Town of Colchester

FY 2016 – 2017

ADOPTED BUDGET

Town Website

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

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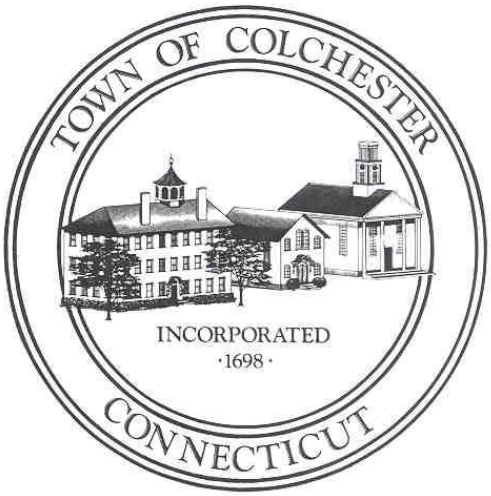
SECTION ONE

Introduction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Section One – Introduction

Item

- GFOA Budget Award
- Executive Letter
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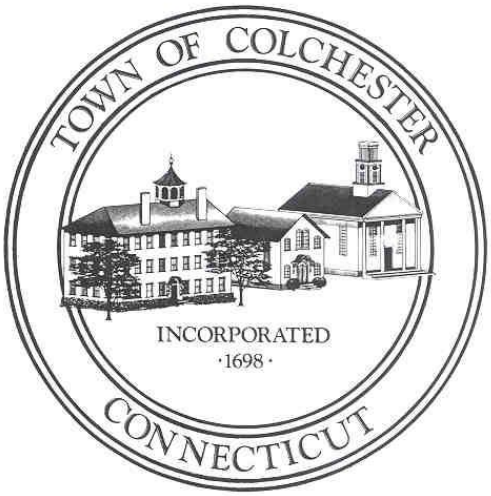
- Organizational Chart
- Principal Municipal Officials
- Town Profile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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
Budget Presentation
Award

PRESENTED TO

Town of Colchester

Connecticut

For the Fiscal Year Beginning

July 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Colchester, Connecticut for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and will be submitting it to GFOA to determine its eligibility for another award.

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

July 1, 2016

Dear Colchester Resident:

The following document should be viewed as a policy, operations, communication, and fiscal guide for the fiscal year July 1, 2016 thru June 30, 2017. This adopted budget continues to place an emphasis on public safety, public works (roads and snow removal), community services, education, in addition to increasing funding for capital maintenance and improvements.

I. INTRODUCTION/BACKGROUND

The overall Town government budget, including capital costs and debt payments, increases by $626,286 or 4.55% over last year's adopted budget. The majority of this increase is reflected in the area of general government and transfers/capital due to the following: increase in employer contribution to the self-insurance fund for employee health insurance coverage, and increased funding for capital maintenance and improvements. The Education budget decreases by $90,306 or a reduction of 0.23%.

II. BUDGET OVERVIEW

A general overview of the Town's budget appropriations are summarized below:

	FY15-16	FY16-17	DIFFERENCE $	DIFFERENCE %
General Government	$ 3,376,276	$ 3,694,918	$ 318,642	9.44 %
Public Safety	$ 2,689,219	$ 2,689,100	$ (119)	0.00 %
Public Works	$ 3,350,648	$ 3,377,938	$ 27,290	0.81 %
Community & Human Services	$ 1,512,552	$ 1,566,434	$ 53,882	3.56 %
Debt	$ 1,901,466	$ 1,842,266	$ (59,200)	(3.11)%
Transfers	$ 933,265	$ 1,219,056	$ 285,791	30.62 %
TOTAL TOWN	**$ 13,763,426**	**$ 14,389,712**	**$ 626,286**	**4.55 %**
Education	$ 39,795,370	$ 39,705,064	$ (90,306)	(0.23)%
TOTAL BUDGET	**$ 53,558,796**	**$ 54,094,776**	**$ 535,980**	**1.00 %**

Mill Rate

The mill rate for the combined adopted budget increases from 30.76 to 30.91, a 0.15 mill or 0.49% increase. This is based on an October 1, 2015 Net Grand List of $1.2305 billion (including estimates of anticipated changes during the fiscal year such as pro-rated assessments, motor vehicle supplement grand list and other adjustments/corrections), and a 98.4% tax collection rate.

Summary

Summary data on the adopted budget compared to last year's adopted budget is listed below:

	FY2016-2017	**FY2015-2016**
Net Grand List	$1,230,498,800	$1,216,568,000
Mill Rate	30.91	30.76
Fund Balance Use	$0	$0
Debt Service	$1,842,266	$1,901,466
Transfers/Capital	$1,219,056	$933,265
Tax Collection Rate	98.4%	98.4%

III. PRIORITIES

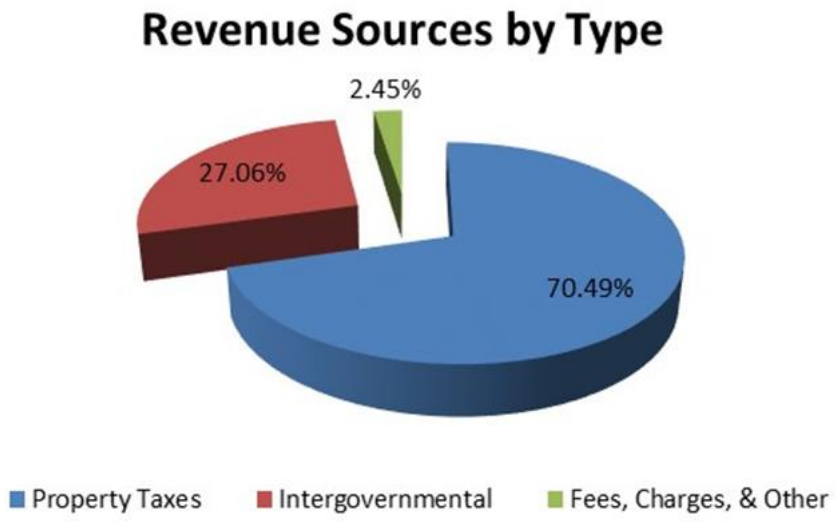
Economic Conditions/Budget Challenges

Colchester is a bedroom community of Hartford and the surrounding metropolitan area, whereby residents enjoy the rural/suburban nature of Colchester, but commute daily out of Town to work. Therefore, our population expects a high quality of services along with options for shopping and dining. The Town is working on further economic development, but for the time being has a small economic center surrounded by mostly residential and agricultural development.

Although the economy for the region continues to show some improvement, the situation in Connecticut lags behind the other states in the region. Seasonally adjusted unemployment rates for the New England region decreased from 4.9% in July 2015 to 4.3% in July 2016, however the rates for Connecticut increased from 5.4% in July 2015 to 5.7% in July 2016. In the Hartford metropolitan area, unemployment rates (not seasonally adjusted) changed slightly from 5.9% in July 2015 to 5.8% in July 2016. In the Northeast region, for the 12 month period ending June 2016, prices for all purchased goods increased by 0.8%, no change was noted for prices for food items, and energy costs decreased by 9.7%. *(Information taken from U.S. Bureau of Labor Statistics, Hartford Area Economic Summary, August 2016)*

For the fourth consecutive year after the town's ten-year physical revaluation where the grand list dropped by almost ten percent, the Town has seen a slight increase in the grand list. The next revaluation year for the Town will be the grand list as of October 1, 2016, which will be a major factor in the development of next year's (FY 2017-2018) budget.

Property taxes represent the largest source of revenue to support the total combined budget at 70.49% of total revenues. At 27.06%, State grant funding is the second largest source of revenue. With a continued decrease in State funding, the burden of funding the Town and Education budget continues to fall to the local property taxpayer.



Priorities

This budget, as well as the last several budgets, established an agenda for the Town to address its main concerns. By developing a priority list in conjunction with residents and other stakeholders (through public information sessions, budget workshops, and surveys), the budget document itself becomes a mechanism to develop goals and meet established priorities. Going forward, these priorities will also be developed in conjunction with the Town's Plan of Conservation and development (POCD) which was drafted in such a way that it can serve as a strategic plan for the Town. The identified priorities of the Town are as follows:

Economic Development – First, the Town needs to continue to expand its economic development efforts. The Town has a tax incentive program which has been used to attract and assist new businesses. The Economic Development Commission is working on a plan to use social media tools to assist the Commission in its efforts to support existing businesses and to attract further business and economic development. The intent is to develop a Facebook page and a website to promote business activity, provide one place for individuals and businesses to promote their services, and include a comprehensive research guide for potential new businesses. As a right to farm Town, Colchester has recognized the economic benefit agriculture brings to the Town, with both farm-based stands and a thriving farmers market.

Public Safety – Second, the Town is committed to improving public safety. As a community of over 16,000 residents, a growing business base, and several major roads converging in Town, our public safety needs are increasing and need more resources.

The Town participates in the State of Connecticut Resident Trooper program to provide supervision of the local police department. The Town's share of this cost increased from 70% to 85% effective with the FY 2015-2016 adopted budget resulting in a significant increase in the

Police Department budget without any increases to available manpower to provide desired coverage levels. At the end of FY 2015-2016, the Police Department added a canine, and is working to implement a shift schedule rotation that will allow a third midnight patrol shift on various days throughout the fiscal year.

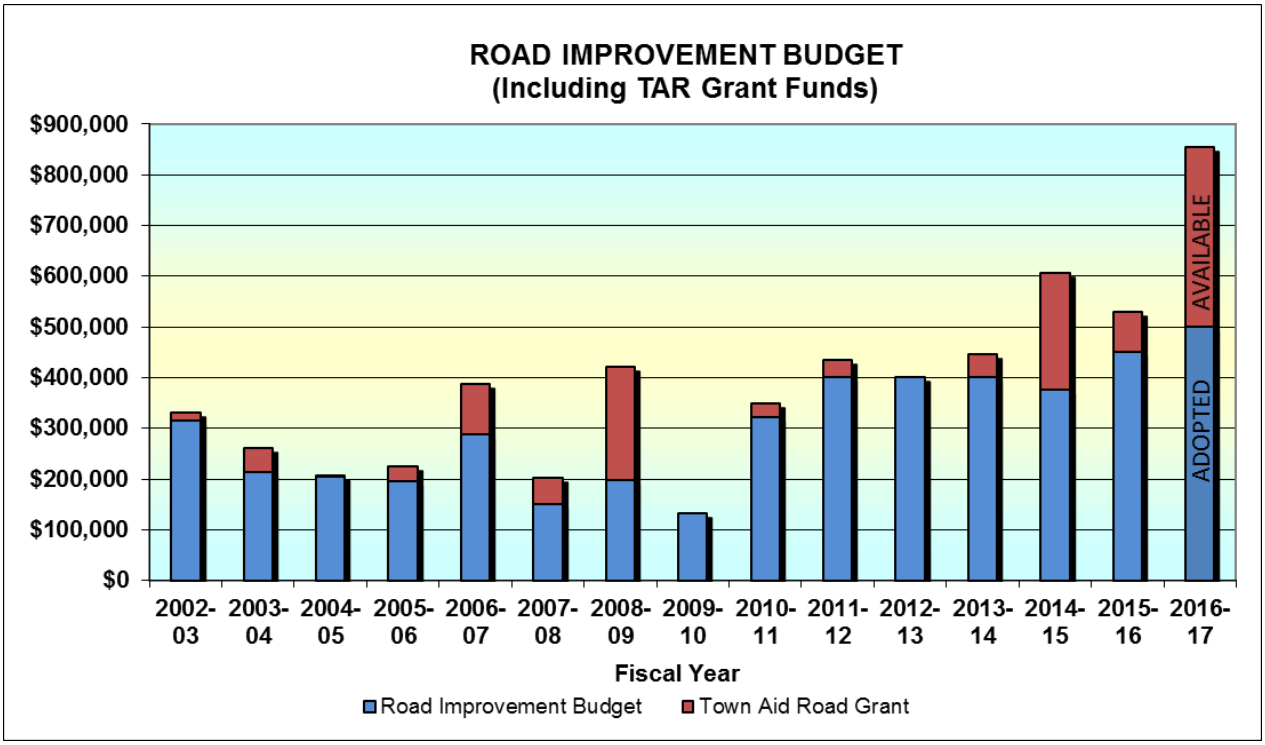
Funding was included in the FY 2015-2016 budget to develop a strategic plan for the Fire Department to address recruitment and retention of volunteers, and provide an assessment of existing and future equipment and infrastructure requirements. The report on the strategic plan will be presented to the Board of Selectmen and Board of Finance in the fall of 2016 – recommendations from this plan will be reviewed and evaluated as part of the development of the budget for the Fire Department for FY 2017-2018.

Community Services – As is the case in many communities across the country, Colchester is experiencing its share of substance abuse issues within the youth population. Numerous primary prevention programs aimed at keeping alcohol or other drug use from happening or delaying the onset of such are currently offered for this group. However, resources also need to be put towards secondary prevention which focuses on youth who have already begun experimentation, use and abuse of drugs. In order to address this need for secondary prevention, funding continues to be included in the Youth & Social Services budget to provide contracted services for a substance abuse counselor.

To address the increasing needs for economic assistance of our residents, the FY 2016-2017 budget reflects increased hours for the part-time Social Services Coordinator providing 4 days per week coverage as numbers are at a historical high level and the need for services continues to grow. Additional services include providing back to school clothing, a mobile food truck providing fresh fruits and vegetables on a monthly basis, and a free summer lunch program.

A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging have been working on a plan to address the facility needs associated with the continuing increase in membership and program participation at the Senior Center reflecting the growing needs of the 55 and over population in Colchester. To meet the short-term needs for a facility, at the end of FY 2015-2016, the Boards of Selectmen and Finance approved an authorization to purchase the existing Senior Center building which was presented to the voters and approved at a Town meeting in August 2016, and a referendum vote in September 2016. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance the purchase. This facility was previously being leased by the Town with the Town having responsibility for the operating costs of the building (electricity, heating, cleaning and general maintenance). The only impact on the operating budget in the short-term will be the elimination of an annual lease payment ($16,000) from the budget.

Capital and Infrastructure – Third, the Town has continued to invest in its infrastructure by increasing or maintaining funding for capital reserves and capital improvements. A detailed description of the capital budgets is included in Part C of the Budget Summary section of this Executive Letter and in Section 5 of this budget document. Funding has been increased for road maintenance through a combination of State Town Aid Road grant funding and the road improvement budget. The following graph depicts the level of road maintenance funding over the past 15 years.



IV. BUDGET SUMMARY

A. Revenues

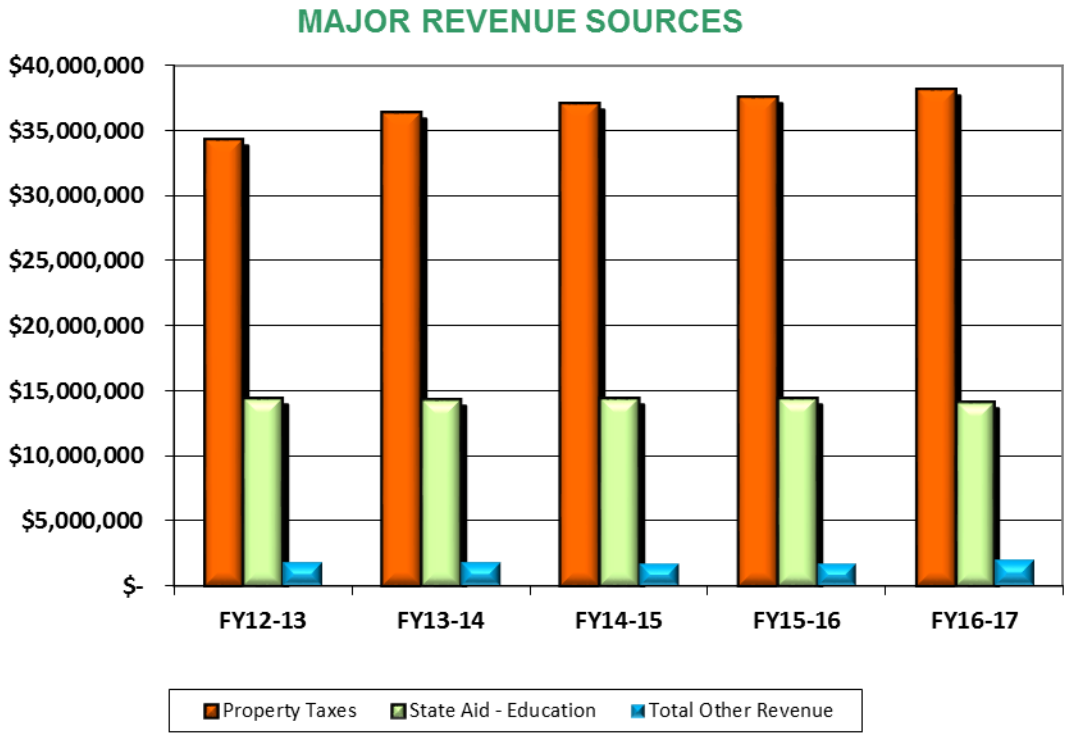
The Town budgets conservatively when estimating revenues. Current revenue streams to the Town of Colchester come from seven different sources: property taxes, state aid, charges for services, licenses/permits/fees, investment interest, "other revenue," and other financing sources, which can include the use of fund balance.

The main revenue factors to highlight in this year's budget are as follows:

- No budgeted use of Fund Balance for a sixth straight year
- Slight increase in grand list
- State Aid – Town - Addition of funding to be distributed through the Municipal Revenue Sharing Account
- State Aid – Town – elimination of Payment in lieu of taxes (PILOT) for State owned property
- State Aid – Education – elimination of Public School transportation grant
- State Aid – Education - reduction in Education Cost Sharing (ECS) grant

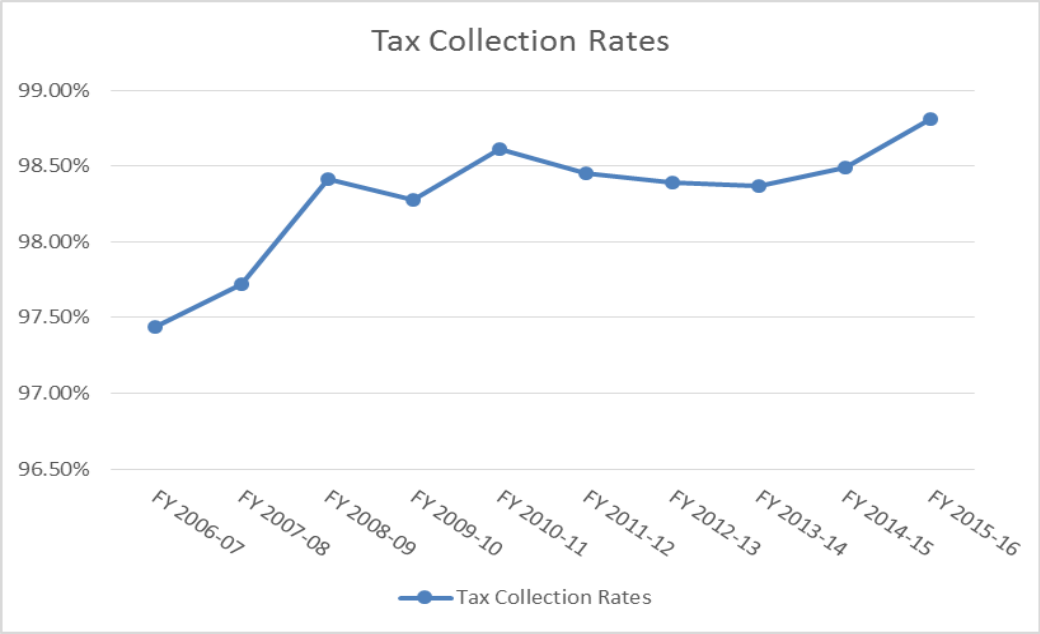
	PERCENT (%) OF TOTAL REVENUE				
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Property Taxes	68.04%	69.51%	69.77%	69.99%	70.49%
State Aid - Education	28.58%	27.24%	27.16%	26.87%	25.95%
Licenses/Fees	1.16%	1.13%	1.16%	1.19%	1.31%
Charges for Services	0.97%	0.93%	0.92%	0.91%	0.93%
State Aid - Town	1.03%	1.01%	0.75%	0.75%	1.11%
Fund Balance/Transfers	0.00%	0.00%	0.00%	0.00%	0.00%
Interest	0.10%	0.10%	0.10%	0.10%	0.10%
Other	0.12%	0.08%	0.14%	0.19%	0.11%

The chart above and the one below reflects the Town's two major revenue sources consisting of local property taxes and State Aid for Education, as compared to the total of all other revenue sources combined over the last five years' adopted budgets. With a total Town and Education budget increase of $535,980 from FY 2015-16 to FY 2016-17, revenues derived from property taxes increased by $643,746 (from both grand list growth and a 0.15 mill rate increase, along with increased estimates for delinquent tax and interest collections), while State Aid for Education decreased by $351,537, and the total of all other revenue sources increased by $243,771 (largest increase in this category being non-Education State Aid in an amount of $196,371).

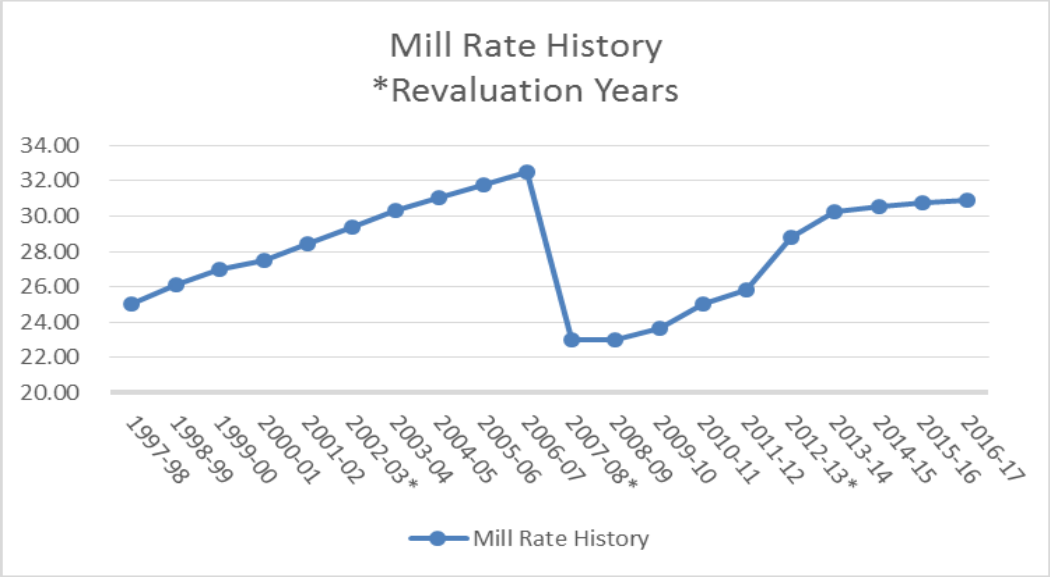


Taxes & Grand List

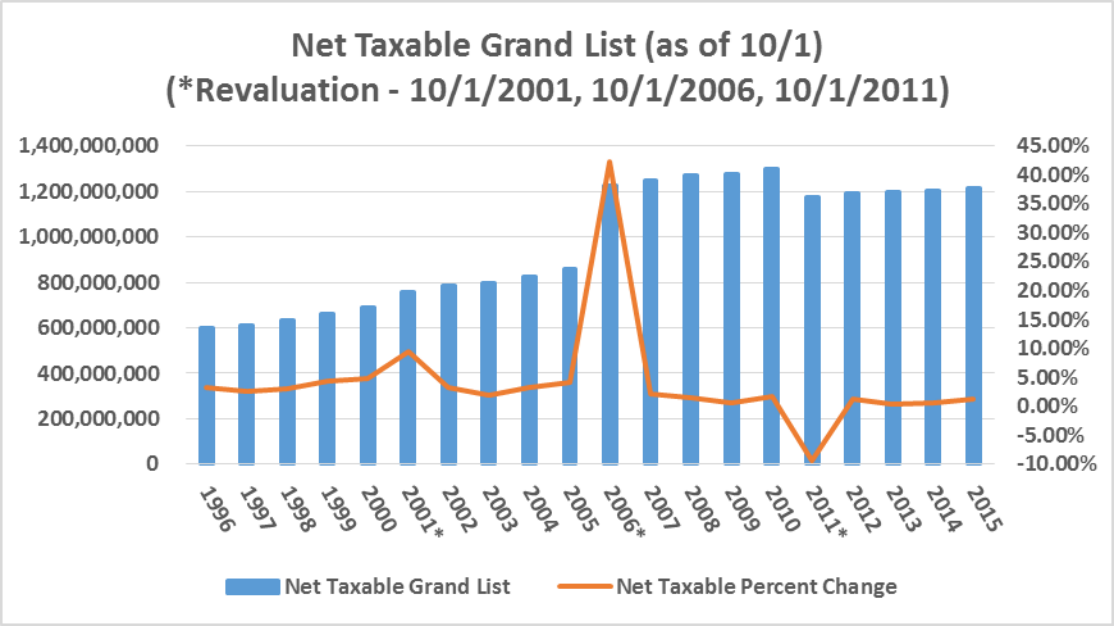
The adopted budget uses an estimated tax collection rate of 98.4%. As reflected in the graph below, over the last ten years, the Town's tax collection rate has increased overall from a low of 97.44% in FY 2006-07 to a high of 98.81% for FY 2015-16.



The increase in funding to the self-insurance reserve for health insurance, and capital maintenance and improvements contribute to the need for a proposed mill rate increase from 30.76 to 30.91 for the FY 2016-2017 budget. Adopted budgets for the past three years have included a mill rate increase of 0.29, 0.19, and 0.15 respectively. The following chart shows the mill rate history over the last twenty years.

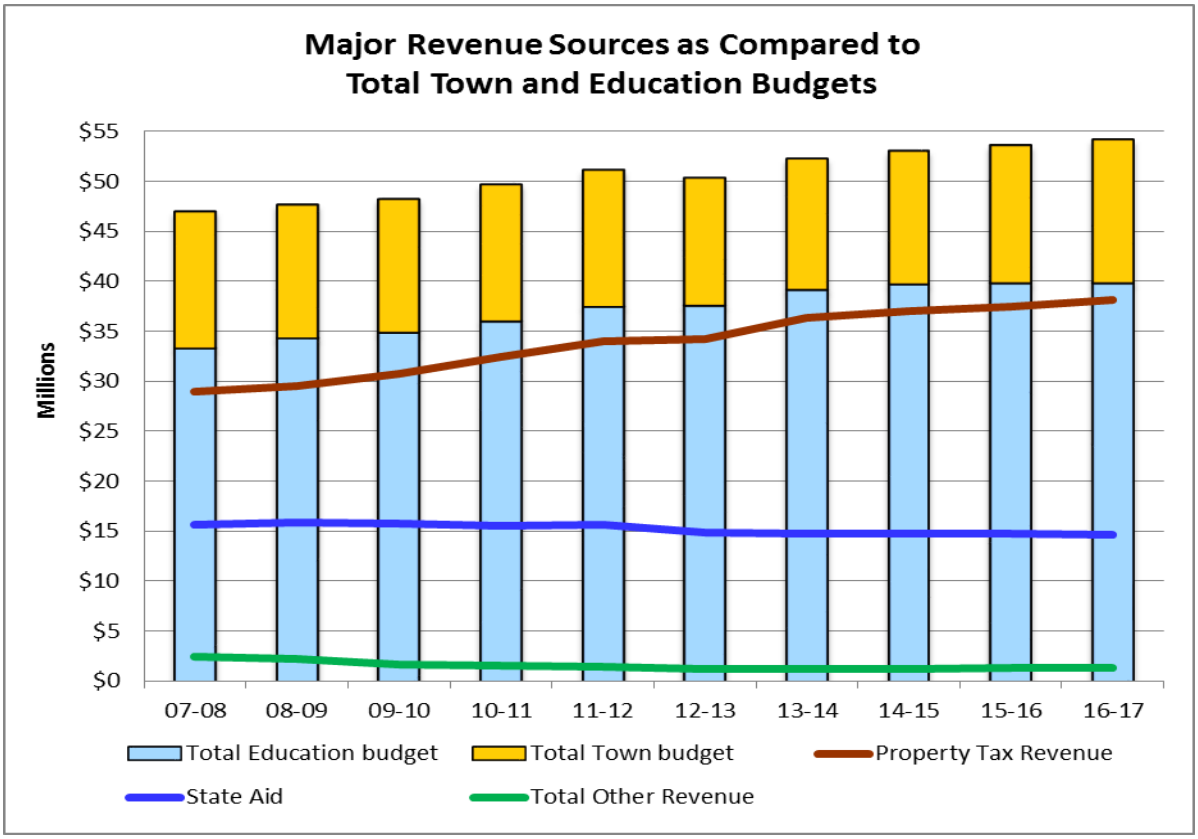


As stated previously, the Grand List increased slightly for the fourth straight year since the last revaluation in FY 2012-13 (grand list as of 10/1/2011). The graph below shows the net grand list amount and the percent change in the net grand list as submitted to the State of Connecticut Office of Policy and Management each year for the past twenty years.



Over the past ten years, from FY 2007-08 to FY 2016-17, revenue estimates from property taxes (including both grand list growth and mill rate increases) have increased from $28.92 million to $38.13 million, a 31.8% increase. During that same time period, State Aid has decreased from $15.59 million to $14.64 million, a 6.1% decrease, and total other revenues, which includes use of fund balance, has decreased from $2.43 million to $1.32 million, a 45.5% decrease. This continues to put an increased burden on the Town and Board of Education to reduce services or increase property taxes.

The total Town budget (including debt service and capital) increased from $13.64 million to $14.39 million reflecting the increased funding towards capital needs. The Education budget has increased from $33.30 million to $39.71 million between FY 2007-08 and FY 2016-17, reflecting the Town's priority of funding Education and the increasing impact of State and Federal mandates. However, the cumulative budget increase for Education since FY 2013-14 totals $629,010, including a budget reduction of $90,306 from FY 2015-16 to FY 2016-17. While the school system has been facing a decline in overall enrollment similar to other school districts in the State, the composition of the student enrollment has changed with increases in the students needing the greatest amount of assistance.



State Aid

The State budget included an increase to State aid to municipalities from the addition of the Municipal Revenue Sharing Account in FY 16/17, while State aid for Education was reduced. The tables below show the percentage of state aid to the town and board of education adopted budgets.

Fiscal Year	Town Budget	Total State Aid to Town	Aid % of Town Budget
2016-2017	$ 14,389,712	$ 598,934	4.16 %
2015-2016	$ 13,763,426	$ 402,563	2.92 %
2014-2015	$ 13,334,082	$ 396,240	2.97 %
2013-2014	$ 13,149,850	$ 528,649	4.02 %
2012-2013	$ 12,757,366	$ 518,015	4.06 %

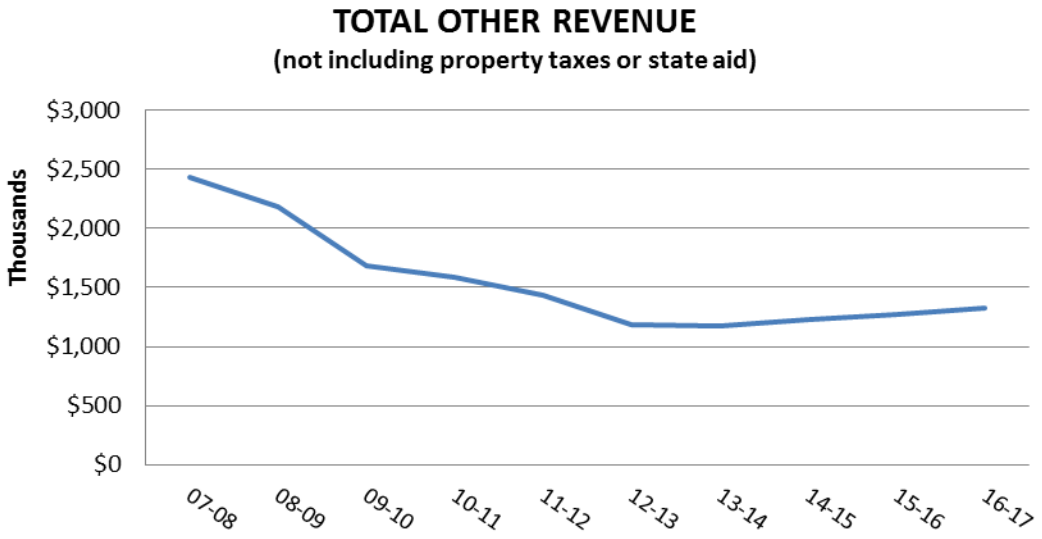
Fiscal Year	Board of Education Budget	Total State Aid to BOE	Aid % of BOE Budget
2016-2017	$ 39,705,064	$ 14,041,055	35.36 %
2015-2016	$ 39,795,370	$ 14,392,592	36.17 %
2014-2015	$ 39,661,795	$ 14,392,833	36.29 %
2013-2014	$ 39,076,054	$ 14,223,810	36.40 %
2012-2013	$ 37,524,160	$ 14,371,085	38.30 %

The Board of Education relies heavily on state aid to maintain operations. Of the school's $39.71 million adopted budget, 35.36%, or $14.04 million, comes from state aid. The major aid source is the Education Cost Sharing (ECS) grant, at $13,591,055. While this funding had remained relatively stable for several years, it was reduced by $170,473 in the current year's State budget. This reduction, along with the elimination of the State grant for public school transportation results in an overall decrease in State Aid to support the Education budget of $351,537. State Aid has not kept up with the ever increasing cost of State and Federal mandates on the educational system, thus continuing to place an ever increasing burden on the local property taxpayer to fund the Education budget.

Fiscal Year	BOE Budget	ECS Funding	ECS % of BOE Budget
2016-2017	$ 39,705,064	$ 13,591,055	34.23 %
2015-2016	$ 39,795,370	$ 13,761,528	34.58 %
2014-2015	$ 39,661,795	$ 13,761,528	34.70 %
2013-2014	$ 39,076,054	$ 13,773,810	35.25 %
2012-2013	$ 37,524,160	$ 13,723,859	36.57 %

Other Revenue

After property taxes and state aid, total other revenue comes from the following five sources: charges for services, licenses/permits/fees, investment earnings, "other revenue," and other financing sources (use of fund balance and transfers from other funds). As shown in the graph below and as stated previously, other revenue sources have declined from a high of $2.43 million in FY 2007-08 to $1.32 million in the current fiscal year, or 2.45% of total revenues.



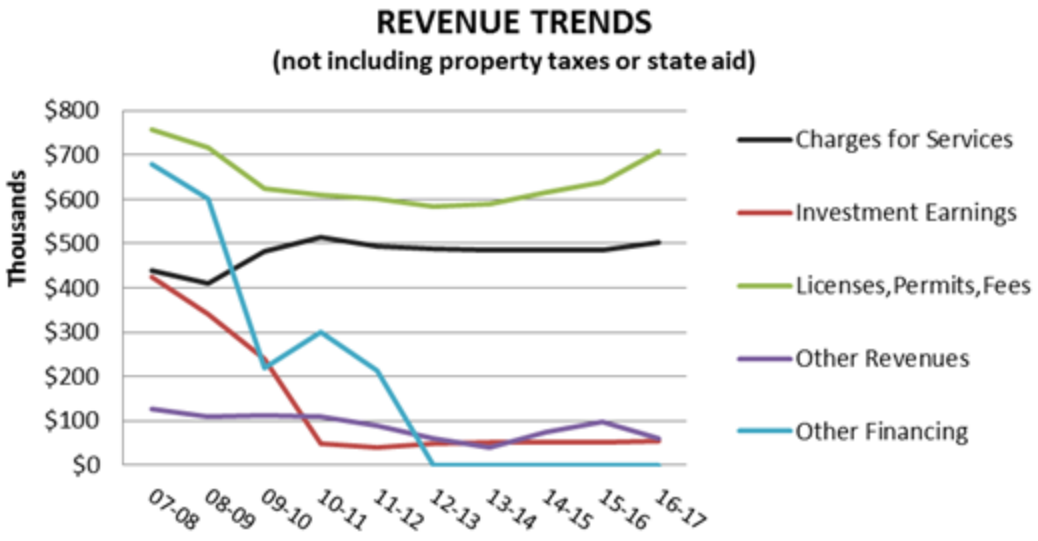
The main reason for the large decrease in revenues other than property taxes and State aid has been the reduced and then non-use of fund balance to support the operating budget. After consecutive years of appropriating fund balance to balance the overall budget, the Board of Finance adopted a fund balance policy in 2010, which was amended in 2012 (see Section 7 Glossary). In accordance with the policy guidelines, starting with the adopted budget for FY 2011-12, use of fund balance was reduced to zero and has remained at zero through the current fiscal year's budget. This policy is reviewed annually by the Board of Finance in context with the most recent financial operating results and the overall capital improvement plan.

The largest component of charges for services represents revenue collected from billing insurance carriers for providing ambulance services which has remained fairly consistent over the last ten years.

Building permit fees, transfer station fees, conveyance taxes, and Town Clerk fees represent the majority of the licenses, permits and fees category. The increases in the amounts budgeted for building permit fees and conveyance taxes provide indications of economic improvement within the Town.

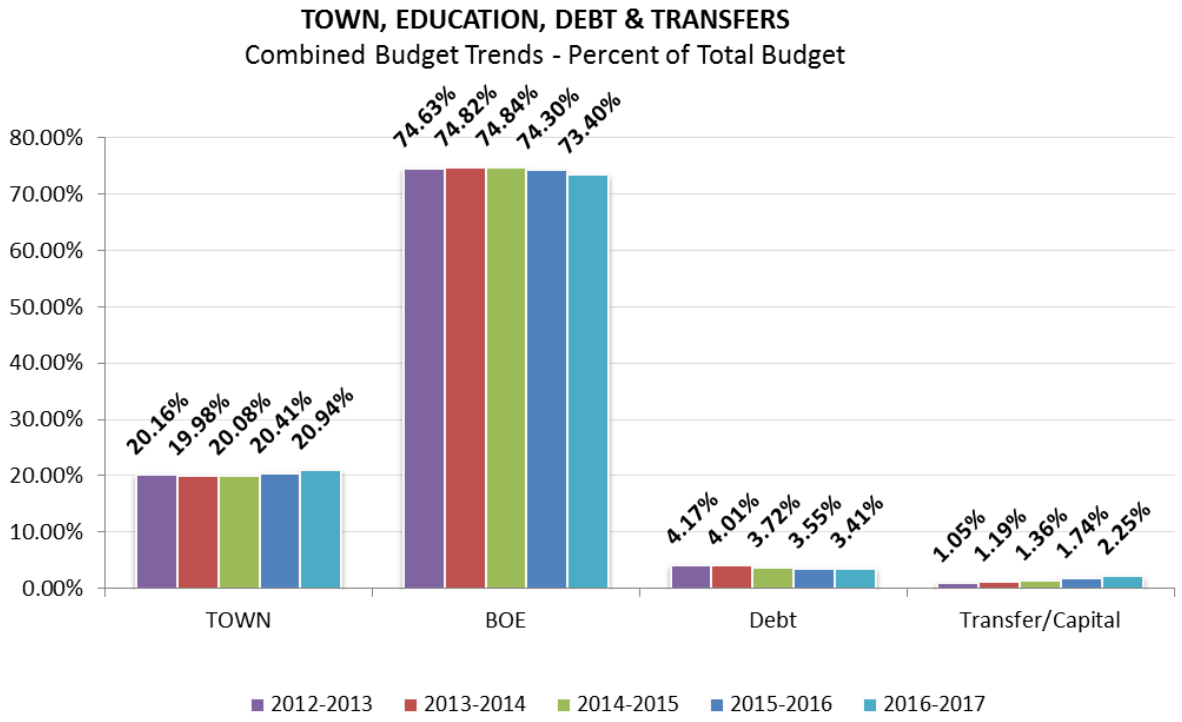
With regards to investment earnings, the Town is budgeting for an increase from $52,500 in the FY 2015-16 budget to $55,000 in the FY 2016-17 budget. This remains significantly lower than the pre-recession numbers the Town had received through FY 2007-08. From FY 2002-03 to 2007-08, the Town had averaged over $250,000 in investment income. Since FY 2009-10, the Town has averaged under $50,000 in interest income.

Other revenue includes items that fluctuate greatly from one year to the next and are often not anticipated at the time the budget is put together.



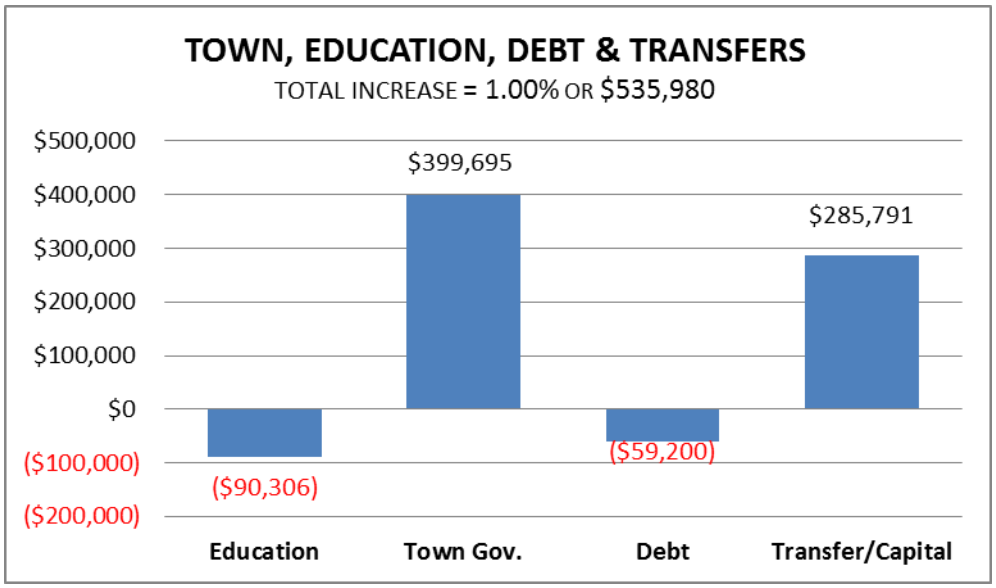
B. Expenditures

Summary of Expenditure Trends



The preceding chart shows the trends in the Town, education, debt, and transfers/capital budget allocations, as a percentage of the total budget over the past five years. The Town operating budget has increased from 20.16% of the total in FY 2012-13 to 20.94% in FY 2016-17, education costs have decreased 1.23% during that period from 74.63% to 73.40%; and debt allocations have steadily decreased from 4.17% to 3.41%. Transfers, due mainly to funding capital reserve and capital improvement appropriations, has increased over the past five years from $526,427 to $1,219,056, a 131.57% increase. These trends reflect the decline in enrollment in the school system, the increased emphasis on maintaining existing facilities and infrastructure, and capital funding and debt planning. As part of the Town's debt planning for the Johnston Middle School Project, as was done in the adopted budget for FY 2015-16, the Town has reallocated the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels ($130,600 for FY 2016-17) as a transfer to the Debt Service Fund. The Town will continue to reallocate funding in this manner over the next 4 years. The funds deposited into the Debt Service Fund will be used for future bond principal and interest debt service payments, thus mitigating the impact to the taxpayer.

A summary of expenditure increases/decreases compared to last year's (FY 2015-16) adopted budget for the four major budget categories are depicted in the following graph:



General Government

The general Town operations budget increased by $318,642, or 9.44%. Two areas of the General Government budget are primarily responsible for the increase: Insurances and Planning & Code Administration.

The total cost of health insurance for Town employees, workers compensation insurance, property & liability insurance, and anticipated unemployment benefits increased by $262,128, or 18.78%. Please refer to the insurances section of this letter on page 31 for a more detailed explanation.

With regards to Planning & Code Administration, hours for the Fire Marshal position were increased from 20 to 25 hours per week. In addition, estimated costs for legal services were increased by $20,000 based on ongoing land use litigation matters. The total increase for the department's budget is $43,314 or 9.25%.

Public Works

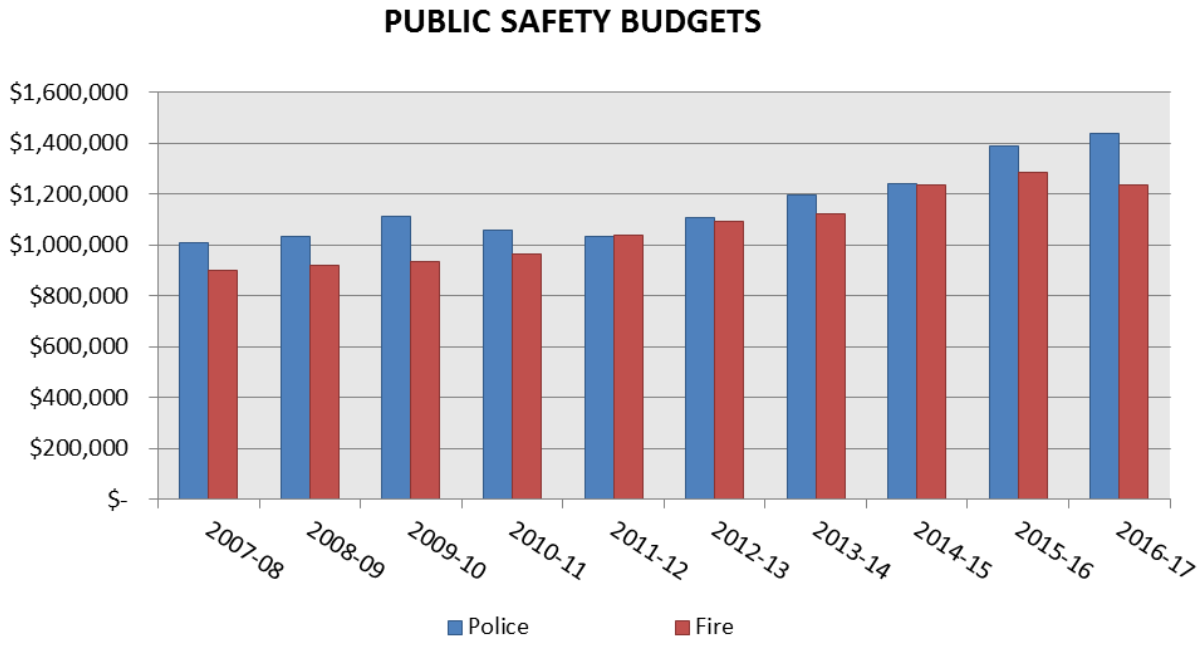
This year, the total public works budget increased by $27,290, or 0.81%. The increase is primarily due to funding included in the Grounds Maintenance budget for over seeding of recreation/athletic fields necessary to start addressing field conditions due to overuse. In addition, the Highway Department budget has been increased due to increased funding for road improvements. A significant reduction in the cost of diesel fuel and unleaded gasoline resulted in reduced budgets for vehicle maintenance and fuel in various departments.

Public Safety

Combined Police, Fire, and Emergency Management budgets decreased by $119. The police department budget increased by $51,573 or 3.72% mainly from contractual payroll increases and the hiring of an officer to fill a vacancy at a higher than anticipated contract step placement based on prior experience and training. Savings from the cost of vehicle fuel were used to partially offset funding to continue the replacement of all radios in order to remain compatible with the State Police communication system, and the replacement of other police equipment.

Fire protection (including dispatch) decreased by $49,439 or 3.85%. The budget reflects a significant decrease in costs for dispatching of fire and emergency medical calls as this service is being transferred to a new provider, and savings realized from the reduction in vehicle fuel and heating oil prices.

The chart presented below represents a ten-year trend from FY 2007-08 to FY 2016-17 in public safety expenses. Since FY 2007-08, the police department budget has increased by 42.90%, or $431,861. Likewise, the fire department budget has increased by 37.14%, or $334,619. Overall, in the past ten years, town investment in public safety has increased by 39.54%, or $762,028.



Community & Human Services

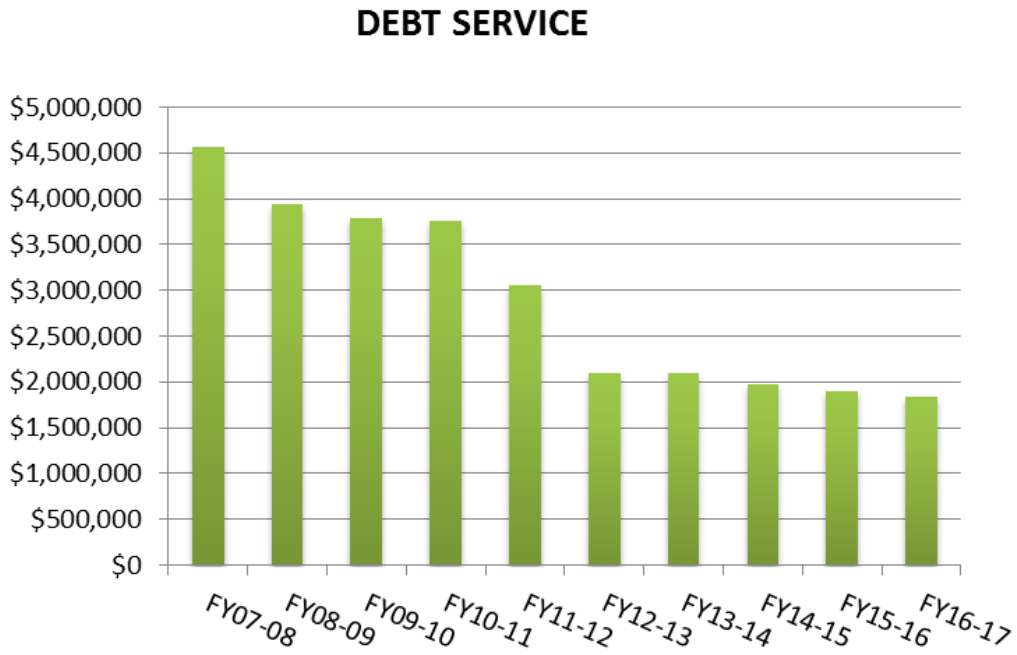
The total Community & Human Services budget increased this year by $53,882, or 3.56%. Included in this budget increase is additional funding of $17,500 to support the programs of the Colchester Collaborative for Children (C3), increased hours for the part-time Social Service Coordinator to meet the increased demand for services, and increased per capita costs paid to the regional Chatham Health District.

Debt

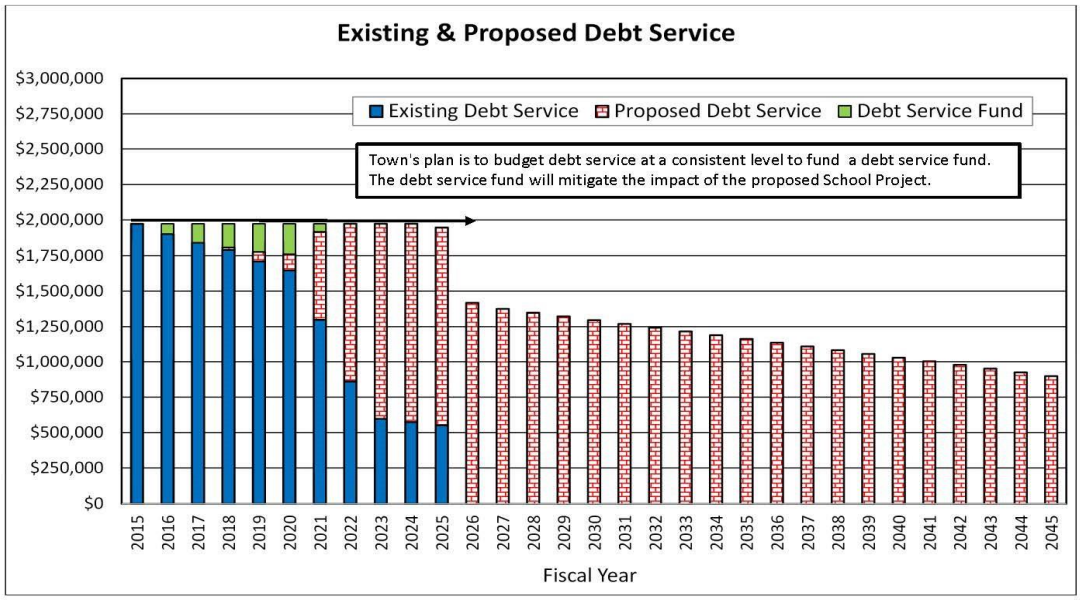
The Town's budgeted debt service, or debt payments, for FY 2016-17 is $1,842,266. Bond principal and interest is decreasing from FY 2015-2016 to FY 2016-2017 by $59,200 or 3.11%.

As discussed on page 26, the Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. The Town continues to work closely with its financial advisor on the financing plan for the project. Included in the debt plan, the Town will reallocate the reduction in existing bond principal and interest payments as compared to FY 2014-15 levels as a transfer to the Debt Service Fund. This was first done in the FY 2015-16 adopted budget with a reallocation of $71,400. Included in the FY 2016-17 adopted budget is an additional reallocation of $130,600. The Town will continue to reallocate funding in this manner over the next 4 years. The funds deposited into the Debt Service Fund will be used for future bond principal and interest debt service payments, thus mitigating the impact of this school project on the Town's mill rate. In addition, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project.

As shown in the chart below, in the past ten years, the Town's debt service has decreased by just over $2,700,000, or by 59.67%.



The following chart represents the existing debt service for the Town and the proposed debt plan for the Middle School project:

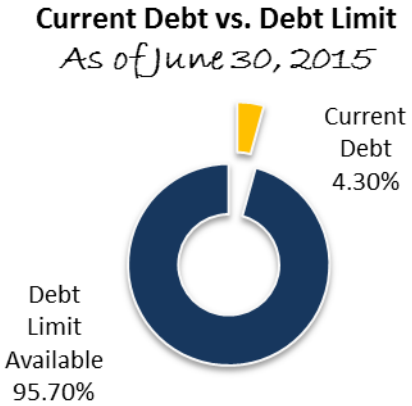


In March 2012, the Town issued $8,400,000 of general obligation bonds that were used to advance refund portions of the outstanding principal amounts of the general obligation bond issues of 2002 and 2005. The Town advance-refunded the bonds to obtain a total savings of approximately $571,000 between the old debt payments and the new debt payments.

Moody's Investors Service assigned a bond rating to the Town of Aa3 for the refunding bonds issued in March 2012 and affirmed the Aa3 rating assigned to the Town's outstanding debt.

According to Connecticut State Statute, the Town's debt limit cannot exceed seven times the gross receipts of property taxes.

As of June 30, 2015, this amount was roughly $260.44 million and the Town's outstanding bonded debt was about $11.21 million, or 4.30% of the debt limit. The Town currently does not have a written debt service policy.

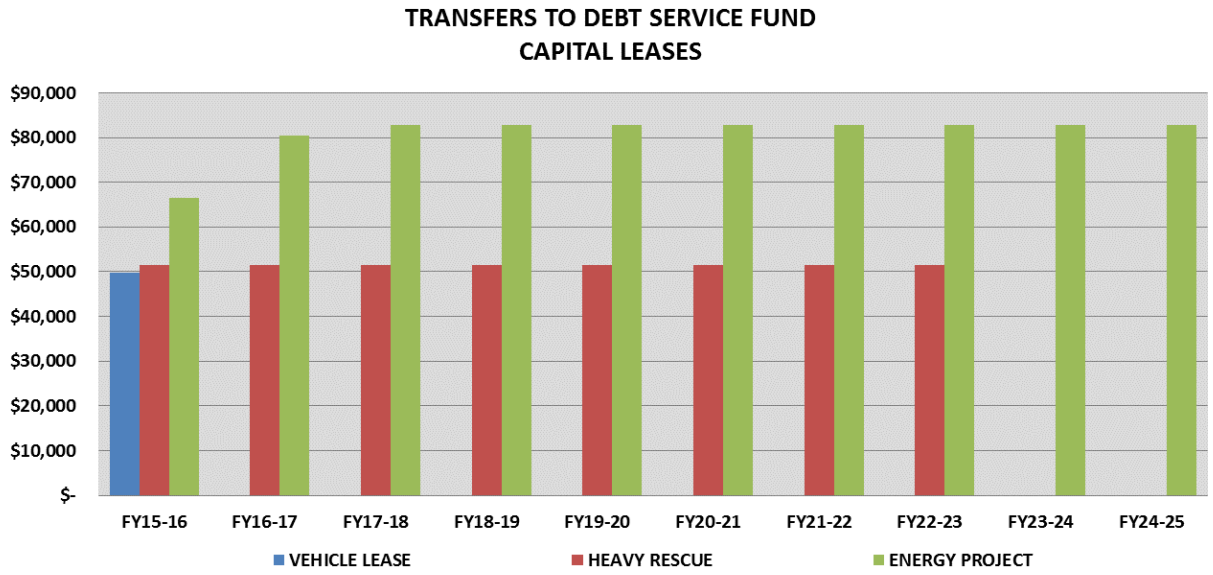


Transfers

The transfer section represents three areas of Town-funded activities: capital, debt service, and operational. The capital expenditures are outlined below. The operational expenditures support animal control services for the Town of Colchester.

The overall increase in transfers from last year to this year is $285,791, or 30.62%.

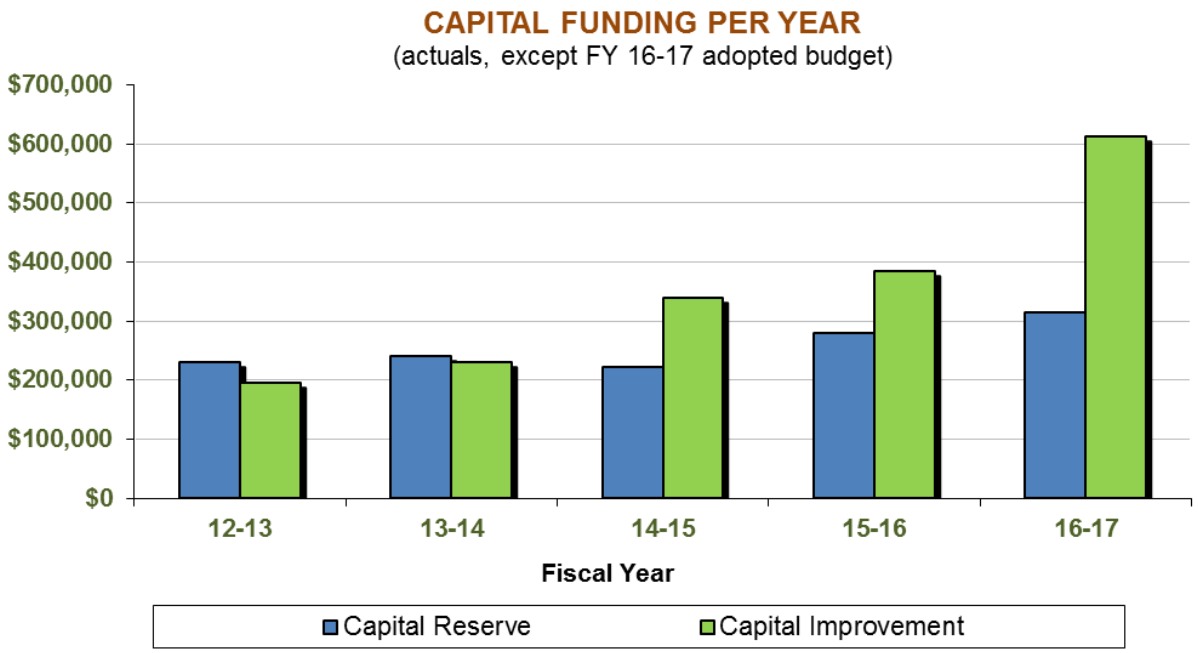
The transfer to debt service includes funding for lease payments under the energy project lease dated March 2013, and the Heavy Rescue vehicle lease dated January 2014. The funding contribution for the final payment due in FY 2016-17 on the vehicle lease dated October 2011 was made in FY 2015-16.



C. Capital

Capital expenditures are found, as mentioned above, in the "Transfers" section of the annual Town budget. Within transfers, capital expenditures are further classified into two categories: capital reserve and capital improvement.

Capital reserve is an on-going fund whereby the Town sets aside a predetermined amount of money to fund future needs. Capital reserve is further split between vehicle reserve, equipment reserve, and buildings and grounds maintenance capital reserve, and, in total, has increased $34,400 or 12.31%, over last year's adopted budget, to a total of $313,750. The increase in the contribution to the capital reserve fund reflects adjustments to the equipment and vehicle replacement schedules based upon the annual review of Town needs and estimated replacement costs. The continued funding of these reserve accounts highlights the Town's support for a vehicle replacement schedule, whereby all of the Town's fleet will be replaced on a set schedule (based on the vehicle and use). Following a replacement schedule will prevent the Town from needlessly spending on maintenance for old and outdated vehicles. The Town has also increased the contribution to the buildings and grounds maintenance capital reserve fund.



The other fund, capital improvement, is also an on-going fund whereby the Town sets aside money to adequately fund anticipated large-scale (or expensive) needs that better enhance Town services and/or off-sets large future expenditures or bonding by paying a small amount over several years. For this year's capital improvement fund, the Town's total contribution is $611,675 which will provide funding over one or multiple years towards twenty-seven different capital purchases or improvements for equipment, vehicle replacements, and facilities.

Investing in capital allows the town to off-set higher costs over time rather than budgeting or borrowing large amounts all at once. With full funding of the equipment reserve fund, the Town has been able to fund equipment requests from departments through equipment reserve for the past several years.

A Committee consisting of two members each from the Board of Selectmen, Board of Finance and Commission on Aging have been working on a plan to address the facility needs associated with the continuing increase in membership and program participation at the Senior Center reflecting the growing needs of the 55 and over population in Colchester. To meet the short-term needs for a facility, at the end of FY 2015-2016, the Boards of Selectmen and Finance approved an authorization to purchase the existing Senior Center building which was presented to the voters and approved at a Town meeting in August 2016, and a referendum vote in September 2016. Funds were appropriated from unassigned fund balance of the Town's General Fund to finance the purchase. This facility was previously being leased by the Town with the Town having responsibility for the operating costs of the building (electricity, heating, cleaning and general maintenance). The only impact on the operating budget in the short-term will be the elimination of an annual lease payment ($16,000) from the budget.

The Town approved a referendum in June 2015 for a Middle School renovation project. The project was submitted to the State Department of Education for review, and final approval for State funding was received in June 2016. This project will have an impact on future debt

service, long-term capital planning and Education operating budgets. The debt service plan and the steps taken to mitigate the impact on the mill rate are included in the debt section of this letter starting on page 23. In terms of the impact on long-term capital planning, funding that had been included in the Education budget for future capital improvements for the Middle School have been redirected to capital needs of the other schools based on the approval of the building project. In addition, future Education operating budgets will reflect changes in costs for building maintenance and utilities as the renovated Middle School will be a smaller facility than the existing school.

Capital Improvement Plan

Within the budget document, the Town has outlined its five-year capital improvement plan (CIP) on page 269. The CIP is made up of four different sections: vehicles, facilities and grounds, equipment, and reserves. The CIP is reviewed and updated in conjunction with the development of the operating budget and helps determine which project(s) will be funded through the operating budget and those needed to be set aside for funding through capital reserves.

The annual update of the five-year plan includes a review of cost estimates, availability of resources, and the projected financial capacity of the Town, taking into account external economic circumstances as well. Adjustments are also made to the plan based on a review of requested funding and priority determinations of the requests.

Vehicles

The vehicles listed represent those that currently need to be replaced based upon age and condition. Some vehicles on this list, such as fire apparatus, will be replaced by future bonding or lease financing, some will be financed through State of Connecticut Town Aid Road grant funding, and others will be purchased through the operating budget or existing Reserve Funds. Each Town vehicle has an estimated life span depending on the type and use of the vehicle. Once a vehicle is replaced, an amount is then included in the annual budgeted contribution to vehicle reserve to fund the future replacement at the end of the vehicle's useful life.

Equipment

Each year, the Town compiles a list of capital or "large-ticket" items to be included in the CIP. If any particular item is not funded, it gets moved to the next year for review and possible replacement or purchase. This year, similar to last year, many of the items requested will be purchased out of the existing equipment reserve fund. Funding was included in the budget for Information Technology as these projects will improve efficiency or decrease operating costs as the network virtualization project will reduce the workload on the Information Technology staff and produce energy savings. Funding plans have been established for the replacement of self-contained breathing apparatus (SCBA) units, thermal imaging cameras, fire hose and equipment washer and dryer, and a flashover simulator for the Fire Department.

Facilities and Grounds

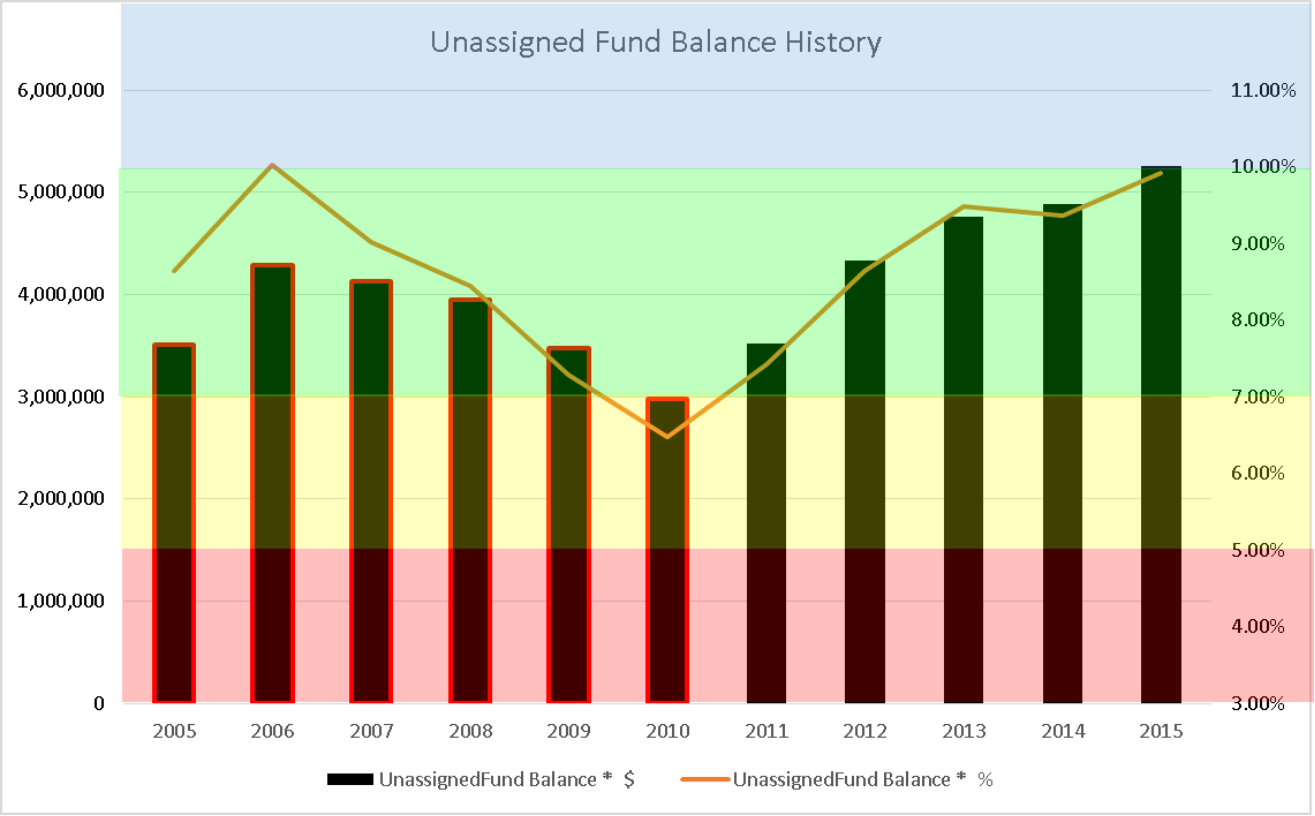
Due to the cost to keep the facilities and surrounding property of the Town safe and manageable, improvements must be made on a regular basis. Just as with a home, roofs need to be replaced, driveways must be re-paved or sealed, and other issues arise that need updating. In this year's budget, funding has been included to meet State and Federal mandates, and maintain existing infrastructure and facilities (Town Hall, Cragin Library, Youth Center and Town Highway Garage).

Reserves

As stated above under "Capital," these items reflect on-going needs that require annual funding by the Town to keep costs down in the future and operations consistent. Included in this section are the vehicle reserves, building and grounds maintenance, revaluation costs, open space acquisition reserve funds, and equipment reserves.

D. Fund Balance

The Board of Finance created a policy for unassigned fund balance in 2010, which was amended in 2012 (see financial policies in Section 7 Glossary). This policy sets forth the level of unassigned fund balance that the Town should strive to maintain, and the potential uses of fund balance at each defined level. Fiscal Year 2016-2017 will be the sixth straight year that the Town has not budgeted the use of its unassigned fund balance (also known as the rainy-day fund) to balance the budget.



FY Ending:		2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Unassigned Fund Balance *	$	3,507,795	4,283,472	4,129,805	3,950,819	3,470,913	2,974,475	3,518,813	4,334,548	4,758,733	4,888,372	5,255,366
	%	8.65%	10.02%	9.02%	8.45%	7.29%	6.48%	7.42%	8.64%	9.49%	9.37%	9.92%
									Existence of Fund Balance Policy			

*Amounts reported for years prior to fiscal year ending 2011 represent Unreserved/Undesignated Fund Balance. All amounts are reported as a percentage of total General Fund expenditures and transfers – budgetary basis.

In June 2011, Moody's Investors Service downgraded the Town's bond rating to Aa3 from Aa2 mainly due to consistent declines in reserve levels from 2006 to 2010 driven by the Town's practice of appropriating General Fund reserves to balance annual operating budgets (mill rate relief), and revenue shortfalls in those years. Moody's went on to note that the FY 2011-2012 adopted budget did not include a fund balance appropriation which will help prevent any further decline in reserves and stabilize the Town's financial position.

In August 2011, Fitch Ratings affirmed the Town's bond rating of AA. Fitch noted that Town finances are stabilizing after four years of planned draws on General Fund fund balance, and that the Town has a below average debt burden with a rapid payout, and a strong tax collection rate. Fitch also noted the recently approved fund balance policy which sets forth that reserve levels will be maintained within a range of 7-10% of total expenditures.

As can be seen in the chart on the previous page, the Town has reestablished the level of unassigned fund balance to a responsible level, which will improve our bond rating and subsequently lower future borrowing costs as higher ratings result in lower interest rates paid on our bonds.

Funding reserves for needed capital projects, facility improvements, and equipment/vehicle replacement at appropriate levels has also decreased the need for future use of fund balance to address these issues.

E. Personnel and Wages

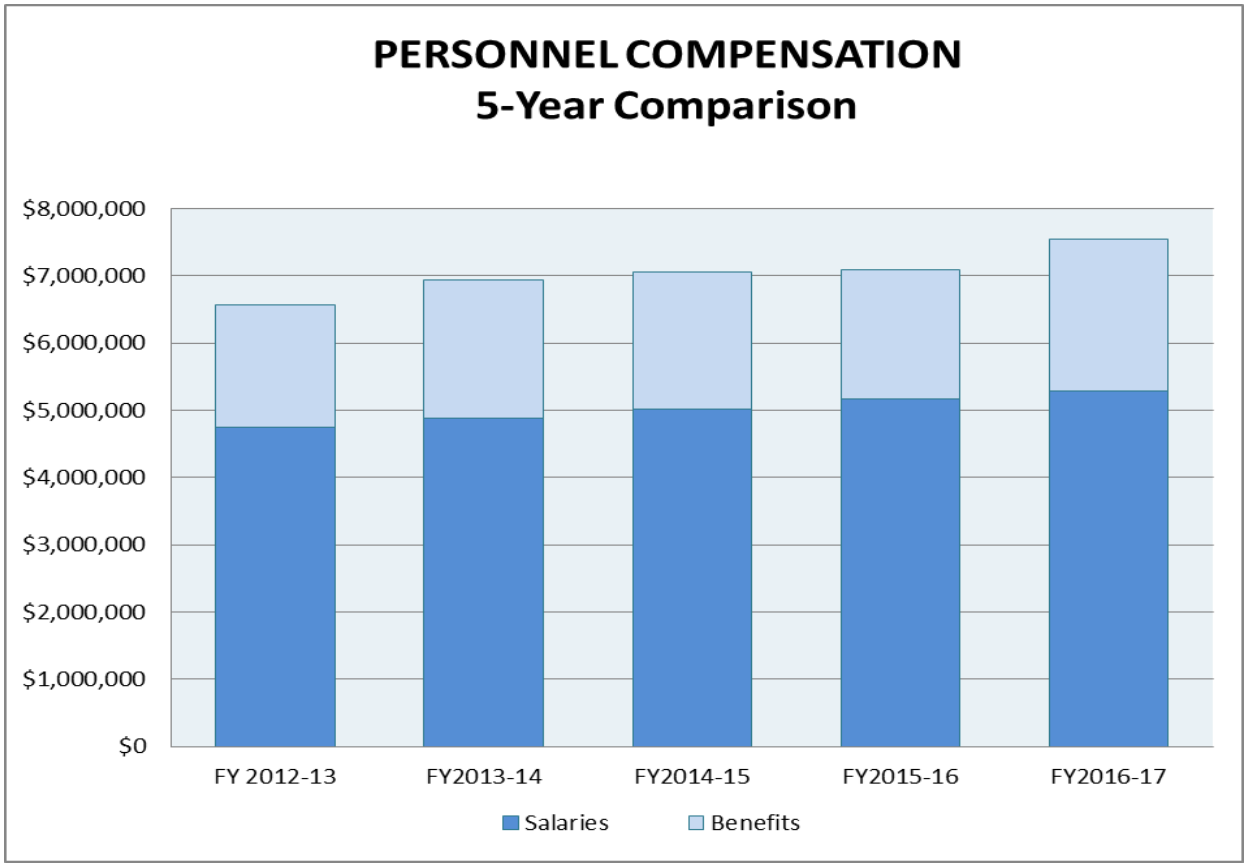
Total salaries and wages for all Town employees (including temporary and seasonal positions), for FY 2016-17 increased by $130,807, or 2.53%, to $5,294,185. Total benefits, including contributions to the self-insurance fund for health insurance and workers' compensation insurance premiums, increased $309,845, or 16.02% to a total of $2,244,033.

The Town's contribution to the self-insurance fund increased by $222,225 as the Town made changes to the funding methodology to account for additional administrative costs and contributions to employee health savings accounts established as part of negotiated insurance plan design changes to a high deductible health plan.

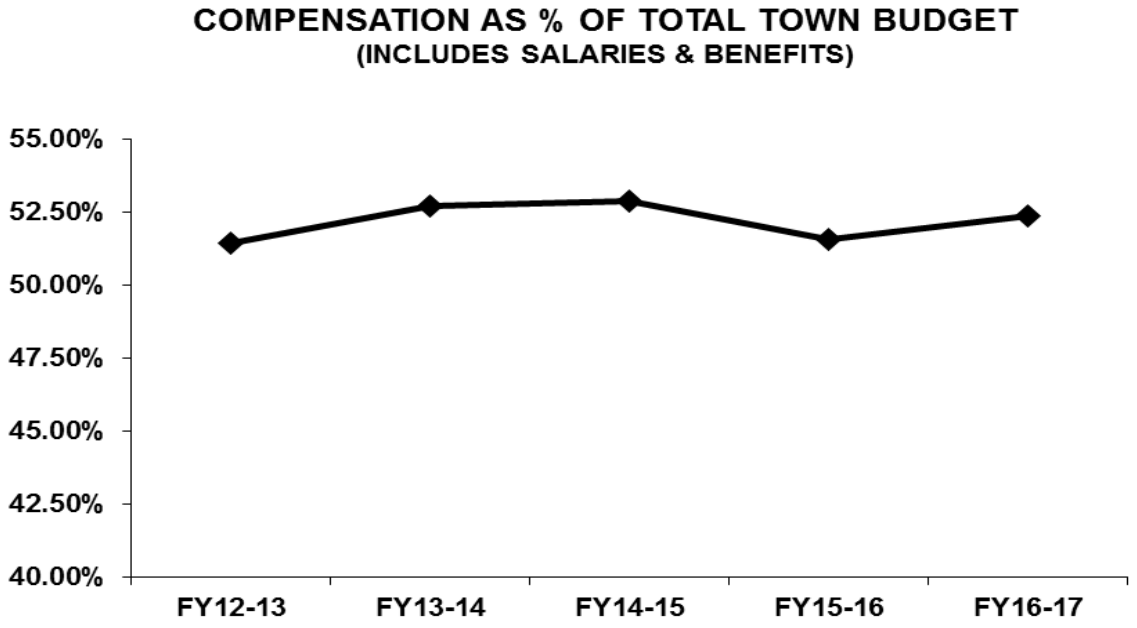
Negotiated union salary increases can be viewed within the Personnel Summary, on page 56, and individual union contracts which contain detail information on wages and benefits are posted in the Human Resources section of the Town's website.

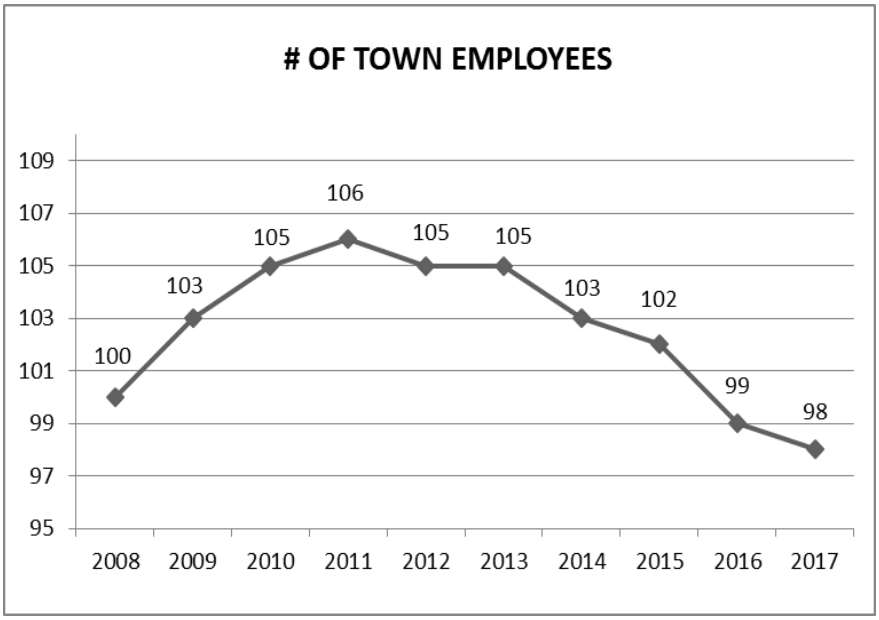
Over the past five years, the budget for salaries has increased by 11.59%; from roughly $4.74 million to $5.29 million due primarily to contractual increases. As a percentage of the total Town budget, salaries make up 36.79% and benefits constitute 15.59%.

The chart on the next page shows the total amount budgeted each year for salaries and benefits. Further, it breaks down the total amount for salaries and benefits.



Combined, total salaries and benefits for Town employees make up 52.39% of the total Town budget. As depicted in the chart below, you can see the trend over the past five years of the percentage of employee compensation (salaries and benefits) to the total Town budget.





The chart to the left reflects the total number of Town employees (full-time, regular part-time, and elected officials) over the past ten years. Since 2011, the Town has been steadily decreasing the number of employees while still meeting ever increasing responsibilities and demands for services. The number of employees for 2017 reflects the consolidation of two part-time Information Technology positions into one full-time position.

Legal Services

The legal budget is broken out within the following department budgets: “Department of First Selectman,” “Human Resources,” and “Planning & Code Administration.” The purpose of the breakdown is to set defined budgets for particular legal issue areas.

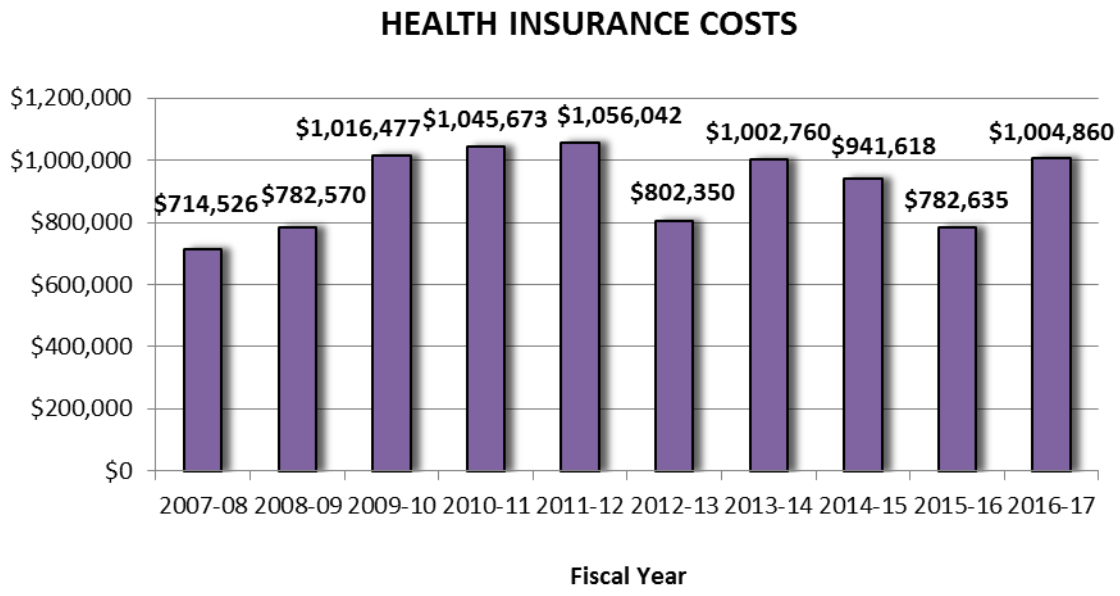
For Fiscal Year 2016-2017, the overall legal budget was increased by $20,000 for a total legal budget of $140,000 for potential fees. The legal budget has been allocated as follows: $40,000 to Department of First Selectman for general government legal matters, $55,000 to Human Resources for labor negotiations and personnel issues, and $45,000 to Planning & Code Administration for land use matters.

Insurances

This year, the insurance budget, including employee health insurance, municipal property & liability insurance, workers’ compensation insurance, and estimated unemployment benefits; increased by $262,128, or 18.8%.

Health insurance costs for FY 16-17 are estimated at $1,004,860, an increase of $222,225 from the prior year. The funding methodology for the self-insurance fund has been revised to include employer contributions to individual employee health savings accounts, and additional administrative costs for both wellness initiatives and third party benefits administration.

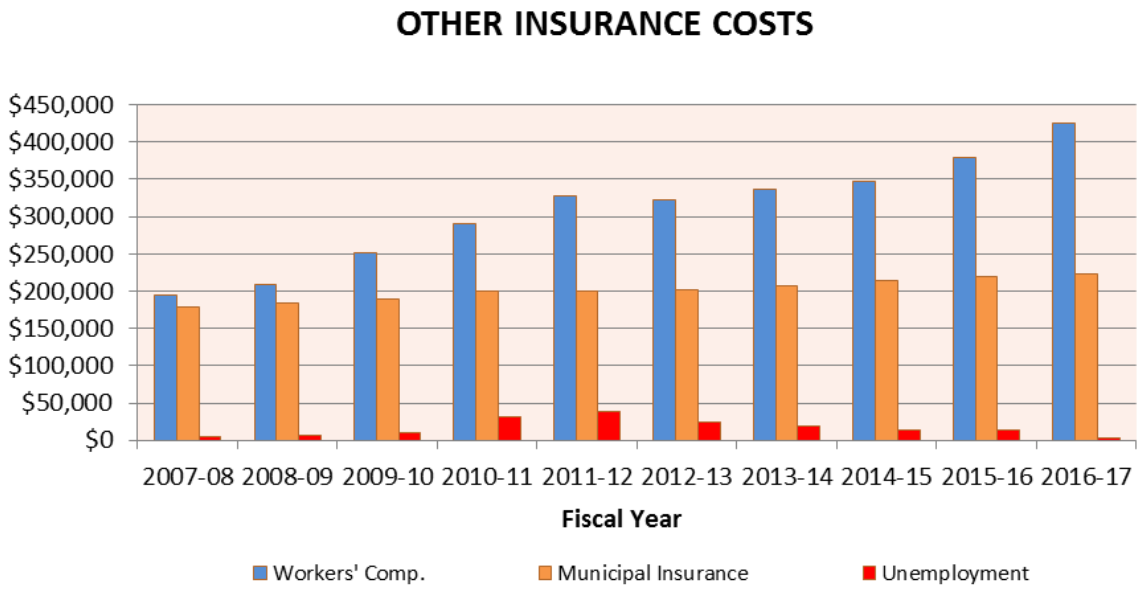
The Town has negotiated health insurance plan design changes, including a high deductible health plan with a health savings account, and wellness incentives as a cost control measure.



Health insurance costs represent 60.6% of the Town's insurance costs, with workers compensation insurance, property & liability insurance, and unemployment compensation benefits, making up the remainder of the Town's total insurance budget.

Over the past several years, property & liability insurance costs have remained relatively unchanged, increasing $21,509 or 10.6% since 2012-13. This year, for the fifth year in a row, the unemployment budget has decreased from $39,200 to $4,000, or by 89.8%.

The budget for Workers' Compensation insurance was increased by $45,541, or 12.0% over the prior year. The Town is working closely with our insurance carrier and broker on managing these costs moving forward.

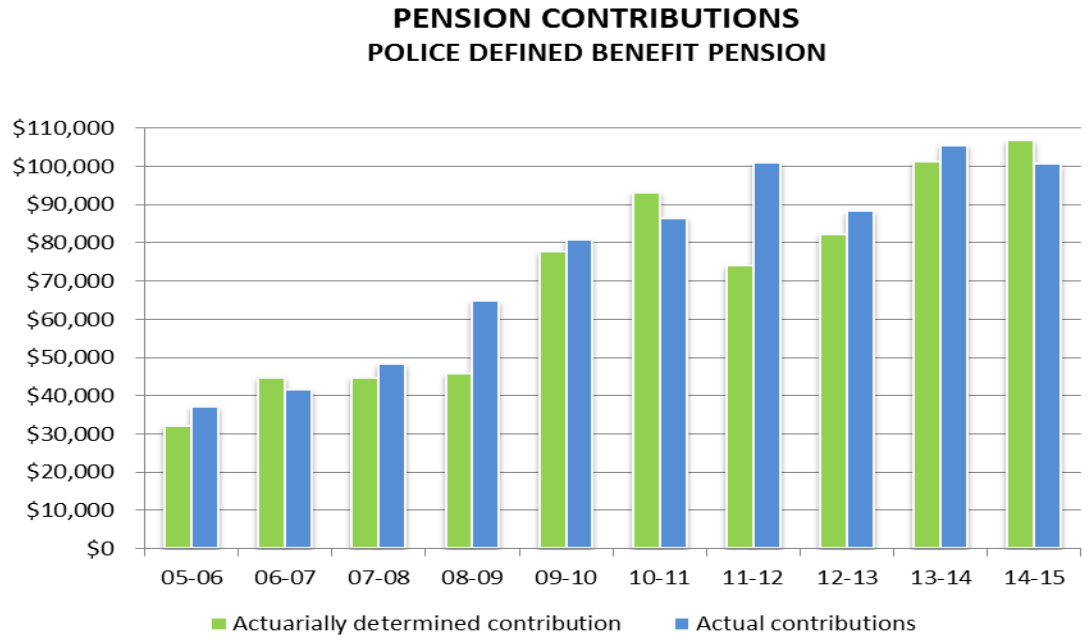


The Town has an active Health & Safety Committee, who work closely with our insurance carrier and consultant. The purpose of this committee is to address work-place safety concerns which will reduce workers compensation claims, and general employee health issues including wellness programs which impact the Town's health insurance costs.

Pension / Retirement

Police officers are the only Town employee group that has a defined-benefit pension plan, whereby the retirement benefit is calculated at 2.5% of final average base salary during the highest three plan years of active employment multiplied by years of service, with a maximum pension of 60% of final average base salary. Participants are 100% vested after ten years of service. Police officers hired after January 1, 2012 are not eligible for the defined-benefit pension plan, but may participate (along with all other union and non-union employees) in a Town-administered defined-contribution 401(a) plan where both the employee and the Town (employer) contribute towards an employee's retirement fund.

Police officers are required to contribute 12.5% of their base pay and the Town picks up mandatory contributions of 12.5% of pay on behalf of each participant. The Town is required to contribute the remaining amounts necessary to finance the coverage for its employees. As of the last audit (June 30, 2015), employees contributed $81,805, while the Town contributed $100,616, for a total addition to the police pension fund of $182,421. At the beginning of fiscal year 2014-2015, the pension fund amounted to $1,287,557 and ended the year at $1,473,187, taking into account contributions, investment performance, and a refund of employee contributions due to a resignation. In the fiscal year ended June 30, 2015, the Town adopted new accounting standards for pension reporting as required by generally accepted accounting principles. As of June 30, 2015 (latest audit available), the Town's total pension liability was $1,859,164, the plan's fiduciary net position was $1,473,187 resulting in a net pension liability of $385,977 which is an increase of $89,711 from the net pension liability at June 30, 2014.



Other Funds

This executive summary and the following budget document primarily represent the Town's major governmental fund, the "General Fund." As noted in the glossary section of the budget, on page 287, there are other funds that the Town maintains:

- Capital Reserve Fund
- Educational Grants Fund
- Water Enterprise Fund
- Special Revenue Funds
- Capital Projects Funds
- Debt Service Fund
- Medical Self-Insurance Fund
- Pension Trust Fund
- Private-Purpose Trust Fund
- Agency Funds.

Debt Service and Bonded Projects have been included in this document. Debt Service is described in this letter on page 23 as well as on pages 253 & 273. Bonded projects are described in Section Six of the budget document on pages 273-282.

The Sewer Operating and Capital Funds and Water Enterprise Fund are reviewed and adopted by the Sewer & Water Commission along with a bi-town Joint Facilities Commission. This information is available to the public, but since the budgets are not approved in the same process as the general government and Board of Education budgets, they are not described in this letter or in this budget.

All other funds are not described in detail in this document and are accounted for in the Town's financial statements and audits, which can be viewed on the Town's website, under "Finance Department."

V. Outlook/Future Goals

Budgets are always a struggle between what we would like to have, what we need, and what we can afford. Colchester is a "bedroom" community and our ability to expand or maintain services is limited by what the taxpayers can fund. During these difficult economic times, we continue to lay the groundwork for future economic expansion while maintaining our core services. Development is beginning in designated areas of Town which should add to our commercial tax base. With this economic growth, maintenance of state aid, stabilization of health insurance costs, and prudent capital and debt planning, Colchester has weathered the economic downturn and is in a strong position as the economy starts to show some signs of improvement.

Our future budget goals are to continue to adequately fund our capital needs, and cost effectively provide necessary services to meet the needs of residents. Roads, facilities, vehicle and equipment maintenance and improvements were underfunded in the budget for several years. By working with the Board of Finance, a comprehensive vehicle replacement plan was developed and has been consistently funded for the last six years. A similar plan has been developed for all Town and Education facilities and we are currently working with the Board of Finance on developing the funding plan for the identified needs. A major priority is to address

the need to provide a new facility for use as a Senior Center to meet the demands of the continuing increase in membership and program participation reflecting the growing needs of the 55 and over population in Colchester. Future budgets will have to determine how we continue to deal with the changing needs of residents. We believe we are in a position to continue to meet the public safety needs of our residents, however, concerns still exist as we continue to work on funding plans for emergency apparatus for fire and ambulance services, along with operating cost increases for paramedic services. Although we lack dedicated overnight police coverage, we are able to provide coverage on a periodic basis utilizing existing police personnel. More resources to address these concerns may be required in future budgets.

I hope 2016-2017 is a year of growth and development for the Town of Colchester and I want to thank all those involved in the budget process - staff, board/commission members, and other volunteers, for their hard work, understanding, and effort.

Sincerely,

Art Shilosky
First Selectman

cc: Board of Selectmen
Board of Finance
N. Maggie Cosgrove, Chief Financial Officer

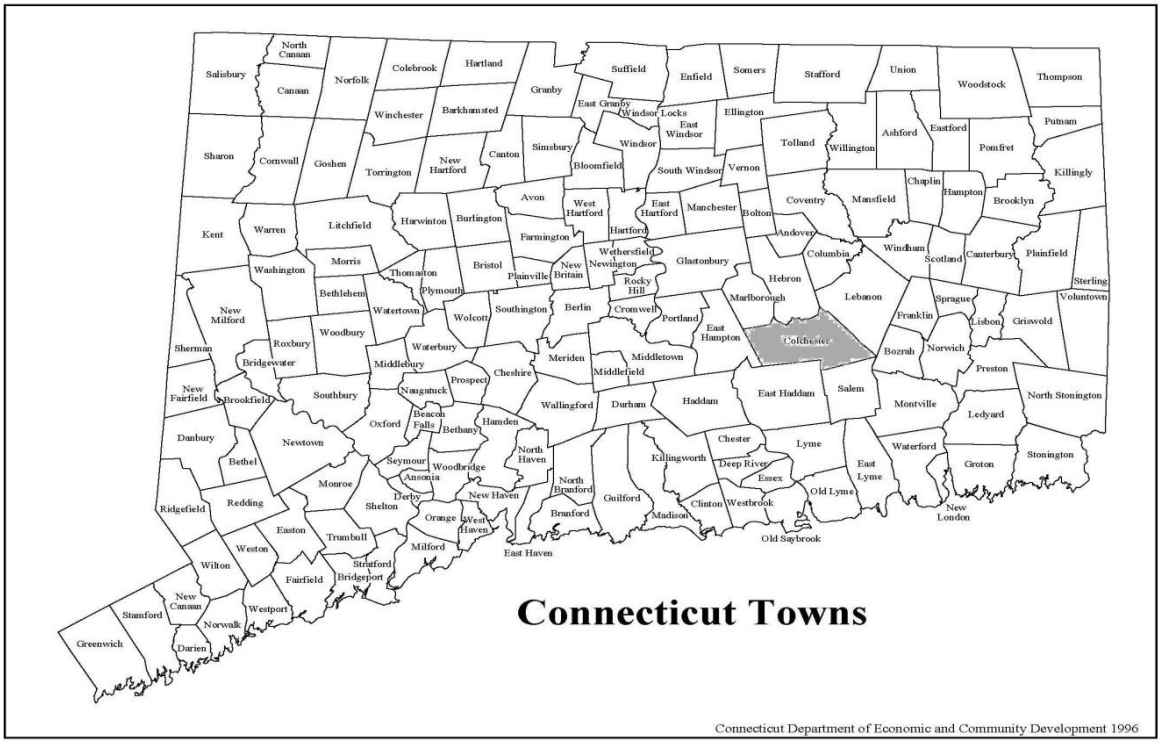
TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Description of the Town of Colchester



The Town was incorporated in 1698 and covers an area of 48.7 square miles, located approximately 25 miles southeast of Hartford, Connecticut, the State capital. The Town is intersected by Connecticut Route 2, which connects with Interstate 91 in Hartford and Interstate 95 in North Stonington. Colchester is bordered on the north by the towns of Marlborough and Hebron, on the south by East Haddam and Salem, on the east by Lebanon, and on the west by East Hampton. Easy access to interstate highways, abundance of undeveloped land, affordable housing stock, and availability of public water and sewers, as well as its pleasant rural setting has attracted growth to the Town. About 89% of Colchester is zoned for residential purposes. Colchester's population nearly doubled since the 1980 Census. Its population was estimated to be 16,192 by the Connecticut Department of Public Health as of July 1, 2014. Colchester was the second fastest growing Connecticut municipality in the past decade. In addition, the surrounding towns have also been growing faster than the State average.

In 2014, the Town of Colchester had a population density per square mile of 44.5% of the State average, per capita income of 101.0% of the State average, and a median household income at 141.5% of the State median. The Town's debt per capita was $1,005 compared to the State average of $2,325; the tax collection rate was equal to the State average at 98.4%; and the unemployment rate at November 2014 was 1.2 percent lower than the State average. Out of 169 towns in Connecticut (with rankings starting with the highest in each category), Colchester ranked 72nd in population, 107th in population density, 124th in debt per capita, 37th in median household income, and 107th in unemployment. *(Municipal Fiscal Indicators,* CT Office of Policy & Management, January 2016).

Form of Government

The Town has a Selectmen -Town Meeting form of government, with a Board of Selectmen consisting of five elected members serving concurrent two-year terms and a Board of Finance consisting of six elected members serving overlapping six-year terms. Powers and privileges are conferred and granted to the Town by the Connecticut General Statutes, as amended. The Town has a Charter. Legislative power is vested with the Board of Selectmen and the Town Meeting. The annual budget, all special appropriations exceeding 1.0% of the combined Town budget, excluding the Board of Education, and all bond and note authorizations are submitted to a referendum vote.

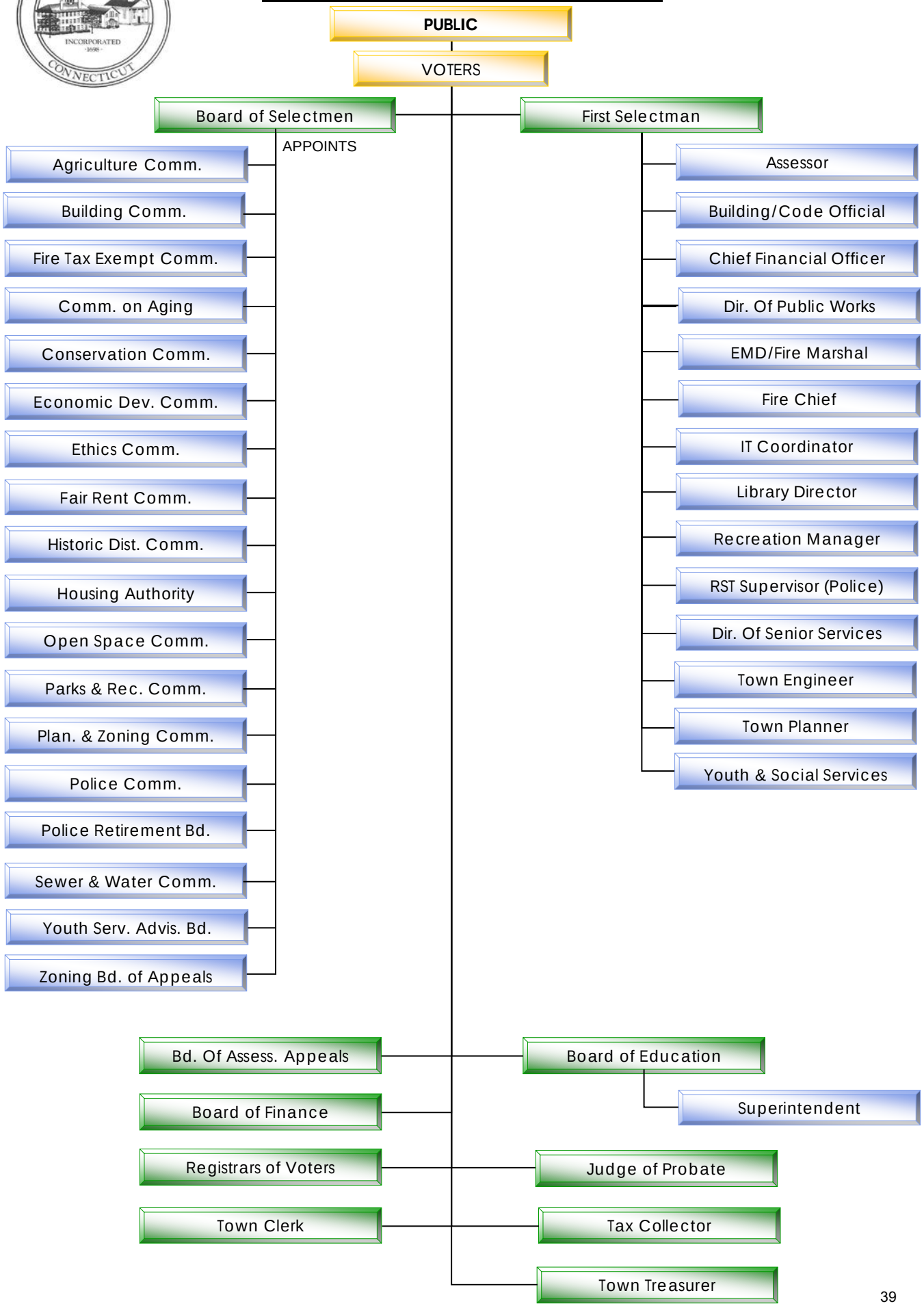
The First Selectman is the Chief Executive Officer of the Town and is a full voting and participating member of the Board of Selectmen. The First Selectman is responsible for the direction and activities of all Town departments except the Board of Education and all appointed boards.

The Board of Finance is the budget-making authority and is responsible for financial and taxation matters, presenting the annual fiscal budget for Town Meeting and referendum approval and establishing the tax rate.

The Board of Education is the policy-making body for all public education, grades kindergarten through twelve. The Superintendent of Schools is directly responsible to the Board of Education for the supervision and administration of the educational system for the Town.

The Sewer and Water Commission has jurisdiction over all property of the Town used for sewage disposal and water supply for the Town. The Commission prepares a budget and recommends rates to the Director of Public Works and Board of Selectmen for their approval.

ORGANIZATIONAL CHART



PRINCIPAL OFFICIALS

Board of Selectmen

Art Shilosky, First Selectman
Denise Mizla
Stan Soby
Rosemary Coyle
John Jones

Board of Finance

Robert Tarlov, Chairman
Thomas Kane
Andreas Bisbikos
Robert Esteve
James McNair
Andrea Migliaccio

Board of Education

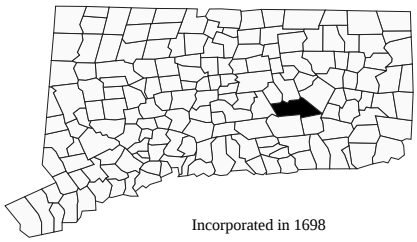
Ronald Goldstein, Chairman
Donald Kennedy
Mitchell L. Koziol
Michael Voiland
Bradley Bernier
Renie Besaw
Mary Tomasi

Administration

Chief Financial Officer — **N. Maggie Cosgrove**
Town Clerk — **Gayle Furman**
Town Treasurer — **John Ringo**
Tax Collector — **Michele Wyatt**
Superintendent of Schools — **Jeffry Mathieu**

Colchester, Connecticut

CERC Town Profile 2016 *Produced by The CT Data Collaborative*



Incorporated in 1698

Town Hall
127 Norwich Avenue
Colchester, CT 06415
(860) 537-7220

Belongs To
New London County
LMA Hartford
Southeast Economic Dev. Region
Southeastern Connecticut Planning Area

Demographics

Population (2010-2014)

	Town	County	State
2000	14,551	259,088	3,405,565
2010	16,068	274,055	3,574,097
2014	16,143	274,071	3,592,053
2020	16,925	283,665	3,702,469
'14 - '20 Growth / Yr	1.6%	0.9%	0.9%

	Town	County	State
Land Area (sq. miles)	49	665	4,842
Pop./Sq. Mile (2010)	330	412	742
Median Age (2010-2014)	39	41	40
Households (2010-2014)	5,785	106,882	1,356,206
Med. HH Inc. (2010-2014)	$98,899	$66,693	$69,899

Race/Ethnicity (2010-2014)

	Town	County	State
White	15,226	211,433	2,508,360
Black	162	15,500	365,871
Asian Pacific	172	11,690	145,842
Native American	0	144	1,105
Other/Multi-Race	289	20,241	282,094
Hispanic (Any Race)	319	25,384	512,795

	Town	County	State
Poverty Rate (2010-2014)	3.8%	9.1%	10.5%

Educational Attainment (2010-2014)

	Town		State	
High School Graduate	3,235	29%	677,887	28%
Associates Degree	1,002	9%	180,321	7%
Bachelors or Higher	4,095	37%	908,551	37%

Age Distribution (2010-2014)

	0-4		5-14		15-24		25-44		45-64		65+		Total	
Town	778	5%	2,348	15%	2,031	13%	4,201	26%	4,869	30%	1,916	12%	16,143	100%
County	14,320	5%	32,315	12%	38,674	14%	67,521	25%	79,834	29%	41,407	15%	274,071	100%
State	194,338	5%	452,157	13%	489,981	14%	892,275	25%	1,032,223	29%	531,079	15%	3,592,053	100%

Economics

Business Profile (2014)

Sector	Units	Employment
Total - All Industries	380	3,746
23 - Construction	36	155
31-33 - Manufacturing	9	147
44-45 - Retail Trade	56	619
62 - Health Care & Social Assistance	48	662
72 - Accommodation And Food Services	27	390
Total Government	19	809

Top Five Grand List (2009)

	Amount
Country Place of Colchester	$10,554,500
Connecticut Light & Power	$9,838,680
SS1 Colchester	$8,104,000
White Oak Development	$4,572,330
Genesis Health Ventures of Bloomfield	$4,270,300
Net Grand List (SFY 2013-2014)	$1,191,172,264

Major Employers (2014)

S & S Arts & Crafts & Factory
Caring Community
Bacon Academy School
Super Stop & Shop
Harrington Court

Education

2013-2014 School Year

	Grades	Enrollment
Colchester School District	PK-12	2,727

Pre-K Enrollment (PSIS)

	2011-2012
Colchester School District	72

4-Year Cohort Graduation Rate (2013-2014)

	All	Female	Male
Connecticut	87.0%	90.0%	84.0%
Colchester School District	95.0%	96.0%	94.0%

Connecticut Mastery Test Percent Above Goal (2013)

	Grade 3		Grade 4		Grade 8	
	Town	State	Town	State	Town	State
Reading	62.8%	56.9%	74.6%	62.7%	87.1%	76.3%
Math	65.6%	61.6%	78.3%	65.4%	71.6%	65.2%
Writing	63.6%	60.0%	72.0%	63.1%	85.8%	67.3%

Rate of Chronic Absenteeism (2012-2013)

	All	K - 3	4 - 8	9 - 12
Connecticut	11.5%	8.9%	9.0%	16.9%
Colchester School District	6.0%	3.2%	4.4%	10.2%

No representation or warranties, expressed or implied, are given regarding the accuracy of this information.

Colchester, Connecticut

CERC Town Profile 2016

Connecticut Economic Resource Center

Government

Government Form: Selectman - Town Meeting

Total Revenue (2014)	$57,442,798
Tax Revenue	$36,248,381
Non-tax Revenue	$21,194,417
Intergovernmental	$19,727,811
Per Capita Tax (2014)	$2,233
As % of State Average	82.7%

Total Expenditures (2014)	$56,825,708
Education	$43,879,506
Other	$12,946,202
Total Indebtedness (2014)	$16,278,738
As % of Expenditures	28.6%
Per Capita	$1,005
As % of State Average	43.4%

Annual Debt Service (2014)	$2,344,691
As % of Expenditures	4.1%
Eq. Net Grand List (2014)	$1,713,186,821
Per Capita	$105,805
As % of State Average	73.0%
Moody's Bond Rating (2014)	Aa3
Actual Mill Rate (2014)	30.28
Equalized Mill Rate (2014)	21.10
% of Net Grand List Com/Ind (2014)	7.9%

Housing/Real Estate

Housing Stock (2010-2014)

	Town	County	State
Total Units	6,218	120,900	1,486,995
% Single Unit (2010-2014)	75.0%	65.0%	59.0%
New Permits Auth (2014)	31	646	5,329
As % Existing Units	0.5%	0.5%	0.4%
Demolitions (2014)	3	74	1,240
Home Sales (2013)	143	2,190	26,310
Median Price	$275,700	$247,700	$274,500
Built Pre-1950 share	13.7%	29.7%	29.7%
Owner Occupied Dwellings	4,660	71,809	913,043
As % Total Dwellings	80.5%	67.2%	67.3%
Subsidized Housing (2014)	543	13,882	168,655

Distribution of House Sales (2013)

	Town	County	State
Less than $100,000	15	363	3,417
$100,000-$199,999	43	629	7,522
$200,000-$299,999	50	628	6,031
$300,000-$399,999	29	295	3,380
$400,000 or More	6	275	5,960

Labor Force

Place of Residence (2014)

	Town	County	State
Labor Force	9,321	137,254	1,885,100
Employed	8,829	128,000	1,760,400
Unemployed	492	9,254	124,700
Unemployment Rate	5.3%	6.7%	6.6%

Place of Work (2014)

	Town	County	State
Units	380	7,110	114,608
Total Employment	3,746	121,313	1,653,545
2011-'14 AAGR	44.2%	-75.9%	29.5%
Mfg Employment	147	14,208	159,607

Connecticut Commuters (2014)

Commuters Into Town From:		Town Residents Commuting To:	
Colchester	1,058	Colchester	1,058
Norwich	166	Norwich	361
Lebanon	155	Glastonbury	325
East Haddam	111	Groton	283
Salem	94	Hartford	263
East Hampton	90	Montville	188
Montville	81	Manchester	169

Other Information

Crime Rate (2014)

	Town	State
Per 100,000 residents	456	2,167

Library (2014)

	Town
Circulation per Capita	8.60
Internet Use per Visit	0.22

Distance to Major Cities

	Miles
Hartford	23
Providence	51
Boston	87
New York City	103
Montreal	284

Residential Utilities

Electric Provider

Eversource Energy
(800) 286-2000

Water Provider

Connecticut Water Company
(800) 286-5700

Cable Provider

Comcast Norwich
(800) 266-2278

Families Receiving (2014)

	Town
Temporary Family Assistance (TFA)	33

Population Receiving (2014)

	Town
Supplemental Nutrition Assistance Program (SNAP)	492

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SECTION TWO

Budget Summary & Overview

TOWN OF COLCHESTER

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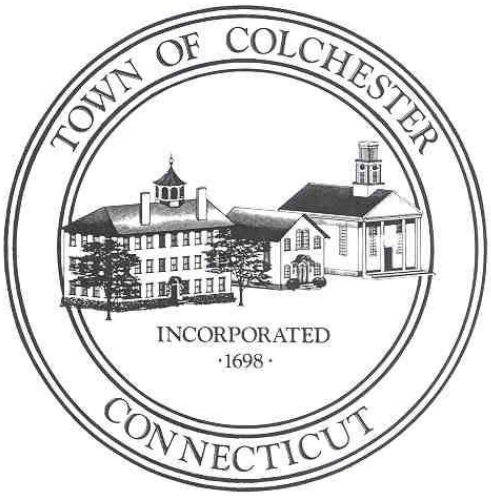
Section Two – Budget Summary and Overview

Item

- Budget Process
- Budget Calendar
- Fund Structure
- Basis of Accounting/Budgeting
- Summary of Funds/Fund Balance
- Budget History (Adopted & Percentage Change)
- Personnel Summary
- Revenue Summary
- Expenditure Summary


TOWN OF COLCHESTER
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BUDGET DEVELOPMENT PROCESS

The Town of Colchester's fiscal year begins on July 1 and ends on June 30.

The annual Town budget is developed and analyzed throughout the fiscal year. In many cases, three fiscal-year budgets are being worked on in one fiscal year: closing out the previous year's budget, analyzing and working through the current year's budget, and developing the next year's budget. The process below explains how new budgets are created:

November - January

Upon guidance from the First Selectman on annual budget goals and priorities, department budgets are created by supervisors and department heads. Needs are assessed and previous years running averages and trends, as opposed to abnormal fluctuations from year-to-year, are reviewed. The First Selectman will receive each of the department's requests, where they will be evaluated and examined based on short and long-term goals.

February

The Grand List is provided by the Town Assessor. From this data, the Finance Department and the First Selectman are able to calculate estimated tax revenue numbers for the upcoming year and can begin working on finalizing the Town expenditure budget as well as projected revenues from all other sources.

March

The First Selectman's and Board of Education's Proposed Budgets are finalized and submitted for review by the Board of Finance. Budget meetings are held to examine the proposed budgets. The Board of Finance may change any line item for the Town budget and can adjust only the bottom line total of the Board of Education budget.

March - May

Two budget hearings are scheduled to explain the proposed budgets to the public and accept feedback. A Town Meeting is called to officially present the proposed budgets to the public and is recessed to a Budget Referendum for vote. The process of budget adoption is outlined, by Town Charter, below:

BUDGET ADOPTION PROCESS GUIDED BY TOWN CHARTER/ORDINANCES

The Town charter stipulates the process of voting on a final budget, as follows:

1. The Board of Selectmen shall convene a special Town Meeting for the purpose of considering the annual combined Town budget at such hour and at such place as the Board of Selectmen may determine or as the General Statutes may require (the "Annual Budget Meeting"). The Chief Financial Officer, or his or her designee, as well as at least two representatives from each

of the Boards of Education, Selectmen and Finance, shall be present at the Annual Budget Meeting and shall be available to respond to questions of the Town voters.

2. At the Annual Budget Meeting, the members of the Boards of Selectmen and Education shall, with respect to their respective budgets:

    a. Present their proposed budget to the Town voters;
    b. Have available for review by the Town voters a line-item comparison between such budget and the amount budgeted for such line item in the current fiscal year;
    c. If feasible, have available for review by the Town voters a line-item level comparison between such budget and the amount estimated to be actually expended for such line item in the current fiscal year; and
    d. Have available for review by the Town voters a listing of all fiscal year-to-date transfers and amendments made within the current fiscal year's budget.

3. At the Annual Budget Meeting, the Town voters may reduce, but not increase, the combined Town budget upon the passage of a proper motion. A proper motion shall:

    a. Stipulate a specific dollar amount for reduction;
    b. Stipulate the budget to which such reduction shall be charged;
    c. With respect to a reduction in the budget of the Board of Selectmen, stipulate a specific line item or the specific line items to be reduced; and
    d. With respect to a reduction in the budget of the Board of Education, only the bottom line may be reduced.

4. If (i) the combined Town budget, as reduced by such proper motion(s), differs from that first presented by more than 2.0% or (ii) the Board of Selectmen's budget or the Board of Education's budget differs from that first presented by more than 3.0%, the Annual Budget Meeting shall be continued to a second meeting held no less than two business days following the first meeting. At this second meeting, the proper motion(s) shall again be introduced to and acted upon by the Town voters in attendance. Should the proper motion(s) pass at this second meeting, the proper motion(s) shall become effective and shall be incorporated into the proposed combined Town budget.

5. The Annual Budget Meeting shall automatically be recessed to a referendum to be held on a date determined by the Annual Budget Meeting (the "Annual Budget Referendum") at the conclusion of the Annual Budget Meeting, at which the combined Town budget, as recommended by the Annual Budget Meeting, shall be presented to the Town voters for final approval or disapproval.

6. The Annual Budget Referendum is a form of referendum and shall be held on such date as determined by the Annual Budget Meeting. A minimum of two questions shall appear on the ballot for the Annual Budget Referendum. The first question shall require a vote of "Yes" or "No" on whether to approve the budget of the Board of Selectmen (including debt service and capital expenditure budgets) as recommended by the Annual Budget Meeting. The second question shall require a vote of "Yes" or "No" on whether to approve the budget of the Board of

Education as recommended by the Annual Budget Meeting. The Board of Finance may, at its discretion, also direct that an advisory question appear on the ballot for either or both budgets. Such advisory question(s) shall require a response of either "Too High" or "Too Low" to describe the proposed level of spending.

SPECIAL ADOPTION PROCESSES, AS DEFINED BY TOWN CHARTER

Special Budget Referendums.

The Board of Selectmen shall call a Special Budget Referendum for approval of any supplemental appropriation for any Town department which, together with the sum of any other supplemental appropriations approved for said Town department, exceeds 1.0% of the combined Town budget, excluding the budget of the Board of Education. No such referendum shall be called without first obtaining the recommendation of the Board of Finance on such appropriation.

Recount of Annual Budget Referendum or special referendums.

Should the vote cast at either the Annual Budget Referendum or a special referendum be decided by a margin of less than 2.0% of those electors who cast votes, the vote shall be subject to recount upon the petition of any of the Town voters. During the pendency of such recount, the Town may not take any action whatsoever in reliance upon the outcome of the initial vote count.

BUDGET CALENDAR

MARCH

1 - Board of Finance Budget Workshop (Town & BOE Budget Presentations)	7:00 PM	Town Hall
2 - Board of Finance (Town Budget Review)	7:00 PM	Town Hall
3 - Board of Finance Budget Workshop (BOE Budget Review)	7:00 PM	Town Hall
3 – Board of Selectmen	7:00 PM	Town Hall
7 - Public Budget Forum	7:00 PM	Town Hall
7 - Board of Finance Budget Workshop	After Forum	Town Hall
8 - Board of Education	7:00 PM	JJIS Room 120
16 - Board of Finance	7:00 PM	Town Hall
17 - Board of Selectmen	7:00 PM	Town Hall

APRIL

4 - Budget Public Hearing	7:00 PM	Town Hall
5 - Budget Public Hearing	7:00 PM	Town Hall
6 - Board of Finance	7:00 PM	Town Hall
7 - Board of Selectmen	7:00 PM	Town Hall
12 - Board of Education	7:00 PM	JJIS Room 120
20 – Board of Finance	After Town meeting	Town Hall
21 - Board of Selectmen	7:00 PM	Town Hall

MAY

3 - Town Meeting	7:00 PM	Town Hall
10 - Budget Referendum	6 AM – 8 PM	Town Hall
10 – Board of Finance Special	8:30 PM	Town Hall

Town budget passed on 5/10 – remaining schedule is for Education budget only

12 – Board of Finance Special	7:00 PM	Town Hall
17 – Board of Education Special	7:00 PM	JJIS Room 120
18 – Board of Finance	7:00 PM	Town Hall
25 - Town Meeting	7:00 PM	Town Hall

JUNE

2 - Budget Referendum	6 AM – 8 PM	Town Hall

Fund Structure

The Town reports the following major governmental funds:

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Capital Reserve Fund* accounts for financial resources to be used for the acquisition of vehicles and equipment which are financed by General Fund appropriations and capital lease proceeds.

The *Educational Grants Fund* accounts for and reports financial resources to be used for the grants associated with education.

The Town reports the following major proprietary fund:

The *Water Fund* accounts for the operations of the Water Department.

Additionally, the Town reports the following fund types:

Governmental Fund Types:

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are legally restricted or committed to expenditures for particular purposes other than debt service or capital projects. The Town has the following non-major Special Revenue Funds: Dog License, Town Aid Road, Small Cities Grants, Sewer Operating, Parks & Recreation Activities, School Cafeteria, Miscellaneous Grants, Adult Education, Special Gifts, Benefits Assessment, Pay to Play, Bacon Academy Summer School, and Police Special Duty.

Capital Projects Funds are used to account for and report the acquisition and construction of major capital facilities other than those financed by proprietary and trust funds. The Town has the following non-major Capital Projects Funds: Johnston Building Project, 2009 Bond Referendum, Capital Projects, Sewer Capital, Energy Project, Use of Schools, and BOE Capital Reserve.

The *Debt Service Fund* is used for the accumulation of resources for, and payment of, capital lease debt, principal, interest and related costs.

Proprietary Fund Types:

The *Internal Service Fund* is used to account for the Town and Board of Education's medical self-insurance fund.

Fiduciary Fund Types:

The *Pension Trust Fund* is used to account for the accumulation of resources to be used for retirement benefits.

The *Private-Purpose Trust Fund* is used to account for resources legally held in trust for the benefit of individuals, private organizations, or other governments.

Agency Funds account for monies held as a custodian for outside groups and agencies.

Basis of Accounting

The Town's accounting records for Governmental Funds follow the *modified accrual basis of accounting*; that is, revenues are recognized in the accounting period in which they become both measurable and available to finance operations of the fiscal period. The major source of revenue that is recognized under the modified accrual basis are funds received from the State of Connecticut and the Federal government. Expenditures are recognized in the accounting period in which the fund liability is incurred.

The *accrual basis of accounting* is used for Proprietary and Fiduciary Funds. Revenues are recognized when earned and expenses are recognized when incurred. The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary and fiduciary fund statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows.

The basis of budgeting for the Town's general fund is the same basis of accounting that is used in the Town's audited financial statements.

Basis of Budgeting

Governmental Funds – An annual budget is legally adopted for the Town's General Fund. This budget is prepared using the modified accrual basis of accounting. The adopted budget is balanced when the sum of estimated revenues and appropriated fund balance is equal to total appropriations. The proposed budget does not include any appropriation of fund balance. This budget document incorporates the budget for the General Fund as it is presented to and voted upon by the taxpayers of the Town at a Town meeting and referendum.

Proprietary Funds – The annual budget for the Water Enterprise Fund is prepared using the modified accrual basis of accounting. The budget for this fund is presented in a separate document as it is not subject to Town Meeting or referendum approval.

General Fund Revenues and Expenditures

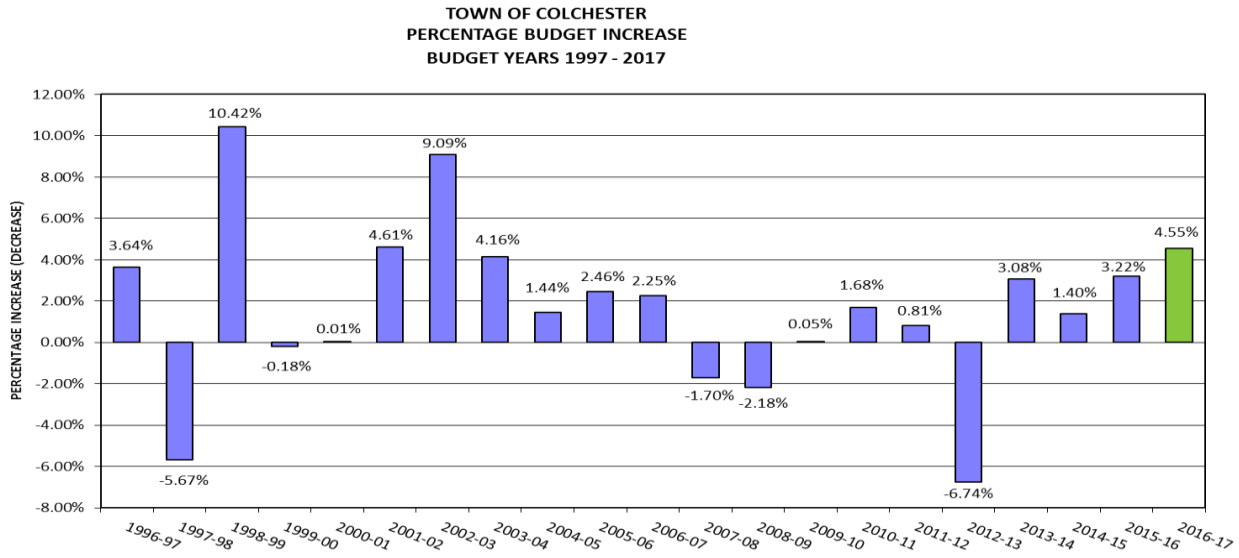
	Actual 2014-2015	Actual 2013-2014	Actual 2012-2013	Actual 2011-2012	Actual 2010-2011
Revenues					
Property taxes	$37,226,671	$36,248,381	$34,364,251	$33,794,551	$32,548,912
Intergovernmental revenues	19,483,781	19,727,811	19,347,462	19,517,186	16,821,153
Revenues from use of money	48,566	51,533	47,491	48,747	27,499
Charges for services and assessments	544,455	514,562	506,988	502,588	497,629
Licenses, permits and fees	627,586	662,264	683,481	656,649	638,568
Other	122,212	238,247	104,759	122,060	131,475
Total revenues	58,053,271	57,442,798	55,054,432	54,641,781	50,665,236
Expenditures					
Current:					
General government	3,310,137	3,387,956	3,196,386	3,649,080	3,427,070
Public works	3,489,369	3,695,205	2,849,686	2,440,714	2,468,024
Public safety	2,438,800	2,403,418	2,204,883	2,139,001	1,943,222
Community & Human Services	1,434,099	1,404,709	1,286,636	--	--
Civic and cultural	--	--	--	1,254,771	1,196,544
Health and welfare	--	--	--	434,075	422,047
Education	43,909,369	43,879,506	41,828,767	40,492,902	36,998,747
Debt service	1,972,865	2,054,914	2,095,890	2,914,282	3,693,538
Total expenditures	56,554,639	56,825,708	53,462,248	53,324,825	50,149,192
Excess (deficiency) of revenues over expenditures	1,498,632	617,090	1,592,184	1,316,956	516,044
Other financing sources (uses):					
Operating transfers in	--	--	--	214,746	--
Operating transfers out	(1,053,867)	(868,439)	(625,363)	(583,058)	(278,003)
Total other financing sources (uses)	(1,053,867)	(868,439)	(625,363)	(368,312)	(278,003)
Excess (deficiency of revenues and other financing sources over (under) expenditures and other financing uses	444,765	(251,349)	966,821	948,644	238,041
Fund balance, beginning of year	5,279,441	5,530,790	4,563,969	3,615,325	3,377,284
Fund balance, end of year	$5,724,206	$5,279,441	$5,530,790	$4,563,969	$3,615,325

Source: Statement of Revenues, Expenditures and Changes in Fund Balances (Deficits) - Governmental Funds included in the audited financial statements.

BUDGET HISTORY - Town Operating, Debt Service & Capital

FISCAL YEAR	ADOPTED BUDGET	DOLLAR INCREASE	PERCENT INCREASE	MILL RATE	
1996-97	10,560,802	370,995	3.64%	25.02	
1997-98	9,962,126	(598,676)	-5.67%	25.02	
1998-99	11,000,128	1,038,002	10.42%	26.12	
1999-00	10,980,457	(19,671)	-0.18%	27.01	
2000-01	10,981,302	845	0.01%	27.53	
2001-02	11,487,069	505,767	4.61%	28.46	
2002-03	12,531,352	1,044,283	9.09%	29.40	**(1)**
2003-04	13,052,734	521,382	4.16%	30.35	
2004-05	13,241,059	188,325	1.44%	31.02	
2005-06	13,566,431	325,372	2.46%	31.75	
2006-07	13,871,593	305,162	2.25%	32.47	
2007-08	13,636,350	(235,243)	-1.70%	23.01	**(1)**
2008-09	13,338,957	(297,393)	-2.18%	23.01	
2009-10	13,344,980	6,023	0.05%	23.65	
2010-11	13,569,651	224,671	1.68%	25.07	
2011-12	13,679,697	110,046	0.81%	25.85	
2012-13	12,757,366	(922,331)	-6.74%	28.80	**(1)**
2013-14	13,149,850	392,484	3.08%	30.28	
2014-15	13,334,082	184,232	1.40%	30.57	
2015-16	13,763,426	429,344	3.22%	30.76	
2016-17	14,389,712	626,286	4.55%	30.91	

(1) Revaluation Year



TOWN OF COLCHESTER
FY 2016-2017 ADOPTED BUDGET

MUNICIPAL EMPLOYEE HISTORY*

	2012	2013	2014	2015	2016	2017
General Government	105	105	103	102	99	98

**Number of employees, not FTEs, that are funded from all sources, not just budget*

EMPLOYEE BARGAINING ORGANIZATIONS

Employees	Bargaining Unit	Contract Expiration Date	FY 2016-17 Wage Increase
Public Works	Municipal Employees Union Independent, Local 506, SEIU, AFL-CIO, CLC	06/30/16	Neg.[1]
Town Clerical	Local 1303-254, Council #4, AFSCME, AFL-CIO	06/30/17	2.00%
Fire/Ambulance	Colchester Firefighters Union, UPPFA, IAFF, Local 3831	06/30/18	2.25%
Town Administrators	Municipal Employees Union Independent, Local 506 SEIU, AFL-CIO, CLC	06/30/17	2.00%
Police	Colchester Police Local 2693T, AFSCME, Council #15	06/30/16	Neg.[1]
Library Employees	Local 1303-448 CT Council #4, AFSCME, AFL-CIO	06/30/16	Neg.[1]

[1] Contracts currently in negotiations

EMPLOYEE COMPENSATION

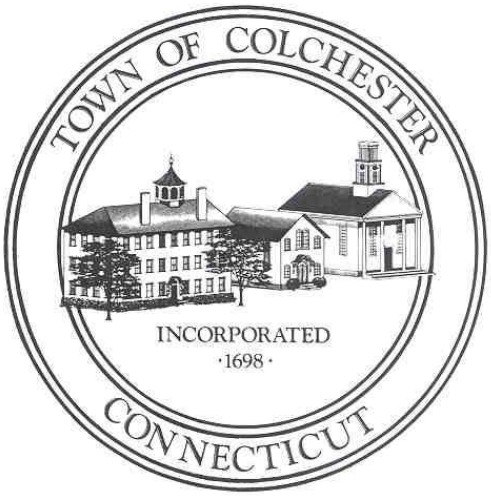
Employees	No. of Employees[2]	Salaries & Wages[2]
Public Works[1]	19	$907,316
Town Clerical	14	$698,765
Fire/Ambulance	6	$344,760
Administrators	11	$837,255
Police[1]	11	$808,580
Library[1]	5	$212,817
Non-Union	9	$490,798
Elected	3	$210,149
TOTAL	78	$4,510,440

EMPLOYEE BENEFITS

	2012	2013	2014	2015	2016	2017
Health Insurance Cost	$1,122,201	$798,687	$1,002,760	$941,618	$782,635	$1,004,860

[1] Contracts currently in negotiations or contract settlement not included in amount
[2] Represents full-time and permanent part-time employees receiving benefits included in adopted budget

REVENUE SUMMARY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TOWN OF COLCHESTER
FY2016-2017 ADOPTED BUDGET

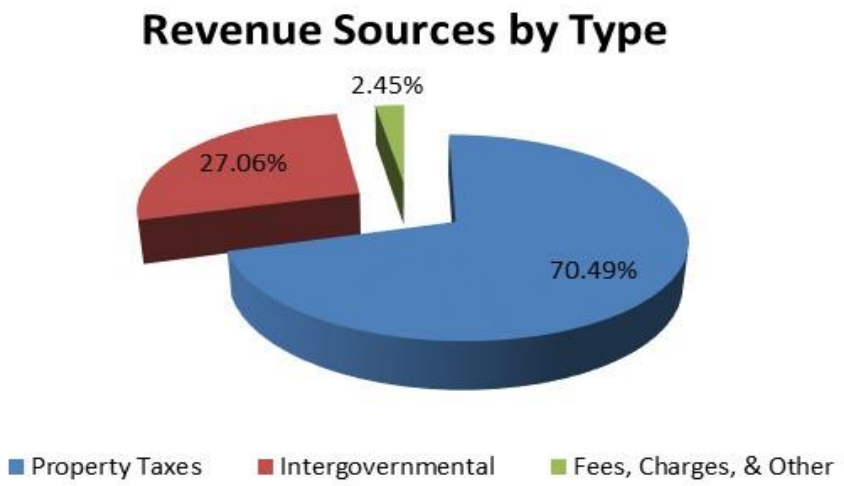
	FY 2013-2014 Actual Revenues	FY 2014-2015 Actual Revenues	FY 2015-2016 Adopted Budget	FY 2015-2016 Projected Actuals	FY 2016-2017 Adopted Budget
REVENUES:					
Property Taxes:					
Current taxes	35,565,318	36,332,787	36,836,951	36,793,696	37,430,697
Delinquent taxes	435,552	593,528	425,000	500,000	450,000
Interest & lien fees	247,511	300,356	225,000	270,000	250,000
Total property taxes	36,248,381	37,226,671	37,486,951	37,563,696	38,130,697
Intergovernmental:					
In lieu of taxes - PILOT	52,351	58,291	124,909	47,757	0
Mashantucket Pequot/Mohegan Fund	67,828	71,476	72,385	68,600	65,420
Municipal Revenue Sharing Account	0	0	0	0	330,363
Distribution to Towns	9,620	7,480	9,000	7,500	7,500
Disability Exemptions	1,894	1,980	2,293	1,864	2,184
Elderly Homeowners	48,326	48,857	51,430	46,872	50,611
Additional Veterans Exemptions	7,960	6,514	7,730	7,654	7,543
Local Capital Improvement	236,997	116,846	116,846	117,313	117,313
Youth Services Grant	18,833	18,833	14,000	18,321	14,000
Library Grant	5,702	5,603	0	0	0
Emergency Management	0	6,459	3,970	4,000	4,000
Total	449,511	342,339	402,563	319,881	598,934
Intergovernmental - Education:					
ECS	13,752,393	13,765,334	13,761,528	13,764,393	13,591,055
Transportation	186,936	174,928	181,064	156,712	0
Special Education	400,878	470,654	450,000	624,312	450,000
Total	14,340,207	14,410,916	14,392,592	14,545,417	14,041,055
Total intergovernmental	14,789,718	14,753,255	14,795,155	14,865,298	14,639,989

TOWN OF COLCHESTER
FY2016-2017 ADOPTED BUDGET

	FY 2013-2014 Actual Revenues	FY 2014-2015 Actual Revenues	FY 2015-2016 Adopted Budget	FY 2015-2016 Projected Actuals	FY 2016-2017 Adopted Budget
Charges for Services:					
Ambulance Fees	503,355	532,669	475,000	535,000	490,000
Recreation Fees	11,207	11,786	11,500	11,500	11,500
Total charges for services	514,562	544,455	486,500	546,500	501,500
Revenues from use of money:					
Investment interest earnings	51,533	48,566	52,500	55,000	55,000
Licenses/permits/fees:					
Vendor permits	480	510	400	400	400
Copier fees	17,667	17,235	16,950	17,754	17,950
ZBA fees	300	1,050	700	700	700
Conservation Commission fees	3,480	6,686	5,500	5,500	5,500
Zoning and Planning fees	12,950	13,080	12,000	13,200	12,000
Building fees	232,293	220,528	205,000	240,000	210,000
Fire marshal inspection fees	527	180	240	240	240
Conveyance tax	133,384	132,702	130,200	194,000	194,000
Town Clerk fees	98,962	98,509	102,500	105,300	105,300
Sports licenses	496	567	600	270	300
Land Records - Town	2,279	1,949	2,400	2,300	2,400
Pistol permits	10,360	6,860	6,000	8,000	7,000
Road inspection fees	6,638	9,544	10,600	46,993	29,000
Transfer Station fees	128,152	103,452	131,000	106,000	108,000
Library fines & fees	11,322	11,415	11,000	11,000	12,000
Dial-A-Ride	2,974	3,319	3,500	3,400	3,500
Total licenses/permits/fees	662,264	627,586	638,590	755,057	708,290

TOWN OF COLCHESTER
FY2016-2017 ADOPTED BUDGET

	FY 2013-2014 Actual Revenues	FY 2014-2015 Actual Revenues	FY 2015-2016 Adopted Budget	FY 2015-2016 Projected Actuals	FY 2016-2017 Adopted Budget
Other revenues:					
Tuition	68,606	57,281	10,000	30,157	0
Telecommunication property tax	40,003	38,651	40,000	38,000	38,000
Elderly Housing/Dublin Village	11,333	15,445	14,000	14,500	14,500
Miscellaneous	29,187	6,114	12,000	6,000	6,000
Insurance Reimbursement	2,052	5,645	0	0	0
Recovery/Settlement	59,996	0	0	0	0
State Fund for Building Inspection fees	766	1,219	800	900	800
CIRMA Member Equity Distribution	29,288	0	22,300	22,300	0
	241,231	124,355	99,100	111,857	59,300
Other financing sources:					
Use of Fund Balance	231,214	148,482	0	67,500	0
Total other financing sources	231,214	148,482	0	67,500	0
Total revenues	52,738,903	53,473,370	53,558,796	53,964,908	54,094,776



TOWN OF COLCHESTER

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EXPENDITURE SUMMARY

TOWN OF COLCHESTER

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TOWN OF COLCHESTER
BUDGET SUMMARY BY FUNCTION

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
GENERAL GOVERNMENT	3,386,891	3,310,322	3,376,276	3,172,376	3,694,918
PUBLIC SAFETY	2,396,650	2,438,800	2,689,219	2,684,915	2,689,100
PUBLIC WORKS	3,331,094	3,491,244	3,350,648	3,299,749	3,377,938
COMMUNITY & HUMAN SERVICES	1,403,656	1,434,099	1,512,552	1,487,061	1,566,434
DEBT	2,054,914	1,972,865	1,901,466	1,901,466	1,842,266
TRANSFERS	703,319	758,453	933,265	1,000,765	1,219,056
TOTAL TOWN	**13,276,524**	**13,405,783**	**13,763,426**	**13,546,332**	**14,389,712**
BOARD OF EDUCATION	**38,872,262**	**39,550,130**	**39,795,370**	**39,795,370**	**39,705,064**
TOTAL BUDGET	**52,148,786**	**52,955,913**	**53,558,796**	**53,341,702**	**54,094,776**

SUMMARY - GENERAL GOVERNMENT

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
LEGISLATIVE					
BOARDS AND COMMISSIONS	23,660	24,301	24,174	22,550	29,195
CONTINGENCY					
CONTINGENCY	0	0	54,745	0	56,360
MUNICIPAL MANAGEMENT					
FIRST SELECTMAN	217,121	249,237	235,237	224,371	240,653
HUMAN RESOURCES	89,304	53,862	139,309	63,265	110,406
FINANCE					
FINANCE	274,406	284,336	284,849	289,805	296,831
TAX OFFICE	173,780	150,601	151,129	154,438	157,674
ASSESSOR'S OFFICE	255,658	269,923	276,721	280,927	289,238
DEVELOPMENT AND PLANNING					
PLANNING/BUILDING CODE ADMIN.	513,220	443,439	468,124	447,365	511,438
TOWN CLERK					
TOWN CLERK	157,995	148,676	163,913	156,805	167,035

SUMMARY - GENERAL GOVERNMENT (CONTINUED)

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
REGISTRARS OF VOTERS					
REGISTRARS OF VOTERS	58,379	69,087	65,996	59,442	71,489
INSURANCES & PROBATE					
INSURANCES	1,544,180	1,519,298	1,395,486	1,372,570	1,657,614
PROBATE	4,558	5,340	4,458	4,458	4,989
INFORMATION TECHNOLOGY					
INFORMATION TECHNOLOGY	74,630	92,222	112,135	96,380	101,996
TOTAL GENERAL GOVERNMENT	**3,386,891**	**3,310,322**	**3,376,276**	**3,172,376**	**3,694,918**

SUMMARY - PUBLIC SAFETY

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
POLICE PROTECTION					
POLICE/RESIDENT TROOPER'S OFFICE	1,229,490	1,202,173	1,387,002	1,367,155	1,438,575
FIRE/EMERGENCY PROTECTION					
FIRE/EMERGENCY MEDICAL SERVICES	1,155,980	1,226,935	1,285,045	1,302,975	1,235,606
EMERGENCY MANAGEMENT					
EMERGENCY MANAGEMENT	11,180	9,692	17,172	14,785	14,919
TOTAL PUBLIC SAFETY	**2,396,650**	**2,438,800**	**2,689,219**	**2,684,915**	**2,689,100**

SUMMARY - PUBLIC WORKS

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	159,208	156,202	160,170	181,743	162,880
HIGHWAY	1,260,191	1,244,577	1,389,055	1,335,037	1,389,455
FLEET SERVICES	371,483	362,830	367,742	365,770	362,245
GROUNDS MAINTENANCE	419,417	353,657	408,895	397,926	425,482
SNOW REMOVAL	588,869	872,640	502,945	498,273	501,925
FACILITIES	171,704	158,075	155,110	156,672	163,169
ENGINEERING					
ENGINEERING	118,309	106,354	104,557	109,153	111,270
TRANSFER STATION					
TRANSFER STATION	241,913	236,909	262,174	255,175	261,512
TOTAL PUBLIC WORKS	**3,331,094**	**3,491,244**	**3,350,648**	**3,299,749**	**3,377,938**

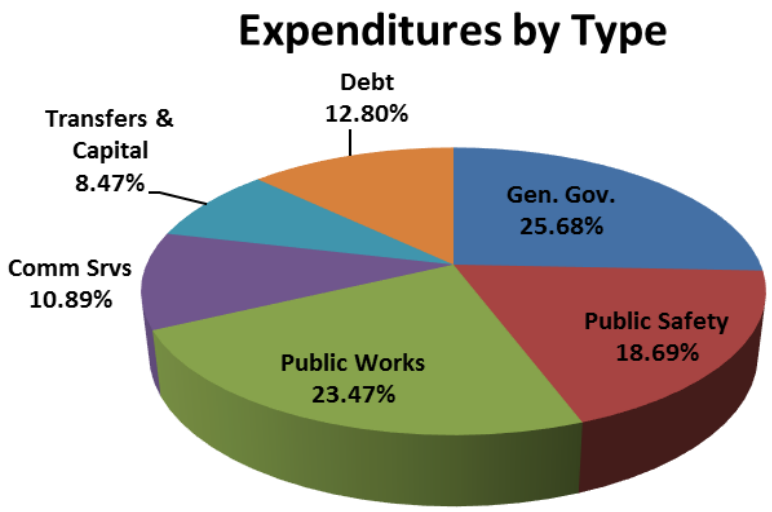
SUMMARY - COMMUNITY & HUMAN SERVICES

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
YOUTH & SOCIAL SERVICES					
YOUTH & SOCIAL SERVICES*	307,952	317,413	338,376	336,003	349,933
HEALTH					
CHATHAM HEALTH DISTRICT	136,289	144,874	152,333	152,333	166,778
COMMUNITY AGENCIES					
COLCHESTER C3*	4,984	5,000	7,500	7,500	25,000
LIBRARY					
CRAGIN MEMORIAL LIBRARY	535,201	526,113	550,603	532,613	558,597
RECREATION					
RECREATION	166,663	167,776	179,659	177,311	185,794
SENIOR SERVICES					
SENIOR SERVICES	252,567	272,923	284,081	281,301	280,332
TOTAL COMMUNITY & HUMAN SERVICES	**1,403,656**	**1,434,099**	**1,512,552**	**1,487,061**	**1,566,434**

*Funding for the Colchester C3 program was previously accounted for within the Youth & Social Services budget

SUMMARY - DEBT & TRANSFERS

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
DEBT					
DEBT SERVICE	2,054,914	1,972,865	1,901,466	1,901,466	1,842,266
TRANSFERS					
OTHER FINANCING USES	703,319	758,453	933,265	1,000,765	1,219,056
TOTAL DEBT & TRANSFERS	**2,758,233**	**2,731,318**	**2,834,731**	**2,902,231**	**3,061,322**



SUMMARY - EDUCATION

	ACTUAL EXPENDITURES FY 2013-2014	ACTUAL EXPENDITURES FY 2014-2015	ADOPTED BUDGET FY 2015-2016	PROJECTED ACTUAL FY 2015-2016	ADOPTED BUDGET FY 2016-2017
EDUCATION	**38,872,262**	**39,550,130**	**39,795,370**	**39,795,370**	**39,705,064**

SECTION THREE

Taxation & Collections

TOWN OF COLCHESTER

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Section Three – Taxation & Collections

Item

- Budget Summary
- Mill Rate Calculation
- Principal Taxpayers
- Property Tax Levies and Collections

TOWN OF COLCHESTER

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Town of Colchester
FY 2016-2017 Adopted Budget
Budget Summary & Mill Rate Calculation

BUDGET SUMMARY

	EDUCATION	TOWN	DEBT SERVICE	TRANSFERS/ CAPITAL	TOTAL
Appropriations	39,705,064	11,328,390	1,842,266	1,219,056	54,094,776
Estimated Revenue	14,041,055	2,623,024	0	0	16,664,079
Amount to be Raised by Taxation	25,664,009	8,705,366	1,842,266	1,219,056	37,430,697
MILLS	20.86	7.07	1.50	0.99	30.42

MILL RATE CALCULATION

	DOLLARS	MILLS
Amount to be Raised by Taxation	37,430,697	30.42
Reserve for Uncollected Revenue (estimated 98.4% collection rate)	598,891	0.49
TOTAL TAX WARRANT	38,029,588	30.91

Grand List	1,215,998,800	2016-17 Proposed Mill Rate	30.91
Estimated Prorates	1,900,000	2015-16 Mill Rate	30.76
M. V. Supplement	15,100,000	Increase in Mill Rate	0.15
Less Estimated BAA and adjustments	(2,500,000)		
List Net	1,230,498,800		

Dated: June 2, 2016

Principal Taxpayers

Name	Nature of Business	Taxable Valuation as of 10/01/2015	Percent of Net Taxable Grand List[1]
Connecticut Light & Power Company	Utility	$13,779,750	1.13
Country Place of Colchester LTD Partners	Housing Development	9,213,660	0.76
SS1 Colchester, LLC	Grocery Store	7,232,900	0.59
Norwich, City of	Utility	4,835,900	0.40
Alpha Q Inc	Manufacturing	3,821,670	0.31
GAIA Colchester LLC	Manufacturing/Distribution	3,739,440	0.31
Sharr Realty LLC	Commercial Leasing	3,518,000	0.29
S & S Worldwide Inc	Manufacturing/Distribution	3,401,500	0.28
Genesis Health Ventures of Bloomfield Inc.	Convalescent Home	3,220,000	0.26
GND Too of Colchester LLC	Elderly Housing	3,117,000	0.26
	TOTAL	$55,879,820	4.59

[1] Based on 2015 Net Taxable Grand List of $1,216,010,210.

Property Tax Levies and Collections

Fiscal Year Ended 6/30	Net Taxable Grand List (000s)	Mill Rate	Total Adjustable Tax Levy[1]	Percent of Annual Levy Collected at End of Fiscal Year[1]	Percent of Annual Levy Uncollected at End of Fiscal Year[1]	Percent of Annual Levy Uncollected as of 6/30/16
2016	1,201,874	30.76	$37,393,155	98.8	1.2	1.19
2015	1,195,815	30.57	36,891,618	98.5	1.5	0.49
2014	1,191,172	30.28	36,156,049	98.4	1.6	0.27
2013	1,176,520	28.80	34,157,365	98.4	1.6	0.22
2012	1,297,298	25.85	33,774,748	98.4	1.6	0.14
2011	1,275,362	25.07	32,238,714	98.6	1.4	0.13
2010	1,268,249	23.65	30,066,131	98.3	1.7	0.19
2009	1,249,469	23.01	28,929,185	98.4	1.6	0.20
2008	1,223,766	23.01	28,443,115	97.7	2.3	0.19
2007	860,497	32.47	28,363,487	97.8	2.6	0.06

SECTION FOUR

Department Operating Budgets

TOWN OF COLCHESTER

INCORPORATED

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Section Four – FY 2016-2017 Adopted Operating Budget (by Department)

Item

- General Government
- Public Safety
- Public Works
- Community & Human Services
- Debt Service
- Transfers/Capital
- Animal Control Fund

TOWN OF COLCHESTER

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CONNECTICUT

General Government

TOWN OF COLCHESTER

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General Government

Departments

- Boards & Commissions
- Contingency
- First Selectman
- Human Resources
- Finance
- Tax Office
- Assessor's Office
- Planning/Building Code Administration
- Town Clerk
- Registrars of Voters
- Insurances
- Probate
- Information Technology

TOWN OF COLCHESTER

INCORPORATED

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Boards and Commissions

The boards and commissions listed herein support various issues regarding municipal governance. The Town board and commissions requiring budgeted support are:

- Board of Finance
- Police Retirement Board
- Ethics Commission
- Board of Assessment Appeals
- Economic Development Commission
- Historic District Commission
- Fair Rent Commission
- Commission on Aging
- Charter Revision
- WJJMS Building Project

TOWN OF COLCHESTER
ADOPTED BUDGET

BOARDS & COMMISSIONS

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Overtime	3,417	1,643	1,573	2,421	5,855
Contractual, Temporary, Occassional Payroll	1,933	3,750	5,760	4,050	3,600
FICA	241	124	121	185	385
Office Supplies	0	46	25	193	50
Mileage, Training & Meetings	0	0	200	150	200
Financial & Accounting	12,760	11,165	11,310	11,310	11,600
Professional Services	3,800	5,900	2,900	2,500	5,500
Postage	30	67	105	75	75
Legal Notices	250	370	380	130	380
Printing & Publications	1,229	1,236	1,800	1,536	1,550
TOTAL	**23,660**	**24,301**	**24,174**	**22,550**	**29,195**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11105 - BOARDS AND COMMISSIONS				
40103 - OVERTIME				**5,855**
Meeting Clerk - Board of Assessment Appeals	1.00	1,200.00	1,200	
Meeting Clerk - Historic District Commission	1.00	571.00	571	
Meeting Clerk - Board of Finance	1.00	2,491.00	2,491	
Meeting Clerk - Economic Development Commission	1.00	762.00	762	
Meeting Clerk - Charter Revision	1.00	831.00	831	
40105 - CONTR TEMP OCCAS				**3,600**
Meeting Clerk - Police Retirement Board	2.00	60.00	120	
Meeting Clerk - Ethics Commission	3.00	60.00	180	
Meeting Clerk - Fair Rent Commission	2.00	60.00	120	
Meeting Clerk - WJJMS Building Project	24.00	60.00	1,440	
Meeting Clerk - Commission on Aging	14.00	60.00	840	
Board member stipend - Board of Assessment Appeals	3.00	300.00	900	
41230 - FICA				**385**
FICA for Meeting Clerk's wages	1.00	385.00	385	
42301 - OFFICE SUPPLIES				**50**
43213 - MILEAGE, TRAINING & MEETINGS				**200**
CT Public Pension Forum conferences - Police Retirement Board	1.00	50.00	50	
Training seminars for BAA board members	3.00	50.00	150	
44202 - FINANCIAL & ACCOUNTING				**11,600**
Independent audit (Town share)	1.00	11,600.00	11,600	
44208 - PROFESSIONAL SERVICES				**5,500**
Police Retirement Plan - actuarial services (every other year valuations)	1.00	3,000.00	3,000	
Police Retirement Plan - disclosure information/accounting reports required for financial statements	1.00	2,500.00	2,500	
44217 - POSTAGE				**75**
44230 - LEGAL NOTICES				**380**
Board of Assessment Appeals	1.00	30.00	30	
Historic District Commission	1.00	350.00	350	
44232 - PRINTING & PUBLICATIONS				**1,550**
Commission on Aging	1.00	300.00	300	
Printing of adopted budget	1.00	1,250.00	1,250	
TOTAL BOARDS AND COMMISSIONS				**29,195**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Department: Contingency

Description

Every year, the Town sets aside a fund to handle unanticipated expenses. In the past, the fund has been used for excess legal fees and snow removal costs.

Contingency Policy – The proposed expenditure budget of the Town shall include a recommendation for a contingency fund equal to one-half (0.5%) percent of the total proposed expenditures for the Town (excluding debt service, and capital & transfers out). Transfers from this account will be made in accordance with Town Charter provisions regarding budget transfers.

TOWN OF COLCHESTER
ADOPTED BUDGET

CONTINGENCY

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Contingency	0	0	54,745	0	56,360
TOTAL	**0**	**0**	**54,745**	**0**	**56,360**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11110 - CONTINGENCY				
50900 - CONTINGENCY				**56,360**
Reserve for unanticipated expenditures	1.00	56,360.00	56,360	
TOTAL CONTINGENCY				**56,360**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Department: First Selectman

Mission

To implement the policy and budgetary decisions of the town, offer a future vision, coordinate department activities, provide policy and budget recommendations, synchronize town and community organizations, manage town personnel, and ensure adherence to applicable contracts, policies, ordinances, regulations, and laws.

Description

The First Selectman is the Chief Executive Officer of the town and is elected directly by the voters. The First Selectman adheres to the policies and budgets that have been established by the town and the various boards and commissions.

The First Selectman is a member of the Board of Selectmen which is responsible for setting policy, entering into contracts, appointing officials and certain board members, recommending budget transfers, and other oversight activities.

The duties of the First Selectman are set forth in Article III of the town charter.

Staffing

First Selectman (full time)
Executive Assistant to the First Selectman (full time)
Department Clerk (part time)

2015 – 2016 Accomplishments

- Implemented Charter Review Commission
- Revised budget transfer policy
- Implemented Social Media policy
- Implemented the Blight Task Force
- Updated personnel policy
- Supported the senior center sub-committee in an effort to explore options for the current senior center facility
- Supported the building committee for the WJJMS project
- Successful negotiation of three union contracts
- Awarded the National Government Finance Officers' Association Distinguished Budget Presentation for the FY 2015-2016

2016 – 2017 Objectives

- Continue to update the personnel policy as necessary
- Implement and support the Charter Revision commission
- Revision of snow transfer policy
- Support the Small Cities Program grant for Dublin Village
- Support Norton Paper Mill Project
- Successful negotiation of public works union, police union, and library union contracts
- Strive to keep appointed boards and commissions 95% full

TOWN OF COLCHESTER
ADOPTED BUDGET

FIRST SELECTMAN

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	132,562	133,608	140,023	139,432	145,166
Contractual, Temporary, Occassional Payroll	3,825	1,372	1,500	1,911	2,000
Employee Related Insurances	290	196	353	329	505
FICA & Retirement	15,182	11,297	18,406	18,392	19,132
Copier	4,419	5,028	4,681	5,556	4,681
Office Supplies	1,392	1,156	1,650	1,650	1,900
Mileage, Training & Meetings	1,142	359	1,400	590	590
Professional Memberships	18,795	18,605	18,605	18,605	18,605
Legal	32,049	71,028	40,000	30,000	40,000
Professional Services	680	857	1,025	1,025	1,025
Postage	3,616	3,208	4,328	4,328	4,328
Legal Notices	60	0	250	0	0
Printing & Publications	220	209	280	280	280
Hebron Tax	54	341	400	87	100
Equipment Repairs	0	0	150	0	150
Parades & Celebrations	2,835	1,973	2,186	2,186	2,191
TOTAL	**217,121**	**249,237**	**235,237**	**224,371**	**240,653**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11201 - FIRST SELECTMAN				
40101 - REGULAR PAYROLL				**145,166**
First Selectman	1.00	82,818.00	82,818	
Executive Assistant to the First Selectman	1.00	48,160.00	48,160	
Part-time Clerk (4 hrs/day)	1.00	14,188.00	14,188	
40105 - CONTR TEMP OCCAS				**2,000**
Temporary staff for office coverage	1.00	1,500.00	1,500	
Increase funding for temporary staff for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				**505**
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability	1.00	245.00	245	
41230 - FICA & RETIREMENT				**19,132**
FICA	1.00	11,235.00	11,235	
Defined Contribution 401(a) Plan @ 6%	1.00	7,859.00	7,859	
FICA - increase in temporary office coverage	1.00	38.00	38	
42233 - COPIER				**4,681**
Central Copier - monthly lease payments	12.00	263.00	3,156	
Per copy charges	1.00	1,200.00	1,200	
Copy paper	1.00	325.00	325	
42301 - OFFICE SUPPLIES				**1,900**
General office supplies	1.00	1,500.00	1,500	
Postage meter supplies	1.00	400.00	400	
43213 - MILEAGE, TRAINING & MEETINGS				**590**
Mileage - meetings, conferences, workshops	1.00	400.00	400	
Workshop & conference fees	1.00	190.00	190	
43258 - PROFESSIONAL MEMBERSHIPS				**18,605**
Southeast CT Council of Governments	1.00	8,837.00	8,837	
CT Council of Small Towns	1.00	1,025.00	1,025	
CT Conference of Municipalities	1.00	8,653.00	8,653	
Colchester Business Association	1.00	90.00	90	
44203 - LEGAL				**40,000**
General legal matters	1.00	10,000.00	10,000	
Assessment appeals	1.00	20,000.00	20,000	
Charter Revision	1.00	10,000.00	10,000	
44208 - PROFESSIONAL SERVICES				**1,025**
Constant contact - communication with citizens	12.00	50.00	600	
GFOA Budget award application fees	1.00	425.00	425	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44217 - POSTAGE				**4,328**
Postage	1.00	1,000.00	1,000	
Postage meter - quarterly lease payments	4.00	777.00	3,108	
First class mail permit	1.00	220.00	220	
44232 - PRINTING & PUBLICATIONS				**280**
Department share - quarterly publication costs	4.00	70.00	280	
Colchester Connections				
45250 - HEBRON TAXES				**100**
Property taxes paid to Town of Hebron	1.00	100.00	100	
46224 - EQUIPMENT REPAIRS				**150**
Office Equipment Repairs	1.00	150.00	150	
47242 - PARADES & CELEBRATIONS				**2,191**
Grave markers & flags - Memorial Day	1.00	1,250.00	1,250	
Float prizes - Memorial Day parade	1.00	150.00	150	
School band donations - Memorial Day Parade	1.00	400.00	400	
Meeting Clerk - Memorial Day Parade Committee	1.00	191.00	191	
Employee recognition & bereavement	1.00	200.00	200	
TOTAL FIRST SELECTMAN				**240,653**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Human Resources

Mission

To provide a professional, risk-free workplace and to assist employees with rules, regulations, and policies that apply to employment and State and Federal workplace and labor laws.

Description

The First Selectman's Office administers the Human Resources functions of the Town of Colchester.

Staffing

First Selectman's Office

2015 – 2016 Accomplishments

- Successful negotiation of Fire Fighter, Administrators and Police Union Contract
- Implemented Wellness Program
- Implemented biometric screening program for all employees
- Conducted sexual harassment training for all staff
- Implementation of new health plans
- Updated personnel policy

2016 – 2017 Objectives

- Successful negotiation of three union contracts (Public Works, Police, and Library)
- Implement Town Hall lock down drills
- Implement Town Hall fire drills
- Continue implementation of Wellness Programs
- Implement second biometric screening program for all employees
- Update personnel policy for new insurance requirements

TOWN OF COLCHESTER
ADOPTED BUDGET

HUMAN RESOURCES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Other Purchased Supplies	0	0	250	250	250
Mileage, Training & Meetings	0	149	1,000	1,000	1,000
Legal	83,246	46,365	55,000	55,000	55,000
Professional Services	2,310	3,770	3,450	3,240	2,700
Advertising	2,914	2,895	2,500	2,700	2,500
Printing & Publications	65	75	200	75	80
Programs	769	608	1,000	1,000	0
Contract Settlements	0	0	75,909	0	48,876
TOTAL	**89,304**	**53,862**	**139,309**	**63,265**	**110,406**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11205 - HUMAN RESOURCES				
42340 - OTHER PURCHASED SUPPLIES				**250**
Health & Safety - First Aid supplies, materials, etc.	1.00	250.00	250	
43213 - MILEAGE, TRAINING & MEETINGS				**1,000**
Training & resources - Human Resources/Personnel	1.00	1,000.00	1,000	
44203 - LEGAL				**55,000**
Contract negotiations and other labor/personnel related matters				
44208 - PROFESSIONAL SERVICES				**2,700**
Required Physicals & Testing for employment	1.00	200.00	200	
Employee Assistance Program (EAP) fees	1.00	2,500.00	2,500	
44231 - ADVERTISING				**2,500**
Position advertising	1.00	2,500.00	2,500	
44232 - PRINTING & PUBLICATIONS				**80**
Forms, booklets, and employee notifications	1.00	80.00	80	
50950 - CONTRACT SETTLEMENTS				**48,876**
Estimated salary & benefit increases for union contract settlements	1.00	48,876.00	48,876	
Public Works, Library & Police union contracts in negotiation				
TOTAL HUMAN RESOURCES				**110,406**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Finance (Town & Board of Education)

Mission

To maintain all financial records and process all financial transactions of the Town and Board of Education including general ledger, monthly budget reports, annual financial statements, cash receipts, purchasing, accounts payable disbursements, and payroll disbursements. To provide analytical financial and budgetary information to the First Selectman, Superintendent of Schools, Board of Finance, Board of Selectmen, Board of Education, Town and School departments, and the general public in order to facilitate informed decision making.

Description

The Department of Finance is responsible for maintaining all budgets, accounts and financial records of the Town, including the Board of Education (BOE), coordinating all purchases for the Town and BOE and reviewing all fiscal requests to determine budgetary compliance. The department is also responsible for administration of the Town and BOE risk management program for property, liability, auto and worker's compensation insurance, and the self-insured health insurance program for active and retired employees.

The Chief Financial Officer is head of the Finance Department and is jointly hired by, and responsible to, the Board of Selectmen and the Board of Education.

The Town Treasurer is elected directly by the voters and serves for a two-year term of office. The Treasurer is responsible for the receipt, deposit, investment and payment of all monies belonging to the Town.

The duties and responsibilities of the Department of Finance and the Chief Financial Officer are set forth in Article XII Section C-1202 of the Town Charter. The responsibilities of the Treasurer are set forth in Article V Section C-503 of the Town Charter.

Staffing

Chief Financial Officer	(full time – shared position with BOE)
Director of Finance	(full time – funded by Town budget)
Accounts Payable & Payroll Coordinator	(full time – funded by Town budget)
Treasurer	(elected – funded by Town budget)
Accountant	(full time – funded by BOE budget)
Support Services Supervisor – Payroll	(full-time - funded by BOE budget)
Accounts Payable Coordinator	(full time – funded by BOE budget)

2015 – 2016 Accomplishments

- Issued audited financial statements for the fiscal year ended June 30, 2015 with unqualified audit opinion
- Issued State and Federal grant audit reports with no compliance or internal control findings
- Provided Town & BOE financial data for FY 2013-2014 and FY 2014-2015 reporting in accordance with the Uniform Chart of Accounts requirements
- Continued implementation of employer mandate requirements of the Affordable Health Care Act with effective dates in calendar year 2015
- For the period January-December 2015, increased the use of electronic payments to vendors to 28.97% of total payment transactions
- National Government Finance Officers' Association Distinguished Budget Presentation Award received for the FY 2015-2016 Adopted Budget

2016 – 2017 Objectives

- Issue audited financial statements for the fiscal year ended June 30, 2016 with an unqualified opinion
- Development of FY 2017-2018 Town & BOE annual operating budgets
- Continue to implement reporting requirements of Uniform Chart of Accounts as required by the State of CT Office of Policy and Management
- Continue to implement employer mandate requirements of the Affordable Health Care Act
- Implement financing plan for WJJMS School building project
- Continue to increase the use of electronic payments to vendors, including establishment of purchasing card program

TOWN OF COLCHESTER
ADOPTED BUDGET

FINANCE

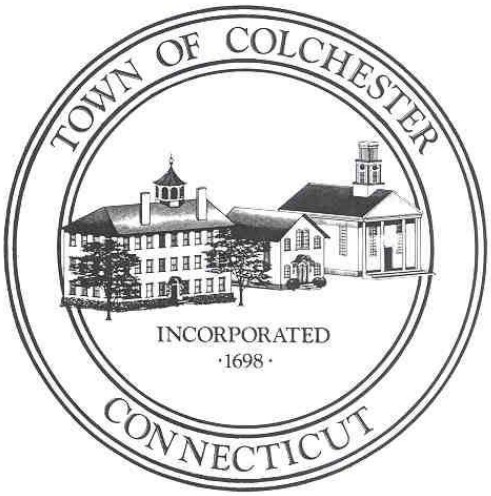
ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	191,470	198,331	197,828	203,440	207,860
Contractual, Temporary, Occasional Payroll	4,993	4,612	4,728	4,728	4,835
Employee Related Insurances	746	778	896	867	916
FICA & Retirement	28,193	29,270	29,737	30,575	31,232
Copier	2,157	2,412	2,191	2,077	2,116
Office Supplies	855	998	1,000	1,000	1,500
Technical Reference Materials	50	95	100	100	100
Mileage, Training & Meetings	1,227	1,859	1,850	1,806	1,850
Professional Memberships	545	562	575	568	570
Data Processing	25,488	25,504	25,644	25,644	26,552
Professional Services	16,451	17,766	18,000	16,800	17,000
Postage	2,231	2,149	2,200	2,200	2,200
Equipment Repairs	0	0	100	0	100
TOTAL	**274,406**	**284,336**	**284,849**	**289,805**	**296,831**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11301 - FINANCE				
40101 - REGULAR PAYROLL				**207,860**
Chief Financial Officer (CFO) - 50% Town & 50% BOE	1.00	62,417.00	62,417	
Finance Director	1.00	83,482.00	83,482	
Payroll/AP Coordinator (8 hrs/day)	1.00	60,511.00	60,511	
Longevity	1.00	1,450.00	1,450	
40105 - CONTR TEMP OCCAS				**4,835**
Treasurer	1.00	4,835.00	4,835	
41210 - EMPLOYEE RELATED INS.				**916**
Life/AD&D Insurance	1.00	481.00	481	
Long Term Disability Insurance	1.00	435.00	435	
41230 - FICA & RETIREMENT				**31,232**
FICA	1.00	16,270.00	16,270	
Defined Contribution 401(a) Plan - CFO @ 6% (50% Town & 50% BOE)	1.00	3,745.00	3,745	
Defined Contribution 401(a) Plan - Finance Director @ 8%	1.00	6,679.00	6,679	
Defined Contribution 401(a) Plan - Payroll & A/P Coordinator @ 7.5%	1.00	4,538.00	4,538	
42233 - COPIER				**2,116**
Copier supplies - paper, etc.	1.00	325.00	325	
Monthly lease payments (shared with BOE) - Ricoh copier	12.00	105.50	1,266	
Per copy charges	1.00	400.00	400	
Property tax - copier lease	1.00	125.00	125	
42301 - OFFICE SUPPLIES				**1,500**
Office supplies	1.00	1,000.00	1,000	
Stand-up desk (ergonomic accessory)	1.00	500.00	500	
42343 - TECHNICAL REFERENCE MATERIALS				**100**
GAAFR Review & Other reference materials for Finance & Treasurer	1.00	100.00	100	
43213 - MILEAGE, TRAINING & MEETINGS				**1,850**
Mileage for use of personal vehicle - attendance at educational seminars and professional organization meetings	1.00	500.00	500	
CCM, GFOA, CSCPA sponsored meetings & seminars Continuing education requirements for certification	1.00	700.00	700	
Staff Training - Finance, Payroll/Personnel, computer, Munis Keep current on legal mandates, improve operational efficiency and implement cost saving measures	1.00	650.00	650	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				**570**
CTGFOA membership - CFO, Finance Director	2.00	65.00	130	
National GFOA membership - CFO	1.00	190.00	190	
AICPA membership - CFO (50% Town/50% BOE)	1.00	125.00	125	
CSCPA membership - CFO (50% Town/50% BOE)	1.00	125.00	125	
44205 - DATA PROCESSING				**26,552**
Munis contract (shared with BOE) - 3 year contract renewal 7/1/16-6/30/19	1.00	24,495.00	24,495	
Crystal Reports for Munis - estimated 5% increase	1.00	807.00	807	
Check stock, Direct deposit paystubs, tax forms	1.00	1,250.00	1,250	
44208 - PROFESSIONAL SERVICES				**17,000**
Banking services fees	1.00	17,000.00	17,000	
44217 - POSTAGE				**2,200**
46224 - EQUIPMENT REPAIRS				**100**
Small office equipment repairs	1.00	100.00	100	
TOTAL FINANCE				**296,831**


TOWN OF COLCHESTER
INCORPORATED
·1698·
CONNECTICUT

Department: Tax Office

Mission

The tax collector's office will provide professional, courteous and efficient service to the public. The tax collector directs and administers the statutory responsibilities of the office. We annually collect the highest percentage of current and delinquent real estate, motor vehicle and personal property taxes to maximize revenues to the town.

Description

The tax collector's office is responsible for the collection of real estate, personal property and motor vehicle taxes listed by the assessor's office. We plan, organize and work according to statutory authority, and in accordance with an established collection cycle. The tax office prepares tax bills from the grand list furnished by the assessor. We record and collect payments when bills come due. These collections include lien fees, special assessments and interest from delinquent taxes. The tax collector's office provides information for banks, attorneys and the general public.
Delinquent tax collection and enforcement continued as a high priority during the fiscal year. We work with DMV, state marshals, a collection agency and an attorney to assist in the collection of delinquent taxes.

Staffing

Tax Collector (full time)
Assistant Tax Collector (full time)

2015-2016 Accomplishments

- Achieved 98.49% tax collection rate for FY 2014-2015
- Successfully kept high collection rate using a variety of enforcement tools
- Attended continuing education programs and tax collection software training for tax collector and assistant tax collector
- Educated the public thru Government 101 class
- Established a new web based credit card system

Measures (January 1-December 31)	**2015**	**2014**	**2013**
• Bills sent:	28,745	25,960	26,050
• Delinquent statements & demands:	6,842	6,460	8,625
• Liens recorded:	146	167	157
• Accounts with marshal or collection agency:	3,247	6,188	4,444
• Accounts with attorney:	25	15	35

2016-2017 Objectives

- Continue education and training for tax collector and staff, including CCMC classes, software user group presentations, and professional development seminars through Connecticut Tax Collectors' Association and New London County Tax Collectors' Association.
- Achieve at least a 98.49% tax collection rate and strive to increase rate to 98.5% or better
- Continue with outreach activities such as Junior Achievements to help public obtain a better understanding of the tax office's activities and functions.

TOWN OF COLCHESTER
ADOPTED BUDGET

TAX OFFICE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	129,144	104,473	105,926	105,926	108,041
Contractual, Temporary, Occasional Payroll	0	2,501	1,500	1,341	1,500
Employee Related Insurances	277	233	375	505	505
FICA & Retirement	13,004	14,910	15,193	15,181	15,493
Office Supplies	3,100	1,907	2,500	2,500	2,500
Mileage, Training & Meetings	1,717	488	1,800	1,800	1,800
Professional Memberships	145	165	175	175	175
Data Processing	11,746	12,511	12,500	14,500	14,500
Postage	10,017	8,912	10,250	11,600	12,000
Service Contracts	4,000	3,871	250	250	500
Legal Notices	630	630	660	660	660
TOTAL	**173,780**	**150,601**	**151,129**	**154,438**	**157,674**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11303 - TAX OFFICE				
40101 - REGULAR PAYROLL				**108,041**
Tax Collector	1.00	63,743.00	63,743	
Assistant Tax Collector - Certified (7 hrs/day)	1.00	43,848.00	43,848	
Longevity	1.00	450.00	450	
40105 - CONTR TEMP OCCAS				**1,500**
Temporary staff for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				**505**
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				**15,493**
FICA	1.00	8,379.00	8,379	
Defined Contribution 401(a) Plan - Tax Collector @ 6%	1.00	3,825.00	3,825	
Defined Contribution 401(a) Plan - Assistant Tax Collector @ 7.5%	1.00	3,289.00	3,289	
42301 - OFFICE SUPPLIES				**2,500**
General office supplies	1.00	2,500.00	2,500	
43213 - MILEAGE, TRAINING & MEETINGS				**1,800**
Professional development	1.00	1,800.00	1,800	
43258 - PROFESSIONAL MEMBERSHIPS				**175**
CT Tax Association & New London County Collectors Association dues Membership for Tax Collector & Assistant Tax Collector	1.00	175.00	175	
44205 - DATA PROCESSING				**14,500**
Annual software support fees; annual hardware maintenance plan, annual subscription fee for web hosting service of tax records; printing and processing of all tax bills (July & January); final posted rate book	1.00	14,500.00	14,500	
44217 - POSTAGE				**12,000**
Tax bills, delinquent notices, demand letters, balance bills, and correspondence	1.00	12,000.00	12,000	
44223 - SERVICE CONTRACTS				**500**
Annual State Department of Motor Vehicles (DMV) fees	1.00	500.00	500	
44230 - LEGAL NOTICES				**660**
Legal notices required by State Statute	6.00	110.00	660	
TOTAL TAX OFFICE				**157,674**

Town of Colchester
FY 2016-2017
Adopted Budget

Department: Assessor's Office

Mission

To discover, list and value all taxable and exempt real and personal property located within the corporate limits of the town in order to ensure fair and equitable taxation. Complete a town-wide revaluation every five years in order to appraise all real property based on the current market. Certify an updated Grand List annually adding any new construction or sub-divisions, correcting any inequities, and publicizing all property and liability that will be used to generate the annual town "taxes" portion of the town budget.

Description

The Assessor for the town is appointed by the Board of Selectmen and reports directly to the First Selectman. The Assessor plans, directs, organizes and implements a continuing town-wide program of real and personal property assessment for the purpose of local taxation as prescribed by state statute.

The Assessor is required to perform inspections of new and existing properties and properties under construction and determine their value. Additionally, every five years, the Assessor coordinates and supervises a town-wide revaluation of all taxable and non-taxable property within the corporate limits of the town in order to reflect current market trends. The Assessor supervises all contracted appraisal work and defends the town in superior court regarding appeals arising from the assessment process.

The Assessor's Office is responsible for administering Federal, State and local exemption programs for Veterans, Elderly, Blind, Disabled, Disabled Veterans, Firefighters, and owners of handicapped modified motor vehicle.

The duties of the Assessor are set forth in the Connecticut General Statutes and most commonly found under Title 12.

Staffing

Assessor (full time)
Deputy Assessor (full time)
Assistant Assessor (full time)

2015 – 2016 Accomplishments

- Nearly completed a major renovation & reconstruction of the Assessor's office in order to operate more efficiently. Most of the work being performed by Assessor's staff. Approximately 90% complete.
- Overhauling & reorganization of third floor storage room & filing system.
- Implemented a document scanning process for real property in order to reduce hard copying filing and make it easier to locate pertinent documents in the future.
- Resolved all remaining appeals/litigation which arose from the assessment process.
- Filed annual Grand List in a timely manner.
- Creating/constructed the Request for Proposal (RFP) for the 2016 Town-wide Revaluation.
- Reviewed revaluation bid proposals and recommended a contractor to assist in the completion of the October 1, 2016 revaluation.
- Began 2016 revaluation project, created public awareness & relations program, and updated revaluation page on the town website.
- Maintained revaluation inspection schedule in order to reduce sub-contracted revaluation costs.
- Performed in-house personal property audits by town staff.
- Administered Federal, State & Local Exemption programs for Veterans, Active Duty Service Members, Low income Veterans, Blind, Elderly, Disabled, & Volunteer Firefighter and filed all State reports for reimbursement in a timely manner.
- Assistant Assessor received Certified Connecticut Municipal Assessor II Designation.

Measurements (January 1 – December 31)	**2015**	**2014**	**2013**
• Properties Field Reviewed for Revaluation:	585	578	679
• Real Estate Appraisals:	629	564	788
• Motor Vehicles Valued:	18,835	18,824	19,107
• Personal Property Accounts Processed:	1,259	1,004	1,001
• Untaxed Assets Uncovered:	335	319	297

2016 – 2017 Objectives

- Manage & Supervise revaluation project and contracted staff. Review contracted work for volume of work completed, accuracy, and meeting contractual deadlines.
- Maintain public awareness & relations program in regards to on-going town-wide revaluation, provide monthly updates to the revaluation page on the town website.
- Successfully complete & implement the October 1, 2016 revaluation.
- Defend the town in superior court from litigation arising out of the revaluation/assessment process.
- Fully complete the reconstruction and renovation of Assessor's office.
- Fully complete the reorganization of our storage room & third floor filing system.
- Implement new bar code scanning technology in order to streamline the filing of Personal Property Declarations.
- Maintain revaluation inspection schedule as to reduce contractor costs to the town.
- Support & assist the Elderly Tax Relief efforts.

TOWN OF COLCHESTER
ADOPTED BUDGET

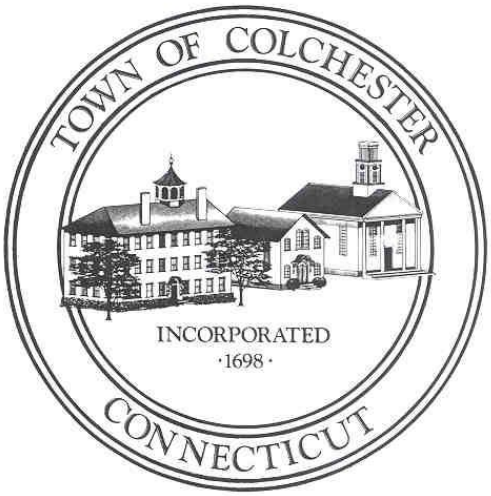
ASSESSOR'S OFFICE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	201,081	209,349	210,332	214,246	218,305
Overtime	1,733	400	1,250	2,046	5,000
Contractual, Temporary, Occasional Payroll	0	0	500	0	500
Employee Related Insurances	749	735	843	843	843
FICA & Retirement	28,774	31,637	32,372	33,008	33,896
Copier	2,008	2,262	2,442	2,262	2,262
Office Supplies	2,199	2,200	2,200	2,200	2,200
Other Purchased Supplies	0	0	50	50	50
Technical Reference Materials	430	440	500	500	500
Mileage, Training & Meetings	6,570	6,624	6,717	6,717	6,717
Professional Memberships	305	325	490	490	490
Data Processing	8,575	13,900	15,075	14,900	14,525
Professional Services	1,225	450	2,000	1,715	2,000
Postage	2,009	1,601	1,950	1,950	1,950
TOTAL	**255,658**	**269,923**	**276,721**	**280,927**	**289,238**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11304 - ASSESSOR'S OFFICE				
40101 - REGULAR PAYROLL				**218,305**
Assessor	1.00	91,742.00	91,742	
Deputy Assessor	1.00	70,481.00	70,481	
Assistant Assessor - Certified (8 hrs/day)	1.00	55,332.00	55,332	
Longevity	1.00	750.00	750	
40103 - OVERTIME				**5,000**
Overtime	1.00	1,250.00	1,250	
Overtime - increase due to revaluation year	1.00	3,750.00	3,750	
40105 - CONTR TEMP OCCAS				**500**
Temporary help for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				**843**
Life/AD&D Insurance	1.00	476.00	476	
Long term Disability Insurance	1.00	367.00	367	
41230 - FICA & RETIREMENT				**33,896**
FICA	1.00	16,834.00	16,834	
Defined Contribution 401(a) Plan - Assessor @ 8%	1.00	7,339.00	7,339	
Defined Contribution 401(a) Plan - Deputy Assessor, and Assistant Assessor @ 7.5%	1.00	9,436.00	9,436	
FICA - increase in overtime for revaluation year	1.00	287.00	287	
42233 - COPIER				**2,262**
Monthly lease	12.00	138.50	1,662	
Per copy charges - $.007 per copy	1.00	450.00	450	
Paper for copier	1.00	150.00	150	
42301 - OFFICE SUPPLIES				**2,200**
State mandated forms, pricing books, cards, labels, Personal Property declarations, envelopes	1.00	2,200.00	2,200	
42340 - OTHER PURCHASED SUPPLIES				**50**
Data storage	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				**500**
Subscription - NADA pricing guides, computer schedule, trailer/recreation vehicle guides	1.00	500.00	500	
43213 - MILEAGE, TRAINING & MEETINGS				**6,717**
Mileage for use of personal vehicles - State meetings, OPM training	1.00	6,717.00	6,717	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43258 - PROFESSIONAL MEMBERSHIPS				**490**
CAAO - CT Assoc. of Assessing Officers	1.00	150.00	150	
IAAO - International Assoc. of Assessing Officers	1.00	185.00	185	
SPA - Society of Professional Assessors	1.00	30.00	30	
HAAA - Hartford Area Assessors Association	1.00	45.00	45	
GNLAAA - Greater New London Area Assessors Association	1.00	40.00	40	
NRAAO - Northeastern Regional Association of Assessing Officers	1.00	40.00	40	
44205 - DATA PROCESSING				**14,525**
Quality Data Service Contract	1.00	8,675.00	8,675	
Vision CAMA - maintenance contract	1.00	5,350.00	5,350	
DMV service contract	1.00	500.00	500	
44208 - PROFESSIONAL SERVICES				**2,000**
Personal property audits	1.00	2,000.00	2,000	
44217 - POSTAGE				**1,950**
TOTAL ASSESSOR'S OFFICE				**289,238**


TOWN OF COLCHESTER
INCORPORATED
·1698·
CONNECTICUT

Department: Planning/ Building Code Administration

Mission

To implement and ensure compliance with the State of Connecticut Codes regarding building, fire, electrical, mechanical, plumbing, energy and all State statutes related to building and fire as well as the local Colchester codes related to zoning wetland and subdivision and the Comprehensive Plan of Development. Responsible for the consideration and permitting of development in the town including subdivision and municipal improvements

Description

The Department is responsible for evaluating and permitting all development within the Town as well as the development of longer term land use policy. The Department ensures that all zoning regulations are applied correctly and consistently and reviews all new development proposals submitted to determine compliance with code as well as provides compliance and enforcement services for existing development. The Department is also the local environmental regulatory body and ensures that all inland wetland regulations are applied correctly and consistently and conducts all environment and open space reviews. The Department is also tasked with the enforcement of wetland and environmental regulations.

Once developments are permitted, the Department is responsible for reviewing and approving all plans and building permits including all required inspections related to issued permit and any follow up inspections as well as all certificate of occupancy. The Department also must provide follow up on all building code related complaints and issue notifications when required and follow up on all work related to correct violations. The Department also issues both burn permits and blasting permits.

The Department is also responsible long range land use policy and provides regular comprehensive review of development proposals to ensure consistency with the Plan of Conservation and Development. The Department also provides a major statistical function with the Preparation of Statistical Profile and the administration of the Geographic Information System (GIS). The Department is also tasked with the development of zoning code revisions, as well as updates of the Plan of Conservation and Development as well as the Open Space Plan.

The Department provides primary staffing to the Planning and Zoning Commission, the Conservation Commission, the Open Space Commission, Zoning Board of Appeals, the Economic Development Commission and the Historic District Commission. All of these positions involve administration and compliance with state mandates and regulations, including detailed notice and development decision requirements.

Staffing

Town Planner (full time)
Building Official (full time)
Zoning/Assistant Planner (full time)
Fire Marshal (50% time)
Wetlands Enforcement Officer (full time)
Land Use Assistant (full time)

2015-2016 Accomplishments

- Adoption of new Land Development Regulations
- Adoption of the Plan of Conservation and Development
- Acquired Moroch property on McDonald Road which is connected to Rudy Cohen Park
- Obtained Conservation Easements for multiple properties
- Received grant for acquisition and demolition/cleanup of Norton Mill ($350,000)
- Tony's junkyard cleanup completed

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Applications Reviewed:	280	236	249
• Applications Approved:	272	213	240
• Residential Applications Approved (Houses)	31	31	37
• Residential Applications Approved (Other)	214	182	186
• Commercial Applications Approved:	27	20	17
• Building Inspections:	910	1,018	919
• Fees Collected:	265,645	248,092	82,335
• Total Cost of Construction ($)	12,601,230	12,765,148	13,587,513

2016-2017 Objectives

- Seek grant funding for Lebanon Avenue sidewalk expansion
- Conduct a study of Westchester Village for possible Town Green and sidewalk expansion
- Pursue projects to increase affordable housing availability
- Work with developers and seek additional commercial opportunities
- Additional open space acquisition
- Increased portability of permitting

TOWN OF COLCHESTER
ADOPTED BUDGET

PLANNING/BUILDING CODE ADMINISTRATION

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	372,468	320,927	352,591	317,887	366,738
Overtime	2,051	3,174	2,837	2,163	2,894
Contractual, Temporary, Occasional Payroll	1,214	600	500	2,234	500
Employee Related Insurances	1,512	1,379	1,681	1,505	1,835
FICA & Retirement	47,610	36,280	44,432	45,818	52,412
Copier	5,299	4,160	5,742	5,692	5,742
Office Supplies	2,476	2,377	2,500	2,500	2,500
Safety Equipment	282	571	600	600	600
Other Purchased Supplies	49	50	50	50	50
Technical Reference Materials	1,501	1,216	1,235	1,000	1,235
Mileage, Training & Meetings	2,528	3,258	3,000	3,000	3,000
Professional Memberships	6,104	5,904	7,000	7,000	7,000
Legal	43,810	39,305	25,000	35,000	45,000
Professional Services	15,241	14,175	8,000	10,000	10,000
Postage	1,154	1,410	1,500	1,500	1,500
Legal Notices	3,138	2,830	3,500	3,500	3,500
Printing & Publications	877	1,017	1,250	1,250	1,250
Telephone	0	0	516	516	516
Equipment Repairs	0	0	150	150	150
Vehicle Maintenance & Fuel	5,906	4,806	6,040	6,000	5,016
TOTAL	**513,220**	**443,439**	**468,124**	**447,365**	**511,438**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11411 - PLANNING/BUILDING CODE ADMINISTRATION				
40101 - REGULAR PAYROLL				**366,738**
Town Planner	1.00	77,710.00	77,710	
Building Official	1.00	74,231.00	74,231	
Zoning Enforcement Officer/Assistant Planner (current vacant position)	1.00	61,852.00	61,852	
Wetlands Officer	1.00	57,190.00	57,190	
Land Use Assistant (8 hrs/day)	1.00	52,973.00	52,973	
Fire Marshal (20 hrs/week)	1.00	32,745.00	32,745	
Longevity	1.00	1,850.00	1,850	
Fire Marshal - increase hours from 20 to 25 hrs/week	1.00	8,187.00	8,187	
40103 - OVERTIME				**2,894**
Meeting Clerk - Planning & Zoning Commission	1.00	1,523.00	1,523	
Meeting Clerk - Zoning Board of Appeals	1.00	457.00	457	
Meeting Clerk - Wetlands Conservation Commission	1.00	914.00	914	
40105 - CONTR TEMP OCCAS				**500**
Temporary staff for office coverage	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				**1,835**
Life/AD&D Insurance	1.00	1,124.00	1,124	
Long Term Disability Insurance	1.00	711.00	711	
41230 - FICA & RETIREMENT				**52,412**
FICA	1.00	27,689.00	27,689	
Defined Contribution 401(a) Plan - ZEO, Building Official and Wetlands Officer @ 8%	1.00	15,461.00	15,461	
Defined Contribution 401(a) Plan - Town Planner @ 6%	1.00	4,663.00	4,663	
Defined Contribution 401(a) Plan - Land Use Assistant @ 7.5%	1.00	3,973.00	3,973	
FICA - increase Fire Marshal from 20 to 25 hrs/week	1.00	626.00	626	
42233 - COPIER				**5,742**
Per copy charges	1.00	1,150.00	1,150	
Copy supplies (shared cost)	1.00	500.00	500	
Annual Lease for copier & service contract (shared cost)	1.00	4,092.00	4,092	
42301 - OFFICE SUPPLIES				**2,500**
Shared cost	1.00	2,500.00	2,500	
42323 - PROT CLOTHING& SAFETY EQUIP				**600**
Routine replacement due to damage of required equipment such as hand tools, first aid kits, gloves	1.00	600.00	600	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				**50**
Batteries, Film & Film processing	1.00	50.00	50	
42343 - TECHNICAL REFERENCE MATERIALS				**1,235**
Technical Journals, Code Publications, reference materials	1.00	1,235.00	1,235	
43213 - MILEAGE, TRAINING & MEETINGS				**3,000**
Mileage for use of personal vehicles - staff, board & commissions	1.00	3,000.00	3,000	
Classes, seminars and meetings				
Staff training to maintain required professional certifications				
43258 - PROFESSIONAL MEMBERSHIPS				**7,000**
Prof.Organization fees/membership dues - Town Planner,	1.00	2,000.00	2,000	
Building Officials, ZEO & Commissions				
Salmon River Watershed Conservation Compact	1.00	5,000.00	5,000	
44203 - LEGAL				**45,000**
44208 - PROFESSIONAL SERVICES				**10,000**
Consultant service and review of applications in the Historic Overlay Zone	1.00	8,000.00	8,000	
Software technical support for Building Permit tracking program	1.00	2,000.00	2,000	
44217 - POSTAGE				**1,500**
44230 - LEGAL NOTICES				**3,500**
Legally required notices for ZPC, ZBA and CCC	1.00	3,500.00	3,500	
44232 - PRINTING & PUBLICATIONS				**1,250**
Printing cost for all administrative functions - regulations, POCD,	1.00	1,250.00	1,250	
permits and forms				
45216 - TELEPHONE				**516**
Air card for Building Official's printer (allows field use)	1.00	516.00	516	
46224 - EQUIPMENT REPAIRS				**150**
Cash register & other office equipment - minor repairs	1.00	150.00	150	
46390 - VEHICLE MAINTENANCE & FUEL				**5,016**
Equipment repairs & maintenance - 4 vehicles	1.00	3,000.00	3,000	
Unleaded & diesel gasoline	1,200.00	1.68	2,016	
TOTAL PLANNING/BUILDING CODE ADMINISTRATION				**511,438**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Town Clerk

Mission

To provide courteous, friendly and efficient record keeping services for the community insuring effective processing of personal records and preservation of historic documents so that the town has accurate and accessible data for future generations.

Description

The Town Clerk's Office is information central for Colchester residents when they need questions answered or help finding something within the Town Hall. We provide many services to the community such as notary public, rabies clinic, sports licenses, and copies of discharge papers.

This office responds to thousands of requests for certificates, permits, licenses, and public documents while also providing services to all boards, commissions and other departments within the building.

We also issue all the absentee ballots for every election, including referenda that are held in our town.

The position of Town Clerk is elected by a plurality of the votes cast at a municipal election every four years and is charged with the custody and control of all public records of the Town as well as over 400 other duties as set forth by Connecticut State Statutes.

Staffing

Town Clerk (full time)
Assistant Town Clerk (full time)

2015– 2016 Accomplishments

- Started E-Code 360. This is an online system for viewing our General Code and Ordinances.
- Scanned all Minutes from 1989 to current into E-Code 360 for easier search ability and put on CD's for preservation.
- Had Kofile Preservation Company reproduce and preserve Volume 24 Warrantee Deed Book in an effort to preserve torn pages while making it easier for the public to handle.
- Completed 3 classes toward the Certified Municipal Clerk Institute's certification.
- Continued back-scanning images to COTT through 1989

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Land Record Recordings:	2,845	2,646	3,473
• Absentee Ballots Issued:	383	462	209
• Dog Licenses Issued:	1,391	1,431	1,442
• Marriage Licenses Issued:	54	64	64
• Birth, Marriage, & Death Cert. Issued:	387	373	401
• Sporting Licenses Issued:	535	981	1,114
• Documents Notarized:	1,159	845	1,078

2016 – 2017 Objectives

- Continue back scanning land records and maps for our on-line system
- Microfilm Vital Records
- Continue to initiate and run a Rabies Clinic
- Re-organize 2nd level vault for ease of search.
- Initiate new dog licensing software Program
- Continue education toward CTCA Certification

TOWN OF COLCHESTER
ADOPTED BUDGET

TOWN CLERK

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	107,680	100,702	107,782	102,435	109,939
Overtime	109	253	0	44	0
Contractual, Temporary, Occasional Payroll	375	288	1,500	886	1,500
Employee Related Insurances	351	297	375	505	505
FICA & Retirement	11,846	7,994	15,511	14,657	15,816
Copier	4,447	3,696	4,200	3,513	3,600
Office Supplies	2,824	1,241	1,500	1,400	1,500
Technical Reference Materials	550	550	1,195	1,195	1,195
Mileage, Training & Meetings	269	1,357	800	1,010	1,000
Professional Memberships	270	255	150	175	330
Indexing & Recording	21,168	21,714	23,000	21,680	23,000
Professional Services	0	0	0	0	500
Postage	1,769	1,592	2,100	2,000	2,200
Legal Notices	4,600	6,403	3,000	2,900	3,000
Printing & Publications	1,071	1,606	1,800	3,375	1,900
Micro Film	666	728	700	730	750
Equipment Repairs	0	0	300	300	300
TOTAL	**157,995**	**148,676**	**163,913**	**156,805**	**167,035**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11501 - TOWN CLERK				
40101 - REGULAR PAYROLL				**109,939**
Town Clerk	1.00	63,588.00	63,588	
Assistant Town Clerk - Certified (7 hrs/day)	1.00	46,351.00	46,351	
40105 - CONTR TEMP OCCAS				**1,500**
Temporary help for office coverage	1.00	1,500.00	1,500	
41210 - EMPLOYEE RELATED INS.				**505**
Life/AD&D Insurance	1.00	260.00	260	
Long Term Disability Insurance	1.00	245.00	245	
41230 - FICA & RETIREMENT				**15,816**
FICA	1.00	8,525.00	8,525	
Defined Contribution Plan - 401(a) - Town Clerk @ 6%	1.00	3,815.00	3,815	
Defined Contribution Plan - 401(a) - Assistant Town Clerk @ 7.5%	1.00	3,476.00	3,476	
42233 - COPIER				**3,600**
Copier - monthly lease payments	12.00	177.75	2,133	
Per copy charges - Town Clerk & Registrars copier	1.00	317.00	317	
Paper & supplies for regular and map copier	1.00	700.00	700	
Annual map copier service contract.	1.00	450.00	450	
42301 - OFFICE SUPPLIES				**1,500**
Pens, vital paper, folders, map strips, and other supplies	1.00	1,500.00	1,500	
42343 - TECHNICAL REFERENCE MATERIALS				**1,195**
General Code - E-code 360 annual subscription for code updates	1.00	1,195.00	1,195	
43213 - MILEAGE, TRAINING & MEETINGS				**1,000**
State mandated training - classes, conferences, other training	1.00	850.00	850	
Mileasge	1.00	150.00	150	
43258 - PROFESSIONAL MEMBERSHIPS				**330**
CT Town Clerks' Association	1.00	150.00	150	
New England Association of Town Clerks	1.00	25.00	25	
International Institute of Municipal Clerks	1.00	155.00	155	
44207 - INDEXING & RECORDING				**23,000**
Land Records - indexing & imaging - monthly contracted services	12.00	1,736.00	20,832	
Auditing services	1.00	1,500.00	1,500	
Additional auditing, microfilming, vitals	1.00	668.00	668	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				**500**
Dog licensing software	1.00	500.00	500	
44217 - POSTAGE				**2,200**
Postage for returning recorded documents, absentee ballots, general correspondence, dog license notices	1.00	2,200.00	2,200	
44230 - LEGAL NOTICES				**3,000**
Warnings for Town meetings, budget referenda, Elections, audit, dog notices	1.00	3,000.00	3,000	
44232 - PRINTING & PUBLICATIONS				**1,900**
Minute books and stamps	1.00	1,000.00	1,000	
General code updates for codebook & ordinances	1.00	400.00	400	
Absentee ballots	1.00	500.00	500	
44271 - MICRO FILM REPAIRS				**750**
Annual microfilming & storage of maps.	1.00	750.00	750	
46224 - EQUIPMENT REPAIRS				**300**
Office Equipment repairs - town and vital seals, copier parts	1.00	300.00	300	
TOTAL TOWN CLERK				**167,035**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Registrars of Voters

Mission

To provide and manage free, impartial and democratic elections, administer voter registration enrollment procedures, and maintain and manage accurate voter registration records.

Description

The Registrars follow the statutes and laws of the Secretary of the State, which are monitored by the State's Election Enforcement Commission. The Registrars budget is established and supported by the Town.

The Registrars of Voters are responsible for running local, state and federal elections, referenda and primaries for the town while adhering to state election laws.

We maintain an accurate database for the town through voter registration and the yearly canvass. This year the Registrars' of Voters continued to successfully manage the Online Voter Registration procedure, Electronic Voter Check in and successfully managed Election Day Voter Registration. We will begin the new certification process required by the Secretary of the State.

Staffing

Registrar (Democratic)
Registrar (Republican)
Deputy Registrar (Democratic)
Deputy Registrar (Republican)

2015 – 2016 Accomplishments

- Attended ROVAC State Conferences
- Supervised absentee ballot voting session at local convalescent home and rehabilitation facilities for November 2015 Municipal Election
- Attended District ROVAC meetings
- NCOA canvass conducted to update voter lists
- Had 6 moderators trained and certified by the State
- Registered High School Students
- Conducted 4 Budget Referenda
- 1 Recount - Municipal Election - Board of Finance
- Completed Maintenance of Tabulators
- Successfully registered 415 New Voters using the new online voter registration procedure for calendar year 2015
- Preparations for 2016 Presidential Primary – Democratic and Republican
- Began the new certification process for the Registrars of Voters required by the Secretary of the State

2016 – 2017 Objectives

- Continue to maintain accurate voter database
- Complete the new certification process for Registrars of Voters required by the Secretary of the State
- Keep moderator's certification up to date by having them trained when certification expires
- Train Poll Workers to keep them updated with changes in state election laws.
- Continue to update emergency plan for election day disasters and follow when needed
- Attend Spring and Fall ROVAC conferences for education and updates of new legislation
- Attend monthly County Meetings for training
- Administer same day voter registration for Presidential Election
- Continue yearly Tabulator Maintenance
- Make sure all records are maintained in compliance with the State Regulations
- Prepare for 2016 National Election

TOWN OF COLCHESTER
ADOPTED BUDGET

REGISTRARS OF VOTERS

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	25,368	25,368	26,004	26,004	26,590
Contractual, Temporary, Occasional Payroll	17,521	24,829	18,850	12,666	21,250
FICA	2,285	2,339	2,220	2,142	2,264
Office Supplies	419	281	600	600	700
Other Purchased Supplies	1,893	1,880	2,000	1,800	2,675
Mileage, Training & Meetings	1,688	2,205	1,750	3,350	3,600
Professional Memberships	110	110	200	130	200
Professional Services	1,448	2,483	3,500	3,500	3,500
Postage	823	923	1,500	1,300	1,500
Service Contracts	340	3,022	3,152	3,210	3,210
Printing & Publications	6,395	5,170	5,500	4,500	5,500
Telephone	89	477	720	240	500
TOTAL	**58,379**	**69,087**	**65,996**	**59,442**	**71,489**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11601 - REGISTRARS OF VOTERS				
40101 - REGULAR PAYROLL				**26,590**
Registrars salary	2.00	13,295.00	26,590	
40105 - CONTR TEMP OCCAS				**21,250**
Regular election - Registrars, Deputy registrars, pollworkers	1.00	6,800.00	6,800	
Referenda - Registrars, Deputy registrars, pollworkers	2.00	3,100.00	6,200	
Primary - Registrars, Deputy Registrars, pollworkers	1.00	6,800.00	6,800	
Presidential election - additional pollworkers	1.00	1,100.00	1,100	
Election Audit	1.00	350.00	350	
41230 - FICA				**2,264**
FICA	1.00	2,264.00	2,264	
42301 - OFFICE SUPPLIES				**700**
General office supplies including toner cartridges	1.00	700.00	700	
42340 - OTHER PURCHASED SUPPLIES				**2,675**
Meals for poll workers & canvassing supplies	1.00	2,000.00	2,000	
Battery backups	1.00	500.00	500	
Tabulator case	1.00	100.00	100	
Laptop case	1.00	75.00	75	
43213 - MILEAGE, TRAINING & MEETINGS				**3,600**
Conferences (2) for Registrars/Deputy Registrars	1.00	1,800.00	1,800	
Training for Moderators	1.00	200.00	200	
State of CT certification classes (4 classes for each Registrar)	8.00	200.00	1,600	
43258 - PROFESSIONAL MEMBERSHIPS				**200**
Annual dues - ROVAC	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				**3,500**
Use of polling locations	1.00	300.00	300	
Coding of memory cards	1.00	3,200.00	3,200	
44217 - POSTAGE				**1,500**
44223 - SERVICE CONTRACTS				**3,210**
Voting machine maintenance	1.00	1,830.00	1,830	
Voter checklist software - licensing & maintenance fees	1.00	1,380.00	1,380	
44232 - PRINTING & PUBLICATIONS				**5,500**
Printing of ballots	1.00	5,500.00	5,500	
45216 - TELEPHONE				**500**
Phone charges - polling locations	1.00	500.00	500	
TOTAL REGISTRARS OF VOTERS				**71,489**

Department: Insurances

Description

This section includes employee health insurance, other post-employment benefits (OPEB), workers' compensation insurance, municipal insurance (including liability), and unemployment compensation.

TOWN OF COLCHESTER
ADOPTED BUDGET

INSURANCES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Health Insurance	1,002,726	941,774	782,635	782,090	1,004,860
Other Post Employment Benefits	0	0	0	0	0
Workers Compensation Insurance	330,663	334,021	379,601	371,303	425,142
Municipal Insurance	206,884	211,387	220,250	218,177	223,612
Unemployment Compensation	3,907	32,116	13,000	1,000	4,000
TOTAL	**1,544,180**	**1,519,298**	**1,395,486**	**1,372,570**	**1,657,614**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11701 - INSURANCES				
41211 - HEALTH INSURANCE				**1,004,860**
Projected claims - 120%	1.00	1,376,959.00	1,376,959	
Per Lockton estimate dated 12/22/15				
Fixed expenses - 100%	1.00	177,871.00	177,871	
Per Lockton estimate dated 12/22/15				
Estimated employer contributions to employee Health Savings accounts	1.00	94,000.00	94,000	
Consultant fees (Town share)	1.00	9,764.00	9,764	
Per Lockton estimate dated 12/22/15				
Consultant fees (Town share) - employee benefits	1.00	12,182.00	12,182	
Reduce funding for expected claims based on balance in Self insurance fund	1.00	(399,306.00)	(399,306)	
Employee contributions	1.00	(195,000.00)	(195,000)	
Reduce for approximate amount allocated to Sewer/Water	1.00	(74,790.00)	(74,790)	
Fully insured premium for vision rider in Administrators' union contract	12.00	265.00	3,180	
Estimated 5% increase				
41260 - WORKERS' COMP INSURANCE				**425,142**
Workers Compensation premium	1.00	425,142.00	425,142	
Per estimate from USI Connecticut dated 12/31/15				

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44206 - MUNICIPAL INSURANCE				**223,612**
Property/I.M./Crime	1.00	17,364.00	17,364	
Per estimate from USI Connecticut dated 12/31/15				
Boiler	1.00	2,070.00	2,070	
Per estimate from USI Connecticut dated 12/31/15				
General Liability	1.00	58,100.00	58,100	
Per estimate from USI Connecticut dated 12/31/15				
Law Enforcement Liability	1.00	6,660.00	6,660	
Per estimate from USI Connecticut dated 12/31/15				
Automobile	1.00	19,967.00	19,967	
Per estimate from USI Connecticut dated 12/31/15				
Public Officials, including EPLI	1.00	16,187.00	16,187	
Per estimate from USI Connecticut dated 12/31/15				
Umbrella (annual)	1.00	31,779.00	31,779	
Per estimate from USI Connecticut dated 12/31/15				
Crime	1.00	725.00	725	
Per estimate from USI Connecticut dated 12/31/15				
Fire Department Package (VFIS), including umbrella	1.00	45,021.00	45,021	
Per estimate from USI Connecticut dated 12/31/15				
Fire Department - Accident/sickness	1.00	2,923.00	2,923	
Per estimate from USI Connecticut dated 12/31/15				
Bond (Tax Collector & Assistant Tax Collector)	1.00	1,260.00	1,260	
Per estimate from USI Connecticut dated 12/31/15				
Fiduciary liability - Police Retirement Board	1.00	1,256.00	1,256	
Per estimate from USI Connecticut dated 12/31/15				
Miscellaneous Adds & Changes	1.00	2,000.00	2,000	
Per estimate from USI Connecticut dated 12/31/15				
Insurance broker fees	1.00	18,300.00	18,300	
Per estimate from USI Connecticut dated 12/31/15				
44243 - UNEMPLOYMENT COMPENSATION				**4,000**
Unemployment compensation paid per case.	1.00	3,000.00	3,000	
Third Party Administrator & claims management fees	4.00	250.00	1,000	
TOTAL INSURANCES				**1,657,614**

Department: Probate

Description

Colchester is part of the Windham-Colchester Probate District. The district headquarters is at 979 Main Street in Willimantic.

TOWN OF COLCHESTER
ADOPTED BUDGET

PROBATE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Windham/Colchester Probate District	4,558	5,340	4,458	4,458	4,989
TOTAL	**4,558**	**5,340**	**4,458**	**4,458**	**4,989**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11702 - PROBATE				
47250 - WINDHAM-COLCHESTER PROBATE				**4,989**
Per capita fees	1.00	4,989.00	4,989	
TOTAL PROBATE				**4,989**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Town of Colchester
FY 2016-2017
Adopted Budget

Department: Information Technology

Mission

The Information Technology department will provide the highest quality technology-based services, in the most cost-effective manner, to facilitate the operations of all town departments.

Description

The Information Technology department manages all computer based technology for seven sites and more than 175 computers.

In addition to hardware support, the Information Technology Department is responsible for system administration, long range technology planning, software integration, custom programming, website management and managing the Town's digital mapping system known as GIS.

Staffing

Information Technology Coordinator (full time)

2015 – 2016 Accomplishments

- Implemented IT ticketing/tracking system
- Continued implementation of computer virtualization
- Continued upgrading library technology
- Completed email upgrade
- Security upgrade completed

2016 – 2017 Objectives

- Continue upgrading library technology
- Continue Implementation of computer virtualization

TOWN OF COLCHESTER
ADOPTED BUDGET

INFORMATION TECHNOLOGY

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	42,274	49,209	60,135	51,351	47,816
Employee Related Insurance	0	0	0	0	253
FICA & Retirement	3,234	3,765	4,600	3,928	6,527
Other Supplies	1,943	1,968	2,000	2,030	2,000
Professional Services	27,179	37,280	45,400	39,071	45,400
TOTAL	**74,630**	**92,222**	**112,135**	**96,380**	**101,996**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
11801 - INFORMATION TECHNOLOGY				
40101 - REGULAR PAYROLL				**47,816**
Network Technician - 40 hrs/week	1.00	47,816.00	47,816	
Increase position to 40 hrs/week				
41210 - EMPLOYEE RELATED INS.				**253**
Life/AD&D Insurance	1.00	130.00	130	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				**6,527**
FICA	1.00	3,658.00	3,658	
Defined Contribution Plan - 401(a) - Network Technician @ 6%	1.00	2,869.00	2,869	
Increase position to 40 hrs/week				
42315 - OTHER SUPPLIES				**2,000**
Cables, network cards, memory, surge suppressors, video cards, hard drives, etc.	1.00	2,000.00	2,000	
44208 - PROFESSIONAL SERVICES				**45,400**
Website Hosting & Support (Virtual Town Hall)	1.00	3,600.00	3,600	
Hosted email	1.00	12,000.00	12,000	
Geographic Information System - software licensing	1.00	3,600.00	3,600	
Geographic Information System - Shapefile maintenance	1.00	8,000.00	8,000	
Geographic Information System - Online viewer	1.00	3,000.00	3,000	
Offsite System data backup service	3.00	500.00	1,500	
Outsourced Technical Services	1.00	4,000.00	4,000	
Antivirus Software licensing	1.00	2,200.00	2,200	
Microsoft license maintenance	1.00	7,500.00	7,500	
TOTAL INFORMATION TECHNOLOGY				**101,996**

Public Safety

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Public Safety

Departments

- Police/Resident Trooper's Office
- Fire/Emergency Medical Services
- Emergency Management

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Town of Colchester
FY 2016 – 2017
Adopted Budget

Department: Police/Resident Trooper's Office

Mission

Provide a safe community by protecting life and property, enforcing the law, preventing and detecting crime, and creating a safe environment for the persons who live in, work, and visit the Colchester Community.

Description

The Colchester Police Department/Colchester Resident Trooper's Office, located at the Northwest corner of the Colchester Town Hall, is a full service police department. It is supervised and supported by The Connecticut State Police and responsible as the initial law enforcement agency for the Town of Colchester.

Community services provided by the Colchester Police include, but are not limited to: Child Car Seat Installation, Youth Services, Juvenile Review Board, TRIAD, a Prescription Drug Drop-Box Program, and support of a number of additional Community Policing initiatives.

The Colchester Police Department works with the Colchester Board of Education in providing the schools with a Full-time School Resource Officer (SRO). The duties of the SRO range from providing law enforcement education to law enforcement advisement to students and faculty. Included in this effort is the development of the C.A.R.D. (Colchester Acts to Resist Drugs) Program. This joint venture between the school system and the Police/Resident Trooper's Office, focuses on teaching life skills and positive decision making techniques to the youth of our community.

Staffing

Resident State Trooper Supervisor (1 full-time)
- CSP Sergeant - 1

Administrative Officers/personnel (2 full-time)
- S.R.O. (Officer First Class) – 1
- Assistant to Department Head (1 Civilian - full time)

Patrol Officers (10 full-time)
- Police Officer First Class – 9
- Police Officer -1

FY 2015 – 2016 Accomplishments

- Maintaining staffing at 11 sworn members (1 School Resource Officer, 10 patrol officers).
- Completed equipping all sworn officers with department-issued patrol rifles and associated training.
- Provided Active Shooter Response and Advanced MV Enforcement Techniques training for officers.
- Obtained 4 Portable and 1 Mobile radios for mandatory upgrade of radio infrastructure (year 1 of 2-year replacement program).
- Continued AR-15 Armorer training for 2 officers to reduce maintenance outsourcing for department firearms.
- Promoted 1 officer to the rank of Officer First Class.
- Continued participation in Juvenile Review Board with Youth Services.
- Continued participation in TRIAD Program with Senior Services.
- Continuing implementation of Colchester-specific substance abuse program with school system (CARD – Colchester Acts to Resist Drugs).
- Purchase of new police S.U.V. to update aging police fleet.
- Presentations to child care facilities, business groups and other community organizations.
- Department involvement in Colchester Food Bank Food Drive and "Cop on Top" fundraiser for Special Olympics.
- Participation in Prescription Drug Drop-Box Program.
- Participation in the DEA Prescription Drug Take-Back Initiative.
- Processing approximately 100 Town Pistol Permits.
- Continue to acquire grant funds for DUI Enforcement through Connecticut DOT.
- Acquired Canine "Josie" through generous donations from local businesses and community members to be used in drug detection within the community.
- Continued support of the National Child Car Seat Safety Initiative by sending one officer to become a Nationally Certified Car Seat Installation Technician.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Motor Vehicle Warnings:	1367	1622	1564
• Motor Vehicle Arrests:	2571	2927	3121
• Motor Vehicle Accidents:	268	248	255
• Criminal Investigations:	514	599	553
• Pistol Permits Issued:	99	105	175
• DWI Arrests:	68	78	89
• Calls for Service:	14,089	17,207	15,033

FY 2016 – 2017 Objectives

- Replacement of 4 portable police radios to comply with mandatory CSP radio upgrade
- Continued Firearms Instructor training for 1 officer to replenish available cadre of instructors.
- Replace 5 obsolete TASER units.
- Continue annual replacement of older police vehicles with new police utility vehicle.
- Acquire storage shed to increase storage capabilities for the department.
- Expand locker room area and outfit with proper Police Lockers.
- Research Facilities expansion possibilities.
- Continue annual replacement of vehicle MDTs and MVR equipment assigned to police vehicles.
- Addition of 1 radar/laser unit for speed enforcement.

TOWN OF COLCHESTER
ADOPTED BUDGET

POLICE/RESIDENT TROOPER'S OFFICE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	706,651	694,235	756,020	772,295	795,125
Overtime	112,575	110,482	121,120	113,013	121,142
Employee Related Insurances	3,542	3,314	3,971	3,849	3,971
FICA & Retirement	175,675	169,241	191,180	188,459	210,853
Copier	3,676	3,707	3,200	2,733	2,624
Office Supplies	1,239	1,496	1,500	1,500	3,000
Uniform Purchases	3,640	4,464	5,700	7,400	10,700
Police Equipment	1,748	1,049	18,840	18,840	28,750
Mileage, Training & Meetings	11,222	6,667	9,400	9,840	14,750
Professional Memberships	3,309	3,392	3,392	3,392	3,477
Resident Trooper	130,979	139,006	203,699	173,145	178,253
Resident Trooper Overtime	6,999	5,981	7,000	15,000	15,000
Professional Services	11,832	11,163	12,650	12,650	12,650
Postage	358	163	300	300	300
Printing & Publications	277	265	500	500	600
Telephone	4,746	5,107	5,220	5,429	5,520
Equipment Repairs	857	160	1,810	1,810	3,060
Vehicle Maintenance & Fuel	50,165	42,281	41,500	37,000	28,800
TOTAL	**1,229,490**	**1,202,173**	**1,387,002**	**1,367,155**	**1,438,575**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12101 - POLICE				
40101 - REGULAR PAYROLL				**795,125**
Police Officer First Class	1.00	75,628.00	75,628	
Union contract in negotiation				
Police Officer First Class	1.00	75,628.00	75,628	
Union contract in negotiation				
Police Officer First Class	1.00	75,628.00	75,628	
Union contract in negotiation				
Police Officer First Class	1.00	75,628.00	75,628	
Union contract in negotiation				
Police Officer First Class	1.00	75,628.00	75,628	
Union contract in negotiation				
Police Officer First Class	1.00	72,516.00	72,516	
Union contract in negotiation				
Police Officer First Class	1.00	72,516.00	72,516	
Union contract in negotiation				
Police Officer First Class	1.00	72,516.00	72,516	
Union contract in negotiation				
Police Officer First Class	1.00	72,516.00	72,516	
Union contract in negotiation				
Police Officer First Class	1.00	69,969.00	69,969	
Union contract in negotiation				
Police Officer	1.00	70,407.00	70,407	
Assistant to Department Head (8 hrs/day)	1.00	52,973.00	52,973	
Longevity	1.00	5,200.00	5,200	
Longevity - one time payment for Officer hired after 1/1/12	1.00	4,000.00	4,000	
School Resource Officer salary to be paid by BOE	1.00	(75,628.00)	(75,628)	
(Police Officer First Class)				
40103 - OVERTIME				**121,142**
Patrol overtime	1.00	120,000.00	120,000	
Meeting Clerk - Police Commission	1.00	1,142.00	1,142	
41210 - EMPLOYEE RELATED INS.				**3,971**
Life/AD&D Insurance	1.00	2,506.00	2,506	
Long Term Disability Insurance.	1.00	1,465.00	1,465	
41230 - FICA & RETIREMENT				**210,853**
FICA	1.00	75,877.00	75,877	
Defined Benefit Pension Plan - Police Officers hired prior to 1/1/12 @	1.00	119,772.00	119,772	
17.925% of base pay (estimate based on prior year valuation)				
Union contract in negotiation				
Defined contribution 401(a) Plan @ 8% - Police Officer hired after 1/1/12	1.00	11,231.00	11,231	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	3,973.00	3,973	
42233 - COPIER				**2,624**
Copier lease - monthly payments	12.00	127.00	1,524	
Per copy charges	1.00	750.00	750	
Copy Paper	1.00	350.00	350	
42301 - OFFICE SUPPLIES				**3,000**
General office supplies	1.00	1,500.00	1,500	
Replace chairs in office	1.00	1,500.00	1,500	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42324 - UNIFORM PURCHASES				**10,700**
Body armor (5 year replacement plan)	3.00	900.00	2,700	
Boot allowance (2 year replacement plan)	7.00	200.00	1,400	
New uniform pants (2 per officer)	22.00	90.00	1,980	
New uniform shirts (2 per officer with winter shirts)	22.00	110.00	2,420	
Replacement web gear - each officer	11.00	200.00	2,200	
42338 - POLICE EQUIPMENT & SUPPLIES				**28,750**
Mobile radios - mandatory replacement	1.00	3,950.00	3,950	
Portable radios - mandatory replacement	4.00	3,950.00	15,800	
Taser units - replacement with holster, battery, 4 year warranty	5.00	1,200.00	6,000	
Taser cartridges	30.00	50.00	1,500	
Laser speed enforcement - 2 additional units	1.00	1,500.00	1,500	
43213 - MILEAGE, TRAINING & MEETINGS				**14,750**
Mileage for training & other police activities	1.00	1,600.00	1,600	
Personal vehicle use				
Ammunition (duty pistol/duty rifle)	1.00	10,500.00	10,500	
Rifle Armorer's training for officers	2.00	1,125.00	2,250	
POSTC class dues	4.00	100.00	400	
43258 - PROFESSIONAL MEMBERSHIPS				**3,477**
Law Enforcement Council (L.E.C.)	1.00	3,477.00	3,477	
44200 - RESIDENT TROOPER				**178,253**
Resident Trooper Supervisor (85% Town)	1.00	178,253.00	178,253	
Per letter from State of CT Department of Emergency Services and Public Protection dated 2/11/16				
44204 - RESIDENT TROOPER OT				**15,000**
Trooper (State Police) overtime	1.00	15,000.00	15,000	
44208 - PROFESSIONAL SERVICES				**12,650**
Uniform allowance - 11 officers, 230 days/officer, $5/day	2,530.00	5.00	12,650	
44217 - POSTAGE				**300**
Mailing costs	1.00	300.00	300	
44232 - PRINTING & PUBLICATIONS				**600**
Legal updates	1.00	600.00	600	
45216 - TELEPHONE				**5,520**
Mobile Data Terminal Service - 8 cruisers	12.00	460.00	5,520	
46224 - EQUIPMENT REPAIRS				**3,060**
Radar calibration - 4 units, 2 times/year	8.00	70.00	560	
Laser calibration - 2 units, once per year	4.00	125.00	500	
Electronic maintenance (vehicle equipment, MDT, emergency lights, MVR)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				**28,800**
Gasoline	10,000.00	1.68	16,800	
Repairs/parts	1.00	12,000.00	12,000	
TOTAL POLICE				**1,438,575**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Department: Fire Department/Emergency Medical Services

Mission

To protect and preserve lives and property of the people in the Town of Colchester through medical, fire, and rescue intervention.

Description

The Colchester Fire Department protects lives and property from fire and hazardous incident damage and provides timely emergency medical services in the Town of Colchester and other neighboring municipalities. The fire department incorporates up-to-date and efficient fire prevention, fire suppression, hazardous incident mitigation and emergency medical technologies into its procedures, equipment and methods.

Company One (HQ) is located at 52 Old Hartford Road.
Company Two (sub-station) is located at 424 Westchester Road, Rt. 149.

This department's budget reflects the operational needs of these facilities and personnel but also the Town of Colchester's participation with a 911 PSAP Regional Dispatch Service.

The Town of Colchester Fire & EMS bills for ambulance transports through patients' insurance. This revenue is reflected in Fees for Service in annual Fiscal Year Budgets.

Staffing

Fire/EMS Chief (full-time)
Assistant to Department Head (full-time)
Deputy Chief (full-time)
Assistant Chief (2 - volunteer)
Health and Safety Officer Lieutenant Captain (full-time)
Firefighter/Emergency Medical Technicians (4 full-time) Monday-Saturday
Firefighter/Emergency Medical Technicians (1 per diem) Saturday/Sunday
110 Volunteer Members (Fire-EMS-Fire Police)

2015-2016 Accomplishments

- In calendar year 2015 -Responded to **2028** calls for service
- In calendar year 2015 – **252** scheduled training sessions = **1588** classroom hours
- Re-Designated as an **ISO Class 4** Fire Department
- Re-Designated as a Heart Safe Community
- Received generous donation from the community for CPR Chest Compression Unit
- Ambulance Incentive Program continuation and monitoring
- Completed Strategic Plan Consultant RFQ/ Choosing JLN Associates
- Monitor overall staffing needs (Career and Volunteer)
- Completed Dispatch Services RFP/Choosing Quinebaug Valley Emergency Communications

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Total Man Hours: Emergency	13,603	13039	14540
Training	5998	4994	6478
• Fire Calls:	73	58	79
• Fire Alarms:	157	121	150
• Medical Calls:	1396	1284	1281
• Rescue/MVA:	134	109	124
• Hazmat/Elec.:	45	42	52
• Other Calls (Service):	223	180	214
• Mutual Aid (given & received):	189	181	216

2016-2017 Objectives

- Start replacement plan of Flashover Training Unit
- Complete Strategic Plan with JLN associates
- Continued focus on staffing levels volunteer recruitment and retention with career staff support
- Work with QVEC for robust communications and dispatching services
- Ensure adequate Mutual Aid Response System (given & received)

TOWN OF COLCHESTER
ADOPTED BUDGET

FIRE/EMERGENCY MEDICAL SERVICES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	435,643	495,469	485,787	489,726	504,304
Overtime	23,981	25,605	25,000	27,568	30,000
Contractual, Temporary, Occasional Payroll	125,752	121,147	128,303	119,831	128,303
Employee Related Insurances	1,693	2,184	2,533	2,502	2,533
FICA & Retirement	69,472	77,335	82,131	82,227	85,172
Copier	2,385	2,261	2,658	2,658	2,658
Office Supplies	3,048	2,945	3,000	3,000	3,000
Safety Equipment	32,936	35,340	47,706	47,706	47,875
Custodial/Maintenance Supplies	3,913	3,136	4,000	4,000	4,000
Operating Supplies	138	399	500	500	500
Technical Reference Materials	266	288	400	400	400
Emergency Medical Supplies	18,046	23,236	24,400	24,400	24,400
Fire Equipment Supplies	34,723	28,140	34,580	34,880	34,880
Firefighting Foam	1,175	2,180	2,200	2,200	2,200
Mileage, Training & Meetings	31,882	25,778	35,400	35,400	35,400
Professional Memberships	749	779	800	800	800
Professional Services	37,756	35,795	48,625	48,625	36,750
Postage	577	224	400	400	400
Service Contracts	112,884	124,868	146,692	145,859	86,544
Advertising	0	0	250	0	250
Fuel Compensation	52,600	52,199	52,500	52,500	52,500
Physicals & Testing	6,496	5,040	7,500	7,500	7,500
Telephone	6,679	6,025	7,254	10,082	10,567
Fuel & Heating	18,054	19,500	17,861	19,861	9,275
Water	1,360	881	1,000	1,000	1,000
Electricity	28,692	21,647	22,400	22,400	22,400
Equipment Repairs	5,976	3,981	5,500	5,500	5,500
Building Repairs	3,883	6,652	8,500	8,500	8,500
Other Equipment Repairs	8,733	8,421	9,560	9,560	9,560
Vehicle Maintenance & Fuel	82,475	90,352	73,255	89,390	73,935
Machinery & Equipment	192	2,631	1,850	1,500	2,000
Building & Grounds Improvements	3,821	2,497	2,500	2,500	2,500
TOTAL	**1,155,980**	**1,226,935**	**1,285,045**	**1,302,975**	**1,235,606**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12202 - FIRE/EMERGENCY MEDICAL SERVICES				
40101 - REGULAR PAYROLL				**504,304**
Fire Chief	1.00	77,455.00	77,455	
Deputy Chief	1.00	73,543.00	73,543	
Lt./Shift Supervisor/Safety Officer	1.00	62,980.00	62,980	
Firefighter/EMT	1.00	60,009.00	60,009	
Firefighter/EMT	1.00	60,009.00	60,009	
Firefighter/EMT	1.00	45,686.00	45,686	
Firefighter/EMT - new hire to replace employee being promoted	1.00	42,533.00	42,533	
Assistant to Department Head (8 hrs/day)	1.00	52,973.00	52,973	
Longevity	1.00	4,400.00	4,400	
Fire Captain/Safety Officer - estimated accrued vacation/sick payout	1.00	24,716.00	24,716	
40103 - OVERTIME				**30,000**
Overtime	1.00	25,000.00	25,000	
Increase funding for overtime	1.00	5,000.00	5,000	
40105 - CONTR TEMP OCCAS				**128,303**
2 Chief Officers	1.00	10,428.00	10,428	
6 Captains	1.00	5,404.00	5,404	
18 Lieutenants/Engineers	1.00	4,132.00	4,132	
EMS Administrator	1.00	667.00	667	
Fire Police	1.00	1,242.00	1,242	
Per Diem	1.00	31,516.00	31,516	
Increase to cover full year cost of Saturday/Sunday shift coverage				
Part-time EMT/Firefighter positions eliminated in January 2015				
On-Call differential	1.00	2,651.00	2,651	
Vacation coverage additional pay per union contract	1.00	263.00	263	
Ambulance staffing	1.00	72,000.00	72,000	
41210 - EMPLOYEE RELATED INS.				**2,533**
Life/AD&D Insurance.	1.00	1,556.00	1,556	
Long Term Disability Insurance.	1.00	977.00	977	
41230 - FICA & RETIREMENT				**85,172**
FICA	1.00	50,688.00	50,688	
Defined Contribution 401(a) Plan @ 6% - Fire Chief	1.00	4,647.00	4,647	
Defined Contribution 401(a) Plan @ 7% - Fire Union	1.00	24,134.00	24,134	
Union contract in negotiation				
Defined Contribution 401(a) Plan - Assistant to Department Head @ 7.5%	1.00	3,973.00	3,973	
Defined Contribution - retirement payout of accrued vacation/sick	1.00	1,730.00	1,730	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42233 - COPIER				**2,658**
Monthly lease payments	12.00	121.50	1,458	
Per Copy charges @ $.007 per copy	1.00	600.00	600	
Copy Paper	1.00	600.00	600	
42301 - OFFICE SUPPLIES				**3,000**
General office and computer supplies	1.00	3,000.00	3,000	
42323 - PROT CLOTHING& SAFETY EQUIP				**47,875**
Turnout gear, helmets, bunker coats, pants, boots (8 sets) continuing replacement required by NFPA/OSHA/NIOSH	8.00	3,550.00	28,400	
Protective clothing repair - used & worn gear	1.00	1,000.00	1,000	
Flame-resistant work uniforms for paid staff and Chief annual replacement	1.00	5,625.00	5,625	
NFPA/EMS Winter response clothing career staff annual replacement	1.00	900.00	900	
Cadet turnout gear updates.	1.00	1,700.00	1,700	
EMS Division Gear Increase in EMS personnel	1.00	8,000.00	8,000	
Miscellaneous supplies continuing replacement required by NFPA/OSHA/NIOSH	1.00	2,250.00	2,250	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**4,000**
Cleaning & maintenance supplies for station and grounds	1.00	4,000.00	4,000	
42340 - OPERATING SUPPLIES				**500**
Cleaning agents, vehicle maintenance supplies, water softener salts, wax, rags, etc. - Company 2	1.00	500.00	500	
42343 - TECHNICAL REFERENCE MATERIALS				**400**
Annual periodicals & subscriptions for various Fire Rescue & EMS topics	1.00	400.00	400	
42345 - EMERGENCY MEDICAL SUPPLIES				**24,400**
Emergency food for extended calls	1.00	1,000.00	1,000	
EMS Supplies - replenishment of all Town dept. first aid kits, first responder bags, glucometry readings, Narcan	1.00	15,870.00	15,870	
Dated Medical Supplies - Sterile waterglucose, epi-pens, d-fib pads	1.00	1,100.00	1,100	
Medical Oxygen - refills, rental, testing	1.00	4,000.00	4,000	
EMS Cleaning Supplies	1.00	1,930.00	1,930	
Mass Casualty - large incident materials	1.00	500.00	500	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42346 - FIRE EQUIP SUPPLIES				**34,880**
Batteries, Hazmat materials, sealants, fire extinguisher, breathing air	1.00	7,000.00	7,000	
Level B Hazmat suits-1 time use - OSHA required	1.00	700.00	700	
Hydro test 10 pressurized water extinguishers - required testing	1.00	500.00	500	
Hydro-test SCBA 4500 psi bottles - required testing	1.00	1,400.00	1,400	
Hazmat meters, module replacement cal materials - required testing	1.00	1,500.00	1,500	
Replacement of portable radios - TK3180, TK390	1.00	5,000.00	5,000	
Replacement of portable radio chargers - 6	1.00	1,700.00	1,700	
Replacement of pagers Motorola Minitor V (Fire/EMS/Cadet)	1.00	3,500.00	3,500	
Rescue equipment - trench, water, ice rescue	1.00	2,000.00	2,000	
Fire Police equipment (personnel gear & equipment updates)	1.00	3,380.00	3,380	
Replacement of portable radio batteries	1.00	1,700.00	1,700	
Replacement of fire hose	1.00	6,000.00	6,000	
Firefighting supplies, hand tools, ropes - Company 2	1.00	500.00	500	
42347 - FIRE FIGHTING FOAM				**2,200**
Firefighting foam	1.00	2,200.00	2,200	
43213 - MILEAGE, TRAINING & MEETINGS				**35,400**
Meeting, training & conference travel	1.00	2,000.00	2,000	
Training programs & reference materials.	1.00	1,400.00	1,400	
Public Fire prevention materials.	1.00	3,500.00	3,500	
Mandatory training OSHA, NFPA, etc.	1.00	27,500.00	27,500	
Ongoing training for Career staff/volunteers				
EMS mandatory training equipment	1.00	1,000.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				**800**
Professional Affiliations - dues for NFPA, Fire Chiefs, Safety Officer, etc.	1.00	800.00	800	
44208 - PROFESSIONAL SERVICES				**36,750**
Shared Response payments - 7.5% of revenue from ambulance billings	1.00	36,750.00	36,750	
Estimated revenue of $490,000				
44217 - POSTAGE				**400**
Postage fees to send out equpment for repair/return postage of repaired items	1.00	400.00	400	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				**86,544**
Emergency dispatch services	1.00	27,752.00	27,752	
Paramedic services	1.00	16,500.00	16,500	
Breathing air testing - required	1.00	1,034.00	1,034	
Annual furnace/hot water maintenance - required, semi-annual	1.00	2,900.00	2,900	
EMS Biohazard waste removal - required	1.00	1,700.00	1,700	
Annual contract for hazardous waste removal - required	1.00	865.00	865	
Annual pager radio service contract - maintenance & service of pagers	1.00	1,500.00	1,500	
Annual fire pump testing/certifications - required	6.00	243.00	1,458	
Annual ground ladder testing & certification - required	1.00	630.00	630	
Annual aerial ladder testing & certification - required	1.00	1,615.00	1,615	
Includes ladder extension test, 5 year NDT				
Annual defibrillator calibration/certification - required	1.00	2,590.00	2,590	
Annual hydraulic rescue tool service (base set & additional tools) - required	1.00	1,400.00	1,400	
Overhead door maintenance/service - old doors maintenance & service	1.00	1,250.00	1,250	
Annual stretchers service inspection & stair chairs inspection	1.00	2,250.00	2,250	
Annual posi-chek calibration/certification	1.00	650.00	650	
Fire Extinguisher inspections, recharging, hydrotesting - required	1.00	1,200.00	1,200	
Emergency generator services at Headquarters - required	1.00	850.00	850	
Annual firehouse - NFIRS reporting system - software contract	1.00	2,167.00	2,167	
Annual carpet cleaning - upkeep	1.00	865.00	865	
Building Alarm system testing and monitoring - required	1.00	344.00	344	
Kitchen hood inspections - required	1.00	150.00	150	
Sprinkler system - quarterly inspections - required	1.00	500.00	500	
Mask-fit tester certification/calibration, annual OHD - required	1.00	860.00	860	
Training Calendar Contract	1.00	80.00	80	
EMS Charts - OEMS Run Forms	12.00	64.00	768	
Air-fill station - breathing air compressor service contract	1.00	845.00	845	
Fire hose testing @ $.21/ft - required annually	24,000.00	0.21	5,040	
Approximately 22,300 ft & re-coupling/re-testing				
Fire alarm testing & monitoring service contract	1.00	400.00	400	
IamResponding system	1.00	750.00	750	
Exterminating Services - Company 2 - monthly charges	12.00	25.00	300	
Furnace service - maintenance and service - Company 2	1.00	450.00	450	
Water Testing - Company 2	1.00	500.00	500	
Emergency Generator - maintenance and service - Company 2	1.00	550.00	550	
Alarm system - maintenance and service - Company 2	1.00	300.00	300	
Overhead Doors - maintenance and service - Company 2	1.00	350.00	350	
Alarm System Monitoring and service - Company 2	1.00	180.00	180	
Annual maintenance contract - Ladder 128, parts & labor	1.00	2,798.00	2,798	
Annual air conditioning inspection/maintenance	1.00	300.00	300	
Chest compression unit - on-site preventative maintenance	1.00	1,663.00	1,663	
Boiler inspection (bi-annual) - Company 1 & 2	1.00	240.00	240	
44231 - ADVERTISING				**250**
Bid advertising	1.00	250.00	250	
44243 - COMPENSATION				**52,500**
Fuel compensation for volunteer staff	1.00	52,500.00	52,500	
44286 - PHYSICALS & TESTING				**7,500**
Physicals & Testing - required physicals	1.00	4,000.00	4,000	
Annual OSHA Pulmonary Function Tests - required	1.00	1,500.00	1,500	
TB screening, random drug screens - required	1.00	2,000.00	2,000	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45216 - TELEPHONE				**10,567**
Headquarters telephones, fax, internet	12.00	200.00	2,400	
Cell phones (6), air card for laptops on ER vehicles	12.00	262.00	3,144	
Telephone maintenance & repair	1.00	400.00	400	
Verizon modem for rescue apparatus - electronic patient care reporting	1.00	2,500.00	2,500	
Telephone & alarm circuits - Company 2	1.00	239.00	239	
Internet service - Company 2	12.00	38.00	456	
Modem connection	12.00	39.00	468	
Co. 1 dispatch landline & emergency direct connection to Co. 2 & EOC	12.00	80.00	960	
45221 - FUEL/HEATING				**9,275**
Heating oil - Company 1 - 7 furnaces, 2 hot water heaters, generator	4,800.00	1.48	7,104	
Propane - stove - Company 1	276.00	1.25	345	
Heating oil - Company 2	1,200.00	1.48	1,776	
Propane - Company 2	40.00	1.25	50	
45350 - WATER				**1,000**
Static & dry hydrants.	1.00	1,000.00	1,000	
45622 - ELECTRIC				**22,400**
Electricity - Company 1	1.00	20,000.00	20,000	
Electricity - Company 2	1.00	2,400.00	2,400	
46224 - EQUIPMENT REPAIRS				**5,500**
Office equipment repairs.	1.00	1,000.00	1,000	
Radio & alarm repairs, lights & sirens	1.00	4,200.00	4,200	
Radio licensing modifications	1.00	200.00	200	
Small equipment repairs - Company 2	1.00	100.00	100	
46226 - BUILDING REPAIRS				**8,500**
Plumbing, electrical, miscellaneous building repairs, replace furnace room	1.00	4,650.00	4,650	
Ground maintenance & supplies	1.00	600.00	600	
Training facility maintenance and repairs	1.00	2,000.00	2,000	
Building repairs - Company 2	1.00	750.00	750	
Overhead door repairs - Company 2	1.00	500.00	500	
46327 - OTHER EQUIPMENT REPAIR				**9,560**
Repair/maintenance of small engine tools, building/grounds maintenance equipment and other equipment	1.00	3,600.00	3,600	
SCBA - ISI repair parts for breathing apparatus	1.00	5,000.00	5,000	
Small equipment repairs (fire pumps, doors, tools)	1.00	960.00	960	
46390 - VEHICLE MAINTENANCE & FUEL				**73,935**
Emergency account to purchase fuel when Town pumps are unavailable	1.00	200.00	200	
Unleaded Gasoline	2,500.00	1.68	4,200	
Truck repairs & parts.	1.00	45,000.00	45,000	
Diesel gasoline	9,500.00	1.53	14,535	
Unanticipated truck repairs & parts	1.00	10,000.00	10,000	
48404 - MACHINERY & EQUIPMENT				**2,000**
Security system continuations - entry identification	1.00	2,000.00	2,000	
48417 - BLDG & GROUNDS IMPROVEMENTS				**2,500**
50% of fees for installing fire hydrants. Remaining 50% paid by Water Dept. Joint infrastructure program for water distribution system	1.00	2,500.00	2,500	
TOTAL FIRE/EMERGENCY MEDICAL SERVICES				**1,235,606**

Department: Emergency Management

Mission

The mission of the Town of Colchester Emergency Management is to maintain the highest possible level of preparedness to protect the lives and property of the Town of Colchester citizenry before, during, and after a natural or manmade disaster.

Description

The Emergency Management Department is responsible for applying for and managing grant programs with the State and Federal government, coordinating and developing emergency operation plans and overseeing the Emergency Operations Center (EOC), staffing the EOC during emergencies/activations, providing support to the First Selectman to coordinate actual or potential emergencies, serving as the Town's liaison on emergency preparedness and coordinating with other agencies, attending/participating in various meetings for security, ARES (Amateur Radio Emergency Services), DEMHS (Department of Emergency Management and Homeland Security), and maintaining all communications equipment located at the EOC.

Staffing

Emergency Management Director (part-time)

2015 – 2016 Accomplishments

- Conducted a table top exercise that included town and school administration
- Continued training for NIMS/ICS for staff.
- Enhanced the communications capabilities for ARES (amateur radio emergency services), portable cost effect HAM radio.
- Reimbursement EMPG FY 13 grants.
- Deployed Regional Sign assets to two events.
- Developed Radio Communications Staff.

2016 – 2017 Objectives

- Apply for EMPG funding to upgrade radios, toning capabilities.
- Research Cost for Town wide Emergency siren program.
- Continued coordination throughout Town and School to enhance response to critical events.

TOWN OF COLCHESTER
ADOPTED BUDGET

EMERGENCY MANAGEMENT

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	3,599	2,387	4,596	2,447	2,503
FICA	272	168	351	187	191
Office Supplies	160	0	200	200	200
Other Purchased Supplies	464	1,830	3,000	3,000	3,000
Emergency Medical Supplies	0	0	250	250	250
Postage	0	0	25	1	25
Service Contracts	960	983	1,500	1,500	1,500
Printing & Publications	0	0	250	200	250
Telephone	5,136	2,798	4,500	4,500	4,500
Equipment Repairs	589	1,526	2,500	2,500	2,500
TOTAL	**11,180**	**9,692**	**17,172**	**14,785**	**14,919**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
12301 - EMERGENCY MANAGEMENT				
40101 - REGULAR PAYROLL				**2,503**
Emergency Management Director - stipend	1.00	2,503.00	2,503	
41230 - FICA				**191**
FICA	1.00	191.00	191	
42301 - OFFICE SUPPLIES				**200**
Pens, paper, markers, cartridges	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				**3,000**
Supplies for planned activation of EOC for training & other purposes, including radio replacements	1.00	3,000.00	3,000	
42345 - EMERGENCY MEDICAL SUPPLIES				**250**
44217 - POSTAGE				**25**
44223 - SERVICE CONTRACTS				**1,500**
Emergency Operations Center - Alarm monitoring	12.00	40.00	480	
Emergency Operations Center - monthly pest control services	12.00	85.00	1,020	
44232 - PRINTING & PUBLICATIONS				**250**
Publication for Public Emergency Information	1.00	250.00	250	
45216 - TELEPHONE				**4,500**
Monthly cable, internet and VOIP at EOC	12.00	280.00	3,360	
Monthly cell phone with data charges	12.00	95.00	1,140	
46224 - EQUIPMENT REPAIRS				**2,500**
Antenna replacement and other equipment repairs	1.00	2,500.00	2,500	
TOTAL EMERGENCY MANAGEMENT				**14,919**

Public Works

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Public Works

Departments

- Public Works Administration
- Highway
- Fleet Services
- Grounds Maintenance
- Snow Removal
- Facilities
- Engineering
- Transfer Station

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Public Works Administration

Mission:

To ensure Town residents receive the best infrastructure-related services in the most cost-effective and efficient manner.

Description:

Provides the management and supervision of the public works divisions of highway, fleet maintenance, facilities, grounds maintenance, engineering, waste management, and snow removal.

Staffing

Public Works Director (half-time)
Director of Operations (full-time)
Administrative Assistant (half-time)

2015 – 2016 Accomplishments

- Consistent review of Town road quality and safety issues on all public right of ways and properties.
- Energy Performance M&V Report data. Year one of three.
- Training work force into cross trained staff to address Mission Critical priorities. Improve capability and development of each staff member by having staff members attend the UConn Technology Transfer center and the Road Master and Scholar programs and continue cross training throughout the department.
- Operate Town wide Building Automation Systems in order to provide maximum savings. Implement contingency project funds for required repairs various town and school buildings.
- Norton Mill Project Bid and Acquisition.
- Hired New Director of Operations.

2016 – 2017 Objectives

- Review and plan snow operations, both pre- and post- season, to more effectively respond to both generated and anticipated problems and to reduce the average cost of snow/ice events
- Implement sign inventory and maintenance program upon receipt of GIS data. Continued due to IT vacancy.
- Compile aging steel pipe drainage system data for eventual cost data for replacement due to failure. Continued due to IT vacancy.
- Respond to citizen inquires within 24 hours
- Prepare contacts and Bids for Capital Projects and oversee work for contract compliance.
- Continue to explore utilization of existing town work forces conducting minor capital work in order to lower costs of Capital Improvement Projects.

TOWN OF COLCHESTER
ADOPTED BUDGET

PUBLIC WORKS ADMINISTRATION

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	137,392	135,070	135,762	156,039	138,035
Employee Related Insurances	605	544	565	537	648
FICA & Retirement	18,777	18,118	20,210	21,523	20,604
Copier	352	297	730	730	440
Office Supplies	362	274	300	300	300
Safety Equipment	200	0	603	603	603
Professional Memberships	0	180	200	200	350
Postage	1	0	100	25	100
Advertising	311	233	300	300	300
Telephone	1,208	1,486	1,400	1,486	1,500
TOTAL	**159,208**	**156,202**	**160,170**	**181,743**	**162,880**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13200 - PUBLIC WORKS ADMINISTRATION				
40101 - REGULAR PAYROLL				**138,035**
Public Works Director (40% Town, 10% BOE & 50% Sewer & Water)	1.00	43,181.00	43,181	
Director of Operations	1.00	71,400.00	71,400	
Administrative Assistant - 8 hrs/day (50% Town & 50% S/W)	1.00	23,229.00	23,229	
Longevity	1.00	225.00	225	
41210 - EMPLOYEE RELATED INS.				**648**
Life/AD&D Insurance	1.00	333.00	333	
Long Term Disability	1.00	315.00	315	
41230 - FICA & RETIREMENT				**20,604**
FICA	1.00	10,559.00	10,559	
Defined Contribution 401(a) Plan - Director of Operations @ 8%	1.00	5,712.00	5,712	
Defined Contribution 401(a) Plan - Director of Public Works @ 6% (40% Town, 10% BOE & 50% S&W)	1.00	2,591.00	2,591	
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5% (50% Town, 50% S&W)	1.00	1,742.00	1,742	
42233 - COPIER				**440**
Copier - monthly lease payments (shared with Highway)	12.00	20.00	240	
Per copy charges	1.00	200.00	200	
42301 - OFFICE SUPPLIES				**300**
42323 - PROT CLOTHING& SAFETY EQUIP				**603**
Personal protective equipment	2.00	200.00	400	
Safety Shoes - PW Director & Director of Operations				
Rain gear -- Director of Operations	1.00	75.00	75	
First aid supplies -- Director of Operations	1.00	21.00	21	
Gloves, 6 pairs - Director of Operations	6.00	5.00	30	
Winter gloves - 2 pair - Director of Operations	2.00	10.00	20	
Eye Protection - Director of Operations	1.00	12.00	12	
Rubber boots - Director of Operations	1.00	45.00	45	
43258 - PROFESSIONAL MEMBERSHIPS				**350**
American Public Works Association, CT Highway Supervisor Association, Tree Warden Association	1.00	350.00	350	
44217 - POSTAGE				**100**
44231 - ADVERTISING				**300**
Advertising for bids	1.00	300.00	300	
45216 - TELEPHONE				**1,500**
Cell phones - Director of Operations and 50% for Public Works Director	1.00	1,500.00	1,500	
TOTAL PUBLIC WORKS ADMINISTRATION				**162,880**

Town of Colchester
FY 2016 – 2017
Adopted Budget

Department: Public Works - Division of Highway

Mission

The Mission of the Colchester Highway Division is to provide a safe and well maintained infrastructure and transportation system by keeping current with modern technologies and production methods and adapting to the changing environment of a growing community

Description

The Colchester Highway Division's overall responsibility is to maintain and repair the roadway and drainage system of the Town of Colchester. This includes snow and ice management, road construction, pavement maintenance, and right-of –way maintenance. The Department also provides support services to other Town departments. These duties have been created to ensure a safe and reliable infrastructure, consistent with the needs and expectations of a growing population.

Staffing

DPW Supervisor (full time)
Maintainer 3 (full time - 4)
Maintainer 2 (full time - 3)
Assisted 3 days a week by Transfer Station employee

2015 – 2016 Accomplishments

- 2015-present 16 snow -ice storm responses and assist Colchester Water Department on 4 main breaks.
- Cold in place recycling" cold-in-place recycling for: Mill Hill Road, Oconnell.
- Shim & Chipseal Surface Treatments: Taylor Road, Williams Road, Van Cedarfield, Portion of Bull Hill Road.
- Pavement Cut-Replace – Loomis, Fernwood.
- 450 feet of Curbing replaced.
- Front Parking area at Public works yard replaced in conjunction with CIP.
- Re-Construct 115 Driveway Aprons in conjunction with Road Improvement or Drainage work.
- Drainage swale cleaning, Williams, McDonald, Prospect Hill, Homonick, Linwood Cemetery, Winterberry, Antioch.

- Remove Beaver dams interfering with Drainage – Nelkin, McDonald, Old Amston, Miles Standish, Marvin.
- Repainted 53 miles of collector street centerlines and stop bars.
- Repaired 75 Catch Basins. Replaced Deteriorated CMP culverts.
- Reconstructed 2 Catch Basins on School properties.
- Completed Town Wide Road Sweeping.
- Completed annual catch basin cleaning in 12 days, utilizing savings to Road Side tree care issues.
- Worked in conjunction with other divisions for right of way clearing and drainage easement and detention basin vegetative control, multiple locations.
- Conducted all scheduled crack sealing of roads called for under the Road Improvement Plan.
- Supported and Conducted Damaged Tree Removal & Trimming 20 days (to date) within Road Right of Ways.
- Roadside Mowing Completed Town wide twice.
- Contracted Grading Services for Gravel Road Reshaping and road side ditch restoration.
- Started Town Owned bridge repairs per State of Connecticut Inspection reports.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
% Roads – Grade A:	20%	18%	16%
% Roads – Grade B:	45%	47%	50%
% Roads – Grade C:	31%	32%	32%
% Roads – Grade D:	04%	03%	02%
% Roads – Grade F:	00%	00%	00%

2016 – 2017 Objectives

- Continue to utilize Contracted and rental options, such as paving equipment, road grading, catch basin cleaning in an attempt to operate more efficiently.
- Adjusting baseline needs of the Town-wide road improvement plan dependent upon funding.
- Work with other divisions to conduct grant funded improvements to Airline trailhead of the Colchester spur.
- Continue to address previously deferred vegetative control on additional detention basin areas and right of ways that are the responsibility of the Town.
- Continue to conduct work required under Bridge survey in regard to sediment and safety issues.
- Continue annual base maintenance, Road Sweeping, Roadside Cutting, Catch Basin Cleaning.

TOWN OF COLCHESTER
ADOPTED BUDGET

HIGHWAY

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	349,685	384,957	406,769	382,607	408,917
Overtime	10,551	13,485	12,500	12,500	12,500
Contractual, Temporary, Occasional Payroll	275	100	500	100	500
Employee Related Insurances	1,612	1,576	1,841	1,841	1,841
FICA & Retirement	41,032	45,073	52,210	49,157	52,447
Copier	0	0	0	0	240
Safety Equipment	3,966	5,479	4,152	4,152	4,152
Other Purchased Supplies	139,919	139,677	134,896	133,270	137,396
Mileage, Training & Meetings	2,697	725	2,800	2,800	2,800
Professional Services	19,985	45,521	37,610	32,560	35,500
Equipment Rental	7,741	7,678	10,350	10,350	10,350
Uniform Rental	3,724	5,196	4,732	4,500	4,732
Traffic Control	74,054	65,385	79,000	70,000	70,000
Equipment Repairs	0	0	200	200	200
Vehicle Maintenance & Fuel	204,950	195,751	191,495	181,000	147,880
Road Improvements	400,000	333,974	450,000	450,000	500,000
TOTAL	**1,260,191**	**1,244,577**	**1,389,055**	**1,335,037**	**1,389,455**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13201 - HIGHWAY				
40101 - REGULAR PAYROLL				**408,917**
Public Works Supervisor	1.00	55,875.00	55,875	
Union contract in negotiation				
Maintainer III	1.00	49,277.00	49,277	
Union contract in negotiation				
Maintainer III	1.00	52,284.00	52,284	
Union contract in negotiation				
Maintainer III	1.00	52,284.00	52,284	
Union contract in negotiation				
Maintainer III	1.00	52,284.00	52,284	
Union contract in negotiation				
Maintainer II	1.00	48,316.00	48,316	
Union contract in negotiation				
Maintainer II	1.00	48,316.00	48,316	
Union contract in negotiation				
Maintainer II	1.00	45,581.00	45,581	
Union contract in negotiation				
Longevity	1.00	4,700.00	4,700	
40103 - OVERTIME				**12,500**
Roads Overtime (not snow)	1.00	12,500.00	12,500	
40105 - CONTR TEMP OCCAS				**500**
Tree Warden -$100 plus 5 CEUs/year	1.00	500.00	500	
41210 - EMPLOYEE RELATED INS.				**1,841**
Life/AD&D Insurance	1.00	864.00	864	
Long Term Disability	1.00	977.00	977	
41230 - FICA & RETIREMENT				**52,447**
FICA	1.00	32,236.00	32,236	
Defined Contribution 401(a) Plan - Road Crew @ 5% (8 employees)	1.00	20,211.00	20,211	
42233 - COPIER				**240**
Copier - monthly lease payments (shared with PW Administration)	12.00	20.00	240	
42323 - PROT CLOTHING& SAFETY EQUIP				**4,152**
Safety Shoes	8.00	200.00	1,600	
Rain gear	8.00	72.00	576	
First aid supplies	8.00	20.00	160	
Gloves, 6 pairs each	48.00	5.00	240	
Forestry hard hat replacement - one per year	1.00	110.00	110	
Winter gloves - 2 pair each	16.00	10.00	160	
Eye Protection	8.00	12.00	96	
Rubber boots	8.00	45.00	360	
Coveralls, replacements	6.00	100.00	600	
Safety Traffic Vests	1.00	250.00	250	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42340 - OTHER PURCHASED SUPPLIES				**137,396**
Meals in storms (emergencies)	1.00	150.00	150	
3 palletts CB Block, 1 pallett cement brick for catch basin repairs	1.00	1,000.00	1,000	
Misc. items (bottled gas - propane, rags, car soap, flashlights, batteries), etc.	1.00	1,000.00	1,000	
1,000/tons hot patch (class 2)	1,000.00	60.00	60,000	
40/tons cold patch	40.00	103.00	4,120	
Drain pipes - various sizes	1.00	6,000.00	6,000	
Crack material - 5 pallets	5.00	2,500.00	12,500	
Hand tools, rakes, shovels, wheel barrow, grease guns, wrenches, etc.	1.00	1,500.00	1,500	
52 miles center line paint	52.00	338.00	17,576	
Annual stop bars paint	300.00	14.00	4,200	
SAND, SALT, GRAVEL, CEMENT				
Cement & redimix concrete	1.00	1,200.00	1,200	
Drainage stone - Rip Rap for road drainage repairs	500.00	28.00	14,000	
Topsoil for backup curb repairs	180.00	21.50	3,870	
Ground supplies: Seed, erosion control matting, hay bales, fertilizers	1.00	1,000.00	1,000	
TRAFFIC CONTROL SIGNS				
Street Signs and warning signs, cones	1.00	7,000.00	7,000	
Catch basin tops, manholes and water valve risers for paving	8.00	285.00	2,280	
43213 - MILEAGE, TRAINING & MEETINGS				**2,800**
Training seminars & educational programs, mileage reimbursement	1.00	2,800.00	2,800	
44208 - PROFESSIONAL SERVICES				**35,500**
Blasting & other contracted services, and Tree removals - bucket truck	1.00	18,000.00	18,000	
Vacuum truck contractor	12.00	1,275.00	15,300	
PHYSICALS:				
DOT - CDL bi-annual physicals	6.00	105.00	630	
2 staff pulmonary testing (respirator monitoring)	2.00	140.00	280	
CDL random drug tests	6.00	85.00	510	
CDL random alcohol testing	2.00	40.00	80	
Combined drug & alcohol test for post accident/reasonable cause	4.00	100.00	400	
Pre-employment physicals	2.00	150.00	300	
44237 - EQUIPMENT RENTAL				**10,350**
Equipment rental - mini excavator, bobcat with forestry attachment, pumps, generators, etc.	1.00	7,000.00	7,000	
Brush removal right of ways (shared cost with Water & Sewer)	1.00	3,350.00	3,350	
44238 - UNIFORM RENTALS				**4,732**
Uniform rental (new contract to be bid out)	1.00	4,732.00	4,732	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45389 - TRAFFIC CONTROL LIGHTS				**70,000**
Electricity for traffic control lights	1.00	70,000.00	70,000	
46224 - EQUIPMENT REPAIRS				**200**
Radio repairs and batteries	1.00	200.00	200	
46390 - VEHICLE MAINTENANCE & FUEL				**147,880**
Unleaded Gas	5,000.00	1.68	8,400	
Diesel gasoline	16,000.00	1.53	24,480	
Equipment Repair Parts	1.00	115,000.00	115,000	
48439 - ROAD IMPROVEMENT				**500,000**
Road Improvement/Paving projects and Maintenance	1.00	500,000.00	500,000	
TOTAL HIGHWAY				**1,389,455**

Department: Public Works - Division of Fleet Services

Mission

Provide a safe and reliable fleet of equipment and vehicles for the Town at a reasonable cost to the taxpayers.

Description

Fleet Services is a division of Colchester's Public Works Department and works out of the Town Garage under the Director of Operations. Fleet services the Town's $7+ million-dollar fleet. Fleet is also responsible for gasoline and diesel inventory, billing, as well as small equipment repair and maintenance.

Staffing

Fleet Supervisor (full time)
Mechanic II (full time)
Mechanic III (full time - 2)
Mechanic Helper (part time- shared with Transfer Station)

2015 – 2016 Accomplishments

- Realized savings in propane heating costs by continued use of waste oil furnace.
- Continuation of chemical rust prevention program on new vehicles.
- Continuation of undercarriage washing on senior buses, youth vans and police vehicles.
- 100 % of snow blowers serviced in-house.
- Replaced a Mechanic II with a Mechanic III, in order to perform in-depth engine, transmission and rear axle work in house.
- Completed 50% of police vehicle safety inspections within two weeks of due date.
- Completed 50% of senior bus safety inspections within two weeks of due date.
- Completed 50% of ambulance safety inspections within two weeks of due date.
- 50% of first run snow removal equipment was fully operational by October 15.
- 75% of all snow removal equipment was fully operational by November 15.
- Obtained laptop computer for heavy duty truck diagnostics, in order to perform in-depth diesel engine work.
- Now utilizing on-line parts ordering with vendors.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Work Orders (Closed)	1645	1,633	1,338
• Work Orders (Opened)	2354	2122	1,801

2016 – 2017 Objectives

- Train staff for direct input of Fleet Maintenance software repair data.
- Continue educating all staff to assist in maintaining and performing light repairs to their equipment.
- Hiring of new Mechanic II (retirement), and required training.
- Complete 100% of fire apparatus safety inspections within two weeks of due date.
- Complete 100% of police vehicle safety inspections within two weeks of due date.
- Complete 100% of senior bus safety inspections within two weeks of due date.
- Complete 100% of ambulance safety inspections within two weeks of due date.
- Have 100% of first run snow removal equipment fully operational by October 15.
- Have 100% of all snow removal equipment fully operational by November 15.

TOWN OF COLCHESTER
ADOPTED BUDGET

FLEET SERVICES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	239,715	244,377	248,397	250,626	244,354
Overtime	4,024	3,733	4,000	1,933	4,000
Contractual, Temporary, Occasional Payroll	900	800	900	900	900
Employee Related Insurances	909	909	1,029	1,029	1,011
FICA & Retirement	31,931	32,782	34,078	34,311	33,718
Office Supplies	354	285	460	449	430
Safety Equipment	872	1,682	1,800	1,600	1,600
Custodial/Maintenance Supplies	1,507	999	1,000	1,300	1,300
Fleet Repair & Maintenance Supplies	23,920	25,635	25,000	25,000	25,000
Mileage, Training & Meetings	0	375	300	300	450
Professional Memberships	200	200	200	200	200
Professional Services	284	314	700	580	705
Service Contracts	10,435	11,045	13,479	13,432	14,007
Uniform Rental	3,282	2,686	3,150	3,150	3,150
Fuel & Heating	8,129	3,128	3,750	1,750	4,550
Electricity	14,958	11,191	11,000	11,000	11,000
Equipment Repairs	7,218	3,940	2,800	2,800	2,800
Building Repairs	12,011	8,616	5,000	5,000	5,000
Vehicle Maintenance & Fuel	10,834	10,133	10,699	10,410	8,070
TOTAL	**371,483**	**362,830**	**367,742**	**365,770**	**362,245**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13202 - FLEET SERVICES				
40101 - REGULAR PAYROLL				**244,354**
Fleet Maintenance Supervisor	1.00	84,189.00	84,189	
Mechanic III	1.00	61,137.00	61,137	
Union contract in negotiation				
Mechanic III	1.00	52,179.00	52,179	
Union contract in negotiation				
Mechanic II	1.00	54,748.00	54,748	
Union contract in negotiation				
Longevity	1.00	1,850.00	1,850	
Mechanic II - retirement effective 8/31/16	1.00	(45,518.00)	(45,518)	
Union contract in negotiation				
Mechanic II - estimated accrued vacation/sick payout	1.00	1,574.00	1,574	
Mechanic II - new hire to replace retirement effective 10/1/16	1.00	34,195.00	34,195	
40103 - OVERTIME				**4,000**
Overtime	1.00	4,000.00	4,000	
40105 - CONTR TEMP OCCAS				**900**
Tool allowance - 3 employees @ $25 per month	12.00	75.00	900	
41210 - EMPLOYEE RELATED INS.				**1,011**
Life/AD&D Insurance	1.00	540.00	540	
Long Term Disability Insurance	1.00	489.00	489	
Life/AD&D Insurance - retirement effective 8/31/16	1.00	(90.00)	(90)	
Long Term Disability Insurance - retiremenet effective 8/31/16	1.00	(101.00)	(101)	
Life/AD&D Insurance - new hire to replace retirement effective 10/1/16	1.00	81.00	81	
Long Term Disability Insurance - new hire to replace retirement eff. 10/1/16	1.00	92.00	92	
41230 - FICA & RETIREMENT				**33,718**
FICA	1.00	19,813.00	19,813	
Defined Contribution 401(a) Plan - Fleet Maintenance Supervisor @ 8%	1.00	6,735.00	6,735	
Defined Contribution 401(a) Plan - Mechanics @ 5%	1.00	8,403.00	8,403	
Union contract in negotiation				
FICA - retirement effective 8/31/16	1.00	(3,482.00)	(3,482)	
Defined Contribution - retirement effective 8/31/16	1.00	(2,276.00)	(2,276)	
FICA - new hire to replace retirement effective 10/1/16	1.00	2,616.00	2,616	
Defined Contribution - new hire to replace retirement effective 10/1/16	1.00	1,710.00	1,710	
FICA - estimated retirement payout	1.00	120.00	120	
Defined Contribution - estimated retirement payout	1.00	79.00	79	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
42301 - OFFICE SUPPLIES				**430**
Copy/Printer Paper	1.00	30.00	30	
General Office Supplies	1.00	100.00	100	
Toner & ink cartridges for printers	1.00	300.00	300	
42323 - PROT CLOTHING& SAFETY EQUIP				**1,600**
OSHA required safety shoes	4.00	200.00	800	
Protective equipment for steam cleaning	1.00	200.00	200	
Eyewear for welding, grinding, chemicals, and impact protection	4.00	125.00	500	
Regular work gloves, chemical resistant gloves, gloves for impact tool use	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**1,300**
Paper towels, toilet paper, soaps & cleaners	1.00	1,300.00	1,300	
42341 - FLEET REPAIR & MAINT SUPPLIES				**25,000**
Nuts & bolts, welding, cutting & grinding supplies	1.00	25,000.00	25,000	
43213 - MILEAGE, TRAINING & MEETINGS				**450**
Overhead hoist training (OSHA requirement)	3.00	150.00	450	
43258 - PROFESSIONAL MEMBERSHIPS				**200**
Motor Transport Assoc. Membership for Town-wide drug and alcohol testing	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				**705**
OSHA required audiograms	4.00	50.00	200	
Random Drug Testing	2.00	65.00	130	
CDL physicals	3.00	125.00	375	
44223 - SERVICE CONTRACTS				**14,007**
Annual building & vehicle fire extinguisher inspection - OSHA required	1.00	250.00	250	
Monitoring of security alarm	12.00	15.00	180	
Oil filter recycling	2.00	100.00	200	
Waste oil furnace repair and maintenance	1.00	1,000.00	1,000	
Parts washer service contract	4.00	445.00	1,780	
Overhead hoist inspections - OSHA requirement	3.00	210.00	630	
Service/repair of overhead doors (17)	1.00	2,500.00	2,500	
Two year boiler inspection due September 2016	1.00	80.00	80	
Monitoring of fire alarm	12.00	25.00	300	
Internet	12.00	146.00	1,752	
Oxygen & acetylene bottle rental	1.00	375.00	375	
Pressure washer service	1.00	600.00	600	
Service Town Garage & Wash Bay heating units	3.00	100.00	300	
Annual RTA software maintenance fee	1.00	500.00	500	
Annual fee for Navistar software	1.00	450.00	450	
Annual service of fire alarm	1.00	150.00	150	
Annual service of security alarm	1.00	200.00	200	
Subscription to web-based repair data	12.00	230.00	2,760	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44238 - UNIFORM RENTALS				**3,150**
Uniforms and cloth wipers	1.00	3,150.00	3,150	
45221 - FUEL/HEATING				**4,550**
Propane for Town Garage	1,200.00	1.25	1,500	
Propane for Wash Bay	1,000.00	1.25	1,250	
Sludge remover for Waste Oil Burner tank	1.00	500.00	500	
Hazardous waste test kits for waste oil used for heating	1.00	1,300.00	1,300	
45622 - ELECTRIC				**11,000**
Electricity for Town Garage complex	1.00	11,000.00	11,000	
46224 - EQUIPMENT REPAIRS				**2,800**
Maintenance and repairs - Gas & Diesel pumps	1.00	2,000.00	2,000	
Pressure test of abandoned pipes	1.00	300.00	300	
Testing of in-ground gas and diesel tanks	1.00	500.00	500	
46226 - BUILDING REPAIRS				**5,000**
Maintain Interior/Exterior of Town Garage and Wash Bay	1.00	5,000.00	5,000	
46390 - VEHICLE MAINTENANCE & FUEL				**8,070**
Gas for Water Dept.	1,600.00	1.68	2,688	
Gas for Fleet	200.00	1.68	336	
Vehicle & Equipment Repairs for Fleet Maintenance	1.00	4,500.00	4,500	
Diesel for Water Department	100.00	1.53	153	
Diesel for Fleet pressure washing	100.00	1.53	153	
Propane for forklift	8.00	30.00	240	
TOTAL FLEET SERVICES				**362,245**

Town of Colchester
FY 2016 – 2017
Adopted Budget

Department: Public Works – Division of Grounds Maintenance

Mission

Properly maintain community parks, open spaces, governmental, and school grounds for public and professional use and sport teams.

Description

The Grounds Maintenance Division maintains approximately 360 acres of public land, town parks, open space, municipal and school grounds, and athletic facilities. Additionally, they provide snow removal for Town properties, including sidewalks.

Staffing

DPW Supervisor
Maintainer II (full time -1)
Maintainer I (full time - 4)

2015 – 2016 Accomplishments

- Maintained over 360 acres of town and school grounds
- Installed donated recreation equipment.
- Cross trained with Fleet Maintenance and Highway to provide more efficient services.
- Assist Facilities Manager to expedite multiple work order completion, Dug outs, Food Bank, Painting offices, Senior Center
- Developed standard procedures and schedule for the maintenance of all Town facilities
- Followed recommended Turf maintenance program per Henderson report.
- Overdressed and reseed center of Bacon Academy Football/Soccer Field.
- Repaired Irrigation System Bacon Academy Baseball Field and Repaired Infield.
- Replace Sewage Pump Station pumps at Recreation Complex Bathroom.
- Developed costs for irrigation system enhancements.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Hours of Mowing	2780	2625	2503
• Hours of Snow Removal	630	1025	961
• Hours of Field Maintenance/Prep	1260	1235	1218
• Hours of Trash Removal	575	560	558

2016– 2017 Objectives

- Continue cross training within the Department in order to provide a more Mission Critical workforce.
- Continue to provide for public accessible and well maintained public spaces.
- Continue implementing Turf Maintenance recommendations included within the Henderson Report.

TOWN OF COLCHESTER
ADOPTED BUDGET

GROUNDS MAINTENANCE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	228,052	197,945	254,015	247,977	262,457
Overtime	8,835	4,084	8,600	4,163	8,600
Contractual, Temporary, Occasional Payroll	23,270	5,550	0	0	0
Employee Related Insurances	1,180	1,020	1,343	1,327	1,353
FICA & Retirement	31,021	24,680	31,703	31,579	33,744
Safety Equipment	1,506	1,885	2,200	2,200	2,200
Custodial/Maintenance Supplies	2,889	2,070	3,000	3,000	3,000
Grounds Maintenance Supplies	10,605	14,217	15,500	15,500	28,000
Other Purchased Supplies	5,040	5,202	4,900	4,900	5,000
Mileage, Training & Meetings	0	326	450	450	450
Professional Services	5,583	6,492	5,300	5,400	5,400
Service Contracts	4,470	3,044	5,670	5,670	5,670
Advertising	0	76	200	200	200
Equipment Rental	350	35	500	500	500
Uniform Rental	2,416	2,872	2,500	2,800	2,800
Telephone	637	591	660	660	660
Fuel & Heating	3,041	1,228	2,300	1,800	1,800
Electricity	26,237	23,490	26,000	26,000	26,000
Equipment Repairs	909	299	800	800	1,000
Building Repairs	3,199	1,405	1,800	1,800	1,800
Other Repairs	1,686	1,813	2,000	2,000	2,000
Vehicle Maintenance & Fuel	51,884	52,066	39,454	39,200	32,848
Machinery & Equipment	3,826	0	0	0	0
Building & Grounds Improvements	2,781	3,267	0	0	0
TOTAL	**419,417**	**353,657**	**408,895**	**397,926**	**425,482**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13203 - GROUNDS MAINTENANCE				
40101 - REGULAR PAYROLL				**262,457**
Public Works Supervisor	1.00	59,195.00	59,195	
Union contract in negotiation				
Maintainer II	1.00	48,316.00	48,316	
Union contract in negotiation				
Maintainer I	1.00	41,802.00	41,802	
Union contract in negotiation				
Maintainer I	1.00	39,442.00	39,442	
Union contract in negotiation				
Maintainer I	1.00	35,726.00	35,726	
Union contract in negotiation				
Maintainer I	1.00	35,726.00	35,726	
Union contract in negotiation				
Longevity	1.00	2,250.00	2,250	
40103 - OVERTIME				**8,600**
Overtime	1.00	8,600.00	8,600	
41210 - EMPLOYEE RELATED INS.				**1,353**
Life/AD&D insurance.	1.00	648.00	648	
Long Term Disability insurance.	1.00	705.00	705	
41230 - FICA & RETIREMENT				**33,744**
FICA	1.00	20,734.00	20,734	
Defined Contribution 401(a) Plan - Grounds Maintenance Crew @ 5%	1.00	13,010.00	13,010	
Union contract in negotiation				
42323 - PROT CLOTHING& SAFETY EQUIP				**2,200**
Safety shoes	6.00	200.00	1,200	
Gloves - work, latex & winter, safety glasses, vests, hardhats, etc.	1.00	600.00	600	
Replace chaps - 2 per year	2.00	200.00	400	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**3,000**
Custodial supplies for restrooms at Park & Garage	1.00	3,000.00	3,000	
42334 - GROUNDS MAINTENANCE SUPPLIES				**28,000**
Infield clay mix, turface, topsoil, fertilizer, grass seed, bark mulch - to be used at Parks, RecPlex and all Town facilities	1.00	16,000.00	16,000	
Parks & Grounds - annual overseeding program	1.00	12,000.00	12,000	
42340 - OTHER PURCHASED SUPPLIES				**5,000**
Motor oil and lubricants, trimmer string, tape, paint & supplies, hand tools, portable generator	1.00	5,000.00	5,000	
43213 - MILEAGE, TRAINING & MEETINGS				**450**
Grounds maintenance crew training	1.00	450.00	450	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				**5,400**
Electrical services - repairs for lights, gazebo, electrical, etc.	1.00	800.00	800	
Locksmith services	1.00	250.00	250	
Fence repairs - annual repair & maintenance	1.00	600.00	600	
Irrigation repairs and winterization	1.00	800.00	800	
Tree services - one day truck and crew	1.00	1,100.00	1,100	
Testing - drug, alcohol, pre-employment physical	1.00	500.00	500	
Aerial lift for light replacement - sports lighting	1.00	1,350.00	1,350	
44223 - SERVICE CONTRACTS				**5,670**
Fire extinguisher service	1.00	140.00	140	
Parks garage security monitoring	12.00	45.00	540	
Heater/Boiler inspection - Parks Garage	1.00	240.00	240	
Skylogix annual service agreement - RecPlex lighting	1.00	1,750.00	1,750	
Plumbing & portable toilet facilities (Town Green/Ruby Cohen)	1.00	3,000.00	3,000	
44231 - ADVERTISING				**200**
Bid Advertising	1.00	200.00	200	
44237 - EQUIPMENT RENTAL				**500**
Rental of generators, miscellaneous equipment	1.00	500.00	500	
44238 - UNIFORM RENTALS				**2,800**
Grounds Maintenance Crew uniforms.	1.00	2,800.00	2,800	
45216 - TELEPHONE				**660**
Cell Phone - PW Supervisor - monthly charges	12.00	55.00	660	
45221 - FUEL/HEATING				**1,800**
Parks Garage - Propane	1,440.00	1.25	1,800	
45622 - ELECTRIC				**26,000**
RecPlex sports lighting, electricity at Town Green, Parks and Garage	1.00	26,000.00	26,000	
46224 - EQUIPMENT REPAIRS				**1,000**
General repairs on Park equipment.	1.00	1,000.00	1,000	
46226 - BUILDING REPAIRS				**1,800**
General Building repairs, Storage areas, dugouts, bathrooms, pavilion roof	1.00	1,800.00	1,800	
46229 - OTHER REPAIR SERVICES				**2,000**
Repairs for picnic tables, bleachers, batting cages, equipment, scoreboards, fountains, etc. (Not for buildings)	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				**32,848**
Vehicle and large equipment repairs	1.00	22,000.00	22,000	
Diesel gasoline	1,600.00	1.53	2,448	
Unleaded gasoline for vehicles and equipment	5,000.00	1.68	8,400	
TOTAL GROUNDS MAINTENANCE				**425,482**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Public Works – Snow Removal

Mission

During the Winter Season, Snow and Ice removal from Town Roads, Board of Education and Town Properties, is conducted by Town Staff, Board of Education Employees, and Private Contractors. The effort is one of the mission critical duties of the Department and Town. The Department organizes staff and contractors to efficiently provide these services to minimize the inconvenience and maintain school operations, public services and private transportation throughout the Town.

Description

The Town work forces along with contractor's conduct Snow Removal and De-icing of 107.12 miles of paved roads and 8.75 miles of unpaved roads, all town facilities parking areas and sidewalks, all school parking areas and sidewalks, and all sidewalks that are adjacent to town owned properties throughout Colchester. This past year, the snow fall amount would be considered a "below average" season to date. Climatic models indicated a "strong El-Nino" effect with other factors extending into the winter season. Average historic snowfall for the area is 42 inches.

Staffing

Full Staffing of the Highway Division, Grounds Maintenance Division, Transfer Station Division, 4 Privately Contracted Road plow routes, and one privately contracted School Parking Lot contractor. The equipment maintenance-repair and personnel are augmented by staff at the Fleet Maintenance Division and the Sewer and Water Department.

2015 – 2016 Accomplishments

- Responded to 16 Snow-Icing Events (through 3/1/2016)
- Trained staff for additional road routes.
- Reconfigured Snow Plow routes to even mileage between routes.
- Coordinated one source De-Icing Material between BOE and Town Facilities.
- Worked to initiate Snow Reserve Fund with Board of Finance in order to mitigate financial impact due to wide variation of annual snowfall amounts.
- Added route maps with specific route data and local street issues to the plow route book.

Measures (October 15 – April 16)	**2015**	**2014**	**2013**
• Storm Events	16	41	40
• Mailbox Replacements	14 (To Date)	49	48

2016 – 2017 Objectives

- Continue to identify route specific issues that enhance public satisfaction level.
- Identify and obtain mission critical equipment that will improve efficiency and operations.

TOWN OF COLCHESTER
ADOPTED BUDGET

SNOW REMOVAL

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Overtime	166,299	214,344	110,000	107,035	110,000
FICA	12,318	15,867	8,415	8,188	8,415
Sand & Salt Supplies	182,446	303,862	183,200	183,200	183,200
Other Purchased Supplies	26,888	16,210	24,450	23,050	25,050
Professional Services	200,918	322,357	176,880	176,800	175,260
TOTAL	**588,869**	**872,640**	**502,945**	**498,273**	**501,925**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13204 - SNOW REMOVAL				
40103 - OVERTIME				**110,000**
Town Crew - snow removal	1.00	110,000.00	110,000	
41230 - FICA				**8,415**
FICA	1.00	8,415.00	8,415	
42333 - SAND SALT GRAVEL				**183,200**
300 yds sand @ $22/yd	300.00	22.00	6,600	
1800 tons treated salt delivered $93/ton	1,800.00	93.00	167,400	
Icemelt for sidewalks - 4 pallets	4.00	2,300.00	9,200	
42340 - OTHER PURCHASED SUPPLIES				**25,050**
Mail boxes and posts	50.00	45.00	2,250	
Snow Plow cutting edges/blades	1.00	12,000.00	12,000	
Meals for town crew during snow storms	1.00	10,600.00	10,600	
Tools for grounds crew - shovels and spreaders	1.00	200.00	200	
44208 - PROFESSIONAL SERVICES				**175,260**
Contracted truck routes, emergency loaders, sanders and drivers	1.00	79,000.00	79,000	
Diesel fuel for contractors	2,000.00	1.53	3,060	
School parking lots - fixed price (third year of 3 yr contract)	1.00	92,000.00	92,000	
Precision Service - Colchester specific forecast, storm warnings, certified event documentation	1.00	1,200.00	1,200	
TOTAL SNOW REMOVAL				**501,925**

Department: Public Works – Division of Facilities

Mission

Maintain and improve the Town buildings in a manner that supports the programs and departments which use them in the most cost effective way.

Description

The Facilities Department is responsible for the cleaning and maintenance of Town buildings, which includes: selecting vendors through an competitive bidding process to provide materials and services to meet State and local safety requirements and specific maintenance services; application for grants to help offset the cost of improvements to the facilities; perform general maintenance activities; select energy suppliers through a bidding process; and advise the First Selectman of facility needs as appropriate.

Staffing

Facilities Manager (Under discussion- previously shared FTE with BOE)
Custodians (full time -2) (Under BOE)
Custodian (part time-2) - Senior Center, Youth Center, Fire Department

2015-2016 Accomplishments

- Replace Exit Doors (2) Town Hall
- Senior Center support office reconfiguration project and finish volunteer installed features.
- Conduct deferred maintenance that has previously resulted in equipment failure in mechanical and HVAC systems Town wide, utilizing Energy Management System data, 3 heat pumps Town Hall, oversee annual maintenance.
- Reissue new 3 year facilities contracts.
- Various repair maintenance projects, Senior Center, Police Department, Floors and Walls, Fire Department antenna, Recreation Complex, Town Green electrical repair.
- Extend Snow Response with Town and School Work Forces.
- Sprinkler repair design completed Cragin Library

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Electricity Used (kW)	….	…….	1,182,089*
• Oil Purchased (gal.)	19,226	19,537	19,284
• Propane Purchased (gal.)	….	…..	3831*
• Work Orders	…	….	268

*Water and Sewer Electricity/Propane Removed from Total.

2016-2017 Objectives

- Continue multi-year contract service RFP's for services that were previously bid annually in order to provide greater stability to budgeting process and more favorable pricing.
- Provide for equipment required maintenance schedule per manufacturer's requirements in order to maintain guaranteed energy savings.
- Exit Door repairs Town Hall Meeting rooms.
- Conduct CIP scheduled work, contract and oversight.

TOWN OF COLCHESTER
ADOPTED BUDGET

FACILITIES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	43,909	46,982	49,061	48,903	53,894
Overtime	439	800	0	52	0
Employee Related Insurances	0	0	188	265	278
FICA & Retirement	4,321	4,991	6,260	6,380	6,757
Safety Equipment	37	248	400	400	400
Custodial/Maintenance Supplies	6,810	4,743	5,300	5,300	5,300
Paint & Paint Supplies	302	483	1,000	1,000	1,000
Mileage, Training & Meetings	0	0	150	150	150
Professional Services	0	5,775	0	0	0
Service Contracts	18,753	23,146	26,776	26,772	28,401
Advertising	0	0	200	200	200
Telephone	12,874	10,299	11,365	11,365	11,365
Fuel & Heating	12,482	7,089	6,525	6,000	5,920
Electricity	62,034	45,792	38,000	40,000	40,000
Building Repairs	8,008	6,258	8,000	8,000	8,000
Vehicle Maintenance & Fuel	1,735	1,469	1,885	1,885	1,504
TOTAL	**171,704**	**158,075**	**155,110**	**156,672**	**163,169**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13205 - FACILITIES				
40101 - REGULAR PAYROLL				**53,894**
Facilities Manager - (50% Town/50% BOE)	1.00	38,649.00	38,649	
Facilities Manager - eliminate full-time position (BOE union position)	1.00	(38,649.00)	(38,649)	
Replace Facilities Mgr. (title to be determined) - 1/2 time position - Town only	1.00	38,649.00	38,649	
Part-time Custodian - Senior Ctr & Youth Services Ctr (19.75 hrs/day)	1.00	10,206.00	10,206	
Part-time Custodian - Fire Department - 4 hrs/week	1.00	2,067.00	2,067	
Increase Part-time Custodian hours - 5.75 hrs/week	1.00	2,972.00	2,972	
41210 - EMPLOYEE RELATED INS.				**278**
Life/AD&D insurance	1.00	163.00	163	
Long-term disability insurance	1.00	115.00	115	
41230 - FICA & RETIREMENT				**6,757**
FICA	1.00	3,896.00	3,896	
457 Plan contribution - Facilities Manager @ 7%	1.00	2,633.00	2,633	
FICA - increae in Part-time Custodian hours	1.00	228.00	228	
42323 - PROTECTIVE CLOTHING & SAFETY EQUIPMENT				**400**
Safety shoes for Facilities Manager	1.00	100.00	100	
Gloves, eye protection, personl protection equipment	1.00	200.00	200	
Clothing allowance for Facilities Manager	1.00	100.00	100	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**5,300**
Paper goods and general cleaning supplies for Town Hall	1.00	5,300.00	5,300	
42332 - PAINT & PAINT SUPPLIES				**1,000**
Supplies to paint offices as needed	1.00	1,000.00	1,000	
43213 - MILEAGE, TRAINING & MEETINGS				**150**
Two training courses for CEU and OSHA compliance issues	2.00	75.00	150	
44223 - SERVICE CONTRACTS				**28,401**
Security System Service and Monitoring - Town Hall	1.00	180.00	180	
Elevator inspection and service - Town Hall	4.00	200.00	800	
Emergency Generator service and repair - Town Hall	1.00	625.00	625	
Heating/cooling system maintenance - Town Hall	1.00	2,400.00	2,400	
Sprinkler system inspection and service - Town Hall (O&V inspection due 2016)	1.00	1,825.00	1,825	
PA system maintenance and repair (meeting room) - Town Hall	1.00	500.00	500	
Exterminating services, pest control - Town Hall	12.00	102.00	1,224	
Annual Fire Extinguisher maintenance - Town Hall	1.00	150.00	150	
Fire Alarm Service and Monitoring - Town Hall	1.00	850.00	850	
Estimate of additional calls at contract rates	1.00	7,500.00	7,500	
Energy Project - measurement & verification services - Honeywell - year 3	1.00	8,646.00	8,646	
Energy Project - measurement & verification services - Celtic - year 3	1.00	3,701.00	3,701	
44231 - ADVERTISING				**200**
Advertising for annual bidding of supplies & services	1.00	200.00	200	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45216 - TELEPHONE				**11,365**
Emergency phone - Elevator	12.00	37.50	450	
Telephone maintenance & change fees	1.00	475.00	475	
Cell phone charges	12.00	50.00	600	
VOIP - monthly charges	12.00	820.00	9,840	
45221 - FUEL/HEATING				**5,920**
Heating oil - Town Hall	4,000.00	1.48	5,920	
45622 - ELECTRICITY				**40,000**
Electricity - Town Hall	1.00	40,000.00	40,000	
46226 - BUILDING REPAIRS				**8,000**
General unanticipated building repairs - Town Hall meeting rooms 1 & 3 exterior doors, other issues	1.00	8,000.00	8,000	
46390 - VEHICLE MAINTENANCE & FUEL				**1,504**
Maintain facility vehicle	1.00	1,000.00	1,000	
Gas for Facility vehicle	300.00	1.68	504	
TOTAL FACILITIES				**163,169**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Department: Public Works – Division of Engineering

Mission

To sustain and improve the quality of life for the Town's residents by guiding site development to yield safe and adequate access with minimal environmental impacts to the Town's natural resources and to promote necessary municipal infrastructure improvements to support future growth.

Description

The Town Engineer is a licensed professional engineer who provides technical support to the various land use commissions, town departments and governing boards on matters such as site development and subdivision design as well as issues relating to municipal infrastructure maintenance and improvements. The Town Engineer also performs construction inspection for public improvements associated with new site development and new subdivision roads as well as town owned/funded road and infrastructure improvements. The Town Engineer has extensive interaction with the Code Administration Department and the Public Works Department.

Staffing

Town Engineer (full time)

2015 - 2016 Accomplishments

- Worked with PWD to resolve drainage and or roadway icing conditions at 8 Winterberry Dr., 80 Harbor Rd., 152 Prospect Hill Rd., 41 Mill Lane West, Windham Ave at Rte. 16, Old Rod Rd detention basin, Waterhole Rd. near Pickerel Lake Rd., and 268 Bull Hill Rd.
- Coordinated/supervised the 2015 household hazardous waste collection.
- Performed construction inspections on North Court (private road in phase 5 of Northwoods Development), Colchester Caring Community site on Waterhole Road and commercial site developments at 752 Middletown Road and 95 Linwood Avenue. Also processed associated requests for bond reductions and reviewed As-Built plans for these projects.
- Issued 4 roadwork permits and 21 driveway permits in 2015.
- Performed construction inspection for new residential subdivision road "Nature Avenue" located off Old Hebron Road adjacent to the town's recreation complex.
- Re-applied for 2016 STEAP grant funding to rehabilitate Paper Mill Road Bridge ($320,000).
- Submitted request to STC to modify the Route 16/Route 85 signal at front of Cragin Library with a new "green arrow" to permit right turns from Route 16 eastbound onto Route 85 during a portion of the signal phasing to alleviate backup on Route 16 eastbound.

- Worked with DOT on proposal to replace culverts on Rte. 85 over Cabin Brook @ L. Hayward Rd.
- Worked with DOT and Town Youth Services Dept. to complete pedestrian crosswalk pavement markings and signage improvements along Norwich Ave. near intersection with Hayward Ave.
- Submitted request to participate in State DOT's "curve safety program" to have warning signs and line striping installed at no cost to town.
- Reviewed latest 2015 DOT biennial bridge inspection reports for town owned bridges; prepared summary recommendations for repairs to town bridges based on inspection reports and site investigations and submitted to PWD and First Selectman.
- Collaborated with PWD and Wetlands Agent to prepare preliminary plans and construction cost estimates for reconstruction of Halls Hill Road pavement and pedestrian accessibility improvements and presented plans to SCCOG for possible LOTCIP grant funding ($527,406)
- Submitted proposal to CCSU Engineering Students for potential Capstone Project (A new senior center on town owned land adjacent to Town Hall). Project was selected. Currently working with students to carry out the agreed upon scope of work at no cost to the town.

2016 - 2017 Objectives

- Update State TAR map and town's Mail-A-Map.
- Coordinate and supervise the 2016 household hazardous waste collection.
- Perform construction inspection for approved Subdivision on McDonald Rd/Homonick Rd., White Oak Farm Subdivision – Broad Meadow Road, Park Place Subdivision – Nature Avenue off Old Hebron Road and Dunkin Donuts/gas station site at intersection of Route 16 and Route 149.
- Follow-up with Local Traffic Authority traffic safety requests to State Traffic Commission including: Proposed crosswalk on Lebanon Ave at Hammond Ct. and traffic signal improvements at Route 16/Route 85 intersection (request to install "green arrow" for eastbound Route 16 to make right turn onto Route 85 during portion of signal phase to alleviate backup on Route 16)
- Assist Planning Dept. with preliminary plans and cost estimates needed for potential Grant application for proposed Lebanon Ave. Streetscape Improvements in the area between Windham Ave. and the vicinity of Highland Farms driveway.
- Work with town's consultants to develop reconstruction plans and specifications for Paper Mill Road Bridge over Jeremy River and with administration of the planned Norton Mill Dam removal project just downstream of Paper Mill Road Bridge.
- Follow up with SCCOG and DOT to fulfill LOTCIP grant requirements for Halls Hill Rd. Recon. If awarded grant, submit and present plans to Colchester CCC and P&Z for local reviews/permits.
- Perform plan reviews for new development proposals as they are submitted.

TOWN OF COLCHESTER
ADOPTED BUDGET

ENGINEERING

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	88,146	90,112	88,146	92,123	93,951
Employee Related Insurances	282	290	339	339	339
FICA & Retirement	13,393	13,702	13,735	14,357	14,643
Copier	792	792	792	792	792
Office Supplies	431	439	445	445	445
Mileage, Training & Meetings	350	429	500	500	500
Professional Memberships	580	590	600	597	600
Professional Services	3,900	0	0	0	0
Refunds	10,435	0	0	0	0
TOTAL	**118,309**	**106,354**	**104,557**	**109,153**	**111,270**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13301 - ENGINEERING				
40101 - REGULAR PAYROLL				**93,951**
Town Engineer	1.00	93,201.00	93,201	
Longevity	1.00	750.00	750	
41210 - EMPLOYEE RELATED INS.				**339**
Life/AD&D Insurance	1.00	216.00	216	
Long Term Disability Insurance	1.00	123.00	123	
41230 - FICA & RETIREMENT				**14,643**
FICA	1.00	7,187.00	7,187	
Defined Contribution 401(a) Plan @ 8%	1.00	7,456.00	7,456	
42233 - COPIER				**792**
Monthly lease (shared cost w/ Planning & Code Administration)	1.00	792.00	792	
42301 - OFFICE SUPPLIES				**445**
Shared cost with Planning & Code Administration	1.00	445.00	445	
43213 - MILEAGE, TRAINING & MEETINGS				**500**
Inspections, meetings, & workshops	1.00	500.00	500	
43258 - PROFESSIONAL MEMBERSHIPS				**600**
Professional Registration Fees & membership dues (e.g. CASHO, ASCE & PE license)	1.00	600.00	600	
TOTAL ENGINEERING				**111,270**

Town of Colchester
FY 2016 – 2017
Adopted Budget

Department: Public Works - Division of Transfer Station

Mission

To provide Town residents a legal, sanitary means for disposal of all their waste materials

Description

The Colchester Transfer Station provides a disposal option to individually-contracted curbside collection services as well as disposal options not typically included with the curbside services. The Transfer Station also acts as the first Debris stockpile/disposal site for the Town and residents following extreme weather events.

A responsibility of the staff is to reduce disposal costs by monitoring market trends and attempt to gain the lowest disposal cost and highest credits for all disposed products and materials. Work with the Regional Recycling Association to increase recycling percentages and to increase services offered to the residents of Colchester.

Staff

Transfer Station Operator – 2-day (shared FTE with Highway Division)
Transfer Station Equipment Operator – 2-day (shared FTE with Fleet Division)

2015 - 2016 Accomplishments

- Replaced Metal Beam Rail for safety of users of station.
- Initiated Paint Recycling program in accordance with State mandates, at no cost to residents.
- Initiated Mattress Recycling program in accordance with State mandates, at no cost to residents.
- Constructed Improved Traffic Flow ramp.
- Replaced Deere 710 backhoe as part of Equipment replacement plan.
- Enclosed battery storage and oil/anti-freeze recycling areas for security purposes.
- 248 households served at the Colchester Household Hazardous Waste Collection event.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Waste Handled (tons):	1211.46	1451.1	1516.29

2016 – 2017 Objectives

- Rebid Transportation Services.
- Continue to market materials to the most advantageous financial provider/vendor
- Improve safety fencing for users and traffic flow at Transfer Station.

TOWN OF COLCHESTER
ADOPTED BUDGET

TRANSFER STATION

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	78,979	75,056	85,808	86,134	86,601
Overtime	6,524	7,508	6,000	3,922	6,000
Employee Related Insurances	412	366	457	455	460
FICA & Retirement	10,336	8,819	11,291	9,221	11,392
Office Supplies	102	115	250	250	250
Safety Equipment	237	400	600	400	600
Other Purchased Supplies	232	387	1,196	1,196	1,196
Transportation	96,607	92,374	95,000	95,000	97,000
Mileage, Training & Meetings	367	395	690	690	690
Professional Services	24,517	28,648	29,515	29,515	29,515
Service Contracts	625	669	690	642	786
Uniform Rental	833	680	893	830	884
Landfill Operation	830	800	3,800	1,000	1,000
Telephone	409	410	420	420	420
Electricity	1,899	1,836	1,800	1,800	1,800
Building Repairs	418	504	1,000	1,000	1,000
Household Hazardous Waste Disposal	13,874	14,207	17,000	17,000	17,000
Vehicle Maintenance & Fuel	4,712	3,735	5,764	5,700	4,918
TOTAL	**241,913**	**236,909**	**262,174**	**255,175**	**261,512**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
13601- TRANSFER STATION				
40101 - REGULAR PAYROLL				**86,601**
Transfer Station Operator	1.00	46,458.00	46,458	
Union contract in negotiation				
Equipment Operator	1.00	39,693.00	39,693	
Union contract in negotiation				
Longevity	1.00	450.00	450	
40103 - OVERTIME				**6,000**
Overtime (not Saturday)	1.00	6,000.00	6,000	
41210 - EMPLOYEE RELATED INS.				**460**
Life/AD&D Insurance	1.00	216.00	216	
Long Term Disability	1.00	244.00	244	
41230 - FICA & RETIREMENT				**11,392**
FICA	1.00	7,084.00	7,084	
Defined Contribution 401(a) Plan @ 5%	1.00	4,308.00	4,308	
Union contract in negotiation				
42301 - OFFICE SUPPLIES				**250**
Cash register supplies, wasp spray, garbage bags, rags, etc.	1.00	250.00	250	
42323 - PROT CLOTHING& SAFETY EQUIP				**600**
Safety boot allowance	2.00	200.00	400	
Gloves, dust mask, eye/ear protection, etc.	1.00	200.00	200	
42340 - OTHER PURCHASED SUPPLIES				**1,196**
Ladders, poles, covers, signage	1.00	300.00	300	
Hand tools - day to day maintenance	1.00	200.00	200	
Paint & paint supplies	1.00	100.00	100	
Sand, salt, gravel, cements for station roads & pads, etc.	1.00	250.00	250	
Ground supplies - seed, fertilizer, erosion control mats, hay bales, etc.	1.00	250.00	250	
Bottled water	12.00	8.00	96	
43212 - TRANSPORTATION				**97,000**
Monthly service fees - Town Hall, Fire Department, Senior Center,	1.00	97,000.00	97,000	
Cragin Library, Grounds, Yard, Youth Center				
Disposal MSW, bulky, recycling				
Increase in recycling oil and anti-freeze cost due to lowering of oil				
43213 - MILEAGE, TRAINING & MEETINGS				**690**
2 training courses @ $75 per course	2.00	75.00	150	
Mileage	12.00	45.00	540	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				**29,515**
Quarterly monitoring	1.00	12,050.00	12,050	
Annual report/hydrogeologic study	1.00	2,000.00	2,000	
Contracted grinding services	1.00	11,000.00	11,000	
Staff physicals (2 @ $65 each)	2.00	65.00	130	
Pulmonary check-up (one)	1.00	35.00	35	
Drug/alcohol monitoring	1.00	300.00	300	
General discharge permit - water quality monitoring	1.00	2,000.00	2,000	
Landfill hillside mowing	1.00	2,000.00	2,000	
44223 - SERVICE CONTRACTS				**786**
Portable restroom	12.00	58.00	696	
Annual fire extinguisher services	1.00	90.00	90	
44238 - UNIFORM RENTALS				**884**
2 employees, 52 weeks	52.00	17.00	884	
44259 - LANDFILL OPERATION				**1,000**
Permits (operating, DEEP), registration, incidental expenses	1.00	830.00	830	
Incidental operating expenses	1.00	170.00	170	
45216 - TELEPHONE				**420**
Monthly charges	12.00	35.00	420	
45622 - ELECTRIC				**1,800**
Electricity	12.00	150.00	1,800	
46226 - BUILDING REPAIRS				**1,000**
Repairs to tipping pad railings and posts, gatehouse, garage, storage areas, etc.	1.00	1,000.00	1,000	
46228 - HOUSEHOLD HAZARD DISPOSAL				**17,000**
Household Hazardous Waste collectionn program	1.00	17,000.00	17,000	
46390 - VEHICLE MAINTENANCE & FUEL				**4,918**
Equipment Gasoline/Diesel	600.00	1.53	918	
Equipment Repairs	1.00	4,000.00	4,000	
TOTAL TRANSFER STATION				**261,512**

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Community & Human Services

TOWN OF COLCHESTER

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CONNECTICUT

Community & Human Services

Departments

- Youth & Social Services
- Health
- Community Agencies
- Cragin Memorial Library
- Recreation
- Senior Services

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Town of Colchester
FY 2016 – 2017
Adopted Budget

Department: Youth & Social Services

Mission

The Department of Youth & Social Services provides programs and services designed to improve the quality of life for youth, families and individuals so that they may reach their full potential as healthy members of society.

Description

We believe that positive growth & development are fostered when adolescents have developed a sense of competency, a feeling of connectedness to others, a belief in their control over their fate in life and a stable identity. Our youth programs aim to give young people the chance to build skills, exercise leadership, form relationships with caring adults, and help their communities. This framework places value on young people regardless of their situations and emphasizes their strengths and potential.

Our Social Service programs are designed to assist individuals and families in meeting their basic needs and are designed to encourage personal responsibility, foster independence, and promote self-sufficiency while maintaining the dignity and privacy of the client.

Staffing

Director (full time)
Program Coordinators (2 - full time)
Social Services Coordinator (1 regular part-time, 1 seasonal part-time)
Program/Administrative Coordinator (full time)
Youth Center Supervisors (4 - part time)

2015 – 2016 Accomplishments

- Provided 12 school based programs focused on: social skill development, Substance abuse prevention (Rx drugs/Heroin, Binge Drinking, Vaping), Suicide Prevention, and Teen Dating Violence.
- Provide three "Community Conversations" (substance abuse prevention series):
  Oct.7th, 2015: *"Vaping: More Dangerous Than You Think*" – 95 attended
  Feb.3, 2016*: "Spotlight on Heroin"* – 285 youth and adults attended
  May 4, 2015: "Underage Drinking"
- Approximately 240 (unduplicated) families utilized the food bank in the past year.
- More than 200 middle school students have participated in the drop-in youth center program.
- Raised nearly $5,000 since October 2015 toward the purchase of our next van from Bake Sale, Restaurant Fundraiser and Resolution Run 5K, with more events planned.
- Received a grant for $2,500 from the Southeastern CT Community Foundation Women's and Girl's Fund to provide a Healthy Relationships program to middle school students

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Families Served by Food Bank: (dup)	**1,719**	**2,013**	**1,283**
• Pounds of food distributed:	**66,062**	**68,163**	**64,771**
• Families served by Mobile Food Truck (dup)	**856**	**n/a**	**n/a**
• Households Served by Fuel Bank:	**75**	**60**	**42**
• Energy Assistance Applications (all sources):	**383**	**370**	**364**
• Number of Programs:	**362**	**298**	**281**
• Program Participants:	**7,041**	**7,973**	**6,429**
• Volunteer Hours	**1,570**	**1,448**	**1,247**

2016 – 2017 Objectives

- Continue fundraising efforts to replace oldest van in our fleet
- Keep abreast of issues and trends impacting adolescents through professional development opportunities.
- Collaborate with C3/School Readiness and local partners to develop and implement strategies/programs under the 2Generation legislative policy
- Develop a 3-year plan for replacing windows and other needed improvements at the Youth Center

TOWN OF COLCHESTER
ADOPTED BUDGET

YOUTH & SOCIAL SERVICES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	225,966	232,751	241,859	246,199	254,443
Contractual, Temporary, Occasional Payroll	9,048	9,614	10,076	10,004	9,902
Employee Related Insurances	826	942	1,094	990	1,094
FICA & Retirement	29,830	31,513	35,309	32,367	36,969
Copier	2,293	2,282	2,048	1,866	1,920
Office Supplies	1,389	1,729	1,800	1,800	1,800
Custodial/Maintenance Supplies	1,305	1,499	1,575	1,500	750
Mileage, Training & Meetings	1,667	2,036	2,000	2,000	2,000
Professional Memberships	565	565	575	613	675
Professional Services	354	5,806	11,500	9,050	11,500
Postage	627	656	600	600	800
Service Contracts	769	553	840	840	876
Printing & Publications	797	356	400	400	400
Telephone	1,109	1,109	2,160	2,024	2,040
Fuel & Heating	4,458	5,155	3,190	3,000	1,924
Electricity	1,377	1,672	1,400	1,750	2,160
Building Repairs	2,247	2,053	2,000	2,000	2,000
Vehicle Maintenance & Fuel	4,247	3,138	4,950	5,000	3,680
Programs	15,578	13,984	14,000	14,000	14,000
Building & Grounds Improvements	3,500	0	1,000	0	1,000
TOTAL	**307,952**	**317,413**	**338,376**	**336,003**	**349,933**

Funding for the Colchester C3 program has been reallocated to Community Agencies

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14102 - YOUTH & SOCIAL SERVICES				
40101 - REGULAR PAYROLL				**254,443**
Youth & Social Services Director	1.00	77,298.00	77,298	
Program Coordinator II (7 hrs/day)	1.00	50,827.00	50,827	
Program Coordinator I (7 hrs/day)	1.00	46,479.00	46,479	
Administrative Assistant & Program Coordinator (7 hrs/day)	1.00	43,538.00	43,538	
Social Services Coordinator - (28 hrs/week)	1.00	33,427.00	33,427	
Social Services Coordinator - Seasonal Part-time (7 hrs/week for 14 weeks)	1.00	2,124.00	2,124	
Longevity	1.00	750.00	750	
40105 - CONTR TEMP OCCAS				**9,902**
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,139.00	2,139	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	1,738.00	1,738	
YSB Center Supervisor (2 hrs/day, 68 days)	1.00	2,139.00	2,139	
YSB Center Supervisor (3 hrs/day, 77 days)	1.00	3,886.00	3,886	
41210 - EMPLOYEE RELATED INS.				**1,094**
Life/AD&D insurance	1.00	605.00	605	
Long Term Disability insurance	1.00	489.00	489	
41230 - FICA & RETIREMENT				**36,969**
FICA	1.00	20,222.00	20,222	
Defined Contribution 401(a) Plan - Youth & Social Services Director @ 8%	1.00	6,184.00	6,184	
Defined Contribution 401(a) Plan - Program Coordinators and Administrative Assistant @ 7.5%	1.00	10,563.00	10,563	
42233 - COPIER				**1,920**
Copier lease - monthly payments	12.00	95.00	1,140	
Per copy charges	1.00	780.00	780	
42301 - OFFICE SUPPLIES				**1,800**
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**750**
Custodial/maintenance supplies for the Youth Center	1.00	750.00	750	
43213 - MILEAGE, TRAINING & MEETINGS				**2,000**
Registration fees for professional development conferences/training	1.00	1,200.00	1,200	
Mileage reimbursement	1.00	800.00	800	
43258 - PROFESSIONAL MEMBERSHIPS				**675**
CYSA Membership	1.00	575.00	575	
CT Clearinghouse	1.00	20.00	20	
CT Local Administrators of Social Services	1.00	80.00	80	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				**11,500**
Fees For Public Passenger Endorsement (physicals, DMV, fingerprints)	1.00	300.00	300	
Substance Abuse counseling program	1.00	11,200.00	11,200	
44217 - POSTAGE				**800**
44223 - SERVICE CONTRACTS				**876**
Fire alarm testing - Youth Center	1.00	100.00	100	
Fire alarm monitoring - Youth Center	1.00	300.00	300	
Boiler inspection and maintenance - Youth Center	1.00	360.00	360	
Water cooler rental - Youth Center	12.00	8.00	96	
Fire extinguisher inspection	1.00	20.00	20	
44232 - PRINTING & PUBLICATIONS				**400**
Printing (projects that can't be printed in-house)	1.00	400.00	400	
45216 - TELEPHONE				**2,040**
Youth Center phone line for alarm monitoring	12.00	30.00	360	
Youth Center phone & internet	12.00	140.00	1,680	
45221 - FUEL/HEATING				**1,924**
Heating oil - Youth Center	1,300.00	1.48	1,924	
45622 - ELECTRIC				**2,160**
Electricity - Youth Center	1.00	2,160.00	2,160	
46226 - BUILDING REPAIRS				**2,000**
Youth Center - plumbing, heating, building repairs	1.00	2,000.00	2,000	
46390 - VEHICLE MAINTENANCE & FUEL				**3,680**
Repairs and maintenance	1.00	2,000.00	2,000	
Unleaded gasoline	1,000.00	1.68	1,680	
47282 - PROGRAMS				**14,000**
Youth programs, curriculum, videos, materials, supplies, refreshments, etc.	1.00	14,000.00	14,000	
48417 - BUILDING & GROUNDS IMPROVEMENTS				**1,000**
Improvements to Youth Center	1.00	1,000.00	1,000	
TOTAL YOUTH & SOCIAL SERVICES				**349,933**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Department: Health

Description

Colchester is a member of the Chatham Health District.

The Chatham Health District serves the Towns of Colchester, East Haddam, East Hampton, Haddam, Hebron, Marlborough and Portland, and provides public health programs in nine target areas:

1. Public Health Statistics
2. Health Education
3. Nutritional Services
4. Maternal and Child Health Services
5. Communicable and Chronic Disease Control
6. Environmental Health
7. Community Nursing
8. Emergency Medical Services Planning / Emergency Response Planning
9. Bio-Terrorism Planning

TOWN OF COLCHESTER
ADOPTED BUDGET

HEALTH

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Chatham Health District	136,289	144,874	152,333	152,333	166,778
TOTAL	**136,289**	**144,874**	**152,333**	**152,333**	**166,778**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14201 - HEALTH				
47260 - CHATHAM HEALTH DISTRICT				**166,778**
Per capita fees	1.00	166,778.00	166,778	
Based on Department of Public Health 2014 population estimate of 16,192				
TOTAL HEALTH				**166,778**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Community Agencies

Description

Collaborative for Colchester's Children (C3)– A partnership of parents, educators, community members, agencies, and businesses working together to provide services and support to children and their families from birth through age eight.

TOWN OF COLCHESTER
ADOPTED BUDGET

COMMUNITY AGENCIES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Colchester Collaborative for Children (C3)	4,984	5,000	7,500	7,500	25,000
TOTAL	**4,984**	**5,000**	**7,500**	**7,500**	**25,000**

Funding for the Colchester C3 program was previously accounted for within the Youth & Social Services budget

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
14301 - COMMUNITY AGENCIES				
47270 - CONTRIBUTION TO COLCHESTER COLLABORATIVE FOR CHILDREN (C3)				**25,000**
Contribution to C3	1.00	25,000.00	25,000	
TOTAL COMMUNITY AGENCIES				**25,000**

TOWN OF COLCHESTER

INCORPORATED

·1698·

CONNECTICUT

Town of Colchester
FY 2016-2017
Adopted Budget

Department: Cragin Memorial Library

Mission

The Cragin Memorial Library has been the public library of the town of Colchester since 1905. It is the Library's mission to provide for the informational, cultural, and recreational needs of the people of Colchester through the provision of an organized collection of print, multimedia, and electronic resources. The Library will work to provide people of all ages with high demand, high interest resources in a variety of formats.

Description

The Cragin Memorial Library serves the residents of Colchester with a collection of 63,000 items and is open 47 hours each week. Fifty-two percent of town residents have a valid library card. In addition to a comprehensive collection of book and media offerings, the Library provides free programs for all ages, personal service, Inter-Library Loan, public Internet computers, and Wireless Internet access to the Library's visitors. The Library also serves as a community destination, hosting hundreds of community activities for many organizations including scouts, sports league registration, and civic groups.

The Library is a town department with an advisory board to consult on policies and the general activity of the Library. The Library's programming is made possible through the community support provided by the Friends of Cragin Memorial Library.

Staffing

Library Director
Children's & Young Adult Services Librarian
Adult Services Librarian
Library Programming Assistant (part time)
Cataloger
Circulation Supervisor
Assistant to Children's Librarian
Library Assistants (part-time - 3)
Shelver (part-time – 3)

2015-2016 Accomplishments

- Maintained Summer Outreach bookmobile services for six locations.
- Introduced regular library programming for youth in grades 6-8.
- Creation of MakerSpace for all ages, featuring 3-D Printer and other technology tools.
- Support Library Board and Friends of the Library fundraising for a total of $17,500.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
Circulation (Total Items Borrowed):	124,714	139,382	138,672
Inter-Library Loan Items Borrowed:	8,942	7,292	4,985
Inter-Library Loan Items Loaned:	6,734	4,639	4,324
Computer Uses:	14,554	15,382	16,373
Reference Questions:	7,271	8,338	10,545
Total Programs:	466	458	505
Total Program Attendance:	9,844	8,398	8,734
Meeting Room Uses:	528	536	695
Meeting Room Attendance:	4,678	4,215	5,562

2016-2017 Goals

- Increase summer reading participation to 500 children in grades K-5 and 200 middle school students in grades 6-8.
- Provide 4-6 programs for youth in grades 6-8 each month with average attendance of 10.
- Introduce new MakerSpace at Cragin, recruit volunteers to teach adults, teens, and children how to use 3-D printers.
- Recruit 12-15 community members for participation in strategic planning process.

TOWN OF COLCHESTER
ADOPTED BUDGET

CRAGIN MEMORIAL LIBRARY

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	332,627	330,230	347,857	336,338	358,577
Employee Related Insurances	1,277	1,235	1,445	1,373	1,444
FICA & Retirement	42,865	41,394	45,868	42,772	47,068
Copier	2,921	4,683	2,360	3,033	3,033
Office Supplies	3,789	3,565	3,900	3,850	3,900
Custodial/Maintenance Supplies	4,009	2,806	3,500	3,500	3,500
Books, Magazines, & Periodicals	48,482	48,493	48,500	48,500	50,000
Library Media Supplies	2,708	4,035	4,000	3,650	4,000
Mileage, Training & Meetings	1,248	998	1,000	1,000	1,000
Professional Memberships	1,013	1,095	1,095	1,359	1,514
Data Processing	31,540	31,740	31,740	31,740	31,987
Postage	295	101	300	150	300
Service Contracts	7,770	6,120	9,555	8,900	8,445
Printing & Publications	211	610	1,200	800	1,200
Telephone	2,759	2,739	3,000	2,700	3,000
Fuel & Heating	13,525	15,355	11,600	9,600	5,920
Water & Sewer	2,892	3,026	2,918	3,273	2,944
Electricity	32,914	25,610	28,565	28,000	28,565
Equipment Repairs	0	858	200	75	200
Building Repairs	1,995	1,037	1,500	1,500	1,500
Programs	361	383	500	500	500
TOTAL	**535,201**	**526,113**	**550,603**	**532,613**	**558,597**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15101 - CRAGIN MEMORIAL LIBRARY				
40101 - REGULAR PAYROLL				**358,577**
Director	1.00	85,830.00	85,830	
Assistant Director (7 hrs/day)	1.00	53,242.00	53,242	
Union contract in negotiation				
Children's Librarian (7 hrs/day)	1.00	54,173.00	54,173	
Union contract in negotiation				
Cataloger (7 hrs/day)	1.00	37,945.00	37,945	
Union contract in negotiation				
Circulation Supervisor (7 hrs/day)	1.00	37,097.00	37,097	
Union contract in negotiation				
Assistant to Children's Librarian (7 hrs/day)	1.00	30,360.00	30,360	
Union contract in negotiation				
Programming Assistant (13 hrs/week)	1.00	13,871.00	13,871	
Part-time Library Assistant (17.25 hrs/week)	1.00	12,741.00	12,741	
Part-time Library Assistant (13 hrs/week)	1.00	8,537.00	8,537	
Part-time Library Assistant (12.125 hrs/week)	1.00	7,962.00	7,962	
Part-time Shelver (1.5 hrs/day)	1.00	3,856.00	3,856	
Part-time Shelver (1.5 hrs/day)	1.00	3,856.00	3,856	
Part-time Shelver (1.5 hrs/day)	1.00	3,856.00	3,856	
Longevity	1.00	450.00	450	
Reinstate Saturday hours in the Summer (6 hrs open)	1.00	1,973.00	1,973	
Reinstate 2 hours per Saturday - September-June	1.00	2,828.00	2,828	
41210 - EMPLOYEE RELATED INS.				**1,444**
Life/AD&D insurance.	1.00	756.00	756	
Long Term Disability insurance.	1.00	688.00	688	
41230 - FICA & RETIREMENT				**47,068**
FICA	1.00	27,432.00	27,432	
Defined Contribution 401(a) Plan - Director @ 8%	1.00	6,866.00	6,866	
Defined Contribution 401(a) Plan - Staff @ 6%	1.00	12,770.00	12,770	
Union contract in negotiation				
42233 - COPIER				**3,033**
Annual lease payments	1.00	2,128.00	2,128	
Property taxes - copier lease	1.00	205.00	205	
Per copy charges	1.00	700.00	700	
42301 - OFFICE SUPPLIES				**3,900**
Office supplies. Copier and printer paper, toner, general office materials	1.00	3,900.00	3,900	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**3,500**
Custodial & building maintenance supplies: cleaners, carpet shampoo, toilet paper, paper towels	1.00	3,500.00	3,500	
42342 - BOOKS, MAGAZINES & PERIODICALS				**50,000**
Books, magazines, music, audiobooks, databases for all ages	1.00	50,000.00	50,000	
42344 - LIBRARY MEDIA SUPPLIES				**4,000**
Processing and repair materials for library books, magazines and media items	1.00	4,000.00	4,000	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
43213 - MILEAGE, TRAINING & MEETINGS				**1,000**
Mileage - workshops, continuing education, conferences	1.00	1,000.00	1,000	
43258 - PROFESSIONAL MEMBERSHIPS				**1,514**
American Library Association (ALA) - Professional journal, continuing education, and discounted purchases	1.00	137.00	137	
Connecticut Library Consortium (CLC) Statewide Library discount program & continuing education Provides deep discounts for library materials & supplies	1.00	850.00	850	
Connecticut Library Association (CLA) Continuing Education and discounts.	1.00	250.00	250	
Public Library Association (PLA) - Professional journal, continuing education, and discounted purchases	1.00	72.00	72	
Colchester Business Association	1.00	90.00	90	
Friends of Connecticut Libraries - newsletter & volunteer development	1.00	15.00	15	
Association of CT Library Boards	1.00	100.00	100	
44205 - DATA PROCESSING				**31,987**
Consortium membership - regionalization, resource sharing, and integrated library software system	1.00	31,987.00	31,987	
44217 - POSTAGE				**300**
Business correspondence, overdue notices, etc.	1.00	300.00	300	
44223 - SERVICE CONTRACTS				**8,445**
HVAC system service & repair	1.00	1,425.00	1,425	
Mandated elevator service	1.00	850.00	850	
Elevator inspections	1.00	150.00	150	
Sprinkler system	1.00	600.00	600	
Fire alarm service & repair	1.00	450.00	450	
Fire alarm monitoring	1.00	240.00	240	
Security system service & repair	1.00	150.00	150	
Security system monitoring	1.00	240.00	240	
Fire extinguisher service	1.00	600.00	600	
Call backs for repairs & service and electrician	1.00	1,200.00	1,200	
Annual Cataloging Fee	1.00	425.00	425	
CT State Library - annual iConn participation fee	1.00	450.00	450	
Movie licensing fees (MPLC & MLUSA)	1.00	390.00	390	
Historical Hartford Courant	1.00	400.00	400	
Software contracts - desktop & workstation security, public computer session & print management	1.00	875.00	875	
44232 - PRINTING & PUBLICATIONS				**1,200**
Library share of distribution costs of Colchester Connection	1.00	1,200.00	1,200	
45216 - TELEPHONE				**3,000**
Monthly telephone charges	1.00	3,000.00	3,000	

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
45221 - FUEL/HEATING				**5,920**
Heating oil - Library	4,000.00	1.48	5,920	
45222 - WATER & SEWER				**2,944**
Water - quarterly billing	4.00	169.25	677	
Sewer - quarterly billing	4.00	138.25	553	
Fire protection - quarterly billing	4.00	381.00	1,524	
Backflow inspection	1.00	80.00	80	
Backflow test	1.00	110.00	110	
45622 - ELECTRIC				**28,565**
Cragin Library	1.00	28,565.00	28,565	
46224 - EQUIPMENT REPAIRS				**200**
Minor office equipment repair.	1.00	200.00	200	
46226 - BUILDING REPAIRS				**1,500**
Painting; minor plumbing, electrical & heat repairs; lighting ballasts	1.00	1,500.00	1,500	
47282 - PROGRAMS				**500**
Supplies for library programs for all ages	1.00	500.00	500	
TOTAL CRAGIN MEMORIAL LIBRARY				**558,597**

Department: Recreation

Mission

To create a healthy community through people, parks and programs.

Description

Colchester Parks & Recreation strives to build a stronger, healthier, more active community by providing safe and attractive parks and facilities and offering interesting and exciting programs and events that bring our residents together.

The Recreation Division administers a wide variety of programs and services for all ages and interests, including summer day camp, instructional programs, trips, special events (57 Fest, Summer Concerts), community theater and orchestra, sports, after-school programs, and more.

Staffing

Recreation Manager (full time)
Recreation Supervisor (full time)
Recreation Specialist (full-time) (funded through P&R Program Fund)
Office Assistant (part-time)

2015 - 2016 Accomplishments

- Produced multiple large community events and had record attendance including: 57 Fest, Summer Concerts, Spring Clean-Up, Ghost Run, Holiday Homecoming, Trick or Trunk, Food Fest which serve over 11,000 participants
- Saw another year of positive profit in the Program Fund
- Procured a youth tennis instructional grant
- Continue to improve our online registration and facility reservation process for customers, sport leagues and the BOE
- Coordinated, distributed and improved the town-wide Colchester Connections
- Partnered with DEEP to offer a free family fishing course, collaborate with other towns on the Ghost Run and National Trails Day and partnered more closely with local businesses
- Introduced the use of coupons and discounts as a way to increase participation in programs as well as encourage early registrations.
- Staff attended training which will allow us to run safer programs such as Mental Health First Aid, Wilderness First Aid, Risk Management training, and Defensive Driving classes
- Hosted Regional camp training and conducted in-house trainings to save the department time and money
- Attended several new parent orientations to showcase our programs at JJIS, WJJMS & BA.
- Sold out of tickets for theme parks and two NYC trips
- Increased the scholarship fund by $2,000 more than in 2014
- Increased attendance by 89% in summer sports camps
- Improved the Food Festival and increased Food Vendors by 43%
- Increased the value of sponsorships by adding more incentives and opportunities for businesses
- Supported, oversaw and advised several sponsored community groups: Colchester Civic Orchestra and Choir; Colchester Community Theatre; Colchester Dog Park with 7 fundraisers generating $3200 in revenue and improvements to include a watering station, stairs, and agility jumps; Endorsed 6 Youth Sport Leagues; and Endorsed 4 Adult Sport leagues.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Programs:	1258	1060	1219
• Participants:	14,544	16,195	17,686
• Large Events:	28	30	26

2016 - 2017 Objectives

- Increase enrollment by 5% in adult fitness & summer camp through increased marketing
- Add additional marketing material for programs through the Recreation Specialist position
- Increase sponsorship opportunities and donations for programs by 10%
- Continue to garner a positive fund balance in the Recreation Program Fund
- Add 3 - 5 new programs per season by attending professional development opportunities and networking

TOWN OF COLCHESTER
ADOPTED BUDGET

RECREATION

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	126,709	122,676	131,867	130,202	134,624
Overtime	866	255	1,344	294	1,371
Contractual, Temporary, Occasional Payroll	0	6,637	5,000	5,000	6,000
Employee Related Insurances	453	446	505	505	505
FICA & Retirement	17,011	16,732	18,387	18,116	18,844
Copier	2,958	2,941	2,616	3,314	2,730
Office Supplies	1,499	1,786	2,200	1,800	1,900
Mileage, Training & Meetings	4,994	4,676	3,800	5,200	3,800
Professional Memberships	1,090	829	1,190	1,190	1,190
Professional Services	1,200	475	950	200	350
Postage	337	1,215	1,200	1,200	1,400
Service Contracts	5,800	3,500	3,820	3,770	5,500
Advertising	25	336	250	0	0
Printing & Publications	894	674	1,700	1,700	2,200
Equipment Rental	0	1,567	1,500	1,500	2,000
Uniform Rental	400	450	450	450	500
Telephone	2,427	2,581	2,880	2,870	2,880
TOTAL	**166,663**	**167,776**	**179,659**	**177,311**	**185,794**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15201 - RECREATION				
40101 - REGULAR PAYROLL				**134,624**
Recreation Manager	1.00	63,382.00	63,382	
Administrative Assistant (5 hrs/day)	1.00	15,047.00	15,047	
Recreation Supervisor	1.00	55,695.00	55,695	
Longevity	1.00	500.00	500	
40103 - OVERTIME				**1,371**
Meeting Clerk - Parks & Recreation Commission	1.00	1,371.00	1,371	
40105 - CONTR TEMP OCCAS				**6,000**
Seasonal office/programming assistance	1.00	6,000.00	6,000	
41210 - EMPLOYEE RELATED INS.				**505**
Life/AD&D insurance.	1.00	260.00	260	
Long Term Disability insurance.	1.00	245.00	245	
41230 - FICA & RETIREMENT				**18,844**
FICA	1.00	10,864.00	10,864	
Defined Contribution 401(a) Plan - Recreation Manager @ 6%	1.00	3,803.00	3,803	
Defined Contribution 401(a) Plan - Recreation Supervisor @ 7.5%	1.00	4,177.00	4,177	
42233 - COPIER				**2,730**
Monthly lease payments	12.00	120.50	1,446	
Copier paper - 12 cases	12.00	22.00	264	
Property taxes - copier lease	1.00	300.00	300	
Per copy charges	1.00	720.00	720	
42301 - OFFICE SUPPLIES				**1,900**
43213 - MILEAGE, TRAINING & MEETINGS				**3,800**
Mileage	1.00	2,000.00	2,000	
CRPA, CPA, & ACA training	1.00	1,500.00	1,500	
Office staff training	1.00	300.00	300	
43258 - PROFESSIONAL MEMBERSHIPS				**1,190**
Professional certification renewal & test fee (CPRP CEUs)	1.00	255.00	255	
National Recreation & Parks Association	1.00	390.00	390	
New England Parks Association, AMC, CT Camps	1.00	285.00	285	
CT Recreation & Parks Association	1.00	260.00	260	
44208 - PROFESSIONAL SERVICES				**350**
Music licensing fee	1.00	350.00	350	
44217 - POSTAGE				**1,400**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44223 - SERVICE CONTRACTS				**5,500**
Activenet/Facility Reservation software user fee	1.00	5,000.00	5,000	
Portable toilet rental - Special Events	1.00	500.00	500	
44232 - PRINTING & PUBLICATIONS				**2,200**
Printing of event materials and Colchester Connections	1.00	2,200.00	2,200	
44237 - EQUIPMENT RENTAL				**2,000**
Generators, stage, light towers	1.00	2,000.00	2,000	
44238 - UNIFORM RENTALS				**500**
Recreation staff uniforms.	1.00	500.00	500	
45216 - TELEPHONE				**2,880**
On-line faxes (within computer) - annual charge	1.00	120.00	120	
Cell phone - Rec Manager, Rec Supervisor, & Rec Specialist	12.00	150.00	1,800	
Land Line Phone & internet at Rec. Plex	12.00	80.00	960	
TOTAL RECREATION				**185,794**

TOWN OF COLCHESTER

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Department: Senior Services

Mission Statement

It is the mission of the Colchester Senior Center to support older adults in their desire to age optimally by providing programs and services designed to promote their independence, health, wellness and overall quality of life.

Description

The Colchester Senior Center is a social, educational, recreational and wellness resource center for older adults, serving senior citizens, aged 55 years and over. We provide an array of programs, classes and special events to meet the needs, abilities and interests of those we serve; information and referrals for local and state resources; local and out-of-town transportation services; meaningful volunteer opportunities and a nutritionally-balanced hot lunch program served daily.

Staffing

Director (full time)
Program Coordinator (full time)
Administrative Assistant (full time)
Bus Driver (1) (full time)
Bus Driver (2) (1 part time, 1 part-time, grant funded)
Bus Driver (1) (per diem)
Making Memories Program Coordinator (part-time, grant funded)

2015-2016 Accomplishments

- Recruited, hired and trained Making Memories Program Coordinator, who has revitalized the program, greatly increasing participation rates, reaching program capacity with the development of a waiting list.
- Successfully implemented *My Senior Center* software for data tracking, beginning July, 2015.
- In conjunction with the implementation of *My Senior Center*, launched membership drive for the Colchester Senior Center. July 1-December 31 realized 128 new members for a YE total of 894 active members.
- Distributed CSC Policies and Procedures, as approved by the Board of Selectmen in May, 2015 to all members (ongoing to new members).
- Initiated annual $10.00 membership fee for non-residents, and replacement fees of $2.00 for *My Senior Center* scan cards bringing in $544.00 of new revenue.
- Secured grant funding totaling $100,968.00. This includes funding for the Making Memories Program, the Municipal Grant Program, which funds the out-of-town medical transportation services and Section 5310 A funding for the replacement of the 14 passenger bus.
- Greatly increased efficacy of fundraising, with revenues totaling $13,871.90. This represents an increase of over 55% from the previous year.

- Continued to improve cleanliness/organization/appearance of facility including: relocation of staff offices, creation of private space for the Making Memories Program, painting the Dining Room, Craft Room and the back wall of the Activities Room, enhancement of lighting, completion of minor repairs, installation of new Bingo equipment and served as advisor to B. Legato's Eagle Scout project to repaint the main office.
- Established a Strategic Planning Team for the purposes of developing a Strategic Plan for the department of Senior Services, as well as providing recommendations to the Senior Center Sub Committee for physical requirement necessary in a new senior center facility. Director serves as committee chair.
- All staff completed Mental First Aid Training.
- Continued initiatives of the Colchester TRIAD Committee, including hosting a free Document Shredding Event at Town Hall to spread awareness to prevent identity theft, hosted a free Elder Law seminar at the Colchester Senior Center, with guest speaker Atty. Kevin Connors and provided a TRIAD article to the monthly newsletter, for safety education and promotion of health and wellness.

Measures (January 1 – December 31)	**2015**	**2014**	**2013**
• Active Membership	894	766	approx. 600
• Total Visits to the Senior Center (unduplicated)	13,658	11,090	10,565
• Total Clients Served (duplicated)	16,568	13,671	12,158
• Total Programs Sessions Offered	1,994	1,833	1,309
• Transportation, non-medical (total # of rides)	9,369	10,361	9,007
• Transportation, medical (total # of rides)	2,450	2,376	2,215
• Information and Referrals	9,369	5,098	3,971
• Social Service Clients (total served)	331	338	288
• Memories Program (total units of service)	3,331	3,987.5	4,167
• Volunteer Hours (total hours)	5,269.25	5,070	4,662.5
• Senior Center sponsored Travel Opportunities (attendees)	461	371	228
• Meals On Wheels Deliveries	5,603	4,493	4,424
• Meals Served Onsite (Community Café/Bistro/Specials)	2,687	2,644	2,458

Objectives for 2016-2017

- Continue to meet the needs of the growing senior population through leading edge programs and services.
- Work with the Strategic Planning Team to complete a long-range plan for the department of Senior Services, including recommendations for the physical requirements for new facility.
- Director to serve as a member of the Senior Center Sub-Committee, evaluating potential sites for a new senior center.
- Apply for Section 5310 (A) grant funding to purchase a new 18 passenger mini-bus.
- Replacement of the Colchester Senior Center minivan utilizing vehicle replacement funds.

TOWN OF COLCHESTER
ADOPTED BUDGET

SENIOR SERVICES

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Regular Payroll	176,387	181,988	185,194	187,778	191,062
Contractual, Temporary, Occasional Payroll	3,359	3,055	3,200	4,500	4,500
Employee Related Insurances	721	800	1,014	1,053	1,059
FICA & Retirement	18,445	24,349	26,054	26,545	27,014
Copier	1,214	1,488	1,775	1,488	2,788
Office Supplies	1,100	353	1,000	1,000	1,000
Custodial/Maintenance Supplies	1,416	1,344	1,350	1,350	1,350
Mileage, Training & Meetings	232	269	250	75	250
Professional Memberships	20	150	325	150	295
Professional Services	364	449	960	957	960
Building Rental	3,705	16,000	19,705	16,000	16,000
Postage	100	294	350	350	400
Service Contracts	1,863	1,789	3,364	3,364	3,364
Printing & Publications	544	286	700	738	750
Telephone	3,306	3,383	3,300	3,300	3,300
Fuel & Heating	11,445	13,006	10,150	7,500	5,180
Electricity	6,588	5,988	6,500	6,500	6,500
Equipment Repairs	96	346	500	253	500
Building Repairs	3,693	1,486	1,500	900	1,500
Vehicle Maintenance & Fuel	17,969	16,100	16,890	17,500	12,560
TOTAL	**252,567**	**272,923**	**284,081**	**281,301**	**280,332**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
15401 - SENIOR SERVICES				
40101 - REGULAR PAYROLL				**191,062**
Director	1.00	56,840.00	56,840	
Program Coordinator (7.5 hrs/day)	1.00	42,084.00	42,084	
Administrative Assistant (7.5 hrs/day)	1.00	43,555.00	43,555	
Bus Driver (7 hrs/day)	1.00	28,593.00	28,593	
Part-time bus driver (5 hrs/day)	1.00	18,740.00	18,740	
Longevity	1.00	1,250.00	1,250	
40105 - CONTR TEMP OCCAS				**4,500**
Substitute drivers to cover vacations, etc. - part-time bus driver hourly rate	1.00	4,500.00	4,500	
41210 - EMPLOYEE RELATED INS.				**1,059**
Life/AD&D Insurance.	1.00	605.00	605	
Long Term Disability insurance.	1.00	454.00	454	
41230 - FICA & RETIREMENT				**27,014**
FICA	1.00	14,959.00	14,959	
Defined Contribution 401(a) Plan - Senior Citizens Director @ 8%	1.00	4,547.00	4,547	
Union contract in negotiation				
Defined Contribution 401(a) Plan -	1.00	4,241.00	4,241	
Program Coordinator & FT Bus driver @ 6%				
Defined Contribution 401(a) Plan - Administrative Assistant @ 7.5%	1.00	3,267.00	3,267	
42233 - COPIER				**2,788**
Monthly lease payments	12.00	124.00	1,488	
Per copy charges	1.00	1,300.00	1,300	
42301 - OFFICE SUPPLIES				**1,000**
Folders, paper, binders, miscellaneous	1.00	1,000.00	1,000	
42331 - CUSTODIAL/MAINTENANCE SUPPLIES				**1,350**
Kitchen and bath paper goods, soap and misc. disposable goods	1.00	1,350.00	1,350	
43213 - MILEAGE, TRAINING & MEETINGS				**250**
Mileage for home visits, meetings, training and conferences	1.00	100.00	100	
Local CASCP & CAMAE conferences, training for local and state programs	1.00	150.00	150	
43258 - PROFESSIONAL MEMBERSHIPS				**295**
National Institute of Senior Centers (NISC)	1.00	145.00	145	
Connecticut Association of Senior Center Personnel (CASCP)	2.00	50.00	100	
Connecticut Association of Municipal Agents for the Elderly	1.00	50.00	50	

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
44208 - PROFESSIONAL SERVICES				**960**
Medical physicals for drivers to ensure health/fitness to drive	2.00	125.00	250	
Random drug/alcohol testing for drivers	4.00	50.00	200	
Licenses for drivers	1.00	125.00	125	
Copyright license to show movies on site	1.00	200.00	200	
Copyright license - music	1.00	150.00	150	
Health license recertification	1.00	35.00	35	
44215 - BUILDING RENTAL				**16,000**
Annual lease payment - building facility	1.00	16,000.00	16,000	
44217 - POSTAGE				**400**
Mailings to clients, agencies, service providers, and funders	1.00	400.00	400	
44223 - SERVICE CONTRACTS				**3,364**
Annual inspection of fire equipment	1.00	120.00	120	
Pest control services	12.00	75.00	900	
Furnace/Air conditioning/Water heater service contract	1.00	700.00	700	
Alarm service - monthly inspections	12.00	37.00	444	
MySeniorCenter data tracking system	1.00	1,200.00	1,200	
44232 - PRINTING & PUBLICATIONS				**750**
Quarterly costs of printing Colchester Connections publication	4.00	150.00	600	
Outreach information, promotional materials & business cards	1.00	150.00	150	
45216 - TELEPHONE				**3,300**
Monthly VOIP phone service	12.00	175.00	2,100	
Monthly cell phone service for senior transportation drivers	12.00	100.00	1,200	
45221 - FUEL/HEATING				**5,180**
Heating oil	3,500.00	1.48	5,180	
45622 - ELECTRIC				**6,500**
Electricity	1.00	6,500.00	6,500	
46224 - EQUIPMENT REPAIRS				**500**
Small equipment repairs	1.00	500.00	500	
46226 - BUILDING REPAIRS				**1,500**
Minor building repairs	1.00	1,500.00	1,500	
46390 - VEHICLE MAINTENANCE & FUEL				**12,560**
Equipment repairs/parts	1.00	5,000.00	5,000	
Gasoline - fuel for Senior Center fleet	4,500.00	1.68	7,560	
TOTAL SENIOR SERVICES				**280,332**

TOWN OF COLCHESTER

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Debt Service

TOWN OF COLCHESTER

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TOWN OF COLCHESTER
ADOPTED BUDGET

DEBT SERVICE

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Bond Principal	1,575,000	1,550,000	1,530,000	1,530,000	1,515,000
Bond Interest	467,015	422,865	371,466	371,466	327,266
Lease Principal	10,307	0	0	0	0
Lease Interest	2,592	0	0	0	0
TOTAL	**2,054,914**	**1,972,865**	**1,901,466**	**1,901,466**	**1,842,266**

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18101 - DEBT SERVICE				
49245 - BOND PRINCIPAL				**1,515,000**
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	280,000.00	280,000	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	400,000.00	400,000	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	835,000.00	835,000	
49246 - BOND INTEREST				**327,266**
Bond Issue 6/3/10 - Firetruck, Ambulance, Road Improvements, BA Track, BA Portables	1.00	50,400.00	50,400	
Advance Refunding Bond Issue 6/3/10 - Refunding 2001 bond issue	1.00	83,201.00	83,201	
Advance Refunding Bond Issue 3/1/12 - Refunding 2002 & 2005 bond issues	1.00	193,665.00	193,665	
TOTAL DEBT SERVICE				**1,842,266**

Transfers & Capital

TOWN OF COLCHESTER

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TOWN OF COLCHESTER
ADOPTED BUDGET

TRANSFERS & CAPITAL

ACCOUNT	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
Transfer to Capital Reserve	239,900	223,000	279,350	279,350	313,750
Transfer to Animal Control Fund	39,543	29,685	30,975	30,975	30,926
Transfer to Capital Improvement Fund	229,500	339,000	383,700	383,700	611,675
Transfer to Debt Service Fund	152,796	166,768	239,240	239,240	262,705
Transfer to BOE Capital Reserve	41,580	0	0	67,500	0
TOTAL	**703,319**	**758,453**	**933,265**	**1,000,765**	**1,219,056**

TOWN OF COLCHESTER
FY 2016 - 2017 ADOPTED BUDGET - DETAIL

	ITEM QUANTITY	ITEM UNIT COST	TOTAL DETAIL	TOTAL ADOPTED BUDGET
18501 - TRANSFERS				
50474 - TRANSFER TO CAPITAL RESERVE				**313,750**
Contribution to Equipment Reserve	1.00	50,000	50,000	
Contribution to Vehicle Replacement Reserve	1.00	203,750	203,750	
Contribution to Buildings & Grounds Maintenance Capital Reserve	1.00	60,000	60,000	
50496 - ACO - TOWN FUNDING				**30,926**
General Fund contribution to support Animal Control Fund	1.00	30,926	30,926	
50500 - TRANSFER TO CAPITAL				**611,675**
Town Wide Revaluation	1.00	26,000	26,000	
Open Space	1.00	5,000	5,000	
Police cruiser	1.00	55,000	55,000	
Per vehicle replacement plan				
Information Technology - System Virtualization Project	1.00	35,000	35,000	
Information Technology - equipment replacement	1.00	25,000	25,000	
GIS - Map corrections, GPS location	1.00	20,000	20,000	
Fleet/Highway Garage - parking lot paving & drainage	1.00	50,000	50,000	
Fire - Replace SCBA units, masks, bottles (6 year funding plan)	1.00	54,200	54,200	
Town Hall - cooling tower replacement	1.00	14,000	14,000	
Town Hall - oil tank replacement	1.00	21,250	21,250	
Town Hall - roof repair	1.00	5,500	5,500	
Town Hall - door replacement	1.00	5,000	5,000	
Town Hall - replace rugs, shades, dividers	1.00	8,000	8,000	
Cragin Library - pavement overlay	1.00	4,000	4,000	
Youth Center - minimal soffitt repair	1.00	15,000	15,000	
Parks & Grounds - pavement overlay & striping	1.00	16,000	16,000	
Parks & Grounds - resurface tennis courts	1.00	11,000	11,000	
Parks & Grounds - Spray Park water leak repairs	1.00	20,000	20,000	
Fleet/Highway Garage - Gas/Diesel tank and fuel station replacement	1.00	95,000	95,000	
Fleet/Highway Garage - structural study, moisture intrusion repairs	1.00	5,000	5,000	
Fleet/Highway Garage - roof repairs	1.00	5,000	5,000	
Fleet/Highway Garage - foundation & apron repairs	1.00	15,000	15,000	
Fire - Thermal imaging cameras (4) - 4 year funding plan	1.00	10,000	10,000	
Fire - Fire hose/equipment/gear dryer - 2 year funding plan	1.00	14,000	14,000	
Fire - Flashover simulator - 2 year funding plan	1.00	27,725	27,725	
Fire - Service 328 replacement - 3 year funding plan	1.00	30,000	30,000	
Emergency sirens - maintenance/repairs	1.00	20,000	20,000	
50700 - TRANSFER TO DEBT SERVICE FUND				**262,705**
Heavy Rescue lease purchase dated 1/20/14 - payments due 4/27/17, 7/27/17, 10/27/17 and 1/27/18	1.00	51,598	51,598	
Energy Project lease payment due 1/5/17 (Town share)	1.00	80,507	80,507	
Funding for future bond principal & interest payments	1.00	130,600	130,600	
TOTAL TRANSFERS				**1,219,056**

Animal Control Fund

TOWN OF COLCHESTER

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ANIMAL CONTROL FUND

	FY 2013-2014 ACTUAL EXPENDITURES	FY 2014-2015 ACTUAL EXPENDITURES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 ADOPTED BUDGET
EXPENDITURES:					
REGULAR PAYROLL	32,489	30,078	33,302	33,302	34,051
FICA	2,485	2,304	2,548	2,548	2,605
OFFICE SUPPLIES	70	0	100	50	50
OTHER PURCHASED SUPPLIES	2,714	3,116	4,000	2,000	3,000
TRAVEL, TRAINING & MEETINGS	9,137	9,516	9,075	790	9,075
PROFESSIONAL SERVICES	4,424	3,697	5,000	14,500	4,500
DUE TO STATE OF CT	7,478	7,887	8,000	7,570	7,600
POSTAGE	0	0	100	0	50
ADVERTISING	208	192	300	200	200
PRINTING	317	143	150	150	150
TELEPHONE	326	437	420	420	420
FUEL/HEATING	1,938	1,044	1,350	1,350	1,125
ELECTRICITY	787	941	750	940	940
BUILDING REPAIRS	0	300	300	0	300
TOTAL EXPENDITURES	62,373	59,655	65,395	63,820	64,066

	FY 2013-2014 ACTUAL REVENUES	FY 2014-2015 ACTUAL REVENUES	FY 2015-2016 ADOPTED BUDGET	FY 2015-2016 PROJECTED ACTUALS	FY 2016-2017 PROPOSED BUDGET
REVENUES:					
TOWN CLERK DOG LICENSES	13,606	13,023	13,500	13,000	13,000
ANIMAL CONTROL OFFICER FEES	2,790	2,835	3,500	2,800	2,800
RENT & ASSISTANT ACO	2,421	2,641	2,420	2,340	2,340
TRANSFER FROM GENERAL FUND	39,543	29,685	30,975	30,975	30,926
USE OF FUND BALANCE	5,000	15,000	15,000	15,000	15,000
TOTAL REVENUES	63,360	63,184	65,395	64,115	64,066

Animal Control Fund - Detail Budget

EXPENDITURES		FY 2016-2017 ADOPTED BUDGET
REGULAR PAYROLL		
Animal Control Officer		34,051
FICA		2,605
OFFICE SUPPLIES		50
OTHER PURCHASED SUPPLIES		3,000
Dog food, cleaning supplies for dog pound, etc.		
MILEAGE, TRAINING & MEETINGS		9,075
Mileage reimbursement	9,000	
Training, seminars & meeting registrations	75	
PROFESSIONAL SERVICES		4,500
Veterinarian		
DUE TO STATE OF CONNECTICUT		7,600
State share of license revenue		
POSTAGE		50
ADVERTISING		200
PRINTING & PUBLICATIONS		150
Various forms, license tags		
TELEPHONE		420
Cell phone service		
FUEL/HEATING		1,125
ELECTRICITY		940
BUILDING REPAIRS		300
Minor repairs to the dog pound		
TOTAL EXPENDITURES		**64,066**

SECTION FIVE

Capital Improvement Plan

TOWN OF COLCHESTER

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Section Five – Capital Improvement Plan

Item

- Capital Improvement Plan Summary
  - Facilities & Grounds
  - Equipment
  - Vehicles
  - Lease Financing
  - Reserves
- Capital Plan Graph (20-Year) – excludes bonded projects

TOWN OF COLCHESTER

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TOWN OF COLCHESTER
FY2016-2017 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

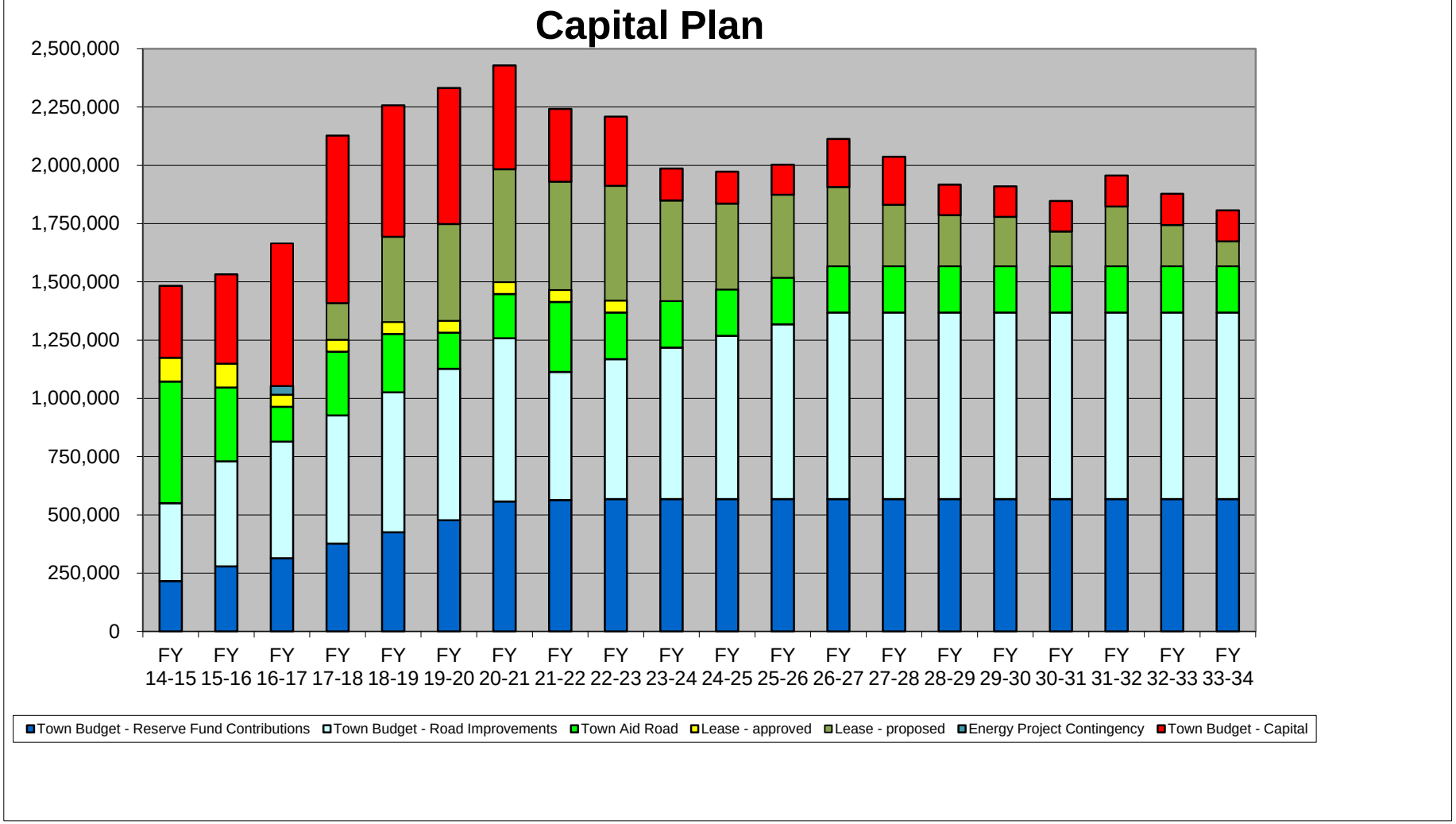
CATEGORY	ITEM	DEPARTMENT	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Facilities & Grounds							
	Repair Sidewalks - Town Hall	Facilities		$ 5,000	$ 5,000	$ 5,000	$ 5,000
	Cooling Tower Replacement - Town Hall	Facilities	$ 14,000	$ 14,000	$ 14,000		
	Oil Tank Replacement - Town Hall	Facilities	$ 21,250	$ 21,250	$ 21,250	$ 21,250	
	Replacement of 3 AHUs Town Hall	Facilities		$ 8,750	$ 8,750	$ 8,750	$ 8,750
	Solenoid Valve - Town Hall (Energy Project)	Facilities	$ 38,000				
	Roof Repairs - Town Hall	Facilities	$ 5,500				
	Door Replacement - Town Hall	Facilities	$ 5,000				
	Rugs, Shades, Dividers - Town Hall	Facilities	$ 8,000	$ 15,000	$ 23,000	$ 28,000	
	Pavement Overlay - Cragin Memorial Library	Facilities	$ 4,000	$ 4,000	$ 5,000		
	Electrical Upgrade - Youth Center	Facilities			$ 10,000		
	Boiler Room Roof Repair - Youth Center	Facilities			$ 10,000		
	Minimal Soffitt Repair - Youth Center	Facilities	$ 15,000				
	Gutter Repair/Realignment - Youth Center	Facilities			$ 3,000		
	Resurface Tennis Court	Grounds Maintenance	$ 11,000	$ 11,000	$ 11,000		
	Spray Park Water Leak Repair	Grounds Maintenance	$ 20,000				
	Basketball Courts	Grounds Maintenance		$ 10,000	$ 10,000	$ 10,000	$ 12,000
	Concession Stand - Pre-cast	Grounds Maintenance			$ 35,000		
	Pavement Overlay & Striping	Grounds Maintenance	$ 16,000	$ 16,000	$ 16,000	$ 16,000	$ 16,000
	Replace Gas/Diesel Tanks , Fuel Station	Fleet	$ 95,000	$ 95,000			
	Replacement RTUs	Fleet		$ 5,000	$ 5,000	$ 5,000	$ 5,000
	Structural Study/Moisture Intrusion	Fleet	$ 5,000	$ 30,000	$ 30,000		
	Roof Repair, then Replacement	Fleet	$ 5,000				
	Foundation & Apron Repairs	Fleet	$ 15,000				
	Drainage & Pave Parking Lot	Fleet	$ 50,000	$ 50,000			
	Vehicle Coverage	Fleet				$ 90,000	$ 90,000
	Co. 2 Parking Lot	Fire Department		$ 40,000			
	Emergency Sirens - Maintenance/Repairs	Emergency Management	$ 20,000				
	Road Improvements	Public Works	$ 500,000	$ 550,000	$ 600,000	$ 650,000	$ 700,000
		ANNUAL TOTAL	**$ 847,750**	**$ 875,000**	**$ 807,000**	**$ 834,000**	**$ 836,750**

Equipment							
	Equipment Replacement	Information Technology	$ 25,000	$ 25,000	$ 42,000	$ 50,000	
	GIS Improvements	Information Technology	$ 20,000	$ 20,000	$ 20,000	$ 25,000	$ 25,000
	System Virtualization Project	Information Technology	$ 35,000	$ 35,000	$ 30,000		
	Records Management System	Town Clerk/IT			$ 50,000	$ 50,000	$ 50,000
	SCBA Units/Masks/Bottles	Fire Department	$ 54,200	$ 54,200	$ 54,200	$ 54,200	$ 54,000
	Thermal Imaging Cameras	Fire Department	$ 10,000	$ 10,000	$ 10,000	$ 10,000	
	Fire Hose Washer (Equipment Reserve)	Fire Department	$ 12,000				
	Fire Hose/Equipment/Gear Dryer	Fire Department	$ 14,000	$ 14,000			
	Flashover Simulator	Fire Department	$ 27,725	$ 27,500			
		ANNUAL TOTAL	**$ 197,925**	**$ 185,700**	**$ 206,200**	**$ 189,200**	**$ 129,000**

TOWN OF COLCHESTER
FY2016-2017 ADOPTED BUDGET
CAPITAL IMPROVEMENT PLAN SUMMARY

CATEGORY	ITEM	DEPARTMENT	FY16-17	FY17-18	FY18-19	FY19-20	FY20-21
Vehicles							
	F-150 4x4 Pickup	Code Enforcement		$ 35,000			
	F-150 4x4 Pickup	Code Enforcement			$ 35,000		
	Sedan - 4 door	Code Enforcement				$ 15,000	
	F-250 4x4 Pickup	Emergency Management				$ 35,000	
	Cruiser	Police Department	$ 55,000	$ 55,000	$ 55,000	$ 55,000	$ 55,000
	Pickup Truck	Police Department		$ 30,000			
	Plow Truck (Town Aid Road Grant)	Public Works	$ 150,000	$ 152,500	$ 155,000	$ 155,000	$ 160,000
	Tanker 128- refurbish (Vehicle Reserve)	Fire Department	$ 55,000				
	Service 328 (Fire Police/Traffic Control)	Fire Department	$ 30,000	$ 30,000	$ 30,000		
	Service 128 (Forestry)	Fire Department				$ 45,000	
	Utility 128	Fire Department					$ 80,000
	Backhoe (Town Aid Road Grant)	Public Works			$ 96,000		
	Roller (Town Aid Road Grant)	Public Works					$ 30,000
	Rail Mower (Town Aid Road Grant)	Public Works		$ 120,000			
	Scag Mower (Equipment Reserve)	Grounds Maintenance				$ 10,000	
	Scag Mower (Equipment Reserve)	Grounds Maintenance					$ 10,000
	Skidsteer	Grounds Maintenance				$ 30,000	
	Mower Attachment - Compact Tractor	Grounds Maintenance					$ 14,000
	Accessible Bus - Town Match (Vehicle Reserve)	Senior Services	$ 20,000				
	Passenger Van	Recreation		$ 28,000			
		ANNUAL TOTAL	**$ 310,000**	**$ 450,500**	**$ 371,000**	**$ 345,000**	**$ 349,000**
Lease Financing							
	Heavy Rescue 128 lease (January 2014)	Fire Department	$ 51,598	$ 51,598	$ 51,598	$ 51,598	$ 51,598
	Engine Tank 328	Fire Department		$ 91,000	$ 88,400	$ 85,800	$ 83,200
	Tanker - Replace Hose Tender 128	Fire Department			$ 54,600	$ 53,000	$ 51,400
	Ladder 128	Fire Department			$ 110,000	$ 107,200	$ 104,400
	Ambulance 528	Fire Department					$ 41,600
	Ambulance 628	Fire Department		$ 66,000	$ 63,800	$ 61,600	$ 59,400
	Service 228 (Forestry)	Fire Department			$ 48,000	$ 46,400	$ 44,800
	Payloader	Public Works					$ 20,800
	Payloader	Public Works					$ 20,800
	Street Sweeper	Public Works				$ 60,000	$ 58,000
		ANNUAL TOTAL	**$ 51,598**	**$ 208,598**	**$ 416,398**	**$ 465,598**	**$ 535,998**
Reserves							
	Revaluation	Assessor (annual funding)	$ 26,000	$ 26,000	$ 26,000	$ 26,000	$ 26,000
	Open Space	Planning & Zoning	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
	Building & Grounds Maintenance	Facilities	$ 60,000	$ 70,000	$ 80,000	$ 90,000	$ 100,000
	Equipment	Various	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
	Fire Vehicles (excluding large apparatus)	Fire Department	$ -	$ 27,500	$ 42,000	$ 46,500	$ 80,500
	Pick-Up Trucks	Public Works & Grounds	$ 43,000	$ 43,000	$ 43,000	$ 43,000	$ 43,000
	Plow Trucks	Public Works	$ 92,200	$ 106,500	$ 120,600	$ 134,000	$ 147,400
	Specialized Vehicles	Public Works & Grounds	$ 41,250	$ 49,250	$ 55,925	$ 75,625	$ 98,625
	Town Hall/Community Service Vehicles	Various	$ 27,300	$ 30,800	$ 34,300	$ 37,800	$ 37,800
		ANNUAL TOTAL	**$ 344,750**	**$ 408,050**	**$ 456,825**	**$ 507,925**	**$ 588,325**
		GRAND TOTAL	**$ 1,752,023**	**$ 2,127,848**	**$ 2,257,423**	**$ 2,341,723**	**$ 2,439,073**

Note: Funding for the Capital Improvement Plan for all years presented, including any lease financing is subject to funding authorizations.


Capital Plan
2,500,000
2,250,000
2,000,000
1,750,000
1,500,000
1,250,000
1,000,000
750,000
500,000
250,000
0
FY 14-15
FY 15-16
FY 16-17
FY 17-18
FY 18-19
FY 19-20
FY 20-21
FY 21-22
FY 22-23
FY 23-24
FY 24-25
FY 25-26
FY 26-27
FY 27-28
FY 28-29
FY 29-30
FY 30-31
FY 31-32
FY 32-33
FY 33-34
Town Budget - Reserve Fund Contributions
Town Budget - Road Improvements
Town Aid Road
Lease - approved
Lease - proposed
Energy Project Contingency
Town Budget - Capital

TOWN OF COLCHESTER

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CONNECTICUT

SECTION SIX

Debt

TOWN OF COLCHESTER

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CONNECTICUT

Section Six – Debt

Item

- Debt Service Summary
- Chart – Debt Service Plan

TOWN OF COLCHESTER

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CONNECTICUT

Debt Summary
As of June 30, 2016

Outstanding Short-term Debt

As of June 30, 2016, the Town does not have any short-term debt outstanding.

Outstanding Bonded Debt[1]

Dated Date	Final Maturity	Purpose	Interest Rate	Original Issue	Amount Outstanding
06/03/10	06/01/21	Various purpose	2.25–5.00	2,525,000	1,120,000
06/03/10	06/01/21	Refunding	2.25–5.00	4,070,000	1,965,000
03/01/12	06/15/25	Refunding	2.00–4.00	8,400,000	6,590,000
07/31/09	07/31/28	Drinking Water Fund	2.12	2,496,990	1,616,756
Total					$11,291,756

[1] Excludes the Refunded Bonds.

Drinking Water State Revolving Fund Program

The Town is a participant in the State of Connecticut's Drinking Water State Revolving Fund Program (General Statutes Sections 22a-475 et seq., as amended), which provides financial assistance to the Town through loans at a rate of 2.12% per annum.

Loans to each municipality are made pursuant to a Project Loan Agreement. Each municipality is obligated to repay only that amount that it draws down for the payment of project costs (Interim Funding Obligation). Each municipality must deliver to the State an obligation secured by the full faith and credit of the municipality and/or a dedicated source of revenue of such municipality.

Amortization of each loan is required to begin one year from the earlier of the project's scheduled completion date specified in the Loan Agreement or the actual project completion date. The final maturity of each loan is 20 years from the scheduled completion date. Principal and interest payments are payable 1) in equal monthly installments commencing one month after the scheduled completion date, or 2) in a single annual installment representing 1/20 of total principal not later than one year from the project's scheduled completion date specified in the Loan Agreement, and thereafter in monthly installments. Borrowers may elect to make level debt service payments or level principal payments. Borrowers may prepay their loans at any time prior to maturity without penalty.

Overlapping/Underlying Debt

The Town does not have any overlapping or underlying debt.

Bonded Debt Maturity Schedule[1]
As of June 30, 2016

Fiscal Year Ending	Principal Payments	Interest Payments	Total Payments	Cumulative Percent of Principal Retired
2017	1,633,660	360,392	1,994,052	14.47
2018	1,646,200	297,251	1,943,451	29.05
2019	1,618,795	243,407	1,862,202	43.38
2020	1,616,445	182,507	1,798,952	57.70
2021	1,329,151	121,700	1,450,851	69.47
2022	931,916	80,985	1,012,901	77.72
2023	694,740	54,161	748,901	83.87
2024	687,625	38,957	726,582	89.96
2025	680,571	23,636	704,207	95.99
2026	143,580	8,206	151,786	97.26
2027	146,654	5,133	151,787	98.56
2028	149,793	1,993	151,786	99.89
2029	12,626	22	12,648	100.00
Total	$11,291,756	$1,418,350	$12,710,106	

[1] Excludes the Refunded Bonds.

THE TOWN OF COLCHESTER HAS NEVER DEFAULTED IN THE PAYMENT OF ITS DEBT OBLIGATIONS EITHER AS TO PRINCIPAL OR INTEREST

Current Debt Ratios
As of June 30, 2016

Population, 2014[1]	16,143
Per capita income[1]	$38,875
Net taxable grand list, 10/1/15	$1,216,010,210
Estimated full value @ 70%	$1,737,157,443
Equalized net grand list (2013)[2]	$1,683,452,351

	Overall Debt $11,291,756	Overall Net Debt $11,291,756
Per capita	$699.48	$699.48
To net taxable grand list	0.93%	0.93%
To estimated full value	0.65%	0.65%
To equalized net grand list	0.67%	0.67%
Ratio of debt per capita to per capita income	1.80%	1.80%

[1] Source: U.S. Census Bureau 2010-2014 American Community Survey 5 year estimates.
[2] State of Connecticut, Office of Policy and Management.

Statement of Statutory Debt Limitation
As of June 30, 2016

Debt Limitation Base

Total tax collections, including interest and lien fees, for the fiscal year ended June 30, 2015	$37,156,901
Reimbursement for elderly homeowners tax relief	46,872
Debt Limitation Base	$37,203,773

Debt Margin

Debt Limitation by Purpose	General Purpose	Schools	Sewers	Urban Renewal	Pension Deficit Funding
2.25 x base	$83,708,489				
4.50 x base	–	$167,416,979			
3.75 x base	–	–	$139,514,149		
3.25 x base	–	–	–	$120,912,262	
3.00 x base		–	–	–	$111,611,319
Total debt limitation	83,708,489	167,416,979	139,514,149	120,912,262	111,611,319
Less indebtedness: [1]					
Bonds payable	1,621,400[2]	8,053,600	–	–	–
Bonds authorized but unissued	140,000	48,923,741[3]	–	–	–
Total overall debt	1,761,400	56,977,341	–	–	–
Less estimated school construction grant progress payments	–	27,992,481[4]	–	–	–
Total overall net debt	1,761,400	28,984,860	–	–	–
Debt limitation in excess of outstanding and authorized debt	$81,947,089	$138,432,119	$139,514,149	$120,912,262	$111,611,319

[1] Does not include the Refunded Bonds.
[2] $1,616,756 water bonds excluded by statute.
[3] Includes $48,860,000 authorization for Middle School Project approved on June 16, 2015.
[4] Estimated school construction grant payments for Middle School Project

The General Statutes require that in no event shall the total debt for the Town of Colchester exceed seven (7) times the annual receipts from taxation. Maximum debt for the Town of Colchester under this formula is $260,426,411.

Five-year Debt Statement Summary

	2015-16	2014-15	2013-14	2012-13	2011-12
Population[1]	16,143	16,119	16,068	16,068	16,068
Net taxable grand list	$1,216,010,210	$1,201,873,865	$1,191,172,264	$1,176,520,440	$1,297,297,874
Estimated full value	$1,737,157,443	$1,716,962,664	$1,701,674,663	$1,680,743,486	$1,853,282,677
Equalized net taxable grand list[2]	$1,683,452,351	$1,683,452,351	$1,713,186,821	$1,681,198,817	$1,768,924,794
Per capita income[3]	$38,875	$36,860	$36,455	$36,593	$35,479
Short-term debt	$–	$–	$–	$–	$–
Bonded debt	11,291,756	12,937,929	14,601,667	16,288,021	17,997,041
Overall debt	11,291,756	12,937,929	14,601,667	16,288,021	17,997,041
Less school construction grants	0	0	0	0	0
Overall net debt	$11,291,756	$12,937,929	$14,601,667	$16,288,021	$17,997,041

[1] U.S. Department of Commerce, Bureau of Census, 2010 Census, and 2009-2013 & 2010-2014 American Community Survey 5 year estimates.
[2] State of Connecticut, Office of Policy and Management.
[3] U.S. Department of Commerce, Bureau of Census, 2006-2010 thru 2010-2014 American Community Survey 5 year estimates.

Five-year Debt Statement Summary Ratios

	2015-16	2014-15	2013-14	2012-13	2011-12
Overall debt:					
Per capita	$699.48	$802.65	$908.74	$1,013.69	$1,120.05
To net taxable grand list	0.93%	1.08%	1.23%	1.38%	1.39%
To estimated full value	0.65%	0.75%	0.86%	0.97%	0.97%
To equalized net taxable grand list	0.67%	0.77%	0.85%	0.97%	1.02%
Overall debt per capita to per capita income	1.80%	2.18%	2.49%	2.77%	3.16%
Overall net debt:					
Per capita	$699.48	$802.65	$908.74	$1013.69	$1,120.05
To net taxable grand list	0.93%	1.08%	1.23%	1.38%	1.39%
To estimated full value	0.65%	0.75%	0.86%	0.97%	0.97%
To equalized net taxable grand list	0.67%	0.77%	0.85%	0.97%	1.02%
Overall net debt per capita to per capita income	1.80%	2.18%	2.49%	2.77%	3.16%

Comparison of Annual Debt Service to General Fund Expenditures and Transfers Out

Fiscal Year Ended June 30	Debt Service	Total Expenditures and Transfers Out	Debt Service as Ratio to Total Expenditures and Transfers Out
2015	$1,972,865	$57,608,506	3.42
2014	2,054,914	57,694,147	3.56
2013	2,095,890	54,087,611	3.87
2012	2,914,282	53,907,883	5.41
2011	3,693,538	50,427,195	7.32

Authorized but Unissued Debt As of June 30, 2016

Project	Date Authorized	Amount Authorized	Bonds Issued	Grants/ Paydowns	Authorized but Unissued[1]
Portable classrooms	05/09/06	$ 850,000	$ 425,000	$401,259	$ 23,741
Fire engine tanker	05/12/09	760,000	720,000	–	40,000
Road improvements	05/12/09	560,000	515,000	–	45,000
Ambulance	05/12/09	280,000	225,000	–	55,000
Bacon Academy track	05/12/09	680,000	640,000	–	40,000
William J. Johnston Middle School[2]	06/16/15	48,860,000	0	–	48,860,000
Total		$51,990,000	$2,525,000	$401,259	$49,063,741

[1] Does not include Refunding Bonds.
[2] Does not reflect estimated school construction grant payments of $27,992,481

Authority to Incur Debt

The Town has the power to incur indebtedness as provided by the Connecticut General Statutes and the Town Charter. The issuance of bonds and notes in excess of 1.0% of the combined Town budget, excluding the Board of Education, is approved at a referendum by the voters of the Town.

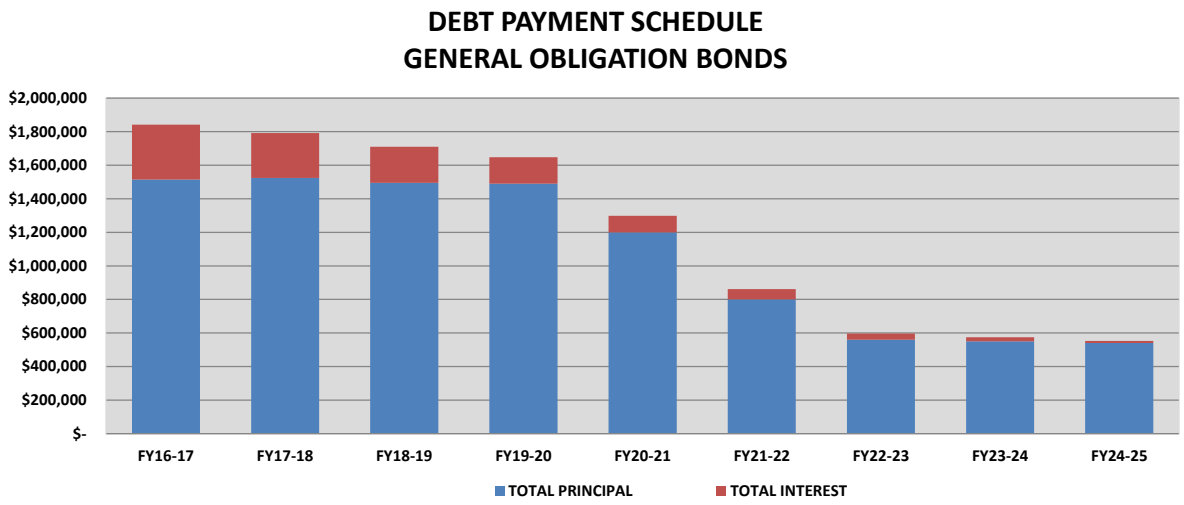
When general obligation bonds have been authorized, bond anticipation notes may be issued maturing in not more than two years (CGS Sec. 7-378). Temporary notes may be renewed up to ten years from their original date of issue as long as all project grant payments are applied toward payment of temporary notes when they become due and payable, and the legislative body schedules principal reductions by the end of the third year and for each subsequent year during which such temporary notes remain outstanding in an amount equal to a minimum of 1/20th (1/30th for sewer projects and certain school projects) of the estimated net project cost (CGS Sec. 7-378a). The term of the bond issue is reduced by the amount of time temporary financing exceeds two years.

Temporary notes must be permanently funded no later than ten years from their initial borrowing date, except for sewer notes issued in anticipation of State and/or Federal grants. If a written commitment exists, the municipality may renew the sewer notes from time to time in terms not to exceed six months until such time that the final grant payments are received (CGS Sec. 7-378b).

Temporary notes may also be issued for up to 15 years for certain capital projects associated with the operation of a waterworks system (CGS Sec. 7-244a) or a sewage system (CGS Sec. 7-264a). In the first year following the completion of the project(s), or in the sixth year following the original date of issue (whichever is sooner), and in each year thereafter, the notes must be reduced by 1/15th of the total amount of the notes issued by funds derived from certain sources of payment specified by statute. Temporary notes may be issued in one-year maturities for up to 15 years in anticipation of sewer assessments receivable, such notes to be reduced annually by the amount of assessments received during the preceding year (CGS Sec. 7-269a).

DEBT PAYMENT SCHEDULE - GENERAL OBLIGATION BONDS

	TOTAL PRINCIPAL	TOTAL INTEREST	Fiscal Year Total
FY16-17	$ 1,515,000	$ 327,265	$ 1,842,265
FY17-18	$ 1,525,000	$ 266,665	$ 1,791,665
FY18-19	$ 1,495,000	$ 215,415	$ 1,710,415
FY19-20	$ 1,490,000	$ 157,165	$ 1,647,165
FY20-21	$ 1,200,000	$ 99,065	$ 1,299,065
FY21-22	$ 800,000	$ 61,115	$ 861,115
FY22-23	$ 560,000	$ 37,115	$ 597,115
FY23-24	$ 550,000	$ 24,795	$ 574,795
FY24-25	$ 540,000	$ 12,420	$ 552,420



SECTION SEVEN

Glossary

TOWN OF COLCHESTER

INCORPORATED

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CONNECTICUT

Section Seven – Glossary

Item

- Description of Funds
- Financial Policies
- Definition of Terms

TOWN OF COLCHESTER

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CONNECTICUT

Description of Funds

Funds are a method of providing an accounting mechanism in order to provide accountability over resources that have been segregated for specific activities or objectives. The Town of Colchester uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The Town of Colchester has three types of funds:

Governmental funds include most of the Town's basic services which focus on how much cash and other financial assets that can readily be converted to cash flow in and out and the balances left at year-end that are available for spending.

Proprietary funds are generally used for reporting services for which the Town charges a fee such as the water operations for the Town. The Town has two types of proprietary funds. One is the enterprise fund and the other is the internal service fund.

Fiduciary funds are used to account for resources held for the benefit of parties outside the government.

The Town reports the following major governmental funds:

The *General Fund* is the Town's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The *Capital Reserve Fund* accounts for financial resources to be used for the acquisition of vehicles and equipment which are financed by General Fund appropriations and capital lease proceeds.

The *Educational Grants Fund* accounts for and reports financial resources to be used for the grants associated with education.

The Town reports the following major proprietary fund:

The *Water Fund* accounts for the operations of the water department.

Additionally, the Town reports the following fund types:

Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are legally restricted or committed to expenditures for particular purposes other than debt services or capital projects.

Capital Projects Funds are used to account for and report the acquisition and construction of major capital facilities other than those financed by proprietary and trust funds.

The Debt Service Fund is used for the accumulation of resources for, and payment of, general long-term bonded debt, principal, interest, and related costs.

The Internal Service Fund is used to account for the Town and Board of Education's medical self-insurance fund.

The Pension Trust Fund is used to account for the accumulation of resources to be used for retirement benefits.

The Private-Purpose Trust Fund is used to account for resources legally held in trust for the benefit of individuals, private organizations, or other governments.

Agency Funds account for monies held as a custodian for outside groups and agencies.

Financial Policies

Fund Balance Policy - The Town of Colchester shall maintain an Unassigned Fund Balance (the "Fund Balance") to improve and maintain the Town's financial stability. The Fund Balance provides a reserve to the Town in the event of unforeseen or unbudgeted situations, such as declining tax collection rates, loss of a major taxpayer, sudden changes in revenues or spending requirements, natural disasters, major infrastructure failures or unexpected litigation.

DEFINITION AND TARGET

The Fund Balance represents available financial resources of the Town that have not been designated for a specific purpose.

The Town strives to maintain a level of Fund Balance of 7% to 10% of its annual operating expenditures (including debt service). The level of Fund Balance may exceed 10% and may fall below 7%, but it cannot be allowed to fall below 5% without a determination of a specific urgent situation in accordance with this policy.

USE OF FUND BALANCE

If the Fund Balance exceeds the 7% target, then the excess over 7% may be used as determined by majority vote (but no less than three members) of the Board of Finance members present at an official meeting. The funds can be used to repay debt (if permissible), capital projects, other designated accounts or other one-time uses.

If the Fund Balance is between 5% and 7%, then the excess over 5% may be used for a specific urgent situation as deemed by the Board of Finance (by regular voting procedures) and approved by a vote of four members of its members at an official meeting. The Board of Finance shall adopt a plan to restore the Fund Balance to greater than 5% over the next two fiscal years and to replace funds over five fiscal years.

If the Fund Balance is less than 5%, then Fund Balance can only be used as determined by a vote of four members of the Board of Finance at an official meeting, and only upon the determination of a specific urgent situation by both the Board of Finance and the Board of Selectmen (by regular voting procedures). In addition, in such an urgent situation, the Board of Finance shall adopt a plan to restore the Fund Balance to greater than 5% over the next two fiscal years. **(Approved by Board of Finance on 05/19/10, Amended by Board of Finance on 02/01/12)**

Contingency Policy – The proposed expenditure budget of the Town shall include a recommendation for a contingency fund equal to one-half (0.5%) percent of the total proposed expenditures for the Town (excluding debt service, and capital & transfers out). Transfers from this account will be made in accordance with Town Charter provisions regarding budget transfers. **(Approved by Board of Finance on 09/05/12)**

Pension Funding Policy – The Town funds contributions to its defined benefit pension plan based on an actuarial valuation, which amount is included in the budget.

Cash Management Policy –Town deposits can include demand and savings accounts and certificates of deposits with Connecticut banks. The Town's custodial credit risk policy follows the State of Connecticut requirements that each depository maintain segregated collateral in an amount equal to a defined percentage of its public deposits based upon the bank's risk based capital ratio.

Purchasing Policy –

Section A: Definitions and General Requirements
- Definitions
- Purpose
- Coordination with Other Applicable Laws
- Objectives
- Responsibility for Compliance
- Communication with Vendors
- Bulk Purchasing
- Other Forms of Purchasing
- Purchase Orders
- Expenditures Not Requiring a Purchase Order
- Request for Proposal/Competitive Bid
  - When Request for Proposal/Competitive Bid Is Not Required
  - When Request for Proposal/Competitive Bid Is Required
  - Automatic Adjustment of Dollar Amount
- Bid Security
- Insurance Requirements

Section B: Procedures for Request For Proposal/Competitive Bid
Section C: Procedures for Optional Request for Qualification
Section D: Preferred Professional Services Vendor List
Section E: Acceptance/Rejection of Bids
Section F: Waiver of Request for Proposal/Competitive Bid Process
Section G: Purchasing in Emergency Situations or Under Extraordinary Conditions
Section H: Mandatory Review of Purchasing Policy

SECTION A - DEFINITIONS & GENERAL REQUIREMENTS

1. DEFINITIONS

The following terms shall have the definitions as set forth below:

First Selectman: as defined in the Charter of the Town of Colchester.

Local Vendor: a vendor whose principal place of business is located in Colchester.

Lowest Qualified, Responsible Bidder: the bidder offering the lowest price among those bidding who possesses the skill, ability, and integrity necessary for the performance of the work based on objective criteria considering, amongst other factors, past performance and financial responsibility.

Purchasing Agent: the First Selectman or Superintendent, as applicable, or his/her designee.

Request for Proposal (RFP): an invitation for vendors to submit a proposal for a specific good or service.

Request for Qualification (RFQ): an invitation for vendors to submit a description of relevant qualifications to perform a certain professional service.

Superintendent: the Superintendent of the Colchester School District.

Vendor: someone from whom a good or service is purchased.

2. PURPOSE

The purpose of this policy is to establish a systematic and uniform system for the procurement of services and goods required by any department, office or agency of the Town, including the Board of Education.

3. COORDINATION WITH OTHER APPLICABLE LAWS

In all respects, the provisions of this Policy shall be subject to the terms, conditions, requirements and other directives as contained in any applicable local, state or federal regulation, law, statute, policy or other directive, including but not limited to those pertaining to affirmative action and prevailing wages, as applicable.

4. OBJECTIVES

The objectives of this policy are as follows:

- To clearly establish the responsibility for the purchasing function as being vested with the First Selectman and Superintendent or his/her duly appointed representative(s).
- To procure services and goods from the Lowest Qualified Responsible Bidder.
- To provide an expeditious and efficient means of procuring materials, goods, or services.
- To ensure that all purchasing functions and practices are conducted in accordance with the Town charter and all other applicable local, state or federal requirements.
- To ensure that the Town and Board of Education make its purchases from local vendors whenever it is in the best interests of the Town and is consistent with this policy.

5. RESPONSIBILITY FOR COMPLIANCE

Compliance with this Purchasing Policy shall be monitored as follows:

a. The First Selectman and/or Superintendent, as applicable, shall bear primary, non-delegable responsibility for ensuring compliance with this policy.
b. The Purchasing Agent shall be responsible for establishing specifications and procedures for procuring goods or services, as applicable.
c. All employees, including department heads, supervisors, principals, directors and any others authorized to make purchases for the Town or Board of Education are responsible for following the provisions outlined in this policy when making purchases with Town or Board of Education funds.
d. The Chief Financial Officer or his/her designee will establish forms and processes to carry out the policies and procedures contained in this Policy, subject to the approval of the First Selectman and/or Superintendent, as applicable.

6. COMMUNICATION WITH VENDORS

All contracts between the Town or Board of Education and the vendor's representative shall be negotiated through the Purchasing Agent. The Purchasing Agent will refer catalogs or other advertising materials to the departments and/or schools concerned with the subject matter therein. The Purchasing Agent shall be copied on all correspondence originating from such department and/or school to/from vendors.

7. BULK PURCHASING

Whenever possible, the Purchasing Agent shall consolidate purchasing to obtain a more economical purchase and to avoid purchase of unnecessary or duplicative items. The Purchasing Agent shall institute systematic scheduled buying procedures for items which are used on a volume basis. Departments and schools shall comply with the ordering schedules distributed by the Purchasing Agent.

8. ENVIRONMENTALLY-PREFERABLE PURCHASES

Whenever possible, consideration shall be given to purchasing Environmentally Preferable Products. For purposes of this Policy, Environmentally Preferable Products are those products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. Such products or services may include, but are not limited to, those which contain recycled content, minimize waste, conserve energy or water and reduce the amount of toxins disposed of or consumed.

9. OTHER FORMS OF PURCHASING

The Purchasing Agent is authorized to employ all methods of soliciting goods or services, including but not limited to, cooperative purchasing, on-line auctions, reverse auctions and all other methods as allowed by applicable authority.

10. PURCHASE ORDERS AND BLANKET PURCHASE ORDERS

All purchases or contracts, other than those specifically exempted in this Policy shall be made by an authorized purchase order.

The function of a blanket purchase order is to establish a contract with a specific vendor for a type of good or service bought on a recurring basis where the cost of processing the individual purchase orders would frequently exceed the value of the item or service but whose cumulative value for the year is a significant amount. A blanket purchase order will be issued by the Chief Financial Officer at the beginning of a calendar quarter to a particular vendor for an estimated dollar amount to be purchased during that calendar quarter. The blanket purchase order will allow the user department to draw against the purchase order when ordering required goods during a calendar quarter.

Only authorized individuals will be allowed to pick up goods or materials.

No single item over $250 in price will be chargeable on a blanket purchase order.

Issuance of a blanket purchase order does not negate the need to utilize the quote or bid process where applicable.

11. EXPENDITURES NOT REQUIRING A PURCHASE ORDER

Specific expenditures may be processed for payment without submitting a Requisition/Purchase Order. Expenses of this nature are usually recurring obligations of the Town or Board of Education, and the amount to be charged is not known until after the service has been performed or until after a specified billing period has elapsed. The following items do not require purchase orders:

- Utilities
- Postage
- Legal notices
- Advertising
- Mileage or travel expenses related to Town or Board of Education business
- Professional dues and subscriptions
- Payroll deductions
- Judgments and claims
- Interfund transfers
- Debt payments
- Such other items as determined by the Purchasing Agent.

12. REQUEST FOR PROPOSAL/COMPETITIVE BID

For purposes of this section, if the goods or services for which the bid or proposal is invited will be purchased repeatedly over a period of twelve (12) months, the aggregate projected expenditure for the entire twelve (12) month period shall be calculated in order to determine the total value of the purchase.

a. WHEN A REQUEST FOR PROPOSAL/COMPETITIVE BID <u>IS NOT</u> REQUIRED

- Purchases or contracts with an anticipated value of up to $2,500 will not require quotes or bidding.
- The purchase of consumable, non-equipment goods required for the day-to-day operation of a department or school may be made without competitive quotes, proposals, or bids by said department or school provided said expenditures are within the department or school's budget and such purchases are made at or below contracted consortium, regional, State, or Federal governmental bid quotes for the particular commodity with the approval of the Purchasing Agent.

b. WHEN A REQUEST FOR PROPOSAL/COMPETITIVE BID <u>IS</u> REQUIRED

- Purchases or contracts with an anticipated value of $2,500 and up to $5,000 shall require verbal quotes from a minimum of three (3) vendors. Verbal quotes must be summarized on the appropriate form and submitted with the purchase requisition.
- Purchases or contracts with an anticipated value of $5,000 and up to $7,500 shall require written quotes from a minimum of three (3) vendors. Emailed or faxed quotes signed by an authorized

company representative on company letterhead are acceptable, as are product catalogs and online vendors. Written quotes must be submitted with the purchase requisition.

- Purchases or contracts with an anticipated value of $7,500 or more shall require use of either the Request for Proposal/Competitive Bid Process unless waived per Section F of this Policy.
- For purposes of this Paragraph (b), if a vendor declines the invitation to participate that refusal shall qualify as a response.

c. AUTOMATIC ADJUSTMENT OF DOLLAR AMOUNT

- The dollar amounts specified in paragraph (b) above shall be automatically adjusted in accordance with any statutory amendments to CGS 7-148v, or other statutes, as applicable.

13. BID SECURITY

If required by the Purchasing Agent, bids must be accompanied by security in one of the following forms: certified check, cashier's check, personal money order, letter of credit, or bid bond. The requirement for and amount of the security must be set forth in the bid advertisement. All security presented must show the "Town of Colchester" as the payee.

14. BIDDERS LIST

The Town and Board of Education do not maintain a formal bidders list.

15. INSURANCE REQUIREMENTS

An insurance certificate will be required from firms employed by the Town or Board of Education to perform work on buildings, property, or in the name of the Town or Board of Education. Such certificate shall hold the Town or Board of Education harmless as additional insured under said policies. The amount of such required coverage shall be approved by the First Selectman or Superintendent after review by the insurance consultant and/or carrier and prior to preparation of the bid specifications.

SECTION B - PROCEDURES FOR REQUEST FOR PROPOSAL/COMPETITIVE BID

1. PREPARATION

Whenever a Request for Proposal/Competitive Bid is required in accordance with the requirements in "Section A: Definitions & General Requirements," the department/school shall request a bid number from the Purchasing Agent prior to preparing the specifications. The date of the bid opening will be determined in coordination with the Purchasing Agent's office. A bid folder, labeled with the bid number and goods, will be prepared by the Purchasing Agent.

2. SPECIFICATIONS

The department/school will prepare the bid specifications in a format approved by the Purchasing Agent, incorporating the bid number and date of bid opening in the specifications. The completed specifications should be returned to the Purchasing Agent at least ten business days prior to the anticipated date of legal notice publication.

Bid specifications must include:

- Detailed description of goods/services to be purchased.
- Requirements regarding quality of goods/services to be purchased.
- Vendor or contractor qualification requirements.
- Requirement that all communications be in writing.
- A draft contract if the purchase requires entering into a contract.
- Format of submission.
- Number of copies of bid to be submitted.
- Deadline and address for submission.
- Insurance requirements.
- Bid security requirements, if applicable.

- Name, phone number, and email address of contact person responsible for all communications with prospective bidders.
- Criteria for selection.
- Sworn statement of identity of all owners and officers
- Information on pre-submission meeting(s), if any.
- Certification of bidder compliance with terms, conditions, requirements and other directives as contained in any applicable local, state or federal regulation, law, statute, policy or other directive, including but not limited to those pertaining to affirmative action and prevailing wages, as applicable.
- Any additional information needed for submission.

No bid shall be prepared to one vendor's exact specifications to exclude another comparable or preferred vendor.

3. NOTIFICATION OF REQUEST FOR PROPOSAL/COMPETITIVE BID

A legal notice inviting sealed bids shall be published by the Purchasing Agent in a newspaper of general area circulation or any type of media deemed to be applicable at least twenty-one days prior to the bid opening. The notice shall contain a general description of the goods or services being bid; the contact person; the day, hour, and place of the bid opening; where and when bid packages may be obtained; bid security, if required; and other information relating to the bid. An affidavit of publication will be provided when required by the Purchasing Agent.

No earlier than the date of legal notice publication, the Purchasing Agent will send the invitation to bid to all firms and persons as requested by the user department/school, the Preferred Vendor List for services required, and any additional firms and persons the Purchasing Agent determines are qualified. A list of the firms to which the bid was sent will be included in the file for this bid.

Additional copies of the complete specifications will be prepared for firms to pick up in response to the bid advertisement.

4. BID OPENING & AWARD

All bids, and bid security if applicable, must be submitted to the Purchasing Agent in sealed envelopes and show on the face of the envelope the bid number, the title of the bid, and the bidder's name. All envelopes will be date and time stamped as received.

At the date and time stated in the legal notice, all bids will be opened in public, read aloud (vendor name and bid amount only) and recorded. No bids shall be accepted or opened that were not submitted in compliance with the procedures set forth in the notice advertising the bid.

The award shall be made to the bidder whose bid meets the requirements, terms and conditions contained in the bid specifications, and is the lowest among those bidders possessing the skill, ability, and integrity necessary for faithful performance of the work based on objective criteria considering past performance and financial responsibility (the "Lowest Responsible Qualified Bidder"). Bid award is not based solely on the lowest fee proposal submitted, but includes all other considerations listed below in "Lowest Responsible Qualified Bidder."

Within a reasonable time following the bid opening, the bids will be reviewed in detail by the department head/school administrators and Purchasing Agent to ensure the apparent low bidder meets all specifications of the "Lowest Responsible Qualified Bidder." If this bidder does not meet the specifications, or is not judged responsible, the next lowest bidder's bid will be reviewed for compliance with the specifications. The foregoing process will be followed until the Lowest Responsible Qualified Bidder is found.

In determining the Lowest Responsible Qualified Bidder, the following criteria will be considered, as applicable:

- The ability and capacity of the bidder to perform the work based on an evaluation of the character,

integrity, reputation, and experience of the bidder. Consideration shall be given to previous work performed by the bidder for the Town or the Board of Education or for other agencies, including the quality and degree of satisfaction with the work performed.

- The financial resources of the bidder and the bidder's ability to secure any required bonds and/or insurance.
- Compliance by the bidder with all applicable federal, state, and local laws, including any licensing requirements.
- Delivery or completion time.
- Cost.
- Involvement in litigation.

5. CONSIDERATION FOR LOCAL VENDORS

Any Local Vendor who has submitted a bid not more than 7.5% higher than the lowest qualified responsible bidder may be awarded the bid if such local vendor agrees to accept the award at the amount and specifications of the lowest qualified responsible bidder, and meets all other conditions and requirements. Such Local Vendor shall be required to submit confirmation of its acceptance of the lower bid amount no later than 5 days after notification from the Purchasing Agent.

The provisions of this section shall not apply when the Lowest Qualified Responsible Bidder is a Local Vendor.

6. PROCEDURES IN THE EVENT OF A TIE BID

If there is a tie bid between or among vendors, the Purchasing Agent shall award the bid in one of the following manners:

- shared equally by the tied vendors, or
- award the bid on a rotating basis, or
- by draw in the presence of three or more witnesses.

7. BID AWARD

Once the Lowest Qualified Responsible Bidder is determined and an award of the bid is authorized, the Purchasing Agent shall prepare or cause to be prepared: (i) a purchase order to confirm the bid award and; (ii) when required, a contract. If required, the Purchasing Agent will bring the recommendation forward to the Board of Selectmen or Board of Education for approval as required by the Town Charter, State statutes, Board of Education policy, and this policy.

8. POST BID NEGOTIATION

Modifications in the proposed scope of the bid may be made after bid openings provided that the basic bid is still in its essential form and that all bidders have the same opportunity to submit new prices in writing for those changes being considered. Should all bids be in excess of funds available, the Purchasing Agent may work with the Lowest Responsible Qualified Bidder to negotiate reductions in scope until costs are within the amount of funds available.

9. BID FILE

The completed bid file for each Request for Proposal/Competitive Bid specific bid will contain:

- Completed record of bids
- Copy of the bid specification.
- Affidavit of publication or clipping of the bid.
- List of all firms invited to participate in the bid.
- List of all firms actually participating in the bid.
- All bids submitted.
- All correspondence related to the bid.
- Award notification
- Notice to proceed

SECTION C - PROCEDURES FOR OPTIONAL REQUESTS FOR QUALIFICATION

Whenever the Request for Proposal/Competitive Bid involves Professional Services, the Purchasing Agent may require that all bidders also comply with a Request for Qualification process. For purposes of this section, Professional services involve the furnishing of judgment, expertise, advice or effort by persons other than Town or Board of Education employees, and do not involve the delivery of a specific end product which can be defined by bid specifications and requires professional expertise.

Examples of professional services include, but are not limited to, in-service instructional leaders, pupil services, tutors, interpreters, architects, engineers, land surveyors, soil scientists, town planners, attorneys, banking and financial advisors, insurance brokers, actuaries, auditors, temporary agencies, repair services for property, equipment, and vehicles where the nature of the repair cannot be defined in advance by bid specifications and the professional expertise of the service provider is critical.

The Purchasing Agent, with the assistance of the department/school needing service, will develop the scope of Professional Services being sought in accordance with the requirements in "Section A: Definitions & General Requirements."

1. SPECIFICATIONS

In addition to the requirements in Section B, the following must also be included in the RFQ:

- Project title, background, detailed description, and plans/sketches if applicable.
- Format of submission.
- Number of copies to be submitted.
- Information on pre-submission meeting(s), if any.
- Criteria for selection.
- Requirement that the fee proposal be submitted in a separate sealed envelope and not be reflected in any part of the proposal response. Fee proposal envelope must contain project cost; method of payment, i.e. lump sum, percentage, hourly rates, etc.; and distribution of the fees by phase if applicable.
- Deadline and address for submission.
- Name, phone number, and email address of contact person.
- Any additional information needed for submission.

2. RESPONSES TO RFQ

When an RFQ process is utilized, responses must be accompanied by a statement of professional qualifications containing the following information:

- Background statement on the firm, principals, staff availability, location, and financial stability.
- Qualifications and position with the firm of those key individuals who will be assigned to the project.
- List of similar projects and at least three references including contact information for work done within the last five years.
- Short description of vendor's approach to the project and a general time line for completion, including phases if any.
- Short description of typical fee structure. Fee information is only for assessing the firm's understanding of the project.
- Statement as to why the vendor is the best qualified to meet the needs of the Town or Board of Education.

3. EVALUATION & AWARD WHEN REQUEST FOR QUALIFICATION PROCESS IS UTILIZED

At the date and time stated in the notice advertising the bid, all proposals will be opened in public and recorded. No proposals shall be accepted or opened that were not submitted in compliance with the

procedures set forth in the notice.

The Purchasing Agent will convene a review panel of not less than three individuals which will rank proposal submissions as follows: experience with similar projects; work approach; work schedule; staff qualifications; ability to meet requirements, terms, and conditions outlined in the RFQ; and firm's resources and stability.

A list of the most qualified firms will be developed. An interview will be conducted with a minimum of the top three qualified firms based on rankings. Fees are not to be taken into consideration as part of this determination.

After determination of the most qualified firms, the panel will open sealed envelopes containing fees. The panel will recommend a firm based on the ranking combined with the fee and will notify the Purchasing Agent by memo of its recommendation. The Purchasing Agent will bring the recommendation forward to the Board of Selectmen or Board of Education for approval as required by the Town Charter, State statutes, Board of Education policy, and this policy. A record of all proposals submitted, giving the names of the bidders, the amounts of the bids, and indicating the successful bidder shall be preserved by the Purchasing Agent in accordance with State law.

SECTION D - PREFERRED PROFESSIONAL SERVICES VENDOR LIST

It is the intent of this process to develop a list of pre-qualified vendors for specified professional services that will be available for hire by the Town or Board of Education during the contract period. Town or Board of Education departments and schools may use vendors on this list when services are needed and when pre-approved by the First Selectman or Superintendent. This list in no way requires the departments or schools to utilize vendors from the list nor does it preclude the ability of any department or school to initiate the RFP process.

The Purchasing Agent shall utilize the Request for Proposal process to develop the list and will maintain the list of all selected vendors as well as the date of inception of the list. The list shall be viable for three years from date of inception. Selected vendors shall remain on the list from the date selected until the expiration date of the list unless removed by the Purchasing Agent. At that time, a vendor may resubmit for inclusion through the process.

Vendors may be placed on the list using the Request for Qualification process in "Section C: Procedures for Optional Requests for Qualification."

Any vendor may be removed from the list at any time by the Purchasing Agent.

The following statement must be included in materials for the Request for Proposal and Competitive Bid processes: "Submission of a response to this RFP or bid may result in your placement on our "Preferred Vendor List". Inclusion on the list is not a guarantee of work being awarded. Any vendor may be removed from the list at any time by the Purchasing Agent."

SECTION E - ACCEPTANCE/REJECTION OF BIDS

The Purchasing Agent may reject any and all bids or quotations in whole or in part. Bids may be rejected for, but not limited to, the following reasons:

- if there is any reason to believe that collusion exists among the bidders;
- irregularities of any kind, including, without limitation, alteration of form, additions not called for,

conditional bids, incomplete bids, and unexplained erasures;

- if past performance is such that the First Selectman or Superintendent feels that the bidder cannot provide satisfactory service; or

- failure to act responsibly in dealings with the Town, Board of Education, or other customers.

The Purchasing Agent shall not accept a proposal submission from any vendor if the vendor, its sole proprietor, partner(s), or company officer(s) are in default on the payment of taxes, licenses, fees, or other monies due to the Town.

The Purchasing Agent retains the right to waive any insubstantial irregularities in the bids received (i.e. typographical errors, errors in formatting, etc.).

In accordance with CGS 7-148w, the Town may, by ordinance of its legislative body, establish a process for disqualification of any contractor, for up to two years, from bidding on, applying for, or participating as a subcontractor under, contracts with the Town or Board of Education for one or more causes set forth under subsection (c) of that section. Such ordinance shall establish procedures for disqualification which shall include notice and an opportunity for a hearing to the contractor who is the subject of the proceeding.

Nothing in this section should be construed to limit in any way the right of the First Selectman or Superintendent or his/her designee to reject any and all bids.

SECTION F - WAIVER OF REQUEST FOR PROPOSAL/COMPETITIVE BID PROCESS

In certain situations the bidding, quotation, and proposal processes described in this document may be waived even though the estimated cost exceeds the dollar threshold established in "Section A: Definitions & General Requirements."

The formal process may be waived for any of the following reasons:

- Only one (1) reasonable or qualified source can be identified, including those furnished by a monopoly utility. The Purchasing Agent will make the final determination of single source purchases.
- Time is a critical factor.
- A formal process would result in substantially higher costs to the Town or Board of Education, or inefficient use of personnel, or cause substantial disruption of Town or Board of Education services.
- Tuition and other services as determined by Planning and Placement Team (PPT).
- Those exempted or determined by law.

The First Selectman or Superintendent may grant a waiver for any of the above-listed reasons. Upon granting such a waiver, the First Selectman or Superintendent must, in writing, state the reason(s) for granting such waiver and shall notify the Board of Selectmen or the Board of Education as applicable of such action by electronic means.

If within two business days following such notification two members or more of such board as applicable objects to the granting of such waiver then the waiver shall be suspended pending approval of the waiver by the full board. No bids shall be awarded pursuant to this process until two business days have elapsed.

A waiver for any reason other than those above requires the approval of the Board of Selectmen or the Board of Education as applicable. For a requesting department or school to obtain a waiver, a written waiver request including specific reasons for the waiver shall be provided to the First Selectman or Superintendent. The request must be signed by a department head, principal, or director. Upon receipt of the waiver request, the First Selectman or Superintendent will notify the requestor if the waiver has been granted.

SECTION G - PURCHASING IN EMERGENCY SITUATIONS OR UNDER EXTRAORDINARY CONDITIONS

The formal process may be waived for any of the following reasons:

- In the opinion of the First Selectman or Superintendent or his/her designee, an emergency requires the purchase of goods or services to avoid injury or damage to human life or property.
- To meet a public emergency as determined and approved by the First Selectman.

Emergency situations shall be defined as situations in which:

- the operation of a department would be seriously hampered; or
- life, limb or property may be endangered; or
- the health or welfare of the general public is seriously threatened.

Extraordinary conditions shall be defined as conditions which:

- are not known until after an operation has commenced; or
- require unanticipated parts, equipment or materials to be obtained in order to complete the operation.

Under conditions enumerated above, the First Selectman/Superintendent or his/her designee, may authorize purchase of necessary goods and/or services. At the time of the purchase, the department or school will secure a sales ticket, delivery slip, or invoice for the material from the vendor.

Within the timeframe determined by the Purchasing Agent for the specific emergency or extraordinary condition, a Requisition will be prepared in the usual manner. The nature of the conditions necessitating such a purchase shall briefly be provided on the Requisition. The Chief Financial Officer will then formally issue the purchase order to the vendor which will be marked "Confirming Order - Do Not Reorder".

Purchases of this nature will be kept to an absolute minimum.

SECTION H - MANDATORY REVIEW OF PURCHASING POLICY

Beginning five years from final adoption of this policy and no less frequently than every five years thereafter, the Board of Selectmen, Board of Education, and Board of Finance shall form a “work group” consisting of two members of each of the boards and the CFO to review this policy and recommend modifications as needed.

Approved by Board of Selectmen: 05/07/15
Approved by Board of Education: 06/09/15
Approved by Board of Finance: 06/03/15

Transfer Policy –

1.0 PURPOSE

The purpose of these procedures is to specify the Board of Selectmen's and Board of Finance's (boards) intent for dealing with budget transfers, or supplemental appropriation of funds throughout the fiscal year, consistent with the Town Charter. It is recognized that the boards have joint responsibility to approve budget transfers and supplemental appropriations. It is also recognized that it is operationally prudent to have certain budget transfers occur at the end of the fiscal year once all line item expenditures are complete.

2.0 FUNDING OF EXPENDITURES REQUIRING PRIOR APPROVAL OF BOARDS

2.1 Supplemental appropriation from fund balance
2.2 Transfer between department budgets
2.3 Transfer of funds from salary or benefit line items within a department budget
2.4 Changes of $1,000 or more in a funded program should be referred to the boards for review with a fiscal impact note.

3.0 FUNDING OF EXPENDITURES NOT REQUIRING PRIOR APPROVALS OF BOARDS

3.1 Individual line items within a department budget other than salary and benefits may be over-expended as long as the total budget for that department excluding salary and benefits is not over-expended and the over-expenditure does not represent a repurposing of budgeted funds to another use.

3.2 The First Selectman may authorize the over-expenditure of any line item to deal with immediate matters of public safety such as a fire, weather event, or other such incident. The First Selectman shall notify the Boards at their next regular meeting, even if the items cannot be quantified yet.

3.3 The First Selectman may authorize the over-expenditure of any legal line item to defend the Town, its subdivisions and /or its employees in a matter that requires a contemporaneous legal response. The First Selectman shall notify the Boards at their next regular meetings and the Boards should approve legal expenditures for the specific issue up to a defined maximum dollar amount. The First Selectman shall continue to provide updates on the specific legal matter in executive session at subsequent Board meetings until the matter is closed.

4.0 USE OF CAPITAL RESERVE FUND

4.1 Requests by Department Heads for authorization to use Capital Reserve Funds are to be made to the First Selectman and the Chief Financial Officer. Authorization for expenditures not to exceed $10,000 shall be made by the First Selectman. Authorization for expenditures exceeding $10,000 shall be approved by the Board of Finance upon recommendation of the First Selectman.

4.2 The First Selectman may authorize the over-expenditure of Capital Reserve Funds to deal with immediate matters of public safety such as a fire, weather event, or other such incident. The First Selectman shall notify the Boards at their next regular meeting, even if the items cannot be quantified yet.

APPENDIX A – DEPARTMENTS

The following are identified as departments for the purposes of this policy;
Boards and Commissions
Contingency
First Selectman
Human Resources
Finance
Tax Collector
Assessor
Planning/Building Code Administration
Town Clerk
Registrar of Voters
Information Technology

Police
Fire
Emergency Management
Public Works (including Public Works Administration, Highway, Fleet Maintenance, Grounds Maintenance, Snow Removal, Facilities, and Transfer Station)
Engineering
Youth and Social Services
Cragin Memorial Library
Recreation
Senior Services

APPENDIX B – CHARTER LANGUAGE

§ C-402 Powers and duties of the Board of Selectmen

A. The Board of Selectmen may recommend to the Board of Finance the approval of the following matters concerning the Board of Selectmen's budget (subject to further approval by the Town Meeting, if so required):
(1) Any supplemental appropriation of funds; and
(2) Any transfer of funds between Town departments

§ C-601 The Board of Finance

A. The Board of Finance shall be responsible for developing and presenting to the Town voters the budgets for all Town departments and the overall Town government and shall have all of the powers and perform all of the duties conferred or imposed upon boards of finance by the General Statutes.
(1) The Board of Finance shall have the authority to approve supplemental appropriations from, and transfers within, the Town budget as recommended by the Board of Selectmen, subject to the further approval of the Town Meeting, if so required.

§ C-1203 The Department of Public Works

A. The Department of Public Works shall be responsible for:
(1) The inspection and construction, reconstruction, care, maintenance, altering, paving, repairing, draining, cleaning and snow clearance of all public places and of all streets, highways, sidewalks and curbs, and of the installation and maintenance of all public lighting, street signs, guideposts and public utilities;
(2) The construction, reconstruction, care, repair and maintenance of all public works and public improvements, except those under the jurisdiction of the Department of Parks and Recreation;
(3) The maintenance, care and improvement of, and construction required in connection with, all public works and public improvements of the Town;
(4) The improvement, repair and maintenance of all equipment, including automotive equipment, used in the Department of Public Works or in any other department, including police, fire and, upon request, school equipment; and
(5) The inspection and construction, reconstruction, care, maintenance and operation of all services provided in the Sewer and Water District.
B. The Department of Public Works shall consist of the Director of Public Works, who shall be the department head, and such other personnel as is deemed necessary by the Board of Selectmen. The Department of Public Works may delegate such responsibilities to other Town departments as necessary for the efficient and effective maintenance of Town facilities.

Approved by Board of Selectmen: 11/6/2014
Approved by Board of Finance: 11/5/2014
Draft: 9/16/2015
Rev: 10/6/2015

Snow Reserve Policy –
Due to the uncertainty in regard to;

(1) Forecasting the actual number of snowfall events
(2) The amounts of total snowfall on a "future" annual basis
(3) The wide variation from historic average snowfall totals both above and below the average
(4) To mitigate the fiscal impact in years of above average snowfall totals

a Snow Reserve Fund is hereby created.

It shall be the policy of the Board of Finance and Board of Selectmen to place unexpended funds within the Public Works Department – Snow Removal budget into the Snow Reserve Fund for use in future years with above average snowfall events and/or totals, that causes an overage with in the Public Works – Snow Removal Budget.

Said transfers of funds to the Snow Reserve Fund are subject to the Budget Transfer provisions of the Town of Colchester Charter.

Approved, Board of Finance, March 2, 2016
Approved, Board of Selectmen, March 17, 2016

TOWN OF COLCHESTER
ANNUAL BUDGET

GLOSSARY OF TERMS

Actuarial Recommended Contribution (ARC) – The amount of money recommended to be transferred to the Police Pension Fund as determined by the Town's Actuary (may also be referred to as the "Annual Recommended or Required Contribution).

Appropriated Fund Balance – A portion of existing fund balance that is incorporated into the subsequent year's budget to 'balance' expected expenditures in excess of expected revenues.

Appropriation – An authorization made by the legislative body of a government that permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

Assessed Valuation – A valuation of real estate and certain personal property by the Town Assessor as a basis for levying property taxes. The assessed value of any property is set at 70% of its market value. The 70% assessment ration is the same throughout Connecticut and is required by State law.

Assigned Fund Balance – The portion of fund balance that represents resources set aside ('encumbered') by the government for a particular purpose.

Basis of Accounting – Timing of recognition for financial reporting purposes.

Basis of Budgeting – Method used to determine when revenues and expenditures are recognized for budgetary purposes.

Benefits – Medical and dental insurances that employees elect to receive. Employees pay a cost sharing percentage (as determined either by collective bargaining agreement or by personnel policy). Employer (Town) pays the insurance company the difference between employee cost and insurance plan cost.

Budget – A financial operating plan for a given period that details expenditures for providing services and the planned financing for such services.

Capital Asset – Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

Capital Budget – Financial plan for one year or multiple years that details funds to put towards the purchase of equipment or facilities, or to purchase equipment or facilities in that budget year.

Capital Improvement – Equipment or facilities that have been designated for upgrade or new purchase within a designated time frame (as part of a Capital Improvement Plan).

Capital Reserve – A segment of the capital budget that designates a particular amount of money per year over a pre-determined amount of time that allows the Town to pay in part or in whole for capital, such as equipment or facilities (new or upgrades).

Cash Basis of Accounting – Basis of accounting that recognizes transactions or events when related cash amounts are received or disbursed.

Committed Fund Balance – The portion of the net position of a governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remains legally binding unless removed in the same manner.

Compensation – Salaries for employees.

Contingency Account – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Contract (Collective Bargaining Agreement) – An agreement between an unionized employee group and the Town (employer) that details various work-related functions, such as hours of work, paid time-off, disciplinary procedures, and more.

Current Tax Levy – The total amount of revenues to be raised through property taxes at the current mill rate. The current tax levy is the central figure used to calculate the mill rate. It is distinct from non-current levy taxes which consist primarily of taxes and interest owed from prior years.

Debt Service - Payment of interest and repayment of principal on debt that the Town has issued, typically for large capital projects.

Defined Benefit Pension Plan – Pension plan having terms that specify the amount of pension benefits to be provided at a future date or after a certain period of time; the amount specified usually is a function of one or more factors such as age, years of service, and compensation.

Defined Contribution Pension – Pension plan having terms that (a) provide an individual account for each plan member and (b) specify how contributions to an active plan member's account are to be determined, rather than the income or other benefits the member or his or her beneficiaries are to receive at or after separation from employment. Those benefits will depend only on the amounts contributed to the member's account, earnings on investments of those contributions, and forfeitures of contributions made for other members that may be allocated to the member's account.

Education Cost Share grant (ECS) - A grant to municipalities from the State that is determined by a statutory formula, which is: the foundation multiplied by the base aid ratio multiplied by the number of need students. A regional bonus is then added.

- For FY13-14 & FY14-15, <u>the foundation</u> for the Town of Colchester is $11,525.
- The <u>base aid ratio</u> is 1 minus the wealth adjustment factor. The wealth adjustment factor is the sum of 90 percent of the ratio of the of the town's equalized net grand list per capita divided by 1.5 times the median town's equalized net grant list per capita and 10 percent of the ratio of the

town's median household income divided by 1.5 times the median town's median household income.

- Need students is the number of students enrolled at the expense of the town plus 30 percent of the number of children eligible for free or reduced price meals or free milk.
- The regional bonus is for towns with regional school districts. It is the number of students enrolled in regional schools times $100 times the number of grades on the regional schools divided by 13. This does not apply for the Town of Colchester.

Employer Contribution – Term used in the context of pension and other postemployment benefits to describe contributions actually made by the employer in relation to the annual required contribution (ARC) of the employer.

Encumbrances – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specific future expense. For financial reporting purposes, encumbrance accounting is restricted to governmental funds.

Enterprise Fund – A fund established to account for operations financed in a manner similar to a private business enterprise; i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

Expenditure – Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.

Fiscal Year – Budget year that starts July 1 and ends the following June 30.

Full-Time – Employees who regularly work at least thirty (30) hours per week.

Fund – Fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Balance – Difference between assets and liabilities reported in a governmental fund.

GAAP – Generally Accepted Accounting Principles; accounting rules used to prepare, present, and report financial statements for a wide variety of entities, including publicly-traded and privately-held companies, non-profit organizations, and governments.

General Fund –The general fund typically serves as the chief operating fund of a government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

General Obligation (GO) Bonds – When a government pledges its full faith and credit to the repayment of the bonds it issues, then those bonds are general obligation (GO) bonds. Sometimes the term is also used to refer to bonds that are to be repaid from taxes and other general revenues.

General Revenues – All revenues that are *not* required to be reported as program revenues in the government-wide statement of activities.

Governmental Funds – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grand List – The basis upon which the property tax levy is allocated among the property owners in a jurisdiction with taxing power.

Intergovernmental – Transactions between governments, such as grants from the State to the Town of Colchester.

Internal Service Fund – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the government.

Legal Level of Budget Control – Level at which a government's management may not reallocate resources without approval from the legislative body.

Mill – The amount of tax paid for each $1,000 of assessed value. A mill is one-tenth ($1/10^{th}$) of a penny or $1.00 of tax for each $1,000 of assessed value.

Mill Rate – The rate applied to assessed valuation to determine property taxes. The mill rate sets the amount of taxes that must be paid for every $1,000 of assessed value of property.

Modified Accrual Basis of Accounting – Basis of accounting that modifies the accrual basis of accounting in two important ways: 1) revenues are not recognized until they are measureable and available, and 2) expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when the liability is first incurred (if earlier).

Pension Benefits – Retirement income and all other benefits (e.g., disability benefits, death benefits, life insurance) except healthcare benefits that are provided through a defined benefit pension plan to plan members and beneficiaries after termination of employment or after retirement. Postemployment healthcare benefits are considered other postemployment benefits, regardless of how they are provided.

Pension Plan – Arrangement for the provision of pension benefits in which all assets accumulated for the payment of benefits may legally be used to pay benefits (including refunds of member contributions) to any of the plan members or beneficiaries, as defined by the terms of the plan.

Personnel – All employees, including full-time, part-time, and elected officials, who work for the Town of Colchester.

Postemployment – Period following termination of employment, including the time between termination and retirement.

Principal - The amount borrowed, or the part of the amount borrowed that remains unpaid.

Property Tax – A locally levied tax based on the market value of property assessed at 70% during a given year by the local municipality. The revenues from property taxes represent the largest funding source for Colchester municipal expenditures. By State law, all municipalities must revalue the market value of property every five years.

Proprietary Funds – Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.

Referendum - A question or proposal that is submitted to a vote of the electors or voters of a municipality that is either (1) any regular or special state or municipal election, or (2) is not an election and is not a town meeting.

Refunding – Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

Restricted Fund Balance – The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.

Revaluation - A periodic program undertaken in order to appraise all real property in terms of its full market value (bringing all properties to 100% of their true market value and by the same standard).

Revenue – Income to the Town of Colchester that comes from various sources, including: property taxes (both current and delinquent with associated interest and lien fees), intergovernmental revenue (both Town and Education-based), charges for services, investment interest earnings, license and permit fees, use of fund balance (varies from year-to-year and may sometimes not be used), transfers between other funds into the operating budget, and other miscellaneous revenue sources.

Special Revenue Funds – Governmental fund type used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects and exclusive of resources held in trust for individuals, private organizations, or other governments.

Tax Collection Rate – A measure of the rate of taxes collected on all outstanding grand lists.

Town Meeting – The Annual Budget meeting to receive and consider a resolution for the adoption of the Annual Budget. The Annual Budget meeting is adjourned to an automatic referendum to be held within a specified amount of time as determined by Town Charter. Special Town meetings may be held at any time, as provided for in the Town Charter or State Statutes.

Unassigned Fund Balance – The difference between total fund balance and its non-spendable, restricted, committed and assigned components.

Unrestricted Fund Balance – The difference between total fund balance and its non-spendable and restricted components.

TOWN OF COLCHESTER

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