



Town of Bolton

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

**BOARD OF SELECTMEN
TUESDAY, JANUARY 14, 2020
7:00 P.M. – NOTCH RD MUNICIPAL CENTER, ROOM 9
REGULAR MEETING AGENDA**

1. Call to Order.
2. Pledge of Allegiance.
3. Public Comment.
4. Approval of Minutes:
December 4, 2019 Special Meeting.
5. Appointments.
 - A. Inland Wetlands Commission.
 - B. Conservation Commission.
 - C. Other.
6. Correspondence.
7. Ongoing Business:
 - A. Subcommittee Reports.
 - B. Properties and Facilities Report.
 1. Bolton Heritage Farm Commission.
 2. Other.
 - C. Consideration and possible action on Budget Transfers and/or Appropriation Requests.
 - D. FY 20 Budget Report.
 - E. Branding Project.
 - F. Other.
8. New Business:
 - A. Consider and possibly act on recommendations made by the Human Resources Committee regarding the following item(s):
 1. General Wage Increase for Non-Union Personnel.
 - B. Consider and possibly act on recommendations made by the Finance & Administration Committee regarding the following item(s):
 1. Open Space Committee.
 2. Gun & Lethal Weapon Policy.
 3. Naloxone Policy.
 - C. Other.
9. First Selectman's Report:
 - A. Sustainable CT.
 - B. Economic Development Grant.
 - C. National Parks Service and WaRo.
 - D. Other.
10. Administrative Officer's Report:
 - A. Personnel Updates.
 - B. FY 2021 Budget.
 - C. 300th Celebration.
 - D. Administrator's Goals.
 - E. Other.
11. Adjournment.

**TOWN OF BOLTON
BOARD OF SELECTMEN
SPECIAL MEETING MINUTES
WEDNESDAY, DECEMBER 4, 2019, 7:00 P.M.**

		Present	Absent
First Selectman	Sandra Pierog	X	
Deputy First Selectman	Robert Morra	X	
Selectman	Mike Eremita	X	
Selectman	Kim Miller	X	
Selectman	Robert DePietro	X	
Administrative Officer (Staff)	Joshua Kelly	X	
Members of the Public	1	X	

1. Call to Order:

By: Sandra Pierog

Time: 7:06 p.m.

Place: Town Hall

2. Pledge of Allegiance:

All stood to recite the Pledge of Allegiance.

Pierog asked for and received consent to move Appointments to the head of the agenda.

3. Public Comment:

There were no speakers.

4. Approval of Minutes:

November 12, 2019 Regular Meeting

Motion: Move to approve the minutes of the November 12, 2019, meeting as written.

By: Eremita

Seconded: Miller

Voting:

For: Pierog, Eremita, Morra, Miller, DePietro

Against: None

Abstain: None

5. Correspondence:

None.

6. Ongoing Business:

A. Subcommittee Reports

Finance and Administration are meeting Friday, December 6th, at 12:30 p.m. at Town Hall. The Human Resources subcommittee will meet on Tuesday, December 12th, at 7:00 p.m. at Notch Road Municipal Center.

B. Properties and Facilities

Kelly has spoken to the appointed liaison for the National Parks project, who is scheduled to visit on January 22, 2020 to talk to Staff and, possibly, Town Officials to learn about the site.

The Town Garage project continues to move forward. Construction has begun; not much has changed since the last report, but the project is not stalled.

Eremita asked about the stairs for the Fire Department. They have been ordered and supposed to have been delivered. Kelly will find out where the stairs are being stored.

Pierog stated that the Governor came to the CCM meeting. He reported that he authorized funds for the STEEP and TAR grants 2 weeks ago. These funds are hoped to be available by the end of the year.

C. Lower Bolton Lake Status Report

None.

D. FY 20/21 Budget

The percentage expensed as of November 30, 2019, is 33.55%. Administration is down from years past while Parks/Town Building Ops, Police, and Highways and Streets are up. As of October 31, 2019, 98.76% of expected revenues have been collected.

7. New Business:

A. Election of Deputy First Selectman

Motion: Move to elect as Kim Miller Deputy First Selectman.

By: Pierog

Seconded: Morra

Voting:

For: Pierog, Eremita, Morra, Miller, DePietro

Against: None

Abstain: None

B. Branding Project

Kelly reported that four quotes were received. The lowest was presented and gives an idea of how the \$8,000 allocated at the November regular Board meeting can be used to build interest and sense-of-place in Bolton. This project is to create a better sense of place of Bolton. Staff asked if this project should be worked by the BOS, a subcommittee, or a focus group. Pierog feels this should be worked by focus group, and

it was agreed that Selectmen would bring suggestions of individuals to invite to the working group to the January Board meeting.

Morra added that if the Town does not grow or stays stagnant. If the Town does not grow, it will be the beginning of a back fall. Part of a success would be an increase of growth and interest in the community. The age demographics have finally leveled off by seeing the influx of young families. The state as a whole has been aging dramatically. Bolton is becoming a community where younger families are being attracted to move here. Eremita opined that this could include having the same color for all Town vehicles, sports uniforms for the kids; these help to bring out the spirit and identifies as being from Bolton.

Given questions that arose around measuring the success of the campaign, staff agreed to present a plan of measurement to the Board at the next regular meeting. Staff will also provide the Selectmen with the original project description that was provided to prospective designers.

Pierog asked about the expectations of the economic development grant, to which staff replied that the four towns participating would likely both be encouraged to build a regional brand and an individual brand for each town, as towns are unfortunately in competition with each other over property tax dollars and development projects, and thus the development of an individual brand for the town cannot be ignored.

C. Student Representative Program

Kelly stated that such a program is not foreign to this Board and it pertains to Administrator's Goal #6, "Reestablishing the Student Representative Program." This program is attempting to get more engagement from the schools. It would have students attend meetings and encourage them to speak about the initiatives and proposal before the BOS; student participants would have no voting rights. There are a few ideas bouncing around on how interested students would be selected. Should this be referred to committee for further discussion and/or reach out to the schools on how to engage students. Pierog suggested referring it to the Finance and Administration committee. She would like the participation with the BOS to be more than it is with the BOE. Students can contribute and bring up points about matters from a different perspective. Eremita added that he would be happy to hear students' input of various issues. Morra added that this program might educate students that you do not need multi-hour sessions to resolve issues.

8. First Selectman's Report:

A. Sustainable CT

The first committee meeting was well attended and talked through the requirements for certification. Committee members are doing some homework to decide what may have already been completed in the allowable past two years and write up those projects. Then the committee will look at those projects they want to accomplish and how to approach criteria for those. The next meeting will be next Thursday at 7:30 p.m. in Town Hall.

B. Economic Development Grant

The four participating towns are hoping to get the report from the consultants soon.

C. National Parks Service and WaRo

Kelly reported the grants efforts are still in the works by Bolton Heritage Farm. The \$22k in funding being offered by the National Parks Service must be reserved to elaborate on the 300th celebration instead of the general operations on the farm.

9. Administrative Officer's Report:

A. Personnel & Job Description Updates

One of the two Administrative Assistants in the Senior Center is retiring. That person shall be replaced, and the hiring process is in motion. An additional person will likely be hired to fill the need for a program coordinator in both the Rec Department and the Senior Center. This person would split their time evenly between the two departments.

Bolton will soon be hiring to fill the Admin Assistant position that was split between the Selectmen's Office and the Town Clerk's Office, but it will look a bit different.

Communications will be turned over to the new person with oversight of publications, brochures, web site updates. This is still in the concept stage and may have the title of media coordinator.

A new format is being looked at for job descriptions. The new version will be much clearer, more uniform, and more professional in its presentation.

B. 300th Celebration

The next meeting is set for Wednesday, December 11, 2019, at 7:00 p.m. This coming weekend events at Bolton Center School will include the kicking off of the 300th celebration; celebration merchandise will be sold.

C. Shared Services

Bolton are in continued conversations with neighboring towns, including Andover. Morra feels it was a good sign of the success of shared services communications in town with surrounding towns calling snow days, while Bolton stayed open.

Eremita would like to see the coordination of having one Resident Trooper on duty at all times. Otherwise, we could be waiting for a trooper for some time. There should be some sort of coordination within the four towns of having two troopers on duty. There are rarely two troopers working during the same hours. This would require the cooperation of the local leaders of the towns and the State Police; it becomes more of a scheduling issue involving the union.

D. Administrator's Goals

There is to be a meeting on Financial policies being looked at and edited. Staff hopes to have the updated information to BOS before December 31, 2019. Pierog wants these to be approved by BOS before they go to the auditor.

Six hundred and sixty responses have been gathered regarding the survey as of the start of the meeting. Staff hopes the BOS can help to gain more responses to reach 850; Kelly would really like to see 1000 survey responses. Staff will evaluate and report on the responses once the survey closes on December 31, 2019.

E. Agenda Item Summaries

Kelly feels this can be a tool to provide information to the BOS. An example is the Student Representative Program summary included in the packet. Several Selectmen stated that this is an excellent idea, especially for those new to the BOS. It will also provide documentation should a question be raised about why a program and idea is dropped.

Miller asked about school resource officers. Nothing is pending.

Miller asked about the state organizations that has some money available. Pierog stated this is the Hartford Foundation for Public Giving and involves finding volunteers to sever that are not members of a town board or commission. Ellington was having similar issues with finding volunteers. The Ellington First Selectman did have the lack of volunteers available with the Foundation. Ellington was able to create their committee with the Library Director, the Social Services Director, and a member from the Faith Based Community. Pierog stated that Bolton may be able to do the same.

10. Appointments:

A. Sustainable CT

Kitty Tyrol was present. Ms. Tyrol was involved with the schools when her children were going through the system in the mid-90s. Since then she has be involved with different projects unrelated to the town. A trip abroad opened her eyes about what we have done to water systems. She believes serving on this committee presents a good opportunity to be a good citizen and get re-involved with the town.

Members of the Board thanked her for coming forward. Much of her work at the university was on criminal justice reform and its impact on communities. She feels she has a good skill set for this commission in garnering support for Sustainable CT.

Motion: Move to approve the appointment of Kitty Tyrol to the Sustainable CT commission.

By: Morra

Seconded: Miller

Voting:

For: Pierog, Eremita, Morra, Miller, DePietro

Against: None

Abstain: None

11. Adjournment:

Motion: Move to adjourn at 8:04 p.m.

By: Morra

Seconded: Miller

Voting:

For: Pierog, Eremita, Morra, Miller, DePietro

Against: None

Abstain: None

Respectfully Submitted,

Yvonne B. Filip

Yvonne B. Filip, Board of Selectmen Recording Secretary

Please see minutes of subsequent meetings for corrections to these minutes and any corrections hereto.

7A



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BOS FINANCE & ADMINISTRATION COMMITTEE
FRIDAY, DECEMBER 6, 2019
12:30 P.M. - TOWN HALL
SPECIAL MEETING MINUTES

The December 6, 2019 meeting of the Board of Selectmen's Finance & Administration Committee was called to order by Chair, Sandra Pierog, at 12:39 PM.

ROLL CALL

MEMBERS PRESENT: First Selectman Sandra Pierog, Selectman Michael Eremita, and Selectman Kim Miller.

OTHERS PRESENT: Administrator Joshua Steele Kelly.

PUBLIC COMMENT

None.

AGENDA ITEM 3A – Open Space Committee.

DISCUSSION: Kelly explained that Open Space Committee is entirely vacant and defunct at the present time, and current state statute empowers municipal conservation commissions to act in the same capacity, and thus the ordinance empaneling the Open Space Committee is redundant. Pierog and Eremita expressed interest in not changing the ordinance in favor of the Board of Selectmen taking on some responsibilities until such a time that the committee can become active via volunteers.

CONSENSUS was reached that Open Space should appear on the Board of Selectmen's agenda on a quarterly basis, in which cases the Conservation Commission and Planning & Zoning Commission liaisons to the former Open Space Committee would be invited to come make a report and to discuss questions of open space. This concept will be brought forward to the whole Board for final consent.

AGENDA ITEM 3B – Gun & Lethal Weapon Policy.

DISCUSSION: It was noted that the town currently has no policy regarding weapons being carried in buildings or on town grounds, and several inquiries have been made at the library regarding the legality of carrying lethal weapons in that space. Conversation regarding the status of hunting on town property and carrying of arms on town land ensued. Ultimately, members of the committee agreed that being allowed to carry weapons in one's car and on town grounds made sense, but allowing them inside town buildings was dangerous.

CONSENSUS was reached that a draft ordinance would be drafted by the Administrator, reviewed by the Town Attorney, and referred to the full Board for final consent.

AGENDA ITEM 3C – Narcan Policy.

DISCUSSION: Pierog asked Eremita for input on potential harm that could be caused by improper use and application of Narcan. Eremita stated that improper use would not harm the recipient, and that it could really only help in a situation involving narcotic overdoses. Eremita expressed an interest in seeing general instructions for use being included as part of the written draft policy.

CONSENSUS was reached that the draft policy, with additions as desired by Eremita, would be referred to the full Board for final consent.

AGENDA ITEM 3D – Student Representatives to the Board of Selectmen.

DISCUSSION: Pierog suggested that the draft resolution be amended to include an invitation of students to Board committee meetings as well as regular meetings. Eremita and Pierog both expressed interest in combining this offering with the opportunity to complete a senior capstone project somehow in partnership with the town.

CONSENSUS was reached that the draft resolution, with alterations as suggested by Pierog and Eremita, would be forwarded to the Bolton Public Schools administration for review and comment, after which the matter would again be discussed by committee. This action will be reported to the Board at the next regular meeting.

AGENDA ITEM 3E – Fire Commission & Attendance Policy.

DISCUSSION: It was noted that the Town Charter does not prohibit more than five Fire Commissioners from being appointed, so long as no more than two are members of the volunteer fire company. It was suggested by Eremita that the Fire Commission term of office be reviewed by the Charter Revision Commission.

CONSENSUS was reached that the Administrator would inform the Fire Commission of their opportunity to recruit more members and forward Eremita's recommendation to the Charter Revision Commission. This action will be reported to the Board at the next regular meeting.

AGENDA ITEM 3F – ATV Noise.

DISCUSSION: The specific situation that gave rise to this agenda item was detailed by Pierog.

CONSENSUS was reached on the idea that the state statute governing ATV use was strict enough and simply must be enforced more regularly, but that a local ordinance was not necessary at this time. This recommendation will be reported to the Board at the next regular meeting.

AGENDA ITEM 4A – Blight Ordinance.

DISCUSSION: Conversation was held about the takeaways from the public hearing held on the matter back in September.

CONSENSUS was reached that the subject was simply too difficult to wade through at the current time, and that the Board should set the draft ordinance aside for a while to see what more feedback, if any, is collected from the public on this matter.

AGENDA ITEM 4B – Hartford Foundation for Giving.

DISCUSSION: Pierog explained that town staff may be able to serve on the committee if they are not an elected or appointed official. Outreach to prospective participants will continue to be conducted by the Selectmen on this committee and the Administrator.

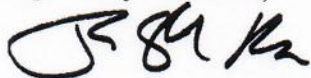
AGENDA ITEM 4C – Cemeteries.

DISCUSSION: Complaints have been made about lawn maintenance and the fact that re-seeding the ground after burial needs to be worked on.

CONSENSUS was reached that the Administrator should bring in more information about the contract currently held with United Cemetery Services to the next committee meeting so that a more education discussion can be held on the matter.

The Chair adjourned the meeting at 1:47 PM.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. S. Kelly', written in a cursive style.

Joshua Steele Kelly, Administrator

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BOS HUMAN RESORUCES COMMITTEE
TUESDAY, DECEMBER 10, 2019
7:00 P.M. - TOWN HALL
SPECIAL MEETING MINUTES

The December 10, 2019 meeting of the Board of Selectmen’s Finance & Administration Committee was called to order by Chair, Sandra Pierog, at 7:13 PM.

ROLL CALL

MEMBERS PRESENT: First Selectman Sandra Pierog, Selectman Robert Morra, and Selectman Robert DePietro.

OTHERS PRESENT: Selectman Michael Eremita and Administrator Joshua Steele Kelly.

PUBLIC COMMENT

None.

AGENDA ITEM 3A – Consideration of and possible action on Personnel Wage Adjustments for FY 2021.

DISCUSSION: Kelly reminded the Selectmen that past general wage increases (GWI) for non-union personnel have typically followed the various union contract increases. Given that trend, the backup materials for the meeting were drawn up to reflect a 2.75% GWI for non-union personnel, as all union contracts for FY 2021 were negotiated at that rate. Discussion was held on the dual proposals that were presented for the fire department’s personnel: one proposal being the 2.75% GWI and a second that increased wages more aggressively as a means of attracting more residents to serve the volunteer fire department. Discussion was also held about the minimum wage, moving the Elections Moderator pay up to \$15.00 per hour, and about increasing the number of hours for the Fire Department’s Secretary from 3 to 5 hours per week.

CONSENSUS was reached that non-union personnel should be granted a 2.75% increase, pending a positive review from their supervisor; that the Elections Moderator should be paid \$15.00 per hour, that all positions making less than the minimum wage as of September 1, 2020 would have their pay adjusted accordingly, and that the Fire Department’s Secretary would be increased in budget from 3 to 5 hours per week. This concept will be brought forward to the whole Board for final consent.

AGENDA ITEM 3B – Review of and discussion on Long-Range Strategic Staffing Plan.

DISCUSSION: Kelly outlined seven key staffing alternations that he believes can be made to increase efficiency without drastically increasing costs, perhaps even decreasing costs instead. Selectmen gave feedback about the concepts presented, and general support for several of the concepts was given. More work will be done to develop the longer-range plans,

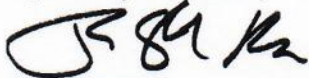
and job descriptions will continue to be updated as positions become vacant. No action was taken on this item at this time.

AGENDA ITEM 4A – Prospective Union Combination.

DISCUSSION: No discussion held, the item will be discussed and considered further at a later date.

The Chair adjourned the meeting at 8:32 PM.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'J. Steele Kelly', written in a cursive style.

Joshua Steele Kelly, Administrator

See minutes of subsequent meetings for approval of these minutes and any corrections hereto.

Bolton Heritage Farm Business Plan

Rev. 1-7-20

1. Description of the Farm

Bolton Heritage Farm is a 103-acre, municipally-owned property located at 266 Bolton Center Road, in the center of Bolton, Connecticut directly behind the Town Hall municipal complex and the Bolton Congregational Church. The property consists of 12 acres including an historic 1830s house and 1908 English style post and beam barn with adjacent outbuildings, and 90+ acres of permanently preserved farm fields and woodlands, with property along Bolton Center Road, Steeles Crossing Road and the Hop River Rail Trail [see map Appendix A].

2. History of the Property

Earliest records about the farm indicate that it was designated as the Ministers Farm when Bolton was large enough to afford a minister (17 active members) in the 1720's. As a 20-year old Yale divinity school graduate, Reverend Jonathan Edwards came to Bolton and preached his first sermon. At a town meeting on May 27, 1723, residents voted to ask him to become the first pastor in Bolton.

Rev. Jonathan Edwards was considered New England's finest mind during the period before the American Revolution known as the "Great Awakening." He spoke eloquently about what he called "the pursuit of happiness," an idea that became part of the Declaration of Independence. Edwards specifically links his watershed religious experiences to Bolton, no doubt in the fields of the parsonage, which later became the Bolton Heritage Farm.

Although Rev. Edwards never did settle in Bolton, the farm became the home of several ministers, including Rev. George Colton, who at 6'8" tall, towered over everyone and became known as the "High Priest of Bolton." He served Bolton for 49 years. During his tenure at the farm, he reportedly entertained General George Washington, several French and Continental Army officers, and had General Rochambeau as an overnight guest. The farm is known as Encampment #5 on the Rochambeau Revolutionary Route (WaRo), when over four nights in June of 1781, four regiments of Rochambeau's troops camped on the farm on their way to Yorktown. The encampment fields have remained undeveloped since 1781, the only pristine site left in the State of Connecticut.

During the 19th century the farm was owned by the Sumner family, and used most notably by George Sumner, a Wadsworth Atheneum benefactor, mayor of Hartford and lieutenant Governor. The 1927 donation of nearly \$2 million was given to the Atheneum, America's oldest public art museum, in the names of the wives of the two Bolton brothers, Francis and George Sumner. The Ella Gallup Sumner and Mary Catlin Sumner Collection remains the most extensive collection of paintings at the Wadsworth Atheneum today. The Sumner family sold the farm in 1922 to the Rose family, who then operated Valley View dairy farm on the property until 2000.

The farm property including the house, barn and various outbuildings was acquired by the Town of Bolton in August of 2000. A stewardship committee was formed to identify a strategy for use and care of the farm. Their initial report dated August 21, 2002 found that buildings and grounds were in disrepair, and the funding needed to bring the property back to viable status was not immediately available from municipal sources. The town leased the property to a young dairy farmer in exchange for promised improvements to the property in lieu of rent. After several years the arrangement deteriorated without the promised improvements and the farm became vacant at the end of 2004.

In September 2005 the town called for a Public Hearing, requesting citizen input for the use of the farm. Although many ideas were put forth, no consensus was reached. In April of 2006 a volunteer organization of town residents and benefactors, the Friends of Rose Farm, began a series of work parties and lobbying efforts with the town to stabilize the barn and restore the grounds for public use. After several months of removing trash and debris, cutting weeds and brush from stone walls and many meetings with town officials, volunteer efforts were rewarded in November of 2006, when the Town of Bolton passed an ordinance establishing the Bolton Heritage Farm Commission [BHFC] to identify feasible future uses for the farm as an historic, cultural, agricultural and passive recreation destination for people of all ages. The ordinance also created the Heritage Farm Fund for the "preservation, restoration, development and maintenance of the BHF...inclusive of land and buildings." The commission was seated in May of 2007, and has been focused on raising public awareness and securing sources of funding which have been used to preserve and protect the town's investment in the farm and its buildings.

During the previous decade, the Bolton Historical Society was also working with State and Federal agencies to bolster the farm's status. During the years that the Rose family owned the farm, revolutionary artifacts were found by private individuals allowed to use metal detectors, and some have been preserved and catalogued. In 1998 the State of CT sponsored an archeological survey of the Fifth Infantry campsite based on the original French campsite maps, using metal detecting equipment. About 50 recorded artifacts were found within a small area of the lower campsite. In 2009, the federal government declared the Washington-Rochambeau Revolutionary Route, now known as WaRo, the first National Historic Trail running through Connecticut. Bolton's campsite #5 is the ONLY pristine (undeveloped) site remaining on the route in our state, offering potential for recognition at the national level. Both the barn and the farmhouse have been designated on the National Register of Historic Places.

In the summer of 2008, the BHFC conducted a comprehensive study of the structural integrity and historic significance of the Barn and the farmhouse on the property. The study was performed by Nelson Edwards Company Architects of Branford, Public Archaeology Survey Team [PAST, Inc.] of Mansfield, and Gible Norden Champion Brown Consulting Engineers of Old Saybrook, and has become the guiding document for all future work. The study cited estimated historical dating of the house from the 1830's with possible features from a much earlier structure. The barn, built in 1908, is a well-preserved example of an English style barn, which has been modified over the years to reflect the changes in farming needs and practices throughout the 20th century.

The Nelson Edwards study included immediate and eventual goals for the town to consider in order to preserve the structures, many of which have been pursued by the commission. A complete list of all capital improvement projects, sources of funding and dates of completion can be found in Appendix B attached. Below is a summary list of projects accomplished through BHFC efforts on the buildings and grounds at the farm.

- Friends of Rose Farm volunteers hand-cleared hundreds of linear feet of stone walls from 2006 to 2015, to free them of invasive vegetation and return the farm to the appearance from over 300 years ago. Much of this work is now able to be completed by the town crew with mowers and brush hogs.
- The CT Environmental Review Team, a voluntary consortium of experts from multiple disciplines convened to perform an assessment of the property and delivered a formal report on October 2010, including details on specific flora and fauna at the farm.
- Stabilization of the brick foundations of the barn, and repairs to sill and carrier beams on the north side of the barn near the double doors, utilizing barn grant matching funds from the CT Trust for Historic Preservation was completed between 2010 and 2011.
- Replacement of the barn roof and cupola was initially completed in 2012 through grant funding matched with town funds. After an arson fire in 2015, a more extensive roof and exterior repair project, including structural supports, door repairs, new sheathing boards on the barn, and rebuilding of the Milk Shed, was completed, funded by town capital funds and insurance proceeds.
- In an attempt to kickstart improvements to the farmhouse, town funds and in-kind donations from a local contractor were used to replace the porch on the farmhouse in 2018. The work was performed by Country Carpenters, who donated materials to bring the porch back to its original condition.
- Both the house (2018) and the barn (2017) were painted in recent years in an effort to improve the appearance and, in the case of the house, prolong the integrity of the structure in advance of a more intense effort to remove the exterior finishes, upgrade/ repair windows and sills and return the house to a habitable condition.
- The farmhouse roof was stripped and replaced in 2019, including plywood sheathing boards and insulation, utilizing a generous donation from the Bolton Historical Society and town maintenance funds.
- Through the efforts of Gwen Marrison of the Bolton Land Trust, the commission received a 10-year USDA Wildlife Habitat Incentive Program Grant (WHIP), to improve un-fragmented grassland habitat for native species of birds and other wildlife. This grant reimbursed work performed by town staff at the farm to clear invasive trees and shrubs from the open fields, and to reimburse the cost of professional removal experts with heavy equipment, who removed the Tree of Heaven forest bordering the woodland areas. This work was facilitated by Friends of Rose Farm volunteers who removed much of the animal fencing so that crews could mow without risk of entanglement in wires. The grant has now ended, but town staff

continue to manage the open space grasslands by annual mowing in late summer, after the nesting season for various bird species has ended.

In 2018, the Town of Bolton was recognized by the Connecticut Trust for Historic Preservation with a Connecticut Preservation Award for its ongoing stewardship of the Bolton Heritage Farm. In her nominating statement, Sara Nelson wrote: ... [the Town of Bolton] shows extraordinary vision, commitment and perseverance by a municipality to preserve a nationally important historic site, working agricultural landscape, and the vanishing built environment of a New England Farm. “

3. Current Status of Farm Components

The purchase of the 103-acre Bolton Heritage Farm was achieved by a combination of municipal funds and an open space grant from the State of Connecticut Department of Environmental Protection Land Acquisition Fund. The use of Open Space funding requires that 90+ acres of the property known as Parcel B remain as open space in perpetuity. The 12 acres of Parcel A surrounding the house and the barn were purchased with town funds only, and can be developed for municipal uses. The farm is also under archeological restrictions on below surface excavations except where approved and under the guidance of professional archeologists pursuant to the State Archeological Survey completed in 1998.

The barn has been stabilized structurally and the upper portions are now weathertight. The lower portions are still in the condition left behind when the farmer vacated in 2004. The cow stalls and some of the milking equipment are still in place, although in disrepair. One concrete silo remains on the property; only the foundation of another silo remains.

The 2-1/2 story farmhouse has suffered from being vacant since 2004, and from extended periods of damp. Interior plaster walls and ceilings have mold/mildew damage, and floor boards are soft and not sustainable for public use. The exterior clapboard and shingles are no longer weathertight, and the original stone/ dirt foundation is in need of repair to keep water and vermin from the structure. Potable water cannot be extracted from the original well, there are no working sanitary lines, and electrical service has been terminated. Windows, some with original antique glass, are not energy-rated or secure.

The farm has limited parking and roadway access, and both are in need of grading and finish to maintain their surfaces. The town does an admirable job of maintaining these facilities, but is handicapped by their rough condition.

The farm has benefited from several Boy Scout projects, including many volunteer hours at Friends of Rose Farm work parties. A complete list of Eagle scouts, their projects and dates can be found in Appendix C. The 1½ mile Rose Trail, which encircles the farm and includes a spur to the Hop River Rail Trail, was cut and marked as an eagle project, including two water bars to manage the stream flow, tree blazes, post blazes and a trailhead sign. The trail is now maintained for passive recreation by the town crew. Another Eagle Scout cleaned years of desiccated manure and construction debris off the cement pad behind the milk barn, in the hopes of making the area useable for events in future. Also added were picnic areas, benches and a boardwalk over a lowland area, which was replanted with native species to

encourage wildlife utilizing WHIP grant guidelines. A recent scout eagle project installed an online weather station at the farm. Other projects are in development to improve landscaping and habitat areas.

Local area enthusiasts have found many unique ways to use the farm. The Tolland County Plein Air art group uses the farm as a painting location. A local Bee-keeper is using the farm for her beehives. The summer cross country racing series sponsored by Silk City Striders uses the farm for 7 weeks in July and August and donates a portion of their proceeds to the farm fund. Bird watchers and star gazers find that dawn and dusk watching is unparalleled. Local school groups are toured by Bolton Land Trust volunteers to learn about science, nature and history of the town and the farm. Families have made memorial donations of plantings or benches in memory of loved ones. And many dog walkers, horseback riders, mountain bikers, cross country skiers and walkers of all ages enjoy the trail at all times of the year for a peaceful walk or visit just to refresh.

There is still much work to do to bring the farm to its full potential. There is no running water or sanitation available at the farm, and limited electricity, just enough to power a pole light and modest fire security system for the house and barn. The house is currently uninhabitable and not watertight, and the barn is not fit for public assembly, as it must meet health and safety codes as well as engineering requirements. The parking area is limited and in fair condition. All of these aspects must be addressed before the buildings can be fully utilized. The commission continues to work on putting available grants, local expertise, volunteers and town funds to use to bring this iconic place back to life, preserving it for future generations.

4. Current Financial Position

The property is currently owned by the Town of Bolton, and all costs for operations, maintenance and repairs are generally paid for with town funds, either through the Building and Grounds budget, the Heritage Farm Fund or capital monies secured by the town from grants or bond issues. The farm brings in small revenues from a lease with a local farmer for agricultural uses such as corn and hay production annually.

It is the opinion of the BHFC that our ultimate goals for improvements at the farm must include a component of revenue generation to offset the continuing nature of maintenance and repairs that a 100+ acre property with 2 substantial buildings will always require.

a. Building and Grounds Budget

This line item in the town's annual operations budget is managed by the Town-wide Facilities Director, currently John Butrymovich, and is used primarily for maintenance of the areas which are under stabilized management, such as mowing the trail, keeping the stone walls clear of brush and weeds, plowing and re-grading the parking areas, emptying trash

from barrels, keeping the rudimentary electrical system functional to operate the security lighting and fire alarm system, repairing any minor damage to the buildings, etc. Town staff may also manage any capital project that is approved and funded by the town or grant monies at the property. Historically, volunteer groups such as the Friends of Rose Farm and Bolton Boy Scouts have made other improvements, but this is not the primary way that work is completed at the farm at the current time.

b. Heritage Farm Fund

When the town established the Heritage Farm Commission, they also established a fund to hold any revenues generated by the farm as well as gifts, memorial bequests, and monies raised on behalf of farm projects. It is expended by recommendation of the commission and approval of the Board of Selectmen to fund more significant projects, and as matching funds for grants which require them. The balance as of 12/31/19 is \$58,233.

c. Fundraising and In-Kind Sponsorship

Over the years the BHFC has undertaken several fundraising efforts for targeted projects at the farm.

- Initially the Friends of Rose Farm raised \$14,000 from private individuals in town to kickstart several projects in 2006, including barn stabilization, field maintenance, clearing of historic stone walls and bringing attention to the historic and environmental significance of the farm in our community. A residual amount remains for a project to be determined by the Friends.
- The Bolton Historical Society has reserved net sales proceeds from their historic publications about Bolton history for improvements on the farmhouse. A gift of \$8575 was given in 2019 which, supplemented with town funds, was used to replace the farmhouse roof.
- The BHFC began a 'Pitch in Lincolns for History' campaign under the leadership of Patricia Morianos, the initial designated commission member from the Bolton Historical Society when BHFC was convened in 2007. This fund has raised almost \$3500 since that time, most of it from the collection of coins in plastic bottles donated by townspeople, and by donations to Rosie the Cow at various town functions. The money is available for use as determined by the commission – see below.
- Using funds raised by these and other donations, the BHFC has created mugs, picture cards featuring farm scenes either by photograph or original artwork, and other natural items that are sold at town events such as Family Day, Winter Faire and our annual Farmers Market and Tractor Show to raise awareness of the farm.

As our vision for the farm expands, the projects are just getting larger, and more significant fundraising efforts are being planned and discussed. One method that has great potential is in-kind sponsorship. When the White's Glass business was winding down in 2018, the

owners donated their inventory of antique glass for future use at the farmhouse when windows will be replaced/ repaired. Through collaboration with Country Carpenters, who donated the materials, and with town funds to cover the labor costs, the BHFC orchestrated the replacement of the farmhouse porch in 2018. This required the approval of the State Historic Preservation Officer, as the porch was replicated as closely as possible to its original condition. The house was then painted professionally to improve its overall appearance and stabilize the building exterior while a formal plan is developed for its eventual use. The commission suggests utilizing this same in-kind sponsorship strategy to secure other improvements to the buildings, including replacement of siding, windows and doors, interior finishes, etc.

The BHFC is also suggesting targeted fundraising in recognition of those sponsoring work for the improvement of the farm. In order to secure a weathertight enclosure at the farmhouse, exterior shingles and clapboards must be removed and windows and sills replaced. Residents and businesses could be encouraged to 'buy a window' at an estimated cost of \$600 (Country Carpenters, 2018) to facilitate this project.

The possibilities for a public/ private partnership between residents and the town budget to gradually fund needed repairs is a strategy worth further exploration.

d. Capital Improvement Fund

For all buildings and improved grounds under its ownership and care, the town maintains a capital improvement fund allocation to hold grant monies, bond funds and other designated capital for necessary improvements. These funds are available by approval at town referendum for specific projects on a very selective basis. Although recommended by town staff every year in the budget process, there are currently NO funds reserved for farm improvements of any kind.

The BHFC suggests that even a modest amount set aside annually in reserve for future improvements will facilitate the town's ability to access state and federal grant monies when those funds are available.

e. Grant Funding

The State of Connecticut and the Connecticut Trust for Historic Preservation have been the source of significant funding for farm improvement projects through various grant programs. The BHFC and the town have utilized these grants, most of which require matching funds of 50% of the grant amount, to fund structural and architectural studies of the buildings; development of plans and repairs to the barn foundations, sheathing and roof; archeological oversight of foundation repairs; maintenance of the fields and grounds as continuous wildlife habitat; and other projects. [See Appendix B for more details]

The barn has been the beneficiary of the majority of these grant programs, as the preservation of barn structures has been a major State initiative across Connecticut. Currently, as a result of these grants, the Connecticut Council on Culture and Tourism has a 15-year easement on the barn which requires approval over any changes to the structure or interiors, which expires in 2027. The BHFC continues to review available grant opportunities for the property as a means of undertaking continuous improvements to meet its eventual goal of upgraded public use of the facilities.

As the BHFC continues to search for available funding, we have become aware that many more grants are available to non-profit, 501C-3 organizations than to municipally owned projects. In our opinion, the town should consider a formal collaboration with local registered non-profit organizations with similar goals and objectives to expand our opportunities for public and private funding – see Section 6 – Strategies for more details.

5. Ultimate Goals for Use(s) of the Farm

The Bolton Heritage Farm is at the center of Bolton’s historic, rural, and agricultural legacy and was purchased to protect and enhance this aspect of our town and community. But ownership of such a large property encumbered by two historic structures is a weighty endeavor for a small town whose primary tax base is residential in nature. In order to preserve the farm for future generations, we believe it is critical to place the farm into broad public use. The current status of the farm as a picturesque place to walk, run, ski, paint or just be at peace in a natural setting does not play to the full potential of this asset. Our vision for the farm includes opportunities to fully utilize the buildings and grounds, and to generate additional revenue to support these upgraded uses.

To paraphrase from the Nelson Edwards study of 2008, the Town of Bolton has charged the BHFC to articulate the way they wish to interpret this site, and its significance to Bolton’s past, present and future. There are many options to consider – its Revolutionary and religious history; almost 300 years of continuous agricultural practices; its uniqueness as a large, contiguous natural landscape in the heart of a developed community; its natural beauty - which includes sweeping vistas of Connecticut’s Quiet Corner by day and astrological splendor of the sky at night. To quote the report:

“Because the site and buildings have been altered over time, they are not purely representational of any one time in particular, and their greatest strength and most compelling story, is the sense of three centuries of overlapping history.”

This statement will become our guiding principal as we seek to develop the farm and its surroundings; that the power of the Bolton Heritage Farm is in its past history, its present uses and its future potential – all weighted as equal components of its place in Bolton’s legacy.

a. The Heritage Farm Barn

The most common request received by the commission today is for use of the barn as a gathering place. Currently the barn is approved by the town and its underwriters for utility only, that is, for storage. In order to bring the barn up to a standard that would allow for public assembly there are many life safety and practical improvements that will be necessary. But the barn will be the center of any significant use upgrade and revenue-generating opportunity for the farm.

We envision a time when the barn can hold town ceremonies and celebrations such as Memorial Day or 9-11 commemorations, Heritage Day or Family Day celebrations; private events such as barn dances, farm-to-table dinners and wedding receptions; educational functions such as summer camp classes or public meetings and receptions, even corporate functions. Of course, this will require management and coordination, but it is our hope that over time the barn can be the beneficiary of phased improvements that will allow for more developed functions to be held there.

b. The Heritage Farm House

The farmhouse has been unoccupied since 2004, and the building's lack of heat or use of water, sanitary and general upkeep has taken its toll. Mold, damp and mildew from an insecure roof, loose windows and porous foundations have accelerated the deterioration of the interiors, and the house is currently not habitable. Historic dating of the current structure places the house as of 1830's construction but, as was common at the time, there is evidence of timbers and other features that date from a much earlier time. However, as the structure is not solely of Revolutionary War vintage (18th century), there are few grant opportunities available for the needed improvements, as there have been for the barn.

Complicating the picture further, there has been no clear strategy for use of the farmhouse. The Bolton Center Study undertaken with STEAP grant funds was very clear - the state does not need another house museum, and those currently operating are struggling to find funds to maintain their current use. Homes, particularly of this age, do not structurally support public or storage use, such as for a library or office. As the house is not currently habitable as a rental property for commercial or residential use, there are limited ways that the building can be put into service, particularly if it must eventually be self-supporting.

This dilemma has prolonged efforts by the BHFC to employ a viable improvement strategy. For today, our goal is to bring the building to a structurally sound, watertight and safe condition, with an eventual use as a support building for the upgrades contemplated for the barn. This will initially include storage or office headquarters for the management and coordination of barn functions, but could ultimately be the prep kitchen facility that supports events held at the barn. The remnants of electricity, water, sanitation and kitchen operations exist at the house, and the rooms while small can be retrofitted to accommodate this use more easily than carving up space in the barn. Eventually, the house may even

become a residential base of operations for a farm manager, or house town officials on site as an adjunct facility proximal to town hall.

c. Grounds, Fields and Woodlands

The grounds immediately contiguous to the buildings and under the easement for municipal use will need to be improved to support the proposed uses of both buildings if the strategies outlined above are to be successful, and the cost of these improvements must be considered as part of the overall plan. The town crew has been diligent in grading the parking areas and entrances after winter snow and seasonal rains take their toll, but permanent upgrades to allow for ample parking and access by emergency and support vehicles must be considered a priority in the eventual improvement plan.

The Vibrant Communities study outlined a plan to utilize the upper field and Pistritto property to hold an expanded, engineered septic field and stormwater management system to support expansion and improvements to our current Town Hall. Also proposed are connected parking and access ways from the Town Hall complex on the Pistritto property, which lies between the two parcels, which would then support development of the farm. If the town were to go forward with these projects, it would greatly enhance the opportunities outlined above for expanded uses of the barn and the farmhouse.

The BHFC would continue to expand the established trail system connecting the farm to the East Coast Greenway/ Hop River Rail Trail, allowing for more year-round use of the farm by runners, walkers, equestrians and cross-country skiers. An interpretive sign program sponsored by a Bolton High School capstone student and the National Park Service is already in the early stages of development to bring awareness to significant aspects of the farm's agricultural, environmental, historical and scientific significance. The farm can be highlighted as a showplace of continuous farming history in Bolton and Connecticut, perhaps by using sections of the barn such as the milking parlor, calf stalls and milk shed to house exhibits to enhance the interpretive signage on the grounds. Bringing more visitors to Bolton who may then stay and sample our local businesses is a way to increase revenues for the town in a sensitive manner, in keeping with our rural character.

Of course, the BHFC also supports the continued use of the fields and woodlands for passive recreation activities already outlined, but would like to explore the expanded use of the grounds for scouts and youth group outings, school field trips, encampments and re-enactments, in keeping with our rich history as the 5th camp on the WaRo. All this is possible if the grounds can be improved to support increased traffic and activity.

In future, the BHFC can look forward to collecting revenue for events held at the farm. For example, Revolutionary War re-enactments, such as the event planned to celebrate Bolton's Tricentennial in 2020 are usually fee-generating to underwrite the cost of hosting the participants. Attendants at the Annual Farmers Market and Antique Tractor show could be charged a modest donation for the privilege. As use guidelines are established and the

facilities are improved, fees could be charged for various requests, such as wedding ceremonies and other gatherings.

Finally, the BHFC and Bolton Land Trust pulled together an Environmental Review Team made up of state experts in the natural sciences, and a formal report was completed in 2010 analyzing the natural features of the farm. While the topography of the acreage is not ideal, there is still the potential to harvest trees from the open space lands as part of a comprehensive forest management plan. While some of the fields are in farm production, there are others that could be improved slightly with drainage or rock removal to expand the agricultural use of the farm fields for grazing or crops. The Wildlife Habitat Incentive Program grant from the Federal Department of Agriculture has improved the continuous unfragmented grassland habitat for birds and small animals. This may attract the bird watching community if properly promoted.

6. Strategies for Reaching Bolton Heritage Farm Goals

- A. Determine the appropriate 'USE' category of each building on the site and the building code improvements that must be achieved to meet each standard.
 - 1. Meet with town zoning official to understand code compliance issues at the barn to convert use from utility to public assembly; compliance issues at the house to upgrade from residential to business.
 - 2. Develop a phasing plan to meet each required code issue with the assistance of professional town staff and architectural advice.
NOTE: There is a HPTAG grant available to fund this strategy; the BHFC is prepared to submit the grant application upon approval of this opportunity by the BOS.
- B. Monitor state grant opportunities to improve the farm buildings and grounds
 - 1. Architectural design grants for planned code improvements
 - 2. Design and completion grants for farmhouse improvements and foundation repairs
 - 3. Upgrades to grounds/ parking/ drainage and septic/ stormwater issues as outlined in the Vibrant Communities document
 - 4. Agricultural grants for expansion of crop or grazing uses and habitat improvements
- C. Develop RFP for architectural plans to improve the barn and farmhouse on a phased program for enhanced public use.
 - 1. BHFC suggests using Nelson Edwards due to their familiarity with the asset, state requirements and historic structures.
 - 2. Include structural, MEP and ADA compliance issues
- D. Develop a list of qualified contractors and quotes for specific projects at farm buildings and grounds once ABC items are completed.

- E. Investigate other similar farm projects around the state and region to determine:
1. Ownership Structure – are there any municipally owned projects that cooperatively hold non-profit status to advantage?
 2. Financial status – how are they sustainably funded?
 3. Programming – how are the facilities used and by whom?
 4. Operations and management – how are the facilities run and by whom?
 5. Marketing - how are they promoted?
 6. Any other aspects that might be applicable to the Bolton Heritage Farm.
- F. Explore fundraising opportunities and in-kind sponsorships to accomplish next steps
1. Which local vendors might be utilized to support needed capital improvements?
 - a. Farmhouse windows and exterior siding upgrades
 - b. Exterior landscaping and walkways
 - c. Parking areas and drainage
 - d. Electrical and life safety updates
 2. How can smaller improvement projects be marketed to individuals and groups?
 - a. Clean out of calf stalls and milking parlor
 - b. Interior painting and finishing of exhibit areas
 - c. Exterior plantings and signage

[INSERT APPENDIX A and B]

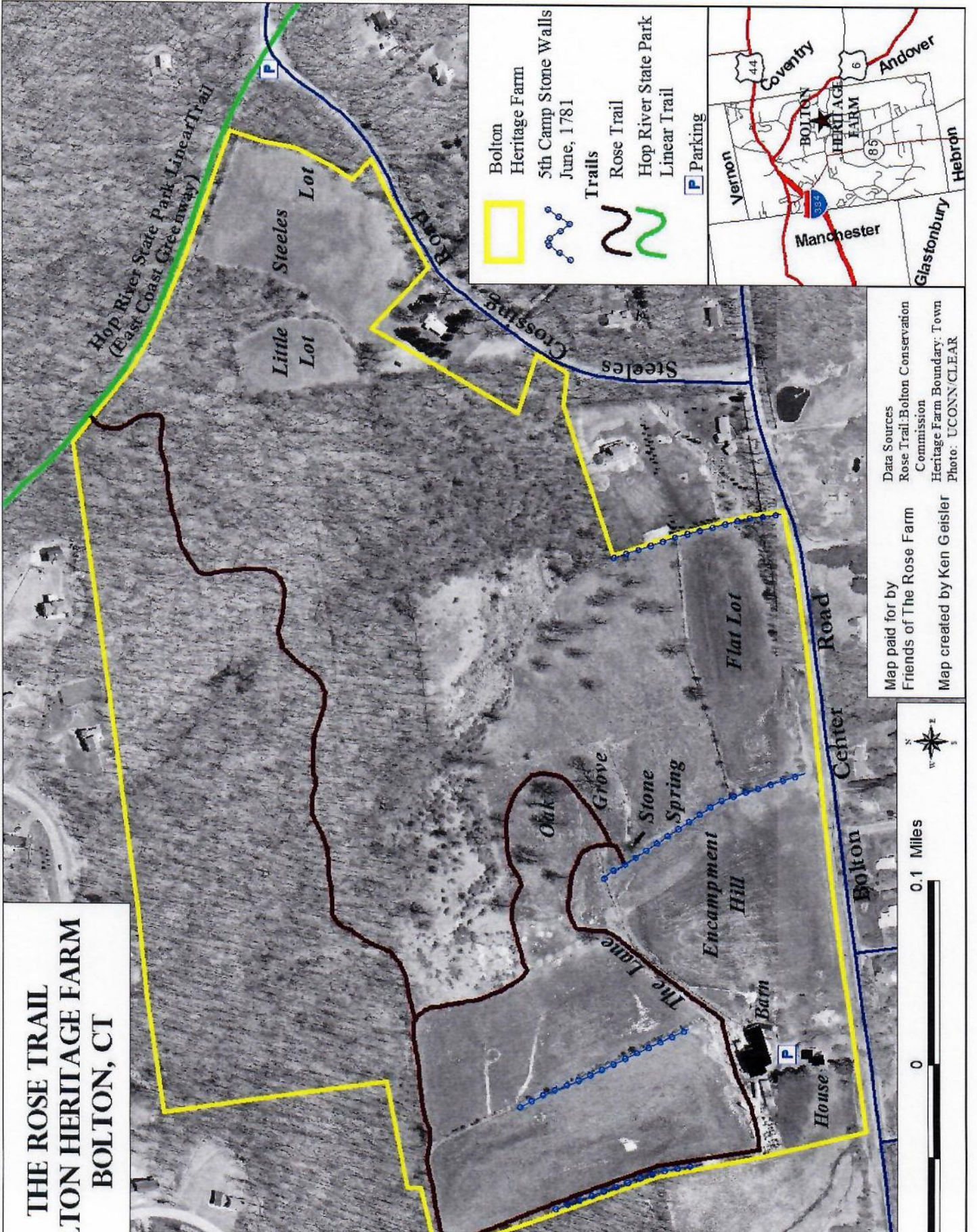
APPENDIX C – List of Troop 73 Eagle Service Projects at Bolton Heritage Farm

- 2007 **Gavin Harney** Created Rose Trail, 1.5-mile loop of the farm fields and connection to Hop River Rail Trail/ East Coast Greenway with woodland spur. Created trailhead sign, blazes, water bars and cleared trail areas of invasive species, stones, etc.
- 2008 **Eric Bousfield** Built and installed a picnic table at the northwest turning of the trail, and benches and seating area at the Oak Grove after clearing trail areas of plantings and invasive species.
- 2009 **Daniel Sheridan** Cleared the cement slab behind the barn and milking parlor of many years of desiccated manure and plant growth, including trash and debris from former farming uses.
- 2013 **Evan Schumaker** Built and installed a footpath from the lower field across a wetland area to facilitate the creation of an extended habitat area for birds and wildlife.
- 2013 **Jarret Neddow** Planted and created protective screening for native species of plants and shrubs to attract local grassland birds and wildlife species on the lower fields, after installation of the wooden footpath made this achievable.
- 2018 **Michael Sonntag** Installed and established an internet connection for a weather reporting station on the east end of the milking parlor, to create a local weather monitoring station for central Bolton.

Bolton Heritage Farm Business Plan		Appendix A Capital Projects and Funding Sources				
Capital Project Description	Date Initiated	Date Completed	Dollar Amount	Source(s) of Funding	Results	Source Document
Purchase of Bolton Heritage Farm (Rose Farm)	5/1/2000	8/1/2000	\$1,162,500	**State of CT Open Space and Watershed Land Acquisition Grant - \$389,302 [based on 45% of FMV of \$865,116 for Parcel B] Town of Bolton funds - \$773,198 [based on 55% of Parcel B value and value of Parcel A]	Town acquired 103 acres of land with house farm buildings from the Rose Family; upper 12 acres only can be developed for municipal uses; balance must be preserved as open space for public use	Purchase and Sale Agreement; DEP grant application
Nelson Edwards Historical and Structural Analysis of the Bolton Heritage Farm	7/1/2007	10/1/2008	\$27,000	HPTAG - \$9,000 Of \$10,000 grant Friends of Rose Farm - \$5,000 Town of Bolton matching bond funds - \$13,000	Historic and structural analysis of the BHF barn and farmhouse; criteria developed for a master plan to stabilize and preserve the structures.	Selectmen's Office Files and J. Butrymovich grant spreadsheet
Wildlife Habitat Incentive Program [WHIP]	7/1/2008	7/1/2018	\$55,977	USDA paid the town 75% of its labor expense - \$55,977 25% - Town of Bolton contribution via labor	Annual removal of invasives to develop/ maintain continuous unfragmented habitat for native species work performed by town crews and independent contractors as needed	J. Butrymovich and FORF
Barn Roof Replacement Grant	7/1/2009	4/10/2012	\$173,139	Historic Restoration Fund Grant - CTCCT - \$55,694 Town of Bolton matching bond funds - \$117,445	Replacement of barn roofs, flashings, fascia boards and cupole; extended project as 1st round produced no viable bids; created a 15 year historic preservation assessment requiring approval of all projects by CCCCT	Selectmen's Office Files and J. Butrymovich grant spreadsheet
Barn Brick Foundation Repairs	10/1/2009	10/1/2010	\$11,625	CT Barns Grant - CTFHP - \$5,000 Town of Bolton matching bond funds - \$6,625	Work completed by Zeppa Masonry	Selectmen's Office Files and J. Butrymovich grant spreadsheet
Sill Repair, Carrier Beam and Knee Brace for the Barn	7/1/2011	1/1/2012	\$7,738	CT Barns Grant - CTFHP - \$3,869 of \$5,000 grant Town of Bolton matching bond funds - \$3,869	Stabilize the Barn foundations from erosion and brick failure; required an archeological site review during trenching to create proper drainage	Selectmen's Office Files and J. Butrymovich grant spreadsheet
Milk Shed Foundation Repairs	10/1/2012	4/1/2013	\$2,339	CT Barns Grant - CTFHP - \$2,339 of \$5,000 grant no matching funds required	Work performed by Proulx and LaRoche	J. Butrymovich grant spreadsheet
Interior Demolition of Milk Shed Equipment	???	7/1/2013	\$8,000	HPTAG grant - 50% Town of Bolton Matching funds - 50%	Stabilized foundations at Milking Shed Work completed by Zeppa Masonry	J. Butrymovich grant spreadsheet
Repairs to Barn Roof and structure, replacement of exterior Sheathing Boards, including paint	9/1/2015	4/1/2017	\$317,823	Town of Bolton capital funds - \$127,454 Insurance Proceeds - \$190,369	Repairs completed as the result of an arson fire Work performed by LaRoche Builders LLC as GC; Nelson Edwards Arch.	BHF Fire Restoration file

Bolton Heritage Farm Business Plan		Appendix A Capital Projects and Funding Sources				
Capital Project Description	Date Initiated	Date Completed	Dollar Amount	Source(s) of Funding	Results	Source Document
Replacement of the Porch on the Farmhouse	5/1/2018	7/1/2018	\$13,000	Town of Bolton Building and Grounds Budget materials donated by Country Carpenters	Replacement of Porch supports and posts to match portions removed Work performed by Country Carpenters	BHFC meeting minutes
Scraping and Painting of Farmhouse	5/1/2018	8/1/2018	\$5,000	Town of Bolton Building and Grounds Budget	Work performed by TNT Painting	BHFC meeting minutes
Replacement of Farmhouse Roof, including sheathing boards and insulation layers	8/1/2019	9/1/2019	\$17,000	Town of Bolton Building and Grounds Budget - 50% Bolton Historical Society - 50%	Initial project to bring farmhouse to watertight condition; to be succeeded by replacement of windows, repair of foundations and eventual replacement of exterior clap boards. work performed by Rising Star Roofing	BHFC meeting minutes
KEY						
HPT/AG - Historic Preservation Technical Assistance Grant Program thru CTFHP						
CTCCT - Connecticut Council on Culture and Tourism						
CTFHP - Connecticut Trust for Historic Preservation - CT Barns Grant Program						
USDA - United States Department of Agriculture						
** State of CT Open Space and Land Acquisition Program, under the CT Dept of Environmental Protection, Recreational and Natural Heritage Trust Program						

THE ROSE TRAIL BOLTON HERITAGE FARM BOLTON, CT



Map paid for by
Friends of The Rose Farm

Map created by Ken Geisler

Data Sources
Rose Trail: Bolton Conservation Commission
Heritage Farm Boundary: Town Photo: UCONN/CLEAR

7D

FY20 December 31, 2019										
	Adopted Budget	Revised Budget	Expense YTD	Balance	Encumbrance	Unexpended	% Expensed	FY19	FY18	FY17
Administration	\$ 628,858.00	\$ 637,710.63	\$ 287,568.38	\$ 350,142.25	\$ 10,271.70	\$ 339,870.55	45.95%	49.88%	49.35%	47.54%
Board of Finance	\$ 2,200.00	\$ 2,200.00	\$ 290.00	\$ 1,910.00	\$ -	\$ 1,910.00	13.18%	13.18%	10.68%	17.05%
Financial Administration	\$ 225,920.00	\$ 225,920.00	\$ 102,173.69	\$ 123,746.31	\$ -	\$ 123,746.31	45.23%	46.56%	40.00%	44.21%
Auditing	\$ 26,500.00	\$ 26,500.00	\$ -	\$ 26,500.00	\$ -	\$ 26,500.00	0.00%	0.00%	0.00%	21.74%
Assessor	\$ 78,730.00	\$ 78,730.00	\$ 36,570.75	\$ 42,159.25	\$ 653.76	\$ 41,505.49	47.28%	46.45%	45.02%	44.14%
Tax Collector	\$ 105,210.00	\$ 105,210.00	\$ 46,441.30	\$ 58,768.70	\$ 211.64	\$ 58,557.06	44.34%	48.73%	43.77%	45.33%
Fringe Benefits	\$ 908,062.00	\$ 899,209.37	\$ 407,531.01	\$ 491,678.36	\$ -	\$ 491,678.36	45.85%	47.88%	49.35%	48.72%
Data Processing	\$ 119,490.00	\$ 119,490.00	\$ 29,258.20	\$ 90,231.80	\$ -	\$ 90,231.80	24.49%	46.88%	45.89%	46.86%
Town Clerk	\$ 118,290.00	\$ 118,290.00	\$ 56,406.43	\$ 61,883.57	\$ 3,540.00	\$ 58,343.57	50.68%	52.44%	50.45%	46.51%
Land Use	\$ 297,098.00	\$ 297,098.00	\$ 144,575.88	\$ 152,522.12	\$ 6,750.00	\$ 145,772.12	50.93%	47.74%	44.98%	47.28%
Planning & Zoning	\$ 6,580.00	\$ 6,580.00	\$ 437.54	\$ 6,142.46	\$ -	\$ 6,142.46	6.65%	9.78%	13.88%	13.07%
Zoning Board of Appeals	\$ 1,440.00	\$ 1,440.00	\$ 281.69	\$ 1,158.31	\$ -	\$ 1,158.31	19.56%	4.51%	26.73%	4.51%
Property Insurance	\$ 137,705.00	\$ 137,705.00	\$ 75,756.25	\$ 61,948.75	\$ -	\$ 61,948.75	55.01%	64.80%	64.60%	65.87%
Probate	\$ 5,673.00	\$ 5,673.00	\$ 5,673.00	\$ -	\$ -	\$ -	100.00%	96.67%	0.00%	98.95%
Inlands/Wetlands	\$ 2,235.00	\$ 2,235.00	\$ 556.68	\$ 1,678.32	\$ -	\$ 1,678.32	24.91%	18.75%	33.17%	18.35%
Economic Development	\$ 2,000.00	\$ 2,000.00	\$ 730.00	\$ 1,270.00	\$ -	\$ 1,270.00	36.50%	34.25%	17.50%	32.00%
Elections	\$ 42,495.00	\$ 42,495.00	\$ 10,853.87	\$ 31,641.13	\$ -	\$ 31,641.13	25.54%	43.27%	28.06%	33.97%
Parks/Town Building Ops	\$ 775,762.00	\$ 775,762.00	\$ 303,355.00	\$ 472,407.00	\$ 19,540.42	\$ 452,866.58	41.62%	39.64%	39.94%	35.72%
Police	\$ 392,077.00	\$ 392,077.00	\$ 2,946.13	\$ 389,130.87	\$ -	\$ 389,130.87	0.75%	0.08%	0.26%	0.30%
Fire	\$ 190,113.00	\$ 190,113.00	\$ 79,382.29	\$ 110,730.71	\$ 50,648.54	\$ 60,082.17	68.40%	60.77%	53.49%	54.24%
Animal Control	\$ 3,500.00	\$ 3,500.00	\$ 3,000.00	\$ 500.00	\$ -	\$ 500.00	85.71%	85.71%	85.71%	0.00%
Fire Marshal	\$ 16,171.00	\$ 16,171.00	\$ 1,373.90	\$ 14,797.10	\$ -	\$ 14,797.10	8.50%	10.43%	34.30%	48.70%
Highways and Streets	\$ 1,048,802.00	\$ 1,048,802.00	\$ 464,957.31	\$ 583,844.69	\$ 115,318.10	\$ 468,526.59	55.33%	47.86%	52.62%	56.75%
Public Building Commission	\$ 540.00	\$ 540.00	\$ -	\$ 540.00	\$ -	\$ 540.00	0.00%	0.00%	0.00%	12.04%
Public Health Admin	\$ 32,840.00	\$ 32,840.00	\$ 13,914.36	\$ 18,925.64	\$ -	\$ 18,925.64	42.37%	41.41%	41.50%	40.02%
Seniors / Social Services	\$ 160,208.00	\$ 160,208.00	\$ 75,845.30	\$ 84,362.70	\$ 4,000.00	\$ 80,362.70	49.84%	49.40%	44.55%	40.74%
Library	\$ 294,205.00	\$ 294,205.00	\$ 147,758.82	\$ 146,446.18	\$ 10,280.89	\$ 136,165.29	53.72%	56.17%	56.88%	57.12%
Recreation	\$ 33,185.00	\$ 33,185.00	\$ -	\$ 33,185.00	\$ -	\$ 33,185.00	0.00%	100.00%	0.00%	0.00%
Conservation	\$ 1,625.00	\$ 1,625.00	\$ 760.00	\$ 865.00	\$ -	\$ 865.00	46.77%	47.05%	48.25%	37.46%
Open Space	\$ 645.00	\$ 645.00	\$ -	\$ 645.00	\$ -	\$ 645.00	0.00%	0.00%	0.00%	0.00%
Waste Collection	\$ 533,076.00	\$ 533,076.00	\$ 233,844.87	\$ 299,231.13	\$ -	\$ 299,231.13	43.87%	45.16%	45.53%	44.36%
Totals	\$ 6,191,235.00	\$ 6,191,235.00	\$ 2,532,242.65	\$ 3,658,992.35	\$ 221,215.05	\$ 3,437,777.30	44.47%	48.42%	47.88%	46.11%

Agenda Item Summary

Date: January 14, 2020
To: Board of Selectmen
Prepared By: Joshua Steele Kelly, Administrative Officer
Subject: Branding Campaign

Background

By requiring that town's utilize property taxes as their primary source of income, the State of Connecticut is forcing its municipalities to compete for business and resident interest to keep development and property values up and tax rates low. By engaging in a branding campaign, the Town of Bolton can stand toe-to-toe with towns in our region and across the state as businesses and residents alike look for new places to lay their roots, and we can do our part to increase business revenues and lower tax burdens on our citizens.

Discussion/Analysis

Every community has a reputation, and a branding campaign is the Town taking action to shape and build that reputation in the public's eye. This will not simply be the development of a logo and an evaluation of our tagline – Bolton's branding campaign will be a holistic review of the town's values, heritage, goals, and pursuits, and the final product will be the development and implementation of a visual scheme that helps inspire would-be residents and business owners to join us. It is an investment in our future that could help us reap benefits for decades to come.

Final deliverables from the contractor will include:

- Research conducted on the town's history, values, practices, goals, and perceptions;
- A written Strategic Plan that will detail recommended branding strategy (including an evaluation of existing town physical and online media presence and suggestions on how to improve each), recommendations on elements from the town's history and character that may be well integrated into a branding scheme, and preliminary sketches of the brand deliverables; and
- Brand deliverables, which includes (but is not necessarily limited to): a developed logo (from start to finish, including logo studies, 30 concept sketches, refined sketches, 3 drafts of strongest/top concepts, and multiple versions of the final product); a custom-tailored mood board, color palette, type, fonts, spacing, design system, and secondary logo; an evaluation of our mission statement and tagline with recommendations (if desired); fully designed business cards and letterhead; photos, posters, ads, and signage that can be used around town or online; a 10-20 page branding manual (to help staff and elected officials understand how to correctly use brand elements once implemented); the development of a Bolton flag; and mock-ups of how branding can/will be implemented on the website, town uniforms, town vehicles, and town brochures.

One concern that was brought forward to the Selectmen's Office is that a branding campaign would seek to label Bolton as a town that wants big-box companies to come in and ruin our natural landscape. This is incorrect: the goal of the branding campaign will be to promote the image and message that Bolton wants others to know of it rather than a generic "bring business here" message. The contractor, the focus group appointed by the Board of Selectmen, and, ultimately, the Board itself will be responsible for helping to identify what that image and message should be, and it is quite likely that our brand will focus on the town's natural beauty and close-knit sense of

community. For example, the branding campaign may be an opportunity to attract more out-of-towners to use our trails and visit businesses, or it has an opportunity to shift focus toward another area of interest and development that brings the town pride. Overall, the Town will have full control of the process and the direction of the campaign as it moves forward.

Cost/Benefit: With an upfront cost of \$8,070 (originally quoted \$8,320 with evaluation of mission statement and tagline, which a member of the Board has suggested may not be desirable, and thus the reduction of that line item brings the cost down by \$250), the Board has to answer the question: does a branding campaign have the potential to bring in more money to the town than it will cost?

While the \$8,070 is an up-front cost and the impacts of the branding campaign will be long-term, I estimate that the town will be able to break-even on this investment in very short time. In order to break-even in property values, the branding campaign would have to help increase, or help prevent a decrease, of just 0.05% of total town-wide property value, a goal that may be easily exceeded by this campaign. A mere 1% increase in residential property values (driven by demand, which our goal will be to increase with this branding and awareness campaign), a very achievable goal, is the difference of 0.4 mills, which would ease residential taxpayer burden without cutting services or programs.

From a development perspective, the average residential property in Bolton paid \$7,424.50 in taxes in FY 2019, or \$6,100.37 more than the average vacant lot owner pays. If the branding campaign indirectly leads to the construction of as few as two houses, an additional value of \$12,200.74 would be added to the town's tax revenue, exceeding the initial \$8,070 investment. The development of just one average commercial or industrial lot could respectively lead to an increase of \$9,198.31 or \$20,068.15 in tax revenue, also exceeding our break-even point.

Finally, with an estimated timeframe of 24 weeks to complete, and given that the contractor will spend approximately 20 hrs/wk on the project, the hourly rate for the project is \$16.82: an efficient bargain that will greatly advance our town's reputation and image without breaking the bank.

Measurement of success: the success of our branding campaign will be seen in the way people think about our town and the amount of money that people spend in town, either on goods and services or in purchasing real estate. We will measure these variables by:

- Tracking property values on an annual basis;
- Monitoring business expansion in town and, to the best of our ability (given cooperation with local business owners), business income and success;
- Including questions about town perception in future community surveys to measure the differences from now to then;
- Measuring the amount of attention and the number of people we are connected to on social media and through our website;
- Convening the branding focus group at set intervals after the brand is launched to collect qualitative data from residents, business owners, and prospective residents and business owners about their perception of the town and its messaging; and
- Measuring participation in Bolton's boards and commissions, community programming, elections, and more.

Conclusion: In short, while there is an up-front cost associated with the project, it is extremely likely that we will reach the break-even point of our investment within the first year or two following the brand's implementation. The benefits are numerous and hard to measure, but the town's staff stands ready to collect all the data it can to demonstrate the effectiveness of this

campaign. Moreover, the campaign symbolizes the town's willingness to actively invest in economic development and lowering the tax burden for all. It is lastly important to note that the 300th is the perfect time to develop and launch a branding scheme for the town, as we already have increased media and public attention on the town. Developing the same brand in a different year would likely cost more, as we would have to make up for the difference in media attention by paying for advertising.

Financial Impact

Up-front: \$8,070.00.

Long-term: Likely increase in home values due to increased demand (resulting in lower or mitigated mill rate and increased net homeowner assets), likely increase in business revenue due to increased recognition and attraction to town (which can lead to increased jobs and new business development to meet the demand), likely increase in fee-based service program participation (such as Rec Department programs, etc, resulting in increased town revenue), likely increase in trail and park use (which can result in increased business revenue due to increased demand), and more. Overall, a net gain for the town, its residents, and businesses alike.

Other Board Action Required

None.

Recommendations

If the Board is in agreement, the following motion is recommended for approval:

“MOVE that the Board of Selectmen convene a focus group to aid in the branding campaign, which shall consist of [insert resident names] and future appointees that the Board deems necessary additions to the group.”

Attachments

1. “Strategies for Measuring Brand Success.”

Strategies for Measuring Brand Success

1. Social Media & E-Bulletin Engagement

Bolton has had a Facebook account and published its E-Bulletin for multiple years now. Trends in growth on these accounts and newer social media accounts made to represent the town will be documented by Town staff in the months leading up to the conclusion of the brand design phase and through the brand's implementation. Increases in resident engagement with social media accounts and sign-ups for the E-Bulletin after the launch of the new brand scheme will be interpreted as a positive impact. This can be broken out into a plethora of sub-measurements, including number of website visits, number of searches for "Bolton CT" and related phrases on search engines like Google, number of mentions on social media, number of social media users reached on a per-post basis, number of "likes" or "follows" on a given Town social media account, number of interactions with social media accounts on a per-post basis, and more.

2. Focus Group

The Board of Selectmen has tentatively agreed on creating a focus group to help steer the branding project over the next few months. This group will continue to be able to make an impact after the design phase is complete by reconvening at regular intervals (perhaps quarterly for the first year after the brand scheme is implemented) to discuss their perception of the brand and what they have heard from fellow residents about the successes of the brand. This will provide Town staff and ultimately the Board of Selectmen with insightful qualitative data.

3. Community Survey

The 2019 Community Survey is setting a benchmark to which future survey results can be compared. The first community survey to be launched following the implementation of the brand can ask the public direct questions about the logo and other brand components while also looking to see if residents report an uptick in positive responses to questions pertaining to quality of life and their perceived desirability of life in Bolton. These questions can be asked in such a way that they can be quantified and changes over time can be displayed numerically.

4. Property Values

As brand awareness increases and attention is drawn to Bolton, with it Town staff will work to promote more information about the town's offerings, services, and regular programs. A successful total effort should result in increased demand on Bolton properties, which in turn should drive up property values. This will be a long-term impact that can be measured by analyzing the trend in average sale prices over time as the brand is implemented.

5. Business Income and Expansion

As brand awareness increases and attention is drawn to Bolton, businesses in town should see a similar increase in attention. If the branding campaign is truly successful, businesses should see increases in sales and may even expand. Expansion can be measured by both the number of businesses that are developed and open in Bolton in the years following the implementation of the brand and by measuring the number of vacant commercial properties that exist.

6. Participation

A successful branding initiative should inspire a level of excitement about the community as a whole. Therefore, it stands to reason that increased participation in the community may be a key indicator of such a successful campaign. Participation can be measured in several different ways, such as by examining how many vacancies there are on boards and commissions, how many people vote in budget referendums and elections, how many attendees are at town meetings, how many active members of the town's fire department there are, and more.

Agenda Item Summary

Date: January 14, 2020
 To: Members of the BOS Human Resources Committee
 Prepared By: Joshua Steele Kelly, Administrative Officer
 Subject: FY 2021 Wage Adjustments

Background

While the majority of our employees are union members and receive automatic wage increases in FY 2021 as prescribed by their collective bargaining agreements, our several non-union personnel require our approval to receive any raise. At the December 10, 2019 meeting of the Human Resources Committee, an increase of 2.75% was proposed for all non-union personnel, contingent on a positive review from the Administrator, with the following exceptions:

- All those that would not receive wages equal to or greater than the new minimum wage; \$11.00/hr currently and \$12.00/hr on September 1, 2020; shall have their wages increased to at least meet that level.
- The Election Moderator shall receive an increase to \$15.00/hr, as stricter state requirements have been placed on who can fill that role.
- Fire Department personnel shall receive an adjusted wage increase, as noted on the attached sheet.

Discussion/Analysis

Between FY 2020 and FY 2021, all union employees are currently set to receive a 2.75% increase in their wages. By dollar amount, the increase in union wage costs is as follows:

Bargaining Unit	FY 2020	FY 2021	Increase
Highway	\$ 247,411.84	\$ 254,215.67	\$ 6,803.83
Non-Supervisors	\$ 582,952.16	\$ 598,983.34	\$ 16,031.18
Supervisors	\$ 426,970.00	\$ 438,677.63	\$ 11,707.63
TOTAL	\$ 1,257,334.00	\$ 1,291,876.64	\$ 34,542.64

To give increases to all non-union employees as outlined in the attached salary sheets, the total cost to the town would be as follows:

Non-Union Area of Increase	FY 2020	FY 2021	Increase
Wages	\$ 801,053.43	\$830,080.81	\$ 29,027.38
Payroll Taxes	\$ 61,280.59	\$ 63,501.18	\$ 2,220.59
Pension	\$ 24,291.89	\$ 24,959.92	\$ 668.03
Total	\$ 862,334.02	\$ 893,581.99	\$ 31,916.00

From a historical perspective, for FY 2020 the Board of Selectmen recommended wage increases up to 2.75% for non-union employees based on their individual performance reviews. For FY 2019, the Board approved an increase of up to 2.5% for non-union supervisors and 3% for non-union non-supervisors based on their individual performance reviews.

Financial Impact

If all increases are granted as presented in the Salary Sheets (attached), there will be a \$29,027.38 wage increase, a \$2,220.59 increase in payroll taxes, and a \$668.03 increase in Pension costs for a grand total of \$31,916.00.

Recommendations

If the Board is in agreement on a particular percent increase, the following motion is recommended for approval:

“MOVE that the wage increases for non-union employees be approved as presented for Fiscal Year 2021.”

Attachments

1. FY 21 Salary Sheets.

FY 21 Salary Sheets

Regular, Non-Union Employees

Position	# Personnel	Hours/Week	FY 20 Rate	FY 20 Budget	FY 21 Rate	FY 21 Budget
Seniors Admin Assts	2	34.26	\$16.06	\$28,612.50	\$16.50	\$29,399.34
Media Coordinator	1	34.48	\$21.53	\$38,601.51	\$22.12	\$39,663.05
Recreation Director	1	40.31	\$20.63	\$43,245.00	\$21.20	\$44,434.24
Assistant Building Official	1	37.00	\$26.00	\$50,024.00	\$26.72	\$51,399.66
Confidential Secretary	1	37.28	\$29.09	\$56,399.69	\$29.89	\$57,950.68
Tax Collector	1	40.30	\$33.26	\$69,705.00	\$34.17	\$71,621.89
Town Clerk	1	40.31	\$33.29	\$69,781.00	\$34.21	\$71,699.98
Chief Financial Officer	1	40.31	\$47.14	\$98,801.00	\$48.44	\$101,518.03
TOTAL:				\$455,169.70		\$467,686.87
					DIFF	\$12,517.17

Recreation Department (Seasonal)

Position	# Personnel	Hours/Yr	FY 20 Rate	FY 20 Budget	FY 21 Rate	FY 21 Budget
Half-Day Program	2	105.00	\$21.50	\$2,257.50	\$22.09	\$4,639.16
Camp Director	1	360.00	\$13.00	\$4,680.00	\$13.36	\$4,808.70
Head Counselor	1	320.00	\$11.25	\$3,600.00	\$11.56	\$3,699.00
Counselor A	1	320.00	\$10.75	\$3,440.00	\$11.05	\$3,534.60
Counselor B	1	320.00	\$10.50	\$3,360.00	\$11.00	\$3,520.00
Counselor C	1	240.00	\$10.50	\$2,520.00	\$11.00	\$2,640.00
Counselor D	1	160.00	\$10.25	\$1,640.00	\$11.00	\$1,760.00
Head Life Guard	1	400.00	\$11.25	\$4,500.00	\$11.56	\$4,623.75
FT Lifeguards	3	400.00	\$10.75	\$12,900.00	\$11.05	\$13,254.75
FT Lifeguards	1	150.00	\$10.50	\$1,575.00	\$11.00	\$1,650.00
Swim Instructor	1	300.00	\$10.75	\$3,225.00	\$11.05	\$3,313.69
TOTAL:				\$43,697.50		\$47,443.65
					DIFF	\$3,746.15

Fire Department

Position	# Personnel	Hours/Week	FY 20 Rate	FY 20 Budget	FY 21 Rate	FY 21 Budget
Fire Chief	1			\$13,510.34		\$13,915.00
Deputy Fire Chief	1			\$7,888.03		\$8,203.00
Assistant Chief	1			\$5,629.31		\$5,910.00
Captains (2; per each)	2			\$4,503.44		\$5,134.00
Lieutenants (5; per each)	7			\$7,881.02		\$10,087.00
Deputy Fire Marshal	1	5.00	\$25.00	\$6,500.00	\$25.69	\$6,678.75
Secretary	1	5.00	\$19.53	\$5,077.80	\$20.07	\$5,217.44
TOTAL:				\$50,989.94		\$55,145.19
					DIFF	\$4,155.25

Election Officials

Position	# Personnel	Hours/Yr	FY 20 Rate	FY 20 Budget	FY 21 Rate	FY 21 Budget
Registrars	2	516.00	\$20.50	\$21,156.00	\$21.06	\$21,737.79
Deputy Registrars	2	72.00	\$15.38	\$2,214.72	\$15.80	\$2,275.62
Moderator	1	108.00	\$12.98	\$1,401.84	\$15.00	\$1,620.00
Checkers	2	108.00	\$11.64	\$2,514.24	\$12.00	\$2,592.00
Machine Tenders	1	108.00	\$11.64	\$1,257.12	\$12.00	\$1,296.00
Ballot Clerks	1	126.00	\$11.64	\$1,466.64	\$12.00	\$1,512.00
Absentee Counters	2	18.00	\$11.64	\$419.04	\$12.00	\$432.00
TOTAL:				\$30,429.60		\$31,465.41
					DIFF	\$1,035.81

Town Officials & Miscellaneous

Position	# Personnel	Hours/Yr	FY 20 Rate	FY 20 Budget	FY 21 Rate	FY 21 Budget
First Selectman	1			\$15,209.69		\$15,627.96
Deputy First Selectman	1			\$2,442.29		\$2,509.45
Selectmen	3			\$4,393.62		\$4,514.44
Town Administrator	1			\$110,000.00		\$113,025.00
Treasurer	1			\$9,457.22		\$9,717.29
Assessor	1			\$25,252.02		\$25,946.45
Board of Assessment Appeals	3			\$649.29		\$667.15
Van Drivers		1920.00	\$15.66	\$30,067.20	\$16.09	\$30,894.05
Chore Workers & Home Help		600.00	\$10.93	\$6,558.00	\$12.00	\$7,200.00
Handyman	1	100.00	\$19.60	\$1,960.00	\$20.14	\$2,013.90
Library Pages	2	676.00	\$10.93	\$14,777.36	\$12.00	\$16,224.00
TOTAL:				\$220,766.69		\$228,339.69
					DIFF	\$7,573.00

Agenda Item Summary

Date: January 14, 2020
To: Board of Selectmen
Prepared By: Joshua Steele Kelly, Administrative Officer
Subject: Open Space Committee

Background

On April 16, 1996, the Board of Selectmen adopted an ordinance that established the town's Open Space Acquisition and Conservation Preservation Committee. That committee is currently defunct, with no members appointed. The Finance & Administration Committee has recommended that the Board add "open space acquisition and management" as a quarterly agenda item so long as the committee remains defunct.

Discussion/Analysis

The Open Space Acquisition and Conservation Preservation Committee currently has no sitting members, and volunteer rates are generally down across the state and country. Given that the committee is currently defunct and the ordinance empowers the Board of Selectmen to have the final say on all open space acquisition anyways, it has been recommended by the Finance & Administration Committee that the Board add "open space acquisition and management" as a quarterly agenda item so long as that committee remains defunct. This recommendation was made at the December 6, 2019 meeting of the Finance & Administration Committee.

The Conservation Commission and Planning & Zoning Commission would be invited to provide comment and updates on open space at those meetings, as they were invited to do at the former Open Space Committee meetings.

Financial Impact

Slight reduction in costs associated with paying Board Clerks for time spent at Open Space Committee meetings.

Other Board Action Required

None.

Recommendations

If the Board is in agreement, the following motion is recommended for approval:

"MOVE that the Board of Selectmen adds 'Open Space Management & Acquisition' to its regular meeting agenda no less than quarterly until such a time as the Open Space Committee is reestablished or its responsibilities are otherwise assigned."

Attachments

1. Bolton's Open Space Preservation, Acquisition, and Conservation Ordinance.

OPEN SPACE PRESERVATION, ACQUISITION AND CONSERVATION ORDINANCE

Adopted by the Board of Selectmen April 16, 1996.

Published in the Manchester Extra April 25, 1996.

Effective date: May 10, 1996.

1. It is recognized that pursuant to Connecticut General Statutes S7-148(c)(2)(k), that a special fund to be known as the Open Space Preservation, Acquisition and Conservation Fund (the "Fund") be established, which Fund shall be used in whole or in part to acquire by gift or purchase, conservation easements, development rights, or parcels of property.
2. The Fund shall be in the custody of the Treasurer of the Town of Bolton and all or any part of the monies in said Fund may, from time to time, be invested in any securities in which public funds may lawfully be invested. All income derived from such investments shall be paid into the Fund and become a part thereof. The monies so invested shall at all times be subject to withdrawal from such investment for use as provided in paragraph 1, above.
3. Annually, the Treasurer shall submit to the Board of Selectmen, and the Board of Finance, a complete and detailed report of the condition of said fund, which report shall be made a part of the Bolton annual report.
4. Decisions regarding the use of monies in said Fund shall be made by the Board of Selectmen in their discretion. The Selectmen may consult, to the extent they deem appropriate, with other boards and agencies in the Town concerning the administration and carrying out of the purposes of such Fund.
5. The Board of Selectmen shall appoint an Open Space Acquisition and Conservation Preservation Committee which will consist of seven members and would include one member each from the Planning & Zoning Commission and the Conservation Commission. These two positions would be viewed as positions of those respective commissions, i.e., any member of those commissions can substitute for each other as members of the Open Space Preservation Acquisition and Conservation Committee. The five additional members would be appointed by the Board of Selectmen without restriction. The term of these five members will be three years and shall be staggered. The Open Space Preservation, Acquisition and Conservation Committee would consult with and invite the attendance of the Town Planner and members of the Selectmen to be in attendance at their meetings. The Open Space Preservation, Acquisition and Conservation Committee shall strive to accomplish the following purposes:
 - i. To develop and continually update a set of goals for open space preservation in Bolton;
 - ii. To develop a plan for attaining the goals;
 - iii. To make contact and work with land owners and developers in order to suggest and discuss ways in which important open space could be preserved; and
 - iv. To initiate programs for the funding of the goals set forth herein through donations.
6. There shall be deposited in such Fund (a) all monies received by the Town from whatever source and from whatever means are gifts for open space preservation purposes; (b) all monies received by the Town as government grants or loans for open space preservation purposes; (c) all monies received by the Town from the sale or voluntary conveyance of town owned land without buildings; and (d) all monies appropriated to said Fund.
7. The Fund shall continue in existence until by ordinance it is determined to amend or discontinue the same.

8. Upon dissolution of the Fund, any remaining balances shall be paid over into the general fund or such other fund as the ordinance terminating said Fund shall direct.

Agenda Item Summary

Date: January 14, 2020
To: Members of the BOS Finance & Administration Committee
Prepared By: Joshua Steele Kelly, Administrative Officer
Subject: Gun & Lethal Weapon Policy

Background

Over the past several years, there have been multiple inquiries at the Library about whether or not guns or other weapons were permitted in town buildings. Town staff has asked that the Board of Selectmen consider the need for a policy on this subject, as the town currently has no written policy on the matter. At their December 6, 2019 meeting, the Finance & Administration Committee agreed to move the attached draft ordinance, based on the Town of Woodbridge's ordinances, forward for legal and Board review.

Discussion/Analysis

According to the Town Attorney, there is no state policy that prohibits the carrying of deadly weapons in public facilities. Thus, it is left to each municipality to adopt their own policy.

A few towns in Connecticut, including Woodbridge, have adopted ordinances that totally disallow the possession and use of firearms, air guns, air rifles, crossbows, archery equipment, and other weapons on town property, with the exception of town-owned roads, highways, and streets. Other towns have followed our current approach and have taken no action to curb the possession of weapons in town buildings and on town grounds.

According to the Town Attorney, this is a perfectly legal ordinance to enact, but imposing fees on those who violate the ordinance can only be done if there is a formal appeal process established by the town, which we do not currently have. A proposed appeal ordinance is also attached for your consideration.

Financial Impact

If a policy is adopted, there is a slight potential increase in costs associated with calling Resident State Troopers to address individuals openly wielding or suspected to be carrying deadly weapons. There is also a very remote chance that there would be an increase in income for the town through fines collected.

Other Board Action Required

None.

Recommendations

If the Board is in agreement that an ordinance addressing this matter should be adopted, the Administrator may be directed to develop potential ordinance language and have it reviewed by the Town Attorney.

Attachments

1. Draft Lethal Weapons Ordinance.
2. Comments from Town Attorney Rich Barger.
3. Draft Fine Appeal Ordinance.

DRAFT LETHAL WEAPONS ORDINANCE (Attachment 1)**§ X-1 Town property.**

A. No person shall possess a firearm, air gun, air rifle, or crossbow, longbow, archery equipment, or other such lethal weapon in Town-owned buildings.

B. No target shooting or any other activity involving the discharge of a firearm, air gun, air rifle, crossbow, longbow, archery equipment, or other weapon shall be permitted on any Town-owned property or in Town-owned buildings, except at such times and in such areas as are determined by the First Selectman.

C. The provisions of this chapter shall not apply to a peace officer, as defined in Section 53a-3(9) of the Connecticut General Statutes, when acting within the scope of his/her duties or as otherwise authorized by law.

§ X-2 Penalties for offenses.

Any violation of § X-1 of this chapter shall be a violation punishable by a fine of not more than \$500.

Attachment 2

MICHELSON, KANE, ROYSTER & BARGER, P.C.

ATTORNEYS AND COUNSELORS AT LAW

HARTFORD SQUARE NORTH
TEN COLUMBUS BOULEVARD
HARTFORD, CONNECTICUT 06106

RICHARD L. BARGER
STEVEN B. KAPLAN
MARK E. BLAKEMAN
PAUL S. TAGATAC

Telephone (860) 522-1243
Facsimile (860) 548-0194
www.mkrb.com

PAUL R. FITZGERALD
BETH N. MERCIER
CAROLYN A. YOUNG #

ALSO ADMITTED IN
MASSACHUSETTS

ALSO ADMITTED IN
NEW YORK

Opinion No. 213

January 07, 2020

Via U.S.P.S. and Email:

Joshua Kelly, Chief Administrative Officer
Town of Bolton
222 Bolton Center Road
Bolton, CT 06043

Re: Firearm Ordinance

Dear Josh:

Under date of January 6, 2020 you forwarded a draft Firearm Ordinance. You indicate that the Selectmen at its December 6, 2019 meeting asked that such a draft be prepared by you. Further, you indicate that the draft is a condensed version of an Ordinance adopted by Woodbridge, Connecticut.

In connection with this matter I have reviewed the Connecticut General Statutes and prior Opinions of mine related to the requirements for municipal citations and/or fines.

As to the actual wording of the Ordinance I think it is fine.

The issue presented for the Town of Bolton is the provision in the Ordinance for a fine for violation thereof. The Connecticut General Statutes, section 7-152c requires that any municipality that has levied fines, penalties, costs or fees for any citation issued under the authority of any ordinance adopted pursuant to section 7-148, shall send notice to the person cited. Thereafter such statute sets forth various options including a hearing with due process requirements before a municipal hearing officer. The matter of establishing fines and citation hearing procedures has been discussed in our prior opinions regarding the Town's consideration of a Blight Ordinance. Please see a copy of my Opinion Letter No.151, dated November 20, 2007 (paragraph 1) and our letter of June 20, 2019 (paragraph 5), enclosed.

To date, Bolton has not formally adopted any Ordinances that provide for specific fines. As indicated above, the General Statutes requires a citation hearing procedure if fines are to be imposed. Please note, that the Town of Woodbridge did comply with the statutory requirements of Section 7-152c. in the adoption of a citation hearing procedure ordinances (see sections 15-1 - 15-5 of the Woodbridge Ordinances, copies enclosed).

Obviously, adopting this procedure requires the appointment of a Hearing Board and the requirement for following the specific statutory requirements of notice, hearing, etc. if the person chooses to challenge the fine or citation. If the Selectmen chose to go the fine imposition route, they may want to consider adopting a Citation Hearing Ordinance similar to Woodbridge's.

If there is reluctance to adding another layer of government function with appointment of a Citation Hearing Board and the related due process hearing requirements of Section 7-152c. then perhaps the Ordinance can provide under the heading "Penalties for Offenses", that any violation of this Ordinance shall subject the violator to penalties for such violation provided under the Connecticut General Statutes. I believe there are existing statutes that pertain to hunting on property where the hunter lacks permission; there are laws against discharging firearms within so many feet of a residence, etc. Currently, I know of no statutes that would deal with bringing archery equipment and weapons into Town-owned buildings. I would be happy to pursue further the inquiry as to what statutes might apply should the Selectmen be reluctant to adopt the required Citation Hearing Procedure Ordinance at this time.

Please feel free to give me a call. The southern office number is 772-600-5992 or my cellphone: 860-916-1775.

Best Regards.

Sincerely,

Richard L. Barger

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RLB/ecs

DRAFT FINE APPEAL ORDINANCE (Attachment 3)**§ X-1 Applicability.**

Whenever any provision of the Code of Ordinances of the Town of Bolton provides for enforcement of its provisions by imposition of fines, this citation hearing procedure may apply.

§ 15-2 Establishment of procedure.

The Town of Bolton hereby establishes a citation hearing procedure in accordance with §§ 7-148(c)(10)(A) and 7-152c of the Connecticut General Statutes, as amended. Records of the proceedings and appointments under this chapter shall be kept in the office of the Town Clerk.

§ X-3 Qualifications, appointment and removal of Hearing Officer.

A. The Bolton First Selectman shall appoint one or more persons to be Citation Hearing Officers, other than police officers or Town employees, to conduct hearings authorized by this chapter. The term of said Citation Hearing Officer shall be two years from the date of appointment. Notice of such designation shall be filed with the Bolton Town Clerk within two business days of the date of appointment by the First Selectman. The names and addresses of the Hearing Officers shall also be sent to the Commissioner of Motor Vehicles.

B. No person shall be appointed to the position of Hearing Officer unless such person is:

- (1) At least 18 years of age;
- (2) Capable of fairly administering the applicable provisions of the ordinances based on such person's background and experience, including but not limited to education, special skills and training.

C. Any Hearing Officer whose personal interests do or may reasonably give the appearance of conflict with the official's responsibilities herein enumerated shall remove him or herself from presiding over any such hearing, and in such case the First Selectman shall appoint a substitute Hearing Officer for that hearing.

D. Any Hearing Officer may be removed at any time by the First Selectman for whatever reason is deemed sufficient, following reasonable inquiry into the facts and circumstances justifying removal, by the Board of Selectmen.

E. A Citation Hearing Officer may receive compensation as set by the Board of Selectmen for hearings conducted pursuant to this chapter.

§ X-4 Citation hearing procedure.

A. Warning notice of violation. Prior to utilizing the remedies set forth in this chapter, the Town of Woodbridge shall send to the alleged violator a written "warning notice of violation" which shall provide notice of the specific violation(s) at issue. Such warning notice shall be hand delivered or delivered in a manner consistent with the ordinance allegedly violated or sent to the alleged violator by registered or certified mail, return receipt requested.

B. Notice of violation. At any time within 12 months from the expiration of the final period for the uncontested payment of fines, penalties, costs or fees for any citation issued under any ordinance herein for an alleged violation thereof, notice shall be hand delivered or delivered in a manner consistent with the ordinance allegedly violated or sent to the person(s) cited by the Town Clerk, by registered or certified mail, return receipt requested. Such notice shall inform the person(s) cited:

- (1) Of the allegations against the person(s) and the amount of fines, penalties, costs or fees due;
- (2) That the person(s) cited may contest liability before a Citation Hearing Officer by delivering in person, or by mail, written notice and request for a hearing within 10 calendar days of the date of notice specified in this Subsection B;

(3) That if the person(s) cited does not demand such a hearing, an assessment and decision shall be entered against the such person(s); and

(4) That such decision may issue without further notice.

C. Admission of liability. If the person who receives notice pursuant to Subsection B wishes to admit liability for any alleged violation, that person may (without requesting a hearing) pay the full amount of the fines, penalties, costs or fees admitted to in person or by mail to an official designated by the Town in said notice of violation. Such payment shall be inadmissible in any proceeding, civil or criminal, to establish the conduct of that person or other person making the payment.

D. Failure to respond to notice of violation. Any person who does not pay the assessed fines, penalties, costs, or fees or does not deliver or mail written request for a hearing within 10 calendar days of the date of receipt of the notice provided for in Subsection B shall be deemed to have admitted liability; and the designated municipal officer shall certify that person's failure to respond to the Hearing Officer. The Hearing Officer shall thereupon record with the Town Clerk and assess the fines, penalties, costs, or fees provided for by the applicable ordinances and shall follow the procedures set forth in Subsection F of this section.

E. Hearings.

(1) Any person who, upon receipt of notice of violation, requests a hearing shall be given written notice of the date, time and place for the hearing. Such hearing shall be held not less than 15 calendar days nor more than 30 calendar days from the date of the mailing of notice provided for in Subsection B. The Hearing Officer shall grant, upon good cause show, a reasonable request for postponement or continuance.

(2) A person who has requested a hearing to contest liability shall appear at the hearing and may present evidence. Prior to the hearing, the Hearing Officer may accept from that person copies of police reports, investigatory and citation reports, and other official documents, by mail, and may determine thereby and give written notice that appearance at the scheduled hearing is unnecessary. If the person's appearance is not exempted in writing and that person fails to appear, the Hearing Officer may enter an assessment by default against that person upon a finding of proper notice and liability under the applicable statutes or ordinances.

(3) A designated Town official, other than the Hearing Officer, may present evidence on behalf of the Town. An original or certified copy of the notice of violation issued by the issuing official or police officer shall be filed and retained at the Town Clerk's office. It shall be deemed to be a business record within the scope of § 52-180 of the Connecticut General Statutes and constitute evidence of the facts stated therein. The presence of the issuing official or police officer shall be required at the hearing if the person charged so requests.

(4) The Hearing Officer shall conduct the hearing in the order and form and with such methods of proof as he deems reasonable, fair and appropriate. The rules regarding the admissibility of evidence shall not be strictly applied, but all testimony shall be given under oath or affirmation.

(5) The Hearing Officer shall announce the decision at the end of the hearing. If it is determined that the person charged is not liable, the matter shall be dismissed and such determination entered in writing on the record in the Town Clerk's office accordingly. If it is determined that the person charged is liable for the violation, the determination shall be entered in writing on the record accordingly and shall state the fines, penalties, costs or fees assessed against that person as provided by the applicable ordinances of the Town of Woodbridge.

F. Assessment of liability.

(1) If such assessment is not paid on the date of its entry, the Hearing Officer shall send by first-class mail a notice of the assessment to the person found liable.

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(2) The Hearing Officer shall also file, not less than 30 calendar days nor more than 12 months after such mailing, a certified copy of the notice of assessment with the Clerk of the Superior Court for Tolland County, together with the appropriate entry fee. The certified copy of the notice of assessment shall constitute a record of assessment.

(3) Within such twelve-month period, assessments against the same person may be accrued and filed as one record of assessment.

(4) The Clerk of the Superior Court shall enter judgment, in the amount of such record of assessment and appropriate court costs, against such person in favor of the Town.

(5) Notwithstanding any other provision of the Connecticut General Statutes, the Hearing Officer's assessment, when so entered as a decision, shall have the effect of a civil money judgment. A levy of execution on such judgment may be issued without further notice to such person or a lien may be placed on the property of the person found liable.

G. Judicial review. A person against whom an assessment has been entered pursuant to this chapter is entitled to judicial review by way of appeal. An appeal shall be instituted within 30 calendar days of the mailing of notice of such assessment by filing a petition to reopen the assessment, together with an entry fee in an amount equal to the entry fee for a small claims case pursuant to § 52-259 of the Connecticut General Statutes, in the Superior Court for the geographical area of New Haven. Said person shall then be entitled to a hearing in accordance with the rules of the Judges of the Superior Court.

§ X-5 Municipal officer or employee to issue citations.

Upon receipt of a complaint from a responsible officer of the Town, the Town Clerk shall issue citations with which this chapter is concerned.

Agenda Item Summary

Date: January 14, 2020
To: Board of Selectmen
Prepared By: Joshua Steele Kelly, Administrative Officer
Subject: Naloxone (“Narcan”) Policy

Background

On average, two people in Connecticut die each day from opioid overdoses, and Bolton has not been a stranger to this ugly trend. As the overdose-prevention medication Naloxone, known commonly by the trade name “Narcan,” becomes more widely available; and given that opioid-related deaths have seen a sharp increase in the state over the past decade; the Finance & Administration Committee has recommended that the Town take action by encouraging Town staff to receive training in administering the substance and that Town facilities keep it in stock.

Discussion/Analysis

Naloxone has been available and used as a treatment to opioid overdoses since the 1970s. It operates by blocking “mu” opioid receptors in the body; the receptor is responsible for the pain-relieving effect of opioids, but when over-activated it leads to a life-threatening decrease in respiratory rate. While much coverage of the opioid crisis has taken aim at the use of illicit opioids like heroin, it is important to consider that 191 million opioid prescriptions were dispensed across the country in 2017, and that there are many in our community that have been legally issued opioids who may be at increased risk of addiction and overdose.

According to the National Institute of Health, data shows that making naloxone available to people who are at risk of experiencing overdose is associated with reduced heroin consumption, fewer opioid-related emergency calls, and a 30% decrease in opioid overdose deaths. About 45% of overdoses occur outside a home environment; given that many of our facilities are public gathering locations, it stands to reason that future overdoses may occur in or around our locations.

Bolton has an opportunity to take advantage of local nonprofits, like Greater Hartford Harm Reduction, to acquire Narcan for each town facility and get town staff trained in its use for free. Both Bolton High School and Bolton Center School already have Narcan available on-hand. Public Act 14-61 provides immunity to any person who administers naloxone on a suspected overdose victim.

Financial Impact

None, as trainings and Narcan are available for free through local nonprofit agencies.

Other Board Action Required

None.

Recommendations

If the Board is in agreement, the following motion is recommended for approval:

“MOVE that the attached draft policy, entitled ‘Naloxone Inventory & Use,’ be adopted.”

Attachments

Draft Naloxone Policy.

**TOWN OF BOLTON, CONNECTICUT
POLICY MEMORANDUM**

Subject: Naloxone Inventory & Use

Distribution: All Town Departments

Drafted: January 6, 2020

Number: _____

By: Joshua Steele Kelly, Administrator

Approved: _____

PURPOSE

The purpose of the Naloxone Inventory & Use Policy is to require that the staff members within each of the main town facilities develop a plan to get personnel trained to possess and use Naloxone on an as-needed basis in the event that a member of the public or a fellow staff person ever experienced the effect of an opioid overdose.

POLICY PROCEDURES

1. Staff members that work in common public convening areas; including but not strictly limited to Town Hall, the Library, and the Senior Center; shall meet to develop a plan to get at least one staff member from that building trained in the administration of naloxone.
2. Any staff member that wishes to be trained in the administering of naloxone shall be granted the opportunity to receive that training so long as it is free-of-charge to the Town, the staff member's supervisor has approved their time away from the office, and that the training takes place during normal operating hours for that individual. Trainings that occur outside working hours shall be compensated with an equal amount of compensatory time, so long as the training does not exceed two hours in total length.
3. No staff member shall be permitted to attend the same naloxone training more than once every two years.
4. Staff members that receive naloxone administration training shall be expected to handle the substance with care, keep it safely guarded near their work station, and inform the Administrative Officer when the substance will imminently expire.
5. The Town shall do everything in its power to acquire new naloxone product free-of-charge from area nonprofits and state agencies; in the event that free-of-charge product is not available, it shall be the decision of the Administrative Officer, in consultation with the Board of Selectmen, whether or not new naloxone is purchased to replace expiring product.

NALOXONE ADMINISTRATION PROCEDURES

1. Assess the potential victim. Symptoms include, but are not limited to: loss of consciousness, inability to talk, slow breathing, choking sounds, vomiting, slow or no pulse, and more. If overdose is suspected, Naloxone should be administered immediately.
2. Call 911, or send a bystander to call 911 on your behalf.
3. Follow the following instructions to administer the Naloxone:

