

BUDGET MESSAGE

May 7, 2014

Dear Residents:

I am pleased that the residents of the community have passed, at the first referendum, the Town Council's recommended budget for fiscal year 2014-2015. At the State level there is talk of modest budget surpluses which while not translating into additional municipal aid, at least ensures the status quo in terms of municipal funding. Over the long-term, it remains to be seen if the economic recovery is sustainable at the State level so as to address projected budget deficits in years 2015-2016 and beyond.

The recently adopted State budget basically maintained the amount of general fund tax related State aid that we receive at an equal level. In addition, other slight revenue increases brings the amount of revenue in the next fiscal year in comparison to the current fiscal year to an increase of \$135,778. Unfortunately, this relatively modest increase along with a similar modest increase in the grand list continues to intensify the pressure on the property tax to fund local expenditures. Based on the economic realities of the times, it continues to be necessary to minimize, to the extent practical, the cost of Town and Board of Education operations while retaining the quality of programs, services and facilities and implement improvements as opportunities arise. Budgets must focus less on the wants of the organization and more on our ability to sustain over time essential services and programs as well as absolute needs for improvement and to be positioned for opportunities, no matter how long that may take. In these turbulent times it is essential that we all grasp the necessity to have multi-year plans and carry out our mission based on the realities as they are, not as it was in the past or how we wish it could be in the future. Saying all that, this community over the last three years has had average percentage increases in the mill rate of 1.18% which is considerably lower than the average consumer price index for the same period of 2.0%. In addition increases in general government spending averaged .89%. Tolland has certainly done its part to hold the line during periods of a depressed economy.

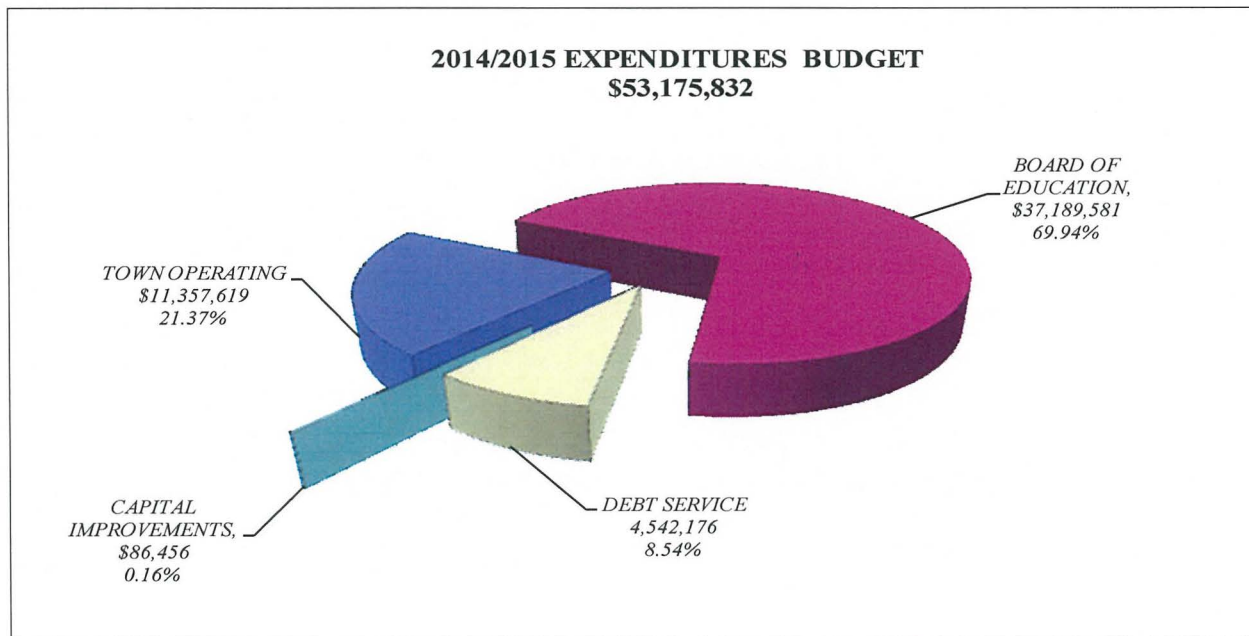
While holding the line on expenditures, the Town through the dedicated leadership of its employees and elected officials has been able during the current fiscal year to achieve many significant results including:

- Received a Triple A Financial rating from Standard and Poors which places us in a category with only a few other Towns in the State such as West Hartford, Ridgefield, Greenwich, Avon and Farmington.
- Completed the All-Weather Turf Field Project at the High School.
- Completed the construction of the concession and bathroom facility at Cross Farms.
- Paved \$1.7 million worth of roads and improved drainage facilities.
- Commenced work on the \$10.2 million ESCO Project to upgrade HVAC facilities at the Town and Board of Education.
- Received approval from voters to expand the Library into the former Hicks Gymnasium and received approval from the State Library for a \$1 million grant for the project.
- Completed the conversion of the Town Hall building to a geothermal based heating and cooling system.

- Worked through numerous weather related events, and to the extent possible, submitted and received reimbursements from FEMA.

For us to continue the quality of services offered at all levels of our Town government will require that we face economic and other challenges directly, acknowledge them and decide a course of action acceptable to the community. It will be difficult for the Town to sustain the quality of services offered without an increase in expenditures that is at least more reflective of the CPI and makes up to some extent for the conservative approach taken over the last five years due to the necessity of the times. The Town Council certainly recognizes the need to balance spending with the pressures that it places on an already overburdened property tax. The adopted budget does exactly that in addressing the absolute needs of this community while minimizing to the extent possible the increase in the property tax.

Each year we should look at our budget as a multi-year document and be cognizant of expenditure commitments made today and whether they can be sustained in future years. Each year the Town and the Board of Education have legitimate needs, the cost of which substantially exceeds the community's willingness to pay. While the Town Council could fully justify presenting a budget with a much higher expenditure request, the impact on the majority of residential taxpayers would in our opinion be unacceptable. **Therefore, the budget approved by the Town Council and adopted by the residents continues basic services, both in the Town as well as the Board of Education and addresses absolute needs which can no longer be ignored, while at the same time, limits overall expenditure increases to 2.57% with Town operating expenses being an increase of 4.12% and the Board of Education an increase of 3.13%. The tax increase necessary to support this budget is a 2.85% increase or .86 mill increase which is impacted greatly by limited increases in the grand list and State revenues.**



While no one enjoys paying more taxes, the increase on the average low, middle and higher assessed homes is only \$105, \$169 and \$323 respectfully on an annual basis.

Property Tax Impact of the Town Manager's Recommended Budget for Three Average Assessments				
2009 Assessment	Market Value	Taxes at 30.19	Taxes at 31.05	Difference
\$121,972	\$174,246	\$3,682	\$3,787	\$105
\$196,130	\$280,186	\$5,921	\$6,090	\$169
\$375,384	\$536,262	\$11,333	\$11,656	\$323

The Town budget is not constructed so that it can withstand additional reductions without significant program implications. Town programs and line items have been reviewed numerous times over the last several months in an effort to minimize expenses. The Town's expenditures, even taking into consideration the increased cost of personnel, health insurance and commodities, remains at levels similar to that budgeted in 2009. This budget proposes Town operating expenditures at \$11,247,511 which is considerably lower than the Statewide average for Towns with populations between 10,000-30,000 which is \$23,274,052. In order to achieve Town expenditure levels recommended over the last four years has resulted in an approximate 9% reduction in the size of Town staff.

Expenditure drivers in the Town operating budget include:

- Insurances - \$105,320
- Salaries - \$103,663
- Fuel - \$75,000
- Fire/Ambulance - \$65,918
- Legal Services - \$20,000
- Tax refunds - \$16,000
- Revaluation - \$26,000

In order to offset some of the impact of these expenditures drivers, the following will be implemented:

- For the third consecutive year, eliminate contractual street sweeping for a savings of \$23,000. The Town owns one street sweeper and will, over the spring and summer, attempt to sweep the streets using Town equipment and personnel.
- Extend the Solid Waste Collection and Disposal Contracts with Willimantic Waste up to an additional four years to 2019 to coincide with our Single Stream Recycling Contract. In so doing, we will receive a 5% reduction in our collection cost for a savings of approximately \$40,000 in each of the next five years.
- By performing the 2014/15 revaluation in-house we saved approximately \$60,000. This savings has been applied to what we budget each year for the next revaluation which will be a full physical revaluation at a cost of approximately \$200,000. This is a savings of \$12,000 per year over the next five years.

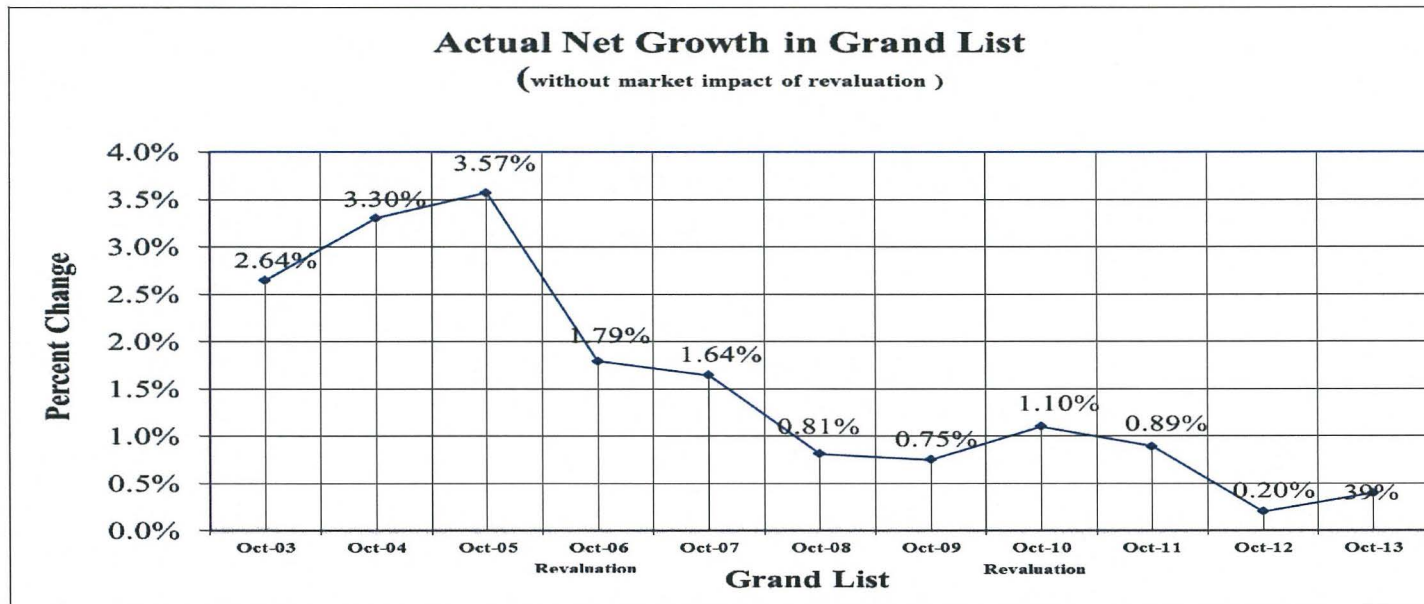
- Reduced the budgeted amount for health insurance by 2% through prudent use of reserves accrued in our ECHIP account. The use of reserves has been approved by our Health Benefits Advisor and the funds used if not replenished through positive experience may require slight increases in future rate projections to ensure appropriate reserve levels.

Other major program initiatives recommended in this budget include:

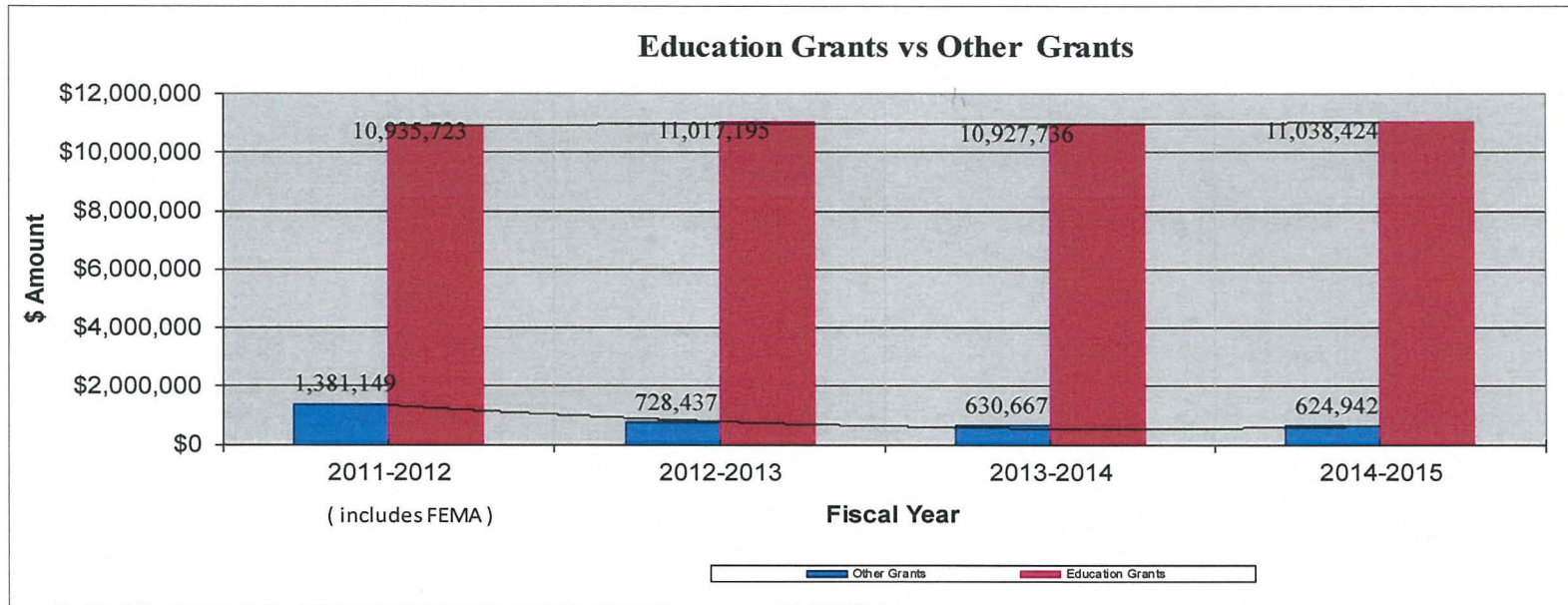
- Initial phase of the development of a combined Town and BOE Facility Unit which will focus on oversight of HVAC systems. The Honeywell/ESCO Project is allowing for the installation of \$10.2 million of energy related equipment in our Town and BOE facilities to be paid for over twenty years through energy savings. To manage these systems going forward, dedicated personnel and properly funded contractual arrangements for on-call and preventative maintenance services must be funded. In the next year the salary and benefits of a person to oversee HVAC systems can be paid out of the project and many of the systems will be on warranty. In the subsequent year the costs for this program will increase and will eventually necessitate the funding of a Facility Manager as well to allow for the establishment of a full service facility unit that maintains not only HVAC systems but all other aspects of Town and Board of Education buildings excluding cleaning.

The Town in an effort to minimize cost increases and program reductions has taken other steps to improve efficiencies during the last fiscal year such as by continuing to be actively involved in the Eastern Connecticut Health Insurance Program (ECHIP). ECHIP is the first and only Health Care Cooperative in the State and includes five other Municipalities and Board of Educations, which initially saved Tolland approximately \$400,000 through lesser administrative fees. The success of this Cooperative, which the Town Manager chairs, can be seen in our ability to use reserves accrued in just the first year to reduce the increase in our Administrative budget from the 11.6% liability to a recommended 9.6%.

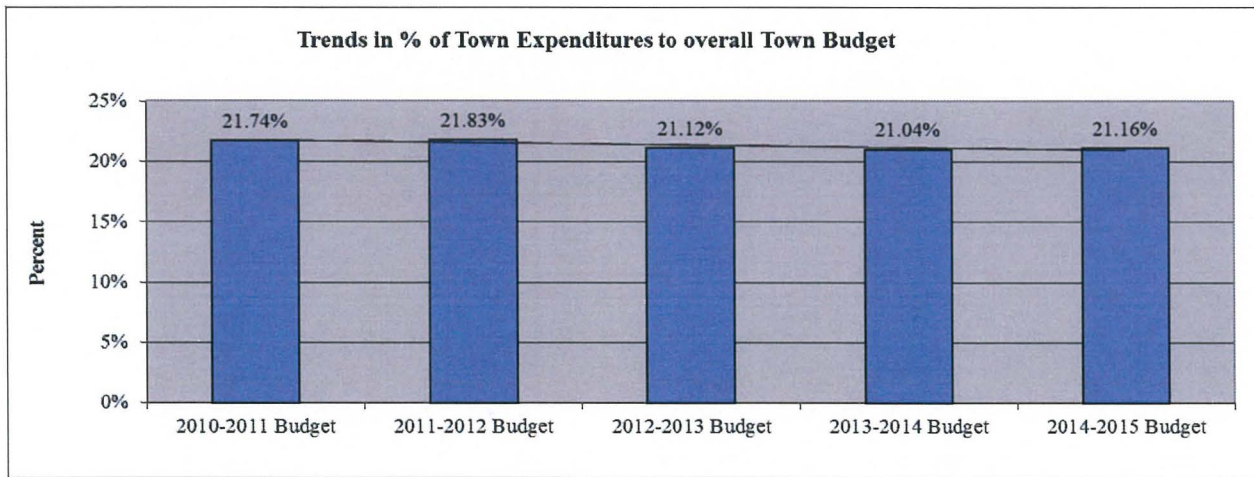
The Town's overall grand list growth is .391%. After adjustments for the tax collection rate additional Town revenue from grand list growth is \$153,004. All indications are that absent a dramatic change in the economy, this type of limited grand list growth will be the norm for the foreseeable future. This is the fourth year out of the last five years that grand list growth has been under 1%. In the next year the Town is mandated by the State to do a statistical (revaluation) update on the value of all property. Other communities who have performed such updates in the past year are finding sizable decreases in the grand list due to depressed housing values. This will possibly require an increase in the 2015/16 mill rate which will be offset by lower property assessments by many. More information on this process will be forthcoming.

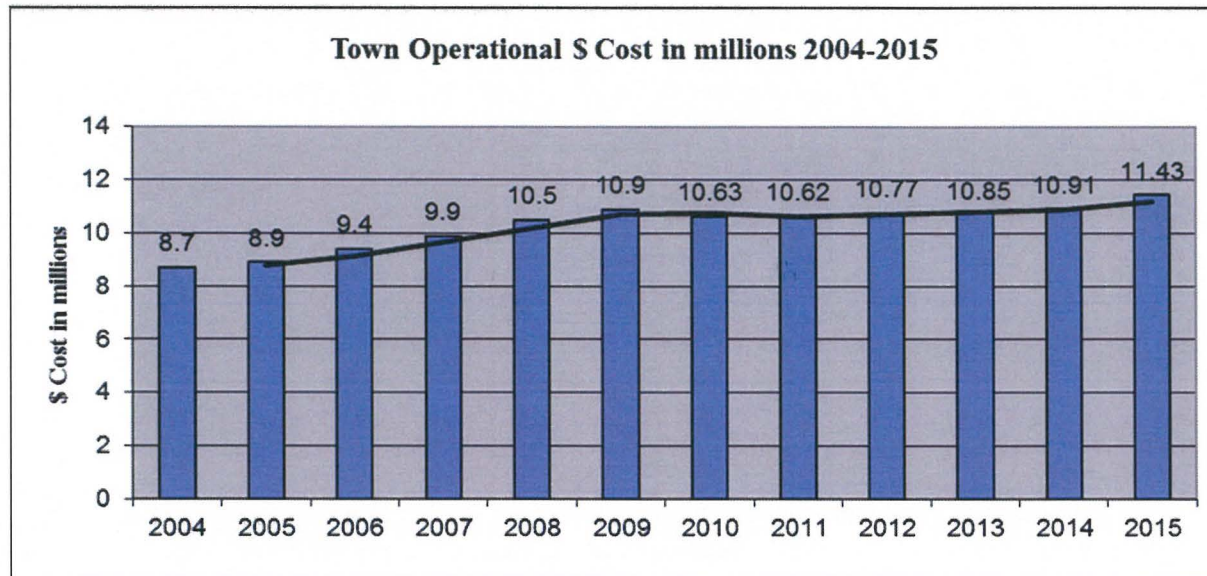


It would be unrealistic to expect over the next several fiscal years any substantial growth in state aid to lessen the burden on our local taxpayers, who are already overburdened by reliance on property tax as the main source to fund municipal expenses. While current revenue projections are on target, it should be remembered that revenues have been budgeted at reduced amounts from the previous years. For example in 2007-08, we received \$419,106 in interest income. Today we are budgeting \$45,000. Pequot funds were at \$87,657 and next year they are \$40,904. Conveyance tax was at \$191,624 and next year is projected to be \$120,000. Yet, even with this continued decrease in revenue, Town expenditures have increased only slightly so that the impact on taxes is minimized. To help offset the loss of revenue, the Town Council approved the use of fund balance in the next fiscal year in the amount of \$259,000. Approximately \$59,000 of this amount comes from a bond premium that is mandated by the IRS to be used to offset debt service costs. Use of fund balance should be carefully monitored and should only be used as a source of revenue in extraordinary economic times such as those which have encountered over the last several years. Fortunately, while use of fund balance has been programmed over the last several years, we have not had to use the funds as a revenue source due to other revenue increases or expenditure decreases. Hopefully that trend will continue and over the next several years we can further reduce our reliance on fund balance as a source of revenue.



The Town's ability to produce a budget with a limited expenditure increase is only made possible as a result of the compounding impact of actions taken in the past years as well as adjustments for the next fiscal year. Examples of actions taken over the last few years which are continuing to provide cost relief are the bidding of refuse collection and disposal and movement to automated collection, single stream recycling and reduction to six collections per year from twelve for bulky waste pick-up and reductions in staff over the last few years has resulted in an employee count which is 7.41 less today at 76.49 FTEs than the 83.90 FTEs five years ago.





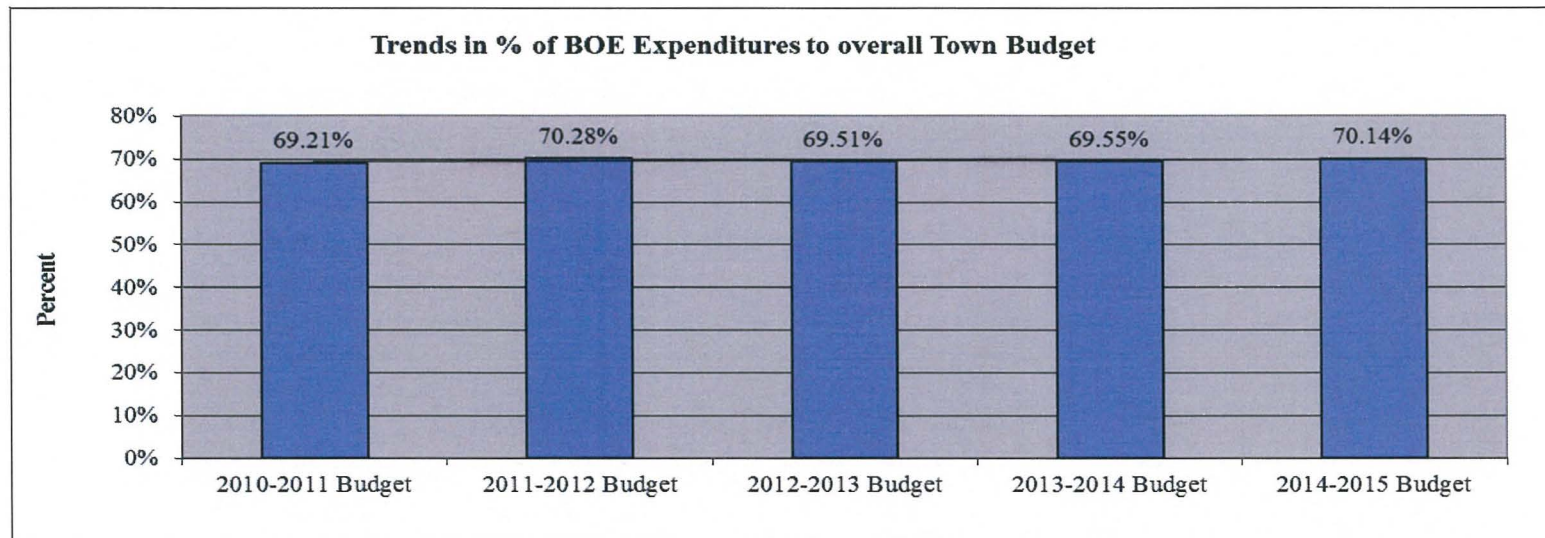
The recommended funding level for the Board of Education is \$37,189,581 or 3.13% over current year budgeted amounts. The total dollar increase is \$1,130,331. The Town Council is a strong supporter of a sound education system that can properly prepare our children to compete in this global economy. The Board of Education should be applauded for the process that they have used to guide their budget process. Being mostly new members, they have been thrust into a budget process which for most is a new experience. The learning curve is substantial but they are attempting to become familiar with as many of the challenges as possible in a very short period of time. Issues such as curriculum concerns, common core implementation, technology concerns and facility issues are just some of the challenges that have become focal points.

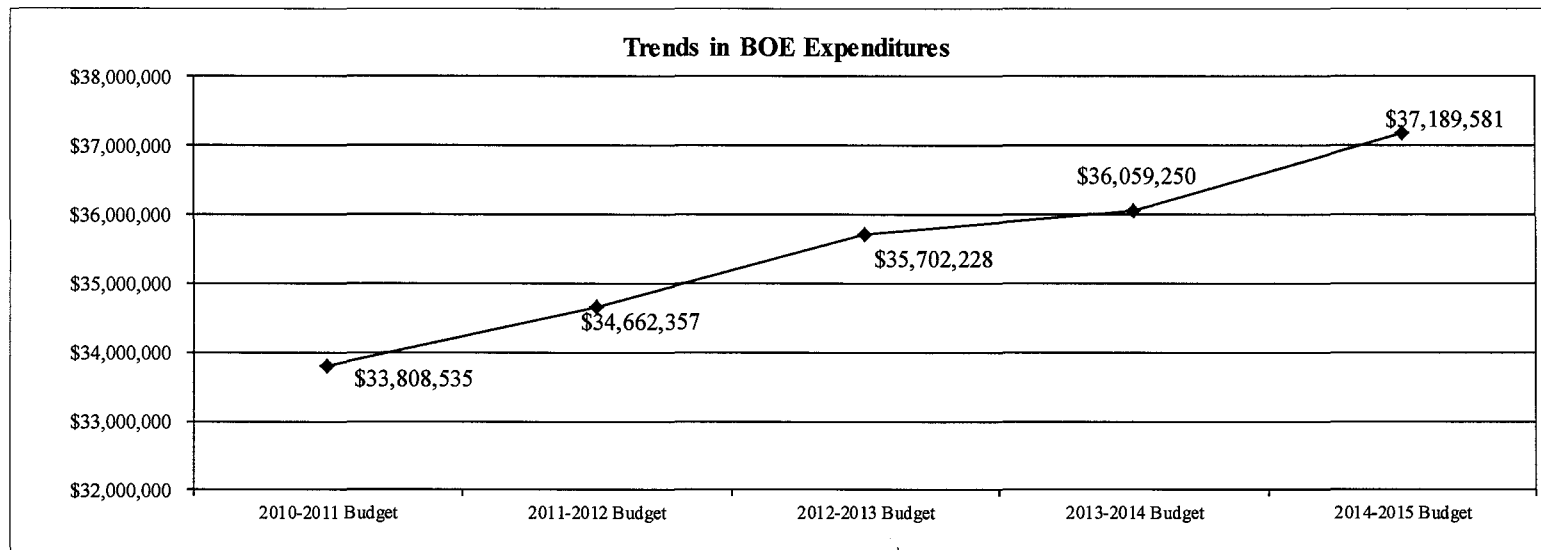
While from a financial perspective some of the major initiatives desired by the Board of Education would be better suited for the 2015-16 budget, the program needs do not always match the financial realities. The issue of All-Day Kindergarten, from purely a financial perspective is a good example to use. Next year there is a class of 152 kindergarten aged children, who potentially could benefit from the expanded curriculum offered in an All-Day Kindergarten setting which will help better prepare them for the rigors of the new common core standards in grades 1-3 and beyond. However, the following year the class is projected to be 110 students which could result in a reduction in the number of kindergarten teachers needed. The Superintendent of Schools has stated that at least four teacher positions could be reduced. Expanding All-Day Kindergarten in the year you are reducing teachers can allow for the program to be brought on-line in a cost neutral fashion. Many communities around the State have taken advantage of just such a financial scenario in implementing their All-Day Kindergarten Program. However, if the intent is to implement the program in the next year or two, then it is difficult to justify to the incoming class why they can't benefit immediately from the enhanced program. As stated previously, better long range planning could possibly have avoided the position which the Board of Education is in on this issue and the financial implications to the Town, however, dwelling on that concern doesn't help to address the immediate issue. Therefore, if the Board of Education decides this is a result they want to achieve, it should be done in the next fiscal year and funds are included for that purpose.

The second initiative which the Town Council, Board of Education and Administration are working collaboratively on is that of a School Resource Officer and the implementation of an overall Behavioral Improvement Program for all grades. While some may see this as a Security Guard, we see it as much more. A comprehensive program to help address along with our Human Services Department, School Social Worker and other School Staff the many

social and behavioral pressures facing our young adults today. In addition there are a significant number of calls for service from the Resident Troopers to the school system already taking place. The Town Council believes from a cost/benefit perspective that it is appropriate to assign one Trooper to dedicate the majority of their time helping to improve the lives of our school aged children. We have the ability to make the transfer now, the need for the service is there, and this program potentially can result in a major improvement in the overall school environment.

The Superintendent and Board of Education should be commended for their ability to continually provide a high quality of education services with one of the lowest per pupil expenditures in the State. Based on information provided by the school system, residents should continue to be pleased that in almost every category students' standardized test scores exceed Statewide levels as well as schools in our reference group. However, with no additional State assistance for education funding, it will be difficult to provide on a yearly basis the type of funding which the Board of Education feels is necessary to fully support our education system. To ensure that Tolland can continue to offer a high level of education programming, at an affordable cost, will necessitate continued discussions between the Board of Education and Town Council concerning additional ways to save money in those line items not directly related to education programs and to have plans in place to better take advantage of funding opportunities.





The Town is fortunate to have a strong cadre of highly qualified and dedicated Town employees. Several years ago we changed the method of compensation for unaffiliated employees to one based solely on merit. Based on the economic realities, we have approved an average of not more than 2.0% for all employees involved. It is important for succession purposes and for fair compensation that we ensure going forward that our ranges and salaries within ranges are competitive with the general marketplace. Therefore, we have also approved that the maximum of the ranges be increased by 2.0%.

All too often in difficult budget years there is a tendency to try and save money by deferring maintenance of facilities and equipment. The Town Council in the current year's budget demonstrated a commitment to fund capital improvements at a level necessary to ensure that the community's investment in infrastructure, facilities and heavy equipment is maintained. Failure to continue this commitment on a yearly basis will result in deteriorating facilities and the use of heavy equipment much longer than its useful life. The recommended general fund expenditure for capital improvements of \$86,456 is only .16% of the requested operating budget.

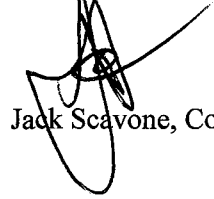
The Capital Improvement Fund should normally be budgeted at a funding level which addresses the identified needs of the Town and not be used as a balancing mechanism to achieve a desired mill rate increase. In future years, efforts should be made to increase the amount of general fund dollars allocated for this purpose to a level equal to approximately 1.5% of the operating budget. A detailed presentation on the Capital Plan for the next fiscal year is available on the Town's web page.

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

Elected and appointed officials, Town employees and residents all have the best interest of the community in mind when deliberating on budget matters. The monetary and operations issues which we face are significant as we strive to find a cost effective way to continue to make our community a desirable place to live, attend school and conduct business. To maintain a vibrant municipal government and a growing community we must all come together and recognize that the type of sacrifices we are being asked to make at this time will in the long run bring about a stronger community, state and nation.

The input of staff has been critical to the development of this document. The Town Council wishes to express thanks to Town Manager, Steven R. Werbner, Finance Director, Lisa A. Hancock, Director of Administrative Services, Mike Wilkinson, Assistant Finance Director and Treasurer, Agata Herasimowicz, Executive Assistant, Lynn Bielawiec who were invaluable during this process and Accountant, Laura Schwabe who has input much of the financial data.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jack Scavone', written over a horizontal line.

Jack Scavone, Council Chairperson

BUDGET SUMMARY

TOWN OF TOLLAND GENERAL FUND BUDGET SUMMARY					
2012-2013 Final Budget	2013-2014 Original Budget	BUDGET APPROPRIATIONS:	2014-2015 Manager Proposed	2014-2015 Adopted Budget	PERCENT CHANGE FROM PRIOR BUDGET
2,531,448	2,682,217	General Government	2,801,870	2,801,870	
363,196	328,591	Planning and Community Development	353,538	353,538	
867,450	833,114	Community Services	827,609	827,609	
4,513,916	4,379,539	Public Works and Environmental Maintenance	4,435,067	4,435,067	
1,582,908	1,645,131	Public Safety Services	1,727,735	1,837,843	
971,610	1,039,267	Finance and Records	1,101,692	1,101,692	
10,830,528	10,907,859	TOTAL -- TOWN GOVERNMENT	11,247,511	11,357,619	4.12%
35,702,228	36,059,250	Board of Education Operations	37,299,689	37,189,581	
35,702,228	36,059,250	TOTAL -- BOARD OF EDUCATION	37,299,689	37,189,581	3.13%
46,532,756	46,967,109	TOTAL OPERATING TOWN AND BOARD OF EDUCATION	48,547,200	48,547,200	3.36%
4,642,785	4,735,625	Debt Service	4,542,176	4,542,176	-4.08%
310,853	141,991	General Fund Contribution for Capital Improvements	86,456	86,456	-39.11%
4,953,638	4,877,616	TOTAL -- CAPITAL IMPROVEMENTS/DEBT SERVICE	4,628,632	4,628,632	
51,486,394	51,844,725	TOTAL TOWN APPROPRIATIONS	53,175,832	53,175,832	2.57%
12,747,137	12,715,377	LESS: Estimated Revenues from Non-Tax Sources	12,876,860	12,876,860	
321,976	361,042	LESS: General Fund Balance Applied	259,000	259,000	
38,417,281	38,768,306	AMOUNT TO BE RAISED BY CURRENT TAXES	40,039,972	40,039,972	
51,486,394	51,844,725	TOTAL TOWN REVENUES	53,175,832	53,175,832	2.57%
1,293,289,310	1,295,852,986	NET GRAND LIST	1,300,921,026	1,300,921,026	
8,416,848	8,237,875	LESS: Senior Tax Relief Program	7,838,334	7,838,334	
4,030,000	3,500,000	LESS: Corrections, and Assessment Appeals	3,525,000	3,525,000	
13,100,000	500,000	PLUS: New Construction	500,000	500,000	
	12,500,000	PLUS: Motor Vehicle Supplement	12,500,000	12,500,000	
1,293,942,462	1,297,115,111	NET TAXABLE GRAND LIST	1,302,557,692	1,302,557,692	
1,265,992,486	1,284,143,960	NET ADJUSTED COLLECTIBLE GRAND LIST @ 99.0%	1,289,532,115	1,289,532,115	
29.99	30.19	MILL RATE	31.05	31.05	2.85%

THREE YEAR REVENUE AND EXPENDITURE COMPARISON

	2012-2013 Actual	2013-2014 Adopted Budget	2014-2015 Adopted Budget	\$ Change 2013/14 to 2014/2015	% Change 2013/14 to 2014/2015
PROPERTY TAXES	39,100,634	39,280,516	40,577,886	1,297,371	3.30%
STATE & FEDERAL GRANTS	728,437	630,667	624,942	(5,725)	-0.91%
LICENSES, PERMITS & FEES	209,524	214,926	229,100	14,174	6.59%
CHARGES FOR CURRENT SERVICES	394,644	383,839	381,480	(2,359)	-0.61%
INVESTMENT INCOME/OTHER REVENUE	149,504	46,000	65,000	19,000	41.30%
EDUCATION GRANTS	11,017,195	10,927,736	11,038,424	110,688	1.01%
CONTRIBUTION FROM FUND BALANCE	-	361,042	259,000	(102,042)	-28.26%
REVENUE TOTALS	<u>51,599,938</u>	<u>51,844,725</u>	<u>53,175,832</u>	<u>1,331,107</u>	<u>2.57%</u>
TOTAL TOWN OPERATING	10,834,820	10,907,859	11,357,619	449,760	4.12%
BOARD OF EDUCATION OPERATING	35,685,928	36,059,250	37,189,581	1,130,331	3.13%
DEBT SERVICE	4,642,785	4,735,625	4,542,176	(193,449)	-4.08%
CAPITAL IMPROVEMENTS	171,877	141,991	86,456	(55,535)	-39.11%
EXPENDITURES TOTALS	<u>51,335,410</u>	<u>51,844,725</u>	<u>53,175,832</u>	<u>1,331,107</u>	<u>2.57%</u>

GENERAL FUND FINANCIAL RESULTS AND ADOPTED BUDGET

	2011-2012	2012-2013	2013-2014 Original Budget	2013-2014 Projected Actual	2014-2015 Adopted Budget
	<u>Actual</u>	<u>Actual</u>			
Revenues:					
Property taxes	\$ 38,322,762	39,100,634	39,280,516	39,339,865	40,577,886
Intergovernmental	12,316,872	11,745,632	11,558,403	11,732,303	11,663,366
Charges for services, Licenses, Permits and Fees	580,757	604,168	598,765	621,355	610,580
Investment income	48,551	58,432	27,000	58,000	20,000
Other revenues	20,197	24,951	19,000	70,000	45,000
Total revenues	<u>51,289,139</u>	<u>51,533,817</u>	<u>51,483,683</u>	<u>51,821,523</u>	<u>52,916,832</u>
Expenditures:					
Current:					
Administrative	2,426,893	2,531,429	2,682,217	2,686,266	2,801,870
Planning and community development	354,477	361,990	328,591	333,024	353,538
Community services	860,832	866,631	833,114	829,713	827,609
Public works	4,529,746	4,505,476	4,364,539	4,395,977	4,420,067
Public safety services	1,530,589	1,582,877	1,641,131	1,649,269	1,833,843
Record and financial services	887,126	903,899	866,109	865,636	909,802
Contingency and other	117,398	67,518	173,158	161,319	191,890
Disaster Recovery- Storms Irene & Alfred	558,479				
Board of Education	34,667,151	35,685,928	36,059,250	36,059,250	37,189,581
Debt service	<u>4,751,795</u>	<u>4,642,785</u>	<u>4,735,625</u>	<u>4,735,625</u>	<u>4,542,176</u>
Total expenditures	<u>50,684,486</u>	<u>51,148,533</u>	<u>51,683,734</u>	<u>51,716,079</u>	<u>53,070,376</u>
Excess of Revenues over Expenditures	<u>604,653</u>	<u>385,284</u>	<u>(200,051)</u>	<u>105,444</u>	<u>(153,544)</u>
Other Financing Sources (Uses) :					
Sources:					
Bond Premium	140,862	59,681			
Cancellation of prior year purchase orders	15,520	6,440			
Contribution of fund balance			250,000		199,320
Contribution of fund balance -Bond Premium Restricted Funds Use			111,042		59,680
Contribution of Fund Balance for Storm Fund Assigned Balance					
Uses:					
Additional appropriation bond premium					
Transfer to Capital Improvement fund from General Fund	(247,310)	(171,877)	(141,991)	(141,991)	(86,456)
Transfers out (General Fund to new Storm Reserve Fund)		(121,976)			
Transfers out (Dog and Sewer Fund)	(18,500)	(17,000)	(19,000)	(19,000)	(19,000)
Funds Use					
Net other financing (Uses) Sources	<u>(109,428)</u>	<u>(244,732)</u>	<u>200,051</u>	<u>(160,991)</u>	<u>153,544</u>
Excess of Revenues and Other Financing Sources over Expenditures and Other Financing Uses	<u>495,225</u>	<u>140,552</u>	<u>-</u>	<u>(55,547)</u>	<u>0</u>
Fund Balance at Beginning of Year	6,434,332	6,929,557	7,070,109	7,070,109	7,014,562
Fund Balance, budgetary basis at End of Year	\$ <u>6,929,557</u>	<u>7,070,109</u>	<u>7,070,109</u>	<u>7,014,562</u>	<u>7,014,562</u>
Fund Balance as a percentage of budgetary expenditures	13.6%	13.77%		13.52%	13.2%
Fund Balance, GAAP basis:					
Encumbrances included as expenditures in budgetary basis	950,046	584,517		584,517	584,000
Prior year Encumbrances	159,434	251,941		251,941	252,000
Assigned and Unassigned fund balance, GAAP basis at the End of the Year	\$ <u>8,039,037</u>	\$ <u>7,906,567</u>		\$ <u>7,851,020</u>	\$ <u>7,850,563</u>
Assigned with designation for specific purpose in future budget	(200,000)	(111,041)		(199,320)	(200,000)
Assigned for encumbrances	(1,109,480)	(1,086,458)		(1,086,458)	(1,086,000)
Restricted for use of Bond Premium for Debt Payments	(140,862)	(59,681)		(59,681)	
Unassigned and available Fund Balance (GAAP Basis)	<u>6,588,695</u>	<u>6,649,387</u>		<u>6,505,561</u>	<u>6,564,563</u>
GAAP Basis Expenditures (Includes Teachers Retirement & Excess Cost)	55,736,331	56,482,370		56,344,725	57,675,832
Unassigned Fund Balance as a percentage of GAAP expenditures	11.82%	11.77%		11.55%	11.38%

TOWN OF TOLLAND
PERCENTAGES OF TOTAL REVENUES AND EXPENDITURES

	2009/10	2010/11	2011/12	2012-2013	2013-2014	2014-2015
<i>Revenues</i>	Actual	Actual	Actual	Actual	Adopted Budget	Adopted Budget
Property Taxes	74.06	75.05	74.49	75.78	75.52	
State and Federal Grants	1.53	1.44	2.68	1.41	1.40	1.22
Licenses, Permits and Fees	0.32	0.36	0.36	0.41	0.50	0.41
Charges for Current Services	0.63	0.79	0.77	0.76	0.70	0.74
Investment Interest/Other	0.44	0.27	0.44	0.29	0.09	0.09
Educational Related Grants	22.71	22.09	21.26	21.35	21.40	21.08
Use of Fund Balance	0.31	0.00	0.00	0.00	0.39	0.70
	100.00	100.00	100.00	100.00	100.00	24.24

<i>Expenditures</i>	2009/10	2010/11	2011/12	2012/13	2012/13	2013/14
Town Operating						
General Government	5.15	5.05	5.05	5.05	4.93	5.08
Planning & Community Development	0.73	0.74	0.74	0.74	0.71	0.63
Community Services	1.70	1.86	1.86	1.86	1.69	1.70
Public Works	9.29	9.51	9.51	9.51	8.81	8.45
Public Safety	2.90	2.94	2.94	2.94	3.08	3.17
Records/Financial	1.83	1.84	1.84	1.84	1.76	1.67
Contingency/Other	0.16	0.17	0.17	0.17	0.13	0.33
Total Town Operating	21.76	22.11	22.11	22.11	21.11	21.04
Education	68.52	67.24	67.24	67.24	69.52	69.55
Debt Service	9.30	9.88	9.88	9.88	9.04	9.14
Capital Improvements	0.42	0.77	0.77	0.77	0.33	0.27
	100.00	100.00	100.00	100.00	100.00	100.00

Mill Rate	29.49	29.15	29.15	29.99	30.19	31.05
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Grand Levy	35,909,276	36,412,908	36,412,908	36,412,908	38,805,334	40,444,416
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Mill Rate Percentage Changes	0%	-1.15%	0%	2.88%	0.67%	2.85%
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