

# TOWN OF TOLLAND



## BUDGET OVERVIEW

*March 12, 2015*

### Revenues

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16*</b>
State/Federal Grants	\$ 720,747	\$630,667	\$624,942	\$630,480
Investment Income	48,632	46,000	65,000	60,000
Licenses, Permits & Fees	224,800	214,926	229,100	352,600
Charges for Current Services	366,902	383,839	381,480	341,737
Education Grants	10,976,694	10,927,736	11,038,424	11,016,361
<b>Total</b>	<b>\$12,337,775</b>	<b>\$12,203,668</b>	<b>\$12,338,946</b>	<b>\$12,401,178</b>

\*Estimated revenues at this time subject to change as the budget process proceeds.

### Expenditures

	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Town	1.36%	.74%	.58%	4.12%	1.91%
BOE	2.53%	3.00%	1.00%	3.13%	2.98%
Townwide		1.85%	.94%	2.57%	2.68%

### Grand List Growth

<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
1.10%	.89%	.20%	.39%	-3.51%
\$406,355	\$336,785	\$78,363	\$154,672	-\$1,418,664

### Mill Rate Increase

<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
-.34**	No Change	.84	.20	.86	2.31**

\*\*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 6/30/13**

**Source of Information – State Office of Policy & Management**

<b>Category</b>	<b>Tolland</b>	<b>State Average</b>
<b>Population</b>	14,915	18,759
<b>Equalized Net Grand List</b>	\$1,781,574,139	\$3,010,118,845
<b>Equalized Mill Rate</b>	21.80	17.88
<b>Education Expenditures</b>	\$40,346,946	\$45,547,838
<b>Town Expenditures</b>	\$15,824,571	\$23,981,102
<b>Total Expenditures</b>	\$56,171,517	\$69,528,940
<b>Annual Debt Service</b>	\$4,974,766	\$4,909,209
<b>Per Capita Income</b>	\$43,846	\$37,892
<b>Median Household Income</b>	\$103,869	\$69,461

## **Impact of Governor's Budget on Tolland**

Most State Revenues remain status quo, however other Statutory changes could impact our budget significantly such as:

- Changes to Resident Trooper Funding

- Storm Water Regulations

- Solid Waste Fees

- Special Education Funding

- Youth Services Funding

- Tolland County Mutual Aid Fire Services Funding



# **Town Revenues 2015 - 2016**

**PROJECTED DECREASES/INCREASES FOR 2015/2016  
FROM NON-TAX REVENUE SOURCES**

(DECREASES)/INCREASES:

<b>State Aid for Education</b>		<b>(22,063)</b>
• ECS	(16,388)	
• Transportation	(5,353)	
• Adult Education	(322)	
<b>Non-Education State and Federal Grants</b>		<b>5,538</b>
• Mashantucket Pequot	3,461	
• MSRA: Municipal Projects	5,061	
• PILOT State – Owned Property	6,806	
• Bond and Interest Subsidy	(12,990)	
• Miscellaneous Grants	5,200	
• Town Clerk Preservation Grant	(2,000)	
<b>Interest Income/Other Revenue</b>		<b>(5,000)</b>
<b>Licenses, Permits &amp; Fees</b>		<b>123,500</b>
<b>Charges for Current Services</b>		<b><u>(39,743)</u></b>
<b>NET REVENUE INCREASE</b>		<b>\$62,232</b>

## NEW DWELLING START CHART

[illegible]

## **Fund Balance**

An amount of \$250,000 from Fund Balance is recommended to be used as a revenue.

Rating agencies recommend that Fund Balance percentage for towns with a AAA credit rating be in a range of 10%-15% of operating expenditures. At June 30, 2014 Unassigned Fund Balance was 12.4% and estimate year end Unassigned Fund Balance to be at 12.26%.

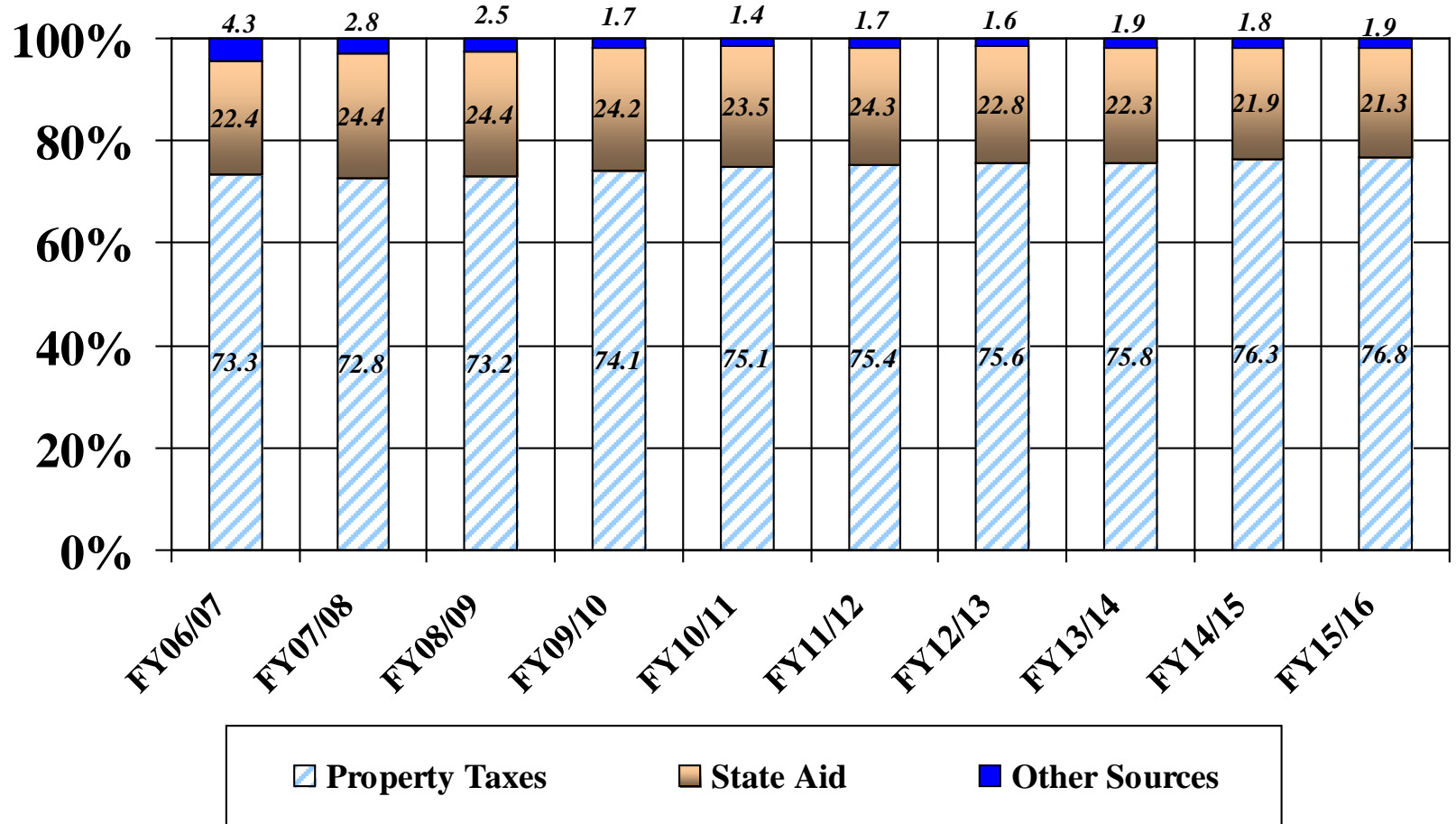
This is not a “revenue source” that should be relied upon in the future. This is a one time use of funds that may not be able to be duplicated in future years.

## **UNASSIGNED FUND BALANCE**

<b>2015 estimated*</b>	<b>\$6,987,473</b>	<b>12.26%</b>
<b>2014</b>	<b>\$7,053,690</b>	<b>12.4%</b>
<b>2013</b>	<b>\$6,649,387</b>	<b>11.77%</b>
<b>2012</b>	<b>\$6,588,695</b>	<b>11.82%</b>
<b>2011</b>	<b>\$6,209,332</b>	<b>12.09%</b>
<b>2010</b>	<b>\$5,884,614</b>	<b>11.60%</b>
<b>2009</b>	<b>\$5,755,314</b>	<b>11.40%</b>
<b>2008</b>	<b>\$5,175,165</b>	<b>10.9%</b>
<b>2007</b>	<b>\$4,386,381</b>	<b>9.1%</b>
<b>2006</b>	<b>\$4,336,381</b>	<b>9.7%</b>
<b>2005</b>	<b>\$3,906,752</b>	<b>9.3%</b>
<b>2004</b>	<b>\$3,516,564</b>	<b>9.0%</b>
<b>2003</b>	<b>\$3,082,745</b>	<b>8.2%</b>

\* Includes assumption of use budgeted Fund balance

# TRENDS IN GENERAL FUND REVENUE SOURCES



# Expenditures

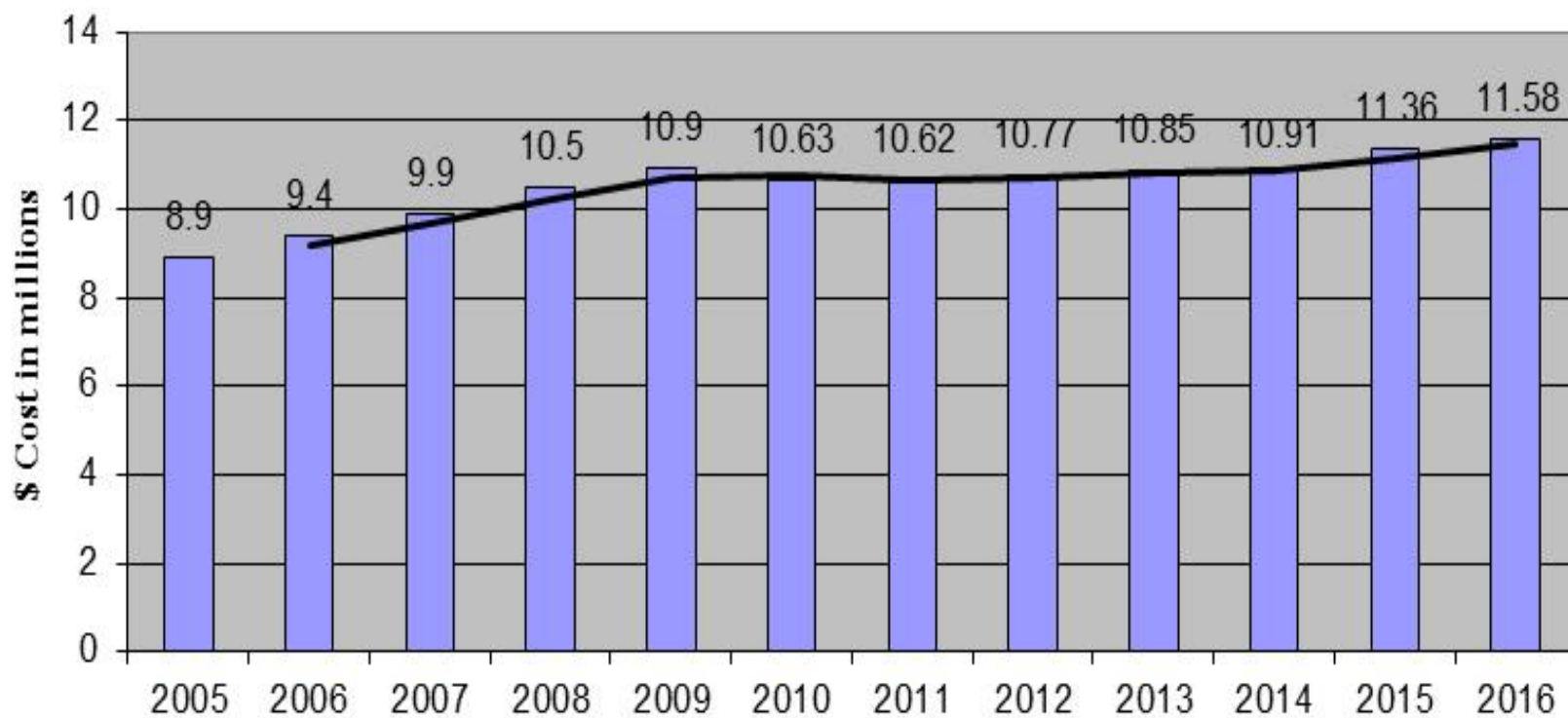
# **EXPENDITURE SUMMARY**

<b>Category</b>	<b>Adopted 14/15</b>	<b>Recommended 15/16</b>	<b>Dollar Change</b>	<b>Percentage Change</b>
Town Depts.	11,357,619	11,575,109	217,490	1.91%
Capital Expenditures	86,456	183,814	97,358	112.61%
Debt Service	4,542,176	4,542,176	-0-	0%
Board of Education *	37,189,581	38,297,831	1,108,250	2.98%
<b>Grand Total</b>	<b>\$53,175,832</b>	<b>\$54,598,930</b>	<b>\$1,423,098</b>	<b>2.68%</b>

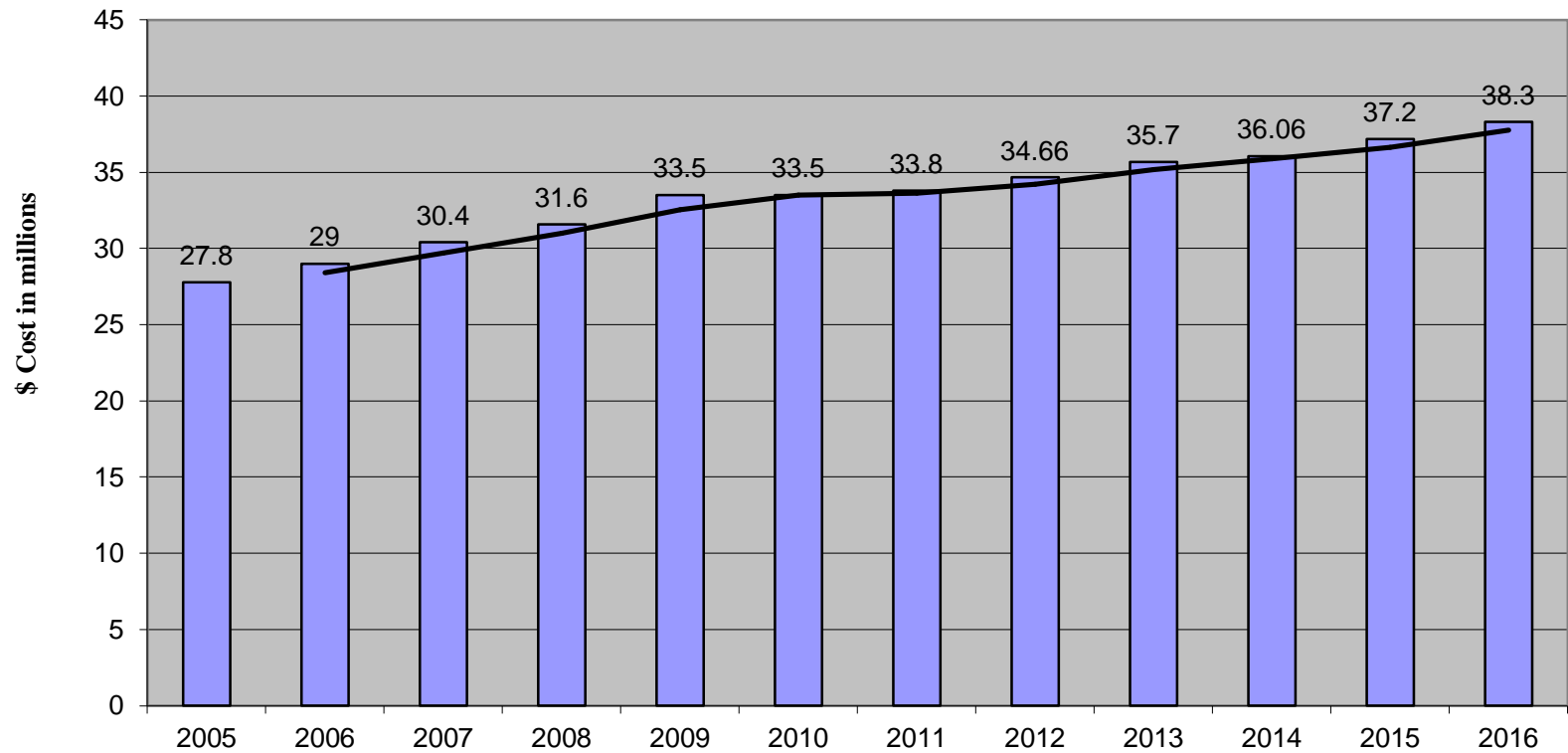
\*After preparation of the budget we received favorable diesel fuel bids. This saved the Board of Education \$22,000. I would recommend reducing the Board of Education by that amount and increasing the snow budget by a similar amount to reflect the increased cost of overtime and salt used to address school parking lot winter needs.



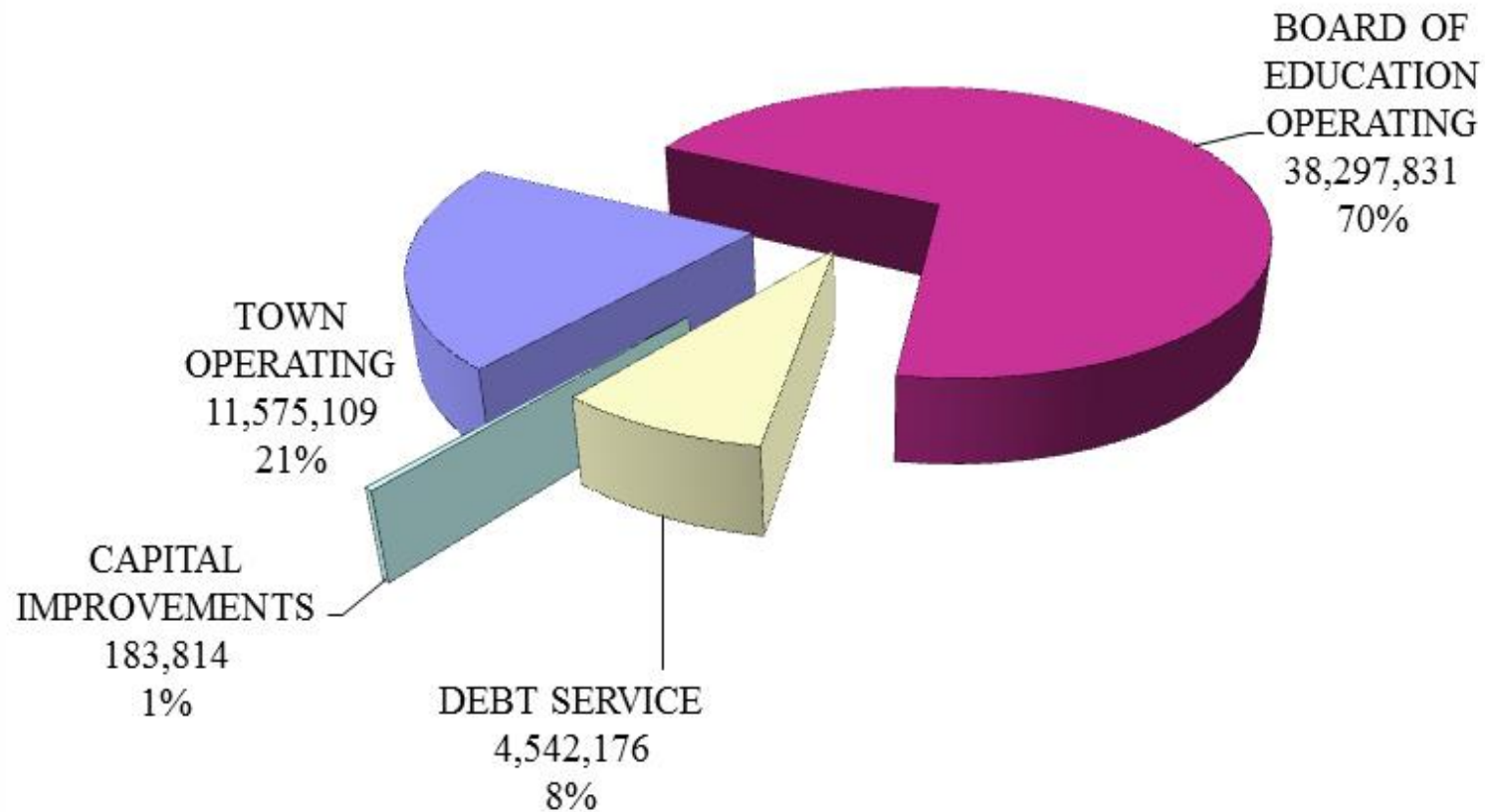
**Town Operational \$ Cost in millions 2005-2016**



**BOE Operational \$ Cost in millions 2005-2016**



**2015/2016 EXPENDITURES BUDGET**  
**\$54,598,930**



# Town Expenditure Drivers

- Insurances - \$6,277
- Salaries - \$264,504
- Utilities - \$61,478
- Street Sweeping - \$26,000
- Revaluation - \$20,000 (1/5 of the next full physical revaluation)
- Technology Support & Improvements - \$33,414
- Capital Improvements - \$97,358

# Expenditure Revisions

- Include contractual Street Sweeping - \$26,000
- Begin budgeting for next full revaluation - \$292,500 (This amount is reduced by \$60,000 due to savings realized from doing current revaluation in house)
- Eliminate a Sergeant and one Trooper from the Resident State Trooper Program to affect cost increases resulting from funding changes
- Transfer funding for 80% of one State Trooper to BOE for School Resource Officer Program if there is no change in the 70/30 State/Town funding arrangement. The 20% is eliminated from the Manager's recommended budget if the Town has to absorb 100% of the cost of the Resident Troopers.

# **Future Expenditure Considerations**

- Snow & Ice Account (\$50,000-\$100,000)
- ½ Library Circulation Assistant (\$17,923)
- Highway Truck Driver (\$42,212 plus benefits)
- Additional hours for Animal Control Officer
- Additional dollars for the Capital Improvement Plan

# **Board of Education Request**

Board of Education request is as requested at 3.44% or an increase of \$1,279,780. My recommendation is a 2.98% increase or a reduction of \$171,530 in the amount requested. The reduction can be accomplished through the lowering of contributions to the health insurance and OPEB accounts based on updated actuarial valuations. The Superintendent is in agreement with these reductions and his education plan will not be impacted by the change.

# **MILL RATE IMPACT OF THE FINANCIAL PLAN**

**Mill Rate = 33.36**

An increase of 2.31 mills compared to  
the current mill rate of 31.05



# TAX IMPACT / REVALUATION IMPACT

Each year as part of this budget message I show the tax impact to the average low-middle-higher assessed homes. Due to the Revaluation and change in assessments this becomes more difficult to show. In 2014-15 fiscal year (current fiscal year) the assessment for the average low-middle-high assessment is \$121,972-\$196,130-\$375,384. After Revaluation the average assessment for those same homes decreased to \$117,093-\$188,285-\$360,369. Using the middle valued home which saw on average a decrease of four percent (4%) in property value, the impact of a mill rate of 33.36 is a \$191.35 increase in property taxes.

Further examples of the impact of Revaluation:

Net Grand List 2013 (used to set FY 14/15 mill rate)	\$1,300,921,026
Net Grand List 2014 (used to set FY 15/16 mill rate)	1,255,231,338
Overall average percentage decrease	-3.51%

## **EXAMPLE: Current Year = FY 14/15**

Assessed Value as of Oct. 1, 2013	\$ 196,130.00
FY 14/15 mill rate	<u>.03105</u>
FY 14/15 <u>total property taxes</u> (196 x 31.05)	\$ 6,089.84

# TAX IMPACT / REVALUATION IMPACT

## Scenario #1 –

2014 Reval Assessed Value (no change)	\$ 196,130.00
FY 15/16 mill rate	<u>.03336</u>
	\$ 6,542.90
Change in property tax versus current year	\$ 453.06

## Scenario #2 –

2014 Reval Assessed Value (based on a decrease of 4%)	\$ 188,285.00
FY 15/16 mill rate	<u>.03336</u>
	\$ 6,281.19
Change in property tax versus current year	\$ 191.35

## Scenario #3 –

2014 Reval Assessed Value (based on a decrease of 8%)	\$ 180,439.00
FY 15/16 mill rate	<u>.03336</u>
	\$ 6,019.45
Change in property tax versus current year	\$ (-70.39)

## Scenario #4 –

2014 Reval Assessed Value (based on a decrease of 10%)	\$ 176,517.00
FY 15/16 mill rate	<u>.03336</u>
	\$ 5,888.61
Change in property tax versus current year	\$ (-201.23)

# APPROVED TAX/REVALUATION 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
*2010/2011	29.15	-0.34	\$196,130	\$5,717.19	(\$66.68)
2011/2012	29.73	0.58	\$196,130	\$5,830.94	\$113.75
2012/2013	29.99	0.26	\$196,130	\$5,881.94	\$51.00
2013/2014	30.19	0.2	\$196,130	\$5,921.16	\$39.22
2014/2015	31.05	0.86	\$196,130	\$6,089.84	\$168.68
*2015/2016	** 33.36	2.31	\$188,285	\$6,281.19	\$191.35
* REVALUATION YEAR					
** PROPOSED (4% REDUCTION)					
6 year average household increase in taxes - \$82.89					



# **FINANCE**

**Presentation March 12, 2015**

# **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 3,900 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**
- **New Debt Service Fund approved by the Town Council in 2015 which will assist with minimizing the funding burden of future debt impact through strategic use of the funds**
- **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**
- **Strategic Information Technology Planning**

## **Payroll**

- **Processes 3,800 payroll checks and direct deposit advices 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**

**\$24,587**

**The salaries account increased by \$11,655 for union negotiated wage increases.**

**The operating expenditures increased overall by \$12,932. A majority of this increase is due to a new forms processing software that works with our current financial software system (MUNIS). This software is a required link to be able to print checks, advices, purchase orders, etc., from our system. It is needed because the printer hardware industry has changed and drivers are constantly being updated. We are unable to print checks, etc., on the new style printers. We have a very old printer that we currently print our checks on but if that fails then we are unable to replace it with old technology. MUNIS's answer to this problem is use of their forms printing module. We purchased our software many years ago so we do not own this module. MUNIS now only sells their new software with the module as part of the package. Our Sales representative has given us a reduced price.**

# **Budget**

**Finance & Records:**

**\$CHANGE**

## **INDEPENDENT AUDIT**

**\$1,750**

**There is a slight increase of \$1,750 in the Town's share of the Independent Audit budget.**

**In 2015, the Town solicited quotes for audit services and the Town Council approved a 5 year audit firm contract. The amount quoted will remain flat over the next five years. The annual amount increased by \$3,500. The Town and Board of Education pay 50% each of the total audit cost. The total annual cost for the Town and Board of Education is \$50,500.**

FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Accounting Services			Accounting Services				810-00
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	252,531	263,026	267,229	268,241	278,908	279,896	279,896	
Director of Finance and Records								
Assistant Finance Director / Treasurer								
Accountant II								
Senior Account Clerk / IT Administrator								
PROFESSIONAL SERVICES	26,904	25,922	28,118	30,979	30,979	56,299	41,979	
COMMUNICATIONS	34	100	624	775	775	1,207	1,207	
PRINTING	0	0	0	0	0	0	1,500	
DUES AND MEMBERSHIPS	255	255	380	400	400	400	400	
OTHER SERVICES AND FEES	425	0	944	1,065	1,065	1,065	1,065	
TRAINING AND DEVELOPMENT	3,920	4,935	5,794	3,875	3,875	3,875	3,875	
TRAVEL REIMBURSEMENT	44	265	147	300	300	300	300	
OFFICE SUPPLIES	2,164	1,713	1,435	1,600	1,600	1,600	1,600	
BOOKS AND SUBSCRIPTIONS	776	425	491	915	915	915	915	
OFFICE MACHINES	5,000	0	0	0	0	0	0	
PAYROLL EXPENDITURES	252,531	263,026	267,229	268,241	278,908	279,896	279,896	
OPERATING EXPENDITURES	39,522	33,615	37,932	39,909	39,909	65,661	52,841	
TOTAL ACCOUNTING SERVICES	292,053	296,641	305,161	308,150	318,817	345,557	332,737	7.98%

# Major Projects to be completed by June 30, 2015

- Trained all staff on revised purchasing policy.
- Assisted with Fiber project – over next 2 years.
- Assisted with the development of a Strategic Information Technology Plan.
- 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.
- Had a successful bond refunding which saved the Town in excess of \$500,000 in debt savings – ***Council Goal: Expand and review of operational policies for increased revenue potentials and operational cost savings.***

# Major Projects to be completed by June 30, 2015

- Awarded a AAA Bond Rating from Standard & Poors Rating Agency. This is the highest rating that a municipality can achieve. It provides for savings in debt issuance and reflects the Town's strong financial management.
- Potential retirement of a long time employee and the process of hiring for that position.
- Debt Management plan – reviewed and updated as necessary. Implemented a new Debt Service Fund to be able to strategically plan for minimum budget impact of future funding.
- Revised the Town's Bond Post Issuance Compliance Policy

# Accomplishments

## Accounting Services

- Received the award for excellence in financial reporting in July for the FY2013 CAFR
- Received the GFOA Distinguished Budget Award for FY2015 budget document
- 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)
- ESCO Project financial oversight and funding

# Accomplishments

## Accounting Services

- Assisted 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. 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 consolidation of Town and BOE functions and services*
- Assisted 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*



# Accomplishments

## Accounting Services

- **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**

# Accomplishments

## Accounting Services

- 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.
- Financial reporting and analyses – monthly and quarterly reviews

## 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 FY2015. Awaiting results for FY2014 award**
- **Continue to achieve the GFOA Distinguished Budget Award in FY2016**
- **Implement new check and form printing software to be able to appropriately print forms as well as to possibly implement new methods of sending forms electronically to save on printing costs. – *Council Goal: Expand and review of operational policies for increased revenue potentials and operational cost savings***
- **Implement Strategic Information Technology Plan. – *Council Goal: Expand and review of operational policies for increased revenue potentials and operational cost savings***
- **Develop methods for enhanced fraud risk assessment**

# 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, 2015**

# **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:**

**\$3,604**

The overall budget showed an increase of \$3,604 due mainly to contracted salary adjustments.

**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	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	131,695	141,300	119,325	133,054	135,505	136,874	136,874	
Collector of Revenue								
Assistant Collector of Revenue (2)								
PROFESSIONAL SERVICES	7,793	8,864	8,251	12,279	12,279	10,750	10,750	
COMMUNICATIONS	7,329	7,185	7,304	6,750	6,750	6,750	6,750	
SERVICE CONTRACTS	225	225	225	225	225	225	225	
PRINTING	5,770	5,778	6,698	5,875	5,875	6,275	6,275	
ADVERTISING	1,086	1,139	1,085	1,180	1,180	1,180	1,180	
DUES AND MEMBERSHIPS	190	240	160	205	205	205	205	
TRAINING AND DEVELOPMENT	840	1,352	594	914	914	1,702	1,702	
TRAVEL REIMBURSEMENT	62	54	373	75	75	200	200	
OFFICE SUPPLIES	1,762	556	344	400	400	400	400	
PAYROLL EXPENDITURES	131,695	141,300	119,325	133,054	135,505	136,874	136,874	
OPERATING EXPENDITURES	25,057	25,394	25,034	27,903	27,903	27,687	27,687	
TOTAL REVENUE SERVICES	156,751	166,694	144,358	160,957	163,408	164,561	164,561	2.24%

# Major Projects to be Completed by June 30, 2015

- Tax Sale
- Send Suspense List to a Collection Agency to increase collections
- Increase sewer billing and reporting capabilities by further training in the use of Access
- Further promote on-line payments through Eblasts, the Town website, information cards and our upcoming July billing
- Work with Finance to continually reduce bank fees
- Work with Public Safety to increase office security
- Continually increase collection of delinquent taxes
- Cross train Department staff in various responsibilities

# Accomplishments

- 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
- Billing of water assessments accounts has been added to Access
- View Permit/QDS integration has been completed and is now in the testing phase; this will allow the Development Office to view delinquent taxes real time
- Tax Office procedure manual has been completed

# **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, 2015**

# RESPONSIBILITIES

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

- Maintains and preserves town historical records
- Records and indexes land records and property maps
- Assists Title Searchers, Attorneys and residents in land records research
- Issues dog licenses and provides reports to State and Town ACO
- Issues sports licenses and permits in compliance with State law
- Oversees updates to the Town Code Book of Town Council approved ordinances and policies and provides certified copies to the Secretary of the State's office
- Acts as the filing repository for agenda and minutes of all boards and commissions meetings



# RESPONSIBILITIES

## Elections

- Prepares ballots and for elections and referenda
- Prepares legal notices for elections, referenda and bond issues
- Determines election results in accordance with minority representation laws for municipal candidates
- Files all Campaign Finance records Per State Statutes
- Issues Absentee Ballots in accordance with State law
- Assists in the registration of new voters
- Appoints unaffiliated Justices of the Peace
- Administers and records oaths of office for all elected officials, JPs and Notary Public appointments

# RESPONSIBILITIES

## Vital Records

- Processes all vital statistics (births, marriages, deaths) and veteran's discharge papers (DD214s) for tax exemption
- Issues marriage licenses
- Provides certified copies of vital statistic records to the public
- Assists public with genealogical searches
- Issues burial, cremation and disinterment permits and maintains town burial records

# **RESPONSIBILITIES**

## **Miscellaneous Activities**

- Provides notarial services to the public
- Issues and processes Trade Name Certificates (DBAs)
- Applies for and manages State Preservation Grant
- Issues various permits including Peddler Permits and Liquor Permits
- Tracks, reports and initiates payments to multiple State Preservation Funds
- Receives and transmits legal actions against the Town
- Balances and prepares daily deposit

# Budget

**Town Clerk:**

**\$ Change**

\$245

The Budget for the Town Clerk's Office has an increase of \$245.

The State Preservation Grant was decreased by \$2,000; Training and Development was increased by \$400; Other Services and Fees was increased by \$1,000 for online dog licensing software; and Dues and Membership was increased by \$20. The relatively small overall dollar increase reflects a lower starting salary of the recently hired Town Clerk then her predecessor who was a long time employee.

FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Town Clerk		Town Clerk					880-00
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Budget	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	102,323	104,613	105,719	105,379	105,379	106,204	106,204	
Town Clerk								
Assistant Town Clerk								
PROFESSIONAL SERVICES	3,500	4,000	4,000	5,000	5,000	3,000	3,000	
SERVICE CONTRACTS	84	84	84	95	95	95	95	
PRINTING	21,592	19,810	22,147	24,000	24,000	24,000	24,000	
CODE UPDATES	8,081	5,180	6,457	7,350	7,350	7,350	7,350	
DUES AND MEMBERSHIPS	450	150	145	210	210	230	230	
OTHER SERVICES AND FEES	228	280	288	400	400	400	1,400	
TRAINING AND DEVELOPMENT	421	621	316	750	750	1,150	1,150	
OFFICE SUPPLIES	643	928	773	1,000	1,000	1,000	1,000	
PROGRAM MATERIALS	0	1,149	1,846	900	900	900	900	
PAYROLL EXPENDITURES	102,323	104,613	105,719	105,379	105,379	106,204	106,204	
OPERATING EXPENDITURES	34,999	32,201	36,055	39,705	39,705	38,125	39,125	
TOTAL TOWN CLERK	137,322	136,814	141,774	145,084	145,084	144,329	145,329	0.17%

# Major Projects to be completed by June 30, 2015

- Installed a land records software update and hardware refresh
- Completed the first phase towards our goal of being able to accept and process eRecordings
- Reorganized Town Clerk's vault

# Accomplishments

- Received Historic Preservation Grant of \$5,000 which was used to convert 35,000 pages of land records into searchable electronic records
- Performed audit of microfilm records stored offsite
- Performed audit of records stored in the Town Clerk vault identifying areas of future needs as well as identifying those records exceeding the required retention period

# Goals

- Apply for the 2016 State Preservation Grant of \$3,000 and utilize funds to match all previously scanned map images to the indices within the 20/20 Vision® software. This grant was reduced from \$5,000
- Digitalize the remaining 12 property map volumes (approx. 250 maps) preserving them and making them more accessible to the public
- Offer eRecording capabilities to our customers
- Ensure that all permanent board and commission minutes are microfilmed and preserved on archival paper/binders.
- Procure and install software to provide the residents the ability to license dogs online



# Future Department Needs

- Part-time temporary staffing to perform projects needed in order to increase efficiency and streamline operations as well as to bring our office into compliance with State Statute such as:
  - Digitalizing records i.e.; Trade Names, Foreclosure Registrations
  - Transfer all minutes for permanent boards and commissions to archival paper and binders and prepare for microfilm
  - Dispose of records authorized by the State for destruction
- Additional shelving and filing cabinets within the vault



# **ASSESSMENT SERVICES**

## **Presentation March 12, 2015**

# **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 2019.**

# **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 1<sup>st</sup>; price all vehicles; price Motor Vehicle Supplemental 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.

# Budget

## \$Change

**Assessment Services:**

**\$29,398**

**Professional Services is increasing to start funding one-fifth of the next full revaluation (\$232,500).**



FUNCTION	ACTIVITY			PROGRAM				CODE
Finance and Records	Assessment Services			Assessment Services				820-00
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	170,667	166,579	170,092	169,780	177,392	179,127	179,127	
Assessor								
Deputy Assessor								
Assessment Technician								
PROFESSIONAL SERVICES	60,462	54,865	19,250	46,218	46,218	65,600	65,600	
SERVICE CONTRACTS	84	84	84	95	95	95	95	
PRINTING	248	249	258	280	280	250	250	
ADVERTISING	252	181	244	260	260	260	260	
DUES AND MEMBERSHIPS	835	475	260	505	505	495	495	
TRAINING AND DEVELOPMENT	2,496	4,550	2,851	2,945	2,945	3,135	3,135	
OFFICE SUPPLIES	818	4,981	249	250	250	250	250	
MINOR TOOLS	0	0	0	70	70	0	0	
BOOKS AND SUBSCRIPTIONS	3,108	2,797	3,346	3,580	3,580	4,169	4,169	
PAYROLL EXPENDITURES	170,667	166,579	170,092	169,780	177,392	179,127	179,127	
OPERATING EXPENDITURES	68,303	68,182	26,543	54,203	54,203	74,254	74,254	
TOTAL ASSESSMENT SERVICES	238,970	234,761	196,635	223,983	231,595	253,381	253,381	13.13%

# Significant Projects/Accomplishments

- **2014-Revaluation Project - The Assessors office has successfully completed an in house revaluation. Although the town had saved \$160,000 toward the revaluation project over the last five years. The total cost of the in house project is between \$65,000 and \$85,000 depending on court appeal costs. The result is a potential savings of \$75,000-\$95,000.**
- **2014-Assessor completed several appraisal courses and received his CCMA II designation.**
- **2015- Computer Assisted Mass Appraisal software conversion. The towns CAMA vendor is updating all clients with an updated version of their software which will help streamline current server issues/needs and allow for necessary updates to the CAMA's internal GIS module.**

# Significant Projects Anticipated over Next 2 Years

- **2015 - Attend GIS training now that module has been loaded into PC.**
- **2015 - Prepare for personal property audits.**
- **2015 - Reorganize office filing system.**
- **2015 - Work with IT on new server and file cleanup.**
- **2015 - Upgrade Assessor CAMA software.**
- **2016- Prepare for personal property audits.**

# Major Issues of Concern for Future Consideration

- **Changes in legislature to the Motor Vehicle taxing system.**

# Department Needs

- **To improve filing system, we would like to replace the old fire safes that are poor functioning - \$1,400**



# **BOARD OF ASSESSMENT APPEALS**

## **Presentation March 12, 2015**

# **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.**

[illegible]



# Significant On-Going Projects

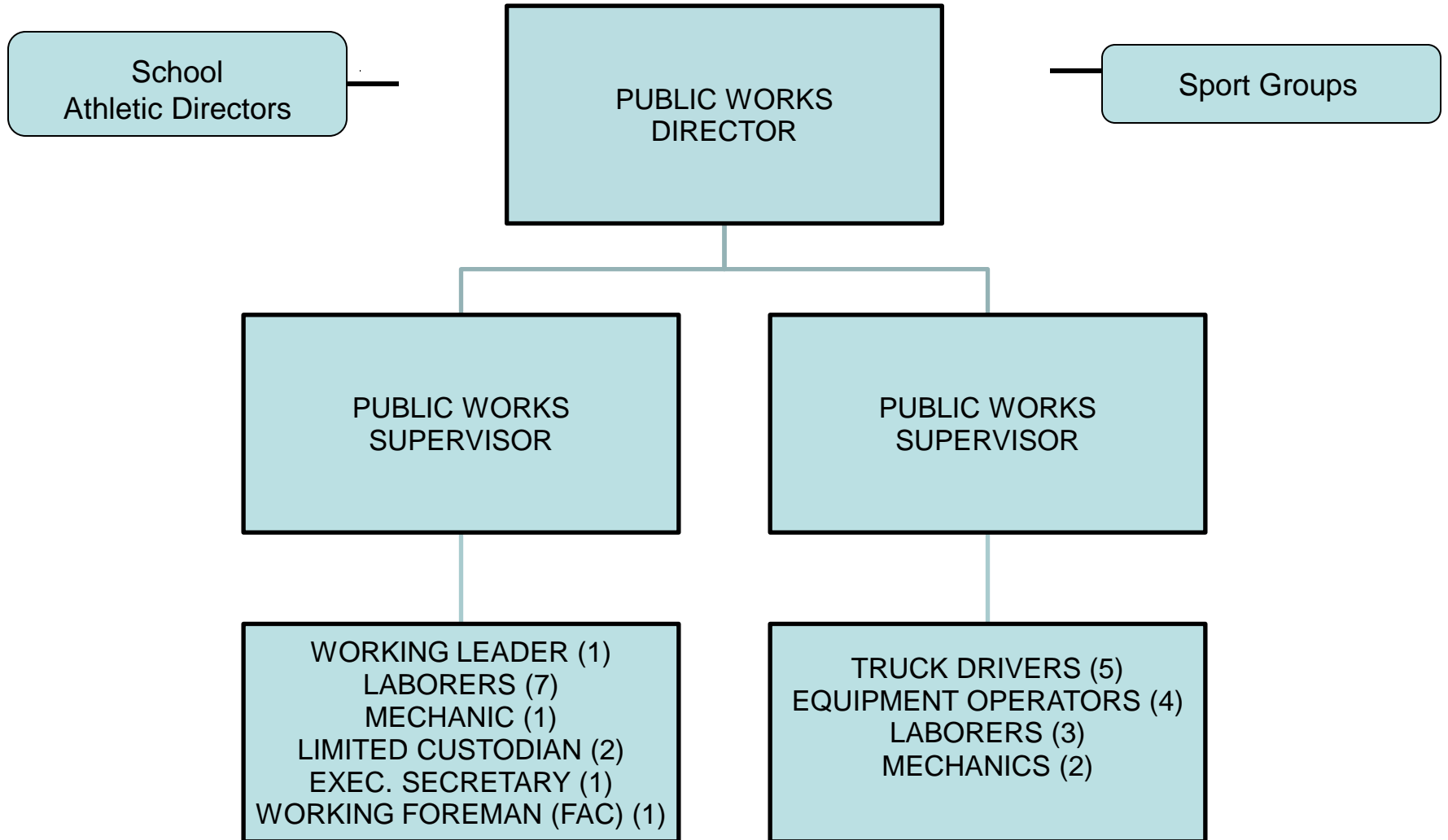
- **Members have the ability to attend annual BOAA workshops.**

# Major Projects to be Completed by June 30, 2015

- Hold BOAA hearings

# PUBLIC WORKS DEPARTMENT





## **PARKS**

EB Bretas

Ferdene Deadwyler

Chris Gilluly

Gillis Gregoire

Jeff Horn

Scott Howe

Chris Kelly

Joy Shroyer

Tom Tyler

## **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

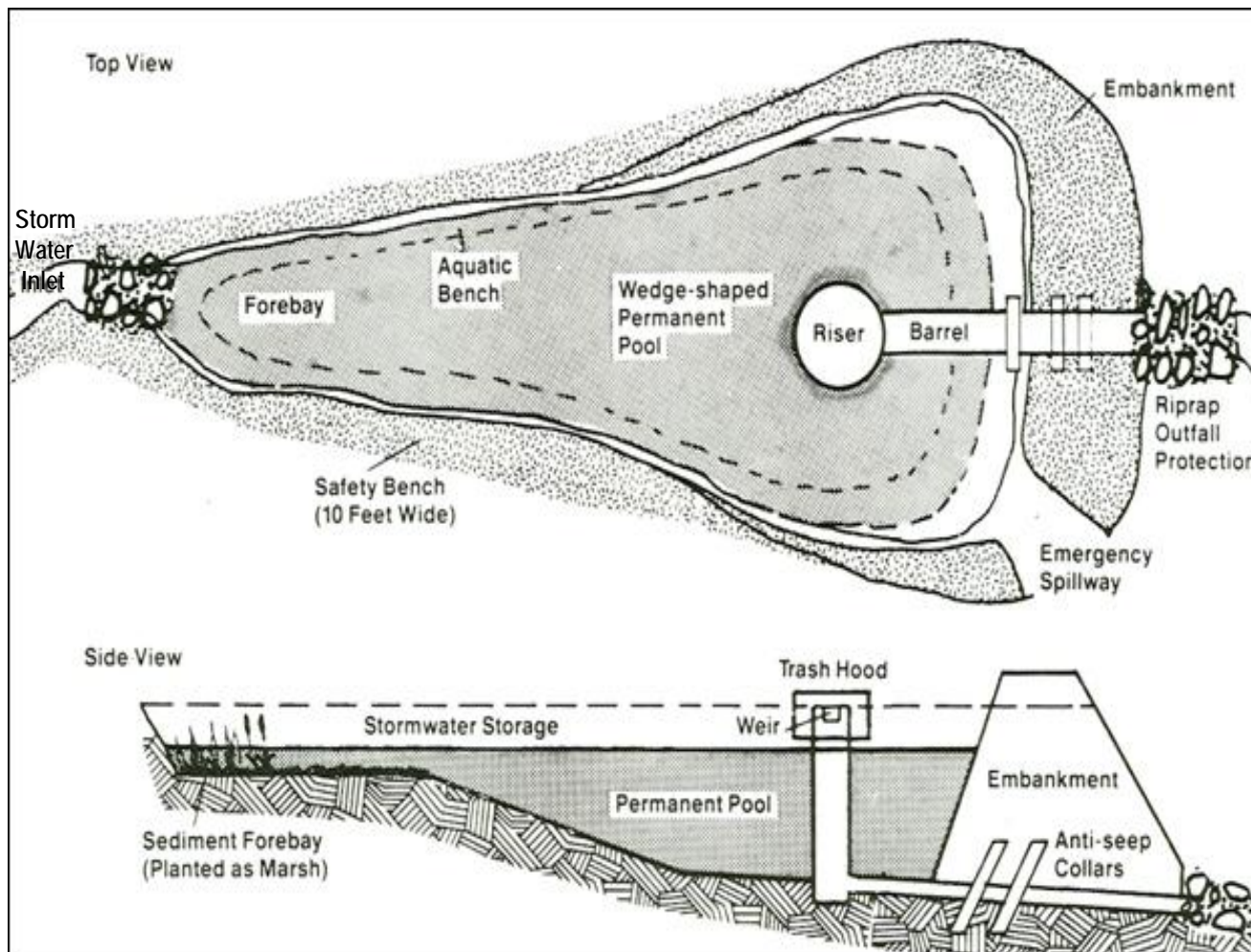


# INFRASTRUCTURE

- 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

# 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





# DRAINAGE PIPE WORK





# CULVERTS



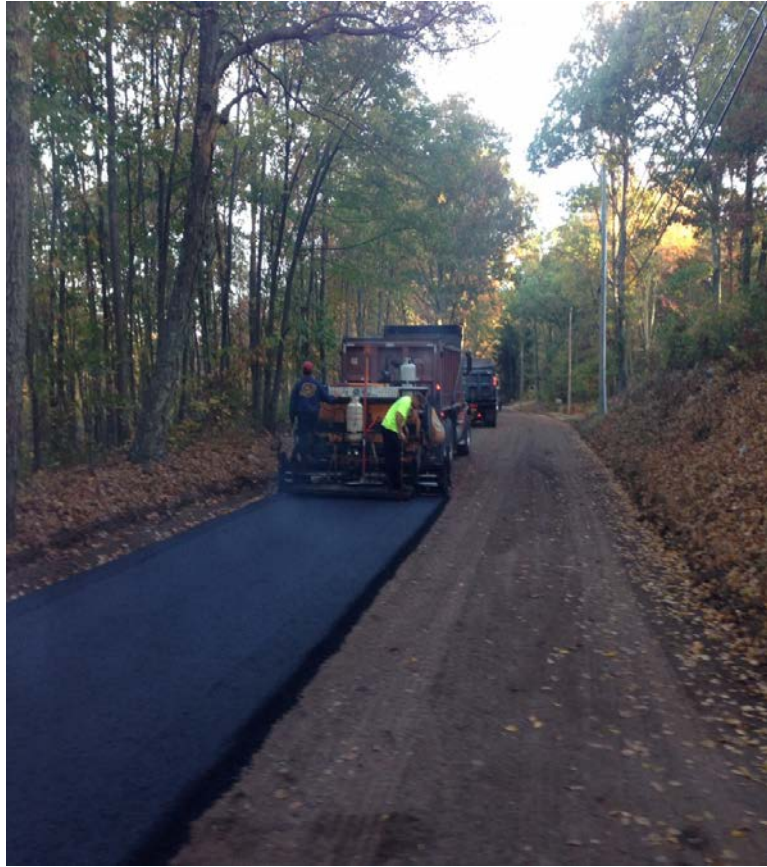


# PAVING





# PAVING



# PAVING TIS





# TIS BLACKTOP PLAY AREA



# **TREE TRIMMING PROGRAM**

## **(Phase 2 of 3)**

**Barstow Lane  
Birchwood Drive  
Brookmoor Road  
Browns Bridge Road  
Candlewood Drive  
Center Road  
Clifford Avenue  
Cora Road  
Eastview Terrace  
Fernwood Road  
Gary Road**

**Johnson Road  
Kendall Mountain  
Ladd Road  
Louis Drive  
Midland Drive  
Neff Hill Road  
Oakwood Lane  
Old Cathole Road  
Sugar Hill Road  
Sugar Bush Road  
Usher Ridge**



# THE LODGE

## Kitchen Renovation



# TRAINING CENTER

## Kitchen Renovation





# TMS PAINTING PROJECT



# TMS PAINTING PROJECT

## Cafeteria



# TMS PAINTING PROJECT

## Teachers Lounge





# TMS LANDSCAPING





# TMS LANDSCAPING



# ADAM'S ADVENTURE Site Work





# DISC GOLF COURSE

**BEFORE**



**AFTER**





# TOWN MECHANICS





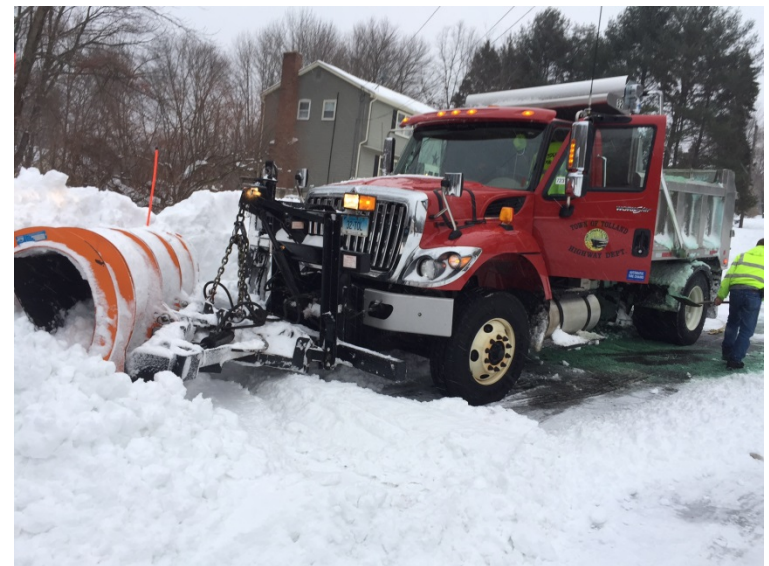
# TOLLAND TORNADO

## GOOSE LANE





# WINTER 2014-2015



# Winter Events November 2014

EVENT	DATES	TYPE/AMOUNT	O/T HOURS
1	11/26/14	6" Snow	10.5
2	11/27/14	Snow/Ice salting	2.5
3	11/28/14	Snow/Ice salting	5.0

# Winter Events December 2014

EVENT	DATE	TYPE/AMOUNT	O/T HOURS
4	12/09/14	Ice/Snow	3.0
5	12/11/14	4" Snow	6.25
6	12/12/14	Ice/Salting	2.0
7	12/22/14	Snow	3.0

# Winter Events January 2015

EVENT	DATE	TYPE/AMOUNT	O/T HOURS
8	1/03/15	3" Snow	4.0
9	1/04/15	2" Ice/Salting	3.0
10	1/05/15	Ice/Salting	2.5
11	1/09/15	3" Snow scowls	3.0
12	1/10/15	2" Snow	4.0
13	1/12/15	7" Snow/Ice	11.0
14	1/13/15	Clean up	3.0
15	1/21/15	6" Snow	11.5
16	1/25/15	Snow /Ice	5.0
17	1/26/15	Blizzard-"Colby"	7.5
17	1/27/15	Blizzard-"Colby"	7.0
18	1/28/15	Clean up	5.0
19	1/30/15	Ice /Snow	3.5
20	1/31/15	3-4" Snow	7.0

# Winter Events February 2015

EVENT	DATE	TYPE/AMOUNT	O/T HOURS
21	2/1/15	1' Snow	11.0
22	2/2/15	Finish plowing	7.0
23	2/3/15	Clean up	3.0
24	2/4/15	Ice	2.0
25	2/5/15	5" Snow/Ice	4.0
26	2/6/15	Snow/Ice	3.0
27	2/8/15	Snow	6.0
28	2/9/15	8-10" Snow	7.0
29	2/10/15	Ice/Salting	3.0
30	2/13/15	THS Frozen Pipe	10.0
31	2/14/15	6" Storm Faith	15.5
32	2/15/15	Plowing	5.0
33	2/16/15	Clean up	7.0
34	2/21/15	8" Mini Blizzard	8.0
35	2/22/15	5" Snow Wind Drifts	11.0



# Winter Events March 2015

EVENT	DATES	TYPE/AMOUNT	O/T HOURS
36	3/01/15	6"+ Snow	8.0
36	3/02/15	Finish Plowing	7.0
37	3/03/15	3" Snow	8.5
37	3/04/15	5" Snow/Slush	15.5
38	3/05/15	2" Snow/Slush	5.0

# SALT USAGE

Started season with 3,000 ton



Halfway used 1,500 tons



Down to 700 Tons

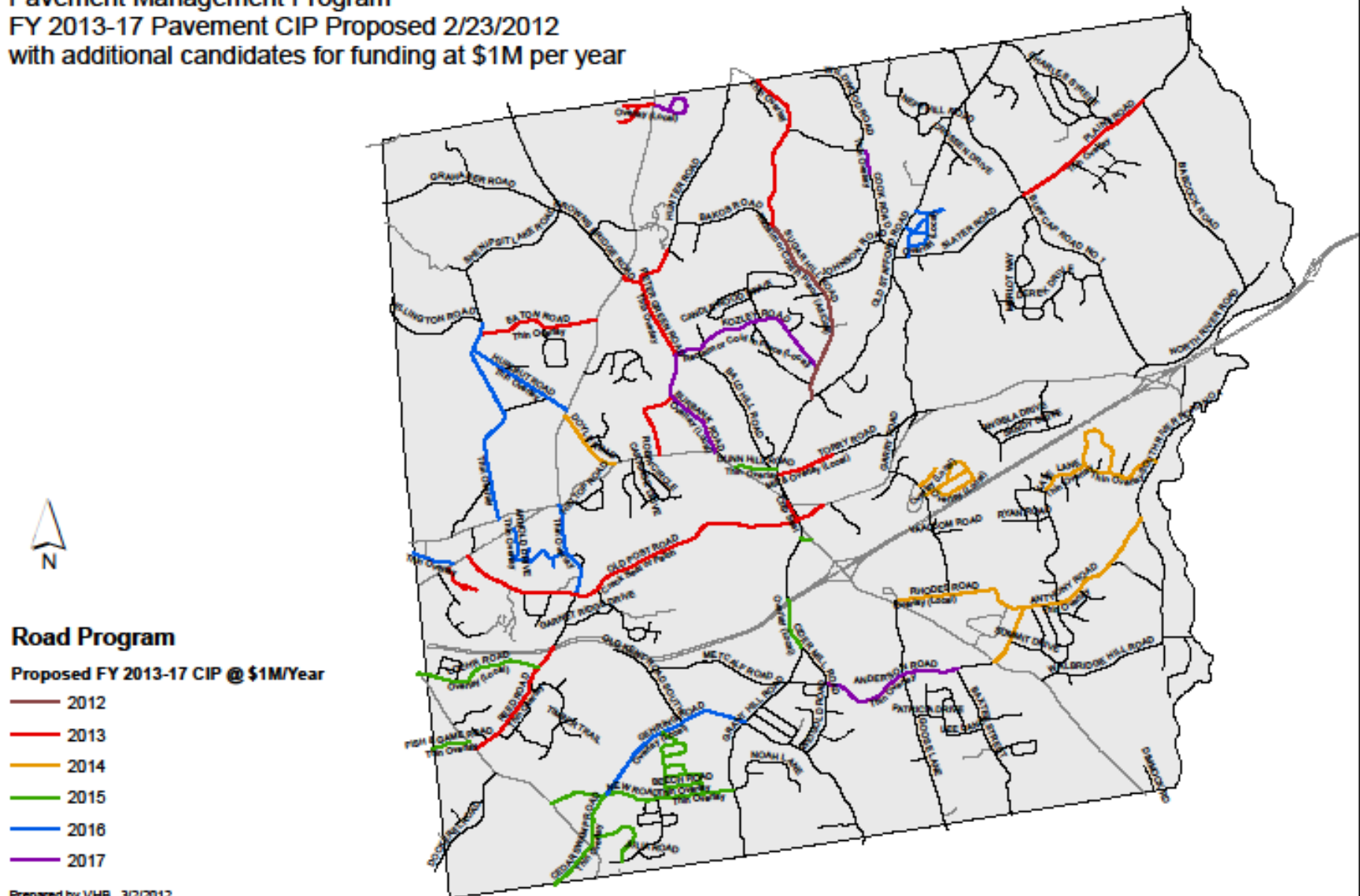


Additional funds to buy 1,000 tons



# 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 2015-2016

ANDERSON ROAD (BAXTER ST - METCALF RD)		Thin Overlay
APPLE ROAD (GEHRING RD - NEW RD)		Thin Overlay
BEECH ROAD (HOLLY RD - APPLE RD)		Thin Overlay
CEDAR SWAMP ROAD (GEHRING RD - TOWN LINE)		Thin Overlay
CIDER MILL CONNECTOR (CIDER MILL RD - MERROW RD)		Reclaim or Cold in Place (Local)
CIDER MILL ROAD (184 UNDERPASS - GRANT HILL RD)		Overlay (Local)
COLUMBINE ROAD (HOLLY RD - APLE RD)		Overlay (Local)
COOK ROAD (948'S OF KENDALL MOUNTAIN RD - KENDALL MOUNTAIN RD)		Thin Overlay
DEREK DRIVE (433'E OF MELISSA WAY - DONNA MAE LA)		Thin Overlay
DOGWOOD ROAD (APPLE RD - COLUMBINE RD)		Thin Overlay
DUNN HILL ROAD (OLD STAFFORD RD - TOLLAND STAGE RD)		Thin Overlay
ELM ROAD (APPLE RD (S) - APPLE RD (N))		Thin Overlay
FERNWOOD ROAD (OLD STAFFORD RD - 1088' SE OF OLD STAFFORD RD)		Thin Overlay
FISH & GAME ROAD (MILE HILL RD - TOWN LINE)		Thin Overlay
GERHRING ROAD (NEW RD - MILE HILL RD)		Mill & Overlay (Local)
HOLLY ROAD ( NEW RD - COLUMBINE RD)		Thin Overlay
LAWLOR ROAD (CEDAR SWAMP RD - PINE HILL RD)		Overlay (Local)
LOEHR ROAD (REED RD - MILE HILL RD)		Overlay (Local)
MIDLAND DRIVE (KOZLEY RD - 585 N OF KOZLEY RD)		Reclaim or Cold in Place (Local)
MOUNTAIN LAUREL DRIVE (CHARLES ST - 1106' DEERWOOD RD)		Thin Overlay
NEW ROAD (GRANT HILL RD - APPLE RD)		Thin Overlay
NEW ROAD (APPLE RD - GEHRING RD)		Thin Overlay
ROBIN CIRCLE (TOLLAND STAGE RD - ROBIN CIRCLE (LOOP))		Mill & Overlay (Local)
SLATER ROAD (OLD STAFFORD RD - BUFF CAP RD NO 1)		Thin Overlay
SOUTH RIVER ROAD NO 1 (SOUTH RIVER RD NO 2 - WALBRIDGE HILL RD)		Reclaim or Cold in Place (Local)
TORRY ROAD (2500'E OF OLD STAFFORD RD - SKUMGAMAUG RD)		Mill & Overlay (Local)
VARIOUS CRACKSEAL		
PARKING LOT IMPROVEMENTS		
	12.9 MILES	TOTAL: \$1,750,000

# **Major Projects to be Completed by June 30, 2015**

- \$1,750,000 Pavement Management
- \$100,000 Road Drainage for roads being done from the Pavement Management
- Twenty-six new basins on Dockerel Road which has no drainage
- Close-out the Honey-well project



# 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

# 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:**

**(Salaries & Operating Expenditures ) + \$69,651**

The budget increased overall by \$69,651. 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.

Salaries increased due to contractual requirements as well as increasing the hours of the lead custodian from 24 hours to 40 hours at a cost of \$19,729 for six months. In addition we have replaced one laborer with a working foreman to reflect HVAC oversight and increased the part time account by \$15,500 to hire two additional temporary seasonal employees.



Function	ACTIVITY			PROGRAM				CODE
Public Works (Parks and Facilities)								610
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
PARKS AND FACILITIES	780,655	820,252	734,890	816,335	810,735	858,301	888,806	
BOARD OF EDUCATION	48,615	51,715	73,399	56,894	55,894	54,394	54,394	
HICKS MEMORIAL MUNICIPAL CENTER	219,907	94,336	100,228	134,033	125,533	130,211	131,299	
JAIL MUSEUM	20,060	12,041	11,590	13,041	13,041	13,052	13,052	
SENIOR CENTER	32,803	35,101	39,766	38,226	37,426	38,834	38,834	
RESIDENT TROOPERS	8,014	8,093	8,684	9,053	9,053	9,862	9,862	
FIRE STATIONS	71,713	78,718	58,567	73,063	70,463	72,923	72,923	
OLD TOWN HALL	4,843	5,738	6,628	8,709	8,109	8,733	8,733	
CONTINGENCY	15,369	11,366	32,144	20,000	20,000	20,000	20,000	
HIGHWAY GARAGE	28,074	39,311	37,517	46,655	45,655	44,818	44,818	
PARKS AND FACILITIES GARAGE	13,088	14,672	14,666	19,480	19,480	19,975	19,975	
TRAINING CENTER	13,997	16,112	16,895	20,466	20,466	21,080	21,080	
RECREATIONAL FACILITIES	37,463	38,474	36,719	47,526	47,526	63,856	49,356	
RECREATION CENTER	0	38,549	0	0	0	0	0	
OPERATING EXPENDITURES	1,294,601	1,264,478	1,171,693	1,303,481	1,283,381	1,356,039	1,373,132	
TOTAL PARKS AND FACILITIES	1,294,601	1,264,478	1,171,693	1,303,481	1,283,381	1,356,039	1,373,132	5.34%

# Budget

## Major Adjustments

**Streets & Roads:**

**\$Change**

**(Salaries & Operating Expenditures) + \$74,035**

The operating expenditures 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.

Function	ACTIVITY			PROGRAM				CODE
Public Works (Streets and Roads)								650
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
STREETS AND ROADS	205,443	174,099	156,834	157,437	160,660	167,508	161,508	
DRAINAGE	194,577	122,181	7,882	50,000	50,000	50,000	50,000	
PAVING	142,341	181,223	21,759	81,712	81,712	93,712	93,712	
MECHANICAL MAINTENANCE	374,058	385,872	409,963	374,065	387,244	369,731	369,731	
SUPPORT SERVICES	4,260	8,403	0	0	0	0	0	
HIGHWAY MAINTENANCE	485,422	372,125	569,378	551,973	509,840	622,541	602,541	
UNIMPROVED ROADS	84,871	63,355	19,188	49,689	49,689	49,689	49,689	
ICE AND SNOW REMOVAL	281,211	514,330	677,723	494,171	589,404	505,901	505,901	
STREET LIGHTS AND TRAFFIC CONTROL	65,652	53,071	48,993	67,441	65,441	67,441	67,441	
OPERATING EXPENDITURES	1,837,835	1,874,659	1,911,720	1,826,488	1,893,990	1,926,523	1,900,523	
TOTAL STREETS AND ROADS	1,837,835	1,874,659	1,911,720	1,826,488	1,893,990	1,926,523	1,900,523	4.05%

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# **REFUSE AND RECYCLING BUDGET**

**Presentation March 12, 2015**

# **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

<b>Refuse and Recycling Services:</b>	<b><u>\$ Change</u></b>
	<b>(\$117,661)</b>

**Bulky Waste Disposal – Budget reduced by \$9,288 due to lower anticipated bulky waste tonnage.**

**Refuse/Recycling Collection – Contracted collection fee net decrease of \$82,706 due mainly to reduction from 6 to 2 Bulky Waste pick-ups per year. Also, as included in last year's budget, a 5% reduction will occur for the next 4 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 – decreased by \$25,667 due to a reduction in the anticipated refuse tonnage.**

**Revenue – Recycling revenue is budgeted at \$45,000 for FY16.**

**\*Unknown at this time is a potential new Solid Waste disposal fee charged by the State of Connecticut.**

<b>FUNCTION</b>	<b>ACTIVITY</b>			<b>PROGRAM</b>				<b>CODE</b>
<b>Public Works</b>	<b>Public Works</b>			<b>Refuse &amp; Recycling Services</b>				<b>630-67</b>
Line Item Description	2011-2012 Actual	2012-2013 Actual	2013-2014 Actual	2014-2015 Adopted	2014-2015 Amended	2015-2016 Department Proposed	2015-2016 Manager Proposed	% Increase Over Adopted
<b>OTHER SERVICES AND FEES</b>	2,000	0	0	0	0	0	0	
<b>REFUSE / RECYCLING COLLECTION</b>	939,544	925,427	884,011	858,705	818,705	775,999	775,999	
<b>BULKY WASTE DISPOSAL</b>	31,642	26,690	21,448	25,883	25,883	16,595	16,595	
<b>REFUSE DISPOSAL</b>	323,443	303,544	265,760	289,800	289,800	284,152	264,133	
<b>HAZARDOUS WASTE</b>	8,950	9,182	8,645	10,500	10,500	10,500	10,500	
<b>OPERATING EXPENDITURES</b>	1,305,578	1,264,843	1,179,864	1,184,888	1,144,888	1,087,246	1,067,227	
<b>TOTAL REFUSE AND RECYCLING SERVICES</b>	1,305,578	1,264,843	1,179,864	1,184,888	1,144,888	1,087,246	1,067,227	-9.93%



# **REFUSE AND RECYCLING ACCOMPLISHMENTS**

- **Town of Tolland projecting a reduction of about 24% in the amount of bulky waste tonnage in FY16 by going to twice a year pick-up.**
- **A local non-profit, Venture Crew 422 affiliated with the Boy Scouts, organized two electronics recycling days at the Tolland High School.**
- **Tolland brought in about \$150,000 in recycling revenue since July 1, 2010 including \$43,249 in FY14.**

## **Refuse Tons History**

<b><u>Year</u></b>	
<b>FY 2009</b>	<b>5,009.47</b>
<b>FY 2010</b>	<b>4,594.84</b>
<b>FY 2011</b>	<b>4,556.99</b>
<b>FY 2012</b>	<b>4,806.41</b>
<b>FY 2013</b>	<b>4,347.82</b>
<b>FY 2014</b>	<b>4,255.85</b>

<b>% Change Tonnage</b>	<b>-2.1%</b>
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<b>Estimated Savings</b>	<b>\$5,656</b>
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## **Recycling Tons History**

<b><u>Year</u></b>	
<b>FY 2009 (Note 1)</b>	<b>1,530.44</b>
<b>FY 2010 (Note 2)</b>	<b>1,823.71</b>
<b>FY 2011 (Note 2)</b>	<b>1,839.82</b>
<b>FY 2012 (Note 2)</b>	<b>1,736.95</b>
<b>FY 2013 (Note 2)</b>	<b>1,771.54</b>
<b>FY 2014 (Note 2)</b>	<b>1,729.95</b>

<b>% Change Tonnage</b>	<b>-2.3%</b>
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**Recycling Revenue since 2011 - \$150,208**

**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.**
- **Revise current Regulations as needed to increase recycling.**

