

TOWN OF TOLLAND



BUDGET OVERVIEW

March 12, 2014

Revenues

	2011/12	2012/13	2013/14	2014/15
State/Federal Grants	\$ 665,899	\$ 720,747	\$630,667	\$624,942
Investment Income	109,345	48,632	46,000	65,000
Licenses, Permits & Fees	148,500	224,800	214,926	229,100
Charges for Current Srvcs.	343,710	366,902	383,839	381,480
Education Grants	10,907,445	10,976,694	10,927,736	11,038,424
Total	\$12,174,899	\$12,337,775	\$12,203,668	\$12,338,946

Expenditures

	2011/12	2012/13	2013/14	2014/15
Town	1.36%	.74%	.58%	3.11%
BOE	2.53%	3.00%	1.00%	3.44%

Grand List Growth

2011/12	2012/13	2013/14	2014/15
1.10%	.89%	.20%	.39%
\$406,355	\$336,785	\$78,363	\$154,672

Percentage Tax Increases

2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
-0.07%	-1.15% *	1.99%	.87%	.67%	2.849%

*Revaluation year.

- Town and Board of Education Services are of the highest quality, yet our cost for such services are in most cases lower than other comparable municipalities.

Tolland compared to State Averages for the 66 Towns with Populations between 10,000-30,000 as of 6/30/11

Source of Information – State Office of Policy & Management

Category	Tolland	State Average
Population	15,031	18,696
Equalized Net Grand List	\$1,819,491,626	\$3,185,618,286
Equalized Mill Rate	20.35	15.97
Education Expenditures	\$37,744,919	\$42,825,074
Town Expenditures	\$13,247,702	\$23,274,052
Total Expenditures	\$50,992,621	\$66,099,127
Annual Debt Service	\$4,872,870	\$5,221,713
Per Capita Income	\$42,762	\$37,627
Median Household Income	\$102,370	\$69,243

Impact of Governor's Budget on Tolland

Most State Revenues Remain Status Quo

Town Revenues 2014 - 2015

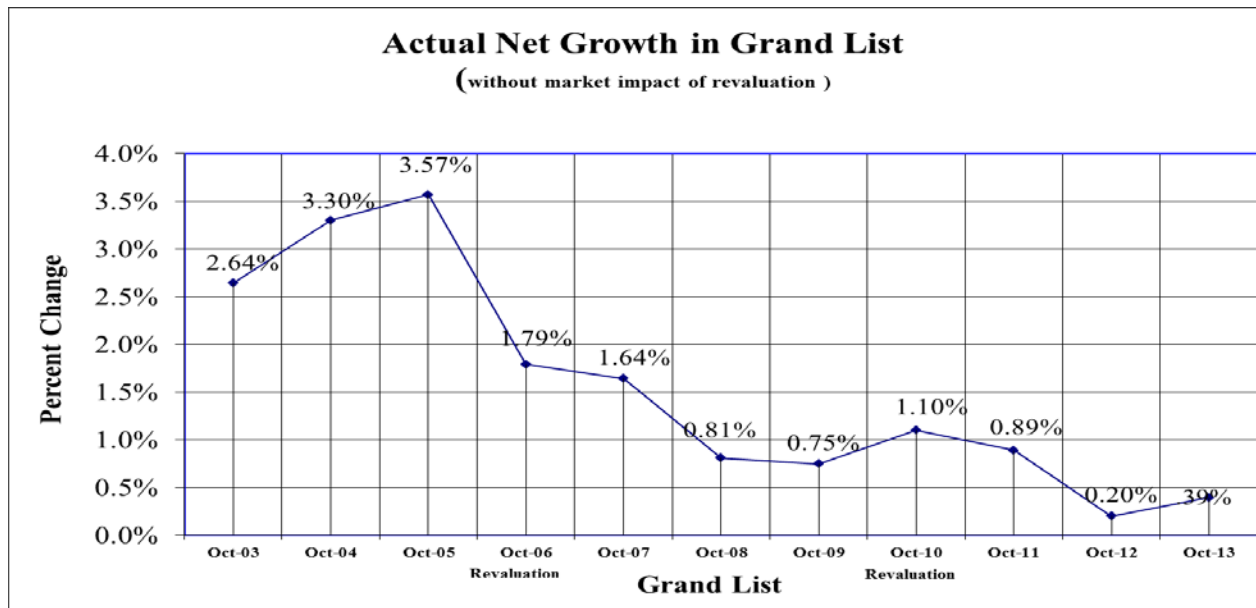
**PROJECTED DECREASES/INCREASES FOR 2014/2015
FROM NON-TAX REVENUE SOURCES**

(DECREASES)/INCREASES:

State Aid for Education		110,688
• ECS	(15,485)	
• Transportation	126,784	
• Adult Education	(611)	
Non-Education State and Federal Grants		(5,725)
• Mashantucket Pequot	40,904	
• Property Tax Relief Grant	(81,563)	
• PILOT State – Owned Property	43,637	
• Bond and Interest Subsidy	(10,440)	
• Miscellaneous Grants	1,737	
Interest Income/Other Revenue		19,000
Licenses, Permits & Fees		14,174
Charges for Current Services		<u>(2,359)</u>
NET REVENUE INCREASE		\$135,778

**Grand List Growth at .391%
after adjustments for new construction,
elderly exemptions, MVS and
slight decline in the mill rate and excluding
the impact of the State mandated
revaluation= \$153,004**

History of Grand List Growth Percentage:



NEW DWELLING START CHART

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Grand List Growth Initiatives

- One-year Pilot Program to decrease the calculations used to set construction values by 10% for residential home permits will save contractors approximately \$600 on a construction value of \$400,000.
- Alter the schedule of the Building Official to allow for inspections by appointment on Friday mornings.
- Increase by \$7,000 the amount budgeted for contractual services to assist with building inspections.

Grand List Growth Initiatives

- The Planning & Development Group will:
 - Finalize a Development Land Use Guide and application folders that contain all needed permit applications.
 - Promote new processes for review of permits.
 - Re-establish the Business Visitation Program.

Fund Balance

An amount of \$259,000 from Fund Balance is recommended to be used as a revenue.

Rating agencies recommend that Fund Balance percentage for towns with a AA credit rating be in a range of 10%-15% of operating expenditures. We are currently at approximately 12%.

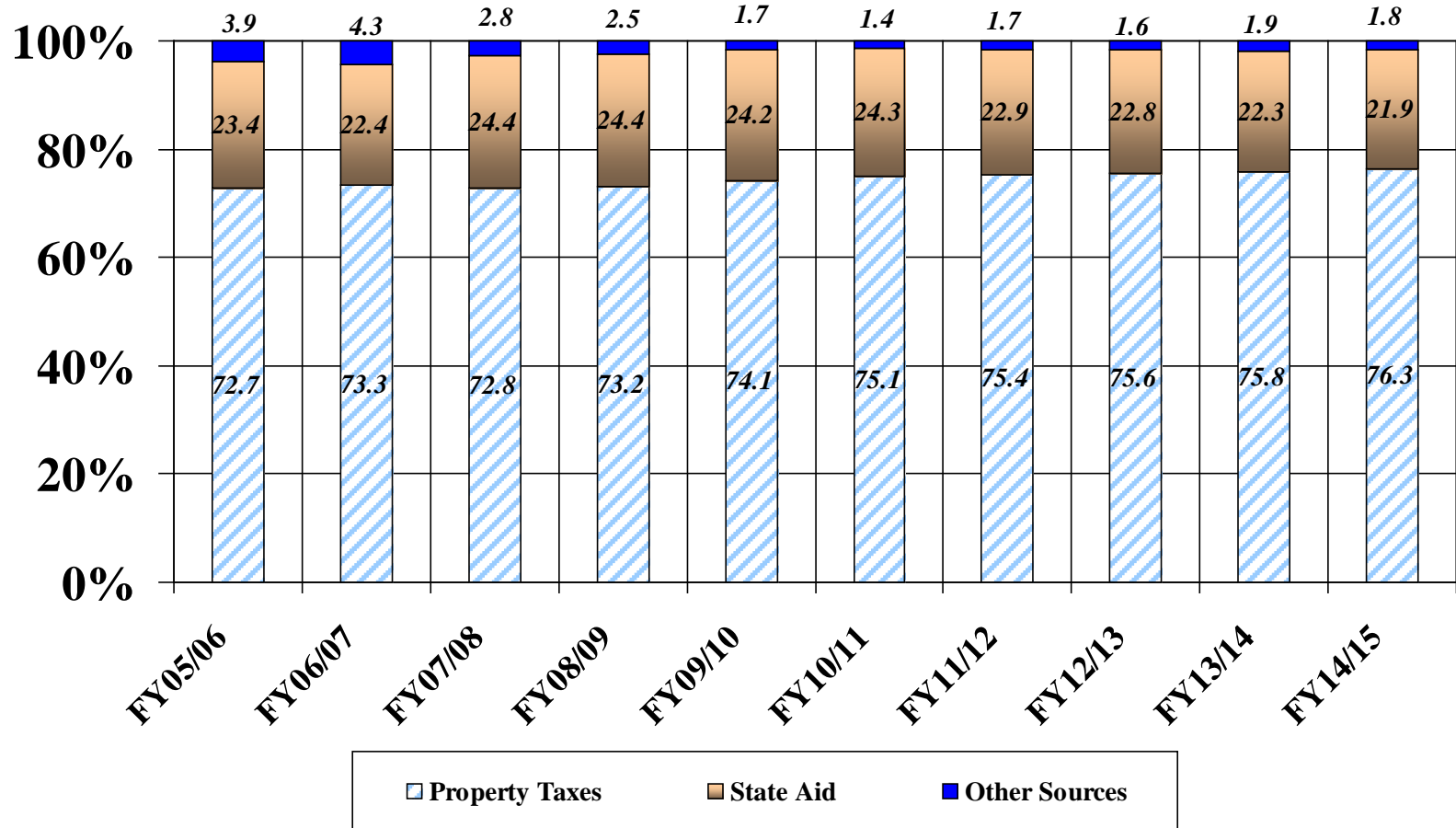
This is not a “revenue source” that should be relied upon in the future. This is a one time use of funds that may not be able to be duplicated in future years.

UNASSIGNED FUND BALANCE

2014 estimated*	\$6,495,020	11.53%
2013	\$6,649,387	11.77%
2012	\$6,588,695	11.82%
2011	\$6,209,332	12.09%
2010	\$5,884,614	11.60%
2009	\$5,755,314	11.40%
2008	\$5,175,165	10.9%
2007	\$4,386,381	9.1%
2006	\$4,336,381	9.7%
2005	\$3,906,752	9.3%
2004	\$3,516,564	9.0%
2003	\$3,082,745	8.2%

* Includes assumption of use budgeted Fund balance

TRENDS IN GENERAL FUND REVENUE SOURCES

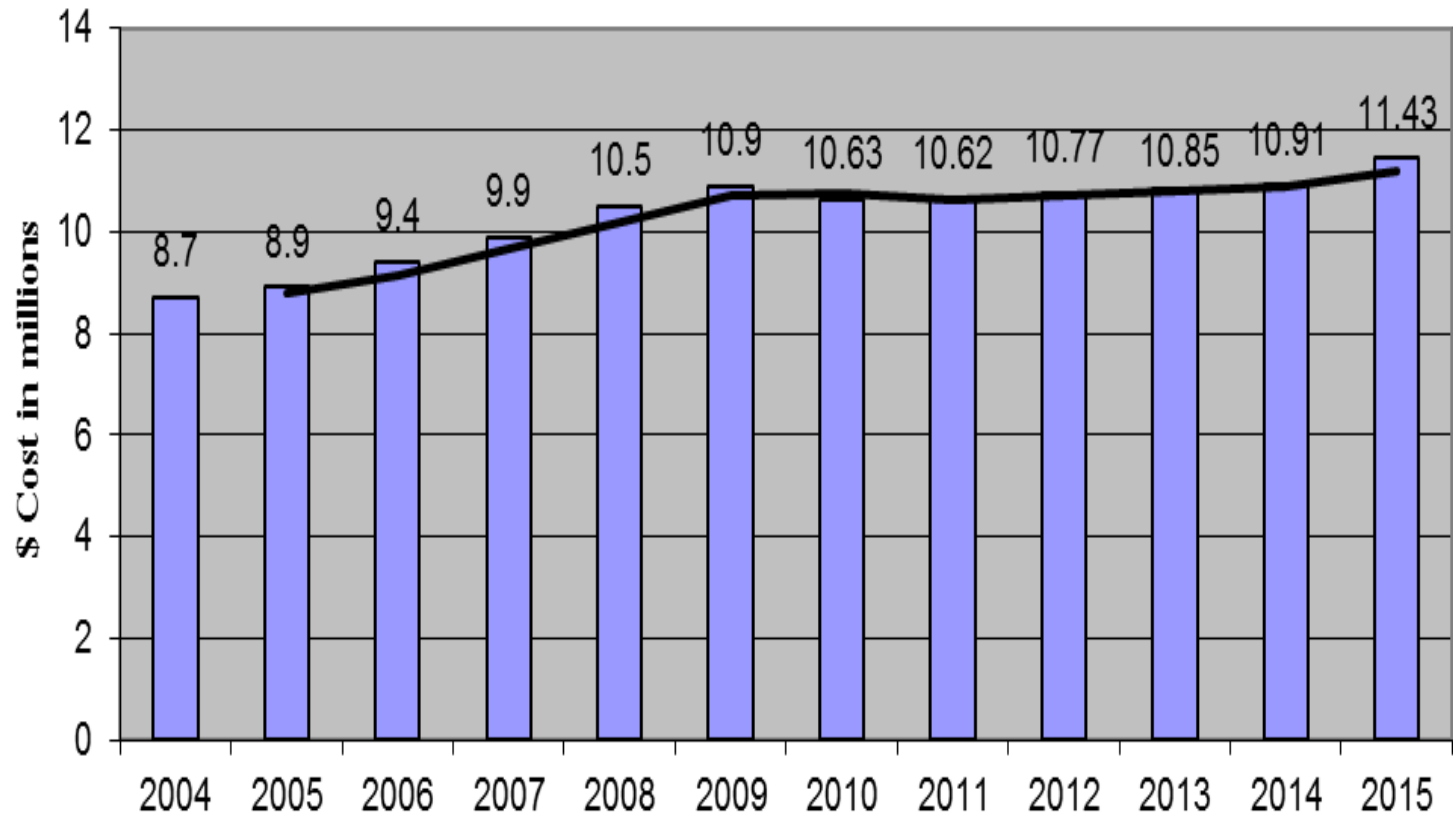


Expenditures

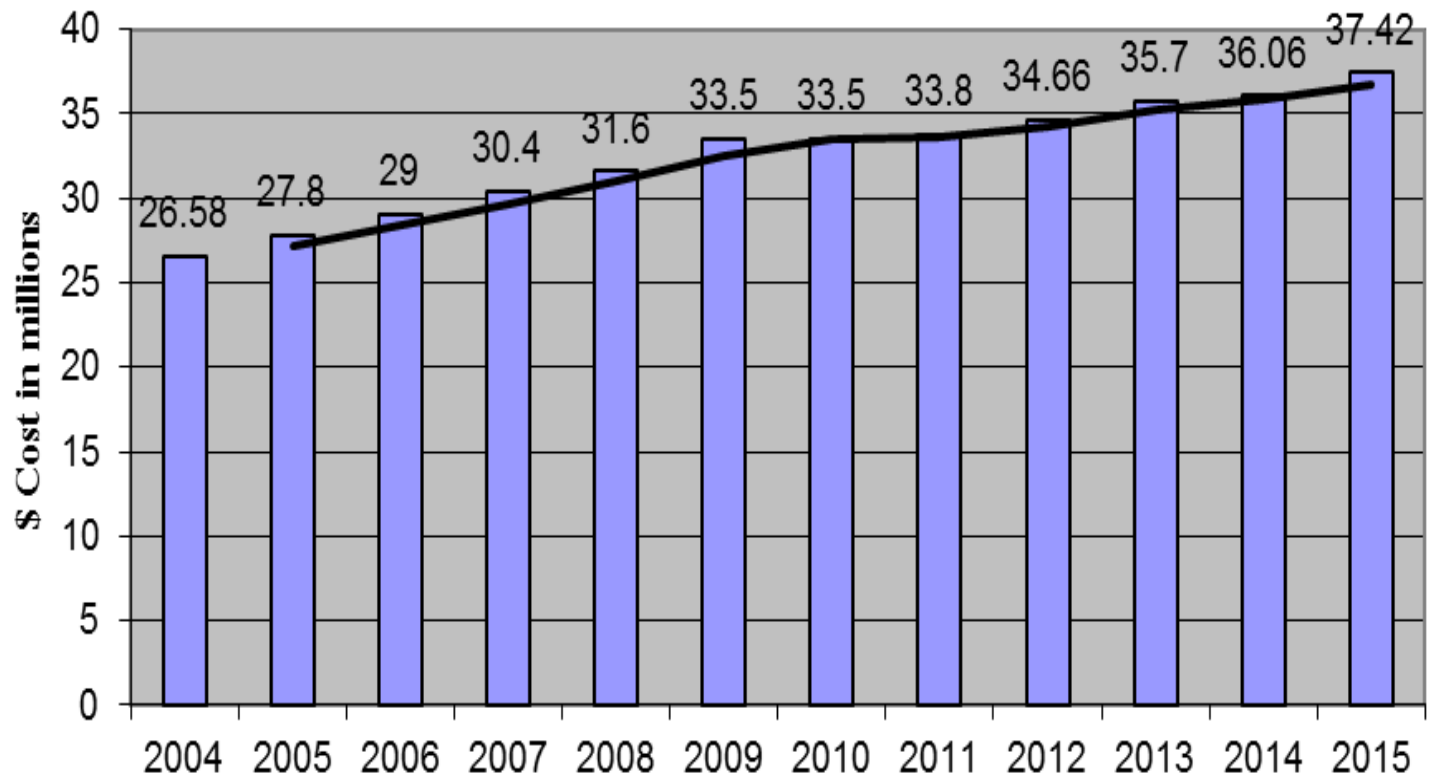
EXPENDITURE SUMMARY

Category	Adopted 13/14	Recommended 14/15	Dollar Change	Percentage Change
Town Depts.	10,907,859	11,247,511	339,652	3.11%
Capital Expenditures	141,991	86,456	(55,535)	(39.11%)
Debt Service	4,735,625	4,542,176	(193,449)	(4.08%)
Board of Education	36,059,250	37,299,689	1,240,439	3.44%
Grand Total	\$51,844,725	\$53,175,832	\$1,331,107	2.57%

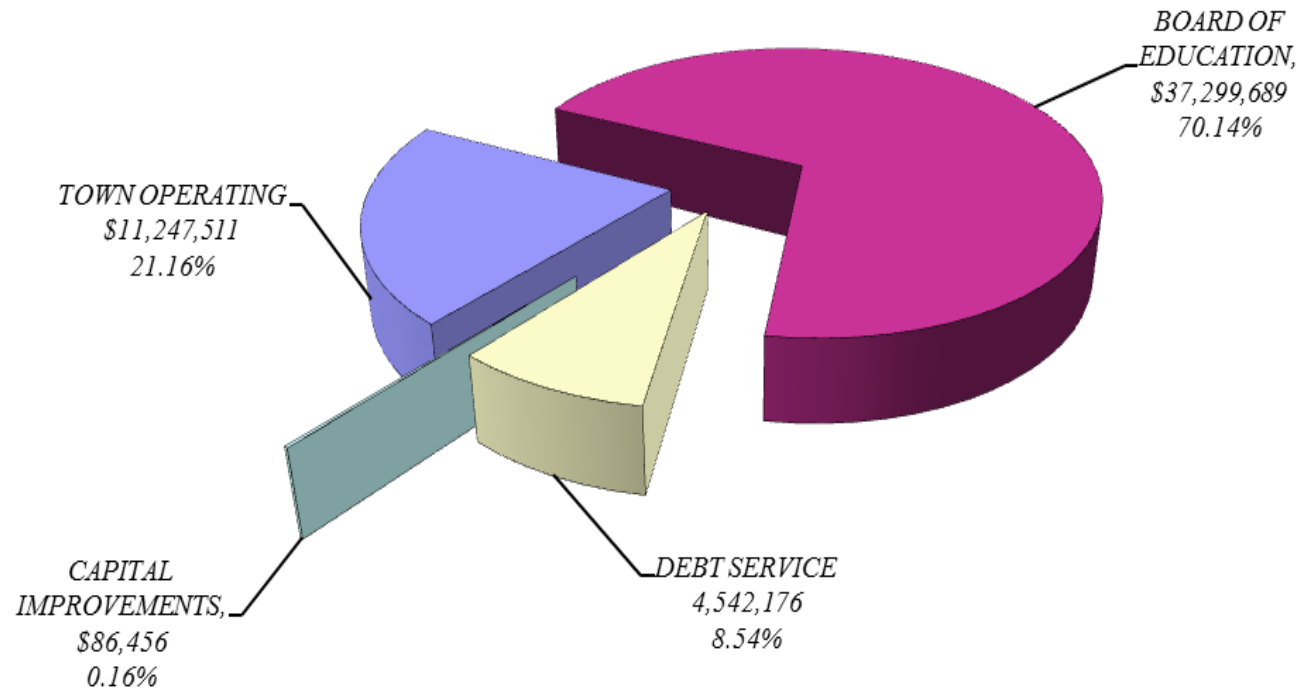
Town Operational \$ Cost in millions 2004-2015



BOE Operational \$ Cost in millions 2004-2015



2014/2015 EXPENDITURES BUDGET
\$53,175,832



Town Expenditure Drivers

- Insurances - \$105,320
- Salaries - \$103,663
- Fuel - \$75,000
- Fire/Ambulance - \$65,918

Expenditure Revisions

- Eliminate contractual Street Sweeping - \$23,000, to be performed with Town Staff
- Extend Solid Waste Contract for four years to 2019 - \$40,000 savings in each of next four years
- Perform Revaluation in house - \$60,000 savings which is applied to cost of next revaluation saving \$12,000 per year for next five years
- Transfer one State Trooper to BOE for School Resource Program – Cost is \$110,108 for BOE and \$27,526 for Town
- Reduce the amount budgeted for health insurance by 2% or approximately \$127,000 by using health insurance reserves

Possible Expenditure Revisions

Have residents pay the cost for monthly
Bulky Waste Pickup – Savings \$117,000

Cost to residents - \$32.00 per pickup

Future Expenditure Considerations

- Snow & Ice Account (\$50,000-\$100,000)
- Contracted Technology Services (additional half day - \$15,600)
- Contracted Building Inspection Services (\$10,000-\$20,000)
- ½ Library Circulation Assistant (\$17,923)
- Highway Truck Driver (\$42,212 plus benefits)
- Contracted Street Sweeping (\$23,000)
- Additional hours for Animal Control Officer and Fire Marshal
- CIP Plan

Board of Education Request

- Board of Education request is as requested at 3.44% or an increase of \$1,240,439.

Recommendations

- Use the recommended increase to fund top priority improvements such as possibly All-Day Kindergarten and School Resource Officer.
- Use designated Capital Funds to address some facility improvements along with volunteer efforts.

MILL RATE IMPACT OF THE FINANCIAL PLAN

Mill rate = 31.05

An increase of 0.86 mills compared to the current mill rate of 30.19.

TAX IMPACT

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

Formula to determine tax impact:

Current assessment x current year mill rate (30.19)

Compared against

Current assessment x Town Manager's proposed mill rate (31.05)

Difference equals tax impact

APPROVED TAX INCREASE/DECREASE OVER THE PAST 6 YEARS FOR THE AVERAGE RESIDENTIAL HOME

FISCAL YEAR		MILL RATE	MILL RATE INCREASE	AVG ASSESS OF HOME	TAX BASED ASSESSMENT	TAX \$ INC/DEC
2009/2010		29.49	-0.02	\$206,500	\$6,089.69	(\$4.13)
2010/2011	*	29.15	-0.34	\$217,692	\$6,345.72	\$256.04
2011/2012		29.73	0.58	\$217,692	\$6,472.98	\$126.26
2012/2013		29.99	0.26	\$217,692	\$6,528.58	\$55.60
2013/2014		30.19	0.2	\$217,692	\$6,572.12	\$43.54
2014/2015	**	31.05	0.86	\$217,692	\$6,759.34	\$187.22
	* REVALUATION YEAR					
	** PROPOSED					
			6 year average household increase in taxes - \$110.76			



FINANCE

Presentation March 12, 2014

RESPONSIBILITIES

**FINANCE – 1 Finance Director, 1 Assistant Finance Director/Treasurer,
1 Accountant & 1 Senior Account Clerk**

Administration

- Provides assistance and direction to the Finance division heads in an effort to ensure effective operation and promote cooperation among employees
- The Finance staff provides financial information to the Town Manager, Department Staff, Town Council, BOE and residents
- The Finance staff conducts research on special projects

Accounts Payable/Purchasing

- Review budget allocations and approves purchases pursuant to the Town Purchasing Policy
- Processes payment of 4,800 accounts payable checks within 30 days of receipt in order to maximize discounts and ensure timely payment of vendors

RESPONSIBILITIES

Audit

- **Financial Statements are prepared in accordance with GAAP and GFOA's Certificate of Achievement Standards to accurately relate the financial position of the Town on a budgetary and GAAP basis**
- **The Town's financial records and transactions are reviewed annually by an independent certified accounting firm pursuant to the Town Charter and CT State Statutes**

Cash Management

- **Oversee the inflow of tax payments, state grants and miscellaneous deposits as well as maintain timely funding sources for outgoing payments**
- **Idle funds are invested pursuant to the Town's Investment Policy to maximize interest earnings**
- **Internal Controls are managed to assure that there are the appropriate levels of control over Town assets and cash, including frequent cash reconciliations**

RESPONSIBILITIES

Debt Management

- Debt is issued to provide funding for capital needs (i.e. school construction and improvements, land acquisition and road resurfacing) pursuant to a Debt Management Plan that considers the future impact of debt service on the General Fund budget as a whole
- Administration of strong financial management to contribute to maintaining a high municipal bond rating from the recognized rating agencies

General Accounting

- Timely and accurate financial reporting to the Town Council, Town Manager, Department Staff and others
- Conduct long-term financial planning and projections of revenue and expenditures for the future

RESPONSIBILITIES

Information Technology

- **The Finance Department provides assistance with trouble shooting technology problems as they relate to internet connections, server hardware and software applications**
- **The Finance Department is the liaison to the Town's outside service technician. The outside service (consultant) responds to the Town's service tickets for the more complicated issues, maintains the servers, and acts in an advisory capacity for all technological needs**
- **Maintenance of the computer hardware and software inventory and recommends replacement and purchasing alternatives**

Payroll

- **Processes 3,500 payroll checks and direct deposits accurately and in a timely manner**
- **Remits all required reporting information and employer liability or withholding payments to the State and Federal Government as well as to benefit providers**

RESPONSIBILITIES

Town Budget and Capital Budget

- **Gather data from departments and produce a final budget in conjunction with the Town Manager which is accurate, informative and completed within Charter Deadlines**
- **Maintain the budget format requirements for the GFOA Distinguished Budget Award Program**
- **Work is done with Town Council to present a budget that meets the needs of the Town and the goals of the Council until approved by referendum voted on by the citizens**
- **The Budget process begins with the Capital Budget in early November and ends with an approval by the residents at referendum in May**

Budget

Finance & Records:

\$CHANGE

ACCOUNTING SERVICES

\$1,974

The program budget increased overall by \$1,974. The increase was mainly due to an increase in contractual support/maintenance fees for the financial system software.

INDEPENDENT AUDIT

There are no changes in the Independent Audit budget

FUNCTION	ACTIVITY			PROGRAM			CODE
Finance and Records	Accounting Services			Accounting Services			810-00
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed
REGULAR PAYROLL	244,452	252,531	263,026	263,187	266,269	268,241	268,241
Director of Finance and Records							
Assistant Finance Director / Treasurer							
Accountant II							
Senior Account Clerk / IT Administrator							
PROFESSIONAL SERVICES	25,605	26,904	25,922	29,900	29,350	30,979	30,979
COMMUNICATIONS	185	34	100	175	725	775	775
DUES AND MEMBERSHIPS	760	255	255	815	815	400	400
OTHER SERVICES AND FEES	425	425	0	520	520	1,065	1,065
TRAINING AND DEVELOPMENT	2,160	3,920	4,935	3,875	3,875	3,875	3,875
TRAVEL REIMBURSEMENT	240	44	265	300	300	300	300
OFFICE SUPPLIES	2,144	2,164	1,713	1,435	1,435	1,600	1,600
BOOKS AND SUBSCRIPTIONS	716	776	425	915	915	915	915
OFFICE MACHINES	0	5,000	0	0	0	0	0
PAYROLL EXPENDITURES	244,452	252,531	263,026	263,187	266,269	268,241	268,241
OPERATING EXPENDITURES	32,235	39,522	33,615	37,935	37,935	39,909	39,909
TOTAL ACCOUNTING SERVICES	276,687	292,053	296,641	301,122	304,204	308,150	308,150

Major Projects to be completed by June 30, 2014

- Prepared and monitored Joint Utility fund and work with staff to create budgets – Ongoing.
- Assist with Fiber project – over next 2 years.
- Annual Budget process – December to June.
- Audit and follow up on making sure internal controls are in place and adequate.
 - Audit is July to December each year.
 - Review Internal controls by May.
- Financial reporting and analyses – monthly and quarterly reviews.
- IT system upgrades and other issues. Waiting for grant approval from OPM for the purchase of computers. System upgrades in process and funding included in the CIP budget for further upgrades.

Major Projects to be completed by June 30, 2014

- Hiring process for Assistant Tax Collector – Interviews have been completed but now there is a budget freeze – process halted.
- Worked with Assessor on revaluation contract.
- Debt Management plan – reviewed and updated as necessary.
- ESCO Project financial oversight and funding.

Accomplishments

Accounting Services

- Received the award for excellence in financial reporting in July for the FY2012 CAFR
- Received the GFOA Distinguished Budget Award for FY2014 budget document
- Revised the Town's purchasing policy in order to streamline the purchasing process and create efficiencies in staff efforts (Last Year Council Goal: Expand the review of operational policies for increased revenue potentials and operational cost savings (i.e. the renting of Town facilities, schools, ball fields, parks to private groups, etc.)
- Reviewed as many existing contracts as possible and rebid where feasible in order to achieve savings. Telephone system charges analysis – waiting for consultant to complete review. Banking services review and negotiation of fees and coverage. (Last Year Council Goal: Review contracts with vendors for possible cost savings including possible rebids)

Accomplishments

- **Identify areas where technology use can create efficiencies (Council Goal: Identify ways for efficiency improvements excluding eliminating staffing.)**
- **Cross train staff to assist with other divisions of the Finance Department during busy seasons where extra assistance is necessary (Council Goals: Budget Goal – Examine cost benefit of alternative ways of delivering services; Identify ways for efficiency improvements excluding eliminating staffing.) Draft a plan that the Town Council and Board of Education can support to uncover and implement the consolidation of Town and BOE functions and services**

Independent Audit

- **Audit was completed in November and the CAFR issued in early December. There were no findings of material weaknesses and a clean opinion was issued.**

Goals and Objectives

- **Continue to achieve the CAFR award for FY2014. Awaiting results for FY2013 award**
- **Continue to achieve the GFOA Distinguished Budget Award in FY2015**
- **Assist staff to draft a plan that the Town Council and Board of Education can support to uncover and implement the consolidation of Town and BOE functions and services (i.e. accounting software, IT services, building operations and systems monitoring, maintenance and operations etc.) (Council Goal: Draft a plan that the Town Council and the Board of Education can support to uncover and implement the consolidation of Town and BOE functions and services (i.e. accounting software, IT services, building operations and systems monitoring, maintenance and operations, etc.))**
- **Assist staff to expand the review of operational policies for increased revenue potentials and/operational cost savings (i.e. the renting of Town facilities, schools, ball fields, parks to private groups, etc.). (Council Goal: Expand and review of operational policies for increased revenue potentials and operational cost savings (i.e. the renting of Town facilities, schools, ball fields and parks to private groups, etc.))**

Goals and Objectives

- **Continue to identify areas where technology use can create efficiencies. (Last Year Council Goal: Identify ways for efficiency improvements excluding eliminating staffing.)**
- **Continue to cross train staff to assist with other divisions of the Finance Department during busy seasons where extra assistance is necessary. (Last Year Council Goals met: Budget Goal – Examine cost benefit of alternative ways of delivering services; Identify ways for efficiency improvements excluding eliminating staffing.)**
- **Continue to review as many existing contracts as possible and rebid where feasible in order to achieve savings. (Last Year Council Goal: review contracts with vendors for possible cost savings including possible rebids.)**



REVENUE SERVICES

Presentation March 12, 2014

RESPONSIBILITIES

REVENUE SERVICES – 1 Collector, 2 Assistant Collectors of Revenue

Administration

- Receive grand list from Assessor and process file for tax billing
- Plan, organize, implement, improve, oversee daily activities & budget of the Revenue Collection Function and Staff
- Ensure updated training in technology, Town policies, legislation
- Recommend and implement contemporary best practices in Revenue Collection
- Respond to requests for information and reports
- Maintain high level of customer service
- Maintain high rate of collections

Town Budget

- Recommend and monitor departmental budget
- Assist Finance Director and Town Manager with progress reports, trending data, and projections

RESPONSIBILITIES

Audit

- Respond to Auditors and Finance Director regarding critical records and reports
- Demonstrate that processes are clear, credible and compliant
- Provide reports and demonstrate that records are accurate

Cash Controls

- Ensure tight cash controls including swift and accurate application of payments and deposit of funds
- Maintain segregation of duties & internal controls
- Balance and control accounts, prepare reports as warranted

Current Tax Collection

- Provide approximately 24,500 property tax bills to property owners, banks, leasing companies
- Issue legal notices, press releases, eBlasts and update Web Site information
- Maintain changes and updates to tax billing records

RESPONSIBILITIES

Customer Service

- Provide polite and helpful service to taxpayers, attorneys, searchers, banks, and tax accountants

Delinquent Tax Collection

- Process, plan and conduct enforced collection programs
 - Send delinquent billings, notices, demands and intents to lien
 - Issue Alias Tax Warrants, file and release liens, report delinquencies and payments to the Department of Motor Vehicles
 - Research land records, work with banks and attorneys
 - Make collection calls, negotiate and monitor payment plans
 - Recommend real estate delinquencies for enforcement by Tax Sale

Miscellaneous Revenues & Special Assessments/Functions

- Water and Sewer Assessments
- Tolland Non-Profit Housing and Rehab Loans
- Receive, account for, and deposit funds from other Departments and programs

Budget

\$Change

Revenue Services:

-5,269

The overall budget showed a decrease of \$5,269. This decrease includes changes in personnel creating a savings in the payroll account and an addition of a software fee for online tax information access and an increase in vendor services fee.

Revenue:

Continuation of the \$5 DMV reporting fee for delinquent motor vehicle accounts resulting in estimated \$8,500 additional revenue.

FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Revenue Services			Revenue Services				870-00
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	137,165	131,695	141,300	141,117	133,054	133,054	133,054	
Collector of Revenue								
Assistant Collector of Revenue (2)								
PROFESSIONAL SERVICES	8,069	7,793	8,864	9,075	9,075	12,279	12,279	
COMMUNICATIONS	7,220	7,329	7,185	7,305	7,305	6,750	6,750	
SERVICE CONTRACTS	225	225	225	225	225	225	225	
PRINTING	4,120	5,770	5,778	5,875	5,875	5,875	5,875	
ADVERTISING	1,062	1,086	1,139	1,085	1,085	1,180	1,180	
DUES AND MEMBERSHIPS	175	190	240	205	205	205	205	
TRAINING AND DEVELOPMENT	887	840	1,352	914	914	914	914	
TRAVEL REIMBURSEMENT	0	62	54	75	75	75	75	
OFFICE SUPPLIES	1,633	1,762	556	350	350	400	400	
PAYROLL EXPENDITURES	137,165	131,695	141,300	141,117	133,054	133,054	133,054	
OPERATING EXPENDITURES	23,391	25,057	25,394	25,109	25,109	27,903	27,903	
TOTAL REVENUE SERVICES	160,556	156,751	166,694	166,226	158,163	160,957	160,957	-3.17%

Major Projects to be Completed by June 30, 2014

- **Tax Sale**
- **Send Suspense List to a Collection Agency to increase collections**
- **Increase sewer billing and reporting capabilities by training in the use of Access and exploring the possibility of billing through QDS**
- **Further promote paperless billing through Eblasts, the Town website, information cards and our upcoming July billing**
- **Further promote on-line payments**
- **Work with Finance to continually reduce bank fees**
- **Assist Development in the implementation of View Permit which will allow the Development Office to view delinquent taxes real time**
- **Work with Public Safety to increase office security**
- **Continually increase collection of delinquent taxes**
- **Cross train Department staff in various responsibilities**

Accomplishments

- **A very successful collection campaign was conducted using “Delinquent Tax Collection Enforcement for Real Estate Taxes” policy passed by the Town Council in 2010**
- **Several long term delinquencies have been cleared up and payment plans have been entered into**
- **A Tax Sale is currently underway for seriously delinquent real estate accounts**
- **Collection rates were retained and/or surpassed during yet another year of slow economic recovery**
- **Online access and online payment of taxes has been implemented**
- **Continuation of the \$5 MV reporting fee for unpaid motor vehicle accounts reported to DMV for enforcement as required by law**
- **Continued monthly reconciliation of accounts between Tax and Finance to improve efficiency**
- **Comprehensive list of water and sewer accounts has been created to help staff assist searchers and homeowners**

Goals

- **Continue to improve cash flow and efficiency**
- **Continue to improve visibility and security**
- **Enforce delinquent collections with the tools approved by the Town Council, including tax sales**
- **Continue to promote on-line payments and paperless billing**
- **Convert more banks and leasing companies to wired deposit of escrow funds and emailed payment files**
- **Work with a Collection Agency to collect Suspense accounts (accounts deemed uncollectible) at no cost to the town**
- **Continue to fine-tune utility account listings and billing; work with other agencies to clarify issues and needs**

Department Needs

- **Work with Public Safety to implement a Security Plan if an issue arises in the Tax Office as well as all offices of the Town Office Building**



TOWN CLERK

Presentation March 12, 2014

RESPONSIBILITIES

TOWN CLERK'S OFFICE – 1 Town Clerk, 1 Assistant Town Clerk

- **Maintain and Secure Absentee Ballots per State Statutes**
- **Post and Maintain Agendas, Minutes & List of Boards**
- **Provide copies and certified copies of variety of documents and maps**
- **Process Dog Licenses and provide information, issuing and tracking of licensing to the Town and State**
- **Manage the State Preservation Grant for land records**
- **Process Legal Notices for Town Council relating to budget referendums and bond issues**

RESPONSIBILITIES

Miscellaneous Activities

- **Town Clerk's Office is the keeper of Town Seal and Vitals Seal**
- **File all Campaign Finance records Per State Statutes Schools and Tolland**
- **Complete monthly corrections for land records after ACS verifies documents**
- **Receipt and transmittal of claims against the Town**
- **Maintain agendas, minutes and public hearing notices for Council, Commissions and Committees**
- **Process Liquor Licenses per State Statute**
- **Issuance of Peddler's Licenses**
- **Per State Statute swear in all Justices of the Peace for four year terms**

RESPONSIBILITIES

Miscellaneous Activities

- **Administer oaths to various Elected Officials, Commissions, Committees and Notary Public renewals**
- **Daily deposits and weekly dog license deposits**
- **Keep current on retention schedule**
- **Genealogical searches and assistance to customers**
- **Register new voters and supply voter registration cards**
- **End of month report for office and quarterly report for Town Council**
- **Sort incoming Town mail**

RESPONSIBILITIES

Miscellaneous Activities

- **Process yearly dog license report for State**
- **Maintain sexton reports and enter information in burial book**
- **Notarize documents and renewing Notary Commissions**
- **Recording of Land Records and Maps**
- **Issue a variety of Sports Licenses and permits per State Statute**
- **Maintain all approved Ordinances and Policies per Town Council for Codebook**
- **Process Trade Name Certificates**
- **Process all Vital Statistics (births, marriages, deaths) and Veteran's Discharge papers (DD214's) for tax exemption**

Budget

Town Clerk:

\$ Change

+ \$3,640

The Budget for the Town Clerk's Office has an increase of \$3,640.

There is an increase for the Grant for \$1,000, Printing for \$2,000, Code Updates for \$350, Office Supplies for \$250 and Program Materials for \$40.

FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Town Clerk			Town Clerk				880-00
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Budget	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	101,096	102,323	104,613	104,371	105,379	105,379	105,379	
Town Clerk								
Assistant Town Clerk								
PROFESSIONAL SERVICES	3,021	3,500	4,000	4,000	4,000	4,000	5,000	
SERVICE CONTRACTS	94	84	84	95	95	95	95	
PRINTING	22,543	21,592	19,810	22,000	22,000	24,000	24,000	
ADVERTISING	1,314	0	0	0	0	0	0	
CODE UPDATES	5,977	8,081	5,180	7,000	7,000	7,350	7,350	
DUES AND MEMBERSHIPS	420	450	150	210	210	210	210	
OTHER SERVICES AND FEES	230	228	280	400	400	400	400	
TRAINING AND DEVELOPMENT	30	421	621	750	750	750	750	
OFFICE SUPPLIES	999	643	928	750	750	1,000	1,000	
PROGRAM MATERIALS	0	0	1,149	860	860	900	900	
PAYROLL EXPENDITURES	101,096	102,323	104,613	104,371	105,379	105,379	105,379	
OPERATING EXPENDITURES	34,629	34,999	32,201	36,065	36,065	38,705	39,705	
TOTAL TOWN CLERK	135,725	137,322	136,814	140,436	141,444	144,084	145,084	3.31%

Accomplishments

- **Received Historic Preservation Grant for \$4,000. Conversion of 25,000 pages of the land records are being scanned and will be downloaded onto computers. The public and employees will have the ability to search and print documents from the computer which saves wear and tear on the books.**
- **Utilizing preservation monies to have veteran's discharge papers (DD214's) scanned onto computer to print copies for the public.**
- **Twenty seven maps have been scanned and has been downloaded onto software system for printing.**
- **Land records on now online. Lawyers, Title Searchers, and others now have the capability of purchasing land records online. The charge per copy is \$2.00. At the end of each month, Xerox Corp splits the total amount collected with the Town.**

Goals

- **Will continue to apply for the State Preservation Grant for FY2015 which will be for \$5,000 and will continue to do so until land records are scanned and images of all related documents are on the computer for the public to search and copy from, back to July 1970.**
- **We will continue to work with Adkins to have mylar maps scanned and downloaded onto a computer for the public to view and have the availability to print copies.**
- **Purchase binders from Adkins to copy minutes on archive paper for Town Council, Board of Education and Planning and Zoning. All pages are then numbered and then sent to Adkins to be microfilmed.**

Future Department Needs

Part-time help during pinnacle times of the year such as issuing dog licenses, scanning land records and preparing the books, copying minutes for Council, Board of Education and Planning & Zoning, going through retention list to dispose of unneeded files and during vacation times.



ASSESSMENT SERVICES

Presentation March 12, 2014

RESPONSIBILITIES

ASSESSOR'S OFFICE – 1 Assessor, 1 Deputy Assessor, 1 Assessment Technician

Administration

Coordinate two staff members' work schedule to complete yearly Grand List on time; recheck all work for 100% accuracy.

Research and implement new program and software; provide for continued education for office staff.

Coordinate vendors that provide various programs utilized by the Assessor's Office.

Prepare and support an annual budget.

Conduct revaluation at 5 year intervals. Next revaluation scheduled for 2014.

RESPONSIBILITIES

Apply All Other Exemptions

Receive and process all applications for state and local benefits or exemptions.

File reports with the state at specific deadlines to avoid mandated penalties.

Applications received are: manufacturing, heavy trucks, blind, solar, handicap vehicles, prorate new real estate construction and disabled.

Elderly Homeowner

To administer state and local tax credit programs for the elderly and 100% disabled. We assist the applicants in completing the required forms.

Collect all information pertaining to the applicant's income and expenses to determine eligibility.

RESPONSIBILITIES

Personal Property Valuation of Grand List

To review all previous personal property accounts; determine if still located in Tolland; drive entire Town to discover new accounts; send out personal property forms; receive all completed forms and review for accuracy; apply depreciation and legal exemptions; review problems with accountants/taxpayers.

Produce Grand List-Motor Vehicle

Receive listing of all vehicles registered in the Town as of October 1st; price all vehicles; price Motor Vehicle Supplement List received in November; price unpriced vehicles not valued by DMV.

Produce Grand List-Real Estate

Organize building permits; receive sales/transfer information from Town Clerk; receive, review and change information from Planning & Development; create new property and map cards; input change into software programs.

RESPONSIBILITIES

Inspect all new construction residential and commercial, enter data into CAMA Valuation Program. Review final values. Prepare information for defending values in court. Works with Board of Assessment Appeals to explain values and methods used to arrive at values.

Public Act 490 Farm, Forest and Open Space

To implement a land classification program required by the state that requires that land meeting specific requirement be valued for tax purposes at its use value, not market value. Land classifications used are farm, forest and open space. Calculated penalties if property use changes or sale occurs within the first ten years of classification.

Apply Certificates of Correction

Issue corrected motor vehicle bills for vehicles sold, registered out of state or stolen.

Issue prorated real estate assessments for newly constructed or exempted properties.

RESPONSIBILITIES

Tax Map Updates

The State of Connecticut O.P.M. requires that Towns annually update tax maps to reflect all changes that have occurred in boundary lines; new subdivisions are plotted as of October 1st; each deed recorded in the Town Clerk's Office is read; all boundary line dimensions are confirmed; new map summary cards are created; all new house numbers are assigned by the Assessor's Office.

Veteran Exemption

Received DD214 discharge forms from the Town Clerk; set up file for benefits for individual and spouse; review service dates to determine if during periods of conflict; review disability statements yearly; apply exemptions to real estate or motor vehicles; received applications from Veterans that have low income to determine if they qualify for additional benefits; a review of all income tax returns is required; exempt vehicles owned by service men/women kept out of state.

FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Assessment Services			Assessment Services				820-00
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	169,508	170,667	166,579	166,580	169,780	169,780	169,780	
Assessor								
Deputy Assessor								
Assessment Technician								
PROFESSIONAL SERVICES	60,208	60,462	54,865	19,250	19,250	46,218	46,218	
SERVICE CONTRACTS	94	84	84	95	95	95	95	
PRINTING	261	248	249	280	280	280	280	
ADVERTISING	173	252	181	250	250	260	260	
DUES AND MEMBERSHIPS	780	835	475	870	870	505	505	
TRAINING AND DEVELOPMENT	2,578	2,496	4,550	2,855	2,855	2,945	2,945	
OFFICE SUPPLIES	643	818	4,981	250	250	250	250	
MINOR TOOLS	0	0	0	70	70	70	70	
BOOKS AND SUBSCRIPTIONS	3,210	3,108	2,797	3,400	3,400	3,580	3,580	
PAYROLL EXPENDITURES	169,508	170,667	166,579	166,580	169,780	169,780	169,780	
OPERATING EXPENDITURES	67,948	68,303	68,182	27,320	27,320	54,203	54,203	
TOTAL ASSESSMENT SERVICES	237,456	238,970	234,761	193,900	197,100	223,983	223,983	15.51%

Significant On-Going Projects

- **2014-Revaluation Project - The Town has decided after completing a bid proposal process, that it would be in the best interest to pursue an in-house project, completed by the Town Assessor. Jason Lawrence will work most Fridays and Saturdays to complete the 9-month project. Field review will begin in March and continue into mid-summer. Sales analysis and Income review will be completed in late summer. Reconciliation of values and assessment notices will be mailed in November. An informal hearing process will follow for those wishing to appeal their assessment or to verify property information. Revaluation project status meetings will be on-going throughout the project.**

Major Projects to be Completed by June 30, 2014

- **Finish Pricing Motor Vehicles**
- **Finish Pricing Personal Property**
- **Make decisions on PA 490 Applications**
- **File Grand List with OPM**
- **Finish Annual Report**
- **Finalize Revaluation Contract**
- **Price out and buy hardware necessary for reval field review. Contact Vision to create copy of CAMA system to begin reval working file, have Vision load software onto tablet**
- **Prepare for and attend pretrail hearing with Star Hill**
- **Accept appeal forms for the BOAA, make appointments, gather background information for the Board**

Significant Projects Anticipated over Next 2 Years

- **2014 - The revaluation project will consume the entire calendar year.**
- **2015 - The Assessor's Office is looking into a personal property audit.**

Major Issues of Concern for Future Consideration

- **With the anticipated decline in the real estate market, an increase to the mill rate to offset the decline is anticipated.**
- **With several large projects in the infant stages, some new construction will help offset the potential real estate decline in the 2014 grand list.**

Department Needs

- **Attend professional out-of-state conferences - \$2,500.**



BOARD OF ASSESSMENT APPEALS

Presentation March 12, 2014

RESPONSIBILITIES

The Board of Assessment Appeals is an appointed three member board. The responsibility of this Board is to make decisions concerning taxpayer appeals of assessments.

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Significant On-Going Projects

- **Members have the ability to attend annual BOAA workshops.**

Major Projects to be Completed by June 30, 2014

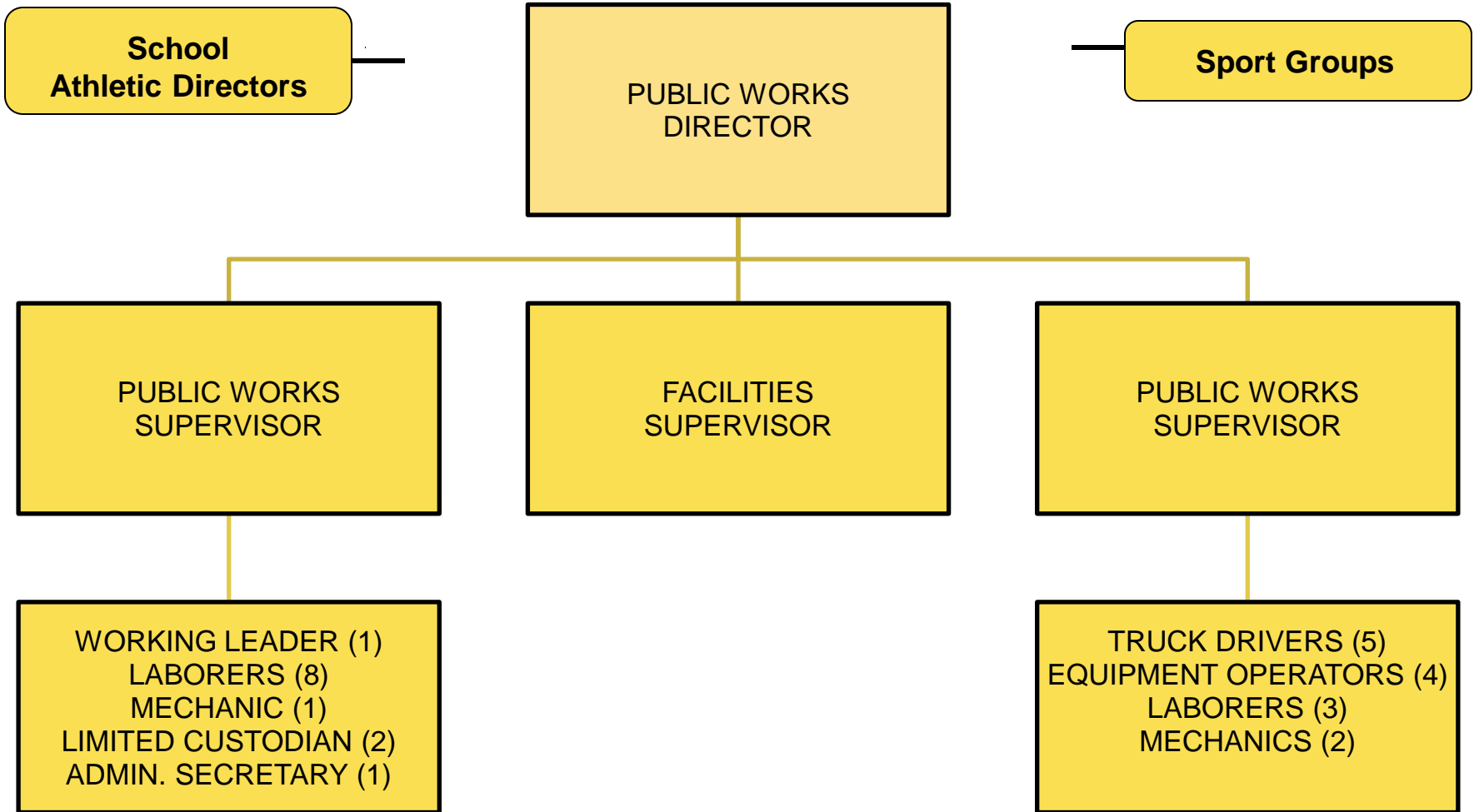
- **Hold BOAA hearings**

Major Issues of Concern for Future Consideration

The board has three appointed members that have four year terms, and two alternates that have two year terms. Communication between board members and the Assessor has been difficult, although we lost three members this year, the Council has been able to fill two of those seats rather quickly.

PUBLIC WORKS DEPARTMENT





PARKS

EB Bretas

Ferdene Deadwyler

Chris Gilluly

Gillis Gregoire

Jeff Horn

Scott Howe

Chris Kelly

Joy Shroyer

Tom Tyler

Jordan Voutchkov

ADMINISTRATION

**Clem
Langlois**

John Bock

Paul Russell

Dennis Carr

**Shannon
Gallo**

HIGHWAY

**Scott
Borowski**

**Mark
Buccheri**

Bill Burke

Clay Duclos

Mike Fennelly

Mike Grant

Joe Ladone

Gary Langdo

Dan Parizek

Lee Parker

**Ray
Pollansky**

Bruce Richter

Dave Ridzon

Don West

PUBLIC WORKS CREW



INFRASTRUCTURE

- 1) 125.21 MILES OF ROAD
@ 1 MILLION \$\$ PER MILE
- 2) 8.41 MILES OF UNPAVED ROADS
- 3) ROLLING STOCK
- 4) 22 BUILDINGS
- 5) 244 ACRES GROUNDS / PARKS / FIELDS

2013-2014

NEW PURCHASES

2013 INTERNATIONAL 7400



2013 CAT LOADER 924K



KUBOTA TURF TRACTOR



ARTIFICIAL TURF GROOMER



EXMARK MOWER



LOW PROFILE TRAILER



TRAINING

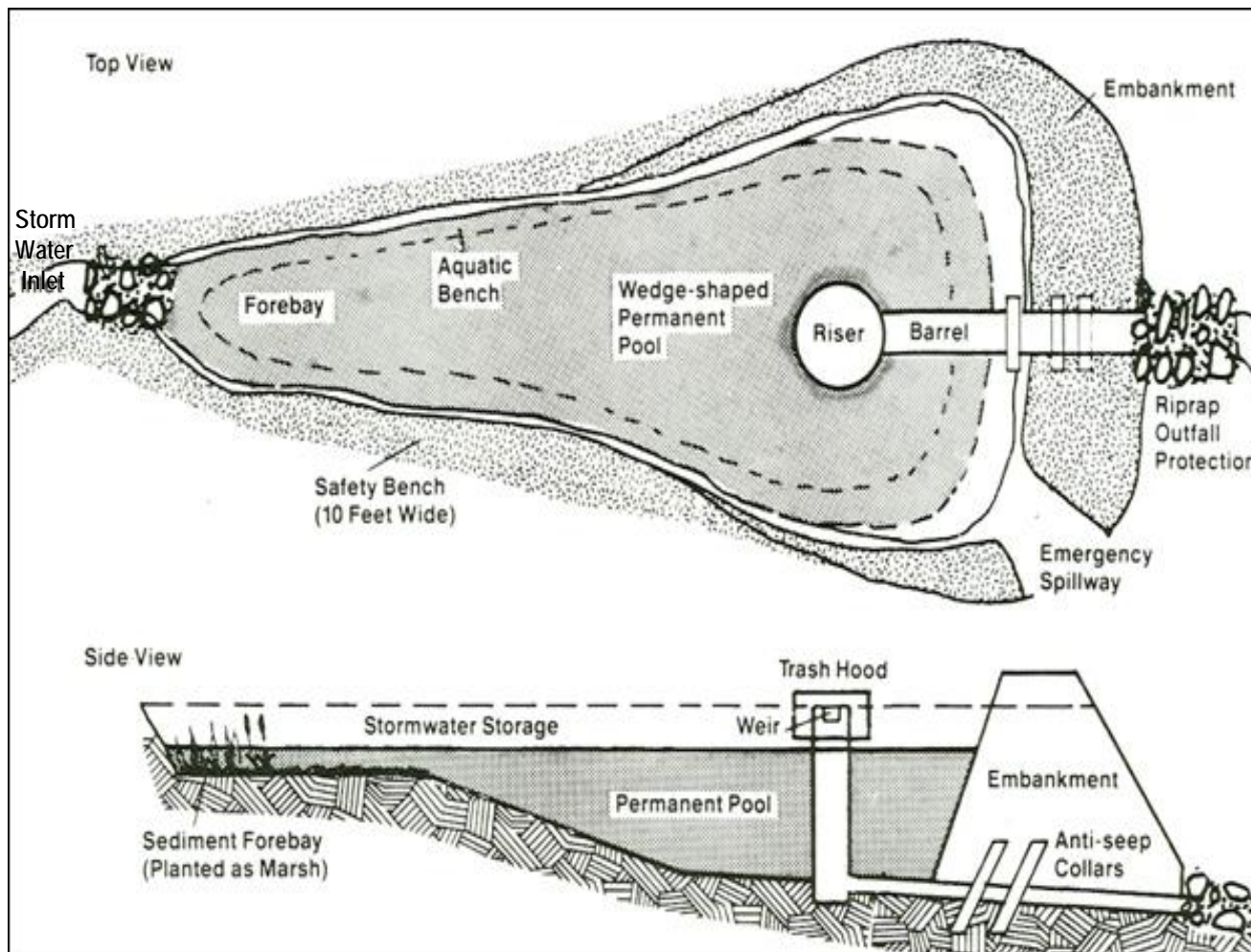


**CL&P mock down tree &
wire training**



DETENTION BASINS

How a detention basin works:



There are over seventy (70) detention basins in Town that have to be maintained on a regular basis.

CATCH BASIN WORK



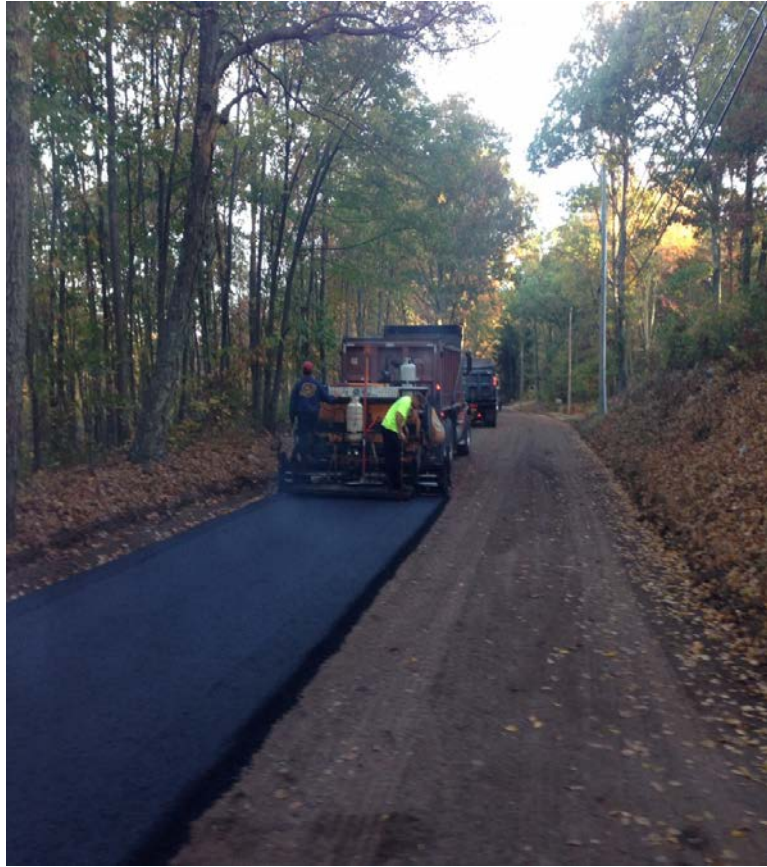
CULVERTS



PAVING



PAVING



TREE TRIMMING PROGRAM

(Phase 1 of 3)

**Anthony Road
Bald Hill Road
Baxter Street
Buff Cap Road
Chardonnay Lane
Charter Road
Curtis Road
Derek Drive
Donna Mae Lane
Farmbrook Drive
Forest Lane
Gehring Road Ext
Grandview Street
Josiah Lane**

**Justin Way
Lorraine Drive
North River Road
Marabella Lane
Meadowood Drive
Melissa Way
Oakwood Road
Old Farms Road
Partridge Lane
Robbie Road
Slater Road
Williams Way
Woodland Street**

ADA PATH @ CRANDALLS



HICKS DRAINAGE SWALE



TOWN HALL ROOF

LEVEL SIX



THS ARTIFICIAL TURF FIELD



THIS ARTIFICIAL TURF FIELD



THIS ARTIFICIAL TURF FIELD



THS LIGHTS



THIS LANDSCAPING

INSTALLED BY PARKS CREW



THIS LANDSCAPING



CROSS FARMS SITE WORK



CROSS FARMS CONCESSION STAND

SEPTIC INSTALLED BY HIGHWAY CREW



CROSS FARMS CONCESSION STAND



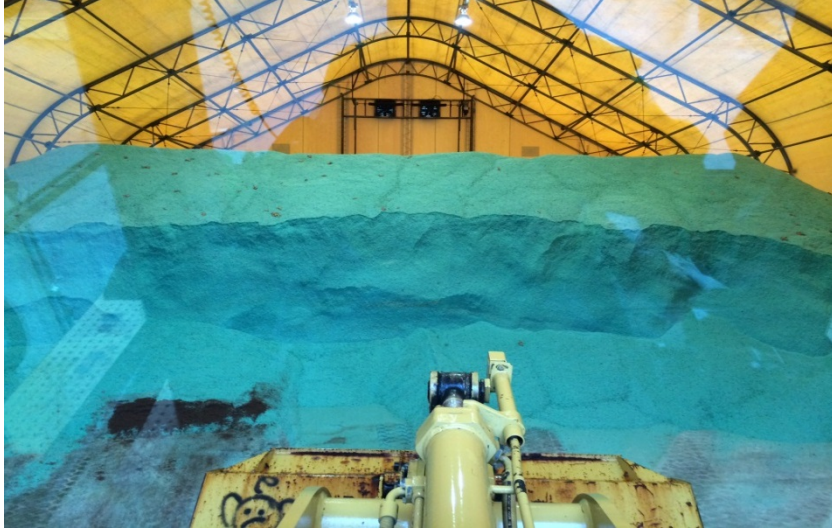
TOWN MECHANICS



WINTER 2013-2014

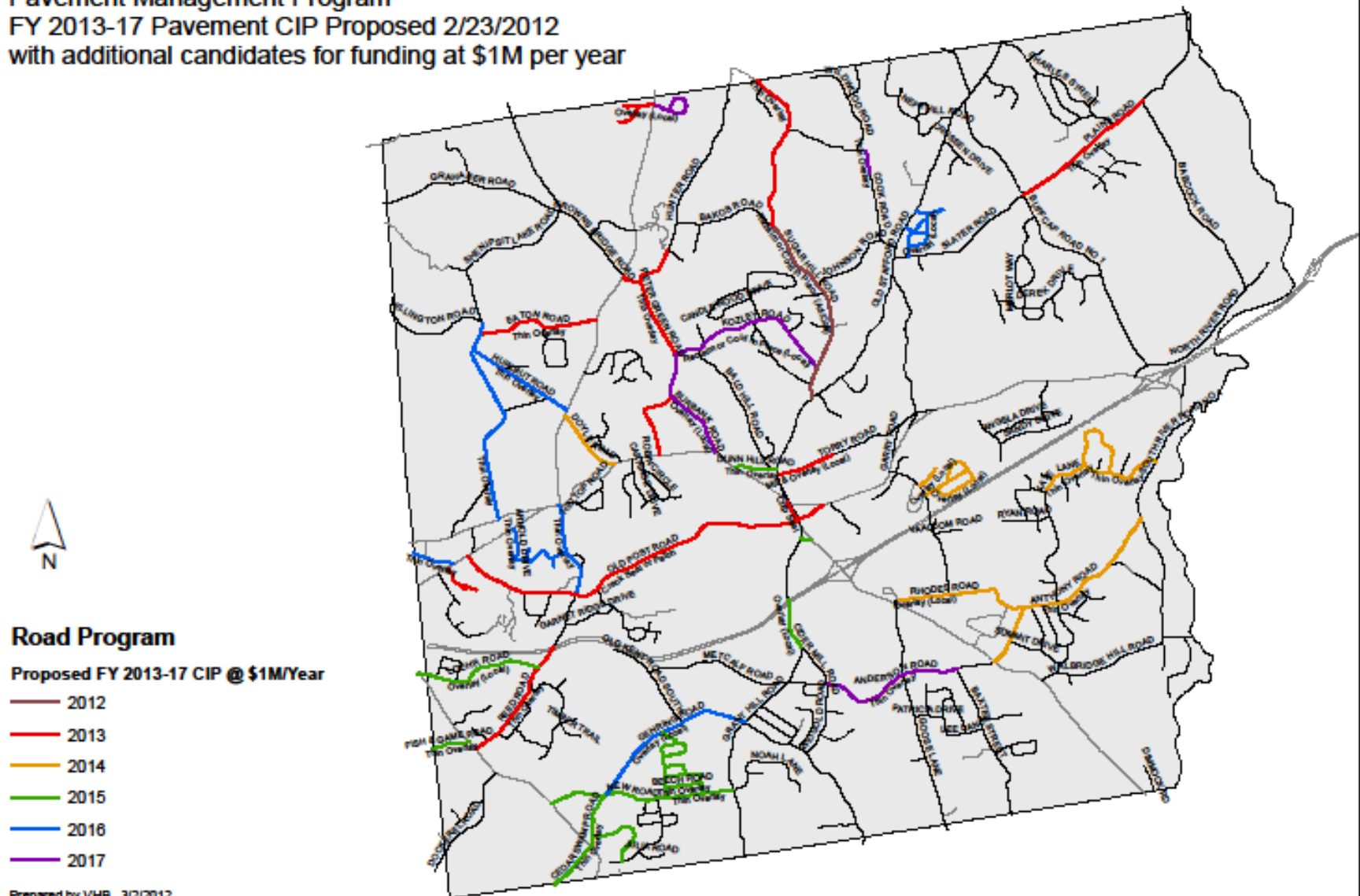


SALT SHORTAGE



Roads to be repaired with \$5,000,000 funding

Tolland, CT
Pavement Management Program
FY 2013-17 Pavement CIP Proposed 2/23/2012
with additional candidates for funding at \$1M per year



ROADS SCHEDULED FOR REPAIR 2014-2015

ALFRED DRIVE (CENTER RD -- CORA RD)	Overlay (Local)
ANTHONY ROAD (RHODES RD -- 3150' E OF RHODES RD)	Thin Overlay
ANTHONY ROAD (3150' E OF RHODES RD -- 2100' W OF SOUTH RIVER RD NO 1)	Thin Overlay
ANTHONY ROAD (MERROW RD -- RHODES RD)	Thin Overlay
AVEBURY LANE (WOODHEDGE DR)	Overlay (Local)
AVEBURY LANE (925 NORTH OF WOODHEDGE DR)	Overlay (Local)
BIRCHWOOD DRIVE (OLD CATHOLE RD N -- CUL DE SAC)	Overlay (Local)
BROOKMOOR ROAD (OLD CATHOLE RD)	Mill & Overlay (Local)
CARRIAGE DRIVE (TOLLAND STAGE)	Mill & Overlay (Local)
CENTER ROAD (OLD CATHOLE RD N -- ALFRED DR)	Overlay (Local)
CERVENS ROAD (HURLBURT ROAD)	Thin Overlay
CIDER MILL ROAD (GRANT HILL)	Thin Overlay
CORA ROAD (CENTER RD -- ALFRED DR)	Overlay (Local)
DEERWOOD ROAD (1550'S OF CHARLES ST (N)	Thin Overlay
DEREK DRIVE (JUSTIN WAY)	Thin Overlay
DOYLE ROAD (TOLLAND STAGE RD -- CRYSTAL LAKE RD)	Reclaim or Cold in Place (Local)
KATE LANE (115' N OF RUOPS RD -- WOODHEDGE DR)	Thin Overlay
KATE LANE (ANTHONY RD)	Overlay (Local)
NORTH RIVER ROAD (TOLLAND STAGE 1766' EAST OF TOLLAND STAGE)	Reclaim or Cold in Place (Local)
OLD STAFFORD 150' NORTH OF TOLLAND GREEN	Chip seal
PARTRIDGE LANE (GRANT HILL TO WOODLAND)	Thin Overlay
RHODES ROAD (MERROW RD -- 240' N OF MERROW RD)	Reclaim or Cold in Place (Local)
RHODES ROAD (240' N OF MERROW RD -- OLD CATHOLE RD N)	Overlay (Local)
RHODES ROAD (OLD CATHOLE RD N -- ANTHONY RD)	Thin Overlay
SOUTH RIVER ROAD	Thin Overlay
WEBBER ROAD (CRYSTAL LAKE RD TO BROWN BRIDGE	Reclaim or Cold in Place (Local)
WOODHEDGE DRIVE (SOUTH RIVER RD NO 1 -- MARLBORO GLADE)	Thin Overlay
WOODHEDGE DRIVE (MARLBORO GLADE -- KATE LA)	Thin Overlay
WOODHEDGE DRIVE (KATE LA -- 675' S OF AVEBURY LN)	Thin Overlay
WOODHEDGE DRIVE (675' S OF AVEBURY LN -- AVEBURY LN)	Thin Overlay
CRACK SEAL VARIOUS TOWN ROADS	
PARKING LOT IMPROVEMENTS	

17.2 MILES

TOTAL: \$1,725,562

STREET SIGNS

**4-way stop installed on
Grant Hill at Gehring Road**



As of 2015, ALL required improvements to Tolland signage must be completed. The Town will be required to submit a written inspection report every year to the State of Connecticut.



W4-4p



W4-4a



W4-4b

WASH BAY & STORAGE GARAGE



Due to our all salt snow/ice control procedures, trucks must get washed after every storm. Trucks are washed inside in the older section of the Highway Garage. Wash water is collected in tanks and then pumped out, which is very costly. This has not meet DEP standards.

HIGHWAY GARAGE



Sign room



Part room



Office

The Highway Garage is jammed packed and does not have enough room to house all trucks and equipment. There are thousands of dollars worth of equipment stored outside in all weather conditions.

HIGHWAY OUTSIDE STORAGE



PARKS GARAGE



PARKS OUTSIDE STORAGE



Major Projects to be Completed by June 30, 2014

- \$1,750,000 Pavement Management
- \$100,000 Road Drainage for roads being done from the Pavement Management
- Twenty-six new basins on Dockerel Road that has no drainage
- Paving project at Cross Farms to finish up the bathrooms for handicap parking

PARKS & FACILITIES 2014/2015 GOALS

- In yet another difficult budget year, we will continue to improve our efficiencies and attempt to reduce costs with as little impact on services as possible
- Continue to work on merging both the Parks and Facilities and Highway garages to become one department by promoting good communication and teamwork
- Continue compliance with DEEP to ensure all proper storm water sampling and reports are performed and up-to-date
- Continue to promote the growth of the Adopt-A-Spot Program
- Prioritize construction projects for first and second years of the Capital Improvements Plan based upon level of service required for the town and accurate cost estimates
- Assist in the Tolland Library expansion project
- Assist in the Town-wide and Board of Education energy project
- Assist with drafting a plan to consolidate the Town and BOE maintenance and operations

HIGHWAY 2014/2015 GOALS

- In yet another difficult budget year, we will continue to improve our efficiencies and attempt to reduce costs with as little impact on services as possible
- Continue to work on merging both the Parks and Facilities and Highway garages to become one department by promoting good communication and teamwork
- Continue compliance with DEEP to ensure all proper storm water sampling and reports and permits for MS-4 are performed and up-to-date
- Continue to work with EHHD to monitor sodium chloride influences to water quality as a part of sand-free, winter storm management plan
- Continue working with VHB to update the pavement management program to improve Town's infrastructure
- Continue to improve the Town's drainage infrastructure; working with VHB to include drainage projects to the pavement management program
- Resurface Town owned roads that funds allow, including additional projects in the 5 million road improvement referendum
- Assist outside contractors in various construction projects

Budget

Major Adjustments

Parks & Facilities:

\$Change:

(program budget)

+ \$69,327

The program budget increased overall by \$69,327. The major cost drivers are gasoline, diesel and heating oil which increased \$44,434. The Town Hall geo-thermal warranty has expired; the full service HVAC contract added \$13,584 to the budget. Machinery and equipment parts increased by \$10,500 for parts needed to make repairs on aging equipment. Utilities costs (electricity, water and sewer) have also increased. There were reductions in other accounts which offset some of the major increases.

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Parks and Facilities			Parks and Facilities				610-60
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	577,449	588,773	597,367	599,919	560,850	623,878	602,537	
Public Works Operation Manager (.66)								
Administrative Secretary (.66)								
Laborers (9)								
Lead Custodian								
Custodian								
Mechanic								
Public Works Supervisor								
OVERTIME	63,285	37,489	44,978	36,295	36,295	37,090	37,203	
TEMPORARY HELP	14,738	17,341	17,176	15,000	15,000	15,000	22,500	
PROFESSIONAL SERVICES	0	0	0	0	25,000	0	0	
COMMUNICATIONS	8,804	9,217	8,398	10,080	10,080	10,530	10,530	
UTILITIES	591	1,945	1,545	796	796	1,637	1,637	
EQUIPMENT RENTAL	433	813	287	350	350	750	750	
DRUG AND ALCOHOL PROGRAM	0	0	0	2,000	2,000	2,000	2,000	
OTHER SERVICES AND FEES	7,043	9,078	10,013	14,670	14,670	16,470	16,470	
TRAINING AND DEVELOPMENT	138	536	1,540	500	500	500	500	
OFFICE SUPPLIES	1,221	1,792	1,553	1,500	1,500	1,500	1,500	
COMPUTER SOFTWARE	3,000	3,000	0	0	0	0	0	
MINOR TOOLS	2,868	1,678	249	1,000	1,000	1,000	1,000	
MACHINERY AND EQUIPMENT PARTS	32,520	25,400	35,817	32,195	32,195	39,495	39,495	

FUNCTION	ACTIVITY			PROGRAM			CODE	
Public Works	Parks and Facilities			Parks and Facilites			610-60	
Line Item Description	2010-2011	2011-2012	2012-2013	2013-2014	2013-2014	2014-2015	2014-2015	% Increase
	Actual	Actual	Actual	Adopted	Amended	Manager Proposed	Adopted Budget	Over Adopted
BUILDING MATERIALS	24,395	26,267	34,920	20,599	20,599	20,599	20,599	
FOOD AND CLOTHING	8,072	8,398	7,480	7,464	7,464	7,464	7,464	
AGRICULTURAL AND CUSTODIAL	230	5,036	0	0	0	0	0	
FUEL AND OIL	37,867	40,945	57,792	33,293	33,293	39,774	50,000	
FURNITURE AND FIXTURES	3,073	1,961	742	2,150	2,150	2,150	2,150	
OTHER EQUIPMENT	1,128	987	393	5,725	5,725	4,000	0	
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Budget

Major Adjustments

Streets & Roads:	\$Change
(program budget)	+ \$23,127

The program budget overall increased \$23,127 mainly due to the increase in equipment rental for the hiring of outside drivers and trucks for snow removal for \$18,050. There were also increases in fuel costs for \$3,850, communications for the GPS truck monitoring services \$4,920 and other various increases and decreases in other accounts.

Budget

Major Adjustments

Street Lights & Traffic Control:	\$ Change
(program budget)	+ \$9,929

The \$9,929 increase to the program was mainly for traffic guidelines (\$9,000) which is needed with the additional paving projects being performed with the \$5 million road improvement referendum.

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Streets and Roads				650-67
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	120,861	122,629	123,008	121,458	124,290	124,291	124,291	
Public Works Operatoions Manager (.34)								
Administrative Secretary II (.34)								
Public Works Supervisor								
Public Works Administrative Secretary II								
Truck Drivers (7)								
Equipment Operators (4)								
Laborers (2)								
COMMUNICATIONS	5,600	28,518	10,162	9,924	9,924	14,844	14,844	
SERVICE CONTRACTS	4,242	3,600	6,538	8,750	8,750	8,750	8,750	
DRUG AND ALCOHOL PROGRAM	2,258	2,426	2,735	2,250	2,250	2,282	2,282	
DUES AND MEMBERSHIPS	246	352	460	315	315	315	315	
TRAINING AND DEVELOPMENT	349	900	40	750	750	750	750	
OFFICE SUPPLIES	459	533	600	600	600	600	600	
MACHINERY AND EQUIPMENT PARTS	3,227	999	5,775	2,305	2,305	2,305	2,305	
BOOKS AND SUBSCRIPTIONS	0	0	0	400	400	400	400	
OTHER EQUIPMENT	2,626	45,487	24,781	3,350	3,350	2,900	2,900	
PAYROLL EXPENDITURES	120,861	122,629	123,008	121,458	124,290	124,291	124,291	
OPERATING EXPENDITURES	19,006	82,814	51,091	28,644	28,644	33,146	33,146	
TOTAL STREETS AND ROADS	139,867	205,443	174,099	150,102	152,934	157,437	157,437	4.89%

FUNCTION	ACTIVITY			PROGRAM					CODE
Public Works	Highways			Drainage					650-71
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted	
REGULAR PAYROLL	46,614	71,544	92,160	0	0	0	0		
OVERTIME	40	0	5491	0	0	0	0		
OTHER SERVICES AND FEES	58,720	62,722	0	0	750	0	0		
AGRICULTURAL AND CUSTODIAL	1,920	3,662	6,606	5,000	5,000	5,000	5,000		
ROAD MATERIALS AND MARKERS	59,904	56,649	17,923	65,000	24,349	45,000	45,000		

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Mechanical Maintenance				650-74
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL Mechanic (2)	110,002	111,278	113,827	113,403	113,403	113,403	113,403	
OVERTIME	13,745	7,803	14,696	8,394	12,276	8,778	8,562	
COMMUNICATIONS - RADIOS	1,500	1,208	0	1,000	1,000	1,000	1,000	
EQUIPMENT RENTAL	1,760	1,504	2,345	800	800	1,600	1,600	
MINOR TOOLS	779	10,904	952	1,000	1,000	2,000	2,000	
MACHINERY AND EQUIPMENT PARTS	130,569	152,128	147,176	130,000	130,000	130,000	130,000	
FOOD AND CLOTHING	6,196	8,680	7,604	4,500	4,500	4,500	4,500	
AGRICULTURAL AND CUSTODIAL	2,018	735	124	2,000	2,000	2,000	2,000	
FUEL AND OIL	80,613	79,819	99,148	107,150	107,150	111,000	111,000	
PAYROLL EXPENDITURES	123,746	119,081	128,523	121,797	125,679	122,181	121,965	
OPERATING EXPENDITURES	223,434	254,977	257,349	246,450	246,450	252,100	252,100	
TOTAL MECHANICAL MAINTENANCE	347,181	374,058	385,872	368,247	372,129	374,281	374,065	1.58%

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Support Services				650-75
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	3,203	2,835	8,403	0	0	0	0	
OVERTIME	0	1,425	0	0	0	0	0	
PAYROLL EXPENDITURES	3,203	4,260	8,403	0	0	0	0	
OPERATING EXPENDITURES	0	0	0	0	0	0	0	
TOTAL SUPPORT SERVICES	3,203	4,260	8,403	0	0	0	0	0.00%

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Highway Maintenance				650-76
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	351,777	419,322	321,873	534,226	534,226	541,169	514,243	
OVERTIME	1,261	4,156	1,899	2,350	2,350	2,350	2,350	
OTHER SERVICES AND FEES	29,097	51,834	38,345	22,350	22,350	52,350	22,350	
MINOR TOOLS	2,291	464	0	500	500	500	500	
FOOD AND CLOTHING	7,052	9,645	7,080	8,000	8,000	9,000	9,000	
ROAD MATERIALS AND MARKERS	3,505	0	2,928	3,530	3,530	3,530	3,530	
PAYROLL EXPENDITURES	353,038	423,478	323,772	536,576	536,576	543,519	516,593	
OPERATING EXPENDITURES	41,945	61,943	48,353	34,380	34,380	65,380	35,380	
TOTAL HIGHWAY MAINTENANCE	394,983	485,422	372,125	570,956	570,956	608,899	551,973	-3.32%

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Unimproved Roads				650-77
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	25,187	22,318	13,818	0	0	0	0	
OVERTIME	0	0	305	0	0	0	0	
ROAD MATERIALS AND MARKERS	39,714	62,554	49,231	49,689	29,689	49,689	49,689	
PAYROLL EXPENDITURES	25,187	22,318	14,123	0	0	0	0	
OPERATING EXPENDITURES	39,714	62,554	49,231	49,689	29,689	49,689	49,689	
TOTAL UNIMPROVED ROADS	64,901	84,871	63,355	49,689	29,689	49,689	49,689	0.00%

FUNCTION	ACTIVITY			PROGRAM				CODE
Public Works	Highways		Ice and Snow Removal					650-78
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	89,926	18,272	79,628	101,757	107,757	100,566	97,152	
OVERTIME	90,226	17,991	55,309	87,212	126,212	92,214	91,802	
TEMPORARY HELP	0	4,431	4,958	0	8,132	0	0	
EQUIPMENT RENTAL	84,106	12,477	23,061	55,317	63,317	55,317	73,367	
ROAD MATERIALS AND MARKERS	359,545	198,850	293,074	231,850	328,245	231,850	231,850	
CAPITAL OUTLAY	0	29,191	58,299	0	0	0	0	
PAYROLL EXPENDITURES	180,153	40,694	139,896	188,969	242,101	192,780	188,954	
OPERATING EXPENDITURES	443,650	240,518	374,435	287,167	391,562	287,167	305,217	
TOTAL ICE AND SNOW REMOVAL	623,803	281,211	514,330	476,136	633,663	479,947	494,171	3.79%

Function	ACTIVITY			PROGRAM				CODE
Public Works	Highways			Street Lights and Traffic Control				650-79
Line Item Description	2010-2011 Actual	2011-2012 Actual	2012-2013 Actual	2013-2014 Adopted	2013-2014 Amended	2014-2015 Department Proposed	2014-2015 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	19,214	11,811	1,752	0	0	0	0	
UTILITIES	15,576	15,445	15,702	18,941	18,941	19,913	19,913	
EQUIPMENT RENTAL	20,465	19,068	19,071	19,571	19,571	28,528	28,528	
ROAD MATERIALS AND MARKERS	19,970	19,327	16,547	19,000	19,000	19,000	19,000	
PAYROLL EXPENDITURES	19,214	11,811	1,752	0	0	0	0	
OPERATING EXPENDITURES	56,012	53,841	51,319	57,512	57,512	67,441	67,441	
TOTAL STREET LIGHTS & TRAFFIC CONTROL	75,226	65,652	53,071	57,512	57,512	67,441	67,441	17.26%

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REFUSE AND RECYCLING BUDGET

Presentation March 12, 2014

SOLID WASTE

Solid Waste Service – Town Manager's Office

The Town provides curbside residential pickup and disposal of household trash, recyclable items, and bulky wastes. Additionally, Tolland participates in a regional Hazardous Waste program which provides residents with the opportunity to dispose of household hazardous materials during the spring, summer and fall months.

Budget

Refuse and Recycling Services: **\$ Change**

(\$38,218)

Bulky Waste Disposal – Budget reduced by \$5,292 due to lower anticipated bulky waste tonnage.

Refuse/Recycling Collection – Contracted collection fee net decrease of \$39,826 due to budgeted 5% reduction in fee structure. The 5% reduction will occur for the next 5 years (net of CPI increase), in exchange for extending the Solid Waste Collection Contract 4 years and the Disposal Contract 2 years, both to 2019.

Refuse Disposal – Increased by \$6,900 due to contract increase in tipping fee per ton for FY15.

Revenue – Recycling revenue is budgeted at \$40,000 for FY15.

[illegible]

REFUSE AND RECYCLING ACCOMPLISHMENTS

- **Town of Tolland projecting a reduction of about 10% in the amount of bulky waste tonnage in FY15 by going to every other month pick-up.**
- **A local non-profit, Venture Crew 422 affiliated with the Boy Scouts, organized two electronics recycling days at the Tolland High School.**
- **Plan to implement a household recycling audit with WWP in Spring/Summer**
- **Tolland brought in about \$107,000 in recycling revenue since July 1, 2010 including \$31,381 in FY13.**
- **Completed two rolling cart swap-out programs getting larger 95 recycling carts to more than 300 residents.**

Refuse Tons History

Year

FY 2009	5,009.47
FY 2010	4,594.84
FY 2011	4,556.99
FY 2012	4,806.41
FY 2013	4,347.82
% Change	-13.20%
Tonnage Decrease	

Estimated Savings **\$40,691**

Recycling Tons

Year

Recycling Revenue since 2011 \$106,959

FY 2009 (Note 1)	1,530.44
FY 2010 (Note 2)	1,823.71
FY 2011 (Note 2)	1,839.82
FY 2012 (Note 2)	1,736.95
FY 2013 (Note 2)	1,771.54
% Change	15.75%
Tonnage Increase	

Note 1: Includes newspaper, corrugated, bottles and cans

Note 2: Single stream, includes every item on recycling list

GOALS

- **Continue to increase awareness of savings related to recycling through marketing efforts.**
- **Revise current Regulations as needed to increase recycling.**

Possible Bulky Waste Service Change

- One possible program change not included in the budget, but put forth for consideration is the elimination of the Bulky Waste Collection Program. We have reduced collections over the last several years to six times per year. The program costs the Town \$117,000. During the past fiscal year we had a total of 3,896 reservations made to Willimantic Waste for service. **Of that total, 1,879 number used the Program once; 1,028 twice; 482 three times; 232 four times, 124 five times. 100 six times and 51 between seven and ten times.** Residents would be able to each month, rather than for just six months, in the same timeframe and under similar rules pay directly to Willimantic Waste in the amount of \$32.00 per collection for this service. This program change would also eliminate the pick-up of motor oil completely due to environmental concerns. There were 631 pick-ups last year. If this saving was realized, I would recommend that \$50,000 be put toward our snow and ice removal account and the remainder be used as tax relief.

