  
TELEPHONE (860) 649-8066 FAX (860) 643-0021

March 8, 2021

Dear Members of the Board of Finance,

Enclosed is the Board of Selectmen's proposed budget for FY 2022 Town, Capital Reserve and Debt Service Budgets. We are requesting a 3.32% expenditure increase for the Town, a 10.22% increase for the Capital budget, and 6.47% for the Debt budget, coming together for a grand total of a 4.17% requested increase. We recognize these increases are higher than presented from our board to the Board of Finance in the past several years. The past year has not been the easiest past year to handle, and we believe that the attached budget reflects the true needs of the community and our hard-working staff.

This budget proposal contains a few departmental internal changes. Our request continues to support our essential workers, including our first responders through increases in Fire Commission stipends and funding for protective equipment. We have increased library staffing, to meet the requests and needs of citizens once the pandemic passes. Our Library Director has requested that one of her four part-time staff members become full-time. This would be the first time in town history that there have been two full-time staff members working in the service of the library and its patrons, and we believe that the additional hours will be put to excellent use with increased program offerings and ways for residents to connect with each other and the community after a long, arduous year spent apart. This fiscal year, we were able to fully fund the recreation department from revenues generated by the recreation department in prior years. Due to the pandemic, revenues from the recreation department were severely impacted and we are unable to do so next fiscal year. We have supported a requested increase in funding for the Recreation Department, to continue their vital work in keeping people connected. We wish to see them succeed as the vaccine rollout helps us inch towards a greater semblance of normalcy with the aim the Recreation Department will again be self-funded.

Two of the largest increases can be found in the Personnel Services and the Bond & Note Payment budgets. Personnel Services is seeing a very large increase due to the quoted increased costs in employee health insurance benefits. For the last two fiscal years (FY 2020 and FY 2021), Bolton has been a part of the CT-CHIP health insurance consortium alongside several other towns such as Thompson and Columbia. A couple of months ago, CT-CHIP was quoted over a 17% increase in costs for FY 2022. The high quote ultimately has led to the dissolution of the CT-CHIP consortium, leaving Bolton again as a stand-alone entity for health insurance purchasing. The high increase was attributed in part from very high claims and general "bad experience" from the Town and Board of Education's employees, as well similar issues with the other towns in CT-CHIP.

Our budget, as presented, includes the 17% increase in health insurance costs as a “worst-case” placeholder. We are working with our insurance consultant, the Board of Education and our Unions to find an alternative with the means to be both low-cost and high-quality care for our employees. We hope a new arrangement will be finalized for health insurance in the next 3-4 weeks. We will inform the Board of Finance immediately and will request the health insurance budget line be reduced as appropriate.

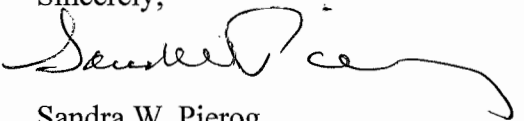
The second large increase item, Bond & Note Payment, has increased due to a scheduled larger bond payoff amounts as compared to prior years, and the decrease in the number of students we will see paying tuition to attend Bolton schools from out of town. A portion of the tuition payments made by Columbia, and recorded as revenue, are dedicated to paying down our Bond & Note Payment expense. A decrease in student population from out of town will result in more of the Bond and Note Payment expense being funded by the taxpayers. There is a decrease in Bond and Note interest due to the savings we were able to realize at the successful bond refunding in February 2021. The refunding resulted in an approximate \$170,000 savings for the Town over the next ten years (after expenses). If not for the refunding, our interest expense would have been higher. As part of the financial review prior to the refunding Bolton received an increase in our bond rating from Aa3 to Aa2.

Negotiated wage rates are set to increase by 2.75% in FY 2022 for all unions except the Supervisors Union. We have just started negotiations with the Supervisors union. The Connecticut minimum wage will rise to \$13.00 per hour in FY 2022.

These factors all play a significant role in the budget we present to you today, and we hope very much you will see fit to support the great work our town does to support our residents logistically, financially, and recreationally.

The Board of the Selectmen, the Town Administrator, and the Town Finance Department have worked hard to prepare this fair and well-documented budget. We hope you agree.

Sincerely,



Sandra W. Pierog

First Selectman

## Glossary of Terms

**Advertising:** Expenditures for announcements in professional publications, newspapers, or broadcasts over radio and television.

**Communications:** Services provided by persons or businesses to assist in transmitting and receiving messages or information. This category includes telephone, voice communication services, and more.

**Dues & Fees:** Expenditures or assessments for membership in professional or other organizations or payments to a paying agent for services rendered. Includes fees for professional organizations, banks, licenses, and permits

**Equipment:** Expenditures for the initial, additional, and replacement costs associated with Municipality machinery and equipment.

**Legal Services:** Legal professionals under contract.

**Office Operating Expenses:** In order to run an office, certain items are needed that don't quite fall into the same bucket as "supplies" or "equipment". Office operating expenses include printing costs that are done out-of-house, and more.

**Official/Administrative Services:** Services in support of the various policymaking and managerial activities of the Municipality. Included are management consulting activities oriented to general governance or business and financial management of the municipality.

**Other Payroll:** Wages and salaries for part-time, seasonal, and other non-full-time staff. This does not include any benefits.

**Other Supplies:** Supplies not classified elsewhere.

**Other Technical Services:** Technical services other than data processing related services. Includes services related to items such as firewalls, network, and technical support services from third parties. Also includes the costs of web-based services for administrative or operational purposes. Excludes all web-based software that is related to Instruction purposes.

**Payroll:** Wages and salaries for all full-time town staff. This does not include any benefits.

**Printing & Binding:** Expenditures for job printing and binding, usually according to specifications of the Municipality. This includes designing and printing forms and posters, as well as printing and binding Municipality publications.

**Professional Educational Training:** In order to provide cutting-edge service, the town's staff has to receive cutting-edge education and training. To enhance their skills on a regular basis, the town pays for training, as designated in this line.

**Professional/Technical Services:** When outside consultants are hired to assist the town, the dollars that go towards that consultant are marked in this line.

**Shared Service:** Expenditures for shared services such as Health District, State Trooper payments, etc.; not for outsourced, non-shared services.

**Supplies:** Amounts paid for items that are consumed, are worn out, or have deteriorated through use or items that lose their identity through fabrication or incorporation into different or more complex units or substances.

### Town Department & Commission Summary

#	Department	FY 21 Allocation	FY 22 BOS Approved	Req % Change
1	Administration	729,120	721,079	-1.10%
2	Board of Finance	2,200	2,200	0.00%
3	Finance Department	231,238	236,612	2.32%
4	Auditing Services	26,500	26,500	0.00%
5	Assessor	81,034	83,246	2.73%
6	Tax Collector	84,394	88,038	4.32%
7	Personnel Services	974,958	1,074,821	10.24%
9	Town Clerk	137,079	136,416	-0.48%
10	Building & Land Use	303,709	309,845	2.02%
11	Planning & Zoning	7,120	4,940	-30.62%
12	Zoning Board of Appeals	1,640	1,640	0.00%
13	Insurance	140,000	143,900	2.79%
14	Probate Court	5,786	5,960	3.00%
15	Inland Wetland Commission	2,235	2,235	0.00%
16	Economic Development Commission	2,000	2,000	0.00%
17	Elections	44,931	44,383	-1.22%
18	Town Building Operations	798,907	813,992	1.89%
19	Police Protection	404,927	401,050	-0.96%
20	Fire Commission	210,797	223,538	6.04%
21	Animal Control	3,000	3,000	0.00%
22	Fire Marshal	29,500	33,000	11.86%
23	Emergency Management	19,293	19,693	2.07%
24	Highway Department	1,028,960	1,040,260	1.10%
25	Public Building Commission	540	1,100	103.70%
26	Public Health	30,250	30,900	2.15%
27	Social Services	180,563	180,421	-0.08%
28	Library	292,286	306,245	4.78%
29	Recreation	0	32,000	100.00%
30	Conservation Commission	1,625	1,805	11.08%
32	Refuse Services	510,982	522,604	2.27%
<b>TOTAL</b>		<b>6,285,574</b>	<b>6,493,422</b>	<b>3.31%</b>



### Capital Summary

#	Department	FY 21 Allocation	FY 22 BOS Approved	Req % Change
55	Capital Reserve	467,950	491,584	5.05%
56	Capital Improvement	720	25,000	3372%
<b>TOTAL</b>		<b>468,670</b>	<b>516,584</b>	<b>10.22%</b>

### Debt Summary

#	Department	FY 21 Allocation	FY 22 BOS Approved	Req % Change
59	Loan/Note/Bond Expenses	50,000	50,000	0.00%
60	Temporary Loans	250,000	250,000	0.00%
61	Outstanding Short-Term Notes	10	10	0.00%
62	Bond & Note Payment	309,251	415,160	34.25%
65	Interest on Temporary Loans	10	10	0.00%
66	Short-Term Note Interest	10	10	0.00%
67	Bond & Note Interest	306,714	266,383	-13.15%
68	Water Pollution Control Authority	175,000	180,000	2.86%
<b>TOTAL</b>		<b>1,090,995</b>	<b>1,161,573</b>	<b>6.47%</b>

## Town, Debt, & Capital Summary

#	Department	FY 21 Allocation	FY 22 BOS Approved	Req % Change
1	Administration	729,120	721,079	-1.10%
2	Board of Finance	2,200	2,200	0.00%
3	Finance Department	231,238	236,612	2.32%
4	Auditing Services	26,500	26,500	0.00%
5	Assessor	81,034	83,246	2.73%
6	Tax Collector	84,394	88,038	4.32%
7	Personnel Services	974,958	1,074,821	10.24%
9	Town Clerk	137,079	136,416	-0.48%
10	Building & Land Use	303,709	309,845	2.02%
11	Planning & Zoning	7,120	4,940	-30.62%
12	Zoning Board of Appeals	1,640	1,640	0.00%
13	Insurance	140,000	143,900	2.79%
14	Probate Court	5,786	5,960	3.00%
15	Inland Wetland Commission	2,235	2,235	0.00%
16	Economic Development Commission	2,000	2,000	0.00%
17	Elections	44,931	44,383	-1.22%
18	Town Building Operations	798,907	813,992	1.89%
19	Police Protection	404,927	401,050	-0.96%
20	Fire Commission	210,797	223,538	6.04%
21	Animal Control	3,000	3,000	0.00%
22	Fire Marshal	29,500	33,000	11.86%
23	Emergency Management	19,293	19,693	2.07%
24	Highway Department	1,028,960	1,040,260	1.10%
25	Public Building Commission	540	1,100	103.70%
26	Public Health	30,250	30,900	2.15%
27	Social Services	180,563	180,421	-0.08%
28	Library	292,286	306,245	4.78%
29	Recreation	0	32,000	100.00%
30	Conservation Commission	1,625	1,805	11.08%
32	Refuse Services	510,982	522,604	2.27%
55	Capital Reserve	467,950	491,584	5.05%
56	Capital Improvement	720	25,000	3372%
59	Loan/Note/Bond Expenses	50000	50000	0.00%
60	Temporary Loans	250000	250000	0.00%
61	Outstanding Short-Term Notes	10	10	0.00%
62	Bond & Note Payment	309,251	415,160	34.25%
65	Interest on Temporary Loans	10	10	0.00%
66	Short-Term Note Interest	10	10	0.00%
67	Bond & Note Interest	306,714	266,383	-13.15%
68	Water Pollution Control Authority	175,000	180,000	2.86%

<b>TOTAL</b>	<b>7,862,519</b>	<b>8,171,579</b>	<b>4.16%</b>
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**BOLTON BUDGET WORKSHOP**

**ADMINISTRATION**

**NO. 1**

<b>Code 4107</b>	<b>ADMINISTRATION</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	201,943	216,952	217,209	217,209
51520	Other Payroll	41,818	27,152	28,278	28,278
53020	Legal Services	46,853	43,500	45,000	45,000
53100	Official/Administrative Services	7,612	36,000	25,000	0
53200	Professional Educational Training	2,650	10,650	15,000	15,000
53300	Professional /Tech Services	198,120	253,017	258,077	258,077
53520	Other Technical Services	75,565	89,575	105,000	105,000
54400	Rental	6,324	0	0	0
55400	Advertising	2,710	9,000	9,000	9,000
56120	Office Operating Expenses	10,359	13,500	13,500	13,500
56290	Other Supplies	641	2,750	2,750	2,750
57300	Equipment	40,573	15,000	15,000	15,000
57330	Furniture & Fixtures	3,354	0	0	0
58100	Dues & Fees	11,256	12,024	12,264	12,264
	<b>Total</b>	<b>649,778</b>	<b>729,120</b>	<b>746,079</b>	<b>721,079</b>

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

# Administration – Budget #1

Authored by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Selectmen's Office is staffed by the Administrator, who is responsible for acting on the Board of Selectmen's behalf in managing day-to-day town operations. The Administrator is accompanied by two Administrative Assistants, one who serves as a Human Resources Coordinator and one who serves as a Media Coordinator. Both positions handle confidential information and assist with union negotiations. This office is responsible for all financial and personnel oversight, human resources operations, risk management, Bolton Lakes Regional Water Pollution Control Authority administration, policy development and implementation, and more. This budget also includes the Selectmen's salaries, Board Clerk salaries, the town's legal budget, the town's information/technology budget, and the dues and fees needed for the town to participate in regional bodies and professional organizations like CCM and CRCOG.

## 2. Explanation of Increased Line Items and General Efficiencies:

Contracted services, along with wages, legal services, and technical costs, will rise in FY 2022.

## 3. Foreseen Future Operational Increases:

Nothing major aside from wage increases and the increased costs associated with our annual contracting services and technology subscriptions, such as the Tyler financial software. Legal fees also continue to rise.

## 4. Anticipated Leftover Funds in FY 2021:

Yes, I believe that the current rate of expenditures will result in a small surplus in this category. This is largely due to the pandemic amending our operations in ways we did not expect.

## 5. Department Goals for FY 2021 & Plan for Success:

Administration has the following twelve goals established for FY 2021, and below I have also given a quick update on the status of those goals as of January 12, 2021:

1. Establishment of Regular Extended Leadership Team Meetings – Accomplished.
2. Supervisor's Retreat & Expectation Planning Session – Planned for intro to new Town Administrator.
3. Staff Training on Diversity & Inclusion – Accomplished.
4. Have a Plan in Place to Livestream all In-Person Meetings Going Forward – In Progress.
5. Have Student Representatives Assigned to the Board of Selectmen – In Progress.
6. Total Website Overhaul – In Progress, expected changes to be made by July 1.
7. Review, Further Edit, and Adopt New Personnel Policies – In Progress, changes being reviewed by BOS.
8. Standard Operating Procedures Drafted and Implemented for 50% of Town Departments – In Progress.
9. Have a Plan in Place for Town Hall Facility Expansion – In Progress, with help from UConn Engineering.
10. Propose Pursuit of the GFOA Distinguished Budget Presentation Award to Board of Finance – In Progress.
11. Complete Branding Review & Begin Implementation – In Progress, expected design to be complete before May.
12. Implement Components of Strategic Staffing Plan – Accomplished.

## 6. Statistics & Other Information:

Please refer to the [2019 Bolton Community Survey](#) for statistics on all departments.

4. How would you rate the town's communication of important information?	#	%
Excellent	84	9.2%
Good	429	47.1%
Fair	263	28.9%
Poor	73	8.0%
Unsure	62	6.8%

35. How would you rate the overall quality of life in Bolton?	#	%
Very Good	398	43.7%
Good	442	48.5%
Unsure	47	5.2%
Poor	18	2.0%
Very Poor <sup>37</sup>	6	0.7%

**BUDGET #1  
ADMINISTRATION  
3/9/2021**

CATEGORY	BUDGET TOTAL		Notes
	FY 21	FY 22	
<u>Payroll &amp; Other Payroll</u>			
Administrative Officer	\$ 113,000.00	\$ 116,247.00	
Confidential Secretary/Asst to the Admin	\$ 57,950.68	\$ 59,544.32	
Conf Secretary/Media Coordinator	\$ 38,601.51	\$ 39,663.05	
First Selectman	\$ 15,627.96	\$ 16,057.73	
Deputy First Selectman	\$ 2,509.45	\$ 2,578.46	
Selectmen (3)	\$ 4,514.44	\$ 4,638.59	
Board Clerks	\$ 4,500.00	\$ 6,757.85	
Stipends (Car Use, etc)	\$ 7,400.00	\$ -	Moved to different section.
<b>SUBTOTAL</b>	<b>\$ 244,104.04</b>	<b>\$ 245,487.00</b>	
Legal Services	\$ 43,500.00	\$ 45,000.00	Legal fees increasing. \$25,000 has been capitalized for the Assessor's revaluation. I hope to expand leadership trainings with the Leadership Team.
Official/Administrative Services	\$ 36,000.00	\$ -	
Professional Educational Training	\$ 10,650.00	\$ 15,000.00	
Professional/Tech Services	\$ 253,017.00	\$ 258,077.00	
Other Technical Services	\$ 89,575.00	\$ 105,000.00	
Advertising	\$ 9,000.00	\$ 9,000.00	
Mileage Reimbursement	\$ 1,000.00	\$ -	Still funded, but moved.
Office Operating Expenses	\$ 13,500.00	\$ 13,500.00	Includes costs for outside printing.
Other Supplies	\$ 2,750.00	\$ 2,750.00	
Equipment	\$ 14,000.00	\$ 15,000.00	
<b>SUBTOTAL</b>	<b>\$ 472,992.00</b>	<b>\$ 463,327.00</b>	
<u>Dues &amp; Fees</u>	<u>FY 21</u>	<u>FY 22</u>	
CRCOG	\$ 6,441.00	\$ 6,391.00	
COST	\$ 975.00	\$ 975.00	
CCM	\$ 3,303.00	\$ 3,303.00	
ICMA	\$ 880.00	\$ 880.00	
CTCMA	\$ 200.00	\$ 200.00	
CEDAS	\$ 150.00	\$ 150.00	
Open Space Dues & Fees	\$ 75.00	\$ 75.00	
Other	\$ -	\$ 290.00	Unsure of most fees for FY 22 at this point. \$290 built in to cover small increases in each area.
<b>SUBTOTAL</b>	<b>\$ 12,024.00</b>	<b>\$ 12,264.00</b>	
<b>GRAND TOTAL</b>	<b>\$ 729,120.04</b>	<b>\$ 721,079.00</b>	

**BOLTON BUDGET WORKSHOP**

**BOARD OF FINANCE**

**NO. 2**

<b>Code 4115</b>	<b>BOARD OF FINANCE</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2020-2021</b>	<b>2020-2021</b>
51510	Payroll	1,180	1,300	1,300	1,300
55400	Advertising	0	60	60	60
56120	Office Operating Expenses	433	840	840	840
	<b>Total</b>	1,613	2,200	2,200	2,200

Any Change (+/-) in a category please explain.

By: Emily Bradley/Jill Collins

Signature(s):

**BOLTON BUDGET WORKSHOP**

**FINANCE DEPARTMENT**

**NO. 3**

<b>Code 4117</b>	<b>FINANCE DEPARTMENT</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	198,454	212,920	218,762	218,762
51520	Other Payroll	11,138	10,468	10,000	10,000
53200	Professional Educational Training	150	2,500	2,500	2,500
53300	Professional/Tech Services	2,230	2,500	2,500	2,500
56120	Office Operating Expenditures	1,740	2,500	2,500	2,500
58100	Dues & Fees	285	350	350	350
	<b>Totals</b>	213,997	231,238	236,612	236,612

Any Change (+/-) in a category please explain.

By: Jill Collins

Signature(s):



# **Finance Department – Budget #3**

Authored by Chief Financial Officer Jill Collins

## **1. Department Services Summary:**

The Finance Department is responsible for the central administration of all Town finances. This includes the preparation of the annual budget, supervising the annual audit, managing grants, debt, accounts payable, payroll as well as oversight of the Towns pension and health insurance. The Department is also responsible for all centralized accounting functions for the entire Town including the Board of Education.

## **2. Explanation of Increased Line Items and General Efficiencies:**

The increase in the salary line represents a placeholder 2.75% increase for the three full time employees.

## **3. Foreseen Future Operational Increases:**

None.

## **4. Anticipated Leftover Funds in FY 2021:**

We will have money leftover in the Professional Educational Training due to COVID.

## **5. Department Goals for FY 2021 & Plan for Success:**

1. To start using a web portal to make the purchasing process more efficient.
2. To start using electronic timesheets

Both of these goals are in the process and training will begin in March.

## **6. Statistics & Other Information:**

None.

**BOLTON BUDGET WORKSHOP**

**AUDITING SERVICES**

**NO. 4**

<b>Code 4123</b>	<b>AUDITING SERVICES</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Board of Selectmen</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
53410	Auditing Services	26,000	26,500	26,500	26,500
	<b>Total</b>	26,000	26,500	26,500	26,500

Any Change (+/-) in a category please explain.

By: Jill Collins

Signature(s):

BOLTON BUDGET WORKSHOP

ASSESSOR

NO. 5

<b>Code 4131</b>	<b>ASSESSOR</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	49,233	50,200	51,581	51,581
51520	Other Payroll	25,901	26,614	27,346	27,346
53200	Professional Educational Training	0	1,500	1,800	1,800
55400	Advertising	144	100	100	100
56120	Office Operating Expenses	1,785	2,500	2,300	2,300
58100	Due & Fees	50	120	120	120
	<b>Total</b>	77,113	81,034	83,246	83,246

Any Change (+/-) in a category please explain.

By: Helen Totz

Signature(s):

# Assessor's Office – Budget #5

Authored by Town Assessor Helen Totz  
Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Office of the Assessor is responsible for discovering, listing and valuing all taxable and non-taxable property located in town. Connecticut law requires us to list and value all real and personal (e.g., motor vehicles, business equipment, etc.) property. This is an annual cycle with an assessment date of October 1. It is the Assessor's responsibility to insure that all values are properly and uniformly made and that the Grand List is a true and accurate report of all taxable and tax exempt real estate property within the municipality, as well as motor vehicles and the furniture, fixtures and equipment of businesses in Town. Assessed values in Connecticut are based on 70% of fair market value as found in the year of revaluation [2018].

Other responsibilities of the Assessor's Office include:

- updating ownership of real estate parcels upon transfer of title
- adjusting motor vehicle accounts for vehicles that have either been sold, stolen, salvaged, or registered out of state
- maintaining tax relief programs for the elderly, disabled and armed forces veterans and active duty members
- administering programs designed to preserve farm, forest and open space land, including exemptions as well as land classification and abatement programs

It is important that the assessment staff be up to date and knowledgeable of state statutes that affect the production of the annual Grand List, as well as be proficient in use of the software programs necessary to producing the Grand List; therefore, Education and Training are a priority in my budget proposal, along with the subscriptions to necessary pricing guides and software maintenance.

## 2. Explanation of Increased Line Items and General Efficiencies:

"Professional Educational Training" has been increased slightly to accommodate training for the suspended resulting in no formal assessment training for the Assistant. This could cause an increase in the number of courses she may want/need to participate in during the next fiscal year.

## 3. Foreseen Future Operational Increases:

*In an effort to reduce single-year revaluation costs, starting in FY 2022 we are proposing the creation of a new Capital Reserve item that will allow the Town to put aside a sum of money each year towards revaluation.*

## 4. Anticipated Leftover Funds in FY 2021:

I believe there will be excess funds due to the lack of training classes that were offered this year. Approximately \$1400 should be available in the Professional education line item.

## 5. Department Goals for FY 2021 & Plan for Success:

Our main goal during this very difficult year was to maintain a level of service to the public, as well as complete all state mandated tasks and reports on a timely basis. Due in part to my part time status as being the norm, we have been able to reach those goals. The Governor's various Executive orders that affected the department helped in this regard also. We were able to allow elderly and various exemption recipient's to either file though the mail or to maintain their benefits without having to file at all this year. As a result, we did not need to have face to face meetings with those people and we were able to process applications with a bulk software program

## 6. Statistics & Other Information:

None.

BOLTON BUDGET WORKSHOP

TAX COLLECTOR

NO. 6

Code 4135	TAX COLLECTOR				
					Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51510	Payroll	69,705	71,622	73,592	73,592
51520	Other Payroll	10,243	5,772	5,931	5,931
53200	Professional Educational Training	375	800	400	400
55400	Advertising	417	500	600	600
55500	Printing & Binding	5,826	3,650	5,700	5,700
56120	Office Operating Expenses	1,027	1,950	1,400	1,400
57300	Equipment	915	0	0	0
58100	Dues & Fees	137	100	415	415
	<b>Total</b>	88,645	84,394	88,038	88,038

Any Change (+/-) in a category please explain.

By: Lori Bushnell

Signature(s): *Lori Bushnell*

# **Tax Collector's Office – Budget #6**

Authored by Tax Collector Lori Bushnell

## **1. Department Services Summary:**

The Tax Collectors office prepares and mails tax bills. We also take in payments by mail, in person and through lockbox. Funds are used for legal ads, bill paper, envelopes, printing, as well as training, meetings and the annual conference. DMV services and USPS forwarding mail fees are also included and have been useful in keeping up with current addresses and checking registrations. These costs pay for themselves.

## **2. Explanation of Increased Line Items and General Efficiencies:**

I included with my budget request an itemized description for each line item. I felt some of the items should be in different categories. The Finance Officer can review this. The increase in my budget is due to bill processing. I included mailing services in my budget for July's billing this year.

## **3. Foreseen Future Operational Increases:**

None.

## **4. Anticipated Leftover Funds in FY 2021:**

Professional Educational Training due to virtual meetings.

Other Payroll due to pandemic. Depending on the world situation I may try to get an intern in here for June.

## **5. Department Goals for FY 2021 & Plan for Success:**

Goal 1. Working from home

I think being able to work from home and coordinating with co-workers has gone very well. We have been very successful in helping taxpayers the best that we can while not being in our comfort zone.

Goal 2 – Keeping up with work with limited staff

Although this has been challenging at times. I feel we have done well with keeping up with work without the added help. Online services is being used more now which has helped.

Goal 3 – Keeping taxpayers notified

I feel we have sent out many bulletins. We have notices on our building, information on the bills, and on our website to get information out to the taxpayers.

## **6. Statistics & Other Information:**

None.

**BOLTON BUDGET WORKSHOP**

**Personnel Services**

**NO. 7**

<b>Code 4141</b>	<b>PERSONNEL SERVICES</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
52010	Insurance Administration Fees	489	1,000	3,000	3,000
52100	Life Insurance (Town)	2,255	2,500	2,750	2,750
52200	Payroll Taxes (Town)	152,360	160,000	164,480	164,480
52300	Pension (Town)	89,158	100,000	107,000	107,000
52400	Fire Fighter Retention Program	20,000	25,000	26,000	26,000
52600	Unemployment Compensation	20,444	20,000	25,000	25,000
52700	Workers Compensation	48,832	56,995	58,591	58,591
52800	Medical (Town)	405,721	530,000	622,000	622,000
52850	Dental (Town)	20,572	24,463	21,000	21,000
52900	HRA/HSA	46,500	55,000	45,000	45,000
52910	Mileage Stipend/Reimbursement	3,650	0	4,650	4,650
52940	Phone Allowance	0	0	250	250
52915	Insurance Waiver		0	7,000	7,000
	<b>Total</b>	<b>809,981</b>	<b>974,958</b>	<b>1,074,821</b>	<b>1,074,821</b>

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

# Personnel Services – Budget #7

Authored by Town Administrator Josh Kelly

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

Also known as “Employee Fringe Benefits,” the Personnel Services budget is where all costs associated with employee benefits such as life insurance, payroll taxes, pensions, medical and dental insurance, workers compensation, and the firefighter retention program are budgeted.

## 2. Explanation of Increased Line Items and General Efficiencies:

The increase in this budget between FY 21 and the FY 22 ask before you is largely a 17% projected increase in our health insurance costs. *The Town is looking into ways that our health insurance costs can be lowered going into FY 2022, but as of the writing of this document (March 9, 2021), there is no solidified answer to the question of lowered expenses in this line.*

## 3. Foreseen Future Operational Increases:

Medical insurance costs are subject to fluctuate unexpectedly between fiscal years.

## 4. Anticipated Leftover Funds in FY 2021:

There may be a small amount of leftover funds in FY 2021 as a result of some people opting out of health insurance that we otherwise believed may take on the Town’s health insurance plan.

## 5. Department Goals for FY 2021 & Plan for Success:

Our goals in this area include working with Cigna and those contracted to assist CT-CHIP to ensure that statements are delivered to us on-time and that all other issues are addressed in a timely manner.

## 6. Statistics & Other Information:

None.



**BOLTON BUDGET WORKSHOP**

**TOWN CLERK**

**NO. 9**

<b>Code 4147</b>	<b>TOWN CLERK</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	89,075	117,906	121,389	121,389
53200	Professional Educational Services	800	1,700	1,700	1,700
53520	Other Contracts	13,209	14,606	10,460	10,460
55400	Advertising	726	517	517	517
56120	Office Operation Expenses	1427	2,000	2,000	2,000
58100	Dues & Fees	284	350	350	350
	<b>Total</b>	105,521	137,079	136,416	136,416

Any Change (+/-) in a category please explain.

By: Elizabeth Waters, Town Clerk

Signature(s):

# Town Clerk's Office – Budget #9

Authored by Town Clerk Elizabeth Waters

## 1. Department Services Summary:

The Town Clerk's office is central to the town in that it provides several important and diverse services to the town. From elections to dog licensing and everything in between, we are, in many cases, the first contact for services or information. Having sufficient coverage and proper software are essential to having the office perform the services in a professional and timely manner.

Land recordings are one of the main functions of this office but there are many other services that we provide: elections and absentee balloting, petitions, notarizations, trade names, permits, genealogy, birth and death records, marriage licenses, dog licensing, FOI, Veteran discharge filing, sport licensing, administering oaths, meeting schedules and agendas, filing of maps and surveys, lawsuits for the town, town seal and workers comp.

## 2. Explanation of Increased Line Items and General Efficiencies:

*Payroll:* As per the Non-Supervisor and the Supervisor's Union Contract, I have calculated the rates that were negotiated into the budget. There is also a calculation for additional time for office coverage in my absence for vacation/personal time.

## 3. Foreseen Future Operational Increases:

I would anticipate increases in our dog licensing software perhaps in a couple of years. For this next budget they have decided to keep their annual fee the same as last. It's possible that COTT Systems could increase their monthly fee, but at this time it remains at the current fee.

## 4. Anticipated Leftover Funds in FY 2021:

Yes, due to the COVID-19 pandemic, the Town Clerk's Association has cancelled both the Spring and Fall conferences in 2020 leaving me with leftover funds that would normally cover those expenses. However, for 2021, they are planning on a virtual Spring Conference which will take place 2-3 hours a day over the course of one week in April. The cost of which is still yet to be determined.

## 5. Department Goals for FY 2021 & Plan for Success:

One of the main ongoing goals has been to image all of the land records to match the current index of January 1961. Seven years ago, I started the process with Volume 100 and working backwards. We are currently in Volume 45. This is a project that is done during the quieter times of the year and is not done during peak times of the year such as Dog licensing and Elections or Referendum. We have made significant progress given the extraordinary circumstances presented to us this year with the pandemic and the expansion of absentee balloting.

Due to the pandemic, we were required to undertake the massive task of getting absentee ballots to all voters that requested them both in Town and overseas. Working closely with the Secretary of the State's office and our Association, our goal was accuracy and efficiency. I am proud to say, that in spite of the enormous turnout, both during the Primary and November Election, we were able to accomplish this goal without any extra help or cost to the Town. We also continue to perform the required records retention schedule and destruction of permitted records as approved by the State of Connecticut Library.

## 6. Statistics & Other Information:

- In spite of a national pandemic, this office managed to issue 66 marriage licenses.
- We've also had an increase in Land Record by recording 749 documents compared to the prior year. Additionally, our land record copies purchased online and through the office netted \$5,163, which is an increase over the prior year.
- 449 Dog licenses were sold, along with 3 kennel licenses.
- 12 Notary Public recordings.
- 1053 Absentee Ballots issued by our office for the November 2020 election.
- 583 Absentee Ballots issued by our office for the Presidential Preference Primaries combined.

**BOLTON BUDGET WORKSHOP**

**BUILDING AND LAND USE**

**NO. 10**

<b>Code 4151</b>	<b>BUILDING AND LAND USE</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	173,265	186,923	191,477	191,666
51520	Other Payroll	5,965	5,100	5,100	5,100
53200	Professional Educational Training	1,811	3,100	3,100	3,100
53300	Professional/Technical Service	111,279	106,477	107,779	107,779
56010	Supplies	222	1,209	1,200	1,200
56120	Office Operating Expenditures	0	500	500	500
58100	Dues & Fees	785	400	400	500
	<b>Total</b>	<b>293,327</b>	<b>303,709</b>	<b>309,556</b>	<b>309,845</b>

Moved ABO payroll from other payroll to Payroll. ABO is now full time resulting in an increase. Professional and technical are increased to reflect contractual obligations.

Note: Some Payroll and Supplies totals have been moved to the new Emergency Management budget (#23) for the FY 2021 budget.

\$500 is added to dues and fees for education purposes.

By: Jim Rupert

Signature(s):

21 22 comments: \$14,943 has been removed from payroll to reflect the amount in the emergency management budget.

# Building & Land Use – Budget #10

Authored by Building Official/ZEO Jim Rupert

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Land Use Department encompasses Building, Zoning, Wetlands, Planning, Community Development, PZC, ZBA and wetlands commission. The staff in conjunction with the various boards and commissions preside over all land use matters. Providing the funding that is requested will aid in allowing our staff to continue to provide an extraordinary level of service to the community.

## 2. Explanation of Increased Line Items and General Efficiencies:

The only proposed increases are payroll related expenses. We have created a number of efficiencies this year within the confines of our existing budget as a way of adapting to the unique situations created by COVID. Some of those include video inspections for simple permits or re-inspections. More services are available on line including some that benefitted other departments.

## 3. Foreseen Future Operational Increases:

Personnel wages.

## 4. Anticipated Leftover Funds in FY 2021:

There will likely be some funding left in our educational budget since planned conferences and the like did not occur this year.

## 5. Department Goals for FY 2021 & Plan for Success:

We will continue to provide quality services and a high level of customer service through our normal operations and enhanced e-permitting services.

## 6. Statistics & Other Information:

*All statistics taken from the 2019 Bolton Community Survey.*

7. Do you feel that the town needs more...	#	%
Commercial Development?	587	73.7%
Senior Housing?	349	53.1%
Affordable Housing?	324	46.5%
Trails?	279	35.0%
Bike Paths?	213	26.5%

BOLTON BUDGET WORKSHOP

PLANNING & ZONING

NO. 11

Code 4153		PLANNING & ZONING			
					Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51520	Other Payroll	685	2,400	2,400	2,400
55400	Advertising	209	540	540	540
56120	Office Operation Expenses	0	2,600	2,600	1,000
58100	Due & Fees	110	1,580	1,580	1,000
	<b>Total</b>	1,004	7,120	7,120	4,940
	<i>The P&amp;Z budget flexes based on activity that comes before the Commission</i>				
	<i>An increase in proposals/development activity will increase each of the categories listed above</i>				
	<i>A decrease in proposals/development activity will require less expenditure</i>				

Any Change (+/-) in a category please explain.

By: Adam Teller/Patrice Carson

Signature(s):

# **Planning & Zoning Commission – Budget #11**

Authored by Chair Adam Teller and Director of Community Development Patrice Carson

## **1. Department Services Summary:**

The Planning and Zoning Commission (PZC) is an elected commission of seven members and three alternates charged with the long-range planning, conservation, and development of the Town of Bolton. Through its Plan of Conservation & Development (POCD) the PZC sets future policy for the conservation and orderly development of the Town over the next decade and beyond. Through its Subdivision Regulations and Zoning Regulations, the PZC implements the POCD by regulating the residential, commercial, and industrial development of Town.

The Planning & Zoning Commission is supported by the Land Use Department and its staff which is a multi-disciplinary team of Town officials including the Consulting Director of Community Development and Building Official/Zoning Enforcement Officer/Fire Marshal, Town Engineer, Department of Public Health and Inland Wetlands Agent who are charged with comprehensively reviewing all development proposals and applications pending before the Commission.

## **2. Explanation of Increased Line Items and General Efficiencies:**

We are not requesting any increases. However, please note that if applications delayed by COVID are filed all at once in fiscal 2021, public hearing expenses would increase including publication and clerk compensation. There may be some applications coming forward in the next fiscal year or at the end of this year but these are not being held up by the pandemic.

## **3. Foreseen Future Operational Increases:**

We do not foresee any operational issues or changes in the short term.

## **4. Anticipated Leftover Funds in FY 2021:**

Probably due to the pandemic, but unknown at this time.

## **5. Department Goals for FY 2021 & Plan for Success:**

The goal of going completely digital with our application process was realized around January 1, 2020 and just in time. Once the pandemic hit and things shut down, remote work became a smooth transition in the areas of information sharing, virtual meetings with citizens and public meetings with the Commission, file sharing and the application process.

The PZC began the task of reviewing its Zoning Regulations in accordance with the recommendations in the Plan of Conservation & Development (POCD). It became increasingly difficult at the start of the pandemic as other things took precedence, like making sure applicants and citizens were responded to and assisted in a timely manner. New regulations became effective through Governor's Executive Orders which required different application processes, reviews and timeframes. The PZC will endeavor to finish this task, although it will now be pushed into 2021-22. Once completed, the PZC will be requesting funds to complete a formal legal review as well as printing the final version of the Regulations.

## **6. Statistics & Other Information:**

None.

Code 4155	ZONING BOARD OF APPEALS				
					Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51520	Other Payroll	150	365	365	365
55400	Advertising	261	200	400	400
56120	Office Operation Expenses	0	675	575	575
58100	Dues & Fees	110	400	300	300
	<b>Total</b>	521	1,640	1,640	1,640

*The increase is due to advertising expenses related to applications*

Any Change (+/-) in a category please explain.

By: Mark Altermatt/Jim Rupert

Signature(s):

# Zoning Board of Appeals – Budget #12

Authored by Chair Mark Altermatt

## 1. Department Services Summary:

The Zoning Board of Appeals is established pursuant to state statute. Its primary function is to consider requested variances to the town of Bolton Zoning Regulations and appeals of decisions by Bolton's Zoning Enforcement Officer.

## 2. Explanation of Increased Line Items and General Efficiencies:

The ZBA is not requested an increase in its total budget but is requesting a shift in budgeted amounts under different line items. Specifically, the Board is seeking to reduce what was appropriated in 2020-2021 for "Office Operating Expenses" and "Dues and Fees" by \$100 each, and to have that \$200 applied to the "Advertising" line item. This reflects the increased cost of advertising (publishing notices of hearings).

## 3. Foreseen Future Operational Increases:

None.

## 4. Anticipated Leftover Funds in FY 2021:

The ZBA typically returns some of the funds allocated to it, although this largely depends on the number of applications and appeals that are filed.

## 5. Department Goals for FY 2021 & Plan for Success:

The ZBA's goal is to fulfill the requirements as set forth in the Connecticut General Statutes by providing a forum for residents to seek a variance of the Town's zoning regulations and/or to appeal a decision of the Town's Zoning Enforcement Officer.

## 6. Statistics & Other Information:

The ZBA typically handles six or fewer applications or appeals each year. These are resolved in an expeditious fashion and within the time period established by statute.



**BOLTON BUDGET WORKSHOP**

**INSURANCE**

**NO. 13**

<b>Code 4157</b>	<b>INSURANCE</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55200	Property & Liability	109,013	130,000	133,900	133,900
55201	Insurance Deductible	0	10,000	10,000	10,000
	<b>Total</b>	109,013	140,000	143,900	143,900

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

**BOLTON BUDGET WORKSHOP**

**PROBATE COURT**

**NO. 14**

<b>Code 4161</b>	<b>PROBATE COURT</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55010	Shared Service	5,673	5,786	5,960	5,960
	<b>Total</b>	5,673	5,786	5,960	5,960

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

**BOLTON BUDGET WORKSHOP**

**INLAND WETLANDS COMMISSION**

**NO. 15**

<b>Code 4163</b>	<b>INLAND WETLANDS COMMISSION</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2020-2021</b>
51520	Other Payroll	560	920	920	920
53200	Professional Educational Training	0	465	465	465
56120	Advertising	197	700	700	700
58100	Dues & Fees	140	150	150	150
	<b>Total</b>	897	2,235	2,235	2,235

Any Change (+/-) in a category please explain.

By: Ross Lally

Signature(s):

# Inland Wetlands Commission – Budget #15

Authored by Chair Ross Lally

## 1. Department Services Summary:

Through its legislation, the State of Connecticut recognizes inland wetlands and watercourses as indispensable and irreplaceable, but fragile, natural resources with which its citizens have been blessed. In Bolton, the authority and responsibility for protecting these resources belong to the Inland Wetlands Commission. The Commission consists of concerned residents who volunteer to protect and preserve Bolton's inland wetlands and watercourses. The Commission meets monthly to review applications, make decisions about regulated activities, and enforce actions to resolve violations.

The requested funds will cover:

- Our legislative mandate to conduct the business of the Inland Wetlands Agency, keep a record of its meetings, and to publish legal notice of public hearings and permits issued.
- Expert review and testimony as required to protect the environment and the interests of the town and its citizens.
- On-going technical and legal training for commissioners to ensure their decisions are sound and will sustain legal scrutiny.

## 2. Explanation of Increased Line Items and General Efficiencies:

We propose no line item budget increases.

We propose no additional operational efficiencies other than those already implemented:

- Delivering meeting packets electronically to reduce postage costs.
- Making administrative determination (where appropriate) of activities permitted as of right or otherwise not requiring permits. This approach not only improves customer service (faster turnaround), but also shortens or eliminates Commission meetings (payroll savings).

## 3. Foreseen Future Operational Increases:

The Commission's workload is driven by development in or near wetlands. Any predicted increases in building activity will create increased activity for the Commission.

## 4. Anticipated Leftover Funds in FY 2021:

Possibly.

The Commission meets monthly with its agenda and activities driven by the amount of development activity in or near wetlands. If meetings are cancelled for lack of business, there will be a savings in Other Payroll (for paying the Board Clerk) and Office Operating Expenses (for publishing legal notices).

## 5. Department Goals for FY 2021 & Plan for Success:

Improve customer service (where state statutes, the proposed activity, and site conditions allow) by

- Administratively determining which activities are permitted as of right or otherwise do not require a permit. Customers can get an answer on the spot or within a day versus having to wait for and attend the next commission meeting.
- Delegating permits to the Agent of the Commission to reduce the required time between receipt of application and issuing of permit. This approach lets customers begin work sooner and reduce costs associated with a longer wait.

## 6. Statistics & Other Information:

Of 12 monthly meetings scheduled for the past fiscal year, we canceled 4. Some of the cancellations were due to lack of new business; others were because the Chair delegated appropriate applications to the Agent. Three cancellations (March, April, and May) were during the initial stages of the pandemic.

Commission actions in the past fiscal year included:

- Inland Wetlands Permits. Twelve permits issued: Two by the Commission and ten by the Agent after being delegated.
- Jurisdictional Rulings. Three were issued, allowing conservation (beaver dam removal), agricultural, and timber storage activities to proceed without permits.

- Preliminary Discussions. The Commission held two, one about development on an industrial site, and one about a dual-use solar/agricultural project.
- Violation Resolution. Three violations and a concern about erosion on State property required Commission follow-up. All matters were resolved, except for one violation which required legal action and is pending a court ruling.
- Bonding. Denied one request for return of the bond for a commercial storm water basin. The Commission will revisit the request after vegetation becomes established.

**BOLTON BUDGET WORKSHOP**

**ECONOMIC DEVELOPMENT  
COMMISSION**

**NO. 16**

<b>Code 4173</b>	<b>ECONOMIC DEVELOPMENT COMMISSION</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	460	800	800	800
56120	Office Operation Expenses	50	850	850	850
58100	Dues & Fees	430	350	350	350
	<b>Total</b>	940	2,000	2,000	2,000

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

**BOLTON BUDGET WORKSHOP**

**ELECTIONS**

**NO. 17**

<b>Code 4197</b>	<b>ELECTIONS</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	10,445	31,581	31,484	31,484
53200	Professional Educational Training	1,120	3,090	5,339	5,339
53520	Other Contracts	600	1,200	1,200	700
55400	Advertising	236	750	750	750
56120	Office Operation Expenses	2,377	8,100	5,900	5,900
58100	Dues & Fees	150	210	210	210
	<b>Total</b>	14,928	44,931	44,883	44,383

Any Change (+/-) in a category please explain.

By: Jim Dwire & Bernice Dixon

Signature(s):

# **Elections – Budget #17**

**Authored by Registrars of Voters James Dwire and Bernice Dixon**

## **1. Department Services Summary:**

Primary duties of this office are to actively solicit and process new voter registrations; coordinate and supervise all voting procedures – Elections, Primaries, Referenda; maintain accurate and up to date voter information systems, both card and computer; provide lists and electronic data of eligible and inactive electors; perform an annual canvass of all voters; compile reports and statistics of all activity concerning electors; coordinate election activities with all town departments involved in the voting process of the Town of Bolton; recruit, train supervise all election personnel. As gatekeepers to democracy, we feel responsible to insure that every eligible person has the privilege and right to cast a secret ballot.

## **2. Explanation of Increased Line Items and General Efficiencies:**

We are proposing a payroll increase of \$1730.40 for the Registrars and Deputies to be fairly compensated at their hourly pay rate when attending mandatory conferences. Currently they only receive \$35.00 for the entire day. This rate is based on antiquated Statute 9-6 dating from 1957 and does not meet current minimum wage laws. This would also bring the Registrars in line with the Town Clerk's compensation for attending mandatory conferences.

## **3. Foreseen Future Operational Increases:**

An upgrade in the computers and IT technology is needed in the Registrar's Office. Also we require a larger, faster copier that has duplex capabilities to save us time and paper.

## **4. Anticipated Leftover Funds in FY 2021:**

Unknown at this time.

## **5. Department Goals for FY 2021 & Plan for Success:**

1. Improve, update and encourage use of our website ([town.boltonct.org](http://town.boltonct.org)). Provide information on voting, previous elections, elected officials and providing access to forms and links to online registration.
2. To streamline our process through education and training, to make election day run smoothly as possible.
3. Work with educators and students at the high school to develop interest and train young people to become election officials.

## **6. Statistics & Other Information:**

The 2020 Presidential Election was unlike any previous elections. We experienced record breaking number of registrations and election turnout resulting in a huge increase of work required to successfully conduct an historical election during the Covid-19 Pandemic.



BOLTON BUDGET WORKSHOP

TOWN BUILDING OPERATIONS

NO. 18

Code 4199	TOWN BUILDING OPERATIONS				Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51510	Payroll	358,636	385,273	394,415	394,415
51520	Other Payroll	18,138	25,740	29,330	29,330
51630	Overtime	21,600	37,153	37,891	37,891
53200	Professional Educational Training	925	2,750	2,750	2,750
54300	Repairs & Maintenance Services	64,736	66,350	70,600	70,600
55300	Communications	21,209	25,000	26,550	26,550
55301	Postage	6,927	5,000	5,000	5,000
56010	Supplies	30,304	71,920	70,020	70,020
56100	Repairs & Maintenance Supplies	9,742	7,900	7,900	7,900
56210	Heating Fuel	43,996	59,500	59,500	59,500
56220	Electricity	66,669	92,983	90,698	90,698
56900	Medical Expenses	19,620	730	730	730
56930	Uniforms & Supplies	3,349	4,108	4,108	4,108
57200	Building Improvements	22,904	0	0	0
57300	Equipment	1,383	14,000	14,000	14,000
58100	Dues & Fees	400	500	500	500
	<b>Total</b>	690,538	798,907	813,992	813,992

Any Change (+/-) in a category please explain.

By: John Butrymovich

Signature(s):

*John Butrymovich*

# Town Building Operations – Budget #18

Authored by Director of Buildings & Grounds John Butrymovich

*Updated by Town Administrator Josh Kelly*

## 1. Department Services Summary:

The Building & Grounds Department is in charge of taking care of the parks, the town buildings, and the grounds. The staff is responsible for the daily maintenance and repairs to the buildings, operating the town’s Recycle Center and keeping the grounds safe and clean. The staff is also responsible for all of the custodial work in the buildings. When winter comes, they take care of snow removal at all the town sites.

## 2. Explanation of Increased Line Items and General Efficiencies:

All increases and decreases are on the add/drop forms and a brief description on the budget explanation sheet

## 3. Foreseen Future Operational Increases:

Not at this time.

## 4. Anticipated Leftover Funds in FY 2021:

Not at this time.

## 5. Department Goals for FY 2021 & Plan for Success:

Main goal is to return to normalcy post COVID-19.. Return maintainer to first shift.

Open Indian Notch Park, Add sand to beach area at the lake. Add wood fiber base at the playscape at Herrick Park. Hopefully rework the reception area at the Senior Center to provide more of an office setting.

## 6. Statistics & Other Information:

*All statistics are taken from the 2019 Bolton Community Survey.*

20. In a given year or season, about how often do you visit...	Indian Notch Park?		Bolton Heritage Farm?		Herrick Park?		Freja Park?	
	#	%	#	%	#	%	#	%
Weekly	53	5.8%	90	9.9%	97	10.6%	40	4.4%
Monthly	133	14.6%	184	20.2%	174	19.1%	81	8.9%
Infrequently	397	43.6%	406	44.6%	458	50.3%	336	36.9%
Never	328	36.0%	231	25.4%	182	20.0%	454	49.8%

21. Are there any changes that could be made to the management of grounds and facilities of parks and other public spaces that would lead you to visit them more often?	#	%
Improve Access	66	18.2%
Provide Exercise/Sports Facilities	58	16.0%
General Infrastructure and Renovations	55	15.2%
Reduce Out of Town Access	45	12.4%
Event Hosting	43	11.9%
Improve Cleanliness	31	8.6%
Bathroom Access	17	4.7%
Improved Trail Systems	14	3.9%
Other	12	3.3%
Communication & Advertisement	11	3.0%
Dog Park	10	2.8%

## TOWN BUILDING OPERATIONS BUDGET EXPLANATION

### **Regular Payroll**

This increase is due to negotiated raises.

### **Other Payroll**

The increase here is due to the raising of the State's minimum wage..

### **Overtime**

This increase is due to negotiated raises.

### **Professional Educational Training**

No change needed

### **Repairs and Maintenance Services**

The main reason for the increase here is because Tolland County Mutual Aid will no longer monitor our building alarms. The new company is twice what TN charged. Also the increase in repairs to the generator at Town Hall.

### **Communications**

The increase here is to provide internet access at Herrick Park for Recreation programs.

### **Postage**

No change

### **Supplies**

The decrease is because of a better understanding of the newer accounting system. Costs wer shifted to Repair services.

### **Maintenance and Supplies**

No change

### **Heating Fuel**

CNG does not see any change to their rates for next year.

### **Electricity**

This decrease represents the lower cost we will be paying for electricity generation. Going from 0.09 to 0.07 per kW. It takes into account the rate increase of 13% for Eversource and the increase usage at the fire house.

### **Medical Expenses**

There is no increase in this line item.

### **Uniforms**

No change.

### **Equipment**

This line item is for small equipment and furniture not in the capital plan. There are some pieces of equipment that when originally purchased fit the capital threshold, no longer do.

### **Dues & Fees**

No change

**OTHER PAYROLL & OVERTIME**

**Other Payroll --Summer Help**

# of People	Hourly Wage	Hours/Wk	# of Weeks	Wages
2	\$13.25	40	13	\$13,780.00
1	\$13.75	40	13	\$7,150.00
1	\$15.00	40	24	\$7,800.00
				<hr/>
				\$28,730.00
Longevity for one employee				\$600.00
				<hr/>
				<b>\$29,330.00</b>

**Overtime**

Holiday Pay

4th of July

8 Hours of double time for maintainer. \$427.00

8 Hours of double time for maintainer. \$427.00

8 Hours Lead Maintainer \$ 516.00

8 Hours of double time for maintainerII. \$483.00

Labor Day 10 Hours of double time for maintainerli. \$603.00

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\$2,456.00

Emergency Over Time

About 525 hours of Emergency over time pay for snow and call ins. \$35,435.00

**TOTALS \$37,891.00**

**TOWN BUILDINGS OPERATIONS**

<b>CATEGORY</b>	<b>2019 - 2020</b>	<b>2020 -2021</b>	<b>INCREASE</b>
<b>Regular Payroll</b>	\$385,273.00	\$394,415.00	\$9,142.00
<b>Other Payroll</b>			
Part-time Help	\$25,740.00	\$28,730.00	\$2,990.00
Longevity	\$ 850.00	\$ 600.00	\$ (250.00)
	<u>\$26,590.00</u>	<u>\$29,330.00</u>	<u>\$2,740.00</u>
<b>Overtime</b>			
Holiday Pay	\$1,817.00	\$2,456.00	\$639.00
Emergency OT	\$34,486.00	\$35,435.00	\$949.00
	<u>\$36,303.00</u>	<u>\$37,891.00</u>	<u>\$1,588.00</u>
<b>Prof. Educational Training</b>			
Conferences	\$750.00	\$750.00	\$0.00
Training	\$2,000.00	\$2,000.00	\$0.00
	<u>\$2,750.00</u>	<u>\$2,750.00</u>	<u>\$0.00</u>
<b>Repair &amp; maint. Services</b>			
Alarm monitoring	\$2,000.00	\$4,800.00	\$2,800.00
CEN line maintenance	\$1,200.00	\$1,200.00	\$0.00
Copier Maint.(Town Hall)	\$6,400.00	\$6,400.00	\$0.00
Copier Maint.(Finance)	\$4,025.00	\$4,025.00	\$0.00
Copier Maint. (Clerks)	\$1,525.00	\$1,525.00	\$0.00
Copier Maint.(Tax Office)	\$750.00	\$500.00	(\$250.00)
Copier Maint.(FH)	\$375.00	\$375.00	\$0.00
Copier Maint.(Seniors)	\$1,250.00	\$1,250.00	\$0.00
Postage Meter Lease	\$4,600.00	\$4,600.00	\$0.00
Map Copier Maint.	\$2,100.00	\$2,100.00	\$0.00
Town Web Page Service	\$1,300.00	\$1,300.00	\$0.00
Generator Maint	\$2,400.00	\$3,600.00	\$1,200.00
Vault Maint.	\$525.00	\$525.00	\$0.00
Buildings	\$23,500.00	\$23,500.00	\$0.00
Equipment	\$3,300.00	\$3,300.00	\$0.00
Grounds	\$5,000.00	\$5,000.00	\$0.00
Telephone System Maint.	\$1,600.00	\$1,600.00	\$0.00
Notch Rd Well System Cost	\$4,500.00	\$5,000.00	\$500.00
	<u>\$66,350.00</u>	<u>\$70,600.00</u>	<u>\$4,250.00</u>

**Communications**

Fire House	\$2,800.00	\$3,100.00	\$300.00
Garage	\$1,100.00	\$1,100.00	\$0.00
Library	\$1,800.00	\$1,800.00	\$0.00
Town Hall	\$6,100.00	\$6,100.00	\$0.00
N.R.M.C.	\$3,300.00	\$3,300.00	\$0.00
Herrick	\$1,900.00	\$1,900.00	\$0.00
I.N.P.	\$700.00	\$700.00	\$0.00
B & G Garage	\$900.00	\$900.00	\$0.00
Troopers	\$850.00	\$850.00	\$0.00
BHF	\$975.00	\$800.00	(\$175.00)
DSI/CEN Lines	\$4,570.00	\$6,000.00	\$1,430.00
	<u>\$24,995.00</u>	<u>\$26,550.00</u>	<u>\$1,555.00</u>

<b>Postage</b>	\$5,000.00	\$5,000.00	\$0.00
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**Supplies**

Misc.	\$7,000.00	\$6,500.00	(\$500.00)
Cleaning Supplies	\$7,000.00	\$9,000.00	\$2,000.00
General Repairs(Town Hall)	\$4,000.00	\$3,500.00	(\$500.00)
General Repairs(NRMC)	\$7,500.00	\$5,000.00	(\$2,500.00)
General Repairs(Library)	\$6,500.00	\$6,000.00	(\$500.00)
General Repairs(Fire House)	\$5,000.00	\$6,000.00	\$1,000.00
General Repairs(BHF)	\$7,020.00	\$7,020.00	\$0.00
General Repairs(Garage)	\$2,900.00	\$2,750.00	(\$150.00)
General Repairs(Troopers.)	\$3,000.00	\$2,750.00	(\$250.00)
General Repairs(Parks)	\$8,000.00	\$8,000.00	\$0.00
Grounds	\$9,000.00	\$9,000.00	\$0.00
Swim Area	\$3,000.00	\$3,000.00	\$0.00
Gas Conversion Expenses	\$500.00	\$0.00	(\$500.00)
Recreation	\$1,500.00	\$1,500.00	\$0.00
	<u>\$71,920.00</u>	<u>\$70,020.00</u>	<u>(\$1,900.00)</u>

**Repairs and Maintenance Supplies**

Trucks	\$2,500.00	\$2,500.00	\$0.00
Equipment	\$3,200.00	\$3,200.00	\$0.00
Tires	\$200.00	\$200.00	\$0.00
Oil	\$500.00	\$500.00	\$0.00
Town Operations Equip.	\$1,500.00	\$1,500.00	\$0.00
	<u>\$7,900.00</u>	<u>\$7,900.00</u>	<u>\$0.00</u>

**Heating Fuel**

Town Hall	\$6,200.00	\$6,200.00	\$0.00
Library	\$5,100.00	\$5,100.00	\$0.00
Garage	\$7,000.00	\$7,000.00	\$0.00
N.R.M.C.	\$21,200.00	\$21,200.00	\$0.00
Fire House	\$7,100.00	\$7,100.00	\$0.00
Herrick	\$2,500.00	\$2,500.00	\$0.00
B & G Garage	\$6,000.00	\$6,000.00	\$0.00
Troopers	\$2,900.00	\$2,900.00	\$0.00
Propane	\$1,500.00	\$1,500.00	\$0.00
	<u>\$59,500.00</u>	<u>\$59,500.00</u>	<u>\$0.00</u>

**Electricity**

Garage	\$9,850.00	\$9,500.00	(\$350.00)
Ballfields	\$3,630.00	\$3,500.00	(\$130.00)
Fire House	\$8,500.00	\$9,400.00	\$900.00
Gazebo	\$653.00	\$653.00	\$0.00
Herrick	\$5,575.00	\$5,575.00	\$0.00
I.N.P.	\$640.00	\$640.00	\$0.00
Library	\$8,550.00	\$8,200.00	(\$350.00)
N.R.M.C.	\$12,150.00	\$12,150.00	\$0.00
Town Hall	\$9,660.00	\$9,660.00	\$0.00
Tennis Courts	\$870.00	\$700.00	(\$170.00)
Lions	\$755.00	\$755.00	\$0.00
Troopers	\$1,100.00	\$1,100.00	\$0.00
BHF	\$365.00	\$365.00	\$0.00
Energy upgrade	\$7,000.00	\$3,000.00	(\$4,000.00)
Streetlights	\$23,685.00	\$25,500.00	\$1,815.00
	<u>\$92,983.00</u>	<u>\$90,698.00</u>	<u>(\$2,285.00)</u>

**Medical Expenses**

First Aid Supplies	\$730.00	\$730.00	\$0.00
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**Uniforms and Supplies**

Boots	\$625.00	\$625.00	\$0.00
Uniforms	\$2,808.00	\$2,808.00	\$0.00
Summer help shirts	\$675.00	\$675.00	\$0.00
	<u>\$4,108.00</u>	<u>\$4,108.00</u>	<u>\$0.00</u>

**Equipment**

	\$14,000.00	\$14,000.00	\$0.00
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**Professional & Business Training**

Dues	\$500.00	\$500.00	\$0.00
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<b>TOTALS</b>	<b>\$798,902.00</b>	<b>\$813,992.00</b>	<b>\$15,090.00</b>
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**BOLTON BUDGET WORKSHOP**

**POLICE PROTECTION**

**NO. 19**

<b>Code 4201</b>	<b>POLICE PROTECTION</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55010	Shared Service	382,192	403,877	400,000	400,000
56100	General Supplies	120	1,000	800	800
56120	Office Supplies	138	50	250	250
	<b>Total</b>	382,450	404,927	401,050	401,050

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):



**BOLTON BUDGET WORKSHOP**

**FIRE COMMISSION**

**NO. 20**

<b>Code 4203</b>	<b>FIRE COMMISSION</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2020-2021</b>
51510	Payroll	38,416	50,989	55,860	55,860
53200	Professional Education Services	6,350	10,275	10,275	10,275
53400	Other Professional Services	3,144	8,400	8,400	8,400
54302	Fire/Security Maint. & Supply	46,059	40,125	40,125	40,125
55300	Communications	22,130	26,073	31,200	31,200
55900	Proficiency Fund	17,731	18,263	18,811	18,811
56100	Repairs & Maintenance Supplies	7,273	7,900	7,900	7,900
56120	Office Operating Expenses	195	450	4,940	500
56300	Other Supplies	1,766	1,400	1,400	1,400
56900	Medical Expenses	9,552	5,930	6,900	6,900
56930	Uniforms & Supplies	19,760	25,200	25,200	25,200
57300	Equipment New	12,805	14,492	15,667	15,667
58100	Dues & Fees	1,285	1,300	1,300	1,300
	<b>Total</b>	<b>186,466</b>	<b>210,797</b>	<b>227,978</b>	<b>223,538</b>

Any Change (+/-) in a category please explain.

By: Bruce Dixon/John Morianos Jr.

Signature(s):

# **Fire Commission – Budget #20**

**Authored by Chair John Morianos Jr. and Chief Bruce Dixon**

*Updated by Town Administrator Josh Kelly*

## **1. Department Services Summary:**

The Fire Department in concert with the CSP, is the backbone of the emergency services in our town. The Fire Department is committed to creating a safer community through preparedness, prevention and effective emergency response in order to protect and mitigate from fire, many types of disasters, provide emergency medical service, and rescues of many kinds while continually promoting prevention and education programs to the members of our community. We respond to emergency calls at any time of day when our citizens call 911.

As we continue to strive to provide the best service to our community, our vendors and suppliers are also improving the service and products that we need. As their pricing goes up, we have reviewed and adjusted our purchasing decisions by looking at different vendors, state and federal contracts, and joint purchases with other Fire Departments. Reviewing the budget with respect to our equipment maintenance schedules, and recurring replacement items, we have taken pride in our decisions and annual budget outcome that has yielded a department that the community can be proud of.

## **2. Explanation of Increased Line Items and General Efficiencies:**

A. **PAYROLL:** Our personnel are the reason that we can provide the services that we do. Payroll for the Officers and office staff is far below the normal scale in our scope of service in our geographic area. With the phase in program that the Selectmen approved last year, I am hoping to retain the Officers that we have and at the same time entice other members to seek additional roles in the future as part of a succession plan. Our secretarial staff are underpaid for what they do, keeping in mind that one of these positions deal with extreme confidentiality and HIPPA information.

B. **COMMUNICATIONS:** Our current Firehouse software package and company, one we have used for close to 20 years, has been sold and a new program, ESO, is replacing it. I, along with Jim Rupert and our staff, have invested many hours of research, webinars, and ongoing communicating with other Fire Departments to try and determine what software we will use to satisfy the federal requirements for NFIRS reporting and at the same time, be the most beneficial to the Fire Department, Fire Marshal's office and our Command staff, and ultimately the community in our emergency response.

C. **MEDICAL:** The word Coronaviruses, named for the crown-like spikes on their surfaces, are a large family of viruses that are common in people and many different species of animals. To the Fire Department, it means our first priority is to protect our members the best way that we can. In the medical category, and with the rapid spread of the virus which has an unknown life span, we need to have the proper PPE on hand to handle any emergency that we will be faced with in the future. This is an educated guess of what the future will bring. The positive side of a sunset of this virus is that there is no expiration date on the PPE that we anticipate in buying to help ensure the "Everyone Comes Home - Healthy".

D. **EQUIPMENT:** The current method of cleaning and decontaminating turnout gear and personal clothing is twofold. Turnout gear is washed in our commercial washing machine at the station and then force air dried on a dryer that the members made. This construction project saved the town close to \$8,000.00 and works exceptionally well. The member's personal clothing, pants, shirts, socks, etc, go with the member to their home after calls like CPR, COVID infected people, extrication with major trauma, childbirth, etc. and the member washes their clothes in the family washer and dryer. Decontamination and cleaning should be done at the station, utilizing our current industrial washing machine and this request is for a natural gas clothes dryer and hence protecting one's family from the heavy contaminates that we encounter in our emergency responses.

E. **PROFICIENCY FUND:** The response from the Selectmen for the last 8 years has continued to support this fund with a 3% increase every year. With a Fire Department budget for a volunteer organization that is around 1% of the total municipal budget, this line item is a very small token to give to our volunteers to compensate them for their personal vehicle gas, maintenance, insurance, clothing, and time to run the emergency service.

## **3. Foreseen Future Operational Increases:**

We will continue to ask for the Fire Department secretary to be allowed to put in five hours a week, at this time, and be compensated at an hourly rate that is at least equal to the current hourly wage she is paid in another town position. The Fire Department secretary has to work with more confidential and HIPPA information than we

believe the majority of like secretarial positions that the town has. The increase in hourly rate is already accounted for in our current budget, hence, no increase in costs, just an increase in productivity and results, and a more positive morale for this skilled employee.

#### **4. Anticipated Leftover Funds in FY 2021:**

As we are right now entering the second half of the fiscal year, and reflecting on the Fire Department's past seven year expenditure history, the remaining six months are an unknown to us. In making this statement, I am taking into account medical expenses, staff and equipment needs, COVID impact on our town people's activities that include mental health, physical actions and activities, personal property, employment, etc. These all come into play with what we might have to respond to and the costs associated with this response.

#### **5. Department Goals for FY 2021 & Plan for Success:**

- A. To maintain the health and well-being of our members.
- B. To continue to train our members to the highest standards possible, so that they can handle the every changing environment that we are forced to deal with on a daily basis. This training is to include succession development of future Officers for our Fire Department.
- C. To increase the membership with qualified people to work in the emergency services.
- D. Continue long range planning for apparatus and equipment needed, keeping in mind fiscal responsibility. This includes scheduled and preventative maintenance on apparatus and equipment to get the most usable life out of our equipment while considering member and community safety first.

#### **6. Statistics & Other Information:**

The Fire Department will respond to in excess of 570 emergency calls in the calendar year 2020. Currently, forty volunteers are trained in many fields of our service. These include, but not limited to: Emergency Medicine and Advanced Life Support, fire suppression in structures, vehicles and wild land locations, salvage and overhaul, extrication involving motor vehicle and machinery, hazardous materials mitigation, water and ice rescue, driver training with emergency vehicle, off road vehicles and including boat operations, traffic incident management, Officer development, and the list goes on. We welcome the opportunity to speak with any member of our community to discuss how they can volunteer in the Fire Department and describe the training that we will offer them at no cost to them. We will find a place for them to be part of our team.

**BOLTON BUDGET WORKSHOP**

**ANIMAL CONTROL**

**NO. 21**

<b>Code 4215</b>	<b>Animal Control</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55010	Shared Services	3,000	3,000	3,000	3,000
	<b>Total</b>	3,000	3,000	3,000	3,000

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

BOLTON BUDGET WORKSHOP

FIRE MARSHAL

NO. 22

Code 4219	FIRE MARSHAL				
		Actual	Approp. for	Requests	Proposed
Accounting Codes	Category	Expenditures	this year	for	by
		2019-2020	2020-2021	2021-2022	Bd. of Select.
					2021-2022
51520	Other Payroll	1,587	24,000	24,000	24,000
53200	Professional Educational Training	0	1,000	1,000	1,000
56010	Supplies	1,037	2,800	2,800	2,800
57300	Equipment	627	1,200	1,200	1,200
	Other Technical Services		0	3,500	3,500
58100	Dues & Fees	315	500	500	500
	<b>Total</b>	3,566	29,500	33,000	33,000

This is a budget we should discuss prior to inclusion into overall budget

I have increased payroll for Deputy FM in an attempt to gain additional hours for the purposes of achieving statutory compliance.

Any Change (+/-) in a category please explain.

By: Jim Rupert

Signature(s):

*James Rupert*

21/22 comments: 51520 contains 16 hours per week of DFM time at 26.40 per hour. I believe Finance and Administration have

# **Fire Marshal – Budget #22**

Authored by Fire Marshal Jim Rupert

## **1. Department Services Summary:**

The Office of the Fire Marshal investigates each fire to determine cause and origin. This includes structure fires of all sorts, outside fires, vehicle fires and explosions. The Office reviews, inspects and issues blasting permits. We are responsible for plan reviews on all commercial projects and also conduct inspections for code compliance on those projects. We are often asked to review site plans for PZC to look at things like fire department access and fire lanes. In addition to that we conduct fire prevention activities through public outreach and education. The most widely acknowledged fire prevention activity is during fire prevention week with school children and daycares but we also take advantage of other opportunities like Farm Day to spread fire safety messages with the help of the Fire Department. Additionally we work with the staff at BCS to allow our students that wish to the opportunity to participate in a fire prevention poster contest. In the event that we have a winner that poster is included in a fire prevention calendar. The Office of the Fire Marshal is also responsible under the CT general Statutes to conduct inspections of apartments, businesses assembly occupancies, educational occupancies and public places in order to ensure compliance with the State Fire Prevention Code. In the upcoming year we will work with BVFD to administer the Knox Box Program and assist with pre plans for some occupancies.

## **2. Explanation of Increased Line Items and General Efficiencies:**

We are asking for \$3,500.00 for our portion of a new computer program from ESO that replaces Firehouse Software. This, once set up will continue to allow us to report to NFIRS which is a tool that looks at the data fields and sees national trends to aid in prevention of fires and fire fighter injuries. Currently Chief Dixon edits and sends the report but we are jointly responsible. This program will also make fire inspections and fire investigations more streamlined with the ability to fill in form fields and add photos. It will aid us in tracking all inspections and trends and will store our records in an electronic format.

## **3. Foreseen Future Operational Increases:**

None.

## **4. Anticipated Leftover Funds in FY 2021:**

Due to COVID we have not utilized all of our funds as initially intended but do have a plan to expend most of our funding. The exception may be payroll but we do have plans to incorporate more work and responsibility into the DFM position so we would like to keep the number of hours at 16 hours per week.

## **5. Department Goals for FY 2021 & Plan for Success:**

Our FY 2021 goal was to get the Office of the Fire Marshal compliant with the statutory obligations to inspect certain occupancies. We fully expect to be compliant by the end of the fiscal year.

## **6. Statistics & Other Information:**

None.

some amount in that line that partially funds the FM. That line item should be adjusted to reflect that amount.

21/22 comments: We should meet our goal of 100% compliance on required inspections. We have identified a couple of difficult locations that will continue to take time to bring into compliance. We have identified additional goals for the Fire Marshals Office. We will undertake the maintenance and administration of the Knox Box program. We will utilize our DFM to work on assisting with pre plans and our apartment inspections will try to gain access to each rental unit to ensure smoke detection and egress are compliant. As COVID restrictions ease up we should be able to fully utilize DFM hours both in the field and in the office.

21/22 comments: Not sure if it is the appropriate place for the expense but \$3,500 has been added for the new proposed ESO software.

**BOLTON BUDGET WORKSHOP**

**EMERGENCY MANAGEMENT**

**NO. 23**

<b>4223 EMERGENCY MANAGEMENT</b>					
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>Proposed</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>by</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Bd. of Select.</b>
		<b>2021-2022</b>			<b>2021-2022</b>
51510	Payroll	14,153	14,543	14,943	14,943
56900	Other Supplies	3,146	4,750	4,750	4,750
	<b>Totals</b>	17,299	19,293	19,693	19,693

Note: This Payroll line reflects the amount paid to the Building Official/ZEO for also serving as the town's Emergency Management Director.

Note: This Other Supplies line reflects the amount that had been previously allocated for Emergency Management under the Land Use budget.

Any Change (+/-) in a category please explain.

By:

Signature(s):



# **Emergency Management – Budget #23**

**Authored by Emergency Management Director Jim Rupert**

## **1. Department Services Summary:**

The Emergency Management budget is overseen by the Director of Emergency Management, Jim Rupert. Emergency Management aids the Town in preparing for, responding to, and recovering from emergencies that affect Bolton.

## **2. Explanation of Increased Line Items and General Efficiencies:**

The only increase is in the payroll account, reflecting routinely increased wages.

## **3. Foreseen Future Operational Increases:**

Wage increases.

## **4. Anticipated Leftover Funds in FY 2021:**

None, as we anticipate all being spent as a result of the COVID-19 pandemic.

## **5. Department Goals for FY 2021 & Plan for Success:**

The activities of this department this year have been a non-stop part of our daily routine with the COVID pandemic and natural disasters such as storm Isaias.

## **6. Statistics & Other Information:**

None.

**BOLTON BUDGET WORKSHOP**

**HIGHWAY DEPARTMENT**

**NO. 24**

<b>Code 4303</b>	<b>HIGHWAY DEPARTMENT</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	325,808	337,760	346,260	346,260
51520	Other Payroll	1,200	1,400	1,400	1,400
51630	Overtime	39,334	60,000	61,500	61,500
53200	Professional Educational Training	85	100	100	100
54300	Repairs & Maintenance Services	26,641	35,000	35,000	35,000
54304	Tree Trimming	93,513	75,000	75,000	75,000
54305	Road Sweeping	15,580	17,000	17,000	17,000
54306	Catch Basin Cleaning	10,011	12,000	12,000	12,000
54411	Waste Water Removal	1,240	5,000	6,000	6,000
55010	Shared Services	250	300	300	300
56010	Supplies	193	400	400	400
56100	Repairs & Maintenance Supplies	28,125	24,800	24,800	24,800
56260	Diesel Fuel & Gasoline	35,434	45,000	45,000	45,000
56910	Sand & Salt	39,821	90,000	90,000	90,000
56930	Uniforms & Supplies	3,443	4,000	4,000	4,300
57300	Equipment New	770	3,000	3,000	3,000
57500	Road Repairs	294,859	318,000	318,000	318,000
58100	Due & Fees	75	200	200	200
	<b>Total</b>	<b>916,382</b>	<b>1,028,960</b>	<b>1,039,960</b>	<b>1,040,260</b>

Any Change (+/-) in a category please explain.

By: Lance Dimock

Signature(s):

# Highway Department – Budget #24

Authored by Highway Supervisor Lance Dimock

## 1. Department Services Summary:

We maintain town roads in the town of Bolton – which includes maintenance, paving and pavement repair, drainage, snow plowing, sanding/salting, mowing, tree cutting. We also do repairs on town vehicles, assist other departments with jobs, and do maintenance work on the rail trail.

## 2. Explanation of Increased Line Items and General Efficiencies:

Labor- contractual agreements.

Waste water removal- will probably need more removals than budgeted.

## 3. Foreseen Future Operational Increases:

None.

## 4. Anticipated Leftover Funds in FY 2021:

Sand & Salt and Overtime if this is less than a normal winter.

## 5. Department Goals for FY 2021 & Plan for Success:

To continue to maintain the roads and keep them as safe as the budget will allow. We are really not funded to deal with large failures such as the drainage issue on Enrico Rd earlier this year.

## 6. Statistics & Other Information:

None.

**BOLTON BUDGET WORKSHOP**

**PUBLIC BUILDING COMMISSION**

**NO. 25**

<b>Code 4399</b>	<b>PUBLIC BUILDING COMMISSION</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51510	Payroll	0	500	1,000	1,000
56120	Office Operating Expenses	0	40	100	100
	<b>Total</b>	0	540	1,100	1,100

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

**BOLTON BUDGET WORKSHOP**

**PUBLIC HEALTH**

**NO. 26**

<b>Code 4401</b>	<b>PUBLIC HEALTH</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55010	Other Contracts	27,381	30,000	30,900	30,900
56010	Supplies	0	250	0	0
	<b>Total</b>	27,381	30,250	30,900	30,900

Any Change (+/-) in a category please explain.

By: Carrie Concatelli

Signature(s): *Carrie Concatelli*

# **Public Health – Budget #26**

Authored by Town Administrator Josh Kelly

## **1. Department Services Summary:**

The Public Health budget includes Eastern Highlands Health District, a contract with Visiting Nurse and Health Services of CT (VNHSC) and an annual contribution to the North Central Regional Mental Health Board (now called Amplify, Inc. after a merger with ERASE).

## **2. Explanation of Increased Line Items and General Efficiencies:**

There is an increased ask from the Eastern Highland Health District.

## **3. Foreseen Future Operational Increases:**

Wages will continue to rise within the Health District, which will lead to small increases indefinitely.

## **4. Anticipated Leftover Funds in FY 2021:**

None at this time.

## **5. Department Goals for FY 2021 & Plan for Success:**

The Public Health Goal of the Town of Bolton has been combatting the COVID-19 virus. These efforts are ongoing and measuring success at this juncture is difficult.

## **6. Statistics & Other Information:**

None.

**BOLTON BUDGET WORKSHOP**

**SENIOR & SOCIAL SERVICES**

**NO. 27**

<b>Code 4427 SENIOR &amp; SOCIAL SERVICES</b>					
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>Proposed</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>by</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Bd. of Select.</b>
		<b>2021-2022</b>			<b>2021-2022</b>
51510	Payroll	70,044	69,204	89,467	89,467
51512	Other Payroll	56,827	88,159	63,704	63,704
53200	Professional Educational Services	50	250	300	300
53400	Other Professional Services	555	2,000	4,000	4,000
54300	Repairs & Maintenance Services	1,390	1,000	2,000	2,000
55010	Shared Services/MACC	8,000	8,000	8,000	8,000
55300	Telephone (Seniors)	1,902	700	700	700
55400	Advertising	258	500	500	500
56010	Supplies	1,874	4,000	4,000	4,000
56100	Other Supplies	0	500	500	500
56120	Office Operating Expenses	894	1,000	2,000	2,000
58100	Dues & Fees	230	250	250	250
59010	Other Payments	6228	5,000	5,000	5,000
	<b>Total</b>	<b>148,252</b>	<b>180,563</b>	<b>180,421</b>	<b>180,421</b>

Any Change (+/-) in a category please explain.

By: Carrie Concatelli

Signature(s):

# Senior & Social Services – Budget #27

Authored by Director of Senior & Social Services Carrie Concatelli

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Senior and Social Services Department is proud to serve the Bolton community. One emphasis is the health and wellbeing of the senior population, through programs, outreach and transportation. The other aspect of the department is the social service work, including the food pantry and holiday distribution programs. The funds in this department are used to respond to the needs of the residents such as getting them to necessary medical appointments, providing assistance with community resources, and offering educational and social programming. This year has shown the great impact of social isolation on individuals and a strong need for social services for those struggling in our town.

## 2. Explanation of Increased Line Items and General Efficiencies:

There are a few line items with changes to them this year. One significant change is a decrease to other payroll due to a change with the Senior Needs Assistance Program (Chore Program). The program will be run through an outside organization, UR Community Cares, through the Other Professional Services line item. There is also an increase in the Office Operating Expenses line item due to a plan to improve staff systems through the use of industry specific technological programs. Finally, there is an increase in Repairs and Maintenance due to ongoing maintenance of the vehicles and annual inspections required by DMV for registration. Please note, that while there are increases to individual line items, the overall budget will remain even.

## 3. Foreseen Future Operational Increases:

None.

## 4. Anticipated Leftover Funds in FY 2021:

Yes. There will be funds left over from a decrease in transportation due to the pandemic. There were also fewer supplies purchased due to more virtual programming this year.

## 5. Department Goals for FY 2021 & Plan for Success:

Due to the pandemic, the department has had a strong emphasis on social services, especially food pantry operations as well as outreach to our most vulnerable seniors.

## 6. Statistics & Other Information:

*All statistics are taken from the 2019 Bolton Community Survey.*

<b>30. How would you rate each of the following services at the Senior &amp; Social Services Center?</b>	<b>Favorable</b>	<b>Unfavorable</b>	<b>Rating</b>
Holiday Social Service Programs	32	12	72.7%
Transportation Program	39	16	70.9%
Tax Preparation Program	28	13	68.3%
Overall Staffing	39	19	67.2%
Food Pantry	33	17	66.0%
Information and Referral to Resources	25	13	65.8%
Senior Recreational Activities	33	20	62.3%
CHOICES Medicare Counseling	23	15	60.5%
Overall Parking	37	30	55.2%
Accommodations	35	32	52.2%
Senior Assistance Chore Program	25	25	50.0%
Hours of Operation	25	29	46.3%



**BUDGET 2021-2022**  
**Line Item: Other Payroll**

**TRANSPORTATION**

	<u>Hours</u>	<u>Rate</u>	<u>Total</u>
20 passenger van	10/m	\$16.53	\$1,983.60
10 passenger van	20/m	\$16.53	\$3,967.20
Mini Van	30/w	\$16.53	\$25,786.80
			<b>\$31,737.60</b>

**ADMINISTRATIVE ASSISTANT**

	<u>Hours</u>	<u>Rate</u>	<u>Total</u>
Employee 1	17	\$16.95	\$14,983.80
Employee 2	17	\$16.95	\$14,983.80
Additional coverage (i.e., vacation, sick)	100	\$16.95	\$1,695.00
			<b>\$31,662.60</b>

**PROGRAM COORDINATOR**

	<u>Hours</u>	<u>Rate</u>	<u>Total</u>
Employee 1	18.5	19.01	<b>\$18,287.62</b>

**SUMMARY**

Clerk	\$375.00
Transportation	\$31,737.60
Administrative Assistant	\$31,662.60
Program Coordinator	\$18,287.62
<b>TOTAL REQUEST</b>	<b>\$82,062.82</b>

**REVENUE**

CT Department of Transportation Grant	<b>\$11,494.00</b>
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BOLTON BUDGET WORKSHOP

LIBRARY

NO. 28

Code 4501	LIBRARY				Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51510	Payroll	114,309	117,429	139,000	138,300
51520	Other Payroll	102,029	116,912	117,500	110,000
53200	Professional Educational Training	50	0	0	0
53400	Other Professional Services	1,707	1,545	2,545	2,545
53520	Other Contracts	21,844	23,000	23,000	23,000
56120	Office Operating Expenses	2,835	3,300	3,300	3,300
56400	Library Materials	28,613	28,400	27,400	27,400
57300	Equipment	1,637	500	500	500
58100	Dues & Fees	875	1,200	1,200	1,200
	<b>Total</b>	273,899	292,286	314,445	306,245

*Elizabeth Thornton 12/22/20*

Any Change (+/-) in a category please explain.

By: Elizabeth Thornton

(Payroll includes Library Assistant 2 and Director/Other Payroll includes Library Assistant 1(3), substitutes, pages(2), Board Clerk)

# Library – Budget #28

Authored by Library Director Elizabeth Thornton

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Bentley Memorial Library functions as the community center for the town of Bolton. The Library's mission is to provide the environment, resources and tools necessary to meet the community's informational, educational, cultural, technological and recreational needs for patrons of all ages; to provide a library facility that is accessible, functional, comfortable and conducive to meeting the library standards of the community; and to provide the necessary staff to execute the mission.

## 2. Explanation of Increased Line Items and General Efficiencies:

The Library is proposing to increase the Library Assistant 2 position from 25 hours a week to a full time position of 37 hours. This position has been developed to provide increased training and technical assistance to patrons in the use of downloadable materials, databases, social media, operating systems and hardware such as smart phones and tablets. This position increases the library's ability to provide additional programs and services to patrons of all ages including the school system and civic groups. This position's responsibilities, in addition to the above duties mentioned, will include website updating, Integrated Library System report generating, on-line material ordering and newsletter design. All of these tasks plus the "regular" library work that is generated from an "open" library post COVID-19 with walk-in patrons will need a 37 hour work schedule. The library has maintained a 0% operating budget over many years and has had only 1 full time position in the history of the library. This request also takes into account the possible near future retirement of 2 staff.

## 3. Foreseen Future Operational Increases:

The library will need updated equipment and computers with cameras and speakers to be able to participate in and lead on-line programming, meetings and continuing education.

## 4. Anticipated Leftover Funds in FY 2021:

The library will be returning funds in the salary line item due to the decrease in substitute use during the COVID-19 schedule.

## 5. Department Goals for FY 2021 & Plan for Success:

Expanding the library building to accommodate a program area, add additional outside lighting, open hours and parking, upgrade the small conference room and have a stronger social media presence. The library was able to meet the goal of a stronger social media presence but the other goals have not been met.

## 6. Statistics & Other Information:

- A. Displays- The library has two display cases for patrons to feature their collections. The following is a sample of items displayed during the year-trains, Conservation Commission, Regional Lions Club, pottery, hornet's nests, Senior Center Month, Breast Buddies, crèches, Artists Challenge.
- B. Donations and Gifts- \$1,557.00 was donated to the library gift fund. The library received many donations of used and new books, puzzles and AV from generous patrons.
- C. Revenue- Town revenue collected includes fines, fax and copies totaling \$1,748.00
- D. Registered Borrowers- The library has 1434 active borrowers.
- E. Circulation- The library circulated 27,143 physical items.
- F. Downloadable circulation- 3,548 electronic audio and eBook circulation.
- G. Connecticard- Out of town patrons borrowed 4,515 items from the Bolton library.
- H. Collection- The library collection size is 34,563 print items and 11,402 non-print items.
- I. Meeting Room – The meeting room was utilized 149 times.
- J. Reference and ILL transactions- The library responded to 2063 reference questions and processed 2406 interlibrary loan requests.
- K. Programs- 1192 patrons attended 114 programs, a sample of which is listed below: Preschool storytime, Therapy Reading to the dogs, Summer reading program, Bolton Social Services Giving Tree, adult book discussions, Veteran's collection, storytime at the YMCA, eyeglass collection, Take Your Child to the Library Day, Recreation Department Community Fair, Horizon Wings, white tailed deer, Memorial Day Family Fun Day,

Story reading at the Christmas tree lighting ceremony, Bolton Senior Center joint program for delivering to shut-ins, weekly knitting group, Arts from the Heart, BCS Reading Hall of Fame, Tim Van Egmond, train program, Heritage Day program, Sweets for Seniors, fine free week, marijuana program, Amber Mosley-author book reading and signing, Halloween program, annual farmers market, library tree 1st place in Bolton Congregational Church Festival of Trees.

- L. Staff Continuing Education- The following is a sample of some of the continuing education and service opportunities for the staff: Connecticut Conference of Municipalities conferences, workshops and convention, Bibliomation Board of Directors, User Council, Circulation, Technical services, New Services and Interlibrary loan meetings, Eastern Connecticut Library Directors Round Table, Town employee safety committee meetings, Interlibrary Loan ReQuestIT training, Town cable show, sexual harassment training, cyber security.

The following statistics are taken from the 2019 Bolton Community Survey.

<b>28. How would you rate the following library services?</b>	<b>Favorable</b>	<b>Unfavorable</b>	<b>Rating</b>
Customer Service	593	55	91.5%
Overall Staffing	540	68	88.8%
Interlibrary Loan	466	64	87.9%
Facility Comfort	536	105	83.6%
Collection (books, DVDs, magazines, etc)	490	104	82.5%
Technology (WiFi, computers, copier, etc)	412	98	80.8%
Overall Parking Accommodations	532	131	80.2%
Digital Services (e-books, databases, etc)	376	99	79.2%
Programs (workshops, book discussions, etc)	376	117	76.3%
Web Presence (web page, newsletter, etc)	356	136	72.4%

<b>24. Regarding the Library's hours of operations...</b>	<b>#</b>	<b>%</b>
Satisfied with Current Operations	420	46.1%
Unsatisfied with Current Operations	491	53.9%

<b>Of people unsatisfied...</b>	<b>#</b>	<b>%</b>
Wish the library was open on Fridays.	229	46.6%
Wish the library was open all Saturdays year-round.	206	42.0%
Wish the library was open for more hours on Saturday.	143	29.1%
Wish the library was open on Sundays.	103	21.0%
Wish the library was open until 9pm.	76	15.5%
Wish the library opened at 9am.	72	14.7%
Other: _____	18	3.7%

<b>26. How often do you visit the library?</b>	<b>#</b>	<b>%</b>
Daily	4	0.4%
Weekly	114	12.5%
Monthly	229	25.1%
Infrequently	383	42.0%
Never	181	19.9%

**BOLTON BUDGET WORKSHOP**

**RECREATION**

**No. 29**

<b>Code 4503</b>	<b>RECREATION</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
55900	Intergency Purchased Services	33,185	0	32,000	32,000
	<b>Total</b>	33,185	0	32,000	32,000

Any Change (+/-) in a category please explain.

By: Kyleen Mike

Signature(s):

# Recreation – Budget #29

Authored by Recreation Director Kyleen Mike

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

The Recreation Departments services that are provided to the town support the active lifestyle of families as well as the health, and social well-being of all ages. From adult exercise programs, to afterschool and school break camps, as well as community events the Recreation Department is an asset to the community members. The requested funds of our department assists in helping to deliver these services at little to no cost to the community members which allows for more people to attend these programs and events that we provide.

## 2. Explanation of Increased Line Items and General Efficiencies:

An increase that is being requested includes the professional training line. With two full time staff in our department the increase is needed to ensure that we are able to attend trainings/conferences or receive needed certificates to assist us in progressing our work.

## 3. Foreseen Future Operational Increases:

None.

## 4. Anticipated Leftover Funds in FY 2021:

No, I do not anticipate any funds being left as we have been unable to run many programs to bring in a profit during this fiscal year and we are unsure of what next fiscal year will bring and how quick everyone will be ready to get back to programs.

## 5. Department Goals for FY 2021 & Plan for Success:

The goals of the Recreation Department for the 2021 FY is to stay positive both in our finances as well as mentality to provide any and all possible programs and events that we can for our community. Unfortunately due to the current health pandemic the recreation department has not brought in as much revenue as we have in previous years and we have had to use some of our surplus to cover additional costs, such as however possibly not limited to payroll and professional training. With the continued conditions keeping everyone social distanced and not in in person programs our statistics through emails being open and links being clicked through our email server have increased. Since the start of the pandemic we have still been able to hold, in modified ways, summer camp and our summer concert series while following any guidelines provided from the state, CDC, OEC as well as EHHD. As we have gone back to all virtual program offerings we have begun to increase the community members joining in to those little by little each month. As we continue into the new fiscal year we are unsure of what we will be able to hold for programs and events however we are now able to offer a lot virtually so that we are still offering these possibilities to our community member in a safe manner.

## 6. Statistics & Other Information:

Although we have been unable to hold sports programs, afterschool programs and some of our usual holiday events in ways that we normally would we have been able to try and accommodate the community with other options! These have included virtual opportunities for both programs and events throughout the fall and into the winter. Our numbers for participation of these virtual events and programs have continued to increase as the pandemic unfortunately continues. I hope to use this as an opportunity to continue some sort of hybrid opportunity, once we are able to safely join in person again, of some programs so that those who may not be able to be in person are still able to join either virtually at the same time or virtually at a later date to better serve our community members.

17. What prevents you from participating in more town-sponsored events and activities?	#	%
Busy Schedule	548	60.2%
Not informed about events	371	40.7%
Other	116	12.7%
Cost	45	4.9%
Location of Events	34	3.7%

## Bolton Recreation Department Budget Summary 2020 - 2021

Category	Expenditure	Revenue	Difference
Payroll	\$ (72,535.26)	\$ -	\$ (72,535.26)
Other Payroll	\$ (38,700.77)	\$ -	\$ (38,700.77)
Herrick Park Summer Camp	\$ (22,050.00)	\$ 59,200.00	\$ 37,150.00
Other Summer Camps	\$ (3,000.00)	\$ 5,919.00	\$ 2,919.00
Youth Basketball	\$ (8,940.00)	\$ 14,970.00	\$ 6,030.00
Afterschool Programs	\$ (3,500.00)	\$ 7,720.00	\$ 4,220.00
School Recess	\$ (4,000.00)	\$ 9,152.00	\$ 5,152.00
Bus Trips	\$ (4,575.00)	\$ 5,100.00	\$ 525.00
Adult Programs	\$ (600.00)	\$ 2,684.00	\$ 2,084.00
Indian Notch Park	\$ (900.00)	\$ 22,075.00	\$ 21,175.00
Community Events	\$ (5,500.00)	\$ 6,325.00	\$ 825.00
Miscellaneous Youth Programs	\$ (2,175.00)	\$ 4,100.00	\$ 1,925.00
Professional Training	\$ (1,275.00)	\$ -	\$ (1,275.00)
Office Operations	\$ (1,500.00)	\$ -	\$ (1,500.00)
Request Town Support		\$ 32,000.00	\$ 32,000.00
<b>Total</b>	<b>\$ (169,251.03)</b>	<b>\$ 169,245.00</b>	<b>\$ (6.03)</b>

Code 4599	CONSERVATION COMMISSION				
					Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
51510	Other Payroll	1,065	1,050	1,105	1,105
53200	Professional Educational Services	195	325	400	400
56100	General Supplies	142	0	150	150
56120	Office Operation Expenses	0	75	0	0
58100	Dues & Fees	75	175	150	150
	<b>Total</b>	1,477	1,625	1,805	1,805

Any Change (+/-) in a category please explain.

By: Peter Van Dine

Signature(s):





# Conservation Commission – Budget #30

Authored by Vice Chair C. Peter Van Dine

Updated by Town Administrator Josh Kelly

## 1. Department Services Summary:

Conservation of the natural resources, viability, usefulness, and beauty of our town requires knowledge, observation, outreach, and work. The Commission members bring their life experience, willingness to learn and teach, and extensive time and effort toward these goals. The monitoring of our water resources, from lakes and ponds, streams, vernal pools, to aquifers is of high priority. The protection of our open spaces, both forest or field is constantly on our agenda. Climate change and invasive species require monitoring in the field and study of new science and discovery. All of these activities need not only be pursued by the Commission members but made known to the townspeople through educational outreach.

Specific activities of the Bolton Commission include: Stream temperature and biodiversity monitoring, Trail maintenance and improvement, Invasive species observation and control, Park maintenance, Lake, pond and pool observation, Open space observation and evaluation, Recycling study and outreach, Organization field trips, hikes and meeting with specific educational purposes, and Publication of a beautiful annual calendar.

## 2. Explanation of Increased Line Items and General Efficiencies:

Requested increases only serve to inform our membership which is finally up to an appropriate number and to gain better description of our actual budgeted expenses.

## 3. Foreseen Future Operational Increases:

Nothing than is within current budgetary constraints. The Commission does have dreams of what could be accomplished and is interested in the possibility of grant funding.

## 4. Anticipated Leftover Funds in FY 2021:

It is a small budget carefully monitored and we foresee no significant underspending.

## 5. Department Goals for FY 2021 & Plan for Success:

The extent of our activities, especially public outreach was constrained by the pandemic.

## 6. Statistics & Other Information:

*Statistics taken from the 2019 Bolton Community Survey.*

<b>12. How important is the preservation of natural land to you?</b>	<b>#</b>	<b>%</b>
Very Important	441	48.4%
Somewhat Important	418	45.9%
Not Important	52	5.7%

<b>13. Would you support the town spending money to...</b>	<b>#</b>	<b>%</b>
Equip town facilities with green technologies like solar?	515	71.1%
Create a robust natural land preservation program?	390	60.0%
Install an electric vehicle charging station at Town Hall?	185	25.9%

<b>13a. Would you support the town spending money to...</b>	<b>2014</b>	<b>2019</b>
Create a robust natural land preservation program?	47%	60.0%

**BOLTON BUDGET WORKSHOP**

**REFUSE SERVICES**

**NO. 32**

<b>Code 8405</b>	<b>REFUSE SERVICES</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
51630	Overtime	2,835	3,200	3,478	3,478
54101	Contract Pickup	353,754	361,482	372,326	372,326
54421	Tipping Fees	128,002	140,000	140,000	140,000
55010	Shared Services	3,704	4,500	4,800	4,800
58100	Dues & Fees	767	1,800	2,000	2,000
	<b>Total</b>	489,062	510,982	522,604	522,604

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

BOLTON BUDGET WORKSHOP

CAPITAL RESERVE

NO. 55

Code 4901	CAPITAL RESERVE				
					Proposed
		Approp. for	Approp. for	Requests	by
Accounting Codes	Category	this year	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
2960.049.4901.000000.25714.00000	Resurfacing	65,000	100,000	20,000	20,000
2960.049.4901.000000.25706.00000	Vehicle Replacements (BOS)	255,500	195,360	112,000	112,000
2960.049.4901.000000.25707.00000	Vehicle Replacements (BOE)	0	91,000		0
2960.049.4901.000000.25700.00000	Building Repairs/Upgrades (BOS)	68,000	25,000	60,000	60,000
2960.049.4901.000000.25701.00000	Building Repairs/Upgrades (BOE)	45,211	259,889	130,000	130,000
2960.049.4901.000000.25704.00000	Equipment Replacement (BOS)	0	0	50,000	50,000
2960.049.4901.000000.25705.00000	Equipment Replacement (BOE)	0	42,000	48,000	48,000
2960.049.4901.000000.25716.00000	Fire Supression/Water Supply	50,000	50,000	50,000	50,000
2960.049.4901.000000.25723.00000	Natural Gas Infrasture	31,000	31,000	31,000	31,000
2960.049.4901.000000.25717.00000	Tennis Courts	0	580,000		0
	Soccer Fields	0	0	30,000	30,000
	Reevaluation	0	0	25,000	25,000
	<b>Subtotal</b>	514,711	1,374,249	556,000	556,000
	<b>Reallocated Past Capital Funds</b>	0	-906,299	-64,416	-64,416
	<b>Grand Total FY 21 Taxpayer Ask</b>	514,711	467,950	491,584	491,584

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

**BOLTON BUDGET WORKSHOP**

**CAPITAL IMPROVEMENT**

**NO. 56**

<b>Code 4901</b>	<b>CAPITAL IMPROVEMENT</b>				<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
	Town Hall Copier	13,994	0	0	0
	Firehouse Storage Garage	15,500	720	0	0
	BCS Window Replacement	9,000	0	12,000	12,000
	Library Conference Room Renovation	0	0	13,000	13,000
	<b>Total</b>	<b>38,494</b>	<b>720</b>	<b>25,000</b>	<b>25,000</b>

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):

BOLTON BUDGET WORKSHOP

LOANS/NOTES/BOND EXPENSES

NO. 59

Code 751		LOANS/NOTES/BOND EXPENSES			
Accounting Codes	Category	Actual Expenditures 2019-2020	Approp. for this year 2020-2021	Requests for 2021-2022	Proposed by Bd. of Select. 2021-2022
	Bond & Note Expenses	0	50,000	50,000	50,000
	<b>Total</b>	0	50,000	50,000	50,000

Any Change (+/-) in a category please explain.  
By: Josh Kelly/Jill Collins

BOLTON BUDGET WORKSHOP

TEMPORARY LOANS

NO. 60

Code 752	TEMPORARY LOANS				
		Actual	Approp. for	Requests	Proposed
Accounting Codes	Category	Expenditures	this year	for	by
		2019-2020	2020-2021	2021-2022	Bd. of Select. 2021-2022
	Temporary Loans in Anticipation of Taxes	0	250,000	250,000	250,000
	<b>Total</b>	0	250,000	250,000	250,000

Any Change (+/-) in a category please explain.

By: Josh Kelly/Jill Collins

BOLTON BUDGET WORKSHOP

OUTSTANDING SHORT TERM NOTES

NO. 61

Code 753		OUTSTANDING SHORT TERM NOTES			
		Actual	Approp. for	Requests	Proposed
Accounting Codes	Category	Expenditures	this year	for	by
		2019-2020	2020-2021	2021-2022	Bd. of Select.
					2021-2022
	Outstanding Short Term Notes	0	10	10	10
	<b>Total</b>	0	10	10	10

Any Change (+/-) in a category please explain.  
 By: Josh Kelly/Jill Collins

**BOLTON BUDGET WORKSHOP**

**REDEMPTION**

**NO. 62**

<b>Code 4801</b>	<b>REDEMPTION OF BONDS</b>				
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>Proposed</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>by</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Bd. of Select.</b>
					<b>2021-2022</b>
1005.048.4801.000000.58312.00000	Bolton High School Bond I-Interest/refunded	415,000	425,000	420,000	420,000
1005.048.4801.000000.58313.00000	Bolton High School Bond II-Interest/refunded	210,000	215,000	220,000	220,000
1005.048.4801.000000.58314.00000	BCS Capital Projects/FireTruck/Barn	165,000	165,000	165,000	165,000
1005.048.4801.000000.58312.00010	Transfer Out to Fund 3452 Bond I	(415,000)	(425,000)	(389,840)	(389,840)
1005.048.4801.000000.58313.00010	Transfer Out to Fund 3452 Bond II	(91,362)	(70,749)	0	0
	<b>Total</b>	<b>283,638</b>	<b>309,251</b>	<b>415,160</b>	<b>415,160</b>

Any Change (+/-) in a category please explain.

By: Jill Collins

Signature(s):



**BOLTON BUDGET WORKSHOP**

**INTERSEST - TEMPORARY LOANS**

**NO. 65**

<b>Code 755</b>		<b>INTEREST - TEMPORARY LOANS</b>			
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>Proposed</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>by</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Bd. of Select.</b>
					<b>2021-2022</b>
	Interest - Temporary Loans	0	10	10	10
	<b>Total</b>	0	10	10	10

Any Change (+/-) in a category please explain.  
 By: Josh Kelly/Jill Collins

**BOLTON BUDGET WORKSHOP**

**INTERSEST - SHORT TERM NOTES**

**NO. 66**

<b>Code 756</b>	<b>INTERSEST - SHORT TERM NOTES</b>				
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>Proposed</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>by</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>Bd. of Select.</b>
					<b>2021-2022</b>
	Interest - Short Term Notes	0	10	10	10
	<b>Total</b>	0	10	10	10

Any Change (+/-) in a category please explain.  
 By: Josh Kelly/Jill Collins

BOLTON BUDGET WORKSHOP

INTEREST

NO. 67

Code 4803	INTEREST - LONG TERM DEBT				
					Proposed
		Actual	Approp. for	Requests	by
Accounting Codes	Category	Expenditures	this year	for	Bd. of Select.
		2019-2020	2020-2021	2021-2022	2021-2022
1005.048.4801.000000.58322.00000	Bolton High School Bond I-Interest/refunded	205,388	193,319	181,175	181,175
1005.048.4801.000000.58323.00000	Bolton High School Bond II-Interest/refunded	78,720	74,520	51,283	51,283
1005.048.4801.000000.58324.00000	BCS Capital Projects/FireTruck/Barn	43,825	38,875	33,925	33,925
	<b>Total</b>	327,933	306,714	266,383	266,383

Any Change (+/-) in a category please explain.

By: Jill Collins

Signature(s):

**BOLTON BUDGET WORKSHOP**

**BLRWPCA Debt**

**NO. 68**

<b>Code 4899</b>	<b>BLRWPCA Debt</b>				
					<b>Proposed</b>
		<b>Actual</b>	<b>Approp. for</b>	<b>Requests</b>	<b>by</b>
<b>Accounting Codes</b>	<b>Category</b>	<b>Expenditures</b>	<b>this year</b>	<b>for</b>	<b>Bd. of Select.</b>
		<b>2019-2020</b>	<b>2020-2021</b>	<b>2021-2022</b>	<b>2021-2022</b>
1005.048.4803.000000.58250.00000	Bolton Lake Regional WPCA Debt	170,000	175,000	180,000	180,000
	<b>Total</b>	170,000	175,000	180,000	180,000

Any Change (+/-) in a category please explain.

By: Joshua Steele Kelly

Signature(s):