

# **EXPENDITURES**

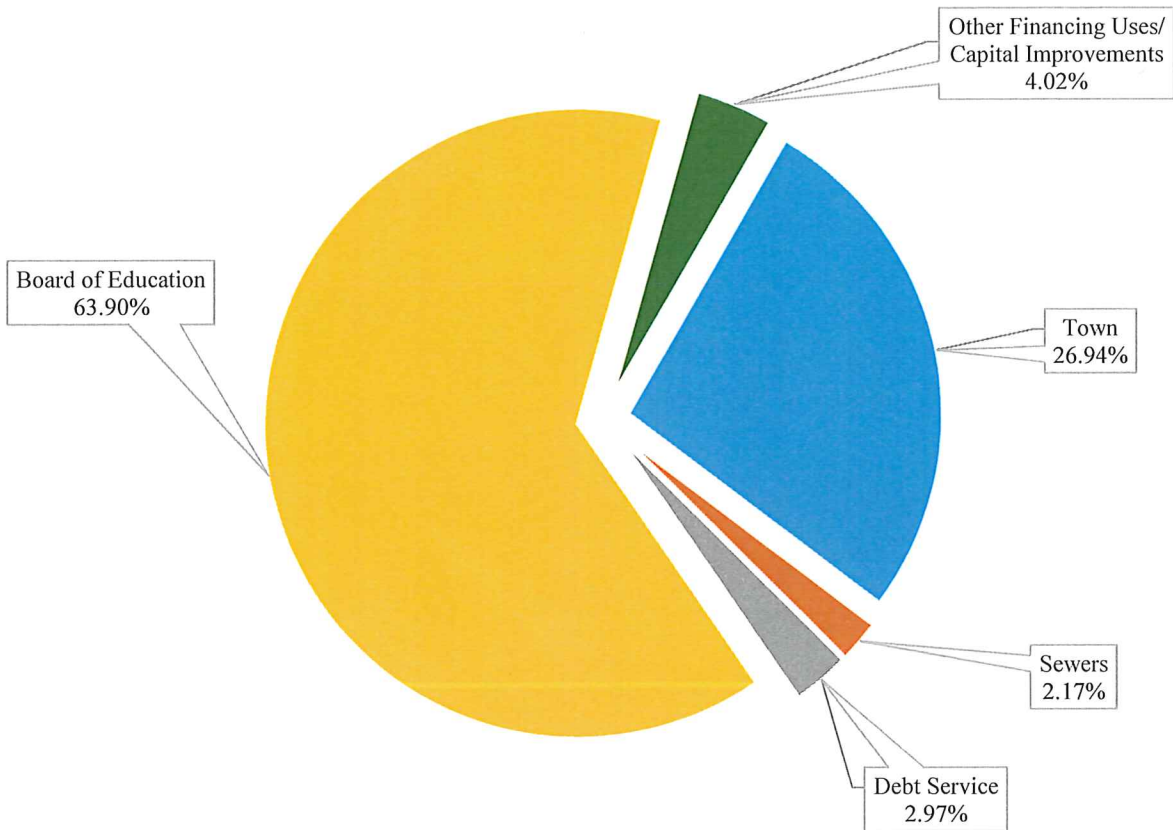
## **OVERVIEW**

The adopted fiscal year 2018/2019 expenditures for the Town, Board of Education, Sewers, Capital and Debt Service Budgets total \$92,919,694. A comparative summary of fiscal years 2016/2017 and 2017/2018 expenditures, as well as a detailed discussion and analysis of expenditure changes in the various budgets, are provided below.

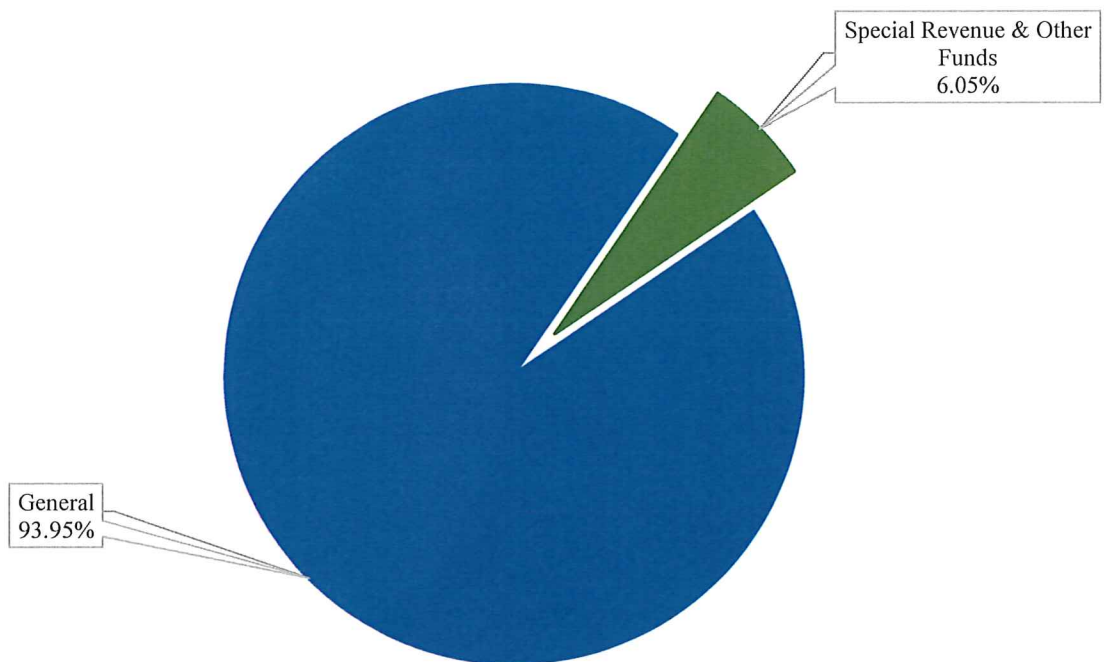
### **COMPARISON OF FY 2016/2017, FY 2017/2018 AND FY 2018/2019**

EXPENDITURES	FY 16/17 ACTUAL	FY 17/18 ADOPTED BUDGET	FY 18/19 GENERAL FUND	FY 18/19 SPECIAL REV. & OTHER FUNDS	FY 18/19 ADOPTED BUDGET	DIFFERENCE	% CHANGE	% BY SUBTOTAL	BUDGET BY TOTAL
General Government	3,304,653	3,370,540	3,534,458		3,534,458	163,918	4.86%	14.12%	3.80%
Public Safety	10,186,252	10,326,376	10,640,077	98,872	10,736,949	410,573	3.98%	42.90%	11.56%
Public Works	5,699,501	6,019,351	6,095,896	180,000	6,275,896	256,545	4.26%	25.07%	6.75%
Health & Social Services	514,744	523,403	523,010		523,010	(393)	-0.08%	2.09%	0.56%
Recreation & Parks	1,119,323	1,231,069	853,703	414,130	1,267,833	36,764	2.99%	5.07%	1.36%
Education - Culture	1,594,590	1,637,129	1,683,700		1,683,700	46,571	2.84%	6.73%	1.81%
Conservation & Development	652,905	654,862	669,335		669,335	14,473	2.21%	2.67%	0.72%
Miscellaneous	280,949	333,868	338,260		338,260	4,392	1.32%	1.35%	0.36%
TOTAL TOWN	23,352,917	24,096,598	24,338,439	691,002	25,029,441	932,843	3.87%	100.00%	26.94%
BOARD OF EDUCATION									
Salaries	34,302,774	34,734,933	36,256,049		36,256,049	1,521,116	4.38%	61.05%	39.02%
Employee Benefits	9,368,901	10,223,770	9,464,656		9,464,656	(759,114)	-7.42%	15.94%	10.19%
Purchased Prf & Tech Services	1,378,850	1,448,302	1,658,204		1,658,204	209,902	14.49%	2.79%	1.78%
Property Services	719,022	727,881	778,600		778,600	50,719	6.97%	1.31%	0.84%
Other Purchased Services	6,780,938	6,638,213	6,526,318		6,526,318	(111,895)	-1.69%	10.99%	7.02%
General Supplies & Utilities	2,144,708	2,122,918	2,305,396		2,305,396	182,478	8.60%	3.88%	2.48%
Equipment	436,300	341,542	382,519		382,519	40,977	12.00%	0.64%	0.41%
Fees & Memberships	108,169	69,070	106,863		106,863	37,793	54.72%	0.18%	0.12%
Cafeteria Operation	864,360	1,088,233		1,018,710	1,018,710	(69,523)	-6.39%	1.72%	1.10%
Facility Use	21,120	54,000		51,000	51,000	(3,000)	-5.56%	0.09%	0.05%
Prepaid State & Fed. Grants	1,018,906	844,113		834,800	834,800	(9,313)	-1.10%	1.41%	0.90%
TOTAL B. O. E.	57,144,048	58,292,975	57,478,605	1,904,510	59,383,115	1,090,140	1.87%	100.00%	63.91%
SEWERS									
Operating Expense	1,824,479	2,015,307		2,016,793	2,016,793	1,486	0.07%	100.00%	2.17%
TOTAL SEWERS	1,824,479	2,015,307		2,016,793	2,016,793	1,486	0.07%	100.00%	2.17%
DEBT SERVICE									
Bonds	3,029,750	2,818,850	2,755,750		2,755,750	(63,100)	-2.24%	100.00%	2.97%
Notes									
TOTAL DEBT SERVICE	3,029,750	2,818,850	2,755,750	-	2,755,750	(63,100)	-2.24%	100.00%	2.97%
OTHER FINANCING USES									
Capital Improvements									
Facilities	3,825,037	2,601,506	1,309,368	1,011,727	2,321,095	(280,411)	-10.78%	62.15%	2.50%
Equipment	385,000	913,000	618,500		618,500	(294,500)	-32.26%	16.56%	0.67%
C.N.R.E.F.	200,000	175,000	795,000		795,000	620,000	354.29%	21.29%	0.86%
C. I. P.	4,410,037	3,689,506	2,722,868	1,011,727	3,734,595	45,089	1.22%	100.00%	4.02%
TOTAL EXPENDITURES	89,761,231	90,913,236	87,295,662	5,624,032	92,919,694	2,006,458	2.21%	100.00%	100.00%

### Expenditures by Budget FY 2018/2019



### Expenditures by Fund FY 2018/2019



## EXPENDITURES

The Expenditures portion of this document has been separated on a fund basis and year-to-year comparisons made, where appropriate, to retain comparative continuity for the lay person. The Consolidated Annual Budget by Fund Type is located on Page II of the Budget Message.

### TOWN OPERATING BUDGET

As indicated in the Town Manager's Budget Message, the adopted budget for Town Services represents an increase of 3.87% over the current appropriation of \$24,096,598. Town Operating Budget requests of Town Agencies and Departments totaled \$26,002,095 and were reduced \$944,158 by the Town Manager to \$25,057,937 (not including sewers). The Town Council further reduced the budget by \$28,496 to \$25,029,441. Tables comparing expenditure totals, and percentages of totals for FY 2015/2016 – FY 2018/2019 are provided below. Detailed analysis of these three expenditure objects occurs on the following pages.

#### COMPARISON OF GENERAL FUND - MAJOR EXPENDITURE OBJECTS

EXPENDITURE OBJECT	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	\$ Inc/(Dec)	% Inc/-Dec
Personal Services*	\$16,555,525	\$17,213,938	\$17,907,043	\$18,526,209	\$619,166	3.46%
Services & Supplies	5,882,756	6,025,171	6,139,750	6,375,982	236,232	3.85%
Capital Outlay	53,880	56,409	49,805	127,250	77,445	155.50%
<b>TOTAL</b>	<b>\$22,492,161</b>	<b>\$23,295,518</b>	<b>\$24,096,598</b>	<b>\$25,029,441</b>	<b>\$932,843</b>	<b>3.87%</b>

\* Does not include sewers.

#### PERCENTS OF TOTALS

EXPENDITURE OBJECT	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
Personal Services*	73.61%	73.89%	74.31%	74.02%
Services & Supplies	26.15%	25.87%	25.48%	25.47%
Capital Outlay	0.24%	0.24%	0.21%	0.51%

\* Percentages listed above are for General Fund expenditures only and will not match the percentages on C. 6, which includes both General Fund and Special Revenue Funds.

### PERSONAL SERVICES

The total number of authorized full-time employees remained at 106 positions. However a previously unfunded vacant Police Officer position has been full year funded and a part time civilian Accreditation Manager has been added to the Police Department. Also, a new full time partial year funded maintainer has been added to the Public Works Department to assist with maintaining the additional parks' grounds and finally several part time positions at the Avon Free Public Library will work expanded hours on Wednesday evenings from September until June.

	Salary	Benefits	Total
Vacant Police Officer (previously unfunded)	\$66,989	\$22,828	\$89,817
New Part time Accreditation Manager	52,499	4,084	56,583
New DPW Maintainer (Partial year funding)	18,287	13,801	32,088
Library Additional Wed. Hours (10 Months)	13,853	1,078	14,931
	<b>\$151,628</b>	<b>\$41,791</b>	<b>\$193,419</b>

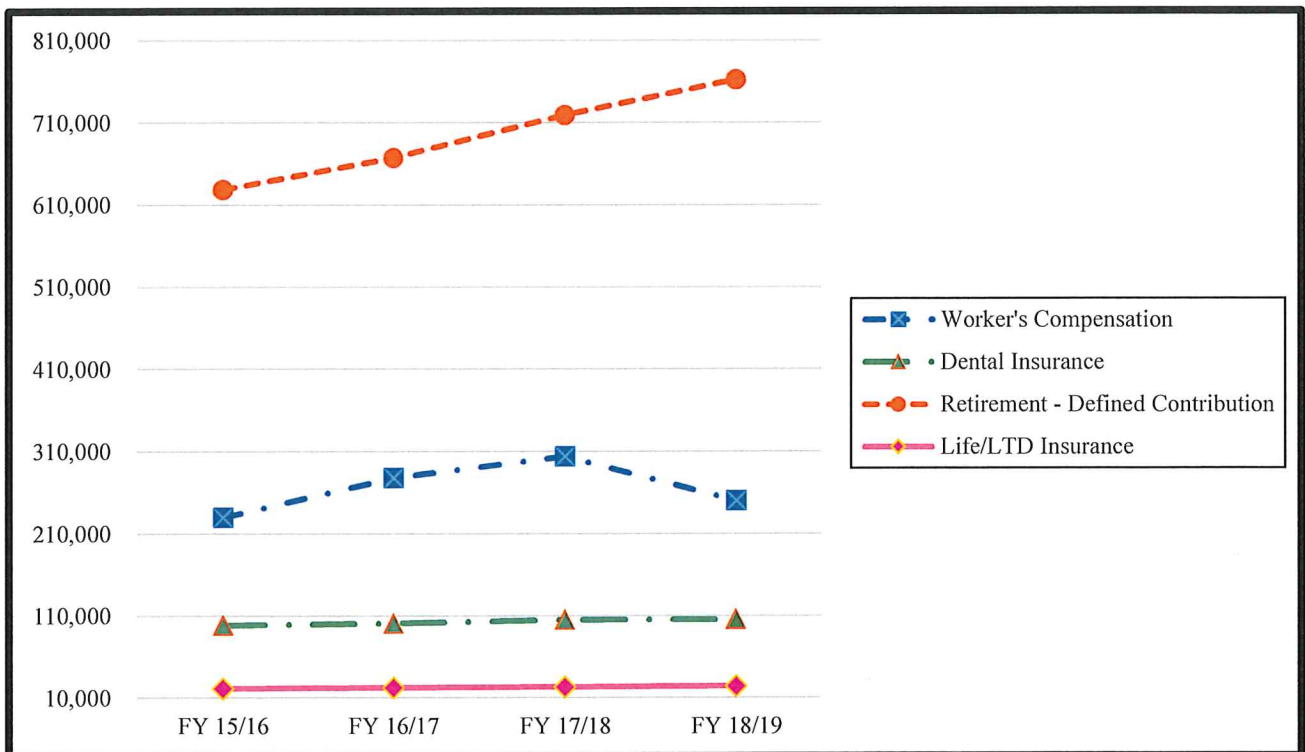
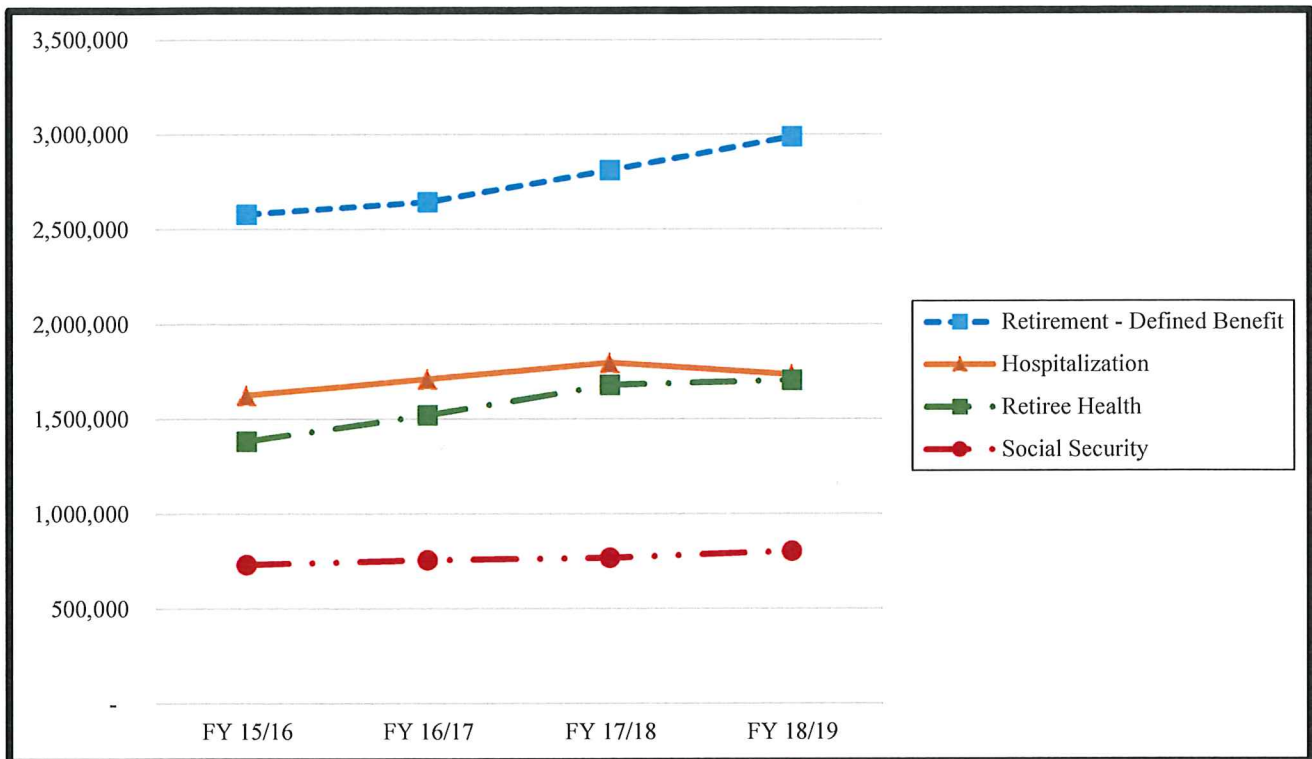
Overall, wages increased by \$458,911 as compared to fiscal year 2017/2018, representing a 4.47% increase. However, without the above funding changes relative to positions listed above, wages would have increased \$307,283 or 3.00%. A detailed analysis of personnel expenditures, including wages, salaries and benefits is presented on the following page. A listing of authorized full, permanent part-time, and temporary part-time positions can be found on Pages A.18, A.19 and A.20.

# COMPARISON OF PERSONAL SERVICES - FISCAL YEARS 2015/2016 – 2018/2019

	<u>FY</u> <u>2015/2016</u>	<u>FY</u> <u>2016/2017</u>	<u>FY</u> <u>2017/2018</u>	<u>FY</u> <u>2018/2019</u>	<u>\$</u> <u>Inc/(Dec)</u>	<u>%</u> <u>Inc/-Dec</u>
<b>Wages</b>						
General Government	\$1,434,786	\$1,510,322	1,520,536	1,574,645	54,109	3.56%
Public Safety	4,157,836	4,240,322	4,329,830	4,579,758	249,928	5.77%
Public Works	2,058,828	2,135,314	2,193,948	2,273,615	79,667	3.63%
Health & Social Services	123,388	126,165	130,348	133,959	3,611	2.77%
Recreation & Parks	475,142	470,715	485,740	508,105	22,365	4.60%
Cultural/Education	887,294	941,960	966,771	1,002,822	36,051	3.73%
Conservation & Development	344,210	329,238	333,573	338,548	4,975	1.49%
Sub Total	9,481,484	9,754,036	9,960,746	10,411,452	450,706	4.52%
Sewer Operations	279,751	292,338	298,136	306,341	8,205	2.75%
<b>Total Wages</b>	<b><u>\$9,761,235</u></b>	<b><u>\$10,046,374</u></b>	<b><u>10,258,882</u></b>	<b><u>10,717,793</u></b>	<b><u>458,911</u></b>	<b><u>4.47%</u></b>
<b>Employee Benefits</b>						
General Government	\$1,016,491	\$1,068,911	1,132,581	1,189,755	57,174	5.05%
Public Safety	3,302,139	3,500,351	3,725,705	3,742,048	16,343	0.44%
Public Works	1,744,521	1,847,429	2,001,245	2,071,266	70,021	3.50%
Health & Social Services	92,384	105,963	116,075	109,221	(6,854)	-5.90%
Recreation & Parks	264,728	252,325	247,484	265,333	17,849	7.21%
Cultural/Education	402,751	422,909	444,568	452,497	7,929	1.78%
Conservation & Development	251,027	262,014	278,639	284,637	5,998	2.15%
Sub Total	\$7,074,041	\$7,459,902	7,946,297	8,114,757	168,460	2.12%
Sewer Operations	232,407	247,378	266,553	266,004	(549)	-0.21%
<b>Total Employee Benefits</b>	<b><u>\$7,306,448</u></b>	<b><u>\$7,707,280</u></b>	<b><u>8,212,850</u></b>	<b><u>8,380,761</u></b>	<b><u>167,911</u></b>	<b><u>2.04%</u></b>
<b>Total – Wages &amp; Benefits</b>	<b><u>\$17,067,683</u></b>	<b><u>\$17,753,654</u></b>	<b><u>18,471,732</u></b>	<b><u>19,098,554</u></b>	<b><u>626,822</u></b>	<b><u>3.39%</u></b>

The \$458,911 increase in Wages reflects the above mentioned positions, hourly increases for non-organized personnel, classification adjustments and step increases. The Town is entering into labor negotiations with Local 541, IBPO representing Police Union employees commencing February, 2018. The Town has previously negotiated a 2.25% increase for Dispatchers and 2.25% increase for Public Works effective July 1, 2018.

## Benefit Rate Changes FY 15/16– FY 18/19



## COMPARISON OF WAGE CHANGES & BENEFIT RATE CHANGES

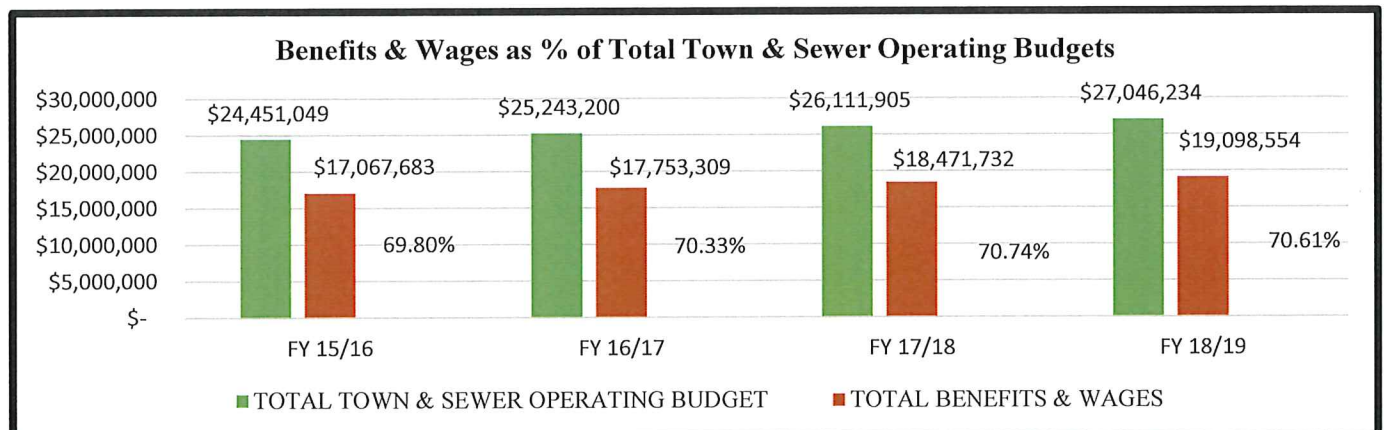
	FY <u>2015/2016</u>	FY <u>2016/2017</u>	FY <u>2017/2018</u>	FY <u>2018/2019</u>	\$ <u>Inc/(Dec)</u>	% <u>Inc-/Dec</u>
Social Security	\$734,448	\$758,362	\$769,946	\$ 804,839	\$ 34,893	4.53%
Retirement Defined Benefit *	2,581,422	2,646,844	2,813,142	2,990,575	177,433	6.31%
Retirement Defined Contribution	628,881	667,425	719,593	763,441	43,848	6.09%
Hospitalization	1,626,613	1,711,349	1,796,844	1,735,163	(61,681)	-3.43%
Dental Insurance	98,555	100,907	105,283	105,792	509	0.48%
Workers' Compensation	230,073	278,128	304,226	250,320	(53,906)	-17.72%
Life/LTD Insurance	21,578	22,657	23,223	24,312	1,089	4.69%
Retiree Health**/ ***	1,384,878	1,521,608	1,680,593	1,706,319	25,726	1.53%
Total Benefits	7,306,448	7,707,280	8,212,850	8,380,761	167,911	2.04%
Wages	9,761,235	10,046,374	10,258,882	10,717,793	458,911	4.47%
Total Benefits and Wages	17,067,683	17,753,654	18,471,732	19,098,554	626,822	3.39%
Total Town/Sewer Budgets****	\$24,454,232	\$25,243,200	\$26,111,905	\$27,046,234	\$934,329	3.58%

\* In fiscal year 2015/2016, an additional \$187,500 is funded from FBAP; total ARC funding at actuarially recommended level of \$2,718,922 and funding of \$50,000 for actuarial and financial consultant services. In fiscal year 2016/2017, an additional \$187,500 was funded from FBAP; total ARC was funded at actuarially recommended level of \$2,784,344 and funding of \$50,000 for actuarial and financial consultant services. In fiscal year 2017/2018, an additional \$202,000 was funded from Fund Balance Assigned for Pension (FBAP); total ARC was funded at actuarially recommended level of \$2,965,142 and funding of \$50,000 for actuarial and financial consultant services. In Fiscal Year 2018/2019 an additional \$200,000 was funded from FBAP; total ARC was funded at actuarially recommended level of \$3,140,575 and funding of \$50,000 for actuarial and financial consultant services.

\*\* In fiscal year 2015/2016, an additional \$225,000 is funded from FBAO; total OPEB contribution is funded at actuarially recommended level of \$750,000. In FY 2016/2017 an additional \$225,000 is funded from FBAO; total OPEB contribution is funded at actuarially recommended level of \$875,000. In fiscal year 2017/2018, an additional \$250,000 was funded from OPEB Special Revenue Fund (SRF); total OPEB contribution was funded at actuarially recommended level of \$986,000. In fiscal year 2018/2019, an additional \$168,000 was funded from FBAO; total OPEB contribution was funded at actuarially recommended level of \$974,000.

\*\*\* Of the \$1,384,878 in fiscal year 2015/2016, \$525,000 is PRMBT Fund and \$859,878 is net current retiree cost. Of the 1,521,608 in FY 2016/2017 \$650,000 is PRMBT and \$871,608 is net current retiree cost. Of the \$1,680,593 in fiscal year 2017/2018, \$736,000 was Post Retiree Medical Benefit Trust Fund (PRMBT) and \$944,593 was net current retiree cost. Of the \$1,706,319 in fiscal year 2018/2019, \$806,000 was Post Retiree Medical Benefit Trust Fund (PRMBT) and \$900,319 was net current retiree cost.

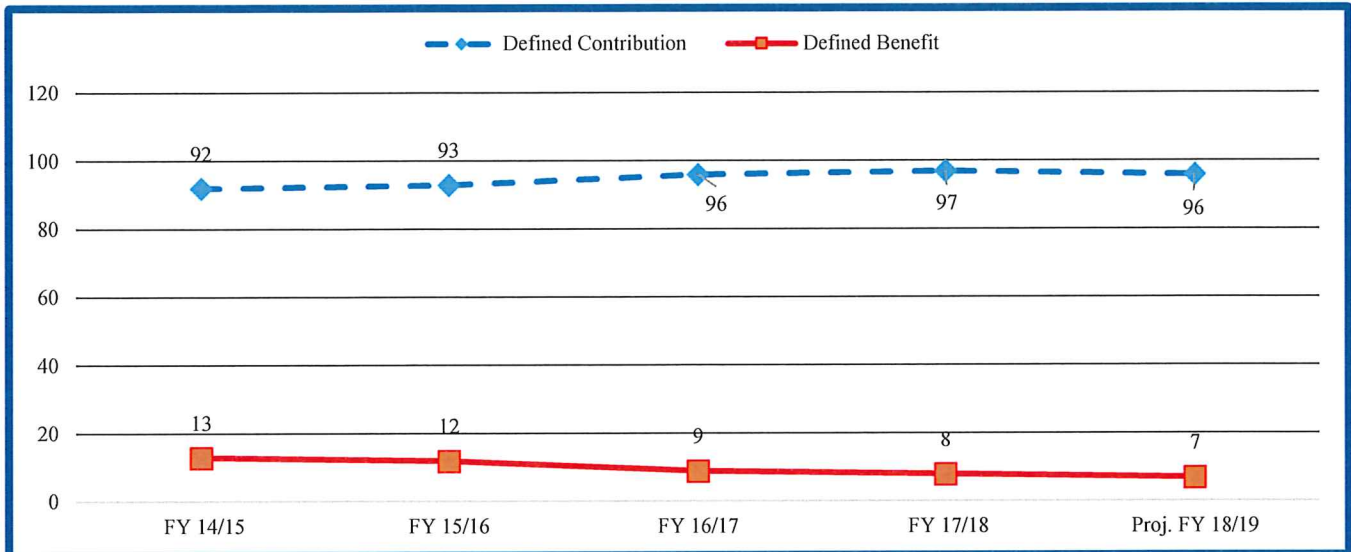
\*\*\*\* Percentages listed above include both General Fund and Special Revenue Funds and will not match the percentages on C. 3, which only include General Fund expenditures.



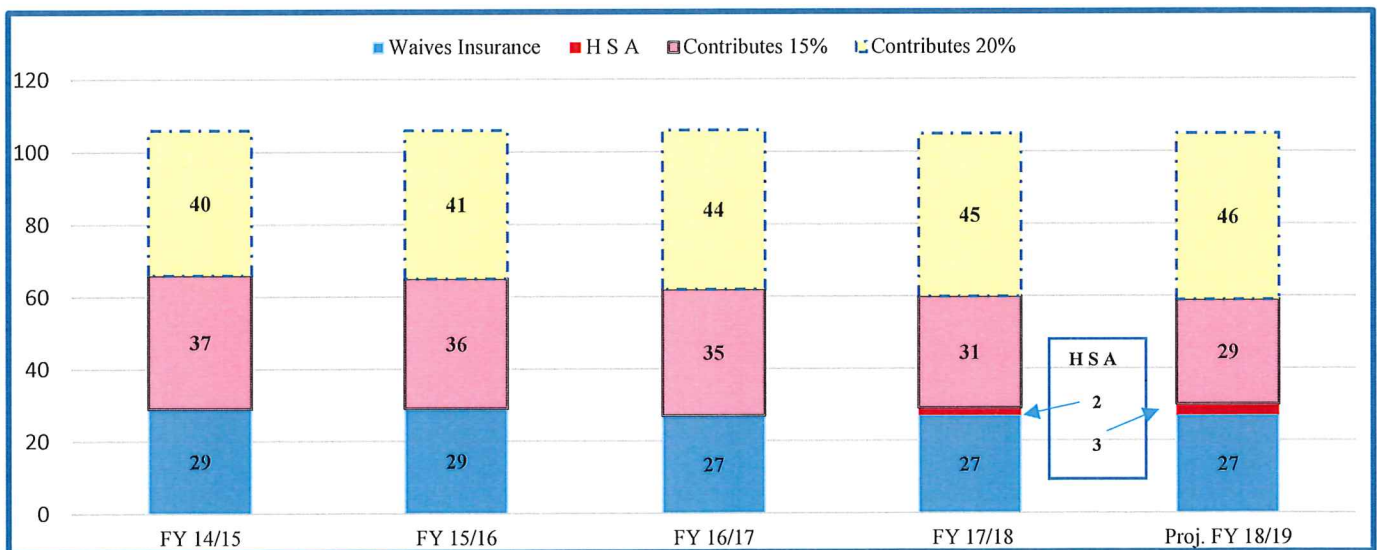
The increase in the Retirement Defined Benefit was based upon recommendation of the actuaries for estimated 2018 contributions as well as the Town reducing the expected interest assumption by .25% to a revised 6.75%.

Per the Retirement Plan for Employees of the Town of Avon Actuarial Valuation as of July 1, 2017 for Fiscal Year Ending June 30, 2019, the long-range forecast results indicate that the final payment of the Town's contributions will be ending in Fiscal Year 2028. This forecast is based on the following assumptions: that the interest rate will decrease from 6.75% in 2019 to 6.50% in 2020, that the Town will pay the Actuarially Determined Contribution each year, that the assets will return the assumed interest rate on a market value basis each year, and that there are no future changes in the actuarial methods, the assumptions, or in the plan provisions.

#### # Employees on Defined Contribution and Defined Benefit Plans from FY 2014/2015– FY 2018/2019



All current Town employees contribute 15% - 20% toward their healthcare coverage. All new hires for the Police, Dispatchers, Non-Organized and Public Works employees contribute 20% toward both health and dental care. As a result of the Town's and its consultants' proactive management efforts, life insurance, long-term disability, and dental have stabilized significantly. Also, in concert with our mutual consultant, the Town continues to team with the Avon Schools administration to mitigate and monitor escalating health care costs as well as Patient Protection and Affordable Care Act impacts. The Town's OPEB Contribution will continually increase in the upcoming years per recommendations from the Town's actuary.



**Healthcare Coverage** - Effective 7/1/2011 all participating employees contribute either 15% or 20% to health insurance. Twenty seven employees currently waive medical coverage from the Town and are covered through spousal or other insurance. Effective July 1, 2016, the Town introduced a voluntary high deductible health plan/health savings account (HSA) as an alternative option to the Town's PPO plan.

Employee benefits have increased by \$167,911 or 2.04%. However, without the previously mentioned funding changes to several positions on C. 3, benefits would have increased by \$126,120 or 1.54%. The actual increase is caused by a number of factors, including increased contribution to the defined benefit plan largely due to market experience and the reduction of .25% in the interest rate assumption and increased defined contribution plan employer match.

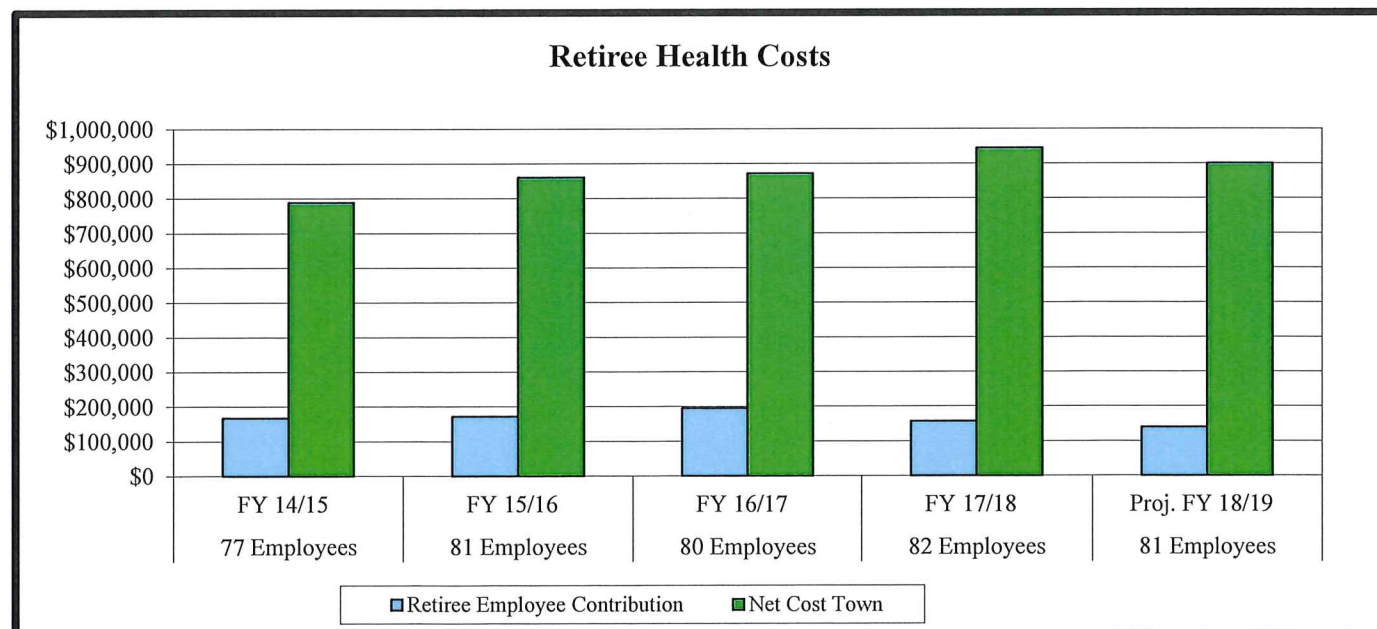
The Town's Workers Compensation premium has increased based on several prior lost-time incidents. The Town's overall Workers' Compensation remains low compared to other Municipalities, as pro-active risk management administration and employee safety practiced by Town employees have had a beneficial impact. Also, due to a shift in the percent applicable to the Town and BOE, the Town realized a significant savings in the WC budget for FY 18/19.

Retiree Health (\$1,706,319) is accounted for in the following manner:

1. \$806,000 is for a portion of the actuarially determined contribution of \$974,000 by the General Fund and Sewer Fund to the Post-Retirement Medical Benefit Trust Fund. The balance of \$168,000 is funded from the fund balance assigned to OPEB.
2. \$900,319 is budgeted for the Town's contribution for current retiree health costs. In fiscal year 2017/2018, \$944,593 was budgeted.

#### RETIREE HEALTH, HEART AND HYPERTENSION COSTS

	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	Projected 2018/2019
Number of Retired Employees					
Receiving Health Insurance	77	81	80	82	81
Gross Cost	\$954,737	\$1,031,835	\$1,066,093	\$1,101,832	\$1,039,519
Retired Employee Contribution	\$166,905	\$171,957	\$194,485	\$157,239	139,200
Net Town Cost	\$787,832	\$859,878	\$871,608	\$944,593	900,319
Number of Employees/Retirees					
Receiving H & H Benefits	2	1	1	1	1
Annual Cost of H & H Benefits	\$54,270	\$294	\$300	\$300	\$300



## SERVICES AND SUPPLIES

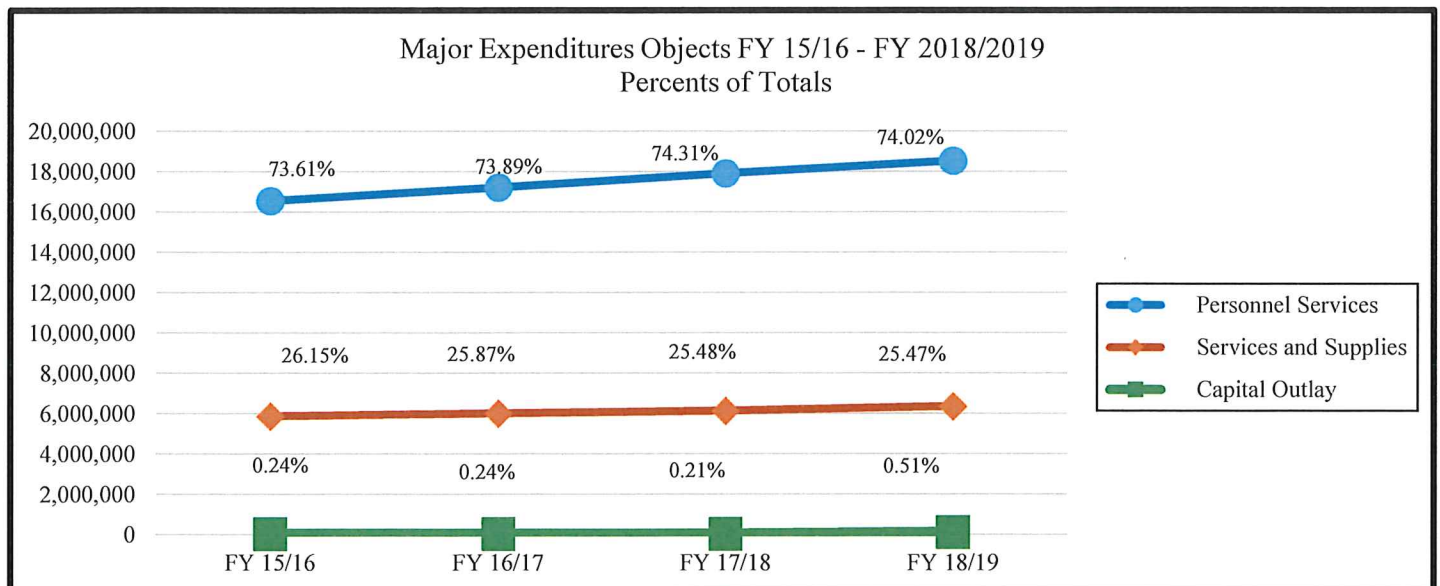
The Services and Supplies portion of the Town's municipal budget totals \$6,375,982 for fiscal year 2018/2019, an increase of \$236,232 (3.85%) over the fiscal year 2017/2018 Services and Supplies budget of \$6,139,750. Major increases over \$10,000 include:

Major Increases	FY 2017/2018	FY 2018/2019	\$ Inc/(Dec)	% Inc/-Dec
Snow & Ice Removal (Fund 08)	\$ 113,809	\$ 180,000	\$ 66,191	58.16%
Firefighting – Other (Hydrants)	820,000	861,000	41,000	5.00%
Information Tech. – Computer Operations	152,760	181,090	28,330	18.55%
Public Works - Land	230,000	250,000	20,000	8.70%
Firefighting – Grants & Contributions	646,000	665,380	19,380	3.00%
Public Works - Buildings	250,000	265,000	15,000	6.00%
<b>Total</b>	<b><u>\$2,212,569</u></b>	<b><u>\$2,402,470</u></b>	<b><u>\$189,901</u></b>	<b><u>8.58%</u></b>

## CAPITAL OUTLAY

The third major category of Town expenditure is Capital Outlay. This includes capital equipment or facilities improvements of \$20,000 or less and a life expectancy of less than five (5) years. Expenditures adopted for fiscal year 2018/2019 total \$127,250, an increase of \$77,445 (155.50%) from fiscal year 2017/2018. Major capital outlay expenditures adopted for fiscal year 2018/2019 include:

Major Increases	FY 2017/2018	FY 2018/2019	\$ Inc/(Dec)	% Inc/-Dec
Police Patrol - Vehicles	\$ 0	\$58,000	\$58,000	100.00%
Information Tech. – Infrastructure/Server	0	20,000	20,000	100.00%
<b>Total</b>	<b>\$0</b>	<b>\$78,000</b>	<b>\$78,000</b>	<b>100.00%</b>



## SCHOOL OPERATING BUDGET

The Board of Education accounting system is mandated by the State of Connecticut. The Board of Education is required to submit their budget to the Town Council no later than February 15.

<b>Account/Expenditures General Fund</b>	<b>2015/2016 Budgeted</b>	<b>2016/2017 Budgeted</b>	<b>2017/2018 Budgeted</b>	<b>2018/2019 Adopted</b>
Salaries	\$33,581,807	\$34,302,774	\$34,734,933	\$36,256,049
Employee Benefits	8,743,144	9,368,901	10,223,770	9,464,656
Purchased Professional & Tech Services	952,005	1,378,850	1,448,302	1,658,204
Property Services	769,489	719,022	727,881	778,600
Other Purchased Services	5,785,758	6,780,938	6,638,213	6,526,318
General Supplies & Utilities	2,519,002	2,144,708	2,122,918	2,305,396
Equipment	379,389	436,300	341,542	382,519
Fees & Memberships	67,405	108,169	69,070	106,863
<b>SUBTOTAL GENERAL FUND</b>	<b><u>\$52,797,999</u></b>	<b><u>\$55,239,662</u></b>	<b><u>\$56,306,629</u></b>	<b><u>\$57,478,605</u></b>
<b>Special Revenue Fund</b>				
Cafeteria Operation	\$ 1,119,209	\$ 864,360	\$ 1,088,233	\$ 1,018,710
Prepaid State & Federal Grants	1,146,944	1,018,906	844,113	834,800
Use of School Facilities	56,500	21,120	54,000	51,000
<b>Total Special Revenue Fund</b>	<b><u>\$ 2,322,653</u></b>	<b><u>\$ 1,904,386</u></b>	<b><u>\$ 1,986,346</u></b>	<b><u>\$ 1,904,510</u></b>
<b>TOTAL BOARD OF EDUCATION</b>	<b><u>\$55,120,652</u></b>	<b><u>\$57,144,048</u></b>	<b><u>\$58,292,975</u></b>	<b><u>\$59,383,115</u></b>

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## SEWER OPERATING BUDGET

The \$2,016,793 for the operation and maintenance of the sewer system is offset by revenues from the Special Revenues Fund. The \$2,016,793 budget includes \$572,345 in Personal Services, \$1,121,420 in Supplies and Services, and \$323,028 in Capital Outlay, of which the majority (\$293,528) is for treatment contracts with the Towns of Farmington, Simsbury, and Canton. The Sewer Operating Budget increased by \$1,486 (0.07%).

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## CAPITAL & DEBT SERVICE BUDGETS - CAPITAL BUDGET

The Capital Improvement Program is a long-range list of capital projects that are proposed by the Town Council and Board of Education for the next ten years. The first five years are provided in detail; the second five-year period in summary fashion only. The first year of the program is called the Capital Budget.

The fiscal year 2018/2019 appropriation for Capital and Debt Service Budgets totals \$6,490,345, a decrease of \$18,011 (-0.28%) from the fiscal year 2017/2018 appropriation of \$6,508,356. For fiscal year 2018/2019, the Debt Service (principal and interest payments) on Bonds, Bond Anticipation Notes, and Short-Term Notes totals \$2,755,750, a decrease of \$63,100 (-2.24%).

The CNREF (Account 493) shows an increase of \$620,000 from the fiscal year 2017/2018 appropriation of \$175,000. The Capital Equipment (Account 485.03) shows a decrease of \$294,500 (-32.26%) and the Capital Facilities (Account 485.01) shows a decrease of \$280,411 (-10.78%) from \$2,601,506 to \$2,321,095.

A Summary Schedule for the adopted Capital Improvement Program for the ensuing fiscal year and four subsequent fiscal years is included under the Capital Improvement section. A summary of Capital Budget and Debt Service Expenditures over the past three years, as well as those adopted for fiscal year 2018/2019, are included in the charts below.

**CAPITAL BUDGET AND DEBT SERVICE EXPENDITURES**  
**FY 2015/2016 - FY 2018/2019**

<b>FISCAL YEARS</b>	<b>Appropriated 2015/2016</b>	<b>Appropriated 2016/2017</b>	<b>Appropriated 2017/2018</b>	<b>Adopted 2018/2019</b>
Debt Service: Long Term	\$3,300,940	\$2,779,790	\$2,818,850	\$2,755,750
Short Term	-	-	-	-
<b>Sub-Total</b>	<b>\$3,300,940</b>	<b>\$2,779,790</b>	<b>\$2,818,850</b>	<b>\$2,755,750</b>
Capital Improvement Program:				
CNREF	\$ 0	\$ 200,000	\$ 175,000	\$ 795,000
Facilities	2,678,172	3,825,037	2,601,506	2,321,095
Equipment	853,000	385,000	913,000	618,500
<b>Sub-Total</b>	<b>\$3,531,172</b>	<b>\$4,410,037</b>	<b>\$3,689,506</b>	<b>\$3,734,595</b>
<b>TOTAL</b>	<b><u>\$6,832,112</u></b>	<b><u>\$7,189,827</u></b>	<b><u>\$6,508,356</u></b>	<b><u>\$6,490,345</u></b>

