

TOWN OF TOLLAND



BUDGET OVERVIEW

March 13, 2013

Revenues

	2010/11	2011/12	2012/13	2013/14
State/Federal Grants	\$ 728,484	\$ 665,899	\$ 720,747	\$631,167
Investment Income	140,200	109,345	48,632	46,000
Licenses, Permits & Fees	194,500	148,500	224,800	214,926
Charges for Current Services	337,494	343,710	366,902	383,839
Education Grants	11,011,698	10,907,445	10,976,694	10,927,736
Total	\$12,412,376	\$12,174,899	\$12,337,775	\$12,203,668

Expenditures

	2010/11	2011/12	2012/13	2013/14
Town	-0.05%	1.36%	.74%	.58%
BOE	1.00%	2.53%	3.0%	1.0%

Grand List Growth

2010/11	2011/12	2012/13	2013/14
.75% **	1.10%	.89%	.20%
\$209,433	\$406,355	\$336,785	\$78,363

****Without the impact of revaluation.**

Percentage Tax Increases

2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
3.95%	-0.07%	-1.15% ***	1.99%	.87%	.67%

*****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

- No one wants to see existing programs in either the Town or Board of Education eliminated, however based on funding realities this may be necessary.

Impact of Governor's Budget on Tolland

- The following grants have been eliminated as part of the Governor's proposed State budget:

State owned property PILOT:	\$ 52,937
Mashantucket Pequot:	\$ 45,038
Education Pupil Transportation:	\$132,619
Adult Education:	\$ 26
Manufacturing Equipment Grant:	\$ 75,000
Municipal Tax Relief Grant:	<u>\$ 60,500</u>
Total:	\$366,120

Impact of Governor's Budget on Tolland

- To partially offset the loss of revenue we will receive \$161,566 from a new Hold Harmless Grant and a one time adjustment in ECS payments of \$83,687 for this fiscal year.
- Total tax related revenue from the State budget is projected to be \$120,867 less than in the current fiscal year.
- We will receive additional dollars in non tax revenue such as LOCIP and Town Aid Road Funds.
- The Governor has proposed exempting the first \$20,000 of assessed value (\$28,500 market value) of the motor vehicle tax on all vehicles. 94% of Tolland's vehicles have a value under \$20,000. Although the proposal would provide tax relief for those who have vehicles but do not own real property, it would result in the loss of \$3.8 million in motor vehicle taxes which would mean an increased tax burden on the real estate, personal property for business and the higher valued vehicles.

Town Revenues 2013 - 2014

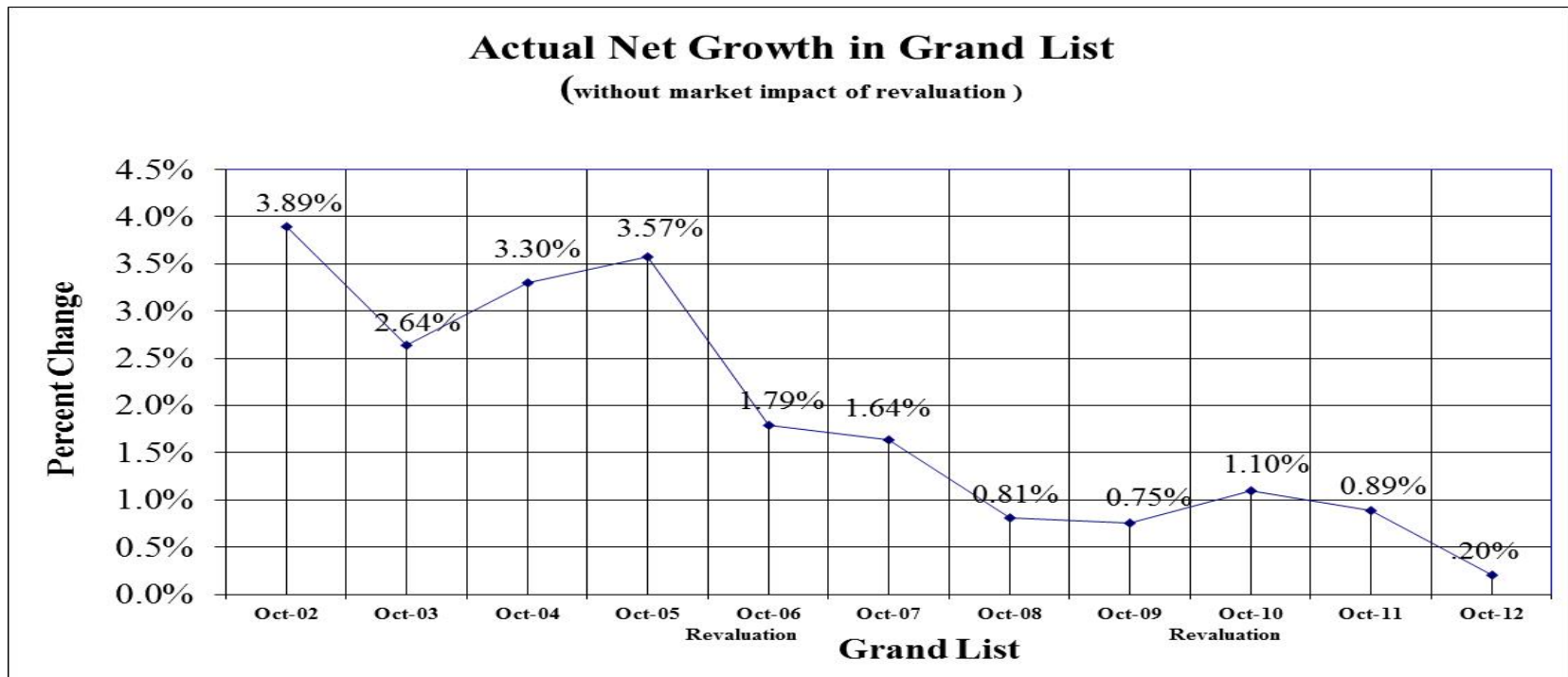
**PROJECTED DECREASES/INCREASES FOR 2013/2014
FROM NON-TAX REVENUE SOURCES**

(DECREASES)/INCREASES:

State Aid for Education		(48,959)
• ECS	83,686	
• Transportation	(132,619)	
• Adult Education	(26)	
 Non-Education State and Federal Grants		 (90,080)
• Mashantucket Pequot	(45,038)	
• Property Tax Relief Grant	(60,500)	
• Hold Harmless Grant	161,566	
• Manufacturer's Equipment	(75,000)	
• PILOT State – Owned Property	(52,937)	
• Youth Grant	(10,000)	
• Bond and Interest Subsidy	(7,871)	
• Miscellaneous Grants	(300)	
 Interest Income/Other Revenue		 (2,632)
 Licenses, Permits & Fees		 (9,874)
 Charges for Current Services		 <u>16,937</u>
 NET REVENUE DECREASE		 (\$134,608)

**Grand List Growth at .20%
after adjustments for new construction,
elderly exemptions, MVS and
slight decline in the mill rate and excluding
the impact of the State mandated
revaluation= \$78,363**

History of Grand List Growth Percentage:



NEW DWELLING START CHART

[illegible]

Fund Balance

An increase in the use of Fund Balance by \$161,042 to a total of \$361,042 is recommended to be used as a revenue in these difficult economic times.

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%

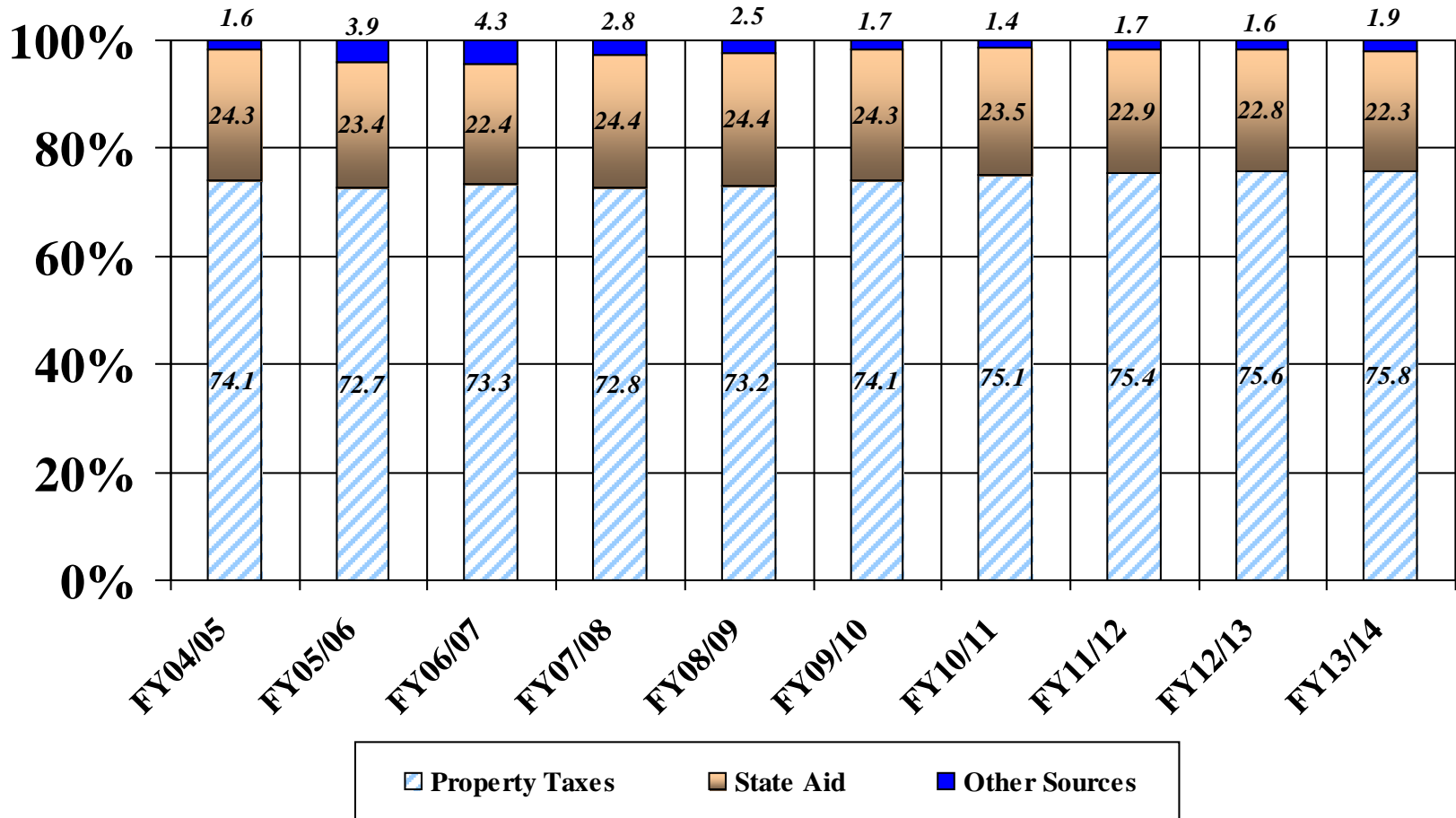
This is not a “revenue source” that should be relied upon in the future. This is a one time use of funds that may not be able to be duplicated in future years.

UNASSIGNED FUND BALANCE

2013 estimated*	\$6,591,094	11.79%
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%
2002	\$2,521,653	7.0%

* Includes assumption of use budgeted Fund balance

TRENDS IN GENERAL FUND REVENUE SOURCES

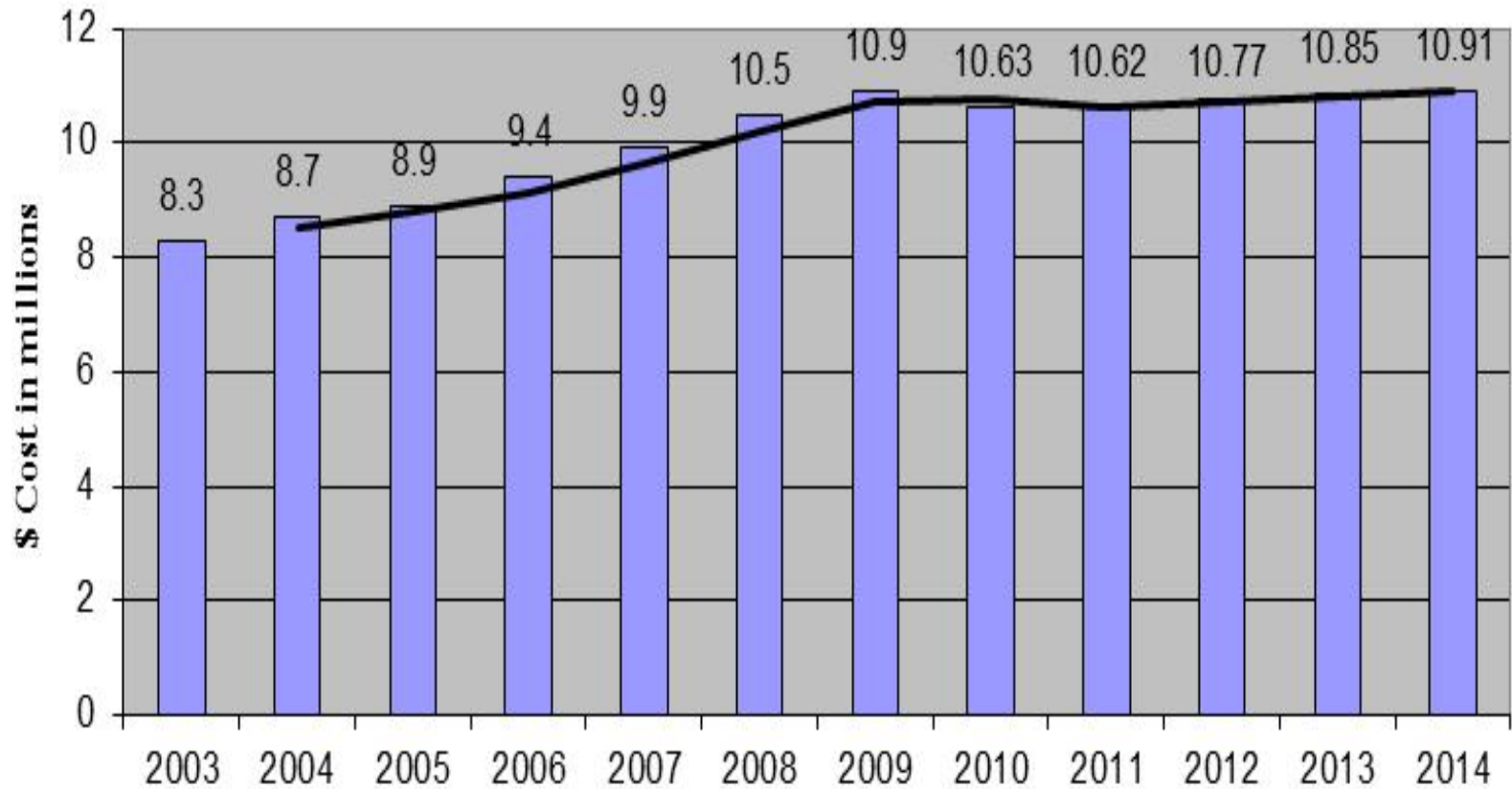


Expenditures

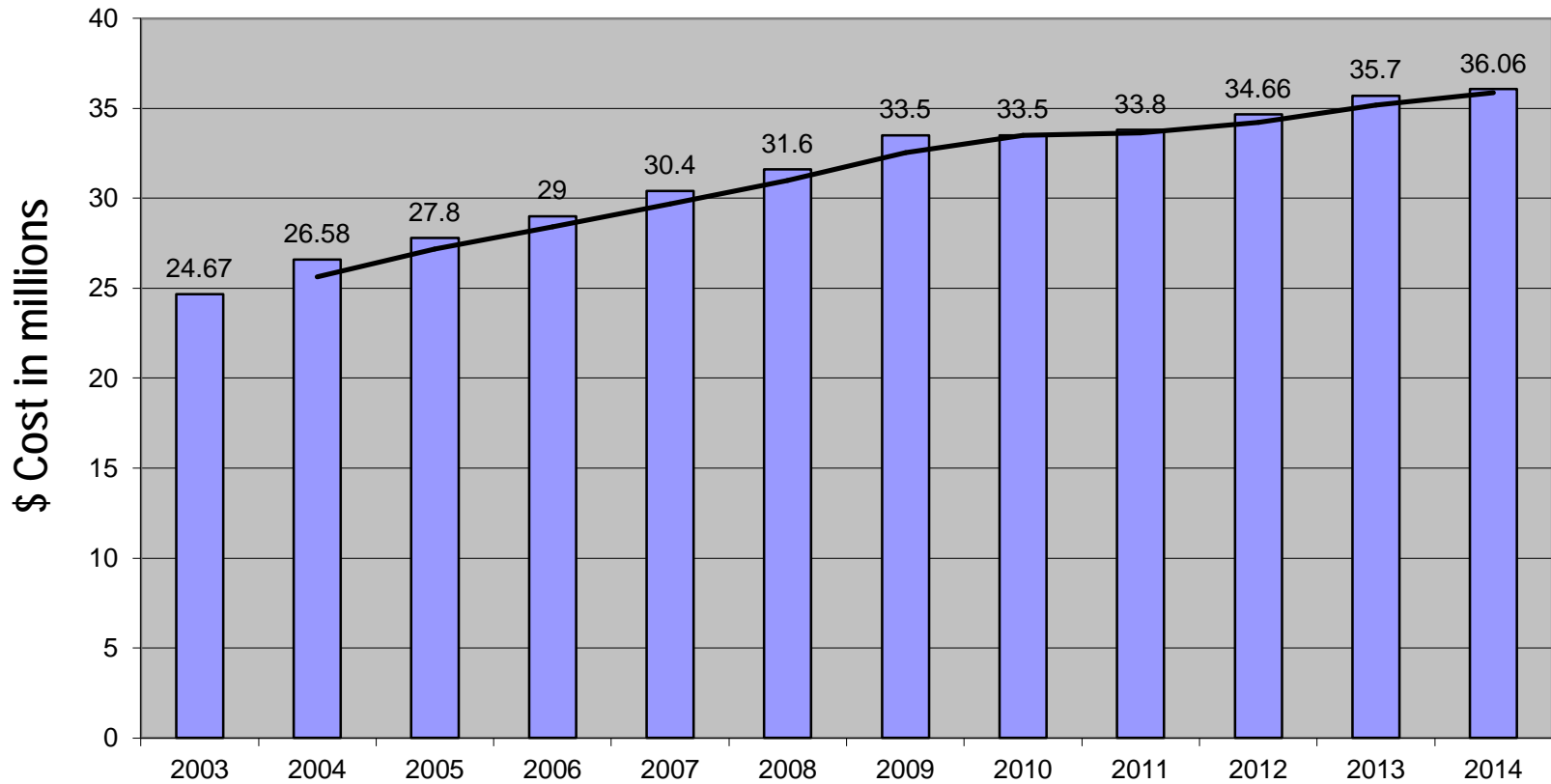
EXPENDITURE SUMMARY

Category	Adopted 12/13	Recommended 13/14	Dollar Change	Percentage Change
Town Depts.	10,845,344	10,907,859	62,515	0.58%
Capital Expenditures	171,877	141,991	(29,886)	-17.39%
Debt Service	4,642,785	4,735,625	92,840	2.00%
Board of Education	35,702,228	36,059,250	357,022	1.00%
Grand Total	\$51,362,234	\$51,844,725	\$482,491	.94%

Town Operational S Cost in millions 2003-2014

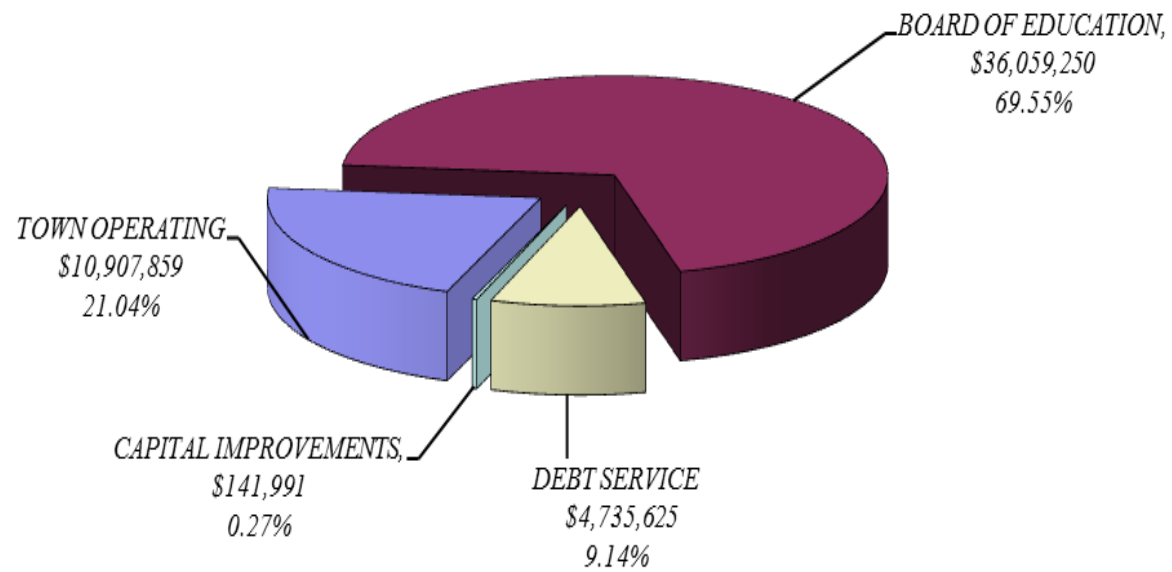


BOE Operational \$ Cost in millions 2003-2014



2013/2014 EXPENDITURES BUDGET

\$51,845,225



Details of Town Expenditure Request

Proposed Expenditure Reductions:

- Eliminated the Zoning Officer Position - \$50,860
- Eliminated the Assistant Recreation Director Position - \$74,314
- Eliminated one Truck Driver position per retirement of incumbent - \$55,903
- Reduced bulky waste pick-up from 10 months per year to 6 months per year on an every other month basis - \$40,560
- Eliminated funds for street sweeping activities for second consecutive year - \$30,000
- Eliminated funds for over-seeding BOE fields - \$4,000

Details of Town Expenditure Request

Proposed Expenditure Reductions:

- Eliminated for one year the annual contribution toward the cost of the next revaluation - \$38,400
- Reduced hours for Crandall Park swimming pond - \$2,983
- Reduced the general fund contribution to the Capital Fund by not funding the depreciation account for rolling stock and deferring a purchase of a maintenance vehicle for the BOE - \$51,406

Details of Town Expenditure Request

Proposed Expenditure Increases:

- Health Insurance premium adjustment estimated to be at the rate of 5% results in an increased expenditure of \$39,384.
- Establish a two year roadside tree trimming program using State LOCIP funds in the amount of \$163,830 per year to remove approximately 200 street trees.
- Provide \$20,000 in matching funds (match to be requested of property owners) for use by the EDC and reconstituted TECDC (Tolland Economic & Community Development Corporation) to have a company or individual to help move forward development of the Tolland Village Area and Technology Corridor.
- Use of \$300,000 of borrowed funds to implement recommendations of the Tolland Technology Task Force to connect all Town facilities with fiber cable.

Details of Town Expenditure Request

Proposed Expenditure Increases:

- Proposal within the Capital budget for expansion of the Town Library into the gymnasium area. It is recommended that this be a November, 2013 referendum question to authorize borrowing:
 - Present library is 11,162 square feet.
 - State library recommendations for a population our size say the library should be close to 18,000 square feet.
 - Tecton Architects have worked with library staff to develop an expansion program that balances growth along with new library functions.
 - Proposed design increases space by 43% which includes a second level over the gym.
 - Estimated cost of 2014 construction is \$2.6 million.

Details of Town Expenditure Request

Proposed Expenditure Increases:

- Grants possibly could offset the total cost, such as a small cities grant of \$400,000, STEAP grant of \$500,000 and State Library construction grant of up to \$1,000,000.



FIRST FLOOR PLAN

1/16" = 1'-0"

Tecton

TOWN OF TOLLAND

LIBRARY STUDY

TOL07MP



SECOND FLOOR PLAN

1/16" = 1'-0"

Tecton ARCHITECTS
 1010 UNIVERSITY AVENUE, SUITE 200
 KANSAS CITY, MISSOURI 64108
 TEL: 816.241.1962

TOWN OF TOLLAND

LIBRARY STUDY

TOL07MP

Recommendations

That the Town Council establish a Blue Ribbon committee called “Tolland 2030”, made up of representatives from various Tolland Boards & Commissions as well as from a diverse group of residents with the express purpose of over a years time to examine the base level of service the Town and BOE desire at a cost deemed sustainable through the year 2030. A review of the ability to raise revenue through development needs to be explored as well as other financial aspects with the goal being to present a blue print on how we want Tolland to look in the year 2030 and whether realistically it is achievable, affordable and desirable.

Board of Education Request

- Board of Education request is reduced from 3.78% to 1.0%, which is a reduction of \$994,283, but an increase of \$357,022 over current year expenditures.

Recommendations

Pursuant to Section 10-248 have the Town Council establish a reserve account to which a portion of any unexpended funds of the Board of Education in the prior fiscal year could be deposited, not to exceed 1% of the total budget appropriation for education for such prior fiscal year. This reserve account would be for the express purpose of phasing in improvements to our education system such as all day kindergarten or other improvements deemed necessary by the BOE pursuant to their strategic plan.

MILL RATE IMPACT OF THE FINANCIAL PLAN

Mill rate = 30.19

An increase of 0.20 mills compared to the current mill rate of 29.99.

TAX IMPACT

Property Tax Impact of the Town Manager's Recommended Budget for Three Average Assessments				
2009 Assessment	Market Value	Taxes at 29.99	Taxes at 30.19	Difference
\$121,972	\$174,246	\$3,658	\$3,682	\$24.39
\$196,130	\$280,186	\$5,882	\$5,921	\$39.23
\$375,384	\$536,262	\$11,258	\$11,333	\$75.08

Formula to determine tax impact:

Current assessment x current year mill rate (29.99)

Compared against

Current assessment x Town Manager's proposed mill rate (30.19)

Difference equals tax impact

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

MILL RATE CHANGE					
FISCAL YEAR	MILL RATE	MILL RATE INCREASE	AVG ASSESS OF HOME	TAX BASED ASSESSMENT	TAX \$ INC/DEC
2008/2009	29.51	1.12	\$206,500	\$6,093.82	\$231.28
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
* REVALUATION YEAR					
6 year average household increase in taxes - \$118.10					

Possible Budget Schedule Following the Charter Provisions of Section C9-1-C9-10

By FEBUARY 21 the head of each Department including the Board of Education shall file with the Manager a detailed estimate of expenditures to be made and the revenue to be collected.....

Not later than MARCH 27th the Manager shall present to the Council a budget.....

Not later than APRIL 11th the Manager shall call and attend a joint meeting of the Council and Board of Education for the purpose of discussing the appropriation request of the Board of Education.....

After such discussion the Board of Education FIANALIZED APPROPRIATION REQUEST shall be submitted to the Council no later than the Councils budget public hearing.

The Council shall hold one or more public hearings regarding appropriations for the ensuing fiscal year. (This Public Hearing has become the Public Hearing on the Town Managers recommended budget which this year is scheduled for March 27th.)

Following receiving estimates from the Manager and the holding of the final public hearing , the Council shall prepare a budget and shall recommend the same at the annual budget presentation which must be held on no later than ONE WEEK prior to the annual budget referendum.

The Annual budget referendum must be the first Tuesday of May.

Based upon above the schedule could be:

Budget estimates to Manager by Feb. 21st. including the BOE (February 7th)

Joint meeting any time between Feb. 21st and April 11th. (March 5th)

Manager submits budget to Council by (March 27th) which includes estimated expenditures and revenues other than from property taxes

Town Council holds a public hearing on the budget as presented by the Manager (March 27th)

Between the time of the joint meeting (March 5th) and the public hearing (March 27th) the BOE submits finalized appropriation request to the Council.

Following the Public hearing the Council adopts a budget to be presented at referendum which shows anticipated revenues and proposed expenditures and shall also show the amount to be raised by taxation.





FINANCE

Presentation March 13, 2013

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 4,700 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 3,770 payroll checks and or 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

\$4,318

The program budget increased overall by \$4,318. The increase was mainly due to a delayed increase in contractual support/maintenance fees for the financial system software. The software vendor (MUNIS) initiated a one time price freeze for Fiscal Year 2013 and this year's increase reflects the normal indexing increase for the services

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	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	2012-2013 Amended	2013-2014 Manager Proposed
REGULAR PAYROLL	248,554	244,452	252,531	259,822	263,187	263,187
Director of Finance and Records						
Assistant Finance Director / Treasurer						
Accountant II						
Senior Account Clerk / IT Administrator						
PROFESSIONAL SERVICES	24,301	25,605	26,904	26,507	25,922	29,900
COMMUNICATIONS	229	185	34	150	150	175
SERVICE CONTRACTS	249	0	0	0	0	0
DUES AND MEMBERSHIPS	760	760	255	765	265	815
OTHER SERVICES AND FEES	0	425	425	500	0	520
TRAINING AND DEVELOPMENT	2,490	2,160	3,920	2,875	4,460	3,875
TRAVEL REIMBURSEMENT	800	240	44	280	280	300
OFFICE SUPPLIES	1,551	2,144	2,164	1,700	1,700	1,435
BOOKS AND SUBSCRIPTIONS	686	716	776	840	840	915
OFFICE MACHINES	0	0	5,000	0	0	0
PAYROLL EXPENDITURES	248,554	244,452	252,531	259,822	263,187	263,187
OPERATING EXPENDITURES	31,067	32,235	39,522	33,617	33,617	37,935
TOTAL ACCOUNTING SERVICES	279,622	276,687	292,053	293,439	296,804	301,122

Accomplishments

Accounting Services

- **Received the award for excellence in financial reporting in July for the FY2011 CAFR**
- **Received the GFOA Distinguished Budget Award for FY2013 budget document**
- **Completed an analysis of the town-wide copiers and printers. Reviewed copier contracts and negotiated a new all-inclusive plan for printer/copier supplies and maintenance. This process reduced inventory, consolidated certain printing, faxing and copying functions and reduced costs by about \$1,800 per year. (Council Goals met: Budget Goal – Examine cost benefit of alternative ways of delivering services; Review contracts with vendors for possible cost savings including possible rebids; Identify ways for efficiency improvements excluding eliminating staffing.)**

Accomplishments

- **Began a review and should be completed by June 30, 2013 of the postage handling process. Have begun to change routines and methodologies to generate cost savings. We are also reviewing various governmental contractual agreements to determine if there is better pricing available on our postage meter rental. (Council Goals met: Budget Goal – Examine cost benefit of alternative ways of delivering services; Review contracts with vendors for possible cost savings including possible rebids; Identify ways for efficiency improvements excluding eliminating staffing.)**
- **In conjunction with the Town Manager's Office and several other Towns we entered into a joint health insurance self-insurance program. Savings will be identified after the completion of the fiscal year. The program also limits the risk and provides greater discounts by the various Towns joining together as one larger group. This in turn has reduced the impact of the increases on our budget for the FY 2012-13. (Council Goals met: Budget Goal – Examine cost benefit of alternative ways of delivering services & examine the consolidation of functions; Review contracts with vendors for possible cost savings including possible rebids.)**

Accomplishments

- **Prepared an in-depth analysis of the Sewer Operations and Assessment funds and presented it to the WPCA. This information provided clear guidance of what decisions the Commission needs to make regarding the financial stresses on their budget. (Council Goal met: Work with WPCA and TWC on issues impacting the functioning of the Commissions.)**

Independent Audit

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

Goals and Objectives

- **Continue to achieve the CAFR award for FY2013. Awaiting results for FY2012 award**
- **Continue to achieve the GFOA Distinguished Budget Award in FY2014**
- **Revise the Town's purchasing policy in order to streamline the purchasing process and create efficiencies in staff efforts. (Council Goal: Identify ways for efficiency improvements excluding eliminating staffing.)**
- **Review as many existing contracts as possible and rebid where feasible in order to achieve savings. (Review contracts with vendors for possible cost savings including possible rebids.)**

Goals and Objectives

- **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 met: Budget Goal – Examine cost benefit of alternative ways of delivering services; Identify ways for efficiency improvements excluding eliminating staffing.)**



REVENUE SERVICES

Presentation March 13, 2013

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

Mr. Jeff Johnson from Quality Data Services will give a brief presentation regarding public access to the Tax Collection Data Base and Invoice Cloud Presentment and Payment Options. QDS is our tax assessment and collection software provider. QDS has a technology upgrade which I believe would greatly enhance our ability to continue to improve customer service by introducing on-line information lookup and payment capabilities. QDS is offering us the 2013-2014 fiscal year conversion and subscription free of cost so there would be no financial burden in the upcoming budget. This will give us a full operational year to see if the public responds favorably and find out if we can save on some printing, envelopes, and postage costs.

Budget

\$Change

Revenue Services:

-460.00

- **The program budget saw a decrease in Office Supplies due to toner and removal of an association membership**

Revenue:

- **Implemented new DMV \$5 reporting fee for delinquent motor vehicle accounts resulting in estimated \$15,000 additional revenue**

FUNCTION	ACTIVITY			PROGRAM		CODE
Finance and Records	Revenue Services			Revenue Services		870-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	2012-2013 Amended	2013-2014 Manager Proposed
REGULAR PAYROLL	133,841	137,165	131,695	139,854	141,123	141,117
Collector of Revenue						
Assistant Collector of Revenue (2)						
PROFESSIONAL SERVICES	7,894	8,069	7,793	9,020	9,020	9,075
COMMUNICATIONS	6,442	7,220	7,329	7,340	7,340	7,305
SERVICE CONTRACTS	225	225	225	225	225	225
PRINTING	4,458	4,120	5,770	5,770	5,770	5,875
ADVERTISING	1,157	1,062	1,086	990	990	1,085
DUES AND MEMBERSHIPS	205	175	190	235	235	205
OTHER SERVICES AND FEES	9,310	0	0	0	0	0
TRAINING AND DEVELOPMENT	609	887	840	914	914	914
TRAVEL REIMBURSEMENT	225	0	62	75	75	75
OFFICE SUPPLIES	1,276	1,633	1,762	1,000	1,000	350
PAYROLL EXPENDITURES	133,841	137,165	131,695	139,854	141,123	141,117
OPERATING EXPENDITURES	31,801	23,391	25,057	25,569	25,569	25,109
TOTAL REVENUE SERVICES	165,642	160,556	156,751	165,423	166,692	166,226

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 scheduled for March 19, 2013**
- **Collection rates were retained and/or surpassed during yet another year of slow economic recovery**
- **Professional development and training opportunities have been improved for staff**
- **A part time seasonal position was reinstated to improve retrieving and opening of mail, customer service, and cash flow but was limited to July**
- **A \$5 MV reporting fee was implemented to fund our costs of reporting delinquent Motor Vehicle taxes to the Department of Motor Vehicles as required by law**

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.**
- **Provide on-line look-up and payment capabilities for the public.**
- **Convert more banks and leasing companies to wired deposit of escrow funds and emailed payment files**

Department Needs

- **Cameras and monitors are needed to ensure full view of both windows and any lines which are forming. This will improve customer service and efficiency and security.**



TOWN CLERK

Presentation March 13, 2013

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

+ \$9,039

The Program Budget for the Town Clerk has a \$9,039 increase. There is an increase in Code updates of \$1,405 due to changes to the code book that are made by Town Council. There is an anticipated increase in printing costs of \$7,643 for land records.

FUNCTION	ACTIVITY			PROGRAM			CODE
Finance and Records	Town Clerk		Town Clerk				880-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Budget	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	98,750	101,096	102,323	103,052	104,371	104,371	
Town Clerk							
Assistant Town Clerk							
PROFESSIONAL SERVICES	0	3,021	3,500	4,000	4,000	4,000	
SERVICE CONTRACTS	0	94	84	95	95	95	
PRINTING	18,153	22,543	21,592	14,366	14,366	22,000	
ADVERTISING	2,282	1,314	0	0	0	0	
CODE UPDATES	5,099	5,977	8,081	5,595	5,595	7,000	
DUES AND MEMBERSHIPS	410	420	450	210	210	210	
OTHER SERVICES AND FEES	294	230	228	400	400	400	
TRAINING AND DEVELOPMENT	290	30	421	750	750	750	
OFFICE SUPPLIES	441	999	643	750	750	750	
PROGRAM MATERIALS	0	0	0	860	860	860	
PAYROLL EXPENDITURES	98,750	101,096	102,323	103,052	104,371	104,371	
OPERATING EXPENDITURES	26,969	34,629	34,999	27,026	27,026	36,065	
TOTAL TOWN CLERK	125,719	135,725	137,322	130,078	131,397	140,436	7.96%

Accomplishments

- **Received Historic Preservation Grant for \$4,000. Volumes 503-570 of the land records have been scanned and downloaded onto computers. The public and employees now 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. We also had vitals scanned for our own purpose to make certified copies for public.**
- **Twenty three maps scanned and will be downloaded into software system for printing.**

Goals

- **Will continue to apply for the State Preservation Grant for FY2013 which will be for \$4,000 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.**
- **To provide the ability to obtain copies of land records online. Lawyers, Title Searchers, and others would have to give their charge card information to ACS now known as Xerox Corp and pay them \$2 for each copy obtained. At the end of each month, Xerox Corp would split the total amount collected with the Town. There will be no upfront cost for the Town to implement this process and will maintain the same funds received presently.**

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 13, 2013

RESPONSIBILITIES

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

Administration

- **Manage Assessment Operations to Accurately complete the yearly Grand Liston time**
- **Research and implement new programs 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 5-year revaluation and prepare associated bid/contract document**

RESPONSIBILITIES

- **Receive and process all applications for state and local benefits or exemptions**
- **File reports with the state at specific deadlines to avoid mandated penalties**

Elderly Homeowner

To administer and process state and local tax credit programs for the elderly and 100% disabled

RESPONSIBILITIES

Discover, Value and Process Personal Property Valuation of Grand List

Produce Grand List For Motor Vehicle

- Annual October 1 town registered vehicles
- Price Motor Vehicle Supplement list in November

Produce Grand List-Real Estate

Process all changes for real estate including:

- Updates for building permits
- Sales and transfer information
- Changes in parcel for maps
- Notification of changes to property owners
- Receive sales/transfer information from Town Clerk
- Maintain Computer Assisted Mass Appraisal Program
- Work with Board of Assessment Appeals to explain values and methods used to arrive at values

RESPONSIBILITIES

Public Act 490 Farm, Forest and Open Space

To implement a land classification program to help preserve agricultural, forest and natural resource land. The state has set guidelines for landowners who meet specific requirements to be valued for tax purposes at its use value, not market value. Land classifications used are farm, forest and open space.

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

Veteran Exemption

- Process exemptions for qualified military personnel
- Annually exempt vehicles owned by service men/women kept out of state

Budget

Assessment Services:	<u>\$ Change</u>
	(\$40,865)

The program budget decreased by \$40,865 mostly due to projected lowered revaluation costs. The assessors office was encumbering \$38,400 a year for the 2014 project.

We also changed GIS/Mapping vendors which trimmed \$2,500 annually.

FUNCTION	ACTIVITY			PROGRAM			CODE
Finance and Records	Assessment Services			Assessment Services			820-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	165,556	169,508	170,667	170,169	166,560	166,580	
Assessor							
Deputy Assessor							
Assessment Technician							
PROFESSIONAL SERVICES	83,495	60,208	60,462	60,150	60,150	19,250	
SERVICE CONTRACTS	394	94	84	90	90	95	
PRINTING	343	261	248	280	280	280	
ADVERTISING	173	173	252	250	250	250	
DUES AND MEMBERSHIPS	775	780	835	842	842	870	
TRAINING AND DEVELOPMENT	1,648	2,578	2,496	2,795	2,795	2,855	
OFFICE SUPPLIES	367	643	818	540	540	250	
MINOR TOOLS	0	0	0	70	70	70	
BOOKS AND SUBSCRIPTIONS	2,959	3,210	3,108	3,168	3,168	3,400	
PAYROLL EXPENDITURES	165,556	169,508	170,667	170,169	166,560	166,580	
OPERATING EXPENDITURES	90,154	67,948	68,303	68,185	68,185	27,320	
TOTAL ASSESSMENT SERVICES	255,711	237,456	238,970	238,354	234,745	193,900	-18.65%

Accomplishments

- **Update Assessor web-site information including downloadable personal property declaration forms**
- **Implement quadrennial ownership update for Building Departments View Permit software**
- **Changed town GIS/Map vendor; reduced budget \$2,500 per year without cutting services. Updated map changes**
- **Successfully completed filing of 2012 Grand List**

Goals

- **Prepare RFP's for revaluation for Grand List 2014, consider and propose an in-house revaluation project**
- **Integrate working relationship with the Building Department to include shared C.O. inspections**
- **Explore new software with CAMA vendor for potential multi-department software implementation**
- **Refresh training of staff on administration software**
- **Explore new updates to website for increased taxpayer awareness/convenience**



BOARD OF ASSESSMENT APPEALS

Presentation March 13, 2013

Budget

Board of Assessment Appeals:	<u>\$ Change</u>
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The budget remained flat.	(0)
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Budget

[illegible]

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. The Board has two alternate members, and meets twice a year.

Accomplishments

- **Scheduled two hearing dates in March plus workshop sessions for adjustments. Scheduled a September meeting for Motor Vehicle review.**
- **22 appeals for assessment received for Real Estate, Motor Vehicles and Personal Property.**
- **Reductions granted for 5 accounts.**
- **\$61,893 reduction in assessment granted.**
- **All three members attended annual workshop.**

Goals

- **25 appeals are expected to be filed with the board requesting a review/reduction on Real Estate, Motor Vehicle and Personal Property.**
- **Training for alternate board members.**



PLANNING & COMMUNITY DEVELOPMENT

Presentation March 13, 2013

PLANNING & COMMUNITY DEVELOPMENT

- **1.0 Director of Planning & Community Development, 1.0 Town Engineer, 1.0 Building Official, 1.0 Executive Secretary, 1.0 Administrative Secretary (0.33 funded by Tolland Water Commission), 1.0 Sanitarian – Eastern Highlands Health District.**
- **Town Engineer position to be filled and added to Planning & Community Development Department in FY-2013 and elimination of 1.0 Zoning/Wetlands Agent in FY-2014.**

Planning Director

- **Planning & Zoning Commission/Design Advisory Board**
- **Open Space program/Conservation Commission/Land Acquisition**
- **Advisory Committee/Agricultural Sub-Committee**
- **Special projects such as Route 195 Corridor Study and road widening, Plan of Conservation and Development update, Technology Zone and Tolland Village Area initiatives, CROC Bike and Pedestrian Transportation Committee and planning grants and studies**
- **Zoning Enforcement**
- **Zoning Board of Appeals**
- **Economic Development Commission**

Responsibilities

Engineer

- **Capital and General Fund Budget**
- **Engineering and Inspection Services**
- **Project Development, Design and Oversight**
- **Erosion & Sedimentation Control**
- **GIS Mapping**
- **Inland Wetlands & Watercourses Commission**
- **Tolland Water Pollution Control Authority (WPCA)**
- **Tolland Water Commission (TWC)**
- **Project Development, Design and Oversight**

Responsibilities

Building Official

- **Building Code Enforcement**
- **Abandoned vehicles**
- **Municipal building projects and associated grants**

Eastern Highlands Health District - Sanitarian

- **Well, septic and soil testing**
- **Food service inspections**
- **Misc. health concerns (West Nile Virus, lead, radon, etc.)**

Responsibilities

Secretaries

- **Provide administrative support to the Planning Director, Engineer, Building Official and Sanitarian.**
- **Provide administrative support to the Planning and Zoning Commission, Conservation Commission, Design Advisory Board, Agricultural Subcommittee, Inland Wetlands Commission, Water Pollution Control Authority, Tolland Water Commission, and Zoning Board of Appeals**
- **Compile agendas, post minutes, prepare packets, schedule rooms for meetings, handle applications and fees for water and sewer permits, code and process invoices, maintain comprehensive electronic filing system.**

Responsibilities

Engineering & Public Works Administration

Capital and General Fund Budget

Prepare preliminary requests for program resources and scheduling for review by the Town Manager and the Town Council. Review Capital Requests from other departments for compatibility with the overall capital program. Provide supporting documentation and revise programs as needed to accommodate town-wide objectives. Administer programs within the context of the approved budget, provide updates on program status and goals and make recommendations for revisions to address shortfalls or unforeseen circumstances.

Engineering and Inspection Services

Provide Engineering review of submissions to Planning and Zoning, Inland Wetlands and other boards and commissions as needed. Prepare recommendations and reports to support commission review of private and public projects. Inspect work in progress for compliance with approval conditions and industry standards.

Responsibilities

Project Development, Design and Oversight

Provide in-house project development services to meet community needs including scope of work, compatibility with other activities, appropriateness with community goals and compliance with Local, State and Federal regulations and budgetary impacts. Provide in-house design services and review of consultant submittals for community projects, prepare reports and summaries to the Town Manager and Town Council. Execute Requests for Proposals and Requests for Qualifications to secure outside support services. Oversee execution of work for quality, timeliness and compliance with standards.

Erosion & Sedimentation Control

GIS Mapping

Responsibilities

Inland Wetlands & Watercourses Commission

- **The Inland Wetlands Commission meets twice per month.**
- **The Inland Wetlands & Watercourses Commission regulates activities within and around wetlands through the issuance of permits.**
- **The Engineer will provide administrative and technical assistance to the Wetlands Commission, inspect sites with pending applications, to monitor activities that have active permits and for enforcement purposes.**

Responsibilities

Tolland Water Pollution Control Authority (WPCA)

The Town Engineer & Public Works Administrator will act as staff liaison to the WPCA by providing support services that include technical review and recommendations, coordination between other Town Boards and Commissions, State regulatory agencies, consultants and the system operator. Additionally, she assists in the development of project plans, system expansion and provides a supporting role in system operation and maintenance.

Tolland Water Commission (TWC)

The Town Engineer & Public Works Administrator will act as staff liaison to the Tolland Water Commission by providing support services that include technical review and recommendations, coordination between other Town Boards and Commissions, State regulatory agencies, consultants and the system operator. Additionally, she assists in the development of project plans, system expansion and provides a supporting role in system operation and maintenance.

BUILDING DEPARTMENT

The primary responsibility of the Building Department is to insure the health, safety and general welfare of the public.

- **Plan Reviews**
- **Permit Issuance**
- **Inspections**
- **Certificate of Use or Occupancy**
- **Complaints/Inquiries**
- **Permit Follow-up**
- **Support**

RESPONSIBILITIES

Planning & Zoning Commission/Planning Director

The Planning & Zoning Commission holds 2 or more meeting per month

The Planning Director acts as technical advisor to the Planning & Zoning Commission and Design Advisory Board on the:

- **Update of the Plan of Conservation & Development.**
- **Development of Zoning & Subdivision Regulations and Low Impact Development Design Manual.**
- **Review and coordinates staff comments for Subdivision, Special Permit and Site Plan applications.**

RESPONSIBILITIES

- **Coordinates review of Site Analysis Plans and any site walks by Conservation and Wetlands Commissions.**
- **Collect bonds for performance and maintenance of public infrastructure.**
- **Reviews for filing on the Land Records all final plan mylars, conservation and drainage easements and deeds.**
- **Coordinates technical data for appeals of PZC decisions to Superior Court.**
- **Serves as a resource to the business community: “First Stop” for information to potential and existing businesses and coordinates with Economic Development Commission.**
- **Technology Zone, Tolland Village Area and Growth and Development Initiatives.**

RESPONSIBILITIES

Conservation Commission and Open Space Preservation and Management

- **The Conservation Commission holds 2 meetings per month and site walks throughout the year.**
- **The Planning Director acts as technical advisor to the Conservation Commission and Land Acquisition Advisory Committee and coordinates purchase of open space properties.**
- **The Planning Director identifies grant funding assistance for open space/farmland acquisition, compiles grants and administers funding.**
- **GIS maps are created to evaluate natural resources of potential and acquired open space parcels.**
- **Planning Director acts as staff liaison to the Agricultural Sub-Committee.**

RESPONSIBILITIES

- **Secretarial staff provide administration for the Conservation Commission, including maintenance of the Open Space and Conservation Commission website, copying and distribution of Open Space brochures and communication with the State regarding grant funds.**

RESPONSIBILITIES

- **Zoning Board of Appeals**
 - Hears petitions from property owners seeking relief from a strict interpretation of the Zoning Regulations, hears appeals from any order, requirement or decision made by the Zoning Enforcement Officer and approves Certificates of Location for motor vehicle sales and service.
 - The Planning Director will act as technical advisor to the ZBA.

REVENUE

As of July 1, 2012

- Increased the Building Permit fee over the first \$1,000 in value from \$12 per thousand to \$15 per thousand resulting in an estimated \$30,000 increase in revenue.
- Increased Zoning permit fees for pools, barns, garages and additional dwelling from \$25 to \$50 resulting in an estimated \$1,025 increase in revenue.
- Increased Zoning permit fees for new single family dwellings from \$100 to \$125 resulting in an estimated \$265 increase in revenue.
- Increased ZBA application fees for residential use from \$200 to \$260 resulting in an estimated \$260 increase in revenue.
- Increased ZBA application fees for Non-Residential use from \$300 to \$360 resulting in an estimated \$300 increase in revenue.

REVENUE

- Increased Planning & Zoning application fees for zone changes from \$250 to \$300 resulting in an estimated \$300 increase in revenue.
- Increased Planning & Zoning multi-family special permit fee from \$7.50 to \$10/unit to \$50/unit and minimum \$1,000 resulting in an estimated \$2,500 increase in revenue.
- Increased Planning & Zoning application fees for zone changes from \$250 to \$300 resulting in an estimated \$200 increase in revenue.
- Increased Planning & Zoning application fees for subdivision regulation changes from \$250 to \$300 resulting in an estimated \$200 increase in revenue.
- Implemented a new \$5 DMV reporting fee for delinquent motor vehicle accounts resulting in an estimated \$15,000 additional revenue.

FUNCTION	ACTIVITY			PROGRAM			CODE
Public Works	Public Works			Engineering Services			600-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	77,465	78,600	36,474	91,627	91,627	82,775	
Town Engineer							
PROFESSIONAL SERVICES	13,347	20,383	49,942	4,000	4,000	20,000	
COMMUNICATIONS	0	0	395	1,680	1,680	1,200	
SERVICE CONTRACTS	0	0	1,135	1,200	1,200	1,200	
PRINTING	200	200	115	300	300	0	
DUES AND MEMBERSHIPS	285	410	25	501	501	501	
TRAINING AND DEVELOPMENT	800	957	2,200	1,300	1,300	1,300	
OFFICE SUPPLIES	527	426	677	400	400	400	
MINOR TOOLS	200	209	265	100	100	100	
FOOD AND CLOTHING	249	248	499	400	400	400	
PAYROLL EXPENDITURES	77,465	78,600	36,474	91,627	91,627	82,775	
OPERATING EXPENDITURES	15,608	22,831	55,253	9,881	9,881	25,101	
TOTAL ENGINEERING SERVICES	93,073	101,431	91,727	101,508	101,508	107,876	6.27%

[illegible]

Budget

\$Change

ENGINEERING:

(\$2,121)

PROFESSIONAL SERVICES

(\$2,500)

- **Decrease in drainage design services.**

WPCA Budget

\$15,000 ALLOCATION

\$Change

- Remains Unchanged.

\$0

FUNCTION	ACTIVITY			PROGRAM			CODE
Planning and Community Development	Building Inspection		Building Inspection				200-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL Building Official Administrative Secretary (.66)	80,057	83,584	78,516	75,476	76,777	87,046	
TEMPORARY HELP	0	0	3,000	5,000	5,000	5,000	
COMMUNICATIONS	614	412	1,148	1,704	1,704	1,200	
SERVICE CONTRACTS	2,400	6,365	6,515	6,760	6,760	7,400	
PRINTING	150	28	0	50	50	75	
DUES AND MEMBERSHIPS	275	45	250	250	250	250	
TRAINING AND DEVELOPMENT	365	500	170	500	500	500	
TRAVEL REIMBURSEMENT	28	0	0	0	0	0	
OFFICE SUPPLIES	178	159	261	150	150	150	
MINOR TOOLS	200	136	107	400	400	400	
BOOKS AND SUBSCRIPTIONS	350	235	34	900	900	600	
PAYROLL EXPENDITURES	80,057	83,584	81,516	80,476	81,777	92,046	
OPERATING EXPENDITURES	4,560	7,879	8,485	10,714	10,714	10,575	
TOTAL BUILDING INSPECTION	84,617	91,463	90,001	91,190	92,491	102,621	12.54%

FUNCTION	ACTIVITY			PROGRAM			CODE
Planning and Community Development	Zoning Board of Appeals			Zoning Board of Appeals			210-00
Line Item Description	2009-2010	2010-2011	2011-2012	2012-2013	2012-2013	2013-2014	% Increase
	Actual	Actual	Actual	Adopted	Amended	Manager	Over
						Proposed	Adopted
TEMPORARY HELP Recording Clerk	900	810	720	810	810	810	
ADVERTISING	2,651	2,943	2,254	2,000	2,000	2,500	
DUES AND MEMBERSHIPS	75	75	0	100	100	100	
TRAINING AND DEVELOPMENT	530	135	105	275	275	50	
OFFICE SUPPLIES	101	50	149	150	150	100	
BOOKS AND SUBSCRIPTIONS	100	0	0	100	100	0	

[illegible]

FUNCTION	ACTIVITY PROGRAM						CODE
Planning and Community Development	Planning & Zoning Services			Planning & Zoning Srvcs			240-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
REGULAR PAYROLL	165,195	168,878	170,122	171,152	172,882	128,657	
Director of Planning and Community Development							
Inland Wetlands Agent / Zoning Officer							
Executive Secretary							
Assistant Planner							
PROFESSIONAL SERVICES	2,100	800	800	800	800	400	
COMMUNICATIONS	0	0	0	0	0	700	
SERVICE CONTRACTS	2,650	3,950	2,850	3,450	3,450	3,450	
PRINTING	250	208	0	250	250	250	
DUES AND MEMBERSHIPS	738	521	641	600	600	600	
TRAINING AND DEVELOPMENT	1,500	500	1,996	2,000	2,000	2,000	
TRAVEL REIMBURSEMENT	0	500	0	500	500	0	
OFFICE SUPPLIES	300	329	1,223	300	300	150	
PROGRAM MATERIALS	200	100	50	100	100	100	
BOOKS AND SUBSCRIPTIONS	119	170	135	150	150	150	
PAYROLL EXPENDITURES	165,195	168,878	170,122	171,152	172,882	128,657	
OPERATING EXPENDITURES	7,857	7,078	7,695	8,150	8,150	7,800	
TOTAL PLANNING AND ZONING SERVICES	173,052	175,956	177,817	179,302	181,032	136,457	-23.90%

FUNCTION	ACTIVITY			PROGRAM			CODE
Planning and Community Development	Inland Wetlands Commission			Inland Wetlands Comm.			250-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
TEMPORARY HELP Recording Clerk	1,540	1,410	1,320	1,540	1,540	1,540	
PROFESSIONAL SERVICES	500	1,000	372	500	500	500	
ADVERTISING	1,250	597	433	700	700	700	
DUES AND MEMBERSHIPS	791	805	820	950	950	950	
TRAINING AND DEVELOPMENT	289	328	105	300	300	250	
OFFICE SUPPLIES	242	210	149	150	150	125	
PAYROLL EXPENDITURES	1,540	1,410	1,320	1,540	1,540	1,540	
OPERATING EXPENDITURES	3,072	2,940	1,879	2,600	2,600	2,525	
TOTAL INLAND WETLANDS COMMISSION	4,612	4,350	3,199	4,140	4,140	4,065	-1.81%

[illegible]

FUNCTION	ACTIVITY		PROGRAM				CODE
Planning and Community Development	Conservation Commission		Conservation Comm.				270-00
Line Item Description	2009-2010 Actual	2010-2011 Actual	2011-2012 Actual	2012-2013 Adopted	2012-2013 Amended	2013-2014 Manager Proposed	% Increase Over Adopted
TEMPORARY HELP Recording Clerk	840	840	840	840	840	840	
DUES AND MEMBERSHIPS	150	150	50	150	150	150	
TRAINING AND DEVELOPMENT	100	100	75	100	100	100	
PROGRAM MATERIALS	0	3,000	3,600	2,000	2,000	500	
PROPERTY MAINTENANCE	0	0	0	500	500	2,500	
PAYROLL EXPENDITURES	840	840	840	840	840	840	
OPERATING EXPENDITURES	250	3,250	3,725	2,750	2,750	3,250	
TOTAL CONSERVATION COMMISSION	1,090	4,090	4,565	3,590	3,590	4,090	13.93%

Engineer Accomplishments

- Prioritize construction projects for first and second years of the Capital Plan based upon level of service required for the Town and accurate cost estimates.
- Establish priorities for future Town and/or BOE facility improvements.
- Provide technical design, review and assistance with Gehring Road Culvert Replacement, Fire Training Center/Station 240 repaving and Metcalf Roadway & Drainage projects.
- Develop MS-4 ordinance.
- Provide construction administration and inspection for the Route 195 Sewer Extension Project.
- Develop conceptual design and cost estimate for the new, affordable, senior housing development on Old Post Road.
- Develop standardized policies and procedures for the Department of Engineering.
- Provide technical review and service to the WPCA in their development of the Phase II Sewer Facilities Plan.
- Provide technical and administrative services to the Tolland Water Commission regarding the revised Diversion Permit application.
- Assist with the ConnDOT bridge replacement projects on Route 74.
- Assist in the implementation of Tolland's Pavement Management Program.

Planning & Community Development Accomplishments

Building Department

- Served as resource for implementation of Hicks geothermal project, library roof and sky light replacement, and Hicks ADA compliant elevator.
- Continue to develop and provide informational handouts to provide clear, concise requirements for Tolland homeowners.
- Closed out the Hicks geothermal project, library roof and the ADA compliant elevator.
- Initiated process to close out some open permits and to notify homeowner on the need for final inspections
- Assisted Public Safety and Public Works during storm Sandy.
- Guest speaker for Home Builders Association of Hartford and Landscape Design class at UCONN

Planning & Community Development Accomplishments

Planning Director

- Planning Director began coordinating the \$2.5 million STP-Urban Grant with DOT & CRCOG to design and construct traffic calming and intersection improvements on the Tolland Green.
- Planning Director coordinated presentations to the Lt. Governor and DOT Commissioner regarding Growth and Development initiatives.
- Worked with the EDC and consultant to update the Tolland Economic Development Action Plan.
- Continued to improve websites and provide applications online.
- Worked to emphasize a helpful role and processes that could be streamlined and improved.
- Submitted Conveyance Bill request regarding commuter lot.
- Applied for \$400,000 for the Main Street Investment Fund Grant.
- Worked with CRCOG on Sustainable Land Use Code.

Planning & Community Development Accomplishments

Planning & Zoning Commission

The Planning Director worked with the Planning and Zoning Commission:

Tolland Village Area

- Completed revisions to the Zoning Regulations to settle an appeal to superior court.
- Incorporated regulations that include affordable work force housing.
- Utilized Design Guidelines for exterior renovation of a building at 70 Merrow Road.

Planning & Community Development Accomplishments

Planning & Zoning Commission (continued)

Technology Zone

- Worked with consultant and EDC to discuss the development potential and possible development patterns.
- Held several Public Hearing with business and property owners.
- Developed regulations to go to public hearing in Spring 2013.

Planning & Community Development Accomplishments

Planning & Zoning Commission (continued)

- Reviewed and revised Zoning Regulations and Zoning Map in the Route 30/74 Neighborhood Commercial Zone.
 - Permitted multi-family development where appropriate.
 - Increased permissible density while conforming to LID requirements.
- Revised regulations to allow Drive-through window in Pharmacies in Gateway Design District.

Planning & Community Development Accomplishments

Conservation Commission

The Planning Director worked with the commission:

- Developed Management Plans for several newly acquired passive open space properties (ongoing).
- Worked closely with the Tolland Conservation Corps on the development of trails, implementation of approved Management Plans and stewarding of open space (ongoing).
- Distributed “Invasive Plants” brochures in the community.
- Work with Garden Paths, UCONN and DEEP to develop programs of interest.

Planning & Community Development Accomplishments

Conservation Commission (Continued)

- Conducted a town wide review of properties to potentially preserve as Open Space.
- Maintained a list of Conservation Projects.
- Worked with Joshua's Trust on development and implementation of a Management Plan for Sage Meadow.
- Continue to update and revise the website.
- Had additional Conservation Area signs made and posted on open space properties, including a directional sign in Coventry on Route 195 for the King Riverside Conservation Area.

Planning & Community Development Accomplishments

Inland Wetlands Commission

- The Zoning Officer/Inland Wetlands Agent worked with the Wetlands Commission joined with the Friends of the Hockanum River Linear Park of Vernon, Inc. to implement their Tankerhoosen River Watershed Management Plan.
- Continued meeting with property owners along Gages Brook and its tributaries and to work with residential property owners to clean up the banks of the tributaries and encourage them to create and maintain vegetative buffers between their lawn and the brooks.
- Worked with Tolland Agricultural Center to submit an Environmental Review Team (ERT) request regarding property for possible expansion.
- Worked with the Public Works Director to create a Blanket Permit for normal maintenance and repair to drainage and other infrastructure.

Planning & Community Development Accomplishments

Zoning Board of Appeals

- Worked with the public to explain the need for and process for applying for variances and to process applications in a timely and courteous manner.

GIS

- Represented Towns of less than 30,000 on State GIS Council.
- Conducted extensive research to identify, document, map, and create a database of all Town drainage easements.
- Produced maps as requested for the Recreation Department, Public Works, Conservation Commission, Land Acquisition Advisory Committee.
- Analyzed various properties for Elderly Housing potential.
- Created voting district street and address lists for registrar.

Planning & Community Development Accomplishments

Public Health Services

- Updated food protection program components.
- Redesigned web based information systems.
- Procured \$67,000 in chronic disease prevention grants and \$150,000 in public health preparedness grants.
- Expanded Be Well Employee Wellness Program to other public employers in the community.

Engineering Goals

- Prioritize construction projects for first and second years of the Capital Plan based upon level of service required for the town and accurate cost estimates.
- Review and monitor Capital Projects as they are implemented.
- Work with CT DEP and WPCA to finalize Phase II Sewer Facilities Plan.
- Work with CT DEP and Tolland Water Commission to obtain revised Diversion Permit.
- Assist with the culvert replacement design for Grant Hill Road.
- Assist with the design and implementation of various stormwater management projects.
- Create water and sewer customer databases.

Goal – Engineering for Town Projects

- Continue to assist with Town Projects, Cross Farms Concession/Restroom Facility.

Planning & Community Development Initiatives

Building Department

- Implement new updates and technologies to the permit process.
- Continue to work on closing out open permits.
- Post more educational materials and information on the Town website.
- Continue to use and improve the electronic field inspection system.
- Work with Beverly Bellody and Recreation Department on the Cross Farms concession stand.
- Work with Board of Education on school safety upgrades.
- Develop Building Department procedures, transitioning from current practices to incorporate the use of the new permitting software for digital archiving.

Planning & Community Development Initiatives

Planning Director

- Continue to implement goals and recommendations in the Plan of Conservation and Development update.
- Work with the EDC, Town Council, TECDC, Design Advisory Board, Political Representatives and the business community to develop a vision for the UCONN corridor through Tolland: “Tolland Growth and Development Initiative.”
 - Explore potential funding sources.
 - Finalize regulations for the Technology Zone.
 - Coordinate with representatives of the UCONN Research Park.
- Adopt Sustainable Land Use Codes incorporating Energy Efficiencies, Green Roof Technologies.
- Continue to streamline processes and disseminate information to be more customer friendly.
- Prepare documents for Tech Zone and other “Growth and Development Initiatives”.
- Finalize on-line permitting with the new View Permit system and implement additional modules for planning, zoning and other departments.

Planning & Community Development Initiatives

Conservation Commission

- Work with the Willimantic River Alliance on Greenway Plan, Water Trail and integrating the King Property into the Mid-River trail.
- Provide signage for all Conservation Areas.
- Continue to refine the website to include information for the public.
- Work with Garden Paths, UCONN and DEEP to develop programs of interest.
- Work on getting open fields mowed.
- Revise management plans according to 5-year cycle.

Planning & Community Development Initiatives

Inland Wetlands Commission Initiatives

- Create “Blanket Permit” to enable issuance of Wetlands Permit for Town maintenance and repair projects in regulated areas.
- Create a procedure for dealing with emergency conditions affecting both Town property and private property.
- Continue to work on improving stormwater discharge in the Industrial Park. The Commission will need to apply for and receive grant money in order to encourage property owners to improve their drainage.
- Continue to educate the town and developers about benefits of LID.

Planning & Community Development Initiatives

Public Health Services

- Maintain current level of quality public health services while seeking to expand health promotion programs by taking advantage of exterior funding sources.
- Expand Be Well employee wellness services to other public sector employees.

Future Department Needs

- Acquire large scale color scanner to create electronic copies of maps and plans that are larger than letter size such as commercial and dwelling floor plans (\$8,500 to purchase or \$350 per month to lease, including copy costs).
- This would benefit many departments including Assessor, Town Clerk, Fire & Public Safety, Public Works, Police, Engineering and GIS.
- Building and Fire Departments could access this information with computers in emergency situations.
- Digitize maps that are filed with the Town Clerk so files are always up to date (maps are currently scanned approximately every six months) so that GIS parcels can be partially updated on a more regular basis.
- The Department may need additional computer programs and hardware as we continue to explore ways to become more automated.

Future Department Needs

- The Development Group may need additional file storage capabilities in the vault.
- The two secretaries in the Development Group have taken on increased duties with the Town Engineer located in our department as well as the Water Pollution Control Authority, and Water Commission activities. When building and land use applications pick up, it may be difficult to keep up with workload and compile packets for the many board and commission meetings and other administrative duties.