

TOWN OF ASHFORD

ANNUAL REPORT



JULY 1, 2017 – JUNE 30, 2018

In the words of Paul Newman to Christine Kotrba of The Chronicle as reported in its September 20, 1986 edition, "The concept for this [The Hole in the Wall Gang] camp was as spontaneous as anything we've ever done. Like anything else, we woke up one morning and it was there." What Paul Newman and his friends did was to create an environment tailored to bring peace, happiness, respite and an opportunity to experience the great outdoors to children with very special needs (and their families).

Since its establishment in the Towns of Ashford and Eastford, the Hole in the Wall Gang Camp has proved to be a considerate and thoughtful neighbor and we take great pride that Mr. Newman picked us. Again, in the words of Paul Newman, "We are certain that there will be means and occasions in which we can further enhance life in this area by being of assistance to the Towns." And they have through many years of generous friendship to the towns.

For over 20 years the Hole in the Wall Gang Camp has hosted the Ashford School WINGS program which provides 7th and 8th grade students with the opportunity to develop life skills such as communication, problem solving, risk evaluation, decision making and cooperation (team building). The primary objective of the two-day WINGS program is to challenge the participating students to "strengthen their WINGS."

We are proud to dedicate Ashford's 2017-2018 Annual Report to the Hole in the Wall Gang Camp.



TOWN OF ASHFORD
ANNUAL REPORT
2017 – 2018

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ADMINISTRATION

OFFICE OF SELECTMEN

The Board of Selectmen are the principal administrative officials of the town: they build and maintain roads; they keep the town's financial records; they administer the town's welfare services; they appoint administrative boards, commissions and committees.

Accomplishments during fiscal year 2017-2018:

- Received a \$200,000 Remedial Action and Redevelopment Municipal Grant from the State of Connecticut Office of Brownfield Remediation and Development then contracted BL Company to do the Cadlerock Environmental Assessment projects.
- Received a Connecticut Department of Transportation 5310 grant and used it to purchase a new senior transit bus
- Applied for and received an Emergency Management Performance grant.
- Completely reconstructed and resurfaced Lake View Drive.
- Formulated multiple local budget proposals and instituted a General Government spending freeze.

Plans for 2018-2019:

- Continue to monitor the Cadlerock Environmental Assessment projects, formulate future plans, and provide public updates.
- Multiple road resurfacing projects
- Continue to monitor the Ashford Transfer Station as usage and hauling fees continue to rise.
- Plan and administer environmentally proactive projects funded through grant awards received from Eversource or other sources.
- Formulate an advisory committee to oversee and review Town Building projects.

Michael J. Zambo, First Selectman
William A. Falletti, Selectman
Cathryn Silver-Smith, Selectman

Staff: Christine Abikoff, Executive Administrative Assistant

The Board of Selectmen meet the first and third Monday of each month.

RECORDS & ELECTIONS TOWN CLERK'S OFFICE

Public Office Hours: Mon., Tues., Wed., Fri. 8:30am – 3:00pm; also Wed. evening 7-9pm

Staff: Sherri L. Mutch, CCTC, CMC, Town Clerk; Karen M. Zulick, CCTC, Assistant Town Clerk; Beverly Ference, CCTC, Assistant Town Clerk

Summary of Responsibilities:

The Town Clerk's Office must meet statutory requirements for recording land documents, and for filing vital records, military discharges, maps, and minutes of town meetings, boards and commissions. Documents are recorded or filed, security filmed, and the microfilm safely stored off-site. The office issues dog licenses, sports licenses, liquor licenses, and various permits. The office issues marriage licenses, certified copies of birth and death certificates, and maintains the vital records index.

The Town Clerk prepares deeds for the sale of cemetery plots in Ashford's active cemeteries, collects the fees and records the deeds. Our office also issues and files burial and cremation permits. We are required to carry out a multitude of specified duties for local referenda, and local, state and federal elections. We serve the public and support other town departments.

The Town Clerk's Office has the responsibility to maintain the best possible records management systems and preservation and restoration programs for our historic, permanent public records. Our records systems must be user-friendly, up-to-date, and secure for the future. We annually attend conferences to keep informed and familiarize ourselves with changes in election laws and other legislation. To keep current with official policies and methodologies, we also attend workshops and educational sessions concerning fundamentals of land record issues, access to birth, death & marriage records, and the management, preservation and restoration of the public records in our care. Our certification process is lengthy and comprehensive. We continually evaluate our procedures to make sure that we are progressive, and make changes as needed.

Accomplishments for FY 2017-2018:

- Primary for State Election (9/12/17); Municipal Election (11/7/17); delayed 2017-2018 Town Budget Referendum (12/1/17); 2018-2019 Town Budget & Regional School District #19 Public School System Referendum (5/2/18)
- Land records re-indexing project continued (cooperative effort with Cott Systems funded by 2017 State Library grant)
- In-house digital indexing and scanning of vital records continued
- Back-file scanning of land records finished (Vols. 1A-27)
- Historical Data Load of indexing and images. Land Records index now available online back to 1957, and images back to 1705.

Plans for FY 2018-2019:

- Primary for State Election (8/14/18), State Election (11/6/18); Budget Referenda (May, 2019)
- 2018 State Library Grant (\$4,500) to be used for hardware purchases for fee station and vault
- Install OnBoard portal to track membership of boards and commissions

REGISTRAR OF VOTERS

RESPONSIBILITIES:

The responsibility of the Registrar of Voters is to ensure a fair, well run election process. It is the responsibility of the Registrar of Voters to prepare for and conduct all regular elections, primaries, referenda, and any special elections that are required by federal, state or local authority. Election audits and recounts are also the responsibility of the Registrars. The Registrar of Voters duties/responsibilities include registering voters and enrolling all party members to keep the registry list current. The Registrars process all mail-in, in- person and on-line registration applications, and send the required notification to the new enrollee(s). The Registrars remove all electors from the registry list on receipt of notice from the Department of Motor Vehicles, the Secretary of the State, and other towns and states. The Registrars send the required notice of removal to the voter. The Registrars identify and forfeit voting rights of an elector upon notice of felony conviction and send the required notification to the felon. The Registrars prepare voter lists for jury selection utilizing statutory criteria; track National Voter Registration Act (NVRA) statistics for federally mandated reports and prepare redistricting registries. It is the registrar's responsibility to prepare primary petitions and verify eligibility of the signatures on filed primary petitions. The Office of the Registrars conducts the annually mandated canvass to ascertain the residency of all the registered voters of the Town of Ashford to keep the registry accurate. The Office of the Registrars also conduct the ERIC program to track voter movement between states to eliminate duplication of voters between the states involved. The Registrars keep the electronic and paper files current.

The Registrars prepare and ensure timely publication of mandated notices to inform residents of voter making sessions. They conduct mandatory voter registration sessions that are held to allow qualified residents ample opportunity to register to vote. The Registrars conduct the lottery for the placement of names of municipal candidates for multi-opening offices on the ballot. The Registrars prepare the official voter lists, making official "active", "inactive" and "off" lists for use at the polling place. The Registrar must make certain that the voting tabulators are in working order at all times. The Registrars conduct Logic and Accuracy tests on the voting tabulators to ensure that they are prepared for elections. The Registrars supervise the set-up of the voting tabulators and privacy booths in preparation for the election. The Registrars purchase the appropriate ballots for each voting event; they are also responsible for ballot-proofing the final copies. The Registrars review and approve the use of the tabulator memory card program for each voting event. The Registrars notify candidates and town chairmen of their right to be present and observe the logic and accuracy tests of the tabulators. The Registrars check-off all absentee ballot voters on the official voter list prior to all elections. The Registrars hold special absentee ballot voting sessions when necessary, for people who are unable to go to the polling place on Election Day. The Registrars hire and train all poll workers. The Registrars supervise all poll workers during the Election Day. The Registrars ensure that the polling place is properly set up and functional. The Registrars ensure ADA requirements and accessibility at all polling places. The Registrars set-up and operate the Handicapped Accessible Voting System (AVS) at the polling place and at the election day registration center.

Registrars must keep current and informed of all state and federal election laws and regulations and must meet all State required training and certification. The Registrars of Voters attend the Secretary of State sponsored conferences and meetings for professional development.

Registrars must attend mandated training regarding new election programs, new voting technology, and computer training for election reporting.

As with all departments in local government, it is the responsibility of the Registrars of Voters to prepare the annual elections budget. The Registrars ensure that adequate funding is requested to comply with all federal and state mandates and to conduct elections, primaries and referenda and any special elections.

The Registrars of Voters Accomplishments for FY 2018-2019:

- Expanded Canvass: This year, the Registrar's continued the expanded annual canvass to include all registered voters who had not voted in the previous four years. This effort helped to refine the election process in Ashford. Notices were sent to the affected individuals and appropriate action was taken depending on responses.
- Working on taking the mandatory classes to become State-certified registrars.
- Successfully conducted two concurrent primaries in August.
- Successfully conducted ERIC, a new program coordinated between the State of Connecticut and 12 other States. ERIC is a program to track voter's movements and deaths between states to ensure the most accurate voter database.

Plans for FY 2019-2020:

- Successfully conduct the canvass to ensure the voter registry list is accurate.
- Successfully conduct elections, primaries and referenda.
- Election Day Voter Registration (EDR): Unregistered residents of the Town will be able to register and vote on Election Day. The Registrars plan, train and implement EDR to comply with the state requirements. EDR may not be conducted at the polling place so the Registrars are required to set-up an alternate location and train assistant registrars to conduct the EDR process at the alternate location. Special verification procedures and special ballots are also required.
- Ensure that the Office of the Registrars of Voters satisfies all federal and state election statutes and regulations.
- Complete the Certification Process as required by State Statute.
- Continue to conduct the ERIC program to ensure the accuracy of the Ashford Voter list.

Part time Staff and Election Poll Workers:

Colleen DePercio, Kevin McCarthy, Lauren Olson, Sue Cowen, Eugenie Bagley, Jean McCarthy, Donna Riley, Joseph Peters, Barbara Metsack, Peter Olson, Marsha Peters, Kay Warren

Standard Schedule:

Generally, the Registrar's Office is staffed on a demand basis. There are several mandatory voter registration sessions, some of which are on weekends and evenings. In addition, the Registrar's Office is staffed Wednesdays 7 pm to 9 pm and periods necessary to conduct the canvass and training programs; and necessary periods prior to, during and following elections, primaries and referenda and other required time periods.

JUDICIAL BRANCH BOARD OF ASSESSMENT APPEALS

Joseph F. Peters, Chairman

The Board of Assessment Appeals is the appeal board for taxpayers who disagree with actions of the assessor regarding the valuation of real estate, personal property and motor vehicles and the administration of exemptions. It is an elected board with 3 members and 2 alternates.

Recent Accomplishments during the 2017-2018 FY

- The Board was unable to meet in September 2017 to hear Motor Vehicle appeals since motor vehicle tax bills for the 2017 GL had yet been sent. The BAA obtained a one month extension pursuant to 12-117(a) in September 2017. However, the extension expired without a meeting of the board because of the late date the state budget passed. Potential appellants were told that the BAA would hear their 2017 Motor Vehicle appeals at the March 2018 meeting.
- The March 2018 meeting was postponed until April due to inclement weather. In April, the BAA met to hear 5 real estate appeals and 1 motor vehicle appeal.

Members

Joseph F. Peters, Chairman

Christine Reed

Mary Anne Simpson

Thomas Martin, Alternate

Elizabeth Little, Alternate

Staff: Kara J. Fishman, Assessor

Meeting Schedule

The BAA meets two times per year, in March and September. Written applications for the March meeting are due by February 20th. The taxpayer is mailed an assigned time and date to present their appeal. The taxpayer is informed of the Board's decision by mail.

The September meeting is only to hear motor vehicle appeals. A written application must be brought with the taxpayer to the meeting. No appointments are necessary. The taxpayer is informed of the Board's decision by mail.

Notice of all meetings is published in The Citizen and a local newspaper. This year, the Board used The Chronicle. In prior years the Board has used the Reminder, the Journal Enquirer and Hartford Community. Notice is also posted on the town's website and outside the Town Clerk's office in Town Hall.

ASHFORD ZONING BOARD OF APPEALS

Purpose

The purpose of the Ashford Zoning Board of Appeals (ZBA) is to hear and act on variance appeals of Zoning Commission regulations that prohibit Ashford property owners from developing or amending existing features. The ZBA also reviews requests for automobile dealers or repairers licenses with applications pending before the Connecticut Department of Motor Vehicles, looking to conduct business in Ashford. This is in keeping with Connecticut DMV procedure. The ZB hears and acts on petitions from property owners who believe that the Zoning Enforcement Officer erred in a decision that was adverse to the property owner. The ZBA meets the second Wednesday of every month at 7:00 p.m. if there is new business. The schedule has been published separately.

Actions taken in FY 2017-2018

- Attendance at training in Land Use legislation as arranged by the Planning and Zoning commission in February, 2018.
- Attendance at a UConn Agriculture, Health and Natural Resources Extension Service Land Use Academy in October, 2018
- Action taken including public hearings on several residential variance applications and one commercial application in 2017. All but the commercial application were approved.
- In 2018, action taken including public hearings on two residential variance applications that were approved. One DMV application for Central Auto Transport was heard leading to approval.

Plans for FY 2018-2019

- Make available additional training as it relates to ZBA.
- Follow any changes in the Planning and Zoning Commission regulations.

Ashford Land Use Office

The ZBA is supported by the Ashford Land Use Office; Michael Gardner, Zoning Enforcement Officer and Beverly Ference, Land Use Clerk.

Ashford ZBA members as of November, 2017

Officers: Chairman – Keith Lipker; Vice Chairman – Michael Peppin; Secretary – Barbara Dion

Regular Members: Jean McCarthy; Harry Bagley, Jr.

Alternates: William Kerensky; Sandra Moquin and Robert Brisard

FINANCIAL SERVICES BOARD OF FINANCE

Board of Finance Purpose and Responsibilities

The function of the 9-member (6 regular, 3 alternate) Board of Finance in our Selectmen-Town Meeting form of government is to manage the financial activities of the town government. The Board is charged with budget construction and specifically a goal of setting town priorities utilizing town taxes efficiently. The Board of Finance is responsible for setting the Town's mill rate, approving special appropriations, overseeing how town financial records are maintained, and arranging for an annual audit of financial accounts, as well as producing an Ashford Town Annual Report.

Fiscal Year 17-18 Accomplishments

The Board of Finance was presented with a tough challenge this fiscal year, as the State of Connecticut had trouble passing a budget in a timely manner. The budget was unable to go to referendum until December 21st with the electorate putting their trust in our hard work to put forth a responsible proposal and passing it. The FY 17-18 mill rate was ultimately set at 32 mils (State cap) for motor vehicles and 34.368 mils for real-estate/personal property. It is a testament to the Board of Selectmen, Board of Education, Board of Finance, as well as the voters of Ashford that we all truly pulled together to navigate the fiscal uncertainty forced on us by the State Legislators.

We were able to maintain an Unassigned Fund balance of \$1,796,923 as of June 30, 2018, 12.4% of the year's total General Fund expenditures. The BoF Management Goals states that we will stay between 10% and 15% to be within a range considered healthy by both our auditing firm as well as Moody's rating agency. This recommended percentage range was an increase from last year due to on-going budget uncertainty at the State level. The Town of Ashford has maintained an "Aa3" rating from Moody's Credit Rating Agency.

Challenges for 18-19

Those of our fellow citizens that are experiencing the burden of crumbling foundations and asking for assessment/tax relief has steadily increased from 2 in FY 2015, an additional 8 in FY 2016 and 14 more in FY 2017 totaling in a loss of \$135,791 in tax revenue that our town utilizes to help fund our collective needs. Together with various programs being offered to assist residents with remediating their crumbling foundations, the tax relief provided by the Town of Ashford is a small contribution to the process of making these households whole again. It is expected that this problem is still growing.

Board of Finance Meeting Schedule

The Board of Finance generally meets the second and fourth Thursday of each month. However, during budget season we meet more often. Our schedule can be found on the Ashford Town website calendar of events. Be sure to check the calendar on a regular basis. The entire Board encourages you to participate in our meetings as your input helps us act on all our behalves.

Board Members:

Charles E Funk, IV, Chairman
Garth Bean
Merrill P. Simpson

Judith A. Austin, Clerk
Jesse Burnham
Gail Zaicek

Alternate Members:

Carl H. Pfalzgraf, Alternate
Esther Jagodzinski, Alternate

Angela C. Desanto, Alternate

ASSESSOR

Kara J. Fishman, CCMA II, MAI, Assessor

Assessor's Office

Office hours: 8:30 am – 3 pm, M, T, W & F + Wed 7 pm – 9 pm
Office closings are posted on the town's webs

The primary function of the Assessor's Office is to prepare the annual Grand List of Taxable Properties. These values form the basis for property tax bills that are due the next July. The Grand List is comprised of Real Estate, Personal Property and Motor Vehicles.

The Assessor's Office discovers, lists and values all taxable and nontaxable property located within the Town of Ashford in accordance with Connecticut General Statutes. During the FY 2017/2018, the office compiled the Grand List of October 1, 2017. The net taxable Grand List, adjusted for any changes made by the Board of Assessment Appeals, was 301,244,174, a 1.37% increase from the October 1, 2016 Grand List. Eighty-six percent (86%) of the net Grand List was Real Estate, 10% was Motor Vehicles and 4% was Personal Property.

This office also administers exemption programs for veterans, the elderly, disabled persons, farm machinery, farm buildings, manufacturing equipment, new heavy commercial vehicles, solar power, Active Duty motor vehicles, specially equipped motor vehicles for the handicapped and non-profit quadrennial filings every 4 years.

The major exemption programs for residents are for veterans and the disabled. The number of veterans and surviving spouses receiving exemptions remained stable in the mid-220s. The number of 100% disabled persons receiving an assessment reduction remained stable at 35. The number of disabled and elderly persons receiving tax reduction through the Homeowner's program was 35.

The major personal property exemption programs for businesses are for farming and manufacturing equipment. Seventeen farms and six manufacturers received these exemptions.

Other duties include:

- Administering the PA 490 Farm, Forest and Open Space programs
- Updating tax maps and real estate records with all transfers, building permit issuance and completions.
- Processing Personal Property Declarations
- Responding to the public's data requests
- Staff person to the Board of Assessment Appeals
- Pro-rating motor vehicles disposed of during the Grand List year.

Major Assessment Activities during the FY 2017 – 2018:

- Added 4 new completed new homes and 9 partially completed homes to the Grand List. Three other homes were being rebuilt after a fire or replaced. New commercial construction included the Dollar General and Cumberland Farms.
- Crumbling Concrete Foundations: Public Act 16-45 was passed by the State Legislature and effective for the 10/1/2016 Grand List. Fifteen properties applied for an assessment reduction of 1,373,930 on the 2017 Grand List, up from thirteen on the 2016 Grand List. It is important to note that five affected properties had their foundations replaced at the owner's expense.

New Initiatives for FY 2019/2020 include the electronic filing of personal property declarations filed electronically, and preparing for the software conversion to be effective for 10/1/2020.

TAX COLLECTOR

Linda G. Gagne, CCMC

The Tax Collector's Office operates on a minimum of 35 hours a week, but has posted public hours of: Mon, Tues, Wed, and Fri., 8:30 A.M. to 3:00 P.M., and Wed. eve, 7:00 P.M. to 9 P.M. The Office is responsible for collecting the municipal taxes on real estate, personal property, and motor vehicles as a revenue source for the programs deemed necessary and /or desirable to operate the Town. These taxes become due and payable on July 1 and Jan. 1. Interest is calculated and collected on all accounts past due. Liens are filed on all unpaid current real estate taxes in the spring.

The Objective of the Tax Collector's Office is to collect taxes in a uniform & efficient way, in accordance with the Connecticut State Statutes, to provide revenues for the Town as quickly as possible, and to accommodate requests for information in a professional manner.

The impact of the breakdown in the State Budget process during FYE 2017/2018 resulted in many delays in collections throughout the State of CT and in passing budgets. Real Estate and Personal Property taxes were due Aug. 1, 2017 and Jan. 1, 2018. Motor Vehicle taxes were due Dec.1, 2017, and the supplemental taxes were due Jan. 1, 2018. The Office worked thru the varied due

dates with minimum interruptions, and when necessary, received extra help from the First Selectman, and the also from the deputy treasurer/ part-time administrative assistant.

The Ashford Tax Collector's Office closed the fiscal year ending June 30, 2018 with a collection total of \$10,190,822.10, an amount of \$98,651.06 more than the budget called for. Our charge was to collect at least 98% of the current taxes.

The Office is continually analyzing all accounts to assess the course of action for collection of delinquent accounts according to the remedies provided by Connecticut State Statutes. A list of properties has been identified for sale for taxes and will be scheduled in the future. The Tax Collector's Office continues to work with the Assessor's Office to improve information sharing and communications. We all continue to strive to serve the public efficiently while holding the costs level. Monthly trial balances are run to insure accuracy in all transactions, and monthly revenue updates are available to assist the Boards and other offices with revenue projections. The Tax Collector's Office carefully listened to taxpayers requesting an online payment venue. We implemented an online payment system, ready for transactions on July 1, 2015. This venue provided the Town with \$669,558 in payments during the past fiscal year, even though there is a fee associated with the payment.

The Tax Collector continues to participate in continuing education workshops. The Collector is certified by the State of Connecticut as a Certified Connecticut Municipal Collector. The Office was able to utilize our intern from the past three summers, and he was able to expand his training, work the counter, process the mail, develop forms, and perform certain clerical functions.

I would like to thank the many taxpayers who continually make the process of collections a pleasure to serve the public.

TREASURER/FINANCE

Cheryl A. Baker, Treasurer/Administrative Assistant

Laura Scandalito-Andert, Deputy Treasurer

Summary of Responsibilities:

The Ashford Finance Department is a multifaceted department. This department's responsibilities encompass responsibilities in both finance and IT (see IT Department report). Financial responsibilities include purchasing and leasing, bi-weekly payroll processing, federal and state tax payments, quarterly and annual payroll reporting and defined contribution pension management.

This department is also responsible for processing accounts payable and reimbursements, including debt service payments. We record all revenues and expenditures in the Town's general ledger and report all recorded expenditures to each department on a bi-weekly basis. Revenues from the Tax Collector and liabilities of the Town Clerk and Land Use offices are reconciled on a monthly basis.

The Finance Office has a role in developing and monitoring the general fund, Capital Projects, Animal Control, Youth/Social Services, and Parks & Recreation budgets. We also monitor an additional nineteen funds within the Towns financial system.

Town Treasurer and Deputy Treasurer responsibilities include reconciliation of all Town bank accounts, bonding and refunding of bonds, negotiating interest rates and acquiring loans for capital projects. The Treasurer and Deputy Treasurer are responsible for investments of tax and other revenues, and the appropriate disbursement of Town funds, and financial record keeping for all Small Cities and other grants. The Treasurer and Deputy Treasurer hold their respective roles for the Town and the Ashford Board of Education.

The Treasurer is also responsible for Animal Control financial reporting to the State. Reporting and associated payments are completed quarterly, with an additional report completed annually which includes a joint reconciliation of Animal Control revenues with the Town Clerk.

Finance Office personnel play key roles assisting in the creation of the Financial Statements and the annual audit of those Statements.

Accomplishments for 2017-2018 Fiscal Year

- Implemented e-payment option for on-line building permit applications
- Interviewed with Moody's rating agency, maintaining Aa3 credit rating

Plans for 2018-2019 Fiscal Year

- Continue to communicate with Moody's rating agency to encourage removal of negative outlook issued in December 2017
- Further monitor and research financial software options
- Continue documenting policies and procedures of Finance Office
- Possible implementation of credit/debit card processing in Town Clerk's Office
- Continue to work with all departments in seeking out new savings opportunities

COMMUNITY HEALTH & DEVELOPMENT BUILDING DEPARTMENT

Building Official: Michael L Gardner

Clerk: Beverly G Ference

2017 – 2018 FY

The function of the building department is to issue permits for construction or alteration work. Permits are also needed for pools (above and in-ground) installation of stoves or inserts, furnaces, chimneys, electrical work, plumbing, air-conditioning, propane installation, siding, windows and doors and accessory structures. The Building Official makes the needed inspections as the work progresses and ensures that the work is done properly and meets the requirements of the Connecticut State Building Code. The department is required to maintain all records in an orderly system for future use.

Fiscal year 2017 – 2018 was a very busy year. Three major projects were going at the same time. The Certificate of Occupancy was issued for the new Cumberland Farms 4,786 square foot convenience store and gas station building in August, 2017. The Certificate of Occupancy was issued for the new Dollar General store in October 2017 and the three large maintenance buildings at the Hole In The Wall Gang Camp were nearing completion as well as the addition to the dining hall at the camp.

We are working to have payment for our on-line permit applications available shortly. All permit applications are now done on line and most inspection reports are done through email. To access our permit system go to www.ashfordtownhall.org.

Reports are sent to the Selectmen, Treasurer, Assessor, State Building Official and Bureau of the Census. We also participate in the McGraw monthly survey for building statistics.

Regular office hours for the Building department are:

Monday, Tuesday, Friday 8:30am – 4:00pm

Wednesday, 8:30am – 3:00pm and 7:00pm – 9:00pm

Building Permits – Fiscal Year 2017 – 2018

	Residential	
New Homes	10	\$21,400.
Foundations	1	10.
Additions	1	100.
Renovations	9	1,440.
Roofing	28	3,664.
Siding	3	636.
Decks	6	336.
Garages	3	1,248.
Barns	5	1,400.
Sheds	6	1,164.
Windows/Doors	16	2,968.
Pools	4	436.
Plumbing	6	432.
Mechanical	24	2,436.
Solar	4	916.
Electrical	42	2,316.
Generators	5	488.
Propane	16	640.
Pellet Stoves	5	308.
Wood Stoves	10	472.
Chimneys/Liners	5	224.
Demolition	4	340.
Temp mobile home	1	232.
Miscellaneous	3	300.
TOTAL	217	\$43,906.
	Non-residential	
Additions	1	3,748.
Renovations	2	146.
Electrical	6	1,566.
Propane	4	160.
Roofing	3	1,356.
Mechanical	2	356.
Plumbing	1	172.
Sprinkler	1	10.
Temporary Tents	2	320.
Cell Tower	4	520.
TOTAL	26	\$8,354.
GRAND TOTAL	243	\$52,260.

Total construction value for fiscal year 2017 – 2018 \$4,026,474.72

Total State educational fee paid \$1,006.61 (not included in fee collected)

Total Point software fee paid \$ 2,430.00 (included in permit fee)

For on line permitting system go to our website at www.ashfordtownhall.org

CONSERVATION COMMISSION

Loretta Wroble, Chairman

The Conservation Commission is an advisory group that provides an inventory of natural resources to promote environmental protection and stewardship of the land. The Commission collaborates with land use commissions to help develop best management practices to maintain Ashford's rural character.

Objectives

The objectives of this Commission are: to develop guidelines for conserving open space, to educate land owners of ongoing options for their land, to provide ongoing education to residents and to work with other Conservation Commissions, Land Trusts and other environmental groups to promote environmental protection and stewardship of CT.

Summary and Changes

The Conservation Commission continues to be a part of the Windham County Conservation Consortium (WCCC). The WCCC focuses on regional issues, meets three times a year and tracks legislative issues on conservation.

Ashford Farmers Market completed its 12th year in 2018. The market ran from May 13 to October 28. The market continued to use the space next to the old post office. It was a difficult growing season due to extreme weather so the market ended earlier. Julie and Todd Barton continued as market masters and the market ran smoothly.

We collaborated with other groups Yale Myers Forest, Willington CC and Joshua's Trust (JT). CC organized an informational hike at Yale Forest with Willington CC. We plan to sponsor a joint program with Willington CC and we are working with JT to develop the Tremko Trail Link to connect to the Rankin Property.

CC sponsored another plant give away on Earth Day in April to encourage residents to plant native species which are better suited for our environment and wildlife and help control invasive species. We helped organize trash pick-up day in spring and fall. We sponsored a pollinators workshop and an informational session on Sustainable CT. We have openings on our commission.

Commission Members:

Loretta Wrobel, Chairman
Janet A. Bellamy
Gwen D. Haaland

Christine Acebo
William Paul Dubinsky
J. Stephen Morytko

INLAND WETLANDS & WATERCOURSES COMMISSION

Commission meeting schedule and office hours: The Commission meets on the first Tuesday of each month in regular session, and holds concurrent public hearings as needed. Office hours for consultation on Wetlands matters are the same as the Land Use Department.

The Commission authority: The ordinance to create this Ashford Commission was passed at a Special Town Meeting held on June 5, 2006. The Commission is comprised of seven commissioners and two alternates. The Board of Selectmen appoints members; Commissioners and alternates are volunteers.

Commission responsibilities: In 1972, the State legislature enacted the Inland Wetlands and Watercourses Act (Act), see sections 22a-36 through 22a-45 of the CT General Statutes. The Act as amended in 1987 provided for municipalities to implement the regulatory process. Under the authority of the Statute the Ashford Commission is charged with the task of protection, preservation, and maintenance of the inland wetlands and watercourses by minimizing their disturbance and pollution; maintaining and improving water quality in accordance with the highest standards set by federal, state or local authority; preventing damage from erosion, turbidity or siltation; preventing loss of fish and other beneficial aquatic organisms, wildlife and vegetation and the destruction of the natural habitats thereof; deterring and inhibiting the danger of flood and pollution; protecting the quality of wetlands and watercourses for their conservation, economic, aesthetic, recreational and other public and private uses and values.

Notable accomplishments. During FY18 the following actions were taken: The Commission issued ten (10) permits; declared five (5) timber harvest projects as “usage as of right”, while the Wetlands Agent issued six (6) approvals.

Initiatives: In the past, the Wetlands Enforcement Officer, who reported to the commission, reviewed timber harvest projects for wetlands impact, but the commission did not normally vote on “usage as of right” indicating no significant wetlands impact. It is now a matter of policy for the commission to discuss and vote on such usage, because it is required by the State statute.

Commission Members for 2018: John Barclay; Richard Zulick; David Rechel¹; Raymond Fenn; Gary Lipstreu; Leonard Liguore, (Chairman); V. Peter Piecyk III. **Alternate commission members:** Kenneth Garee; Robert G. Michel (Honorary Recording Secretary). **Staff:** Joseph Theroux (Wetlands Enforcement Officer); Michael Gardner (Land use Department).

¹ It is sad to report the passing of David Rechel on Dec. 16, 2018. He was an energetic contributing member of the commission, and the commission will miss him and his earnest input greatly.

TRANSFER STATION

As in previous years, we continue to see increased use of the Transfer Station. During fiscal year 2018-2018 use accounted for the collection and hauling of

- 666.02 tons of bulky waste
- 685.9 tons of household trash
- 93.62 tons of light iron
- 333.51 tons of single stream recyclables
- 167.48 tons of wood
- 1,350 gallons of used motor oil
- 157 tires
- 60 car batteries
- 240 gallons of antifreeze

Other of the materials that pass through the Transfer Station include textiles, covered electronics, refrigerators, freezers and air conditioners. As always, the Put-and-Take and book sheds present a wealth of gently used treasures.

As a reminder, Ashford residents using the Transfer Station must display a permit sticker on the drivers' side windshield of their vehicle. Commercial contractors who wish to dispose of materials generated within the Town of Ashford must present the Transfer Station Staff with a copy of a valid Town of Ashford Building Permit prior to dumping

ASHFORD ECONOMIC DEVELOPMENT COMMISSION (EDC)

Richard S. Williams, Chairman

Standard Meeting Schedule:

The Commission meets at 7:30 PM in the Town Office Building on the fourth Wednesday of each month, except in November and December where the meetings are on the third Wednesday.

Summary of Responsibilities:

Our mission is to assist and encourage both existing and potential new businesses. The Commission is guided by the belief that the Business Community should be compatible with our Rural Character. We further seek to expand the tax base and provide residents with needed services and local employment.

Accomplishments for FY 2017-2018:

- Performed a study of drug store locations located in a 25-mile radius of Ashford. Identify Walgreens as most likely candidate. Prepared a business case prospectus for locating a store in West Ashford and contacted Walgreens and a developer.
- A new EDC website was completed with prototype residing on the MadComm server. Populating with the 2015 POCD content was delayed because NECCOG would not provide the Word content.

- A Road safety Audit (RSA) was completed for West Ashford and Warrenville working with DOT and UConn.
- Finalized Updates of the Buy Local Brochure
- Continued to visit with local business to find out how they are doing, what are their concerns, and what can the EDC do to support them. For example, currently working with the owner of the Mainline building to help facilitate the sale to a manufacturing company.

Plans for FY 2018-2019:

- The EDC is a member of the CT Economic Development Association (CEDAS). Using the UConn Study and the RSA as starting points work with CEDAS to identify funds for and prepare a proposal for an economic development grant for West Ashford.
- Complete the report on the RSA of West Ashford and Warrenville and secure approval from DOT/UConn/BOS. Seek funding of the recommended actions.
- Populate the new website with the descriptions and art work from the 2015 Plan of Conservation and Development (POCD). This was delayed in 2018 waiting for NECCOG to supply the Word version of the POCD. Go live with the new website and retire the old one.
- Print copies Buy Local Brochure and distribute it to local retail business locations.
- Continue to reach out to town businesses and the public concerning their input to EDC activities. Use the OT-OF Facebook page as means for communication.

Members:

Richard S. Williams (Chair)
 Michael Gantick (Vice Chair)
 John Calarese
 John Rettenmeier
 Margaret J. Chatey
 Robert Ignatowicz

Terry Wakeman
 Raymond L Fenn
 Gary H. Lawrence
 Mark Fontaine (alternate)
 Keri Olson (alternate)

BABCOCK LIBRARY

Library Board of Trustees

The Babcock Library Board of Trustees meets monthly on the fourth Tuesday at 2:30 in the library meeting room. Our mission is to provide a welcoming environment for people pursuing lifelong educational, technical and enrichment opportunities.

Accomplishments in Fiscal Year 2017-2018.

The patron survey used as a background for long range planning was completed.

The fiberoptic internet connection process with the Connecticut Education Network was finalized.

A VCR/DVD disc converter was purchased for patron use.

Patron computer monitors were updated.

Reorganized the children's area to be more workable for young patrons.

Community Outreach included the Ashford School Halloween Party, ABA children's author program, Quiet Corner Walktober program presented, Quiet Corner Reads, monthly visits to Ashford Senior Housing, materials delivered to homebound Ashford citizens.

Longtime board member and library supporter Suzanne Smith resigned in March and was presented with a commendation from the State of Connecticut.

Plans for Fiscal Year 2018-2019

Continue the long-range planning process

Continue to provide children, teen, young adult and adult programs and materials

Reconfigure library space for more efficient use

Update patron computer area

Implement fiber optics hook-up

Update financial program and procedures

Add E-Books and E-Audio books through Overdrive

Library Board of Trustees members:

Helen Chapman, board chairperson, Ann Lojzim, Catherine Sampson, Suzanne Smith (resigned), Barbara Zulick, Beth Fitzroy, Sally Demars (replacement for Suzanne Smith)

Library Staff:

Carolann Mac Master, Director, Terese Mayer, Jessica Douglas, Susan Way, Marcella Vertefeuille, Tennille Waldo, Rick Peck

PARKS AND RECREATION COMMISSION

Sherry York, Recreation Director

Chairperson, None

Purpose /Summary of Responsibilities: The Ashford Parks and Recreation Commission is committed to providing a high quality program knowing that the “benefits are endless” to the community and its’ residents. We will provide and maintain attractive, functional recreation facilities and offer a wide variety of programs and activities that will help make Ashford a better place to live, work and play! Over thirty different, leisure activities are offered. The programs promote health, develop new skills, teach teamwork, develop an appreciation for the arts and the outdoors, build community and encourage kids and families to participate in wholesome recreational pursuits. In 2018, residents received *The Citizen*, a monthly news publication that describes the program offerings. Participation is open to everyone, from infants to senior citizens. The Recreation Commission and the Director work together to establish policies, programs, and promotions. They oversee the recreation office; evaluate program offerings and manage the maintenance of the parks and fields. The activities of this department are implemented through the services of six volunteer commission members, a fulltime recreation director, and volunteers. Instructors and program leaders are contracted for their services, as are parks maintenance services, with assistance from our Public Works Department.

Accomplishments for Fiscal Year 2017-2018

- **Parks Maintenance** - installed plaques dedicating the benches, maintained the recently upgraded landscaping project near the tennis court at **Pompey Hollow Park** and repaired the sign at the entrance to the park.
We got a new gate and changed its location at **Ashford Memorial Park**, and explored playscape repair ideas. Both parks got a new layer, 8 “ of playground mulch.
- **Recruited Volunteers**, had 2 new members appointed to the Ashford Parks and Recreation Commission. Welcome Leslie Bizijl and Andrew Doering!
Summer Camp Program, now in its 3rd year. We collaborated with Willington to use their swim area at Halls Pond and to partner and greatly expand the day camp offering.

Plans for Fiscal Year 2018-2019

- **Parks Maintenance;** A primary focus this year will be to establish a 10 year plan to improve the parks. Phase one of this plan will include replacing the deteriorating age 5-12 playscape at Ashford Memorial Park. We will pursue funding from our Capital Improvements Committee and at least 2 other grants this year to offset costs with the project. We will also see how the public works department could help us with the sitework, and we hope to do a community build. This will serve to get the most buy-in from our community and save a lot on installation costs.

Commission Members

Sandi Moquin, Dan Kehoe, Garth Bean, Neil Gordon, Leslie Bazilj, Andrew Doering

We use many volunteers as coaches and program assistants.

Standard Meeting Schedule

The Ashford Parks and Recreation Commission meets on the 3rd Monday of the month at 7p.m. in the Parks and Recreation Office.

Office Hours are Monday & Wednesday 9-12 a.m. Friday 10 -12 a.m.

Programs and events primarily run after school, in the evening, or on weekends.

Please note our regular Program Schedule this past year included:

- **Bus Trips**, 5 Coach (30 pp) **Swim Lessons** 3 sessions (90 pp) **Swim Club** (16 pp), **Basketball** 9 teams, Grades 1 – 12 (100 pp), **Gymnastics** 2 sessions (40 pp), **Preschool Programs**: Tiny Tumblers (12 pp) Start Smart Soccer (14 pp) **Arts and Crafts** (40 pp) **Summer Camp** (full day) 1 week (25 pp) **Girl Power Fitness Camp**, (15 pp) (full day) 1 week **Bike Camp** (18 pp) **Labor Day Fun Run** fund raiser (120 pp) **Adult Fitness**, Tai Chi and Yoga 4 sessions (30 pp) We plan to make at least 10% profit above our costs on these programs. These funds will be used to support the programs we offer free of charge to the community.
- Programs that Build Community, (Free, or nominally priced) **Family Day** (500 pp) **5 Summer Concerts**, (900-1000 pp) **BBQ** (125 pp) **4 Ice Skating Dates**, (250 pp) 2 at UConn Ice Arena and 2 at Bolton Ice Palace **Halloween Party** (220 pp) **Carol Sing** (120 pp) **Ashford School's Spring Jamboree**, (250 pp) APRC offered Obstacle Course and Life Sized Candy Land Game **Camp Out** (25 pp) These programs are budgeted expenditures totaling \$6,000.

COMMISSION ON AGING

Carole McCarthy, Chairman

The Commission on Aging strives to have programs which will inform seniors on topics of interest or need. A very popular program is an event organized in May, where the seniors choose to have free salon opportunities such as massage, reiki, and nail services. We also try to offer programs in safety aspects such as topics on prevention of falling, phone scams and health issues.

The programs for 2018 included:

January- game day with a lunch

February – Ballroom dance instruction

March- care givers program cancelled due to lack of sign ups (will try again in April)

April- Fall prevention program

May- Spa Day

November- Veterans' assistance program

December- Holiday program with cookie swap and making ornaments for the Mansfield Rehabilitation Center patients

Commission members 2017-2018:

Carole McCarthy, Jean McCarthy, Elaine Wilmes-Pandolfo, Catherine Sampson, Jane Martin, Carol Surridge

2019 Meeting schedule: 10:00 A.M. at Ashford Senior Center

January 7, February 4, March 4, April 1, May 6,

June 3, September 9, October 7, November 4, December 2

The Commission meets on the first Monday of the month. If the first Monday is a holiday, they meet on the second Monday. There are no meetings in July or August.

**Request to continue with \$700.00 for our budget

ASHFORD SENIOR CENTER

Sheila Grady – Director

The Ashford Senior Center operates five days a week and is available to all individuals over 55 years old.

The Senior Center offers programs promoting education, recreation, nutrition, and socialization as well as cognitive, physical and psychological needs. Additionally, Ashford's Senior Center acts as a resource center for seniors and their families seeking information on supporting the needs of older members of the community.

A sampling of the programs and activities provided by the Center include: Tai Chi, exercise classes, Ping Pong, Bridge, Bingo and Zumba. In conjunction with TVCCA , lunch is provided three days weekly for interested individuals. Ongoing monthly programs offered include a coffee hour, crafters and book clubs, casino trips, traveling lunch group, blood pressure and Glucose check clinics and haircuts.

The Ashford Senior Center provides a meeting place and venue for the Ashford Senior Center Organization. This organization also provides many great events and activities for their members and their member volunteerism is a tremendous asset for the overall Senior Center operation.

We encourage all the residents of Ashford and surrounding communities to visit the Ashford Senior Center and see for yourselves what activities and programs we have available to you.

HOUSING AUTHORITY

The mission of the Housing Authority of the Town of Ashford is to provide safe, affordable housing for elderly and disabled individuals with moderate income. Ashford Housing Authority (AHA) is governed by a five (5) member Board of Commissioners appointed by the Town of Ashford Board of Selectmen. The Executive Director is responsible for day-to-day operations. AHA is partially funded by the State of Connecticut Department of Housing.

Accomplishments in FY 17-18:

- Received funding from the Connecticut Department of Housing (DOH) for the cleaning and internal inspection of water tank, mechanical upgrade of the elevator, and replacement of gutters and the patio.
- Completed course for Fair Housing Specialist with the National Center on Housing Management.
- Completed the Affordable Housing Academy Program through the Connecticut Housing Coalition and the National Development Council.

Plans for FY 18-19:

- Apply for Pre Development funds from the Department of Housing for a moderate rehabilitation project of the Pompey Hollow Senior Housing.

Commission Members:

Chairman, Dennis Poitras
Assistant Chair, Randy Weidig
Treasurer, Brian Folker
Assistant Treasurer, Vacant
Resident Commissioner, Sandra Labrecque

Staff: Executive Director, Jessica Miller

Administrative Assistant, Meg Bounty
Maintenance Staff: Donna Therrien, Alan Laliberty, Adam Brassard
Resident Services Coordinator, Gladys France

The Ashford Housing Authority Commission meets the second Tuesday of each month at 7:30 pm in the Community Room at 49 Tremko Lane.

The AHA office is open Monday-Wednesday and Friday 8-3pm.

PLANNING & ZONING COMMISSION

Purpose

The purpose of the Ashford Planning and Zoning Commission is two-fold. The role of the planning arm of the commission is to provide for and guide the orderly growth and development of the community by advising the legislative leadership (Board of Selectman, Town Meetings) through the use of current and proposed zoning regulations, the current Plan of Conservation and Development and adherence to state statutes as handed down from the state legislature.

The role of the zoning arm of the commission is to regulate the development and legislate adherence to the zoning regulations. The commission has the authority to establish, amend and enforce the provisions of the zoning regulations taking into account state statutes, petitioning property owners, interested parties and the welfare of the Town of Ashford.

The Ashford Planning and Zoning Commission meets on the second Monday of each month.

Actions taken in FY 2017-2018

- Training in Land Use legislation for all Land Use departments and other interested boards and commissions- February 2018
- Meetings and hearings leading to the approval, redevelopment and construction of a reopened food and gas facility at 33 Pompey Hollow Road- August 2017
- Meetings and hearings leading to the approval and construction of a new retail facility at 5 Squaw Hollow Road- October 2017.

Plans for FY2018-2019

- Review of current Planning and Zoning regulations to ensure compliance with state statutes, ability to enforce administration and simplify language for use by town residents and general public.
- Review and update of Plan of Conservation and Development involving all invested boards and commissions.

Ashford Land Use Office- The PZC is supported by the Ashford Land Use Office:

Michael Gardner,	Land Use Office Administrator, Zoning Agent, Building Official
Beverly Ference	Land Use Clerk

Ashford Planning and Zoning Commission members as of November 2017

<u>Officers-</u>	Chairman- Jeffrey Silver-Smith, Vice Chair- Richard Williams, Secretary- Alex Hastillo
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<u>Regular Members</u>	Robert Zaicek, Nord Yakovleff, Thomas Paul, Janet Bellamy, Gerald Dufresne, Catherine Sampson
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<u>Alternates</u>	Douglas Jenne, Tom Hastings, Jeffrey Schillinger
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YOUTH & SOCIAL SERVICES

Melissa McDonough, Director

Purpose/Summary of Responsibilities:

The Department of Youth and Social Services works to meet the needs of all children and low income people and families in order to better individuals' lives.

Accomplishments for FY 17-18:

- 96 residents applied for heating assistance
- 38 residents applied for Renters Rebate
- 29 applied for SNAP benefits
- 27 applied for HUSKY Health
- 2 families received financial assistance to prevent eviction and homelessness
- 21 seniors met regarding insurance needs during open enrollment
- The Town Prescription Card program has saved residents a total of \$23,164.49 since it was developed
- 25 children received diapers monthly through the CT ISHP-Diaper Bank of NECT
- 26 residents receive check in phone calls during power outages or severe weather
- 30 children received back to school supplies including a \$30 Payless Shoe gift card
- over 60 families receive food from the food pantry hosted by Living Proof Church
- 42 families received holiday gifts for children
- A weekly playgroup met on Fridays at Ashford School for children under 5
- A weekly music class met on Tuesdays at Knowlton Hall for children under 5
- Play therapy was provided for select students in grades K-3
- Youth Services ran the WINGS program which grades 1 through 8 participate in
- Youth Services co-sponsored Family Day and The Great Pumpkin Halloween Party
- Youth Services ran a two-week summer camp program for approximately 30 campers

Plans for FY 18-19:

- Continue to provide services that have been offered in the past
- Increase advertising so more people are aware of help that is available
- Create weekly food backpack program for food vulnerable students to send home on Friday afternoons throughout the school year.

SEXTON

James Reviczky

The Sexton oversees the cemeteries that are administered and maintained by the Town of Ashford. These include Babcock, Woodward, Warrenville, South, Knowlton, Phillips, Whipple, Swamp, and Snow. Woodward Cemetery on Ashford Center Road, one mile north of Warrenville and one mile south of Ashford Town, is the only town cemetery actively selling grave sites. The remaining cemeteries are considered full and are historic sites. Two exceptions are that there are families that continue to have unused gravesites in the Warrenville and South cemeteries.

The Sexton is on call 365 days per year and hours range from 7:30 am to early evening. Area funeral homes, monument companies, and family members of a deceased person are the most frequent calls. The Sexton has also received calls from the Town Clerk's Office and the Selectmen's Office. While the Town Clerk processes purchases of gravesites, the Sexton assists purchasers in locating their preferred site within Woodward Cemetery. The Town Clerk and the Sexton work closely in this process. Funeral homes contact the Sexton to arrange for burials in Woodward Cemetery. The Sexton marks out the grave with respect to the families wishes and arranges with a contractor to open up a grave. It is our practice to also assist monument companies in siting gravestones within the cemetery. This is done after consulting with a family to understand their wishes. It may seem that this is all straight forward; as it happens, each burial is unique and there are frequently special circumstances. As a death is a stressful time for members of the family, all efforts are made by the Sexton and the Town Clerk to assist families during these stressful times.

Gravestones in all cemeteries continue to be chipped, knocked over, and sometimes broken during the mowing season. It upsets people to go to a cemetery and find a family stone marred or broken. Ancient stones are expensive to fix. The estimate to fix one marble stone in Babcock Cemetery is \$860.

The wrought iron gate at the Warrenville Cemetery has been twisted and broken in the past few years. As the material is genuine wrought iron over 150 years old, a blacksmith referred to us by Old Sturbridge Village could rebuild the existing gate with original material for \$2,000. The Cemetery Fund endowment can be used to make repairs but there are restriction as to how much can be used in a fiscal year. The terms of how these funds can be used will be researched by the Finance Department and the Board of Selectmen. In the next fiscal year a program of repairing ancient stones will be developed based on amount of money available in the Cemetery Fund.

The significant event in this fiscal year was the discovery, return, and re-installation of the Lucas Pond gravestone. It was found in Brooklyn, New York, by Richard Schilling. The Sexton received the stone from Mr. Schilling in Brooklyn. It was re-installed in the Babcock Cemetery by Lisa and Will Cornell of Beyond the Gravestone. Their professional services were donated. Seventy-five people attended a rededication ceremony in September. This event was sponsored by the Ashford Historical Society; food was provided by Hungarian Social Club of Ashford; music for the event was provided by the Babcock Band; the programs were designed and printed by the Town Clerk's Office; the Sexton organized this event; and, assistance was provided by the Ashford Grange. It was a collaborative community effort and the Sexton thanks all those who made it possible and those that attended.

PUBLIC SAFETY AND TECHNOLOGY DEPARTMENT OF PUBLIC WORKS

Joseph Kalinowski, Supervisor

The Department of Public Works is responsible for the general administration of all town roads, Drainage systems and maintenance of town properties. Its goals are to maintain all town roads, Both improved and unimproved in a condition consistent with high regard for public safety and Consistent with state statutory requirements.

2017/2018 Projects Completed

Road Resurfacing and Storm Drainage Improvement

- .34 Miles of Grant Road
- 1.14 Miles of Lipps Road
- 2.57 Miles of Waterfall Road. For a total of 4.05 Miles
- Rebuild Catch Basins on Lakeview Drive
- Resurfaced 1.08 Miles of Lakeview Drive
- Repair and Grade all dirt roads
- ET120 Firetruck conversion to dump truck
- Winter snow/ice removal

2019/2020 Projected project

Resurfacing and storm drainage improvements

- 2.68 miles of Pumpkin Hill Road
- 1.49 miles of Kennerson Reservoir Road

Staff

- Robert Swanek
- David Thibault
- Casey McCue
- Jordan Lamarre
- Robert Nasansky (Retired Nov 1 2017)

ASHFORD VOLUNTEER FIRE DEPARTMENT

Mission

To provide fire, rescue and emergency medical protection to the residents of the Town of Ashford and neighboring towns, when needed.

Accomplishments

- Responded to 255 fire/rescue calls in Ashford, Mansfield, Eastford, Union Chaplin and Woodstock
- Responded to 301 emergency medical calls in the same communities
- Maintained a response time average of under 12 minutes
- Conducted 420 person-hours of training and recertification
- Maintained a fleet of six vehicles and two stations
- Support Family Fun Day, Halloween and other annual events

Plans for FY 19-20

- In addition to last year's accomplishments:
- Upgrade radio system, including participation in regional streamlining of communications
- Completed overhaul of service truck (S-120)
- Completed training and installed Lucas III cardiac device in the Ambulance Service

Key Staff

Corporate Officers

Charles Sweetland, President
Thomas Borgman, Vice President
Heather Graveline, Secretary
Wayne Fletcher, Treasurer
Brian Damble, Member-At-Large

Command Officers

Wayne C. Fletcher, Chief
Borgman, Deputy Chief
David Thibault, Assistant Chief
Charles Sweetland, Assistant Chief, EMS

EMERGENCY MANAGEMENT

James York, Director

The primary responsibility of the Emergency Management Department is to protect and preserve the safety of the citizens of Ashford. Emergency Management is coordinated by an appointed Emergency Management Director. The Emergency Management Director duties include: developing relationships with emergency response agencies; coordinating, recruiting and training volunteers who are activated for real emergencies; and developing a plan for emergency response. An emergency response includes relief efforts, assistance to victims, reconstruction and coordinating with police, medical and fire department responders.

FIRE MARSHAL

Richard E. Whitehouse, Fire Marshal

Charles M. Sweetland, Deputy Fire Marshal

The duties of the Fire Marshal are to investigate any fire within his jurisdiction which destroys or damages property and to report such fires to the State Fire Marshal. He inspects all buildings and facilities of public service and all occupancies regulated by the fire Safety Code. All new building construction plans must be reviewed for compliance to State codes. The Fire Marshal oversees all underground storage facilities and dispensing equipment for gasoline, fuel oil, etc. The enforcement of regulations pertaining to propane tanks and related equipment falls within the jurisdiction of the Fire Marshal. The establishment of fire lanes, issuance of blasting and fireworks permits, safety inspections related to large gatherings (fairs, circuses, concerts, etc.) are also the responsibility of the Fire Marshal.

In compliance with State mandates, the Fire Marshal must maintain up-to-date records of any hazardous materials involved in manufacturing that may be stored within the Town.

The Fire Marshal must successfully complete a course given by the State Fire Marshal's Office. He is appointed by the Board of Selectmen and sworn in by the Town Clerk. Ninety hours of training are required during each appointment period to maintain certification as a Fire Marshal.

ANIMAL CONTROL

Christine K. Abikoff, MACO

Animal Control personnel are responsible for enforcing the laws and regulation of the State on Connecticut concerning domestic animals ranging from the annual canvas for dog licensing to capture of roaming animals, impoundment, redemption and/or adoption of relinquished and abandoned dogs. The department staff is "on call" 24 hours per day, seven days per week to respond to citizen complaints and requests for assistance from neighboring animal control officers, the Ashford Volunteer Fire Department and the Connecticut State Police.

During fiscal year 2017-2018 Ashford's Animal Control Officers investigated 115 complaints, impounded 19 dogs and roosters (9 dogs were redeemed by their owners and two were euthanized following mandatory bite quarantine), adopted 4 dogs and 4 roosters, investigated 4 dog bite incidents, and issued one summons.

2017-2018 was the year that we launched the Ashford Animal Control Facebook page. Being able to get out descriptions and photos of impounded or lost dogs and cats made reuniting a pet with their family much less stressful for everyone concerned – especially the pet. We were also able to offer advice on weather related pet care and general information on anything animal-related that our Facebook followers might find informative.

Christine Abikoff, Municipal Animal Control Officer

Tina Binheimer, Assistant Municipal Animal Control Officer

INFORMATION TECHNOLOGY

Cheryl A. Baker, Webmaster

Summary of Responsibilities:

The Ashford IT Department is responsible for the Town Office building internet connectivity, telephone system, cell phones, and server and network management. This includes internet/cellular equipment specific to Ashford Emergency Management. We are also responsible for Town of Ashford website management, website role management, and Webmaster email responses.

We work in close contact with the appropriate vendors and all departments to resolve any issues to provide a safe and efficient electronic working environment. We are constantly reassessing and evolving to mitigate cyber security vulnerability.

Accomplishments in FY 2017-2018

- Contracted with MAD Communications to create and migrate to a new more dynamic and community friendly website
- Contracted with Novus Insight to perform a technology assessment of Town government
- Installed Fortigate server protection
- Updated two servers and twenty six pc's to MS Windows 2016 Operating System

Plans for FY 2018-2019

- Continue to work with vendor on, and ultimately unveil, a more informational website
- Facilitate technology assessment, including coordinating with all entities
- Replace 26 Town office pc's with funds budgeted over two fiscal years
- Address issues brought to our attention by the technology assessment utilizing available budgeted funds
- Facilitate cyber security training for employees of the Town and BOE
- Create policies and procedures regarding internet access and Town equipment
- Create incident response plan to mitigate lost work time and secure sensitive information
- Create a budget to include funding for additional enhancements to the Town governments internet health and safety

EDUCATIONAL SERVICES

ASHFORD BOARD OF EDUCATION

James P. Longo, ED, D. Superintendent

Ashford School is a “student-centered school”, and as such, all decisions made are based upon the best interests of our students. Instruction is differentiated, based upon the needs of the individual student as identified by an assortment of assessments. Additionally, several initiatives have been implemented to ensure an optimal learning experience for our students. The following report includes some of the major initiatives that we have implemented and our continued plans to improve our school and provide our students with an exemplary educational experience.

The mission and vision statements of Ashford School and the Ashford Board of Education are reviewed annually. The current mission statements are:

Ashford School Mission Statement

To achieve our mission we utilize a STEAM (Science, Technology, Engineering, Arts and Mathematics) approach. STEAM is how we empower students to use all of their learning to think about the world, solve problems and show what they know. Ashford School values a core set of learning and life skills that we refer to as Habits of Mind. These are the skills that help to prepare students for success and for solving problems in their careers and daily lives, both at home and at school.

Ashford Board of Education Mission and Vision Statement

To present a school district that supports ALL students in achieving their highest educational and personal potential as productive citizens of the diverse, multicultural, and global 21st century community in which they live.

Major Accomplishments for FY 2017-2018

- We have presented the following initiatives to our staff over the past few years, and devoted this year to integrating their impact, and refining their use in the classroom. These initiatives are:
 - Interdisciplinary lesson design - STEAM
 - Whole-Brain Instruction - Project Based Learning
 - Real Life Applications - 21st Century Skills, Habits of Mind
 - Differentiated - Individualized - Data Driven Instruction
 - Restorative Practices - Restorative Justice based discipline and consequences
- As a student-centered school, the school schedule was revised to accommodate more choices and electives for students.
- The faculty of Ashford School has transitioned from traditional school curriculum of the past to the Common Core State Standards based curriculum as mandated by the Connecticut State Department of Education (CSDE).
- The most significant change in curriculum and instruction at Ashford School has been the implementation of a STEAM based model. This means that the instructional program, and the core of all lesson development throughout the school, is created with a focus on the integration of science, technology, engineering, arts, and mathematics. It is an essential philosophic and foundational component of our school-wide approach to instruction that we present integrated, multi-disciplinary lessons that are reflective of the need for the citizens and problem-solvers of the future to think holistically. This approach provides that our graduates have the capacity to fully and naturally integrate science, technology, engineering, arts, and mathematics into their problem-solving and daily thinking.

- In addition to our STEAM based curriculum, we have introduced Project-Based Learning as a key instructional technique. This integrates real-life applications to subject content and allows students increase opportunities to be creative and utilize hands-on activities.
- Robotics and the After School Program. These special programs separate Ashford School from many others in the region. Our students enjoy a full menu of programs that enrich and expand upon their educational experience.
- In response to the performance of our students on the state's standardized testing and the goals of the Board of Education, we have targeted professional development and instructional coaching to improve writing at Ashford School.
- We have prepared our facility, purchased the necessary technology, modified curriculum and readied our students for the current generation of standardized testing, Connecticut Smarter Balanced Assessments.
- The Superintendent reduced his position from full-time to half-time position 4 years ago. This facilitated the addition of a full-time assistant principal. This has allowed more direct focus on curriculum development and revision, improvement in response to student behavior matters, and sharing with other administrators the requirements of an intensive and mandated teacher evaluation process imposed by the department of education.
- The PBIS, or Positive Behavior Supports program has been revisited and improved. The Assistant Principal and the PBIS committee have implemented a "Pawsitive" referral program that gives notice to parents of the child's good, helpful or kind behavior toward others while at school.
- We have implemented crisis intervention training through the Crisis Prevention Institute (CPI). All certified and non-certified staff received training in crisis prevention and de-escalation techniques. This training has been successful in decreasing the number of crisis situations that disrupt instruction or interfere with learning. Staff will maintain this certification via regular training intervals that are facilitated by faculty members who have obtained CPI training certification.
- Differentiated instruction, common core curriculum, STEAM, project-based models of planning and teaching, school safety and security, data-driven instruction, integrated and multi-disciplinary teaching, and the concept of a student-centered philosophy, along with monthly faculty meetings made up Ashford School's professional development plans for 2017-2018.
- Home-School communications increased through expanded use of K-12 Alerts electronic notifications, more flyers and letters were sent home, and many items appeared in the local news media. The Ashford Board of Education has made changes to its regular meeting agendas to allow more public input and community involvement. The Board has experienced more public participation and this has increased public involvement in planning and school activities.
- We have made many significant changes to the operation of and to the facility itself to support a safer and more secure environment for our school community.

Plans for FY 2018-2019

- Assist every student to achieve an optimal educational experience through the use of data driven instruction that targets a student's individual needs, strengths and weaknesses.
- Attract, support, and retain motivated, qualified faculty and staff through top quality curriculum and inclusive administrative leadership.
- Sustain the districts drive to improve student safety and security through improvement to the facility and staff training.
- Improve the effectiveness of the Board of Education.
- Continue to monitor student progress to ensure growth by adding data team time to faculty schedules.
- Address student performance on standardized testing through teacher training and instructional improvements targeting areas of deficiency.

- Expand utilization of student data to guide individualized and differentiated instruction
- Continue to update school wide curriculum to fully implement our STEAM initiative.
- Review, evaluate, and improve our school schedule to better serve our students.
- Build time into the school schedule for faculty to analyze student performance data to better inform instruction.
- Continue to provide professional development and instructional coaching to improve student writing performance.
- Continue our professional development program to prepare all staff to better serve our students both academically, and in safety and security protocols.
- Continue facility, safety and security improvements.
- Improved communications with the community by publishing articles the Ashford Citizen and in the media.
- Continue to monitor and keep the school and district website up to date.
- Increase opportunities for public involvement in planning and decision making through our annual Board of Education.
- Study and develop effective strategies for responding to declining enrollment.
- Continue to refine a fiscally responsible budgeting process.

17-18 District and School Staff

James Longo, Superintendent	Melissa McDonough (MRF), Ashford Youth Svcs.
Troy C. Hopkins, Principal	Martha Sibley-Jett, School Nurse
Cynthia Ford, Pupil Personnel Director	Scott Waddell, Technology
Garrett Dukette, Asst. Principal/Curr. Coach	Deborah Atkinson, Paraprofessional
Dory Manfre, 7/8 Science	Tabitha Bogue, Paraprofessional
Donna Backhaus, 7/8 Math	Tabitha Bogue, Paraprofessional
Stephen Caldwell, 7/8 Social Studies	Mychelle Bora, Paraprofessional
Jennifer Lindsay, 7/8 Language Arts	Marilyn Brozyna, Paraprofessional
Julia Rhubin, Spanish/ELL	Jillian Bumgarner, Paraprofessional
Rebecca Aubrey, Spanish	Jill Cannon, Paraprofessional
Dorothy Compton, Grade 6	Mandi Courtois, Paraprofessional
Kelly Knotts, Grade 6	Patricia Donahue, Paraprofessional
Krysta Parisen, Grade 6	Patricia Donahue, Paraprofessional
Gina Burnham, Grade 5	Lynn Fontaine, Paraprofessional
Paul Hills, Grade 5	Nancy Freeman, Paraprofessional
Allison Welz, Grade 4	Beth Galvin, Paraprofessional
Michael Young, Grade 4	Eileen Geriak, Paraprofessional
Jennifer Zotti, Grade 4	Lori Goodale, Paraprofessional
Christopher Busse, Grade 3	S. Gail Ignatowicz, Paraprofessional
Michelle Klock, Grade 3	Lina Janosi, Paraprofessional
Elissa Turcotte, Grade 3	Christine Knowlton, Paraprofessional
Karin Anderson, Grade 2	Kristina Lyons, Paraprofessional
Jason Horn, Grade 2	Samantha Meduna, Paraprofessional
Jennifer Wood, Grade 2	Beata Metsack, Paraprofessional
Kellie Gauvin, Grade 1	Donna Molnar, Paraprofessional
Christine Marinelli, Grade 1	Bonnie Ognan, Paraprofessional
Barbara Horn, Grade 1	Hannah Reilly, Paraprofessional
Maureen Connolly, Kindergarten	Jackie Renaud, Paraprofessional
Sara Dingler, Kindergarten	Virginia Reviczky, Paraprofessional
Briana Ross, Kindergarten	Jennifer Barsaleau, Admin. Asst. to Supt.
Ginger Lusa, Preschool	Lisa Dyer, Business Manager

Jadey Longo, Preschool	Catherine Klessner, Special Ed Secretary
Kathryn Craven, Writing Lab	Darcy Morgan, Finance Asst.
Brendan Gillotti, PE/Health	Lalaine San Diego, Payroll
Stephanie Noheimer, PE/Health	Pam King, Office Assistant
Danielle Boulanger, Art	Suzanne Schillinger, Principal's Secretary
Carly Imhoff, Enrichment	Myrna Bassett, Custodial
Amy Capozziello, Band Director	Jason Link, Custodial
Valerie Stickles, Music	Robert McGuire, Custodial
Emily Deliberto, School Psychologist	Michael Mellady, Custodial
Kathleen Knecht, Special Education	Michael Piantanida, Custodial
Christopher Moore, Special Education	Wayne Squier, Custodial
Debra Courtright, Special Education	Tracey Campbell, Cafeteria
Rob Ackerson, Special Education	Andrea Garrison, Cafeteria
Polly Borysevicz, Special Education	Kim Johnston, Cafeteria
Shawn Dimmock, Title I Math	Karen Samperi, Cafeteria
Susan Cunningham, Reading	Joan Celotti, Driver/Coordinator
Samantha Makuch, Reading	Tom Dell, Driver
Hillary Lemos, Speech Pathologist	Jeff Ference, Driver
Amy Vasington (T-F), Speech Pathologist	Karen Holmes, Driver
Michele Fesenmeyer, OT (TWR)	Kathi Metsack, Driver
Stacie Simko (W,T) PT	Colleen Mortenson, Driver
Seth Lyman, Mechanic	Christina Siggins, Driver

FY 2017-2018 Ashford Board of Education

The Ashford Board of Education has seven elected members. Members and officers are:

John E. Lippert, Chair

Marian K. Matthews, Vice-Chair

Kay M. Warren, Secretary

John B. Calarese

Lisa McAdam-Donagan

Shannon L. Gamache

Jane M. Urban

Ashford Board of Education meetings are held on the first and third Thursday of each month during the academic year. One meeting per month is scheduled for the months of July and August.

The Board welcomes and encourages the public's participation and attendance at all meetings.

JUSTICES OF THE PEACE

January 3, 2017 – January 4, 2021

NAMES AS ON REGISTRY LIST	COMPLETE ADDRESS	PHONE NUMBER
Charles L. Atkins	55 Mansfield Road	860-429-9611
William R. Becker	574 Bebbington Road	860-487-0372
Janet A. Bellamy	11 Sunset Drive	860-487-4724
Kathleen C. Clark	126 Pompey Hollow Road	860-429-4573
Susan C. Eastwood	178 Waterfall Road	860-487-5903
Selena Nicole Eddy	77 Armitage Road	860-429-8953
Patrick Francis		
Edenburn-MacQueen	207 Hillside Road	860-212-6123
Linda G. Falletti	152 Squaw Hollow Road	860-487-1643
William A. Falletti, Sr.	152 Squaw Hollow Road	860-487-1643
Lynn Marie Fontaine	43 Ashford Drive	860-202-3209
Michele Ann Hotchkiss	19 Chetelat Drive	
Elizabeth Little	147 Slade Road	860-429-1205
Keith Lipker	30 North Road	860-429-3061
Kevin T. McCarthy	436 Bebbington Road	860-487-0305
Joseph D. Pandolfo	183 Perry Hill Road	860-420-5012
Joseph F. Peters	635 Westford Road	860-429-4926
Evelyn T. Pfalzgraf	65 Ashford Center Road	860-429-0144
Roger Thomas Phillips	196 Pumpkin Hill Road	860-429-4926
David J. Rechel	118 North Road	860-429-3822
Cathryn E. Silver-Smith	95 Seckar Road	860-428-0011
Marian L. Vitali	68 Old Town Road	860-918-8703
Kay M. Warren	31 Amidon Drive	860-487-3744
Loretta A. Wrobel	297 Pumpkin Hill Road	860-429-2629

TOWN OF ASHFORD
NOTARIES PUBLIC 6/30/19

<u>Name</u>	<u>Street Address</u>	<u>Notary #</u>	<u>Expiration</u>
Abikoff, Christine K.	111 Ashford Center Rd.	104073	09/30/2023
Balogh, Karry Ann	20 Bicknell Rd.	146636	10/31/2021
Booth, Chauncy	211 Westford Hill Rd.	164792	07/31/2018
Bouley-Picard, Jacqueline A.	447 North Rd.	165384	10/31/2023
Cloutier, Lorraine G.	362 Squaw Hollow Rd.	79613	01/31/2022
Conklin, Dawn M.	470 North Rd.	144003	02/28/2021
Drew, George	125 Cushman Rd.	160928	06/30/2022
Drouin, Lori A.	67 Old Town Rd.	151504	04/30/2023
Farrands, Danielle Z.	109 Old Town Rd.	116386	08/31/2017
Ference, Beverly G.	26 Ference Rd.	90545	06/30/2019
Gagne, Kimberly A.	149 Horse Hill Rd.	103223	06/30/2018
Guerin, Toni M.	55 Lakeview Drive	114028	12/31/2021
Harper, Karen L.	28 Armitage Rd.	112601	07/31/2021
Henderson, Cheryl Lynn	87 Floating Rd.	176720	06/30/2023
Jones, Linda J.	27 Graham Rd.	102785	04/30/2023
Lagasse, Patricia A.P.	15 Horse Hill Rd.	113182	09/30/2021
Lee, Jennifer	237 Turnpike Rd.	145502	06/30/2021
Lipker, Keith A.	30 North Rd.	58247	03/31/2020
Lyman, Cheryl M.	261 Ference Rd.	160925	06/30/2022
Martin, Darlene N.	149 Ashford Center Rd., Apt D5	173329	02/28/2022
Martindale, Allan R.	414 Turnpike Rd.	85334	04/30/2023
Messer, Gretchen A.	410 Ference Rd.	137072	01/31/2019
Metsack, Gail D.	148 Laurel Lane	89441	04/30/2019
Molnar, Donna L.	213 Kennerson Reservoir Rd.	121587	03/31/2019
Moran, Gail A.	640 Westford Rd.	15508	09/30/2019
Newman, Steven J.	Kent Court 13-2	122909	08/31/2019
O'Hare, Colleen K.	36 Graham Rd.	153460	01/31/2019
Ouellette, Cathy H.	181 Seckar Rd.	124227	02/28/2020
Ouellette, Sandra A.	357 Chatey Rd.	126447	09/30/2020
Poitras, Mary Ann	266 Mansfield Rd.	123743	11/30/2019
Rettenmeier, Karen M.	161 Amidon Rd.	136696	12/31/2023
Rozario, Betty J.	4 Kidderbrook Rd.	103734	08/31/2019
Sapoval, Cristina	574 Ashford Center Rd.	139654	10/31/2019
Spencer, John R.	40 Moon Rd.	103414	07/31/2018
Sullivan, Mark A.	188 Westford Hill Rd.	73556	07/31/2020

Swift, Roslyn M.	55 Ference Rd.	166846	05/31/2019
Ursin, Claudia H.	236 Varga Rd.	107931	01/31/2020
Viel, Alice M.	31 Pompey Rd.	159338	10/31/2021
Walker, Jo Anne M.	464 Zaicek Rd.	130238	11/30/2021
Way, Susan K.	97 Cushman Rd.	142888	10/31/2020
Wellington, Carol	85 Armitage Rd.	145271	06/30/2021
Welply, Holly L.	98 Howard Rd.	152309	08/31/2023
Zulick, Karen M.	294 Westford Hill Rd.	169110	05/31/2020

INDEPENDENT AUDITOR'S REPORT

To the Board of Finance of the
Town of Ashford, Connecticut

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Ashford, Connecticut (the "Town"), as of and for the year ended June 30, 2018, and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the Town of Ashford, Connecticut as of June 30, 2018, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Change in Accounting Principle

As discussed in Note 1 to the financial statements, the Town adopted new accounting guidance, GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pension*. Our opinion is not modified with respect to this matter.

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 12 and the information on pages 50 through 62 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town's basic financial statements. The combining and individual fund financial statements and schedules on pages 63 through 73 are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund financial statements and schedules are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund financial statements and schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 5, 2018, on our consideration of the Town's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town's internal control over financial reporting and compliance.



Certified Public Accountants
Glastonbury, Connecticut
December 5, 2018

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

As management of the Town of Ashford, Connecticut (the "Town"), we offer readers of the Town's financial statements this narrative overview and analysis of the financial activities of the Town for the fiscal year ended June 30, 2018.

FINANCIAL HIGHLIGHTS

- The assets and deferred outflows of resources of the Town exceeded its liabilities and deferred inflows of resources at the close of the most recent fiscal year by \$17,407,960 (net position). Of this amount, \$2,350,476 (unrestricted net position) may be used to meet the Town's ongoing obligations to citizens and creditors.
- The Town's total net position increased by \$134,665.
- The beginning net position of the Town was decreased by \$701,348 as a result of implementing Governmental Accounting Standards Board (GASB) Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. This decrease represented the difference between the net other post-employment benefits obligation previously recognized in accordance with GASB Statement No. 45 and the total other post-employment liability recognized in accordance with GASB Statement No. 75.
- As of the close of the current fiscal year, the Town's governmental funds reported combined ending fund balances of \$4,399,722, a decrease of \$17,101 in comparison with the prior year. Approximately 62.1% or \$2,732,812 of this total amount is available for spending at the Town's discretion (committed, assigned and unassigned fund balance).
- At the end of the current fiscal year, unassigned fund balance for the General Fund was \$1,796,923 or 12.3% of total General Fund expenditures. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover approximately 1.5 months of General Fund operating expenditures.
- The principal balance outstanding on the Town's long-term bonded debt decreased by \$230,000 or 13.6%, from \$1,685,000 as of June 30, 2017 to \$1,455,000 as of June 30, 2018. The decrease represents scheduled principal repayments made during the current fiscal year.

OVERVIEW OF THE FINANCIAL STATEMENTS

This discussion and analysis is intended to serve as an introduction to the Town's basic financial statements. The Town's basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements

The government-wide financial statements are designed to provide readers with a broad overview of the Town's finances, in a manner similar to a private-sector business.

The statement of net position presents information on all of the Town's assets, deferred outflows of resources, liabilities, and deferred inflows of resources, with net position as the residual of these other elements. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Town is improving or deteriorating.

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) *(Continued)*
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

OVERVIEW OF THE FINANCIAL STATEMENTS *(Continued)*

Government-wide Financial Statements *(Continued)*

The statement of activities presents information showing how the Town's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will result in cash flows in future fiscal periods.

The government-wide financial statements distinguish functions of the Town that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The Town has no business-type activities. The governmental activities of the Town include public safety, public works, health and welfare, planning and development, education, library, recreation, and general administrative services.

The government-wide financial statements can be found on pages 13 and 14 of this report.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Town can be divided into two categories: governmental funds and fiduciary funds.

Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating the Town's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the Town's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The Town maintains a number of individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures and changes in fund balances for the General Fund, the Capital Nonrecurring Fund and the Small Cities Grant Program Fund, all of which are considered to be major funds. Data from the other governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The basic governmental fund financial statements can be found on pages 15 through 18 of this report.

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) (Continued)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

OVERVIEW OF THE FINANCIAL STATEMENTS (Continued)

Fund Financial Statements (Continued)

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the Town government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to the Town's own programs.

The basic fiduciary fund financial statements can be found on pages 19 and 20 of this report.

Notes to the Financial Statements

The notes to the financial statements provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the financial statements can be found on pages 21 through 49 of this report.

Other Information

In addition to the basic financial statements and accompanying notes, this report also contains required supplementary information other than this management's discussion and analysis that can be found on pages 50 through 62 of this report. Combining and individual fund statements and schedules can be found on pages 63 through 73 of this report.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

Net Position

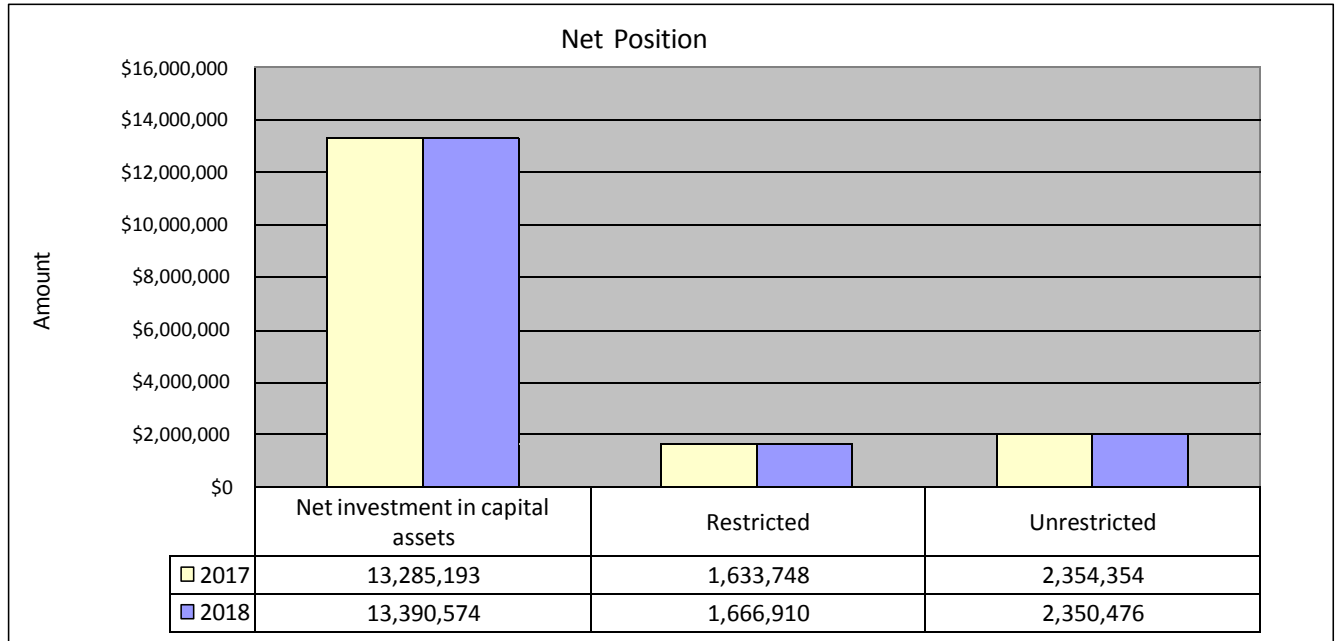
Over time, net position may serve as one measure of a government's financial position. Net position of the Town totaled \$17,407,960 as of June 30, 2018 and \$17,273,295 as of June 30, 2017, as adjusted for the implementation of GASB Statement No. 75, and is summarized as follows.

	2018	2017 (As Adjusted)	\$ Variance	% Variance
Current and other assets	\$ 5,432,903	\$ 5,419,380	\$ 13,523	0.2%
Capital assets	15,103,128	15,376,085	(272,957)	-1.8%
Total assets	20,536,031	20,795,465	(259,434)	-1.2%
Deferred outflows of resources	17,701	18,999	(1,298)	-6.8%
Other liabilities	541,586	565,941	(24,355)	-4.3%
Long-term liabilities	2,549,813	2,975,228	(425,415)	-14.3%
Total liabilities	3,091,399	3,541,169	(449,770)	-18.6%
Deferred inflows of resources	54,373	-	54,373	N/a
Net position:				
Net investment in capital assets	13,390,574	13,285,193	105,381	0.8%
Restricted	1,666,910	1,633,748	33,162	2.0%
Unrestricted	2,350,476	2,354,354	(3,878)	-0.2%
Total net position	\$ 17,407,960	\$ 17,273,295	\$ 134,665	2.7%

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) (Continued)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Net Position (Continued)



Of the Town's net position, 76.9% reflects its investment in capital assets, less any related debt used to acquire those assets that is still outstanding, as of June 30, 2018 and 2017. The Town uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Town's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources since the capital assets themselves cannot be used to liquidate these liabilities.

As of June 30, 2018 and 2017, 9.6% and 9.5%, respectively, of the Town's net position is subject to external restrictions on how it may be used and is therefore presented as restricted net position.

The remainder of the Town's net position is considered unrestricted and may be used to meet the Town's ongoing obligations to citizens and creditors.

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) (Continued)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Changes in Net Position

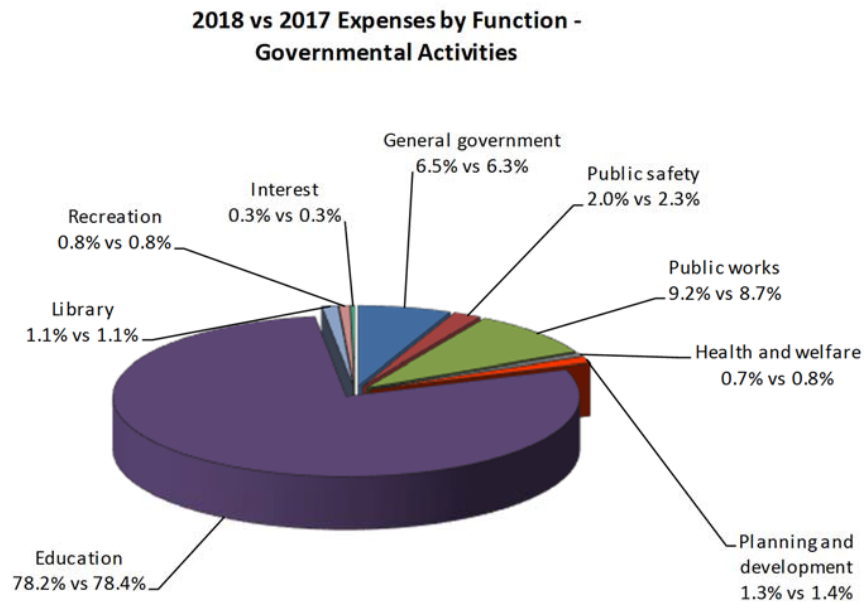
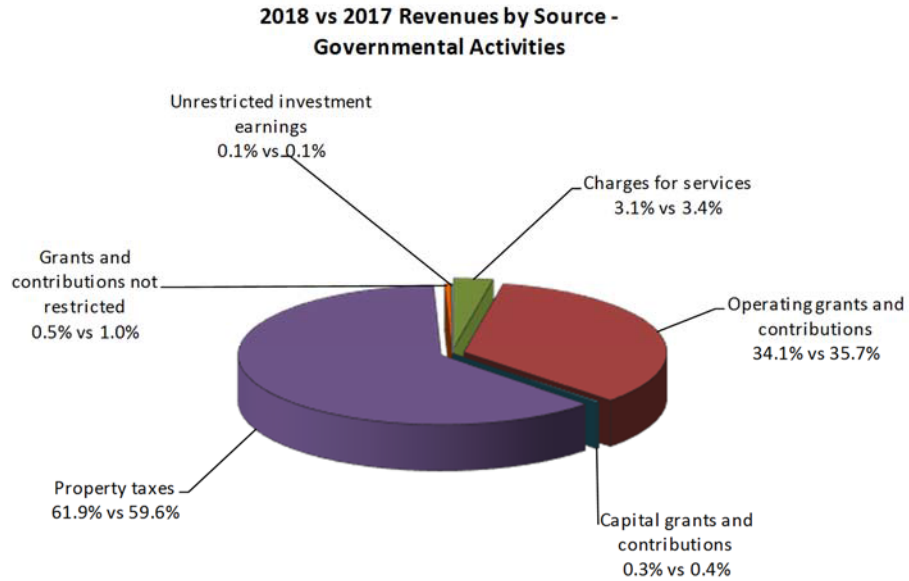
Changes in net position for the years ended June 30, 2018 and 2017 are as follows. The amounts reported for the year ended June 30, 2017 have not been adjusted for the implementation of GASB Statement No. 75, since the effects of the adjustments on the statements of changes in net position are not readily determinable.

	2018	2017	\$ Variance	%Variance
Revenues:				
Program revenues:				
Charges for services	\$ 515,526	\$ 552,964	\$ (37,438)	-7%
Operating grants and contributions	5,647,126	5,868,262	(221,136)	-4%
Capital grants and contributions	46,043	58,350	(12,307)	-21%
General revenues:				
Property taxes	10,267,139	9,802,343	464,796	5%
Grants and contributions not restricted	79,240	158,738	(79,498)	-50%
Unrestricted investment earnings	19,126	15,934	3,192	20%
Total revenues	<u>16,574,200</u>	<u>16,456,591</u>	<u>117,609</u>	1%
Expenses:				
General government	1,064,767	1,009,831	54,936	5%
Public safety	323,285	368,194	(44,909)	-12%
Public works	1,510,305	1,404,391	105,914	8%
Health and welfare	118,578	121,216	(2,638)	-2%
Planning and development	205,702	228,121	(22,419)	-10%
Education	12,862,274	12,624,647	237,627	2%
Library	183,715	174,534	9,181	5%
Recreation	125,211	127,733	(2,522)	-2%
Interest expense	45,698	54,462	(8,764)	-16%
Total expenses	<u>16,439,535</u>	<u>16,113,129</u>	<u>326,406</u>	2%
Change in net position	134,665	343,462	<u>\$ (208,797)</u>	-61%
Net position - beginning, as originally reported	17,974,643	17,631,181		
Cumulative effect of implementing new accounting standard	<u>(701,348)</u>	<u>-</u>		
Net position - beginning, as adjusted	<u>17,273,295</u>	<u>17,631,181</u>		
Net position - ending	<u>\$ 17,407,960</u>	<u>\$ 17,974,643</u>		

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) (Continued)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

GOVERNMENT-WIDE FINANCIAL ANALYSIS (Continued)

Changes in Net Position (Continued)



TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) *(Continued)*
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

GOVERNMENT-WIDE FINANCIAL ANALYSIS *(Continued)*

Governmental Activities

Governmental activities increased the Town's net position by \$134,665.

Revenues generated by the Town increased by \$117,609 in comparison to revenues reported in the prior year. This increase was due primarily to an increase in property tax revenues of approximately \$465,000 offset by a reduction of approximately \$221,000 in operating grants and contributions. The decrease in operating grants and contributions was primarily related to an anticipated decrease of \$315,000 in operating grants received in connection with the State of Connecticut's Education Cost Sharing Assistance Grant, which was offset by approximately \$123,000 in on-behalf payments made by the State of Connecticut for other post-employment benefits provided through the State Teachers' Retirement System.

Expenses incurred by the Town increased by approximately \$326,406 or 2.0% in comparison to expenses reported in the prior year. Included in this increase was approximately \$123,000 in on-behalf contributions made by the State of Connecticut for other post-employment benefits provided through the State Teachers' Retirement System.

FINANCIAL ANALYSIS OF THE TOWN'S FUNDS

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental Funds

The focus of the Town's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, unassigned fund balance may serve as a useful measure of the Town's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, the Town's governmental funds reported combined ending fund balances of \$4,399,722 a decrease of \$17,101 in comparison with the prior year. Of this amount, \$1,795,828 constitutes unassigned fund balance, which is available for new spending at the Town's discretion.

General Fund

The General Fund is the chief operating fund of the Town. At the end of the current fiscal year, unassigned fund balance of the General Fund was \$1,796,923, while total fund balance was \$2,010,480. As a measure of the General Fund's liquidity, it may be useful to compare unassigned fund balance to total General Fund expenditures. Unassigned fund balance for the General Fund as of June 30, 2018 was 12.4% of total General Fund expenditures, a decrease from 13.4% as of June 30, 2017. Expressed another way, unassigned fund balance for the General Fund was sufficient to cover approximately 1.5 months of General Fund operating expenditures.

Capital Nonrecurring Fund

The fund balance of the Capital Nonrecurring Fund increased by \$59,835 during the current fiscal year. This increase is primarily related to an authorized transfer from unassigned fund balance of the General Fund in the amount of \$352,301 to fund future capital projects and purchases. This transfer was offset by current year capital outlays and related debt service repayments.

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) *(Continued)*
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

FINANCIAL ANALYSIS OF THE TOWN'S FUNDS *(Continued)*

Small Cities Grant Program Fund

The fund balance of the Small Cities Grant Program Fund decreased by \$10,314 during the current fiscal year. This decrease is primarily attributable to an increase in costs associated with the Ashford Food Program.

GENERAL FUND BUDGETARY HIGHLIGHTS

The original budget for the General Fund did not contemplate the use of fund balance. The final budget included an additional appropriation from fund balance in the amount of \$352,301 to transfer funds to the Capital Nonrecurring Fund for future capital purposes. The actual net change in fund balance of the General Fund on a budgetary basis was a decrease of \$164,322, resulting in a favorable budgetary surplus of \$187,979. Budgetary expenditures were \$311,588 less than budgeted. Budgetary revenues were \$123,609 less than expected due primarily to a reduction in state aid, which was offset by a favorable variance in property tax collections.

CAPITAL ASSET AND DEBT ADMINISTRATION

Capital Assets

The Town's investment in capital assets as of June 30, 2018 and 2017 totaled \$15,103,128 and \$15,376,085, respectively (net of accumulated depreciation). This investment in capital assets includes land and land development rights, buildings and improvements, machinery, equipment and vehicles and infrastructure assets such as roads and bridges. The total decrease in the Town's investment in capital assets for the current fiscal year was \$272,957 or 1.8%, which consisted of capital additions of \$224,404, offset by current year depreciation of \$497,361.

Major capital asset additions during the current fiscal year consisted of the following:

- the purchase of a school bus in the amount of approximately \$82,000 for educational services;
- the purchase of public works equipment in the amount of \$53,000; and
- the purchase of a mobility van in the amount of approximately \$49,000 for educational services.

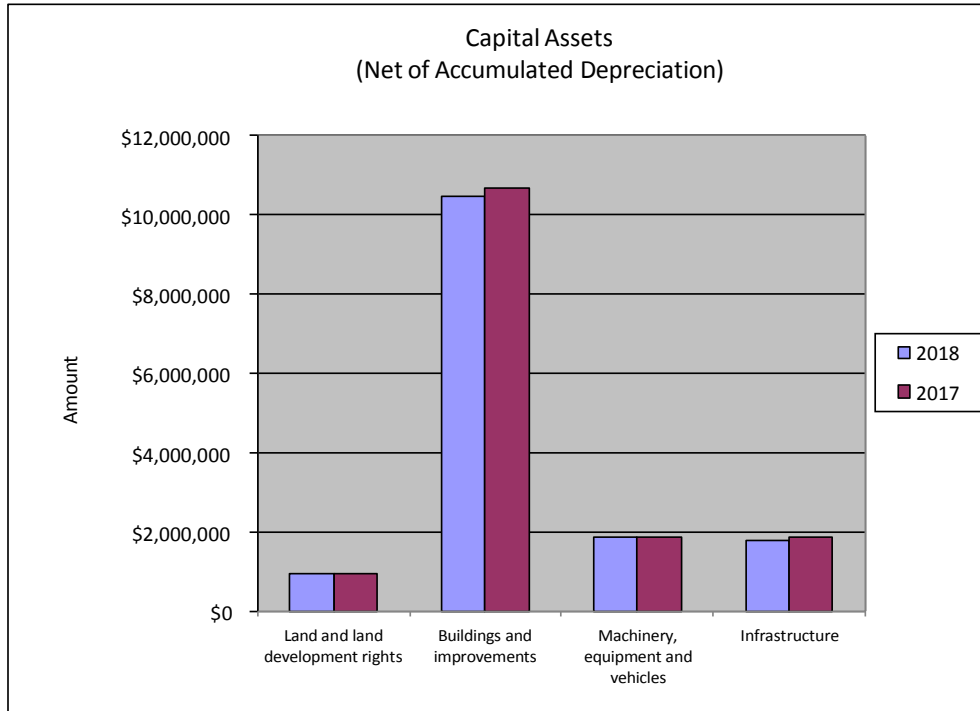
The following table is a two year comparison of the investment in capital assets:

	2018	2017
Land and land development rights	\$ 968,756	\$ 968,756
Buildings and improvements	10,475,874	10,662,263
Machinery, equipment and vehicles	1,869,968	1,884,373
Infrastructure	1,788,530	1,860,693
Totals	<u>\$ 15,103,128</u>	<u>\$ 15,376,085</u>

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) (Continued)
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

CAPITAL ASSET AND DEBT ADMINISTRATION (Continued)

Capital Assets (Continued)



Additional information on the Town's capital assets can be found in Note 4 of this report.

Long-term Debt

At the end of the current fiscal year, the Town had \$1,455,000 of long-term bonded debt and \$166,959 of capital lease obligations outstanding. The entire amount is comprised of debt backed by the full faith and credit of the Town. Total long-term debt, consisting of bonds and capital leases payable, decreased by \$371,736 due to scheduled debt service repayments.

State statutes limit the amount of general obligation debt the Town may issue to seven times its annual receipts from taxation, as defined by the statutes. The current debt limitation for the Town is significantly in excess of the Town's outstanding long-term debt.

The following table is a two year comparison of long-term debt:

	2018	2017
Bonds payable	\$ 1,455,000	\$ 1,685,000
Capital lease obligations	166,959	308,695
Totals	\$ 1,621,959	\$ 1,993,695

Additional information on the Town's long-term debt can be found in Note 8 of this report.

TOWN OF ASHFORD, CONNECTICUT
MANAGEMENT'S DISCUSSION AND ANALYSIS (Unaudited) *(Continued)*
AS OF AND FOR THE YEAR ENDED JUNE 30, 2018

ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

A summary of key economic factors affecting the Town are as follows:

- The Town receives intergovernmental revenues from the State of Connecticut. Connecticut's economy moves in the same general cycle as the national economy, which from time to time will affect the amount of intergovernmental revenues the Town will receive.
- Inflationary trends in the region compare favorably to national indices.

All of these factors were considered in preparing the Town's budget for fiscal year 2019. The Town's fiscal year 2019 budget was approved by Town referendum on May 8, 2018. The Town's fiscal year 2019 budgeted expenditures for the General Fund totaled \$14,332,736, an increase of \$302,148 or 2.2% over the fiscal year 2018 original approved budgeted expenditures.

The Town has not assigned any portion of fund balance of the General Fund for spending in the 2019 fiscal year budget.

REQUESTS FOR INFORMATION

This financial report is designed to provide a general overview of the Town's finances for all those with an interest in the Town's finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the First Selectman's Office, Town of Ashford, 5 Town Hall Road, Ashford, CT 06278.

TOWN OF ASHFORD, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET
AND ACTUAL - BUDGETARY BASIS - GENERAL FUND (UNAUDITED)
FOR THE YEAR ENDED JUNE 30, 2018

	Budgeted Amounts			Variance With
	Original	Final	Actual	Final Budget
				Over (Under)
REVENUES				
Property taxes	\$ 10,092,171	\$ 10,092,171	\$ 10,213,454	\$ 121,283
Intergovernmental	3,787,656	3,787,656	3,463,915	(323,741)
Charges for services	116,700	116,700	184,081	67,381
Interest income	13,300	13,300	18,628	5,328
Other	20,761	20,761	26,901	6,140
Total revenues	14,030,588	14,030,588	13,906,979	(123,609)
EXPENDITURES				
Current:				
General government	862,166	862,300	796,969	(65,331)
Public safety	28,805	28,805	26,269	(2,536)
Public works	871,655	873,431	840,963	(32,468)
Health and welfare	54,486	54,493	51,935	(2,558)
Planning and development	149,546	149,546	137,949	(11,597)
Education	7,406,141	7,406,141	7,382,776	(23,365)
Education - Regional School District No. 19	3,270,928	3,270,928	3,270,928	-
Employee benefits and insurance	561,679	559,762	386,029	(173,733)
Debt service:				
Principal payments	230,000	230,000	230,000	-
Interest and fiscal charges	48,350	48,350	48,350	-
Total expenditures	13,483,756	13,483,756	13,172,168	(311,588)
Excess of revenues over expenditures	546,832	546,832	734,811	187,979
OTHER FINANCING SOURCES (USES)				
Transfers out	(546,832)	(899,133)	(899,133)	-
Appropriation of fund balance	-	352,301	-	(352,301)
Total other financing sources (uses), net	(546,832)	(546,832)	(899,133)	(352,301)
Net change in fund balance	\$ -	\$ -	\$ (164,322)	\$ (164,322)

See accompanying notes to required supplementary information.

TOWN OF ASHFORD, CONNECTICUT
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE - BUDGET
AND ACTUAL - BUDGETARY BASIS - GENERAL FUND (UNAUDITED)
FOR THE YEAR ENDED JUNE 30, 2018

	Budgeted Amounts			Variance With
	Original	Final	Actual	Final Budget
				Over (Under)
REVENUES				
Property taxes	\$ 10,092,171	\$ 10,092,171	\$ 10,213,454	\$ 121,283
Intergovernmental	3,787,656	3,787,656	3,463,915	(323,741)
Charges for services	116,700	116,700	184,081	67,381
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Other	20,761	20,761	26,901	6,140
Total revenues	14,030,588	14,030,588	13,906,979	(123,609)
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Education	7,406,141	7,406,141	7,382,776	(23,365)
Education - Regional School District No. 19	3,270,928	3,270,928	3,270,928	-
Employee benefits and insurance	561,679	559,762	386,029	(173,733)
Debt service:				
Principal payments	230,000	230,000	230,000	-
Interest and fiscal charges	48,350	48,350	48,350	-
Total expenditures	13,483,756	13,483,756	13,172,168	(311,588)
Excess of revenues over expenditures	546,832	546,832	734,811	187,979
OTHER FINANCING SOURCES (USES)				
Transfers out	(546,832)	(899,133)	(899,133)	-
Appropriation of fund balance	-	352,301	-	(352,301)
Total other financing sources (uses), net	(546,832)	(546,832)	(899,133)	(352,301)
Net change in fund balance	\$ -	\$ -	\$ (164,322)	\$ (164,322)

See accompanying notes to required supplementary information.

Town of Ashford
Office Directory

In an EMERGENCY

Dial 911

Fire Department Routine Number	860-429-9862
State Police Troop C (Tolland) Routine Number	860-896-3200
Agent for the Elderly	860-487-4417
Animal Control Officer	860-933-2287
Assessor's Office	860-487-4403
Babcock Library	860-487-4420
Building Department	860-487-4404
Finance Office	860-487-4405
Fire Marshal	860-429-6222
Health Department	860-429-3325
Housing Authority	860-429-8556
Housing Rehabilitation	860-456-0782
Inland Wetlands & Watercourses	860-487-4414
Joe Theroux, Wetlands Officer	860-376-6842
Parks & Recreation Department	860-487-4409
Planning & Zoning Commission	860-487-4415
Probate Court	860-928-4844
Public Works Department	860-429-6812
Registrars of Voters Office	860-487-4410
Selectmen's Office	860-487-4400
Senior Center	860-487-5122
Sexton	860-429-9576
Social/Youth Services	860-487-4417
Tax Collector's Office	860-487-4411
Town Clerk's Office	860-487-4401
Transfer Station	860-429-3409
Tree Warden	860-429-8547
Ashford School Principal's Office	860-429-6419
Ashford School Superintendent's Office	860-429-1927
Regional School District 19-E.O. Smith High School	860-487-0877
Windham Regional Technical High School	860-456-3879
Congressman Joe Courtney - 2nd District	860-240-8500
Senator Dan Champagne - 35th District	800-842-1421 (in CT) or 860-240-8800 (out of state)
Representative Patricia Wilson Pheanious - 53rd District	860-240-8585

