



OFFICE OF THE TOWN MANAGER
(860) 742-6324

March 1, 2021

To the Coventry Town Council and Citizens of Coventry;

In accordance with the Coventry Town Charter, I am presenting to the Town the Town Council's recommended budget for Fiscal Year 2021-22 in the amount of \$42,746,944. The Town, Debt Service, Capital, and School budgets have increased by only \$1,138,919. This is a 2.74% spending increase in year over year compared to last fiscal year. The proposed mil rate required to fund the proposed FY 21 budget is 31.79, a 0.62 mil, or 1.99% increase. Our grand list grew by 1.6%.

This budget cannot be seen as a normal budget season with a low spending increase proposed requiring only a small tax increase. It is a Pandemic Covid-19 recovery budget.

<u>Budget Area</u>	<u>Budget FY21/22</u>	<u>\$ Inc/Dec</u>	<u>% Change</u>
General Government	\$ 10,721,114	\$ 472,105	4.61%
Board of Education	28,430,819	564,271	2.02%
Debt Service	2,828,381	(87)	0.00%
Capital	766,630	102,630	15.46%
TOTAL EXPENDITURES	\$ 42,746,944	\$ 1,138,919	2.74%

Covid, Covid, Covid, may remind you of a complaint line from the classic TV show "The Brady Bunch" which we are now reminded of in every Zoom meeting we attend. But this budget is a product of Covid changes. Appropriate emergency actions were taken last year and a Covid action plan was adopted to hold taxes level: reductions in spending, freezing positions, reducing some revenues and using fund balance. We now need to start a multiyear recovery phase in. We also experienced wide variance in service usage, increasing costs, and revenue losses as programs were cancelled. This put significant stresses on not only the operating budget, but several special funds too. A lot of this was caused by people working remotely.

For example:

COVRA (Trash and Recycling): Starting in March 2020 trash volume increased by 11% a month and recycling 4% which increased program costs by \$2,470 per month, just shy of \$30,000 annually. This equals around \$7.25 per house. Given the increase in both collections and disposals fees, COVRA rates will need to be increased by \$10.00 per barrel. The fund cannot absorb this level of loss.

FIRE/EMS: Due to Covid, we hired our staffing service to start 24/7 service to assure timely Ambulance service. Our Volunteers still get the second ambulance out when needed. This change costs \$224,957, which is partially offset by revenue recovery of service fees, but the amount recovered varies dramatically by month so we don't have a good idea yet of a trend. We believe it will be at least a loss of \$100,000 annually (not far from the cost of one employee with full benefits). We will need to track this and consider applying for an ambulance rate increase, but the fund cannot absorb this level of loss.

WPCA (Sewers): As you can imagine, being at home has increased sewer use also. While the WPCA does not need to increase fees this year, they are not able to contribute more than they have already committed to out of the sewer use fund to cover the diminishing sewer assessment payments. The Town will need to cover \$135,983 in outstanding sewer debt. This is shown as a revenue loss since they can't transfer funds they don't have. General Fund property taxes will have to pay this now and for the next several years until the bonds are paid off.

Recreation Fund: Most programs were cancelled and \$282,000 in major program revenue was lost. A lot of staff was not hired and some program expenses cut, but we rely on this fund to pay for maintenance, utilities and cover some full-time staff expenses. The fund has now gone negative and we need to eliminate the subsidy for beaches, reduce hours of lifeguard services during the week and allow unsupervised use. As we go forward, fees will have to be increased to pay off the debt in this fund. We hope that summer camp will be allowed to proceed.

Other expenses: As part of our budget plan this year, we froze several police officer positions (and others). This caused an anticipated \$25,000 overage in Police overtime. We have filled the positions and two candidates are in training. The Sergeant's promotional exam has been postponed until 1/1/2022. We also have experienced higher health insurance expense and need to pay \$92,800 more into our health insurance fund. That is after an increase in premium sharing by all employees.

So, as of this writing we do not know what other State or Federal aid may become available to help offset some of these Covid expenses. But the virus worked its way deep into our operations and we need to treat it with cost savings, phasing in recovery plans and additional revenues.

State Education Aid (ECS) changes are proposed by the Governor to be “paused” which freezes aid at current year levels. The ECS grant reductions were scheduled to be reduced annually until FY 2028 at a rate of approximately \$165,000 per year subject to adjustments for enrollment. To put this context, over time, it will be a shift of at least 1.0 mil of taxes per year from State aid to local property taxes. The good news is all of the other grants are stable. It is very important to note that we are using the Governor’s proposed State budget revenue estimates and will need to watch how these progress through legislative committees. We restored our Covid reduced tax collection rate to comply with our formula after a one-year downward adjustment due to Covid concerns.

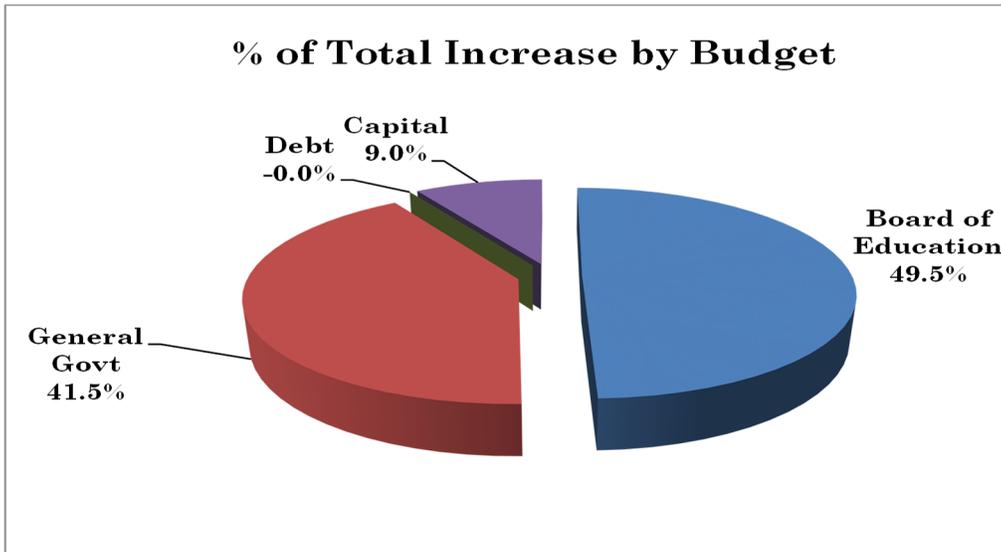
Finally, I am proposing to use \$200,000 of fund balance to fill the budget hole, hereby starting to phase out the \$310,000 used in FY21 over 3 years. This will still leave us in the range of 13 % or so, which is below our peer comparison group but still healthy. The Town and School District have many unbudgeted Covid expenses in the current year but we believe that a good portion will be covered by Federal grants. We will also need to watch this as the year progresses.

This budget was developed by the Town Manager with the goal of minimizing any tax increase, and starting a post Covid recovery, but still addressing urgent community needs. Working with staff, we were able to absorb a portion of FY21 reductions and maintain essential services. While there are adversities, there are also opportunities. We have received significant grants for road and bridge improvements, which will soften long-term obligations. We also have paid off significant debt allowing us to consider other future capital improvements such as school roofs. The pencil had to be sharpened to find additional savings.

The Council and staff are very aware of the economic conditions that exist in our state and nation. While Coventry is better off than many communities, and continues to see some grand list growth and real estate sales, the state economy is not predicted to come roaring back and more likely it will be a very slow climb to better times. This is compounded by the new emerging issue of crumbling concrete foundations. We have already lost almost a 5.7 million in grand list value (around \$200,000 in annual taxes) and believe it will get much worse before the crumbling concrete foundation issue is resolved. However, the State assistance program has helped get some of these houses fixed and back on the full tax role.

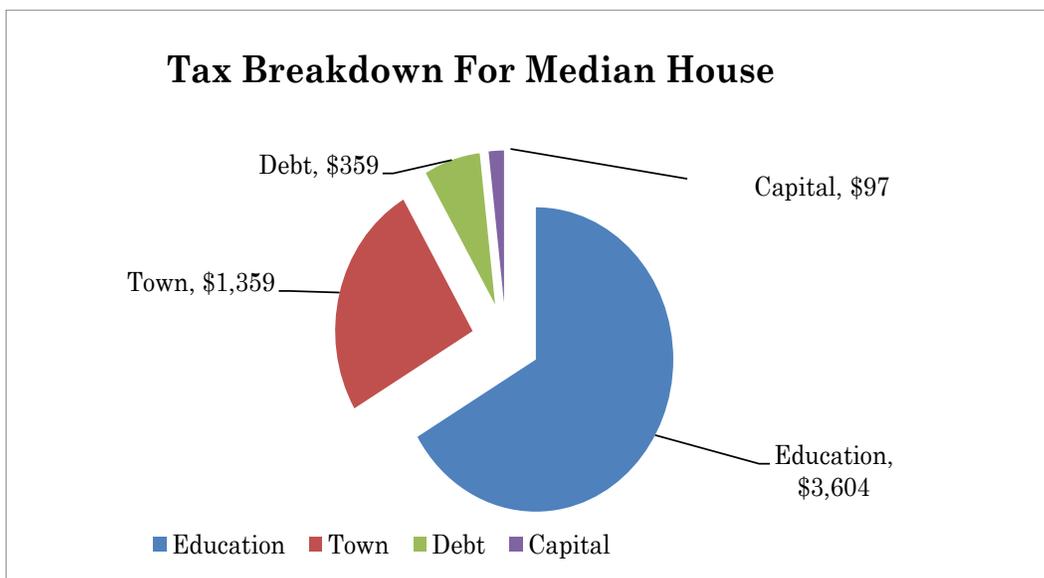
We do still see positive signs for an economic recovery with good home sales and commercial growth. However, we recognize that many in our community will not easily absorb tax and fee increases. The future will hold many new challenges as new work and teaching practices become the new normal. Many of these new approaches will have price tags attached to them and the work between the Town Council and the Board of Education will need to continue to adapt to the new socially distant world. Our Community continues to show its generosity and resiliency. Our food bank has not gone bare, people are helping others adapt and accept the changes.

The chart below shows the percentage of the total proposed increase allocated by budget.



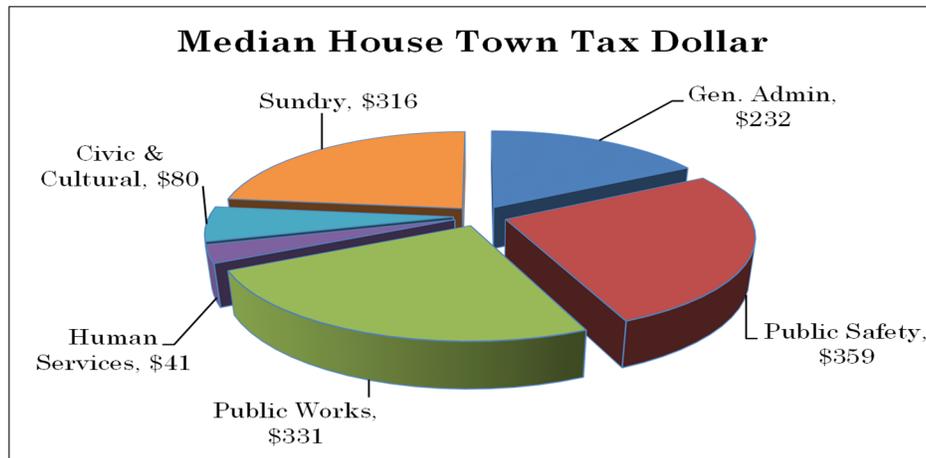
This budget should not be classified as a status quo budget. Both the Town and School District have proposed changes to move the community forward. The focus is on prioritizing services and developing the most cost effective ways to accomplish them. "Status Quo" alludes to standing still. Neither agency believes the times allow this as an alternative. Instead, we are moving forward toward a goal of providing better and more cost effective services. Resources are being reallocated to areas of need. Some services may be reduced and/or curtailed. Others with demonstrated need may receive more attention.

The following chart shows how the proposed taxes on a median house are allocated between the four budgets.



Town Operating Budget – a \$472,105 increase: 4.61%

The General Government is seeking an increase of \$472,105. We have tried to make adjustments without creating too many negative impacts on service to the citizens. I am recommending that we start the process of restoring some of last year's COVID reductions. We have evaluated many options to reduce expenses and to bring in additional revenues. The budget is presented to show how some of the proposed budget initiatives are designed to address the adopted goals of the Town Council. Please review that section found later in this budget letter. The following chart shows how the tax dollars on the median house are divided by service delivery area.



Capital Budget – a \$102,630 increase: 15.46%

The Capital Budget is proposed to increase by \$102,630 from current levels to \$766,630. The proposed amount starts the reversal of last year's 28.76%, which will take several years to get back on course. The Board of Education last year chose to reduce \$217,500 in capital spending over additional operating budget reductions. \$100,000 is proposed to be restored to the Education budget for three necessary projects. This partial restoration is responsible for the Capital budget increase. Last year's reductions were necessary given the Covid-19 emergency. It will put additional pressure on future projects and a great deal of thought must be given on how to avoid steep increases in the future. Historically many proposals were delayed until more funds were available. The long backlog of essential projects and equipment replacement continues to grow. Many of these projects increase in costs over time and the Town ends up borrowing to "catch up". If we could, we should be paying cash now to reduce the long-term costs to the community, but ability and willingness to pay are real factors which always must be considered. We continued the practice of limiting lease purchases to equipment costing at least \$50,000 and have included three lease purchases, which will be covered by declining debt. Please see the Capital section of the budget for a list of proposed projects and purchases. The Capital program can also be used as a hedge against receiving less than expected State Aid. If the revenue does not come through as promised by the State, portions of the Capital Budget could again be frozen or reduced to assist in balancing the budget.

Debt Service – a \$87 decrease: (0%)

Debt Service will decrease by \$87. Debt service is only 6.6% of the annual budget. A concept for a small borrowing for a softball concept is in the budget for Council consideration for this year. The scheduled decrease in FY 23 (the next budget) is now proposed to be used to cover the cost of a proposal to implement several long-standing projects. We have a placeholder for HVAC work in 2023 for CGS and GHR schools to replace unit ventilators and fresh air units, generator connection at GHR and gym units. We also need to consider relocating the high school weight room for ADA access and additional space. These should be able to be implemented within funds freed up by retiring debt. In this year there is also a proposal to use lease purchasing to replace one small dump truck, one large mower, and an engine tank fire truck. (See Debt Service section of budget).

Board of Education – a \$564,271 increase: 2.02%

The Board of Education operating budget request is for \$28,430,819, and increase of \$564,271 or 2.02%. Additionally the Board request \$819,500 in General fund taxation for capital expense. The Manager's budget proposes \$100,000 for three specific projects, and \$35,000 out of the Cafeteria fund for a freezer replacement. Two of the projects are related to HVAC, and one is for the School/Town network refresh, which were both prioritized due to COVID. To fund the Board's request would have required a 0.8 mil increase. Please refer to the separate Board of Education budget document for a more in-depth discussion of their spending proposal.

Adopted 2020 – 2022 COUNCIL GOALS

The Town Council provides the oversight and leadership required to establish policies which guide the direction of the Town and ensure the optimum delivery of services to residents in the most cost-effective manner possible. Members of the Town Council serve without compensation and elect their own chairperson and vice chairperson. The policies that are established by the Town Council are delegated to the Office of the Town Manager for execution. [Note: The Council goals are in bold and the strategy to work toward these goals follows each. Strategies with budget impacts are in italics.]

Coventry Town Council Goal statement: The State of Connecticut has suffered and continues to suffer from the negative effects of its immense financial disorder; including \$100 Billion of unfunded liabilities, mishandling of the Special Transportation Fund, and ever-growing debt burden. Because of this mismanagement, the State Legislature has proposed and implemented numerous tax increases and is now exploring even more taxes on Connecticut residents and business owners including highway tolls. It is prudent to plan for large budget cuts to Coventry's State grants in the immediate future beyond the planned ECS cuts. The Town Council's top concern is to protect the interests of our taxpayers, and to mitigate the threat of real damage to Coventry's public schools, town services, and the general well-being of our Town because of irresponsible State management and the expected funding cuts to municipalities. Through proper planning and by aligning our efforts with this critical concern in mind- we present the following goals to preserve and protect The Town of Coventry:

FISCAL RESPONSIBILITY:

1) Prioritize town projects on “Needs” vs. “Nice to have” without negatively affecting long-term planning.

- Redirect the library renovation project towards solving the water intrusion problem in the most reasonable way possible, maintaining and stabilizing the building while working to assess and recommend improvements for computer and internet technical issues. Once we get firm costs, we will consider matching the \$850,000 grant if we feel the proposal is warranted. **The Council forwarded the revised project to the community for a favorable vote. The Library Renovation Committee is in the process of finalizing the grant and preparing bid specifications for early summer bidding.*
- Complete the projects paid for in the already passed in the recent bond referendum. **The third and final year of the 3-year Road bond project is planned and detailed in the Capital Budget. The Northfields subdivision was completed. School projects are also planned for this summer pending design scheduling for roofs at CHS and GHR schools and HVAC work at the High and Middle school, which may be subject to increased COVID standards. The Hop River Road Bridge design by the State is expected to be completed in Fall of 2021 with construction in Spring/Summer of 2022.*

2) We will work to maintain the current tax rate or lower it while providing sufficient resources for needed services and projects.

- Gather information from surrounding towns regarding joint fiscal environments. Evaluate the information and consider hiring a consultant to study the feasibility of combining the Town and BOE Finance Departments. If a study is undertaken, share results of study and have an open dialogue with the Board of Education on results and recommendations. **This project was delayed due to Covid. Last year's plan follows "Staff will work with CCM to gather information for the first phase of the study. If the information seems promising, the Council will need to decide next steps including considering funding and hiring a consultant."*
- Communicate with our elected State Legislators and encourage them to pursue spending cuts at the State level with the least negative effect to municipal governments, eliminate unfunded and burdensome mandates on the Town and Board, and streamline efficiencies in government departments. **We have worked with CCM and COST to get Coventry priorities on their legislative lists including: addressing utilities for attainable housing including simplifying sewer expansions, State provision of water in cases of contaminated wells, State aid for tree removal, releasing TAR and other grants funds and 5G coverage for rural areas. We will testify on specific bills of interest to our town.*
- Ensure continued excellence in fiscal reporting resulting in award-winning, clean audits and continued increases in our positive bond rating with the goal of reaching the highest rating possible. **Plans include continuing to submit for GFOA's Certificate of Achievement for Excellence in Financial Reporting Award for our audit and for the first time in years submit our Annual Budget for the GFOA's Distinguished Budget Presentation Award.*

INFRASTRUCTURE:

- 3) Support infrastructure projects to support residents and existing businesses, encourage and attract new businesses, fix insufficiencies/construction errors and improve town services and ability to respond to emergencies. Oversee the protection of the Town's investments by maintaining all town equipment, buildings, and infrastructure.** **The Transfer station relocation is on hold while COVRRRA financing stabilizes and alternative funding may be sought. Minor projects are planned for the Senior Center bathrooms. DPW staff is touching up paint inside the Town Hall. LED Lighting conversions planned for the Library, Sewer Treatment Plant and both Elementary schools were completed. Town Hall annex crawl space and windows are included in Locip. Fixing bathrooms at the Merrow Road Sub Station is also included.*

- Evaluate the final offering for a Micro-Grid project to determine the value of the offer and recognize the value of the increased capabilities. Move forward with the Micro-Grid project if the final offer makes sense economically for the town. If the town does not move forward with this proposal, we will continue to explore other options. **We are continuing weekly meetings and design reviews. We believe a decision point is within several months and construction, if approved, could start this summer. The School Building and Energy Efficiency Committee has hired an engineer to design HVAC systems to address Covid air standards, and will look at using Microgrid waste heat for air conditioning at the two schools. We continue to seek virtual net metering for other mid-sized Z-Rec projects as alternative, or in conjunction with, Micro-grid projects. Also, we are rebidding the Town and BOE's electric supply contract.*
- Work with our electrical provider to remove as many trees as possible that threaten our town electrical service and focus additional State, Town, and Grant resources on identifying and removing any trees (that the town is responsible for) that may represent a problem for Coventry citizens. **The Town has worked with Eversource to remove hazardous trees. Additional funds are proposed in the operating budget.*
- Secure the promised TAR funds from the state and put in place a plan to enable the town to catch up on the postponed road work due to the delay of state funding. **We will be ready to implement projects this spring. A list is in the Capital Budget.*
- Develop a short-term maintenance plan for the Community Center at Patriots Park. **Minor improvements are proposed.*
- Study the current community center, evaluate the building, and determine if a future replacement would be the most fiscally responsible solution to pursue. **Concept planning can start with the Recreation Commission. A replacement roof was installed at the current center as a LOCIP project. Suggest a citizens committee be appointed to study the long-term issue of a replacement center.*
- Work with the CHS Walls Code Compliance Building Committee to resolve the high school walls structural deficiencies for the safety of Coventry students in the most cost-efficient manner. **The Committee is working with the engineer to finish planning for wind code wall improvements. The auditorium and band room walls were repaired. Funding will be needed for further construction work.*
- Encourage the Senior Housing Options Committee to identify the scope of the need for alternative senior housing options and to consider market-based solutions. Ask the Planning and Zoning Commission to review regulations to address affordability. **The Committee has started their work and is being supported by the Planning Office. They have an*

aggressive work plan to complete by Fall of 2021. This will include a review of Zoning regulations.

- Maintain current Town properties and assets, and explore having the Town take the lead for building facilities maintenance and janitorial care of all Town and School buildings. **I suggest this start with a discussion between the Council Finance Committee and Board Fiscal Committee.*
 - Work to complete projects for the realignment at the intersection of Swamp Road and Route 44, South Street LOTCIP project, Main Street Community Connectivity sidewalk and both Folly Lane and Hop River Road Bridge replacements. **Swamp Road intersection was delayed by State DOT until the summer of 2021. The Main Street connectivity project and Folly Lane Bridge are anticipated for summer of 2021. We will be seeking funds for South St. LOTCIP for design.*
 - Pursue grants for Orchard Hills Senior housing renovations and upgrades. **CDBG grant was awarded \$1.5 Million for renovations at Orchard Hills. Anticipate construction starting in late summer.*
- 4) Continue our efforts to improve sports facilities. Conduct a study to determine additional needs.****I will have the Recreation Commission call together a coalition of the sports teams, Public Works and School Athletic Director to conduct a short and long-term needs assessment.*
- Work to provide short-term solutions to the immediate needs for Girls' Softball fields and determine the most advantageous and economical way to find suitable permanent fields for their use. **Engineer studies of new locations for Softball fields are now complete. A placeholder was put in the Capital Budget for consideration for Bonding for construction. Also could coordinate with Landfill Methane project if that site is selected. A STEAP or Federal grants should be considered too.*
 - Continue to improve the other sports fields through increased water availability, rest room facilities where appropriate, and continue the coordination of maintenance and care with the Recreation Department, Board of Education and various town sport leagues. **We will be finishing Miller Richardson irrigation system in advance of the spring opening. We are working on septic testing at Laidlaw and put LOCIP grant funding in the Capital Budget to allow for the install of trailer bathrooms acquired through State surplus.*

ENVIRONMENT:

- 5) Continue lake management treatments to contain and eradicate the Hydrilla and fanwort invasive species. Work with the State's new program that provides a dedicated stream of funding for invasive plant treatments and secure the maximum amount of funding we**

can through this program. **Grants pending to assist in a river management project for fanwort treatment of Eagleville Lake and hydrilla treatment in Coventry Lake. We are seeking State funding and anticipate \$30,000 for Hydrilla.*

- 6) Protect our rural character while working to support our existing businesses and create an environment that will help attract new business.** **We completed the Plan of Conservation and Development. We are also working the completed a four-town economic Vitality plan strategy with CERC (now AdvanceCT). In addition, we are working with several interested businesses for new construction, pushing the Bolton Sewer connection, presenting small business workshops, working with the Main Street program, and seeking funds for a water tower to reduce insurance in Village area and allow mixed use.*
- 7) Support striving toward Sustainable CT Gold Certification, when available.** **We are continuing to monitor for announcements and working with funding sponsors for a possible crowd-sourced grant for a greenhouse at Camp Creaser through the Sustainable CT program to grow the Community Gardens. Keeping the current plan up to date and adding a few new elements. Looking at Equity projects which could include the housing study, river management and open choice.*
- 8) Continue to support our Open Space Stewardship Committee in efforts to continue to improve and maintain Town-owned land.** **We will continue to prioritize limited LOCIP funds on connecting trails. We have included funds to buy trail maintenance tools for volunteers in Conservation Commission budget. We re-opened Old Tolland Turnpike as a walking path to connect Gardener Tavern neighborhood to Main Street and Community Connectivity sidewalk slated for construction. We are working on a Timber Harvest of the former Rt. 6 land (Nathan Hale Greenway) as a first step in creating a well-worn pathway. We are also developing plans for grant submission to reestablish Bear Swamp Road as a Recreational Pathway.*
- 9) Support continued investment in Forestry management for public safety.** ** \$7,500 additional funds are sought for additional diseased tree removal. We will discuss the Council using Municipal Projects grant also. A replanting plan for the Veteran's Memorial green is underway*
- 10) Continue to explore partnerships for open space acquisition.** **We worked with Joshua's Trust to help them acquire land on the Willimantic River. We are working with the Library Board for donation of land behind the library.*

PUBLIC SAFETY

- 11) Work with the Board of Education to continue to improve security in our schools including consideration of one or more resource officers.** **We*

started Staff discussions on a school resource officer grant and discovered that Connecticut towns do not qualify. The District hired a retired officer to concentrate on school safety issues and planning.

12) Continue to support the police department. Continue to support their technological capabilities that enhance their ability to perform their duties more efficiently and safely. **Core basics for this budget include replacing one cruiser with a new hybrid interceptor. The gasoline budget was reduced in anticipation of savings. We needed to restore two vacancies and also need to conduct a promotional exam for two Sergeant promotions.*

13) Continue to work with our Volunteer Fire Departments to develop a single Volunteer Fire Department serving the entire Town of Coventry. Work with the Fire and Emergency Service Department to retain current members, attract new members, and make certain they have the resources needed to properly train them, and support the equipment and apparatus needs of the department while managing costs effectively. **Phase 1 of the merger has been completed. We are working on the next phase to implement the formal leadership of joint Department 18. Funds are included in the Fire/EMS fund for second including officer stipends and incentives. Funds are included to keep VINTECH operating 24/7. The Capital Budget includes funds for the planned replacement of an engine tanker and rebuild of an ambulance, and gear/hose.*

14) Explore, when appropriate, opportunities to work with other towns including possibly providing Public Safety services to other towns for appropriate fees. **We will set up a meeting in fall with area Towns to solicit interest. Due to budget cuts we eliminated part time help from Bolton for the Building department*

GOVERNMENTAL TRANSPARENCY:

15) Increase transparency where possible and ensure that the Council has the proper time to review and/or vet what is proposed.

- Educate the public on the budget and mil rate setting process. Consider creating educational videos regarding the budget process to assist in the education. **We will update budget presentations and Budget in Brief. Also, we will try a Facebook live on the budget process.*
- Review and repeal unnecessary or obsolete ordinances or policies. **We are currently working through Steering Committee to identify target ordinances and policies for consideration. Several have be eliminated or revised*
- Reduce local government regulatory roadblocks for citizens, when possible, and streamline services. **PZC is reviewing regulations in light of new Plan of Conservation.*

16) Continue joint Town Finance/BOE fiscal committee meetings and have an open dialogue with the Board of Education to obtain comprehensive information for the Town Council and community.

**We have set meeting dates for quarterly meetings.*

ECONOMIC DEVELOPMENT:

17) Continue to work with Bolton/Vernon and the State to secure permission for the extension of the Bolton/Vernon sewer line into Coventry along Route 44. Focus on the need to improve failed septic issues and the potential for future economic development.

- Continue to work with WPCA to determine how we can increase capacity and meet any new requirements that the State places on the operation of the sewer plant. **WPCA is proposing capital projects to reduce the risk for water infiltration and awaits the results of recent DEEP plant inspection before looking other options. We can consider updating the facilities study from 10 years ago.*
- Continue to support Main Street business development. **Funds for Main Street program are included in the economic development budget.*
- Work to promote/educate small and home businesses. **EDC continues education workshops, including a 12-week Facebook for Business, scheduling a follow-up Google Workshop, and coordinating a business plan workshop with Willimantic Chamber and Small Business Development Center for fall. Brought in Nichols College interns for direct business assistance in social media and business planning.*
- Review the Regional Economic Development Plan and implement as appropriate. **We will consider setting up a regional working group to implement portions of the CERC regional plan.*
- Continue to support both Farmers' Markets and develop and strengthen linkages to local businesses. **We need to renegotiate the lease with the Antiquarian and Landmarks for summer of 2021. This summer the market will try to go back to an open field concept.*

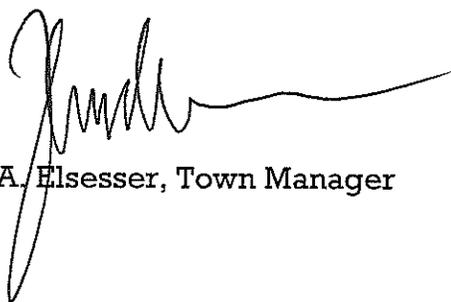
2021-2021 Budget Summaries

The 2021-2021 budget request calls for an increase in spending of \$1,138,919 or 2.74% increase over the previous year. The new mil rate will be 31.79, an increase of 0.62 mils from the current mil rate (1.99%). This should provide an average of a Zero tax increase overall but due to revaluation some may pay more and some may pay less. The previous charts illustrate how the proposed increase in spending and the tax rate are allocated between the various budgets.

The following chart compares major revenues and expenditures for Fiscal Years 2020/2021 and 2021/2022.

COMPARISON OF FY 2020/2021 and FY 2021/2022 BUDGETS

	<u>Adopted FY21</u>	<u>Requested FY22</u>	<u>Inc/Dec</u>	<u>%</u>
<u>REVENUES</u>				
Property tax	\$ 32,020,145	\$ 33,407,031	\$ 1,386,886	4.33%
Intergovernmental	8,652,030	8,515,563	(136,467)	-1.58%
Reserves	310,000	200,000	(110,000)	-35.48%
Other Local	625,850	624,350	(1,500)	-0.24%
Total	<u>\$ 41,608,025</u>	<u>\$ 42,746,944</u>	<u>\$ 1,138,919</u>	<u>2.74%</u>
<u>EXPENDITURES</u>				
Gen. Government	\$ 10,249,009	\$ 10,721,114	\$ 472,105	4.61%
Bd. Of Education	27,866,548	28,430,819	564,271	2.02%
Debt Service	2,828,468	2,828,381	(87)	0.00%
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John A. Elsesser, Town Manager